

# Proposed Policy Budget

CITY OF OAKLAND  
FISCAL YEAR 2019-2021



# CITY OF OAKLAND

## FY 2019-21 PROPOSED POLICY BUDGET

**Mayor**  
**Libby Schaaf**

### Members of the City Council

**Rebecca Kaplan** (At-Large)  
Council President

**Dan Kalb** (District 1)  
President Pro Tempore

**Nikki Fortunato Bas** (District 2)

**Lynette Gibson McElhaney** (District 3)

**Sheng Thao** (District 4)

**Noel Gallo** (District 5)

**Larry Reid** (District 7)  
Vice Mayor

**Loren Taylor** (District 6)

**City Administrator**  
**Sabrina B. Landreth**

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**Maraskeshia Smith**, Assistant City Administrator

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**Elizabeth Lake**, Deputy City Administrator

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**LaTonda Simmons**

City Clerk

**Sara Bedford**

Human Services

**Anne Kirkpatrick**

Police

**Deborah Barnes**

Contract and Compliance

**Andrew Peterson**

Information Technology

**Vacant**

Police Commission

**Mark Sawicki**

Economic & Workforce  
Development

**Michele Byrd**

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**Nicholas Williams**

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Development

**Darleen Flynn**

Race & Equity

**Ian Appleyard**

Human Resources  
Management

**William Gilchrist**

Planning & Building

**Ryan Russo**

Transportation

**Peter Kim** (Interim)

Violence Prevention

## **Mission Statement**

The City of Oakland is committed to the delivery of effective, courteous and responsible service. Citizens and employees are treated with fairness, dignity and respect.

Civic and employee pride are accomplished through constant pursuit of excellence and a workforce that values and reflects the diversity of the Oakland community.



**CITY OF OAKLAND**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Oakland  
California**

For the Biennium Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Oakland for its biannual budget for the fiscal years 2017-18 and 2018-19.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device. The award is valid for a period of one budget cycle only. We believe our current budget for fiscal years 2019-20 and 2020-21 continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.



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# CITY OF OAKLAND



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Mayor

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City Administrator

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May 1, 2019

## **HONORABLE CITY COUNCIL & OAKLAND RESIDENTS:**

We present the Fiscal Year (“FY”) 2019-21 Proposed Policy Budget, a spending plan that totals more than \$3.2 billion over the next two years that meets our obligations and reflects our shared priorities and values. This two-year budget seeks to confront some of the greatest challenges facing our region – from addressing the humanitarian crisis of homelessness, to protecting our residents from displacement in an increasingly expensive Bay Area, to creating an adequate amount of affordable housing, to making our streets safer and cleaner, to preventing violence, to better enforcing workplace protections and better protecting against increased fire risk – all needs which have grown exponentially.

Key highlights of this budget include:

- In addition to the \$55 million that was already allocated, this budget devotes \$30 million from Measure KK for new affordable housing developments to keep working families in Oakland, as well as \$18.6 million towards construction of 465 units at Brooklyn Basin;
- Invest \$110.6 million (all sources) in transportation-related capital infrastructure over the biennial budget, including \$75.8 million on citywide street resurfacing to pave roads across Oakland so that residents across all neighborhoods, can get to and from work safely. This investment is the single largest paving effort in Oakland’s history;
- Adds 11 new positions in the Fire Prevention Bureau to keep Oaklanders safe from fires, effectively doubling staff levels in the Fire Prevention Bureau compared to three years ago;
- Creates Oakland’s first-ever Commission on Homelessness to lead the City’s fight against homelessness and secure housing for its most vulnerable residents who are living on our sidewalks; and,
- And for the first time ever, Oakland will implement a long-term policy to address underfunded retiree medical liabilities.



Despite these critical investments, significant long-term financial challenges remain. We began the budget development process with an estimated \$49 million annual funding gap across all funds, approximately \$25 million of which was in the General Purpose Fund (“GPF”). Though cranes are rising across the skyline and Oakland’s revenues are growing at a steady rate due to the strong real estate market, the City’s expenses continue to rise faster than revenues. Personnel-related expenses, particularly the cost of medical benefits and pensions – as well as insurance, utilities, and fuel costs – are growing at 2-3 times the rate of inflation and revenue growth. We must also contend with the fact that very few of our resources are discretionary – around 10% of what we take in – which requires us to make strategic investments that stretch funds to preserve existing services and augment those services only when the financial capacity can be identified.

### **Setting Priorities for the Two-Year Budget**

The process of developing the FY 2019-21 proposed budget was informed by a priority-setting process that included input from the public through a statistically valid community survey, with questions developed in conjunction with the City’s Budget Advisory Commission; meetings with community groups and other stakeholders; recommendations from City departments regarding programs and services; a City Council workshop; and expenditure priorities developed by City Councilmembers. In addition, Mayor Schaaf engaged community input through a series of town hall meetings and informational videos.

**Results from the public budget priorities poll revealed that homelessness and housing are overwhelmingly the top two issues residents want to see prioritized: 63% of respondents mentioned one of these two categories.** The poll also showed that residents want the City to invest more in street and sidewalk repairs. And the majority indicated they prefer paying more for services than making cuts, especially for homelessness and road repair.

City Councilmembers also identified proposals to address key priorities across several broad categories. The chart below summarizes the key investments included in this budget to address these priorities.

<b>Councilmember Expenditure Priorities</b>	<b>Allocations in FY 2019-21 Budget</b>
Homelessness	\$21.3 million
Affordable Housing	\$55.4 million
Investments in Children / OUSD	\$74.5 million
Street Paving & Transportation	\$110.6 million
Fire Prevention & Emergency Services	\$16.2 million
Economic and Workforce Development	\$2.9 million

## Achieving a Balanced Budget

At the outset of the budget-development process, projections showed a \$49 million shortfall, with a \$25 million deficit in the General Fund alone. To bridge this gap, the budget proposal includes no major increases in service levels that are not cost recovering or project funded. Where possible, we transferred costs from unhealthy funds to other eligible sources, and added personnel only to project funds (e.g., grant-funded positions) or for cost-covered activities (e.g., fire prevention).

To balance the shortfall in the Landscaping and Lighting Assessment District (“LLAD”) --which supports City services including street lighting, parks maintenance, and recreational facilities—this budget freezes 8.5 FTEs, which will negatively impact our ability to maintain park facilities and grounds. **We must acknowledge that revenues in the LLAD have not increased for more than 30 years, and the continued deficit in the LLAD is no longer sustainable.** Addressing this challenge will require us to prioritize the development of a new revenue measure that can close the ongoing deficit in the fund and provide much needed improvements in our parks facilities, grounds, and programs.

The FY 2019-21 Proposed Budget allocates approximately \$1.6 million annually (\$3.2 million over two years) to support food programs at the City’s Head Start Centers, Libraries, and Recreational Facilities, and youth summer jobs program. It also allocates \$3.9 million annually for OPRYD programs and services that will enhance and expand youth recreational programs such as aquatics and sports, programming at the East Oakland Sports Center, and Town Camp. This is approximately 53% of the ongoing FY 2019-21 SSBT funds. The Proposed Budget also increases the annual RFP allocation from \$2 million to \$4 million (40%) each year to support community organizations that support the SSBT mission.

Despite these challenges, there is much to acknowledge in this budget. The Mayor and City Administrator’s FY 2019-21 Proposed Policy Budget responds to these challenges in a responsible and realistic manner. By making strategic investments in high-priority service areas, we are striving to create a city of the future for all Oaklanders.

## Guiding Principles

In developing the FY 2019-21 Proposed Budget, we were guided by these high-level principles:

- Prevent cuts in current service levels for Oakland residents (polling shows Oaklanders aren’t sufficiently satisfied with existing service levels);
- Preserve staffing levels for City workers who are stretched thin under increasing demands and continue to address vacancies;
- Limit new General Purpose Fund (GPF) funded positions, unless they are cost covered by new revenues, including increased fees;

## HONORABLE CITY COUNCIL AND OAKLAND RESIDENTS

Subject: FY 2019-21 Proposed Policy Budget

Date: May 1, 2019

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- Make continued progress on financial stability by reducing the use of one-time revenues for on-going expenses and continue paying down negative fund balances pursuant to Council approved policies (Resolution No. 87140 C.M.S.);
- Make good on the City's commitment to its employees to pre-fund our Other Post-Employment Benefits ("OPEB") at a sustainable level and that is consistent with the City Council's recently approved OPEB Funding Policy (Resolution No. 87551 C.M.S.);
- Add cost-covered positions and leverage new or outside funds to address urgent challenges responsibly, including more fire and code inspectors, Rental Adjustment Program staff, affordable housing development and preservation, police accountability, homelessness, illegal dumping, youth and education, planning, and street paving; and,
- Build in fair and competitive, ongoing compensation improvements for City employees, recognizing that retaining and attracting talent in City government is critical to serving Oakland's residents.

### Summary Results

As shown in Table 1 below, the FY 2019-21 Proposed Budget totals nearly \$1.63 billion in FY 2019-20 and \$1.61 billion in FY 2020-21, across all funds, including restricted funds and capital funds.

*Table 1. Revenues, Expenditures & Full-Time Equivalent Positions*

	FY 2019-20	FY 2020-21
General Purpose Fund	\$650,782,385	\$673,158,983
Restricted Special Funds	\$963,117,355	\$955,044,118
<b>Total – All Funds</b>	<b>\$1,613,899,740</b>	<b>\$1,632,148,913</b>
Full-Time Equivalent Positions – GPF	2,482.59	2,489.15
Full-Time Equivalent Positions – All Funds	4,506.76	4,511.12

While this budget preserves nearly all existing service levels, we make investments in key areas by maximizing available grants, fees, and bond funds. The following list provides a high-level summary of those investments:

- Provide nearly \$12 million in **grant funding** (including \$3 million Kaiser Foundation Grant) over the two-year budget for **homeless services** including shelters, community cabins, safe parking sites, and sanitation services;
- Add \$3.8 million in FY 2020-21 from the City's newly established Vacancy Tax for services to be allocated by Council including: **job training for homeless, housing assistance, sanitation services, low income housing incentive programs, relocation assistance for low-income households, displacement prevention, and navigation centers**;
- Add 2 staff to support the newly created **Commission on Homelessness** in FY 2020-21;



- Expand the City's **Rent Adjustment Program** ("RAP") that will allow Oakland to move from passive enforcement of renter-protection laws to an active model, while enabling staff to provide efficient, enhanced, and more timely services to the public;
- Add \$15 million per year (\$30 million total) from the Measure KK – Affordable Housing Fund for the acquisition, rehabilitation, and construction of **affordable housing and transitional housing** facilities. These new resources are in addition to the existing Measure KK appropriations (estimated remaining funds of \$32.68 million) that were authorized in the FY 2017-19 Adopted Budget;
- Allocate \$18.6 million over the two-year budget for the **Brooklyn Basin Affordable Housing Development** for the construction 465 new affordable housing units;
- Invest **\$110.6 million** (all sources) in **transportation-related capital infrastructure** over the biennial budget, including \$75.8 million on **citywide street resurfacing**;
- Add 11 new positions in the **Fire Prevention Bureau** – covered by fees – to modernize and augment Fire Inspections, Vegetation Management, and Fire Plan Check review, and meet the Bureau's operational needs to improve public safety outcomes;
- Invest \$1.1 million in one-time funding each year for **Wildfire Prevention** (total of \$2.2 million) and authorize \$100,000 each year (\$200,000 total) for implementation of the City's Vegetation Management Plan;
- As previously authorized by City Council, the Proposed Budget provides \$1.2 million in one-time funding to the **OUSD Restorative Justice Program** (\$690,000) and foster care case management (\$510,000);
- Expand the City's **healthy food for children** program at city recreation centers, libraries, and head start center by providing nearly **\$1.6 million in additional resources** over two years (a 45% increase) to supplement existing State and Federal funding, for a total program budget of \$3.6 million;
- Add a complaint investigator to the Community Police Review Agency to improve the speed and **responsiveness to alleged police misconduct**;
- Fully implement voter-approved **workplace protections and minimum wage for hotel workers** (Measure Z), including the creation of a Department of Workplace & Employment Standards;
- Add one paralegal to the Office of the City Attorney to support review and public **disclosure of police records** under California's new police transparency law (SB 1421);
- Enhance **service delivery in the Planning and Building Department** by adding more than 20 new positions across a variety of services (planning, zoning, inspections, plan check, and permitting) that will enable the department to meet service delivery standards and key performance indicators; and
- Secure ongoing funding of \$475,000 in FY 2020-21 to **expand the ShotSpotter** program.

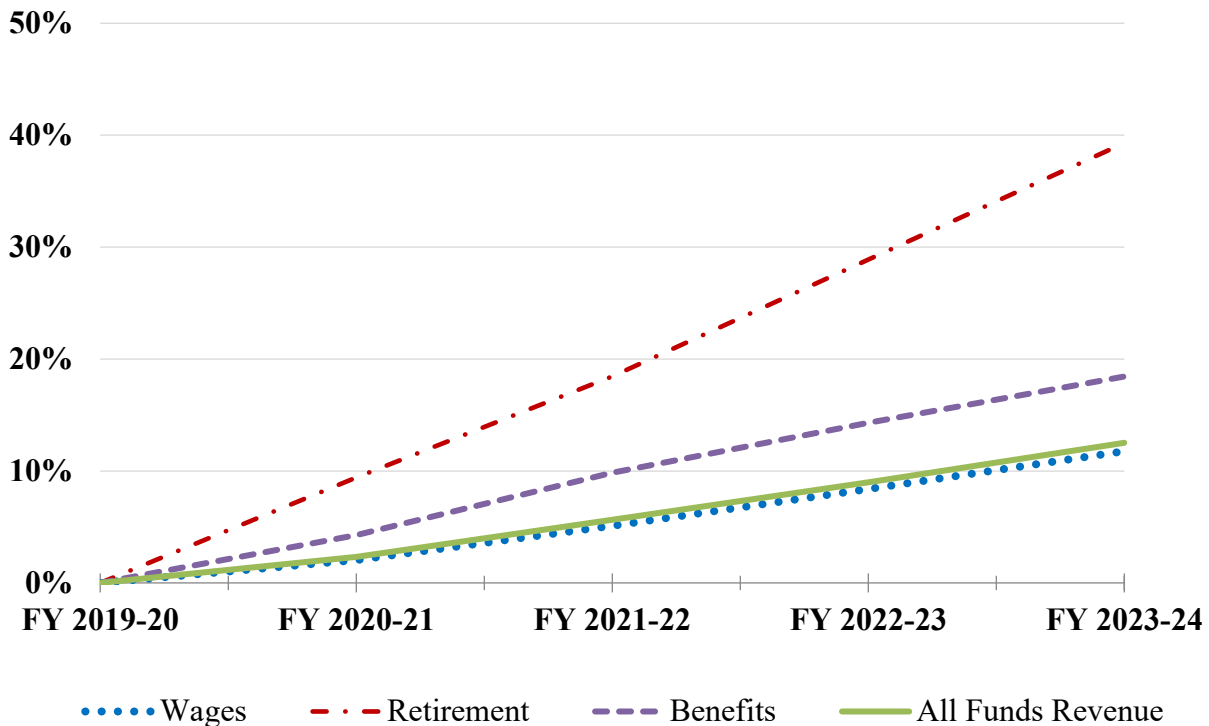
Please refer to the Service Impact section of the budget document for a more detailed list of anticipated service level changes.

## Key Challenges

Like most cities in California, Oakland's finances are pressured by rapidly increasing fixed costs, some of which are outside the City's direct control, and that outpace growth in revenues. The City's CalPERS pension costs, for example, are projected to increase by nearly 25% over the two-year budget, more than three times the rate of inflation each year. The cost of the City's insurance premiums for general liability, property, and workers' compensation are also increasing at an unsustainable pace, drawing available resources from other areas of the budget.

The chart below shows the projected growth in wages and benefits for civilian employees over a five-year period:

**Employee Costs v. Revenue Growth**



As the detailed in the City's 2019-2024 Five-Year Financial Forecast, if no corrective action is taken to balance expenses with revenues now and into the future, the Forecast shows operating deficits in all five years, with an average shortfall of \$44 million per year.

In addition to the projected shortfalls in the years ahead, current projections of the City's total unfunded liability for retirement benefit obligations—including CalPERS, retired police and fire, and retiree medical benefits – are **\$2.7 billion**. And deferred maintenance and other unfunded capital needs for a total of more than \$2 billion in the next five years.

The City also continues to grapple with legacy deficits in many of our restricted funds. These structural problems threaten our ability to deliver core services to Oakland residents, including our youth. For example, revenues in the LLAD have not increased since the District was formed in 1989, more than 30 years ago.

Table 2 below highlights the magnitude of the financial challenges the City faces in the LLAD and the proposed balancing solutions incorporated into this budget. Given that we face a nearly \$4 million deficit, the proposed budget uses one-time funding from the State Gas Tax Fund to keep our parks and recreational facilities in operation and **freezes 8.5 positions**. This will have a noticeable impact on parks and playing field conditions, because although these positions are currently vacant, the salary savings has been used to do this maintenance work using over-time hours. Without the critical support from the State Gas Tax Fund, the City would need to reduce an additional \$2.9 million each year from LLAD during this budget cycle, which would severely impact the conditions of the City's parks facilities and grounds.

**Table 2. LLAD Gap & Proposed Balancing Solutions**

<b>LLAD Fund</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Revenue	20,250,304	20,250,304
Expenditure	24,167,484	24,199,052
<b>Surplus / (Gap)</b>	<b>(3,917,180)</b>	<b>(3,948,748)</b>
Proposed Balancing Measures (One-Time)		
<i>Transfer Street Lighting Utility Costs to the State Gas Tax Fund</i>	(2,961,744)	(2,961,744)
<i>Freeze 8.5 FTE vacant positions in LLAD</i>	(955,436)	(987,004)

**The one-time fixes proposed in this budget (and historically) are not sustainable over the long term. A new ballot measure to support park maintenance is needed in order to maintain existing service levels, restore the frozen positions, and provide much need improvements to parks facilities and programs.**

In addition to the LLAD challenges, the City faces significant funding challenges in Oakland Parks, Recreation & Youth Development (OPRYD)'s Self-Sustaining Fund, which covers many of the programs and services provided at our parks. The need to fund OPRYD programs, services, and operational costs has significantly outpaced the growth in user fees revenues, which have been kept at a reasonable level to encourage our most vulnerable communities to use these services and facilities.

This budget assumes that Oakland's economic growth will continue at a stable pace over the next two years. We are currently in one of the longest economic expansionary periods in U.S. history; it has been nearly 10 years since the National Bureau of Economic Research declared an end to the Great Recession in June 2009. While this budget does not make a prediction about a recession, it underscores our need to prepare for an economic downturn. In doing so, this budget limits the use of one-time resources for ongoing expenditures and does not dip into reserves. The City must continue to exercise budgetary discipline to secure Oakland's long-term financial health.



## **Conclusion**

Oakland is enjoying incredible growth and vitality but our City financial resources remain challenged. This budget reflects Oakland values to take care of our most vulnerable residents immediately AND it builds a stronger future for all Oaklanders.

Our structurally constrained resources require that we invest carefully in what we know works and what the organization can reasonably absorb. If there's one thing we've learned over the last year, we must be prepared for unexpected challenges. We do this with strong finances and an even stronger organization. Rating agencies recognized our steady efforts by upgrading Oakland's credit rating last year.

We are proud every day to work alongside some of the most talented, committed, and courageous public servants. And we are proud to continue attracting considerable new talent into this incredible organization and equally amazing community.

We owe it to them to keep focused on the core responsibilities of city government, work within our organizational and financial capabilities, all while laying a foundation for the long-term future health of our city.

We look forward to providing an overview of the FY 2019-21 Proposed Policy Budget to the City Council on May 7, 2019, and a robust schedule of community forums.

Respectfully submitted,



Libby Schaaf  
Mayor



Sabrina B. Landreth  
City Administrator

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# MAYOR & COUNCIL PRIORITIES

**FY 2019-21**

## **CITY OF OAKLAND PRIORITIES**

### **PROCESS**

As part of the biennial budget development process, the Mayor and City Council establish priorities based on the concerns and needs of the residents of Oakland. In compliance with the City's policies on Budget Process, Fiscal Planning, Transparency, and Public Participation, the City conducted a priority setting process for development of the FY 2019-21 budget that was informed by:

- A Council Budget Workshop;
- Meetings with community groups, City staff, and other stakeholder groups;
- The results of a professional poll/survey with questions developed in conjunction with the City's Budget Advisory Commission; and,
- Published top-five priorities from each City Councilmember.

We further encouraged public feedback through electronic forms of communication, a series of Mayoral Budget Townhalls, as well as a new Budget Ambassador program, where community-based volunteers held "viewing parties" of the "Our Oakland Budget" video series, led discussions and collected exit surveys. A map of these outreach events is attached.

The priorities for FY 2019-21 are largely consistent with the FY 2017-19 consolidated Mayor and City Council priorities. This consistency enables the City to stay the course and provides a stable framework for the City moving into the next two years. The City's activities are structured to support these priorities and the City's FY 2019-21 Budget provides the framework through which the goals and objectives are achieved.

### **FY 2019-21 MAYOR'S PRIORITIES**

#### **Vision**

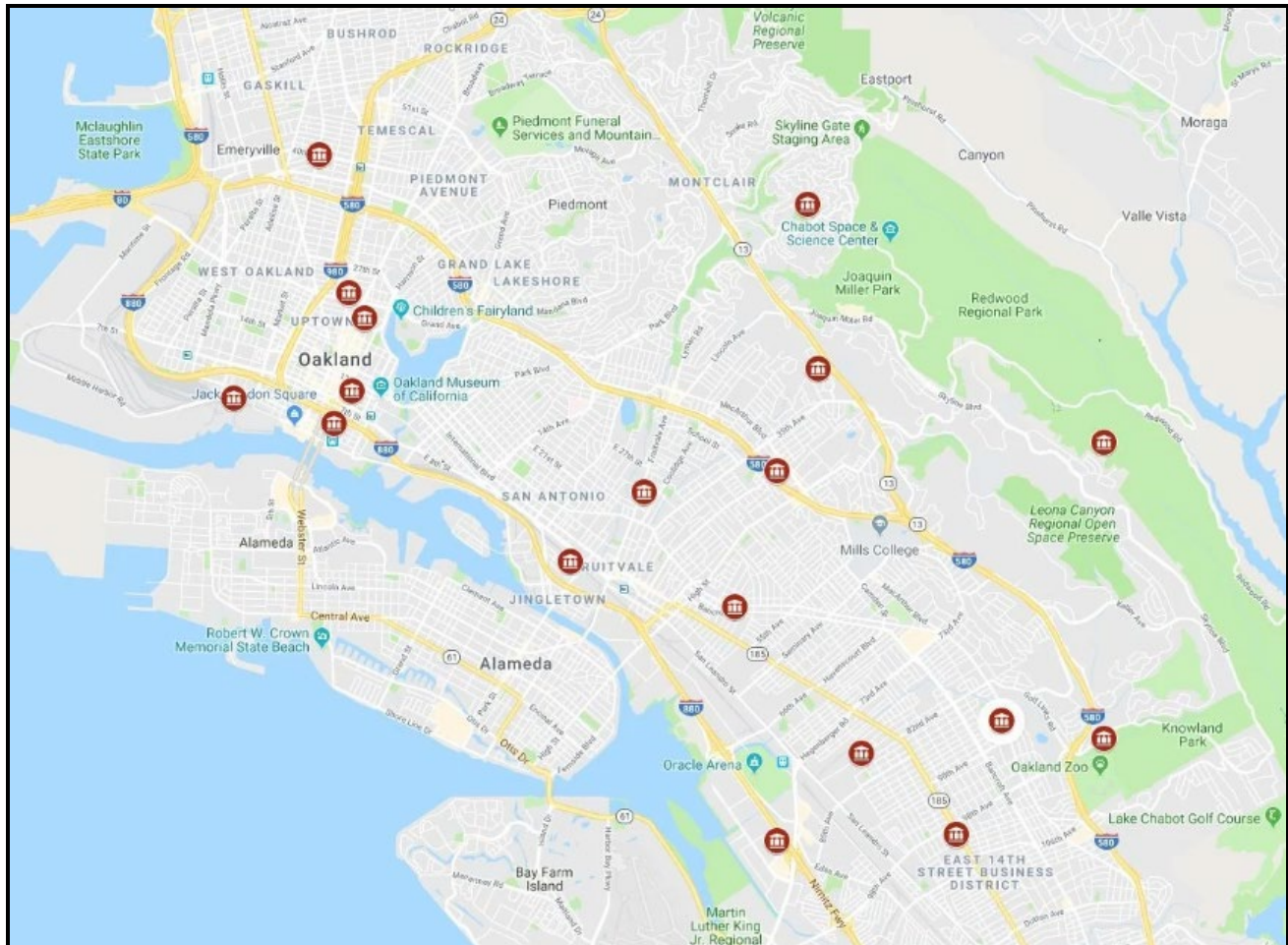
- Oakland is an equitable, resilient city where everyone thrives.

#### **Priorities**

- **Holistic Community Safety**
- **Housing, Economic & Cultural Security**
- **Vibrant, Sustainable Infrastructure**
- **Responsive, Trustworthy Government**

# MAYOR & COUNCIL PRIORITIES

## MAP OF MAYOR'S TOWNHALL MEETINGS AND BUDGET AMBASSADOR PROGRAM EVENTS



# MAYOR & COUNCIL PRIORITIES

## FY 2019-21 CITY COUNCIL MEMBER'S PRIORITIES

Pursuant to the City's policies on Budget Process, Fiscal Planning, Transparency, and Public Participation, each Councilmember submitted their top-five budget priorities. A summary of these priorities and how they are reflected in the Mayor and City Administrator's Proposed Budget is shown below.

AFFORDABLE HOUSING		
Proposal Summary		Allocated Amount FY 2019-21 Proposed Budget
Kaplan	<ul style="list-style-type: none"> <li>● Provide affordable Housing for teachers, first responders and public sector workers</li> </ul>	- Appropriates \$30 million (\$15 million each year) from the Measure KK - Affordable Housing Fund for the acquisition, preservation, and construction of new affordable housing units in the City of Oakland.  - Expand the Rent Adjustment Program (RAP) by increasing its staffing capacity to improve active enforcement of fair housing for a diverse population of renters, continue to enforce the City's Rent Adjustment Ordinance, and elevate mediation for rent dispute resolution. RAP services are utilized by communities of color at a higher proportion; therefore, the improved services in this area will benefit those groups.  - Appropriate \$6.7 million from the Affordable Housing Trust Fund (\$2.9 million in FY 2019-20 and additional \$3.8 million in FY 2020-21) for affordable housing projects, loans, and grants.  - Appropriate \$18.6 million in 2011 Subordinated Housing Set Aside bond funds (\$9.9 million in FY 2019-20 and additional \$8.3 million in FY 2020-21) for the first two phases within Parcel Two of Brooklyn Basin Affordable Housing Development project. This project will produce 465 new affordable housing units, a critical need among communities of color.
Bas	<ul style="list-style-type: none"> <li>● Dedicate all proceeds of public land disposition to affordable housing</li> <li>● Appropriate housing impact fees and boomerang funds for affordable housing development, preservation and anti-displacement</li> <li>● Increase Department of Housing funding to support tenants and homeowners and continue to use boomerang funds for anti-displacement and homeless prevention services</li> </ul>	
Thao	<ul style="list-style-type: none"> <li>● Increase affordable housing stock by setting aside Oakland's transit occupancy tax from short term rentals and putting boomerang funds back to the affordable housing trust fund</li> <li>● Funding for education for renters rights and landlord rights</li> </ul>	
Taylor	<ul style="list-style-type: none"> <li>● Establish sanctioned homeless encampments with basic supportive services</li> <li>● Proposed rent stabilization measures with increased investment in the Rent Adjustment Program (RAP)</li> <li>● Increased funding of efforts to preserve existing affordable housing through cooperative community investment, community land trusts etc.</li> </ul>	
Gallo	<ul style="list-style-type: none"> <li>● Accelerate efforts to develop a range of Housing types throughout the City</li> <li>● Expedite permit processing for housing developments in East Oakland</li> <li>● Accelerate and prioritize the development of City-owned sites for permanent housing developments</li> </ul>	
Kalb	<ul style="list-style-type: none"> <li>● Capital for new affordable housing projects</li> <li>● RAP program enforcement</li> <li>● Additional funds for tenant counseling and education</li> <li>● Additional funds for emergency housing assistance for lower income renters and homeowners at risk of foreclosure</li> </ul>	
Reid	<ul style="list-style-type: none"> <li>● Continued development of affordable housing</li> </ul>	

# MAYOR & COUNCIL PRIORITIES

## FY 2019-21 CITY COUNCIL MEMBER'S PRIORITIES (cont'd)

HOMELESSNESS		
Proposal Summary		Allocated Amount FY 2019-21 Proposed Budget
Kaplan	<ul style="list-style-type: none"> <li>● Provide funding for homeless services (alternative sites, navigation centers, water and sanitation, storage, programs to hire homeless) and displacement and tenant counseling</li> </ul>	<p>- The budget creates Oakland's first-ever Commission on Homelessness to lead the city's fight against homelessness and secure housing for its most vulnerable residents who are living on our sidewalks.</p> <p>- Allocate \$8.9 million in Homeless Emergency Aid Program funds (\$8.5 million in FY 2019-20 and additional \$0.4 million in FY 2020-21) to expand existing homeless programs, and enhance the health, sanitation, and safety of more than 2,700 individuals who either live in their cars or on the streets of Oakland. Proposed allocations include \$5.1 million for the installation and management of additional community cabins at multiple locations; \$1.5 million for the Safe Car Parking Program to increase availability of additional overnight parking lots with access to hygiene and sanitation facilities; \$1.0 million to support St. Vincent de Paul of Alameda County's year-round shelters; and \$0.4 million for the City's Homeless Youth Outreach Program.</p> <p>- Continue to appropriate \$1.3 million per year in Continuum of Care Grant for youth rapid re-housing in FY 2019-21, servicing up to 60 youths per year aged between 18 and 24.</p> <p>- Carryforward \$3.0 million in Kaiser Foundation Grant for the City's rapid re-housing facility, "the Holland", at 641 West Grand Avenue, that will provide transitional housing for short stays of about 4 to 7 months, along with connecting residents to various programs to work towards getting off the street permanently.</p> <p>- Appropriate \$3.8 million of the Vacant Property Tax revenue (Measure W) in FY 2020-21 towards various programs, including rapid re-housing, hygiene/sanitation services, anti-displacement services, and employment training.</p> <p>- Appropriate \$3.0 million (\$1.5 million each year) using fund balance in the Affordable Housing Trust Fund for services and interventions aimed at rehousing for homeless residents.</p>
Bas	<ul style="list-style-type: none"> <li>● Prioritize a Housing First Model</li> <li>● Establish a Homeless Advisory Commission and staff support</li> <li>● Prioritize the City's work with the County to provide services to unsheltered residents including health, mental health, employment, training and supportive services</li> <li>● Increase funding to Public Works to increase services including sanitation, drinking water and storage space</li> <li>● Prioritize and streamline the development of creative immediate and temporary housing opportunities on public land</li> <li>● Fund the establishment and ongoing service to self-governed encampments operated by non-profits such as tiny container and mobile homes while longer term permanent housing is being developed</li> </ul>	
McElhaney	<ul style="list-style-type: none"> <li>● End youth homelessness - Partner with County and School District to create a Housing campus on unused OUSD land by utilizing prefab construction techniques</li> <li>● Effectively manage street homelessness so that unsheltered residents achieve better quality of life</li> <li>● Fund a high level administrator to focus solely on coordinating the City's response to homelessness</li> <li>● Expand the community cabins model</li> <li>● Establish and monitor camping safe zones and increase humane enforcement in areas outside the safe zones</li> </ul>	
Thao	<ul style="list-style-type: none"> <li>● Increase affordable housing stock by setting aside Oakland's transit occupancy tax from short term rentals and putting boomerang funds back to the affordable housing trust fund</li> <li>● Wrap around support for our unhoused neighbors including the purchase of another single room occupancy hotel for a navigation center</li> <li>● Fund sanitation, access to showers and laundry for all unhoused City sanctioned sites</li> </ul>	
Taylor	<ul style="list-style-type: none"> <li>● Establish sanctioned homeless encampments with basic supportive services</li> </ul>	
Gallo	<ul style="list-style-type: none"> <li>● Continue implementation of Homeless Prevention and Division Services</li> <li>● Increase capacity of existing homeless services providers</li> <li>● Increase funding for mobile showers and restrooms</li> <li>● Expand Homeless Navigation Centers</li> <li>● Expand the mobile homeless outreach team program</li> <li>● Realign City's Homeless Coordination Program</li> <li>● Realign Neighborhood Services Division activities to support districts heavily impacted by homeless encampments</li> <li>● Prioritize Homeless encampment trash pickup as part of the waste management contract</li> </ul>	
Kalb	<ul style="list-style-type: none"> <li>● Build on the Keep Oakland Housed anti-displacement programs</li> <li>● Expand encampment clean-ups (include smaller encampments as well)</li> <li>● Purchase/Renovate and set aside operating funds for third rapid re-housing navigation center</li> <li>● Purchase Conestoga Huts or additional Tuff Shed Cabins for transitional and short-term interim housing coupled with navigation services</li> <li>● Lease at least two motels (along MacArthur Blvd.) for housing the unhoused</li> <li>● Expand Resources for City's Hunger Program to feed those in need (possible use of Soda Tax \$\$)</li> </ul>	
Reid	<ul style="list-style-type: none"> <li>● Expand use of RV parking lots for homeless services and programs</li> </ul>	

# MAYOR & COUNCIL PRIORITIES

## FY 2019-21 CITY COUNCIL MEMBER'S PRIORITIES (cont'd)

ENVIRONMENT/ILLEGAL DUMPING		
Proposal Summary		Allocated Amount FY 2019-21 Proposed Budget
Kaplan	<ul style="list-style-type: none"> <li>● Expand illegal dumping rewards program</li> <li>● Expand mattress collection and recycling program</li> <li>● Include funding for graffiti abatement</li> </ul>	<ul style="list-style-type: none"> <li>- Appropriate additional \$1.3 million of the Vacant Property Tax revenue (Measure W) in FY 2020-21 towards reduction, deterrence, and mitigation of illegal dumping and blight, which poses potential safety and health hazards.</li> </ul>
McElhaney	<ul style="list-style-type: none"> <li>● Provide funding solutions for illegal dumping, graffiti and litter abatement</li> </ul>	
Gallo	<ul style="list-style-type: none"> <li>● Implement Voucher System</li> <li>● Require fencing of lots to prevent dumping</li> <li>● Implement stronger litter enforcement program with aggressive prosecution</li> <li>● Focused mapping (GIS) to identify no garbage services and dumping hot spots</li> </ul>	<ul style="list-style-type: none"> <li>- Maintain the current level of service for the management and enforcement of Illegal Dumping activities in the City to address over 25,000 illegal dumping service requests that the City receives annually.</li> <li>- Maintain the current level of service for Litter Enforcement that was added through the Adopted FY 2018-19 Midcycle Budget, to actively monitor and combat the City's littering problem.</li> </ul>
Taylor	<ul style="list-style-type: none"> <li>● Increase rewards for reporting illegal dumping</li> </ul>	
Thao	<ul style="list-style-type: none"> <li>● Set-aside funding for next steps to reach our goal for ECAP deadline</li> <li>● Align the Oakland sewer fee for those who are eligible for the EBMUD Care Program</li> </ul>	<ul style="list-style-type: none"> <li>- Appropriate \$480,000 in one-time funding (\$240,000 per each fiscal year) for Bulky Block Parties, which have been well-received by residents, at various locations, including those areas that have been impacted by illegal dumping in recent years.</li> </ul>
Kalb	<ul style="list-style-type: none"> <li>● Energy &amp; Climate Action Plan (ECAP) Implementation (pending adoption of new ECAP in 2020)</li> <li>● Illegal dumping enforcement: Fund multi-departmental enforcement program to crack down on illegal dumping</li> <li>● Regular clean ups near City waterways and fulfill related Water Board requirements</li> </ul>	
Reid	<ul style="list-style-type: none"> <li>● Increase number of cameras in illegal dumping hotspots</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to fund a Tree Crew that will be responsible for tree planting, emergency tree response, pruning, and maintenance for the 250,000 trees within Oakland's city limits in Measure BB.</li> <li>- Appropriate \$125,000 in one-time funding (\$25,000 in FY 2019-20 and \$100,000 in FY 2020-21) to fund installation of additional cameras in areas with high illegal dumping activities for additional monitoring and enforcement.</li> </ul>

JOBS/WORKFORCE DEVELOPMENT/CULTURAL ARTS		
Proposal Summary		Allocated Amount FY 2019-21 Proposed Budget
Kaplan	<ul style="list-style-type: none"> <li>● Expand job training and workforce development</li> <li>● Create Department of Workforce and Employment Standards (DWES)</li> </ul>	<ul style="list-style-type: none"> <li>- Increase staffing capacity to undertake a comprehensive update of the City's Land Use and Transportation Element General Plan, which also includes the Bicycle Master Plan and Pedestrian Plan, as well as other smaller strategic planning projects, such as planning or municipal code amendments, area plans, and annual reports.</li> </ul>
Thao	<ul style="list-style-type: none"> <li>● Fund job training &amp; workforce development at Cypress Mandela and West Oakland Jobs Resource Centers</li> <li>● Partner with OUSD to create pathways to vocational and trade programs</li> <li>● Honor voters passage of Measure Z by creating the Office of Labor Standards Enforcement</li> <li>● Support Oakland's Business Districts to provide accurate data on delinquencies and basic information to the BID board of directors</li> </ul>	
Gallo	<ul style="list-style-type: none"> <li>● Expand workforce development and job training programs</li> <li>● Invest in Youth Services and Youth Workforce Development</li> <li>● Expand and invest in stronger business development in East Oakland</li> </ul>	<ul style="list-style-type: none"> <li>- Allocates \$500,000 in one-time funding in FY 2019-20 for an East Oakland Neighborhood Economic Development Plan.</li> <li>- Appropriate additional \$250,000 per year for workforce development, employment training and job placement to be allocated by the Oakland Workforce Development Board.</li> <li>- Continue to appropriate \$400,000 per year to support youth summer employment opportunities through Measure HH and \$355,000 for West Oakland Job Resource Center, which mainly serves low-income, under-served Oakland residents and the greater East Bay, providing programs to teach valuable job skills in construction, transportation, distribution, and logistics sectors.</li> </ul>
Taylor	<ul style="list-style-type: none"> <li>● Provide funding for a dedicated district 6 Business Development Manager to assist with business growth and new business development in the district.</li> <li>● Provide funding of workforce/career skills development and job training for a variety of industries including building and construction trades, entrepreneurship and technology based careers.</li> </ul>	
Kalb	<ul style="list-style-type: none"> <li>● Vocational Training for Young Adults</li> <li>● As part of our efforts to help lower income residents, I recommend we budget some funds for effective vocational training with the funds targeted toward re-entry population and our homeless residents</li> </ul>	<ul style="list-style-type: none"> <li>- Maintain \$170,000 in each year of the Budget for the Day Laborer program.</li> <li>- Establishes the Department of Workplace and Employment Standards effective July 1, 2020.</li> <li>- Preserves and expands funding for minimum wage enforcement and education and adds additional audit staff to ensure compliance with Oakland's minimum wage other employment laws.</li> </ul>



# MAYOR & COUNCIL PRIORITIES

## FY 2019-21 CITY COUNCIL MEMBER'S PRIORITIES (cont'd)

PARKS/OPEN SPACES		
Proposal Summary		Allocated Amount FY 2019-21 Proposed Budget
Kaplan	<ul style="list-style-type: none"> <li>● Capital improvement funding for East Oakland Sports Complex, Park upgrade and repairs, public toilets and lighting for fairyland</li> <li>● Provide funding and COLA for Fairyland</li> </ul>	<ul style="list-style-type: none"> <li>- Increased Fairyland support to \$200,000 annually (with CPI increase each year thereafter).</li> <li>- See draft CIP for FY 19-21. Appropriates \$886,300 for open/space parks and \$19.7 million for various city facilities including Recreation Centers, Fire Stations, Libraries, and Head Start sites.</li> <li>- \$1.75 million Measure KK request for San Antonio Rec Center facility upgrades in FY 19-21 CIP</li> <li>- \$1.7 million Measure KK request for Lincoln Rec Center expansion in FY 19-21 CIP.</li> </ul>
Bas	<ul style="list-style-type: none"> <li>● Prioritize green infrastructure that promotes climate resiliency and supports public transit</li> <li>● Designate a project manager from Public Works to coordinate planning and project management of the Lincoln Recreation Center and invest funds for the Center's development</li> <li>● Complete renovations at the San Antonio Park and add programming to better serve the neighborhood</li> <li>● Invest in public restrooms in Chinatown and around Lake Merritt and across the City. Build additional restrooms and ensure adequate funds are available for maintenance and additional staffing support.</li> </ul>	
McElhaney	<ul style="list-style-type: none"> <li>● Increase funding for libraries, parks, recreation and senior centers</li> </ul>	
Gallo	<ul style="list-style-type: none"> <li>● Fund municipal parks and park facilities maintenance</li> <li>● Fund municipal tree care and trimmers in district business corridors and parks</li> </ul>	
Kalb	<ul style="list-style-type: none"> <li>● Park Maintenance</li> </ul>	

STREETS/SIDEWALKS		
Proposal Summary		Allocated Amount FY 2019-21 Proposed Budget
Kaplan	<ul style="list-style-type: none"> <li>● Fund and staff the repair and billing program for sidewalks with an in-house crew</li> <li>● Increase funding for 19th street bike station</li> </ul>	<ul style="list-style-type: none"> <li>- Appropriate more than \$133 million in Measure KK Infrastructure and Transportation bond funds for various Capital Improvement Program (CIP) projects. Strong emphasis is on improving the overall condition of City's streets and roads, with approximately a half (\$77.8 million) of total Measure KK CIP spending allocated to the street resurfacing project at locations identified as high-priority based on the City's equity framework methodology.</li> <li>- To ensure additional street resurfacing workload can be met, approximately 25% of the City's street maintenance staff will be reassigned to work on these CIP projects.</li> <li>- Appropriate approximately \$38 million over two years to upgrade or rehabilitate the City's sewer infrastructure.</li> </ul>
Gallo	<ul style="list-style-type: none"> <li>● Fund Street Maintenance and Repairs - mitigate all tripping hazards</li> </ul>	
Thao	<ul style="list-style-type: none"> <li>● Work in partnership with utilities to implement whole streets paving plan</li> <li>● Continue to fill potholes</li> <li>● Continue support for safe routes to school</li> <li>● Continue to fund crossing guards</li> </ul>	
Taylor	<ul style="list-style-type: none"> <li>● Provide funding for beautification and streetscaping</li> <li>● Increase education and public relations campaign for culture and behavior change regarding litter and dumping</li> <li>● Fund pothole repair and paving for smart street design</li> </ul>	

# MAYOR & COUNCIL PRIORITIES

## FY 2019-21 CITY COUNCIL MEMBER'S PRIORITIES (cont'd)

CITY SERVICES		
Proposal Summary		Allocated Amount FY 2019-21 Proposed Budget
Kaplan	<ul style="list-style-type: none"> <li>● Prioritize TPT conversions</li> <li>● Restore KTOP funding and receptionist position in the Clerk's office</li> <li>● Streamline the ADU process and extend planning and permit counter hours</li> </ul>	- Adds approximate 24.0 FTE (net new positions) in PBD to enhance customer experience and improve service delivery through measured KPI's (positions include Planners, Specialty Combination Inspectors, Project Managers).
Bas	<ul style="list-style-type: none"> <li>● Fill city vacancies quickly and efficiently</li> <li>● Convert TPT positions into full time positions</li> </ul>	
McElhaney	<ul style="list-style-type: none"> <li>● Prioritize investments and projects that will lead to efficiencies and cost savings - internal city services in human resources, IT and finance</li> <li>● Improve reporting processes - regular reporting to committees by department heads to track progress of high priority goals</li> <li>● Improve the ballot measure process - adopt process for analyzing, deliberating and choosing whether or not to submit ballot measures to the electorate</li> </ul>	
Thao	<ul style="list-style-type: none"> <li>● Reduce the vacancy rate and prioritize TPT workers to fill city vacancies when possible</li> <li>● Funding to streamline the City's permitting process</li> </ul>	
Taylor	<ul style="list-style-type: none"> <li>● Establish a citywide performance management system</li> <li>● Increase HR department resources and implement policy changes to cut hiring time</li> </ul>	
Kalb	<ul style="list-style-type: none"> <li>● Increase Compensation for City Job Classifications that are significantly below market</li> <li>● Additional Human Resources Analyst to address backlog of filling staff vacancies</li> </ul>	

# MAYOR & COUNCIL PRIORITIES

## FY 2019-21 CITY COUNCIL MEMBER'S PRIORITIES (cont'd)

WILDFIRE AND FIRE PREVENTION		
Proposal Summary		Allocated Amount FY 2019-21 Proposed Budget
Kaplan	<ul style="list-style-type: none"> <li>● Provide funding for Fire Prevention Inspectors and ensure that brush clearance begins before the end of June, 2019.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce fire and life safety risks for residents, businesses, and visitors to the City of Oakland by increasing 8.0 FTE supervisory and support staff for Fire Code Inspections in FY 2019-20. These new positions will support the twelve inspectors that were added in the prior budget cycle and address current challenges in the Fire Prevention Bureau regarding span of control. The new positions will improve capacity to conduct inspections citywide, and issue permits in a timely manner.</li> </ul>
Thao	<ul style="list-style-type: none"> <li>● Fully fund vegetation management programming</li> <li>● Adopt a comprehensive Vegetation Management Plan</li> <li>● Provide funding for updating/replacing and acquiring the needed equipment for vegetation management crews to be successful</li> <li>● Provide funding to reestablish the Special Wildfire Prevention Assessment District</li> </ul>	<ul style="list-style-type: none"> <li>- The budget includes the upgrade of 5.0 FTE of vegetation management inspection staff to equivalent Fire Code inspection classifications in order to improve retention of incumbent staff. Using the same classification in both the fire code inspection and vegetation management section and addition of supervisory staff will also allow for more flexible deployment of resources to meet demands for service.</li> <li>- The addition of 3.0 FTE in the Fire Plan Check Unit will allow the Oakland Fire Department to more rapidly process Fire Code plan checks for new proposed development and renovation of buildings.</li> </ul>
McElhaney	<ul style="list-style-type: none"> <li>● Complete reforms to building inspections, fire inspections and specials permitting that began with the Ghost Ship and San Pablo tragedies</li> </ul>	<ul style="list-style-type: none"> <li>- The Oakland Fire Department will maintain its capacity to prevent wildfires through fuel reduction measures, which include goat grazing and roadside clearance throughout the Oakland hills. These programs were funded in the prior budget cycle with one-time funds; the proposed budget continues this funding of \$1.1 million each fiscal year (\$2.2 million total). The budget also includes funding to implement the anticipated results of the City's Vegetation Management Plan (\$200,000 over two-years).</li> </ul>
Kalb	<ul style="list-style-type: none"> <li>● Adopt and begin implementation of Vegetation Management Plan</li> <li>● Hire additional civilian vegetation management inspectors; combine fire inspector and vegetation management inspector positions into one classification to ensure adequate coverage</li> <li>● Funding for preparing and running an election in 2020 for a new Wildfire Prevention District</li> <li>● Enhanced parking enforcement in the hills to enable and safeguard emergency vehicle access. Hire additional Parking Control Technicians (which pay for themselves)</li> <li>● Disaster Emergency Response: Create City-wide Disaster Emergency Response Plan, including (but not limited to) elements that address:</li> </ul>	<ul style="list-style-type: none"> <li>- Add one Fire Communications Dispatcher in FY 2019-20 and a second dispatch in FY 2020-21 to improve response times to 911 emergency medical and fire calls from Oaklanders.</li> <li>- Sustains funding for emergency medical supplies using one-time funds in Measure N. OFD arrives first on scene on 75% of EMS calls in the Oakland and provides paramedic-level care including the use of emergency medications. The new Alameda County Ambulance Contract eliminates existing practice of the ambulance replacing medications used by Fire Paramedics on emergency medical service (EMS).</li> <li>- Provides funds to upgrade the City's emergency medical dispatch software. This upgrade will standardize 911 intake methods for fire-related emergencies using a system that complies with National Fire Protection Association Standards. It will provide 911 dispatchers with the ability to quickly ascertain associated hazards (people trapped in fire building, collapsed structure, etc.) and dispatch additional resources as needed.</li> </ul>

# MAYOR & COUNCIL PRIORITIES

## FY 2019-21 CITY COUNCIL MEMBER'S PRIORITIES (cont'd)

PUBLIC SAFETY/COMMUNITY		
Proposal Summary		Allocated Amount FY 2019-21 Proposed Budget
Kaplan	<ul style="list-style-type: none"> <li>● Crack down on Illegal guns and provide funding for ShotSpotter</li> <li>● Continue funding for crossing guards</li> </ul>	- The Proposed Budget provides ongoing funding for the ShotSpotter gunfire automated alert system at the same level as the FY 2018-19 Midcycle budget in FY 2019-20 and provides and additional \$475,000 for the expanded coverage area in FY 2020-21.
Thao	<ul style="list-style-type: none"> <li>● Continue funding for shotspotter</li> <li>● Improve Officer response time/burglary response time</li> <li>● Continue support for the Department of Violence Prevention</li> <li>● Continue support for Cease Fire</li> </ul>	<p>- The budget sustains funding for additional Crossing Guards to improve school site safety and ensure safer routes to school for Oakland's school-aged children and youth despite reduced resources in the City's Traffic Safety Fund.</p> <p>- The budget adds a complaint investigator to the Community Police Review Agency to improve the speed and responsiveness to alleged police misconduct.</p>
Gallo	<ul style="list-style-type: none"> <li>● Fully implement the Oakland Citizens Police Commission</li> <li>● Establish Police Performance Measures</li> <li>● Improve OPD non-emergency lines and other communication channels</li> <li>● Recruit and retain Police Officers and Fire Fighters</li> <li>● Invest in Community Oriented Policing</li> <li>● Expand motorcycle patrol by one squadron</li> <li>● Stronger commercial and residential code enforcement program and hiring of Building and Fire/Code Enforcement Inspectors</li> </ul>	<p>- The budget fully funds the resources requested by the Oakland Police Commission for training and performance of its duties.</p> <p>- The budget also contains funding in FY 2020-21 for a community engagement and public opinion process.</p> <p>- Adds a Paralegal in the City Attorney's Office to support the review and public disclosure of police records under California's new police transparency law (SB 1421).</p>
Kalb	<ul style="list-style-type: none"> <li>● Violence Prevention and Rehabilitation: Additional Funding for Violence Prevention/Intervention/Reentry Programs &amp; Services</li> <li>● Improved 911 response time – Fund and install 911 technology upgrades; budget for additional 911 dispatchers to eliminate hold times when residents call 911.</li> </ul>	- The Proposed Budget adds two positions in the Information Technology Department to the support the City's public safety applications in the Oakland Police Department including the Computer Aided Dispatch 911 system and the Performance Reporting Information & Metrics Environment (PRIME) OPD risk management system.

# MAYOR & COUNCIL PRIORITIES

## FY 2019-21 CITY COUNCIL MEMBER'S PRIORITIES (cont'd)

LIFE ENRICHMENT AND OAKLAND'S YOUTH		
Proposal Summary		Allocated Amount FY 2019-21 Proposed Budget
Kaplan	<ul style="list-style-type: none"> <li>● Provide funding for after school programs</li> <li>● Fund a program with OUSD to address absenteeism</li> <li>● Provide funding for Youth Summer Jobs Program</li> <li>● Expansion of Library hours</li> <li>● Fund restorative justice programs</li> </ul>	<p>- As required by the City Charter, the Proposed Budget increases the baseline OFCY funding from General Purpose Fund resources from \$16.8 million in the FY 2018-19 Midcycle Adopted Budget to \$18.2 million in FY 2019-20 Proposed Budget, an increase of nearly \$1.4 million year-over-year. This will bring the total KidsFirst! allocation to support community youth organizations to \$37.6 million over the FY 2019-21 budget.</p>
Bas	<ul style="list-style-type: none"> <li>● Collaborate and leverage City resources and assets to build full service community schools where local schools have the decision-making power</li> <li>● Prioritize investments in meeting the needs identified by OUSD student survey including restorative justice, foster youth case managers and Asian Pacific Islander Student Program</li> <li>● Maintain and increase funding that supports children and students including Head Start, libraries, recreation centers, crossing guards, violence prevention and supports the CSEC population</li> </ul>	<p>- The Proposed Budget provides \$1,200,000 in grants in FY 2019-20 to the Oakland Unified School District to preserve the School District's Restorative Justice Program (\$690,000) and foster care case managers (\$510,000).</p> <p>- The Proposed Budget retains funding to support a grant with OUSD that addresses chronic absenteeism within Oakland's public schools.</p> <p>- In November 2016, Oaklanders passed Measure HH by 61 percent, imposing a one-cent per ounce general tax on the distribution of sugar sweetened beverages. The Proposed Budget increases the allocation to support a competitive RFP process from \$2 million to \$4 million each year (\$8 million total over the two-year budget) that will be allocated to community non-profit organizations and other public agencies to prevent and mitigate the negative health impacts of consuming sugar-sweetened beverages.</p>
Thao	<ul style="list-style-type: none"> <li>● Extend library hours and programming for youth at city recreation centers</li> <li>● Support Head-Start and Meals and Wheels</li> <li>● Restripe crosswalks near and around schools and recreation centers</li> <li>● Fund upkeep and updates for city owned parks and funding for restrooms and mowing park fields</li> <li>● Continue to support Oakland's Chabot Space Center</li> <li>● Fully fund Youth Summer Job Programs</li> <li>● Fund restorative justice programs in our schools</li> </ul>	<p>- The Oakland Parks Recreation and Youth Development Department (OPRYD) is the City's lead agency in promoting physical activity among our youth. The Proposed Budget expands OPRYD programing in the Measure HH fund to expand and preserve sports activities and health programs among Oakland's youth. The Proposed Budget allows for expanded operation of OPRYD aquatics, youth sports, the East Oakland Sports Center, and Town Camp.</p>
Kalb	<ul style="list-style-type: none"> <li>● Continue our partnership with OUSD to fund two FTEs to work on reducing chronic absenteeism in our district elementary schools. We can grant these funds to OUSD with appropriate oversight and report backs. These funds must be conditional on OUSD continuing to fund at least two FTEs in their annual budget for the same purpose.</li> </ul>	<p>- The Proposed Budget provides \$800,000 dollars in additional funding in Measure HH funds each year to support the City's youth food service program at the Oakland Public Library, Head Start centers, and OPRYD. The movement of staffing to Measure HH funding also allows the redeployment of more than \$230,000 each year of federal and state grant funds to further enhance the food program at Head Start centers. With these adjustments, the overall funding for the program is \$1.8 million per year.</p>

HEALTH AND SAFETY		
Proposal Summary		Allocated Amount FY 2019-21 Proposed Budget
McElhaney	<ul style="list-style-type: none"> <li>● Eliminate childhood lead poisoning through establishing a modern, proactive code enforcement program.</li> <li>● Improve health outcomes for Oakland's low and median income residents by programming funds through OPR and senior services to address diseases associated with over consumption of sugary foods and beverages.</li> </ul>	<p>- Add \$100,000 for Phase 1 of the Proactive Healthy Homes Rental Inspection Program.</p>

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**In full consideration of the City of Oakland's commitment to our core values of equity and inclusion, the following service enhancements and reductions are included in the Fiscal Year (FY) 2019-21 Proposed Policy Budget.**

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### **SERVICE ENHANCEMENTS**

The following summarizes the service enhancements and improvements included in the FY 2019-21 Proposed Policy Budget. It also notes where key services were deliberately preserved despite limited resources.

#### **HOMELESSNESS (\$21.3 MILLION)**

##### **New Commission On Homelessness**

- The budget creates Oakland's first-ever Commission on Homelessness to lead the city's fight against homelessness and secure housing for its most vulnerable residents who are living on our sidewalks.

##### **Increase Funding To Provide Additional Housing And Mitigate Health And Safety Risks**

- Allocate \$8.9 million in Homeless Emergency Aid Program (HEAP) funds (\$8.5 million in FY 2019-20 and additional \$0.4 million in FY 2020-21) to expand existing homeless programs, and enhance the health, sanitation, and safety of more than 2,700 individuals who either live in their cars or on the streets of Oakland. Proposed allocations include \$5.1 million for the installation and management of additional community cabins at multiple locations; \$1.5 million for the Safe Car Parking Program to increase availability of additional overnight parking lots with access to hygiene and sanitation facilities; \$1.0 million to support St. Vincent de Paul of Alameda County's year-round shelters; and \$0.4 million for the City's Homeless Youth Outreach Program. This does not account for any new HEAP allocation that may be included in the Governor's Proposed Budget.
- Continue to appropriate \$1.3 million per year in Continuum of Care Grant for youth rapid re-housing in FY 2019-21, servicing up to 60 youths per year aged between 18 and 24.
- Carryforward \$3.0 million in Kaiser Foundation Grant for the City's rapid re-housing facility, "the Holland", at 641 West Grand Avenue, that will provide transitional housing for short stays of about 4 to 7 months, along with connecting residents to various programs to work towards getting off the street permanently.
- Appropriate \$3.8 million of the Vacant Property Tax revenue (Measure W) in FY 2020-21 towards various programs, including rapid re-housing, hygiene/sanitation services, anti-displacement services, and employment training.
- Appropriate \$3.0 million (\$1.5 million each year) using fund balance in the Affordable Housing Trust Fund for services and interventions aimed at rehousing for homeless residents.
- While not reflected in the City of Oakland's budget, continue partnership with San Francisco Foundation to offer \$8 million in rapid anti-displacement assistance through Keep Oakland Housed.

#### **PROTECT TENANTS & PRODUCE AFFORDABLE HOUSING (\$55.4 MILLION)**

##### **Allocate Funding For Affordable Housing Projects From Measure KK Bond Funds**

- Appropriate \$30.0 million in Measure KK bond funds (\$15.0 million per fiscal year) to continue the City's affordable housing initiatives. Proposed allocations include \$2.0 million for the acquisition of transitional housing facilities, including a new Family Transitional Center (this is in addition to \$7 million carry-forward from previous budget, for \$9 million total); \$3.3 million for site acquisition for future affordable housing; \$3.3 million for NOFA site acquisition to preserve and protect existing housing for



## SERVICE IMPACTS

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vulnerable renters; \$4.3 million for new construction of affordable housing; and \$1.3 million for rehabilitation assistance for low income homeowners.

### **Healthy Homes Rental Inspection Program**

- Appropriate one-time funding of \$100,000 in FY 2019-20 for Phase I of the Healthy Home Rental Inspection Program to catalogue Oakland's rental housing stock and develop a plan to inspect rental properties for safety.

### **Better Assist Tenants And Landlords In Settling Rent Disputes**

- Expand the Rent Adjustment Program (RAP) by increasing its staffing capacity to improve active enforcement of fair housing for a diverse population of renters, continue to enforce the City's Rent Adjustment Ordinance, and elevate mediation for rent dispute resolution. RAP services are utilized by communities of color at a higher proportion; therefore, the improved services in this area will benefit those groups.

### **Expand Affordable Housing Programs To Serve Oaklanders In Need**

- Appropriate \$6.7 million from the Affordable Housing Trust Fund (\$2.9 million in FY 2019-20 and additional \$3.8 million in FY 2020-21) for affordable housing projects, loans, and grants.

### **Continue To Support New Affordable Housing Developments**

- Appropriate \$18.6 million in 2011 Subordinated Housing Set Aside bond funds (\$9.9 million in FY 2019-20 and additional \$8.3 million in FY 2020-21) for the first two phases within Parcel Two of Brooklyn Basin Affordable Housing Development project. This project will produce 465 new affordable housing units, a critical need among communities of color.

## **STREET REPAIRS AND TRANSPORTATION (\$110.6 MILLION)**

### **Increase Funding For The City's Aging Streets and Roads Based On The Prioritization Of Capital Projects Using An Equity Framework That Considers Communities Of Color, Household Income And Other Social Indicators – Including A 10x Increase In Resurfacing Of Local Roads.**

- Appropriate \$75.8 million in Measure KK Infrastructure bond funds to improve the overall condition of City's streets and roads, prioritizing street resurfacing projects at locations identified as high-priority based on the City's equity framework methodology.
- Appropriate \$34.8 million for other various street repair and transportation improvement projects, including sidewalk repair, bike and pedestrian plan implementation program, and curb ramps program.
- To ensure additional street resurfacing workload can be met, approximately 25% of the City's street maintenance staff will be reassigned to work on these CIP projects.

## **ILLEGAL DUMPING (\$1.9 MILLION)**

### **Clean & Green City**

- Appropriate additional \$1.3 million of the Vacant Property Tax revenue (Measure W) in FY 2020-21 towards reduction, deterrence, and mitigation of illegal dumping and blight, which poses potential safety and health hazards.
- Bring new staff, including pick-up crews and Environmental Enforcement Officers, as well as the proactive service model fully on-line to mitigate and enforce Illegal Dumping activities in the City to address over 25,000 illegal dumping service requests that the City receives annually.
- Appropriate \$480,000 in one-time funding (\$240,000 per each fiscal year) for Last Saturday Free Dump

Days at Edgewater Corp Yard. This will make permanent the successful Bulky Block Party pilot that served more than 400 Oakland residents at each event.

- Appropriate \$125,000 in one-time funding (\$25,000 in FY 2019-20 and \$100,000 in FY 2020-21) to fund additional cameras for use in areas with high illegal dumping activities for additional enforcement.

### **FIRE PREVENTION & EMERGENCY SERVICES (\$16.2 MILLION)**

#### **Improve Fire Code Inspections**

- Reduce fire and life safety risks for residents, businesses, and visitors to the City of Oakland by increasing 8.0 FTE supervisory and support staff for Fire Code Inspections in FY 2019-20. These new positions will support the twelve inspectors that were added in the prior budget cycle and address current challenges in the Fire Prevention Bureau regarding span of control. The new positions will improve capacity to conduct inspections citywide, and issue permits in a timely manner. The additional positions are funded by proposing full cost recovery inspection fees.

#### **Improve Wildfire Prevention Inspections**

- The budget includes the upgrade of 5.0 FTE of vegetation management inspection staff to equivalent Fire Code inspection classifications in order to improve retention of incumbent staff. Using the same classification in both the fire code inspection and vegetation management section and addition of supervisory staff will also allow for more flexible deployment of resources to meet demands for service.

#### **Speed Up And Improve Fire Code Plan Check Management Plan**

- The addition of 3.0 FTE in the Fire Plan Check Unit will allow the Oakland Fire Department to more rapidly process Fire Code plan checks for new proposed development and renovation of buildings. These positions will aid in the City's economic development efforts and help to ensure a safe housing supply. The additional positions are funded by proposing full cost recovery inspection fees.

#### **Sustain Wildfire Prevention Services & Vegetation Management Plan**

- Despite full expiration of the Wildfire Assessment District, the Oakland Fire Department will maintain its capacity to prevent wildfires through fuel reduction measures, which include goat grazing and roadside clearance throughout the Oakland hills. These programs were funded in the prior budget cycle with one-time funds; the proposed budget continues this funding of \$1.1 million each fiscal year (\$2.2 million total). The budget also includes funding to implement the anticipated results of the City's Vegetation Management Plan (\$200,000 over two-years).

#### **Increase Timely And Coordinated Emergency Response**

- Add one Fire Communications Dispatcher in FY 2019-20 and a second dispatch in FY 2020-21 to improve response times to 911 emergency medical and fire calls from Oaklanders.
- Sustains funding for emergency medical supplies using one-time funds in Measure N. OFD arrives first on scene to 75% of EMS calls in Oakland and provides paramedic-level care including the use of emergency medications. The new Alameda County Ambulance Contract eliminates the existing practice of the ambulance replacing medications used by Fire Paramedics on emergency medical service (EMS). The budget responds to this shift in costs from Alameda County by using City resources to sustain paramedic services from OFD Engine Companies.
- Provides funds to upgrade the City's emergency medical dispatch software. This upgrade will standardize 911 intake methods for fire-related emergencies using a system that complies with National Fire Protection Association Standards. It will provide 911 dispatchers with the ability to quickly ascertain associated hazards (people trapped in fire building, collapsed structure, etc.) and dispatch additional resources as needed. It will improve the City's ISO score which may help to reduce or slow the growth

# SERVICE IMPACTS

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rate of fire insurance rates in the City.

## **Replace An Aging Fire Station**

- Appropriate \$7.0 million in Measure KK Infrastructure bond funds over the next two years for site acquisition and design phases of a new Fire Station #29 and potential new Training Resiliency Education Complex.

## **INVESTMENTS IN CHILDREN (\$74.5 MILLION)**

### **Increase Baseline Funding For Oakland's Fund For Children And Youth (KidsFirst!)**

- As required by the City Charter, the Proposed Budget increases the baseline OFCY funding from General Purpose Fund resources from \$16.8 million in the FY 2018-19 Midcycle Adopted Budget to \$18.2 million in FY 2019-20 Proposed Budget, an increase of nearly \$1.4 million year-over-year. **This will bring the total KidsFirst! allocation to support community youth organizations to \$37.6 million over the FY 2019-21 budget.**

### **Restore OUSD cuts to Restorative Justice And Foster Care Programs**

- The Proposed Budget provides \$1,200,000 in grants in FY 2019-20 to the Oakland Unified School District to preserve the School District's Restorative Justice Program (\$690,000) and foster care case managers (\$510,000). It retains funding to support a grant with OUSD that addresses chronic absenteeism within Oakland's public schools.

### **Education And Prevention Of The Health Consequences Of Sugar-Sweetened Beverage Consumption**

- In November 2016, Oaklanders passed Measure HH by 61 percent, imposing a one-cent per ounce general tax on the distribution of sugar sweetened beverages. The Proposed Budget increases the allocation to support a competitive RFP process from \$2 million to \$4 million each year (\$8 million total over the two-year budget) that will be allocated to community non-profit organizations and other public agencies to prevent and mitigate the negative health impacts of consuming sugar-sweetened beverages.

### **Expand Oakland Parks & Recreation And Youth Development Programs To Combat Childhood Obesity & Inactivity**

- The Oakland Parks Recreation and Youth Development Department (OPRYD) is the City's lead agency in promoting physical activity among our youth. The Proposed Budget expands OPRYD programing in the Measure HH fund to expand and preserve sports activities and health programs among Oakland's youth. The Proposed Budget allows for expanded operation of OPRYD aquatics, youth sports, the East Oakland Sports Center, and Town Camp.

### **Supplemental Funding For Healthy Food Program**

- The Proposed Budget provides \$800,000 dollars in additional funding in Measure HH funds each year to support the City's youth food service program at the Oakland Public Library, Head Start centers, and OPRYD. The movement of staffing to Measure HH funding also allows the redeployment of more than \$230,000 each year of federal and state grant funds to further enhance the food program at Head Start centers. With these adjustments, the overall funding for the program is \$1.8 million per year, \$3.6 million over two years.

### **Community Serving CIP Improvements to Recreation Centers and Libraries**

- Appropriate \$24.1 million in Measure KK Infrastructure bond funds to renovate and upgrade various recreation centers and libraries to ensure youths and adults all can continue to benefit from the services and programs provided.

### **COMMUNITY POLICING & VIOLENCE PREVENTION (\$5.1 MILLION)**

#### **ShotSpotter Gun Detection System**

- The Proposed Budget provides ongoing funding for the ShotSpotter gunfire automated alert system at the same level as the FY 2018-19 Midcycle budget in FY 2019-20 and provides an additional \$475,000 for the expanded coverage area in FY 2020-21.

#### **Improvement In Traffic Safety For Oakland Schools**

- The budget sustains \$1.89 million in funding for additional Crossing Guards to improve school site safety and ensure safer routes to school for Oakland's school-aged children and youth despite reduced resources in the City's Traffic Safety Fund.

#### **Enhanced Citizen Review And Oversight Of Police Policy, Discipline And Misconduct**

- The budget adds a complaint investigator to the Community Police Review Agency to improve the speed and responsiveness to alleged police misconduct.
- The budget fully funds the resources requested by the Oakland Police Commission for training and performance of its duties.
- The budget also contains funding in FY 2020-21 for a community engagement and public opinion process.
- Adds a Paralegal in the City Attorney's Office to support the review and **public disclosure of police records** under California's new police transparency law (SB 1421).

#### **ITD Positions For Public Safety**

- The Proposed Budget adds two positions in the Information Technology Department to support the City's public safety applications in the Oakland Police Department including the Computer Aided Dispatch 911 system and the Performance Reporting Information & Metrics Environment (PRIME) OPD risk management system.

#### **Department Of Violence Prevention**

- The Proposed Budget brings on-line Oakland's first Department of Violence Prevention to prevent and disrupt the cycles of violence in the communities. Total appropriation for the Department are \$1.59 million over two years.

### **STRATEGIC PLANNING, ECONOMIC AND WORKFORCE DEVELOPMENT INITIATIVES (\$2.9 MILLION)**

#### **Work On Strategic Planning Initiatives**

- Increase staffing capacity to undertake a comprehensive update of the City's Land Use and Transportation Element General Plan, which also includes the Bicycle Master Plan and Pedestrian Plan, as well as other smaller strategic planning projects, such as planning or municipal code amendments, area plans, and annual reports.

#### **Continue To Invest In Economic And Workforce Development Initiatives**

- Allocates \$500,000 in one-time funding in FY 2019-20 for an East Oakland Neighborhood Economic Development Plan.
- Appropriate additional \$250,000 per year for workforce development, employment training and job placement to be allocated by the Oakland Workforce Development Board.
- Continue to appropriate \$400,000 per year to support youth summer employment opportunities through Measure HH and \$355,000 for West Oakland Job Resource Center, which mainly serves low-income,

## SERVICE IMPACTS

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under-served Oakland residents and the greater East Bay, providing programs to teach valuable job skills in construction, transportation, distribution, and logistics sectors.

- Maintain \$170,000 in each year of the Budget for the Day Laborer program.

### **Protecting Oakland Workers' Rights and Safety**

- Establishes the Department of Workplace and Employment Standards effective July 1, 2020.
- Expands funding for minimum wage enforcement and education and adds additional audit staff (2.0 FTEs) to ensure compliance with Oakland's minimum wage and other employment laws with the possibility of further expansion following hotel fee analysis.

### **LIBRARY SERVICES (\$24 MILLION)**

#### **Increase Library Service Accessibility With Additional Hours With New Measure D Funding (\$12 million annually)**

- Expand library hours at the Main Library, the African American Museum and Library at Oakland, the Oakland Tool Lending Library, and 16 neighborhood branches starting on April 1, 2019 with special parcel tax revenue generated through voter-approved Measure D.
- Continued expansion of programs and learning resources, in combination with increased accessibility to libraries through the City, will benefit all communities.

### **CITY-WIDE (\$300,000)**

#### **311 Call Center**

- Transfer the public works call center to the City Administrator's Office as the first phase of establishing a full citywide integrated 311 citizen's resource center that will begin including services beyond the Public Works Agency.

#### **Immigration Anti-Deportation Defense**

- The budget contains \$300,000 (\$150,000 per year) in legal support for children and families at risk of deportation.

### REDUCTIONS TO SERVICE

The following summarizes the service change decreases in the Fiscal Year (FY) 2019-21 Proposed Policy Budget. There were many investments made to preserve services, however, in some instances in order to resolve the current deficit, decreases in service were necessary. In some cases, the decreases result from no longer being able to use one-time money to sustain these programs, or the loss or reduction of grant funding.

### PARKS MAINTENANCE

#### **Freeze 8.5 Full-Time Equivalent Vacant Positions In The Landscape & Lighting Assessment District**

- LLAD revenues have not increased since the Assessment District was formed in 1989, more than 30 years ago. The ongoing deficit in the LLAD can no longer be sustained without significant reductions in service levels. In order to address the multi-million dollar deficit in the LLAD, the City transferred street lighting utility costs to the State Gas Tax Fund (approximately \$2.9 million) and froze 8.5 FTE who work on parks facilities and grounds (approximately \$950,000). Freezing of 8.5 FTE positions, which represents approximately 10% reduction in staffing capacity in LLAD, will have a negative impact on the operational effectiveness and efficiency of parks maintenance, leading to the reduction and elimination of routine maintenance services, such as mowing, weeding, minor irrigation repair, and litter pickup, at various parks in the City. The need for overtime of existing staff will likely increase as a result to ensure a minimum level of maintenance work is performed.
- **The City must consider a new revenue source for Parks programs and facilities in order to restore these frozen position, maintain existing services, and enhance OPRYD programs.**

### HOMELESSNESS

#### **\$4.0 Million Alameda County Grant Reduction**

- While overall, resources to address homelessness are increasing, it's important to note that Alameda County's grant to the City to manage the Coordinated Entry system totaling \$4.0 million annually will reach the end of its three-year term on June 30, 2020. The services included: street outreach, tenancy sustaining support services (260 clients), housing navigation (313 clients), and flexible move-in funds. The grant currently supports one City FTE and over 26 FTE in community based provider contracts and, if not renewed, would have a crippling impact on the City's coordinated entry system and services to most vulnerable, unsheltered residents. While HSD anticipates a successor contract will be coming forward, it is very likely to be much smaller as currently three quarters of this grant is funded by a MediCare waiver grant that expires at the end of FY 2019-20.

## **SERVICE IMPACTS**

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### **NOTES**

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# BUDGET GUIDE & BACKGROUND

## PUBLIC INPUT INTO THE BUDGET PROCESS

The Mayor and City Council welcomed community suggestions, comments and questions on the FY 2019-21 Policy Budget. Community input was a key element of the budget development process. Residents are encouraged to contact their Councilmember by email or telephone. In addition, several public meetings were held to review the budget and provide an opportunity for input and questions.

### Social Media

<b>Twitter</b>	#oakbudget	twitter.com/Oakland
<b>Facebook</b>	www.facebook.com/Oakland	
<b>Medium</b>	medium.com/@Oakland	
<b>Instagram</b>	www.instagram.com/Oakland	

### Budget Bureau Contact Information

<b>Website</b>	www.oaklandca.gov/budget
<b>Email</b>	BudgetSuggestions@oaklandca.gov
<b>Call</b>	(510) 238-2130
<b>Explore Data</b>	budgetdata.oaklandca.gov

### Councilmember Contact Information

District #1	Dan Kalb	dkalb@oaklandca.gov	(510) 238- 7001
District #2	Nikki Fortunato-Bas	nfortunatobas@oaklandca.gov	(510) 238- 7002
District #3	Lynette McElhaney	lmcelhaney@oaklandca.gov	(510) 238- 7003
District #4	Sheng Thao	sthao@oaklandca.gov	(510) 238- 7004
District #5	Noel Gallo	ngallo@oaklandca.gov	(510) 238- 7005
District #6	Loren Taylor	ltaylor@oaklandca.gov	(510) 238- 7006
District #7	Larry Reid	lreid@oaklandca.gov	(510) 238- 7007
At-Large	Rebecca Kaplan	atlarge@oaklandca.gov	(510) 238- 7008

### Public Budget Forums

Date	Time	District	Location
Wednesday, May 8, 2019	6:00 PM – 8:00 PM	<b>District 4</b> Councilmember Sheng Thao	<b>Redwood Heights Recreation Center</b> 3883 Aliso Avenue Oakland, CA 94619
Thursday, May 9, 2019	6:30 PM - 8:30 PM	<b>District 7</b> Councilmember Larry Reid	<b>Oakland Zoo, Marion Zimmer Auditorium</b> 977 Gold Links Road Oakland, CA 94605
Saturday, May 11, 2019	10:00 AM – 12:00 PM	<b>District 6</b> Councilmember Loren Taylor	<b>Rainbow Recreation Center</b> 5800 International Blvd. Oakland, CA 94621
Saturday, May 11, 2019	2:00 PM – 4:00 PM	<b>District 5</b> Councilmember Noel Gallo	<b>Fruitvale Senior Center</b> 3301 E. 12 <sup>th</sup> Street, Suite 201, Oakland, CA 94601
Wednesday, May 15, 2019	6:00 PM – 8:00 PM	<b>District 3</b> Councilmember Lynette Gibson McElhaney	<b>West Oakland Senior Center</b> 1724 Adeline Street Oakland, CA 94607
Thursday, May 16, 2019	6:00 PM – 8:00 PM	<b>District 2</b> Councilmember Nikki Fortunato Bas	<b>Lincoln Recreation Center</b> 1724 Adeline Street Oakland, CA 94607
Saturday, May 18, 2019	10:00 AM – 12:00 PM	<b>District 1</b> Councilmember Dan Kalb	<b>North Oakland Senior Center</b> 261 11 <sup>th</sup> Street Oakland, CA 94607

### City Council Budget Meetings

TBA	TBA	TBA
TBA	TBA	TBA
TBA	TBA	TBA
TBA	TBA	TBA
TBA	TBA	TBA
TBA	TBA	TBA
TBA	TBA	TBA

City Council Budget meetings are held at Oakland City Hall, One Frank Ogawa Plaza, 3<sup>rd</sup> Floor; and may be viewed on KTOP – TV 10. Recording are available on the City's Legistar web portal: <https://oakland.legistar.com/Calendar.aspx>

# BUDGET GUIDE & BACKGROUND

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## BUDGET OVERVIEW

At its core, a local government budget is an approved revenue and spending plan that authorizes a municipality to use public dollars to provide services. Local governments use their budgets for a variety of additional purposes including communication, planning, accountability, and evaluation. A budget is often a reflection of a city's priorities and policies.

The City of Oakland has a two fiscal-year (biennial) budget cycle. For the City of Oakland (City), the fiscal year begins on July 1 and ends on June 30. This budget is being proposed for fiscal years (FY) 2019-20 and 2020-21. This same fiscal year calendar is used by the State of California, and most cities, counties, and school districts. The City policy of adopting a two-year budget is intended to improve the City's long-term planning, enhance funding stability, and to create greater efficiency in the budget development process. While the City's budget is adopted for a two year period, appropriations are divided into two one-year spending plans. During the second year of the two-year budget cycle, the Mayor and City Council conduct a midcycle budget review to address variances in estimated revenues and expenditures and other changes to the City's financial condition.

The City of Oakland's budget presents two principal types of data: projected revenues and planned expenditures. Revenues are monetary resources that the City anticipates will become available during the fiscal year. City revenues can be categorized by type (e.g. property tax, sales tax, business tax, permit fees, etc.). City revenues may also be divided into those that can either be expended on general City activities or those that must be restricted for specific purposes. For instance, the City's Measure KK funds may be used only for street and infrastructure improvements and affordable housing whereas the City's business tax revenues can be used for all governmental purposes. Expenditures can be divided by type (e.g. salaries, retirement contributions, debt service, supplies, capital projects, etc.), or by the department that spends them (e.g. Police, Fire, Library, Public Works, etc.).

To ensure that restricted revenues are used only for their intended purpose, the City accounts for its financial resources in different "funds." For instance, federal grants from the U.S. Department of Transportation for road construction are held in a different fund than are revenues from the City's Public Safety & Services Measure. The largest City fund is the General Purpose Fund which can be used for all public purposes over which the City has jurisdiction. General Purpose Fund revenues are generally unrestricted and include most taxes. The budget document presents data related to the General Purpose Fund (GPF) and to "All Funds" respectively.

In addition to the Proposed Policy Budget, the City also issues a Proposed Capital Improvement Program (CIP) for City Council consideration. Both documents are later finalized as the Adopted Policy Budget and the Adopted Capital Improvement Program. The Policy Budget is the City's operating budget and includes the projected revenues and expenditures required to provide most City services. For instance, the operating budget includes revenues from general taxes which provides funding for police services, fire and emergency medical services, youth and recreation programs, library services, city administration, and other City needs. The CIP, by contrast, presents planned expenditures for projects which will improve the City's infrastructure, buildings, and environment as well as major purchases such as land, buildings and equipment. For example, the CIP includes water quality projects around Lake Merritt, complete repaving of streets and roads, construction of sewer infrastructure and construction or renovation of City buildings. The CIP is summarized in the Policy Budget in accordance with best practices. There are also other special budgets, such as the Oakland Redevelopment Successor Agency which is a separate legal entity of the City, responsible for the close and completion of the activities of the former Oakland Redevelopment Agency.

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# BUDGET GUIDE & BACKGROUND

## THE BUDGET PROCESS

The budget process is the procedure through which the City formally develops, deliberates and adopts its budget. The budget process consists of several important stages: 1) Budget Development, 2) Budget Adoption, and 3) Budget Amendment. The City's Consolidated Fiscal Policy, Ordinance 13487 C.M.S., provides the legal framework that guides the budget process and mandates that the City pass and adopt a balanced budget. The policy can be found in this document under Financial Policies.

### Budget Development

**Nov-Dec 2018:  
Baseline Budget  
Development**

In the fall of 2018, the Finance Department developed a "baseline budget" which is a preliminary two-year budget that forecast revenues and expenditures assuming the City maintained its current level of staffing, program funding and policies. The baseline budget is the foundation upon which the proposed budget is developed. The Finance Department worked in conjunction with all City departments to create the baseline budget considering the latest economic projections and information on likely expenditure increases such as fringe benefit rates for retirement and health care. This forecast of expected revenue and expenditures in the baseline budget helps the City identify whether there will be an operating surplus or the need to address a funding shortfall.

**February 2019:  
Five-Year Financial  
Forecast Report**

The completed baseline budget became the foundation for development of the City's Five-Year Financial Forecast which was published in February 2019. The Five-Year Financial Forecast is a planning level estimate of future revenues and expenditures and identifies potential budget issues based upon the assumed future financial environment. The Five-Year Financial Forecast assumes no policy changes will be made to the baseline budget other than those already prescribed by law.

**January-March 2019:  
Internal Analysis**

After the development of the baseline budget was completed, the City Administrator's Office directed the departments, through "budget instructions," to submit requests for changes to the baseline budget. Departmental requests may include changes such as new programs, increased appropriations, reduced expenditures, reorganizations, or shifting appropriations from one program or service to another. The Finance Department conducted an in-depth analysis of each budget request to assess its value and fiscal feasibility. Based upon that analysis, recommendations were provided to the City Administrator. The City Administrator and key staff then conducted internal budget hearings with department directors and their staff to discuss the budget proposals. The City Administrator made preliminary budget decisions based upon the results of those internal hearings taking into consideration the Mayor and Council's stated budget priorities.

**February-March  
2019:  
Community &  
Council Input**

In accordance with the City's Consolidated Fiscal Policy, an assessment of stakeholder needs, concerns and priorities was conducted prior to the finalization of the Proposed Budget. This takes the form of a statistically valid poll developed in conjunction with the City's Budget Advisory Committee. The Councilmembers were also invited to provide a list of key expenditure priorities for the Mayor's consideration for the Proposed Policy Budget.

**March-April 2019:  
Proposed Budget  
Finalized**

The City Administrator provided a preliminary budget proposal to the Mayor. The Mayor weighed options, conducted additional analysis, considered City Council, community, and other stakeholder input, and issued a final Proposed Policy Budget in late April.

# BUDGET GUIDE & BACKGROUND

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## Budget Adoption

### **May-June 2019: Community Input**

The Administration and City Council conducted Community Budget Forums at varied times and in different neighborhoods across the City. These meetings provide a forum for City Councilmembers to obtain input from constituents on the FY 2019-21 budget priorities and to understand questions and concerns pertaining to the Mayor's Proposed Budget.

### **May-June 2019: Council Deliberations**

Upon presentation of the Proposed Budget, the Mayor and City Council conducted a series of public hearings to review the FY 2019-21 Proposed Budget. The City Council received additional information and responses to questions raised regarding the Proposed Budget. Councilmembers may request amendments to the Mayor's Proposed Budget for discussion and consideration.

### **June 2019: Council Budget Adoption**

As required by the City Charter, the City Council must adopt a balanced budget by June 30, preceding the start of the fiscal year commencing July 1. The adopted budget provides a two-year appropriation authority for all funds, and first and second-year appropriations for the Capital Improvement Program (CIP). The CIP appropriations are outlined in two annual spending plans for FY 2019-21.

## Budget Amendment

### **March-June 2020: Midcycle Budget Amendment**

Toward the end of the first year of the two-year budget cycle, the Mayor and City Council conduct a mid-cycle budget review to address variances in estimated revenues and expenditures and other changes that may have impacted the City's financial condition. For the FY 2019-21 budget cycle, the mid-cycle review will take place between March and June 2020 and will pertain to revenues and expenditures for the FY 2020-21 fiscal year (i.e. the second year of the biennial budget).

### **Year-Round: Budget Amendments**

The City Council has the authority to amend the budget throughout the two-year period. Appropriation of new money or changes to the allocation of appropriations between funds or departments requires approval by the City Council. Transfers between divisions within a department, between spending accounts, or between projects may be made at the administrative level. These transfers may be authorized by the City Administrator, Finance Department, or department directors depending on the nature of the transfer.

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# BUDGET GUIDE & BACKGROUND

## OVERVIEW OF BUDGET TERMS & CONCEPTS

The following section is intended to familiarize the reader with terms, concepts, and documents important to the budgetary process. Knowledge of these items will provide the reader with a better understanding of this Budget and other similar documents produced by the City.

### Budgets & Fiscal Years

Budgets are plans for how organizations intend to use projected resources (revenues) for payment to perform operations or provide services (expenditures) over a defined time period. Budgets are prospective planning tools and must be balanced between revenues and expenditures within the defined time period. The key time period for the City of Oakland's Budget (and other financial reports) is the fiscal year (FY). The City's fiscal year begins on July 1<sup>st</sup> and ends on June 30<sup>th</sup> of the following year. Fiscal years are generally expressed as follows: the fiscal year which begins July 1, 2019 and will end June 30, 2020 is FY 2019-2020. Fiscal Years may also be divided into quarters or monthly periods for reporting purposes. It is important to note that grants awarded to the City may or may not synchronize with the City's fiscal year and often are based on the granting agency's fiscal period or other predetermined period as determined by the grant agreement.

The Oakland City Council adopts a biennial (two-year) balanced budget by June 30<sup>th</sup> of every odd-numbered year. For instance, the City Council will adopt the FY 2019-21 Biennial Budget by June 30, 2019. The City of Oakland has received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada (GFOA) for its biennial budgets for the past 20 consecutive fiscal years.

### Revenues

Revenues can be generally understood as the sources of income for the City and are divided into several categories or fund types. Tax revenues are largely unrestricted and are allocated to the General Purpose Fund. Grant revenues are restricted by the grant agreement and often require matching contributions from other sources. Special revenues include voter-approved measures and are restricted for a specific purpose. Revenue from fines and penalties are largely unrestricted and result from enforcement activities. Based on best practices and Council policy, one-time revenues (e.g. land sales) should not be used to support ongoing expenditures. Fee and Service Charge revenues support many City functions. The rate charged for fees and service charges is regulated by state law. Generally, fees may not exceed the cost of providing a service with a few exceptions. Fees are listed in the City's Master Fee Schedule, which is approved annually through a City Ordinance, but can be modified at any time with City Council's approval. The current Master Fee Schedule can be found at the following link:

<https://www.oaklandca.gov/documents/fy-2018-19-adopted-master-fee-schedule>

Revenues are budgeted and recorded into specific accounts. These accounts are aggregated for reporting into categories, such as property tax, fines & penalties, or service charges.

### Expenditures

Expenditures reflect the costs associated with the provision of services and performance of operations by the City. There are two key categories of expenditures: personnel expenditures and operations & maintenance (O&M) expenditures. Personnel expenditures include the cost for City employees to perform various functions and provide services to the public and are expended through the City's payroll and benefits systems. These costs include salaries, overtime, retirement and healthcare costs. O&M expenditures include non-labor related costs and are processed through the City's contracting, purchasing and accounts payable systems. O&M expenditures include items such as contracts for services, supplies and materials, utilities, equipment purchases and debt payments. Expenditures are budgeted and recorded into many detailed accounts. These accounts are aggregated for reporting purposes into broader categories that include salaries, retirement, debt payments, or capital expenditures, among others.

### Funds and Fund Transfers

Funds are groups of revenue and expenditure accounts that must be individually balanced. The City's Budget contains over 100 funds; the largest of which is the General Purpose Fund. The General Purpose Fund is unrestricted in its use. Other Funds normally have restrictions on the types of activities they support. These restrictions may be established

# BUDGET GUIDE & BACKGROUND

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by local ordinance, the City Charter, federal or state law, or grant agreements. The Policy Budget will often summarize information by General Purpose Fund and All Funds, which is the sum of the General Purpose Fund and all other special funds.

In certain cases, monies may be transferred between City funds. For instance, 3% of the City's annual unrestricted General Purpose Fund revenues are required to be transferred between the General Purpose Fund and the Kids First! Fund to meet the requirements of the 2009 Kids First! ballot measure (Measure D). When a transfer occurs between funds, the "sending" fund (where the transfer comes from) records an expenditure and the "receiving" fund (where the transfer goes to) records revenue. This is to ensure that the overall budget remains balanced.

## Department & Organizational Structures

The City of Oakland is organized into various departments as defined in Section 2.29 of the Oakland Municipal Code. These departments are responsible for delivering the various external and internal services of the City. Departments are generally established by City Ordinance approved by the City Council. Several departments were established by the City Charter itself and generally include the name "Office" in the title. These include the Mayor's Office, the City Attorney's Office, and the City Administrator's Office. Because departments are not funds, departmental revenue and expenditures may be contained in and/or attributed to one or more funds. Likewise, one or more departments may have revenue and expenditures contained in and/or attributed to a certain fund.

Both the budget and financial forecast documents include two quasi-departments: The Capital Improvement Program and the Non-Departmental group. These two groups are distinguished from traditional departments in that they do not have operational staff attributed to them. These groups are used to record various inter-departmental projects and citywide costs, such as debt service, legally required fund transfers, or major infrastructure projects.

## Internal Service Funds

Internal Service Funds charge departments for services to allow for centralized support functions between City departments. Similar to transfers, Internal Service Funds operate by recording an expenditure in the fund for which the operations are performed and recording revenue in the Internal Service Fund for the department providing the service. For example, the Oakland Police Department (OPD) requires vehicles to operate; however, the maintenance of OPD vehicles (along with vehicles used by the Oakland Fire Department and other City departments) is provided centrally by Oakland Public Works (OPW). To reflect these costs, an internal service charge is budgeted as an expenditure for OPD from an appropriate fund. This expense is then recovered by an internal service revenue account in the equipment fund. This revenue pays for the expenses to maintain OPD's vehicle (e.g. mechanics, fuel, parts) within the equipment fund. Each Internal Service Fund apportions costs across departments and funds based on the nature of these costs.

## Overhead Rates

Overhead rates are used to recover costs of certain administrative functions like accounting, cash management, and information technology, which can be difficult to allocate to specific funds, functions or projects. The City utilizes an outside actuarial consultant to review rates and methodologies for its overhead rates. Overhead charges are budgeted and recorded as expenditures in any given fund, while overhead recoveries are budgeted and recorded as revenue in the overhead fund supporting the relevant administrative function.

For example, the Oakland Public Works (OPW) Department has a centralized fiscal and human resources staff. Costs for HR staff are budgeted and recorded as expenditures in the funds receiving support from OPW fiscal and human resources, based on the payroll (i.e. charged personnel) within those funds and a calculated overhead rate. Overhead recoveries are then budgeted and recorded as revenues in the OPW overhead fund to offset the costs of OPW fiscal and human resources staff.

## Fund Balances & Reserves

At the end of each fiscal year, each fund's revenue collections are compared against incurred expenditures. If there were greater expenditures than revenues, then that difference is reduced from the "fund balance." A negative fund balance occurs when cumulative fund expenditures exceed cumulative fund revenues. By contrast a positive fund

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## BUDGET GUIDE & BACKGROUND

balance exists when cumulative revenues exceed cumulative fund expenditures. If there were revenues in excess of expenditures, a surplus occurs, which is added to that fund's fund balance.

If a positive fund balance is restricted or earmarked in its usage, it is often termed as 'reserved'. For instance, the General Purpose Fund has a 7.5 percent emergency reserve for unanticipated and insurmountable events. Therefore, the City Council may be required to direct funds from the positive fund balance to support the emergency reserve. Other funds may have a positive fund balance that must be reserved to support the purpose of that individual fund. This may include future anticipated expenditure needs such as equipment replacements, or future costs associated with a multi-year project.

### Budget Balancing

The term 'balanced' refers to a budget or forecast document where all projected revenues are equal to all projected expenditures. If projected revenues exceed projected expenditures, then the budget or forecast is said to have a projected surplus. If projected expenditures exceed projected revenues, then there is a projected shortfall. By policy, the City Council must adopt a balanced budget.

A structural imbalance occurs when there is a difference between ongoing revenues and expenditures. A budget that uses one-time revenues to pay for ongoing expenditures may be balanced over the fiscal period but suffers from a structural imbalance; in this case a structural shortfall. By contrast if ongoing revenues exceed ongoing expenditures, a budget may have a structural surplus.

### Assets & Liabilities

Assets are tangible and intangible items that hold value and include City cash, investments, buildings, land and equipment. Assets can be divided into two types: current and long-term/fixed assets. Current assets include cash, receivables, and short-term investments. Long-term and fixed assets include things such as long-term investments, property, plant, and equipment that have value, but cannot be quickly converted into cash.

Liabilities are amounts that the City is obligated to pay based upon prior events or transactions. For example, if the City owes money resulting from borrowing or issuing debt (e.g. bonds), those would be considered liabilities. Liabilities can also be divided into two types: current liabilities and long-term liabilities. Current liabilities are those that the City expects to pay within a one year period. This includes wages paid to active employees for hours worked, or bills for utilities. Long-term liabilities are obligations that the City will pay out over time, such as pensions, retiree medical obligations, and long-term debt service.

Unfunded Actuarial Accrued Liability (UAAL), or Unfunded Liability, is often mentioned in conjunction with government finances. UAAL is defined by the State Actuarial Standards Board as "the excess of the actuarial accrued liability over the actuarial value of assets". Simply put, it is the amount that an entity is projected to owe that is not covered by projected future payments under a specific payment methodology, or by assets currently held by the entity.

### Financial Reports & Actuals

"Actuals" are recorded revenues and expenditures that have occurred over a defined period. While budgetary values are projected prior to the close of a fiscal period, actuals are recorded after the fact. A financial report is a statement of actuals and accruals. Actuals can be divided into two categories: unaudited and audited. Unaudited actuals include those items reported in the City's quarterly Revenue & Expenditure Reports. This financial data is distinguished from audited actuals in that they have not been evaluated by an independent financial auditor. The City has an independent financial audit conducted following the close of each fiscal year to provide an independent opinion as to whether the City's financial statements are stated in accordance with General Accepted Accounting Principles (GAAP). The audited actuals are presented in the Comprehensive Annual Financial Report (CAFR).



# BUDGET GUIDE & BACKGROUND

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## BACKGROUND ON CALIFORNIA LEGAL REVENUE LIMITATIONS

Public funds are highly regulated; as such, some of the major regulations that impact local revenue generation will be discussed in this section. This information serves as the background to gain understanding of how tax revenue is generated and restricted.

### Proposition 13

Proposition 13, approved by voters in 1978, amended the state constitution and imposed restrictions on the collection of revenue by California's local governments. Proposition 13 declared that the maximum amount of any ad valorem tax on real property shall not exceed 1% of the full cash value of such property. That 1% tax is collected by the counties and apportioned to the cities and special districts within each County. The only exception to the 1% limitation is for bonded indebtedness for the acquisition or improvement of real property, which must be approved by a two-thirds vote of the electorate. This exception is most commonly used when voters approve a General Obligation Bond to pay for capital improvements to infrastructure such as streets, parks, and buildings. The 2016 Oakland Measure KK Infrastructure Bond was an example of the use of this exception.

Proposition 13 also requires a two-thirds vote of the qualified electors for a City to impose special taxes. Special taxes are restricted for a specific purpose rather than a general purpose, such as a tax designated for public safety or libraries. Parcel taxes are also considered special taxes regardless of the use.

### Proposition 8

Proposition 8, approved by voters in 1978, strengthened Proposition 13 and established that when property values decline due to changes in the real estate market, tax assessors are obliged to conduct "decline in value reviews" so that the tax assessed is set at a lower rate if the value of the property has declined. A lower assigned value resulting from such a review is known as a "Proposition 8 reduction."

### Proposition 218

Proposition 218, approved by voters in 1996, further restricted local government's abilities to raise revenue. Proposition 218 states that a majority vote of the public is required to raise general purpose taxes in Charter cities such as Oakland. This law requires that any new or increased property assessments may only be levied on properties that receive a special benefit from the project rather than a general benefit to the public, and that an engineer's report is required to ascertain the value of the special benefit. A weighted majority of property owners must approve such assessment. Proposition 218 restricts the use of property related fees so that they cannot be used to pay for a general governmental service, or a service not immediately available to the property owner.

### Proposition 26

Proposition 26, approved by voters in 2010, defined and restricted governments' abilities to raise revenues through fees and charges for service by defining revenues as taxes unless they met one of the criteria listed below.

- A charge imposed for a specific benefit conferred or privilege granted directly to the payer that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of conferring the benefit or granting the privilege.
- A charge imposed for a specific government service or product provided directly to the payer that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of providing the service or product.
- A charge imposed for the reasonable regulatory costs to a local government for issuing licenses and permits, performing investigations, inspections, and audits, enforcing agricultural marketing orders, and the administrative enforcement and adjudication thereof.
- A charge imposed for entrance to or use of local government property, or the purchase, rental, or lease of local government property.
- A fine, penalty, or other monetary charge imposed by the judicial branch of government or a local government, as a result of a violation of law.
- A charge imposed as a condition of property development.
- Assessments and property-related fees imposed in accordance with the provisions of Article XIII D of the California Constitution (see Proposition 218).

Under Proposition 26, the local government bears the burden of showing that the amount charged is no more than necessary to cover the reasonable costs of the activity, and allocation of the costs to the payer bears a reasonable relationship to the payer's burdens on, or benefits received from, the activity.

# BUDGET GUIDE & BACKGROUND

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## THE CITY OF OAKLAND'S ROLE IN SERVICE PROVISION

The City of Oakland is one of many government entities serving the residents of Oakland, California. The City is a key provider of important government services to residents; however, it is not the only provider. Understanding which services are provided by the City, and which are provided by other entities is helpful before engaging in a more in-depth analysis of City services and fiscal position.

### Services Provided to Residents of Oakland by Service Provider

The following tables summarize the services provided by various government entities serving the residents of Oakland, California. In some cases, services are provided collaboratively by multiple government agencies; in those instances, the primary service provider is listed.

#### **The City of Oakland**

Police Protection  
Fire Suppression  
Recreation Programs  
Oakland Public Libraries  
Violence Prevention Services  
Planning & Building  
Economic Development  
Head Start  
Senior Centers & Services  
KTOP (local government cable channel)  
Housing Development & Referral Services  
Rent Arbitration  
Emergency Medical Response  
Children & Youth Services  
Parking Management  
Sewers & Storm Drains  
Transportation Planning  
Street & Sidewalk Maintenance (local)  
Parks, Trees, & Public Spaces  
Street Lights & Traffic Signals  
Recycling and Solid Waste  
Workforce & Job Training

#### **The Oakland Unified School District**

Public Elementary, Middle, and High Schools  
Adult Education  
Charter Schools

#### **East Bay Municipal Utilities District (EBMUD)**

Provision of Drinking Water  
Treatment of Wastewater  
Public Open Spaces near reservoirs

#### **Alameda-Contra Costa Transit (AC Transit)**

Bus Transportation

#### **Alameda County**

Courts of Law  
Jails & Juvenile Hall  
Coroner & Medical Examiner  
Probation  
Registrar of Voters  
Property Tax Assessment & Collection  
Public Defender  
District Attorney  
MediCal (Medicaid)  
CalFresh (Food Stamps)  
CalWORKs (TANF)  
Health Programs  
Public Health Services  
Child Support & Protection  
Mental Health Services  
Emergency Medical Transport (Ambulance)

#### **The Peralta Community Colleges**

Laney & Merritt Community Colleges

#### **East Bay Regional Park District**

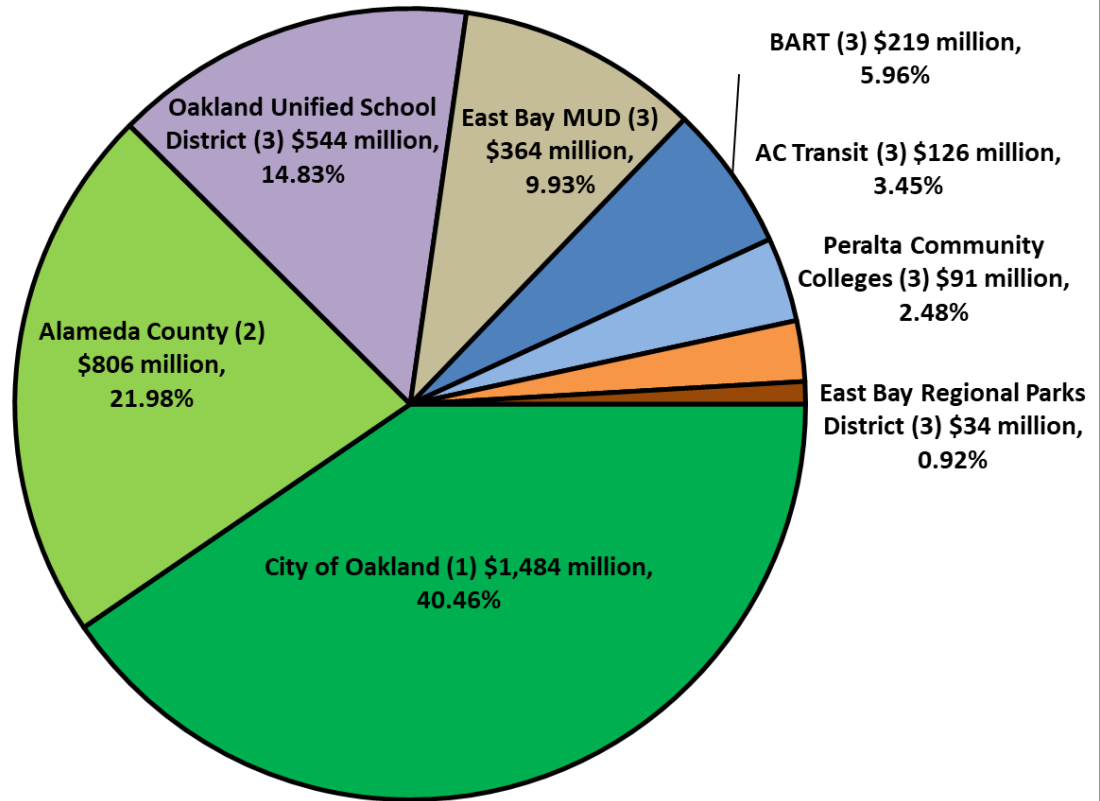
Operations of Regional Parks

#### **Bay Area Rapid Transit District (BART)**

Commuter Rail

## BUDGET GUIDE & BACKGROUND

### Estimated Funds expended in Oakland by Local Government Service Provider



#### Notes

- (1) FY 2018-19 Midcycle Budget
- (2) Estimate is derived by using FY 2018-19 budget expenditures and taking out any services not provided in the City of Oakland multiplied by the ratio of Oakland residents to the County's population.
- (3) Estimates are derived by multiplying the most recent budget expenditures by the ratio of Oakland residents to the total population served.

## **BUDGET GUIDE & BACKGROUND**

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### **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 428,827, and a wealth of resources and opportunities. It is home to the Port of Oakland, which handles more than 2.4 million 20-foot freight containers annually. Oakland International Airport serves more than 13 million travelers annually. The airport is served by 14 different airline brands with more than 65 nonstop destinations, including several recently added international cities.

In concert with ongoing economic development 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 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 its "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 (2018) *	428,827
Land Area	53.8 square miles
Lake Area	3.5 square miles
Lane Miles of Streets	2,293

\*California Dept. of Finance 2018 estimate.



# CITY FACTS

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## 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 Councilmembers are evenly divided.

The City Council is the legislative body of the City and is comprised of eight Councilmembers. One Councilmember is elected “at large,” while the other seven Councilmembers represent specific districts. All Councilmembers are elected to serve four-year terms. Each year the Councilmembers 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

Located within one of the nation's largest metropolitan areas, Oakland is the economic heart of the East Bay. Oakland has diversified its economic base significantly over the past few decades, offering a healthy mix of trade, government, financial, medical, information technology, publishing and service-oriented occupations. Industries with the largest growth in jobs over the last several years are: professional and business services, education, healthcare, leisure and hospitality, traditional and specialty food production, and technology. The Maker Movement has led to growth in the industrial arts, applied technology, artisan production and custom manufacturing.

Oakland offers abundant resources to its businesses and residents: state-of-the-art transportation, a vibrant dining and entertainment scene, and utility facilities keep the City running smoothly. Oakland has the infrastructure and economic base to support and attract a diverse mix of advanced industries. Downtown Oakland offers competitive office space, a fiber-optic infrastructure and the amenities for both traditional and emerging enterprises. The well-maintained freeways, mass transit systems and 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.

Several new office and mixed-use buildings, public facilities, hotels, convention facilities, park enhancements and outdoor art create 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 areas continue to grow, as evidenced by Oakland's 10 Business Improvement Districts. In addition, the Oakland Tourism Business Improvement District was formed in 2015 to ensure strong and sustainable marketing programs for tourism promotion. Oakland plays a pivotal role in the East Bay Trade Area; a variety of incentives are available to companies located in the City's Foreign Trade and Recycling Market Development Zones. Oakland has 30 census tracts that have been designated Opportunity Zones, which provides a tax incentive meant to revitalize communities and create jobs in designated low-income areas.

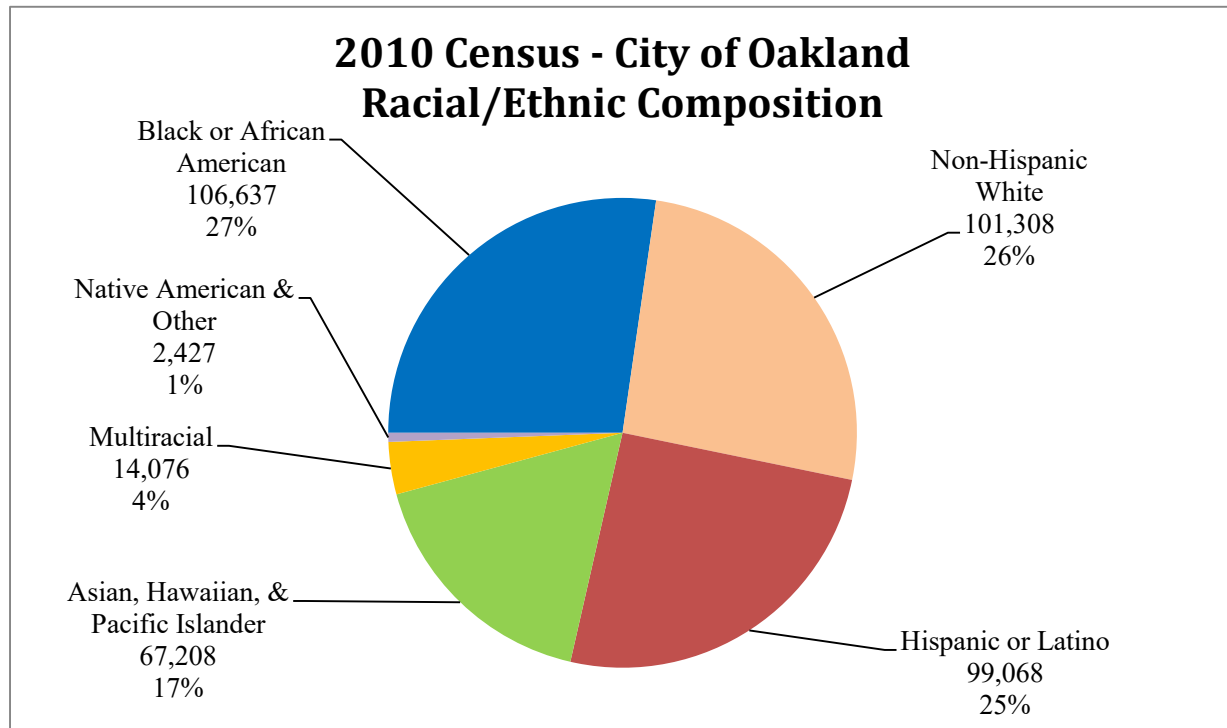
City departments take a proactive approach and use streamlined processes to best serve the needs of the business community. The Economic & Workforce Development Department links businesses with the many services available to them throughout the area and serves as an ombudsman for companies dealing with the City. The City's staff works with merchants in each commercial district to promote the district, obtain loans, expedite permits and arrange for City services.

Oakland is the county seat (administrative center) for Alameda County. The U.S. Census Bureau has estimated the county population at 1,666,753 for 2018 and a median household income of \$85,743. In the City of Oakland itself, some 159,448 households have a median income of \$63,251 and spend about \$3 billion on retail sales annually. Oakland is a city of rich history, impressive growth and a promising future.

## OAKLAND'S DEMOGRAPHIC PROFILE

According to the California Department of Finance, Oakland was ranked the eighth largest city in the State of California in 2018, with an estimated population of 428,827 residing within approximately 54 square miles. According to the 2010 United States Census (the most recent available), the City's population was 390,724 persons at a density of roughly 7,000 people per square mile. This growth is due to the recovery and resurgence of the local economy, as well as Oakland's growing popularity as a bay area housing and real estate destination.

The racial makeup of Oakland in 2010 was roughly 27.0% African American, 26%, Non-Hispanic White, 25% Hispanic or Latino (of any race), 17% Asian & Pacific Islander, 4% Multiracial and 1% Native American & Other (see below):



Per the 2010 United States Census, 21% of the City's population is below the age of 18, and 11% is over the age of 65. In 2000 the United States Census estimated that 25% of the City's population was below the age of 18 and 11% was over the age of 65.

City of Oakland Population by Age				
Age Range	2000 Census		2010 Census	
	Count	%	Count	%
0 to 4 Years	28,292	7%	26,099	7%
5 to 17 Years	71,467	18%	57,021	14%
18 to 64 Years	257,937	65%	264,045	68%
65+ Years	41,788	10%	43,559	11%
<b>Total</b>	<b>399,484</b>	<b>100%</b>	<b>390,724</b>	<b>100%</b>

In 2010 25% of households were families with children, as compared to 29% in 2000. In 2010 roughly 59% of housing units were occupied by renters, essentially unchanged from the 2000 estimate.

# CITY FACTS

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## A BRIEF HISTORY

<b>1200 B.C.</b>	Ohlone Indians settle in the area that would become Oakland.
<b>1772</b>	Spanish explorers are the first Europeans to visit the East Bay.
<b>1797</b>	Established in Fremont, Mission de San José extends Spanish jurisdiction over the area that would become Oakland.
<b>1849</b>	During the California Gold Rush, Oakland becomes the mainland staging point for passengers and cargo traveling between the Bay and the Sierra foothills.
<b>1852</b>	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.
<b>1869</b>	The Central Pacific Railroad selected Oakland as the terminus of the new transcontinental railroad, providing a vital link to the East.
<b>1910</b>	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.
<b>1936</b>	The Oakland-San Francisco Bay Bridge, one of the engineering wonders of the world, opens months before the Golden Gate Bridge.
<b>1942</b>	The Permanente Foundation Hospital is dedicated in Oakland, the first in the chain of Henry J. Kaiser's health plan hospitals.
<b>1950</b>	<p>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.</p> <p>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.</p>
<b>1950s – 1970s</b>	Under the Urban Indian Relocation Program, Oakland saw large numbers of Native Americans move to the city.
<b>1970s</b>	Following the end of the Vietnam War, Oakland welcomed Cambodians, Vietnamese and Muong from war-torn Southeast Asia.
<b>2010</b>	<p>A new generation of restaurateurs and specialty food producers has fueled an epicurean renaissance. Oakland's sizzling arts and dining scene is no longer a local secret as national media outlets spread the word on our vibrant city.</p> <p>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.</p>
<b>2015</b>	The U.S. Census ranked Oakland as the eighth largest city in California, with an estimated population of 419,267. According to a University of Wisconsin study, Oakland is the most ethnically diverse city in the United States. There are at least 100 different languages and dialects spoken here.

## **TRANSPORTATION**

Located in the geographic center of the Bay Area, Oakland has been recognized as a vital transportation hub for more than 100 years. The combination of train, bus, maritime, aviation, freeway and amenities guarantee ease of travel for local residents and efficient channels of commerce for businesses relying on the City's easy access. Oakland is 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. 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. Transportation service providers include:

**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. Annually, AC Transit buses drive 18.4 million service miles.
- ◆ Serves approximately 179,000 daily riders with a fleet of 575 buses and a network of more than 151 bus lines with approximately 5,500 bus stops. The bus lines connect with sixteen other public and private bus systems, 25 BART stations, six Amtrak stations, and three ferry terminals.
- ◆ Bus routes serve the Oakland International 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 112-mile, computer-automated rapid transit system:

- ◆ Serves more than 3.5 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 46 stations, including 8 stations in Oakland. Travel time between downtown Oakland and downtown San Francisco averages only 11 minutes on BART.
- ◆ In 2016, BART carried an average of 433,400 passengers each weekday, with about 128.5 million trips made annually.
- ◆ In Oakland, five BART stations – West Oakland, Lake Merritt, MacArthur, Fruitvale and Coliseum — are catalysts for transit-oriented development projects that are in design or construction.
- ◆ The Oakland Airport Connector (OAC) is a 3.2-mile extension of BART from the Coliseum/Oakland Airport BART Station to Oakland International Airport. Opened in November 2014, the OAC provides a seamless connection with driverless trains that travel the alignment in eight minutes and depart every 5 to 20 minutes. Just over 1 million trips were made to the Oakland International Airport in 2016.
- ◆ BART is the USA's cleanest major transit system in its class, emitting fewer pounds of carbon per passenger mile than any other transit system.

**OAK.** The Oakland International Airport (OAK) is the second largest San Francisco Bay Area airport offering over 300 daily passenger and cargo flights.

- ◆ Hosts more than 13 million passengers annually.
- ◆ Handled more than 1.1 billion pounds of air freight.
- ◆ Served by 12 domestic and international air carriers.
- ◆ Features 29 boarding gates in two terminals.

# CITY FACTS

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## TRANSPORTATION (cont'd)

### Other:

- ◆ The Alameda/Oakland Ferry Service links Oakland with San Francisco, Angel Island and South 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 in Jack London Square and service along the Capitol Corridor also stops at the Coliseum Amtrak Station.
- ◆ Greyhound Bus Lines also offers daily bus service to cities throughout the United States. MegaBus.com offers service between Oakland and Los Angeles.
- ◆ Car-sharing is offered by GIG, CarShare and Zipcar. Ride sharing is offered by Uber and Lyft.
- ◆ 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.
- ◆ The Ford GoBike program provides 1,400 bikes in Oakland, Berkeley and Emeryville.
- ◆ Up to 1,500 shared electric scooters “e-scooters” are offered throughout Oakland by several private companies.

## INFRASTRUCTURE

Oakland Public Works (OPW) plans, builds and maintains Oakland’s physical and environmental infrastructure for residents, businesses and visitors, making Oakland a sustainable and desirable place to live, work, invest and visit. Oakland’s infrastructure includes:

### Local Streets & Roads

- ◆ 2,293 lane miles
- ◆ 166 miles of bike lanes & routes

### Sidewalks, Curb Ramps, Stairs & Paths

- ◆ 1,100 miles of sidewalks
- ◆ 17,800 curb ramp locations
- ◆ 400,000 linear feet of crosswalks
- ◆ 220 developed stairs & pathways

### Bridges

- ◆ 35 City Bridges

### Traffic Signals & Signs

- ◆ 679 traffic signal intersections
- ◆ 200,000 street signs

### Street Lighting

- ◆ 38,000 streetlights with 30,500 of them converted to LED lights

### Stormwater

- ◆ 400 miles of storm drains
- ◆ 15,000 structures
- ◆ 80+ miles of open creek

**INFRASTRUCTURE** (cont'd)**Wastewater Collection**

- ◆ 930 miles of sewer pipes
- ◆ 7 pump stations
- ◆ 29,000 structures

**Public Buildings**

- ◆ 309 public buildings

**Parks, Trees & City Landscapes**

- ◆ 134 City parks
- ◆ 100+ street medians
- ◆ 42,600 official street trees
- ◆ Plus, all open space & park trees

**Fleet & Equipment**

- ◆ 1,794 vehicles & equipment including fire trucks & police cars

**HUMAN SERVICES**

Oakland's Human Services Department (HSD) provide services to promote equity and resilience for Oakland residents many of whom are low income and/or experiencing a life crisis such as homelessness. In FY 2017-18, an estimated 114,387 unique clients were served through a variety of programs and services.

- ◆ Served 1,006 low-income children and their families at sites throughout Oakland with comprehensive early childhood education and family support services through the Oakland Head Start & Early Head Start programs.
- ◆ Over 8,000 seniors enjoyed a broad range of classes and special events as well as free or low-cost meals at four senior centers operated by the City, and four contracted centers for monolingual seniors.
- ◆ Provided over 56,885 trips annually for frail seniors and disabled persons through its Oakland Paratransit for the Elderly and Disabled Program (OPED), nearly double the trips provided during FY 2015-16 due to the augmentation from Measure BB
- ◆ Served over 296 frail and disabled seniors through its Multipurpose Senior Services Program (MSSP) by helping them live independently in their homes through in-home case management and health services.
- ◆ Fought food insecurity by serving over 394,629 meals and snacks at Head Start Centers, senior and community centers, including the annual Thanksgiving Dinner serving 2,000 meals and brown bag distribution.
- ◆ Served more than 29,783 youth through the locally mandated Oakland Fund for Children and Youth (KidsFirst!) with community grant programs that address comprehensive afterschool and early childhood education, mental health support, and the overall educational, youth development and safety needs of children.
- ◆ Awarded and managed over \$25 million dollars for over 210 grants to public and community based agencies for various community service programs.
- ◆ Alameda County – Oakland Community Action Partnership's 2017 Earned Income Tax Credit (EITC) Campaign prepared 7,749 free tax returns in Oakland and Alameda County for low- and moderate-income families - returning over \$12 million in tax credits into the economy and \$4.5 specifically in EITC.

# CITY FACTS

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## HUMAN SERVICES (cont'd)

- ◆ Provided 71,231 bed nights for people without permanent housing through shelters Crossroads, St. Mary's, and St. Vincent's and two Community Cabin sites.
- ◆ Over 2,317 people received transitional housing, shelter or interim housing, or rapid re-housing support. The majority of these clients transitioned to permanent housing and another 123 received permanent supportive housing through the Oakland PATH Re-Housing Initiative (OPRI) collaboration with the Housing Authority.
- ◆ An estimated 375 unsheltered residents received health and hygiene interventions.
- ◆ Oakland Unite provided violence interruption and prevention services to over 3,100 youth and young adults with over 300,000 hours of intensive life coaching and other support services. Over 80% of the clients are African American (61%) and Latino (20%), living in West, Central and deep East Oakland.
- ◆ 440 commercially sexually exploited children received transitional housing and crisis support services.
- ◆ Human Services engages community members with 7 Commissions and 4 Senior Center Advisory Boards and works with over 300 volunteers formally and many more informally.

## EDUCATION

Oakland offers a diverse array of educational opportunities for students of all ages. Oakland Unified School District (OUSD) serves nearly 50,000 students and is committed to building a Full-Service Community School District, as defined by the U.S. Department of Education, focused on high academic achievement while serving the whole child, i.e. Social and health services. Oakland is also home to numerous institutions of higher learning.

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

- ◆ There are 86 public, 37 charter and 39 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 University – Dedicated to providing high-quality, accessible, and affordable undergraduate and graduate education, including online programs designed specifically for working adults.
- ◆ Samuel Merritt University – Offers degrees in nursing, occupational therapy, physical therapy, physician assistant, and podiatric medicine and is the largest source of newly registered nurses in California.
- ◆ California College of the Arts – Known for its broad, interdisciplinary programs in art, design, architecture, and writing, it offers studies in 21 undergraduate and 13 graduate programs.
- ◆ Merritt College, and Laney College – Part of the Peralta Community College District, these colleges offer arts, liberal arts, college preparatory and vocational trade programs.

## LIBRARY SYSTEM

The Oakland Public Library (OPL), founded in 1878, is the second-oldest public library in California. In addition to its Main library, 16 neighborhood branches and African American Museum and Library at Oakland (AAMLO), the Oakland Public Library is expanding its effort to engage people in the community by making resources available online via their library card and pin number. The library continues to provide free public access to technology - computers, high-speed Wi-Fi, hotspots, and tablets - to help bridge the digital divide based on geography, educational attainment and income. In FY 2017-18, its facilities, programs and services included:

- ◆ 1 main library and 16 neighborhood branches
- ◆ Second Start Adult Literacy Program
- ◆ Tool Lending Library
- ◆ African-American Museum and Library at Oakland
- ◆ 272,832 registered borrowers (56% of Oakland residents with an active library card)

**LIBRARY SYSTEM** (cont'd)

- ◆ 851,488 books held
- ◆ 2,136,319 library visits
- ◆ 1,989,224 virtual visits to library website
- ◆ 2,937,553 books in circulation (includes e-books and e-checkouts)
- ◆ 211,416 uses of public internet computers (147,887 total hours)
- ◆ 214,468 program attendance of which 182,380 were at children and teen programs

In June 2018, Oakland voters passed Measure D, Parcel Tax for Library Services, with nearly 77-percent of the overall vote. Measure D will generate an estimated \$10 million per year due to a \$75 parcel tax. On April 1, 2019, the Oakland Public Library announced its first increase in hours at all locations since 2004. Two locations - Main and 81<sup>st</sup> Ave - are open seven days a week. All library locations are now open Mondays and 15 neighborhood branches are now open six days and two evenings per week. In all, Oakland Public Library will be open a total of 228.5 more hours per week across its different locations as a result of Measure D.

**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. Together, these hospitals have invested more than \$2 billion in new construction and seismic upgrades.

- ◆ **UCSF Benioff Children's Hospital Oakland** delivers high quality pediatric care for all children through regional primary and subspecialty networks, a 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.
- ◆ **Alameda Health System's 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, provides and 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's Oakland Medical Center is the flagship of its national system of hospitals, headquartered here along with the nation's first health maintenance organization (HMO), founded by Henry Kaiser.

**OAKLAND POLICE DEPARTMENT**

The Oakland Police Department (OPD) is committed to reducing crime and serving the community through fair, quality policing. OPD actively engages 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 and 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. OPD provides the following:

- ◆ 792 authorized sworn officers
- ◆ 371 authorized non-sworn full-time employees
- ◆ Assignments range within comprehensive 24/7 public safety service and response and include:



# CITY FACTS

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## OAKLAND POLICE DEPARTMENT (cont'd)

- Patrol
- Crime analysis
- Administration
- Criminal Investigations
- Communications
- Tactical Operations Teams (S.W.A.T. and Negotiations)
- Traffic Enforcement & Investigations
- Youth or Community Services
- Criminal Intelligence
- Vice
- ◆ Receives and processes nearly 550,000 calls for service annually
- ◆ Handles over 250,000 law enforcement incidents

## OAKLAND FIRE DEPARTMENT

Established in 1869, the Oakland Fire Department (OFD) has a rich history of dedicated men and women providing the highest quality and highest level of courteous and responsive service to the residents and visitors 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. OFD includes:

- ◆ 509 authorized sworn personnel for fire suppression and emergency response assigned to either specific 24-hour shifts or 40-hour positions
- ◆ 85 authorized (full and part-time) civilian personnel
- ◆ 6 Bureaus or Divisions:
  - Field Operations Bureau
  - Training and Support Services Bureau
  - Fire Prevention Bureau
  - Fiscal and Administration Services Division
  - Emergency Management Services Division
  - Medical Services, Communications & IT Division
- ◆ 25 Fire Stations, which includes equipment and resources such as:
  - 24 engine apparatus
  - 7 aerial apparatus
  - Hazardous materials response team
  - Technical rescue team
  - Airport rescue company
  - Water rescue team
  - Specialized wild land response apparatus
- ◆ Over 60,000 response calls annually, of which 80% are calls for emergency medical services

## RECREATION

With an emphasis on Oakland's Youth, Oakland Parks, Recreation, and Youth Development (OPRYD) and its partners provide best in class, relevant and equitable programs and services, while meeting the specific needs of people and communities both at the neighborhood level and regionally throughout the City of Oakland. We achieve this mission through intentional engagement and by removing the barriers that prohibit equitable opportunities for all. OPRYD offers critical quality-of-life programming in areas of enrichment, cultural arts, youth development, sports and physical activities, health and wellness, and other leisure activities for adults, youth, and children. Programs and Camps at recreation centers, pools and parks are part of the efforts to promote health, stem obesity, and encourage civic participation, personal development, and empowerment.

### **OPRYD operates:**

- ◆ 2,500 acres of open space
- ◆ 140 Parks
- ◆ 66 Ball Fields
- ◆ 44 Tennis Courts
- ◆ 38 Recreation Facilities
  - 24 Recreation Centers
  - 5 Pools
  - 2 Boating Centers
  - 2 Discover Science Centers
  - Digital Arts and Culinary Academy Center
  - Malonga Casquelourd Center for the Arts with 74-single room occupancy apartments available for rent to local artists
  - Studio One Art Center
  - Nature Center (re-opened February 2019)
  - East Oakland Sports Complex with Indoor Water Park
  - Inclusion Center with 3 Extension Programs
- ◆ 14 Rental Venues
- ◆ 17 Community Gardens
- ◆ 5 Dog Play Areas; 22 Dog Friendly Parks
- ◆ 3 Golf Courses
- ◆ 2 Skate Parks
- ◆ A host of other public facilities and programs which are designed for tiny tots to seniors, collectively serving over 95,000 enrolled participants and over a million drop-in users annually.

## OTHER ATTRACTIONS

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

**Chabot Space & Science Center** – The City of Oakland is home to the 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.

**East Bay Regional Park District** - Oakland is at the heart of the East Bay Regional Park District, a splendid system of 65 parks covering more than 119,000 acres and 29 regional hiking trails stretching 1,200 miles in Alameda and Contra Costa Counties.

# CITY FACTS

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## OTHER ATTRACTIONS (cont'd)

**Fox Theater** – The 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. Lake Merritt is being transformed by Measure DD, the \$198.2 million bond measure passed by 80 percent of voters in November 2002.

**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.

**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 home to 750 native and exotic animals. The Zoo completed its \$72 million California Trail exhibit in July 2018, more than doubling its size. The Zoo is nationally known for its excellent elephant exhibit and has been praised for allowing its elephants to roam freely.

**Paramount Theatre of the Arts** – 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, the museum 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.

**OTHER ATTRACTIONS** (cont'd)

**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.

**Oakland Ice Center** – Completed in 1995, this state-of-the-art facility located in downtown Oakland has one NHL-sized ice surface and one Olympic sized ice surface (200-by-100 feet). The facility accommodates ice hockey, figure skating, broomball, curling, speed skating, ice dancing and public skating sessions. The rooftop solar array uses sunshine to create the ice surface. The facility is operated by the San Jose Sharks of the NHL and hosts hundreds of events annually including National Championship hockey tournaments, over the top corporate events, birthday parties and more.

**Oakland Urban Wine Trail & Ale Trail** – A trip to Oakland isn't complete without tasting a little local flavor on the Urban Wine Trail. Oakland's urban wineries are housed in renovated warehouse spaces, but the wine quality is second to none. Being so close to California wine country doesn't hurt either, as grapes are sourced from all over the state. Looking for locally produced drink options other than wine? Head out on the Oakland Ale Trail. This new breed of makers is developing flavor and style combinations that are making them stand out in the increasingly crowded world of American craft beer. There are currently 12 breweries in Oakland, with nine having tasting rooms open to the public.

**Peralta Hacienda Historical Park** – The six-acre park and historic house form an arts and educational hub for local families and youth, and regional center for historical inquiry and discovery. See the footprints of two original adobe structures built in 1820 and 1840 as well as a reconstruction and outline of the hacienda wall dating from the Spanish and Mexican eras. A local and state landmark listed on the National Register of Historic Places, the Peralta House (circa 1870) represents Spanish-speaking California on the cusp of a new era after the Gold Rush and annexation of California by the United States. It houses permanent and temporary exhibits.

**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 basketball. In 2018, the Warriors won their third NBA Championship in 4 years. The celebratory parade and rally marking the victory was held in downtown Oakland on June 12, 2018. The Golden State Warriors will move to their new arena in San Francisco in late 2019.
- ◆ **Oakland Athletics** – The Oakland Athletics (Oakland A's) have won six American League Championships and four baseball World Series titles. The Oakland A's have advanced plans to build a new state-of-the-art baseball stadium in Oakland.
- ◆ **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. The Oakland Raiders will move to their new arena in Las Vegas in 2020.

# CITY FACTS

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

9th among Top U.S. Cities for Dog Parks - The Trust for Public Land, March 2019

2nd Most Ethnically Diverse Large City - WalletHub, February 2019

32 Places to Go (And Eat) in 2019 - Food & Wine, December 2018

Oakland Makes Best Trips List for 2019 - Nat Geo Travel, November 2018

Among the Best Walking Towns in America - Reader's Digest, September 2018

Top Large California City to Start a Business - WalletHub, April 2018

No. 5 among Best Cities for Diversity in STEM - SmartAsset, December 2017

3rd Top City where Millennials are Moving - SmartAsset, September 2017

8th Happiest Place to Live - WalletHub, March 2017

15th among super cool U.S. cities to visit - Expedia Viewfinder, March 2017

Among the top 30 healthiest cities in the United States - WalletHub, February 2017

Among the Top 10 U.S. cities for employee happiness - Kununu, February 2017

10th Best U.S. City for Living Without a Car - Redfin, February 2017

9th Best City to Score Your Dream Job - GoBanking, January 2017

Oakland's Bushrod neighborhood named the Hottest Neighborhood of 2017 - RedFin, January 2017

America's best new bike lanes of 2016 - People for Bikes, December 2016

7th Greenest City in America - WalletHub, October 2016

No. 7 on roster of cities with the Best Local Food Scene - USA Today, September 2016

11th Best City for Coffee Lovers - WalletHub, September 2016

No. 1 among Top 10 U.S. Cities for International Foods - Travel Channel, September 2016

Area with the highest rate of same-sex female marriage and 6th highest rate of same-sex male marriage - New York Times, September 2016

11th Best Large City to Live in - WalletHub, July 2016

Oakland MSA Ranked 3rd Best Place for Tech Careers - Value Penguin, June 2016

Oakland ranks as foodie heaven: nation's best city for coffee, food trucks, breakfast and more by Eatavely - San Francisco Chronicle, March 30, 2016

Ranked No. 13 among America's Fastest-Growing Cities 2016 - Forbes, March 2016

Among the 52 Places to Go in 2016 - New York Times, January 2016

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## INTRODUCTION TO FINANCIAL SUMMARIES

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

### CITY REVENUE AND EXPENDITURE FORECAST METHODOLOGY

The City prepares revenue and expenditure forecasts for its biennial budget. The forecasts are based on current expenditure spending and revenue collection trends, historical budgetary performance, prevailing general economic conditions and department input. A detailed forecast is prepared for the General Purpose Fund (GPF), and for other selected funds.

To prepare the forecast, a comprehensive analysis of the City's revenues and expenditures 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 revenue for the City's General Purpose Fund (GPF), are made based on the projected growth in the net assessed value of local property and projected changes to the tax delinquency rate. Similarly, a forecast of expenditures is performed by separately analyzing individual expenditure categories (e.g. salaries, retirement, benefits, utility expenses) based on projected cost increases (e.g. pay/step increases, PERS retirement rates, benefit cost inflation, energy prices, etc.).

#### 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 limited historical information. 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 are 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 type of quantitative analysis is *time series analysis* which is based on data that has 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 that occur within one year, the nature of multiyear cycles, and the nature of any possible long-term trends. *Causal analysis* is another type of quantitative analysis which 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

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## Revenue Forecast

Citywide revenues are projected using dynamic forecasting that anticipates changes in revenues triggered by new economic development, economic growth, changes in the levels of service of departments and agencies, (in the case of Master Fee Schedule changes approved 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 on the selected revenue sources. Under this scenario:

- *Tax 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 businesses and labor markets.
- *Fee increases* will likely follow 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. Anticipated changes in *State or local policy* are also considered.

## Expenditure Forecast

Forecasting the City's expenditures involves analyzing future costs, at the department level and by category. The expenditure forecast begins with the *baseline budget*, which represents the cost of maintaining the current level of services, while considering 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 recommend as part of the Proposed Budget. These modifications might include additions or reductions in any of the categories discussed above. Changes to debt service are made based on changes in the City's debt payment schedules.

The expenditure forecast follows the guidance of the Government Finance Officers Association (GFOA), which recommends that expenditures be grouped into units of analysis that are meaningful to the organization, such as departments and standard budget categories of expenditures. As such, staff grouped proposed budget expenditures by department and by expenditure category consistent with the City's chart of accounts. Future expenditures are forecasted from the FY 2019-21 Proposed Budget. This forecast generally assumes that expenditures will only grow due to inflationary cost escalation. Costs also change due to changes in service or staffing levels, as described in the "Significant Changes" summary for each department and "Service Impacts" section of this document.

### **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 and 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 fiscal current year, 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 year. All other revenues are considered to be available if they are collected within 60 days of the end of the current fiscal year.

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 statements, the Comprehensive 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 City identifies factors (known or anticipated) that may have a significant effect on future revenues, expenditures, or staffing levels. This analysis is based on actual City revenue and expenditure trends, general and relevant economic trends and outlooks, input from the City Departments who oversee those specific expenditure and revenue streams, and input from outside economists and revenue experts.

In February 2019, the City Council discussed budget priorities for the next biennial and received findings on the City's biennial poll of current residents. Budget projections are aided by preparing a Five-Year Financial Forecast according to the City's Consolidated Fiscal Policy. The Five-Year Financial Forecast was presented to the City Council at a budget workshop in March 2019. During the workshop, the City Council was provided with information regarding the status of the local economy and an update on the City's financial situation, including the FY 2018-19 Second Quarter Revenue and Expenditure Report and Five-Year Financial Forecast.

## **FINANCIAL SUMMARIES**

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### **NOTES**

**SUMMARY TABLES**



## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2019-20 One-Time Incr / (Reduc)	FY 2019-20 On-Going Incr / (Reduc)	FY 2020-21 One-Time Incr / (Reduc)	FY 2020-21 On-Going Incr / (Reduc)
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### Significant Revenue Changes

Increase RPTTF revenues based on DOF approved ROPS 19-20			\$0.84		\$0.84
Increase operating transfer and one-time use of fund balance from Multi-Purpose Reserve Fund (1750)		\$0.50	\$2.00		\$2.00
Transfer in unspent GPF operating subsidies from Department of Labor Fund (2114)		\$0.81			
Transfer in unspent GPF negative fund repayment from the Facilities Fund (4400)		\$2.00			
Increase cannabis permit fee revenues			\$0.15		\$0.16
Minimum wage enforcement regulatory fee per Master Fee Schedule			\$1.04		\$1.06
Increase parking meter revenue based on expanded Demand Responsive Parking Program			\$0.10		\$0.40
Increase Fire Prevention Bureau inspection, permit, and plan check revenue per Master Fee Schedule			\$2.67		\$2.73
Add revenue for cannabis audits and other large commercial audits			\$0.81		\$0.83
Transfer revenues from Fund Balance to support OPRYD operations and programing in Fund 1820				\$3.95	

### Significant Expenditure Changes

#### MAYOR

Transfer 0.19 FTE of Special Assistant to the Mayor III to Development Services Fund (2415)	(0.19)		(\$0.07)		(\$0.07)
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#### CITY COUNCIL

No significant GPF changes

#### CITY ADMINISTRATOR (CAO)

Delete vacant 1.00 FTE Public Information Officer II; Add 1.0 FTE City Administrator Analyst	-		(\$0.00)		(\$0.00)
Delete vacant 1.00 FTE Admin Asst to City Administrator; Add 1.00 FTE City Administrator Analyst and 1.00 FTE Public Service Representative (cost recovered from cannabis permit fee revenues)	1.00		\$0.15		\$0.16
Transfer 0.50 FTE of Assistant to the City Administrator to Measure Z Fund (2252)	(0.50)		(\$0.11)		(\$0.12)

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2019-20 One-Time Incr / (Reduc)	FY 2019-20 On-Going Incr / (Reduc)	FY 2020-21 One-Time Incr / (Reduc)	FY 2020-21 On-Going Incr / (Reduc)
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### Significant Expenditure Changes

#### CITY ADMINISTRATOR (CAO) (cont'd)

Transfer 0.10 FTE of Deputy City Administrator and 0.35 FTE of Assistant City Administrator to Development Services Fund (2415) and 0.02 FTE of Assistant City Administrator to Affordable Housing Trust Fund (1870)	(0.47)		(\$0.19)		(\$0.20)
Add 1.00 FTE Administrative Assistant II (Conf) in Equal Opportunity Programs (1/2 Year in FY20)	1.00		\$0.05		\$0.11
Transfer personnel and O&M supporting the Call Center from OPW to CAO in GPF (1010)	1.73		\$0.24		\$0.24

#### CITY ATTORNEY

Add 1.00 FTE Paralegal for SB1421 regarding public records requests	1.00		\$0.13		\$0.14
Add O&M for technology contracts			\$0.03		\$0.03

#### CITY AUDITOR

No significant GPF changes

#### CITY CLERK

Delete vacant 0.67 FTE Management Assistant; Add 1.00 FTE Account Clerk III	0.33		(\$0.01)		(\$0.01)
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#### POLICE COMMISSION

Add funding for Community Engagement Survey/Polling in FY21				\$0.10	
Police Commission Requested O&M		\$0.10		\$0.10	
Add 1.0 FTE Complaint Investigator II	1.00		\$0.16		\$0.17

#### PUBLIC ETHICS COMMISSION

Add funding to support PEC election related expenses in FY21				\$0.10	
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#### FINANCE

Increase recoveries; Transfer 0.25 FTE Financial Analyst to Radio Fund (4200); Transfer 0.33 FTE Accountant III to GPF (1010) from Radio Fund (4200)	0.08		(\$0.12)		(\$0.12)
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## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2019-20 One-Time Incr / (Reduc)	FY 2019-20 On-Going Incr / (Reduc)	FY 2020-21 One-Time Incr / (Reduc)	FY 2020-21 On-Going Incr / (Reduc)
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### Significant Expenditure Changes

#### FINANCE (cont'd)

Transfer 0.10 FTE Revenue & Tax Administrator to SSBT (1030), 0.10 FTE to Multi-Purpose Reserve Fund (1750) and 0.10 FTE to Mandatory Refuse Collection Fund (1700)	(0.30)		(\$0.11)		(\$0.11)
Transfer 0.10 FTE Revenue & Tax Administrator, Assistant to SSBT (1030) and 0.40 FTE to Mandatory Refuse Collection (1700); Transfer 0.40 FTE Principal Revenue Analyst into GPF (1010) from Mandatory Refuse Collection (1700)	(0.10)		(\$0.04)		(\$0.04)
Transfer 0.08 FTE Accountant II to Multi-Purpose Reserve Fund (1750) and 0.10 FTE to Mandatory Refuse Collection Fund (1700)	(0.18)		(\$0.03)		(\$0.03)
Transfer 0.10 FTE Revenue Analyst to SSBT (1030) and 0.20 FTE to Mandatory Refuse Collection Fund (1700)	(0.30)		(\$0.05)		(\$0.05)
Add 2.0 FTE Tax Auditor II for cannabis audits and other large commercial audits (revenue generating)	2.00		\$0.27		\$0.28
Realign Budget Bureau staff with eligible funding sources in Affordable Housing Trust Fund (1870), Development Services Fund (2415), Oakland Redevelopment Successor Agency (1610), Multi-Purpose Reserve Fund (1750), and Measure B (2211)	(1.64)		(\$0.35)		(\$0.36)
Transfer 0.20 FTE Financial Analyst into GPF (1010) from Oakland Redevelopment Successor Agency (1610) in FY21	0.20		\$0.00		\$0.05
Transfer 0.14 FTE Finance Director to Multi-Purpose Reserve Fund (1750); Increase O&M in GPF (1010)	(0.14)		(\$0.03)		(\$0.03)
Transfer 0.40 FTE Assistant Controller to the Development Services Fund (2415) and 0.15 FTE to the Purchasing Fund (4550); Transfer 0.10 FTE Accounting Supervisor to the Development Services Fund (2415) and 0.10 FTE Project Manager II from the Development Services Fund (2415) to GPF (1010)	(0.55)		(\$0.15)		(\$0.15)



# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2019-20 One-Time Incr / (Reduc)	FY 2019-20 On-Going Incr / (Reduc)	FY 2020-21 One-Time Incr / (Reduc)	FY 2020-21 On-Going Incr / (Reduc)
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### Significant Expenditure Changes

#### INFORMATION TECHNOLOGY

Transfer 0.50 FTE Information Systems Spec III, 0.60 FTE Project Manager II to Radio Fund (4200)	(1.10)		(\$0.28)		(\$0.29)
Transfer 0.65 FTE Telephone Services Specialist to Telephone Fund (4210)	(0.65)		(\$0.10)		(\$0.11)
Freeze 1.00 FTE Info Systems Specialist I in FY20	(1.00)	(\$0.13)			
Add 1.00 FTE Information Systems Specialist II, 1.00 FTE Information Systems Specialist III for public safety in FY21	2.00				\$0.36
Transfer 0.37 FTE Telephone Services Specialist to Telephone Fund (4210)	(0.37)		(\$0.06)		(\$0.07)
Transfer 0.40 FTE Information Systems Manager I from Telecommunications Reserve Fund (1760)	0.40		\$0.10		\$0.10
Transfer 0.45 FTE Info Systems Manager I to Development Services Fund (2415)	(0.45)		(\$0.11)		(\$0.12)
Transfer 0.34 FTE App Developer from Telecommunications Reserve Fund (1760)	0.34		\$0.06		\$0.06

#### RACE & EQUITY

No significant GPF changes

#### HUMAN RESOURCES MANAGEMENT

Transfer 0.25 FTE HR Operations Supervisor, 0.25 FTE HR Analyst (Conf) and 0.75 FTE HR Technician to Development Services Fund (2415)	(1.25)		(\$0.17)		(\$0.18)
Transfer 0.50 FTE HR Analyst (Conf) and 0.25 FTE HR Technician to AHTF (1870)	(0.75)		(\$0.11)		(\$0.11)
Add 1.00 FTE Benefits Technician	1.00		\$0.10		\$0.10

#### VIOLENCE PREVENTION

Transfer 0.50 FTE Deputy Director from Measure Z Fund (2252)	0.50		\$0.11		\$0.11
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#### POLICE (cont'd)

Convert 7.00 FTE Police Communication Operators to 6.00 FTE Police Communication Dispatchers	(1.00)		(\$0.01)		(\$0.02)
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## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2019-20 One-Time Incr / (Reduc)	FY 2019-20 On-Going Incr / (Reduc)	FY 2020-21 One-Time Incr / (Reduc)	FY 2020-21 On-Going Incr / (Reduc)
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### Significant Expenditure Changes

#### POLICE (cont'd)

Delete 1.00 FTE Project Manager III in the Internal Affairs Division	(1.00)		(\$0.31)		(\$0.32)
Add funding for the Shotspotter Geographic Expansion Phases in FY21					\$0.48

#### FIRE

Add and upgrade Fire Prevention Bureau positions and O&M to augment fire inspections, vegetation management, and plan check review. Costs are covered by increased fees. Includes new positions 2.00 FTE Fire Inspection Supervisors, 3.00 FTE Fire Plan Check Engineering Staff, and 6.00 FTE Administrative Staff; upgrade of the Vegetation Inspectors and Supervisors to Fire Code positions.	11.00		\$2.67		\$2.73
Add Wildfire Prevention Funding in lieu of a renewed Wildfire Prevention District		\$1.10		\$1.10	
Add Vegetation Management Plan implementation funding		\$0.10		\$0.10	
Transfer 1.00 FTE Fire Communications Supervisor to Measure M Fund (2412)	(1.00)		(\$0.21)		(\$0.21)
Add funding for an OFD Strategic Plan including Standards of Coverage		\$0.05		\$0.05	
Increase the Warehouse Rental Subsidy for the FEMA Urban Search & Rescue CA Task Force 4 support		\$0.15		\$0.15	
Add 1.00 FTE Payroll Personnel Clerk III (1/2 Year in FY20)	1.00		\$0.05		\$0.11
Add 1.00 FTE Fire Communications Dispatcher (1/2 Year) in FY20 and 1.00 FTE Fire Communications Dispatcher in FY21	2.00		\$0.08		\$0.33
Add 30.00 FTE Fire Fighter Trainee and Fire Fighter Paramedic Trainees	30.00				
SAFER Grant funding offset			(\$1.52)		(\$1.65)

#### OAKLAND PUBLIC LIBRARY

Transfer 3.00 FTE Librarian, Senior to Measure D Fund (2243)	(3.00)		(\$0.52)		(\$0.53)
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# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2019-20 One-Time Incr / (Reduc)	FY 2019-20 On-Going Incr / (Reduc)	FY 2020-21 One-Time Incr / (Reduc)	FY 2020-21 On-Going Incr / (Reduc)
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### Significant Expenditure Changes

#### OAKLAND PUBLIC LIBRARY (cont'd)

Transfer 4.60 FTE Library Aide, PPT to Measure D Fund (2243)	(4.60)		(\$0.32)		(\$0.33)
Transfer 1.00 FTE Office Assistant to Measure D Fund (2243)	(1.00)		(\$0.08)		(\$0.08)
Delete 1.00 FTE Librarian, Supervising	(1.00)		(\$0.18)		(\$0.19)
Transfer 1.00 FTE Public Information Officer II to Measure D Fund (2243) in FY21	(1.00)		\$0.00		(\$0.16)
Transfer 1.00 FTE Office Assistant II to Measure D Fund (2243) in FY21	(1.00)		\$0.00		(\$0.09)
Transfer 1.00 FTE Librarian II to Measure Q Fund (2241)	(1.00)		(\$0.14)		(\$0.14)
Transfer 0.40 FTE Management Assistant to Measure D Fund (2243) in FY21	(0.40)		\$0.00		(\$0.08)
Transfer 0.60 FTE Library Asst, PPT to Measure D Fund (2243)	(0.60)		(\$0.06)		(\$0.06)

#### OAKLAND PARKS, RECREATION & YOUTH DEVELOPMENT

Transfer 4.10 FTE aquatics administrative staff , youth sports, and O&M from GPF (1010) to SSBT Fund (1030) to enhance services provided	(4.10)		(\$0.67)		(\$0.68)
Transfer 4.26 FTE OPRYD personnel for Summer Town Camp from GPF (1010) to SSBT (1030) to expand programs	(4.26)		(\$0.51)		(\$0.53)
Add 1.00 FTE Business Analyst II (1/2 Year in FY20) to GPF (1010)	1.00		\$0.08		\$0.16
Increase Fairyland subsidy in GPF (1010)			\$0.07		\$0.08
Transfer 0.22 FTE Asst Director Parks & Rec to SSBT Fund (1030) from GPF (1010)	(0.22)		(\$0.06)		(\$0.06)
Eliminate GPF (1010) operating subsidy to Self Sustaining Revolving Fund (1820)			(\$0.60)		(\$0.60)
Transfer revenues to Fund 1820 in order to support OPRYD operations and programing in FY21					\$3.95

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2019-20 One-Time Incr / (Reduc)	FY 2019-20 On-Going Incr / (Reduc)	FY 2020-21 One-Time Incr / (Reduc)	FY 2020-21 On-Going Incr / (Reduc)
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### Significant Expenditure Changes

#### HUMAN SERVICES

CSO subsidy true up to various funds and adjustment to the Department of Health and Human Services Fund (2128) due to the addition of 3.0 FTE and the reduction of Early Headstart personnel budget from 12 months to 11 months			\$0.11		\$0.18
HSD operating subsidy adjustment to Department of Health and Human Services Fund (2128) and County of Alameda Grants Fund (2160)			(\$0.20)		\$0.19
Transfer 0.50 FTE Admin Assistant to GPF (1010) from SSBT (1030)	0.50		\$0.06		\$0.06
Eliminate GPF (1010) CSO and operating subsidy to Department of Agriculture Fund (2102)			(\$0.39)		(\$0.40)
Transfer 0.31 FTE Human Services Program Planner and 0.18 FTE Accountant II to the State of California (2159) and eliminate GPF (1010) operating subsidy	(0.49)		(\$0.11)		(\$0.12)
Add O&M funding for Meals on Wheels			\$0.15		\$0.15
One time grant to OUSD in FY20 for Restorative Justice, Foster Care Case Management, and Libraries		\$1.20			
Delete 1.0 FTE Case Manager II and reallocate equivalent amount of resources as contract O&M for OUSD Chronic Absenteeism program	(1.00)		\$0.00		\$0.00

#### ECONOMIC & WORKFORCE DEVELOPMENT

Transfer 0.50 FTE Director of Econ & Workforce Dev from General Purpose Fund (1010) to Central District: TA Bonds (5614)	(0.50)		(\$0.19)		(\$0.20)
Delete 1.00 FTE Urban Economic Coordinator	(1.00)		(\$0.23)		(\$0.24)
Delete Graphic Design Specialist (1.00 FTE split-funded)	(0.70)		(\$0.09)		(\$0.10)
Transfer 0.36 FTE Program Analyst II & 0.56 FTE Program Analyst II to GPF (1010) from Workforce Investment Act (2195)	0.92		\$0.14		\$0.14
Transfer 0.50 FTE Real Estate Agent and 0.14 FTE Real Estate Agent from GPF (1010) to Telecommunications Land Use (1770)	(0.64)		(\$0.12)		(\$0.13)

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2019-20 One-Time Incr / (Reduc)	FY 2019-20 On-Going Incr / (Reduc)	FY 2020-21 One-Time Incr / (Reduc)	FY 2020-21 On-Going Incr / (Reduc)
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### Significant Expenditure Changes

#### ECONOMIC & WORKFORCE DEVELOPMENT (cont'd)

Add one-time funding for job training, preparation, and placement services (allocation to be recommended by Workforce Investment Board)		\$0.25		\$0.25	
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#### HOUSING & COMMUNITY DEVELOPMENT

No significant GPF changes

#### PLANNING & BUILDING

No significant GPF changes

#### OAKLAND PUBLIC WORKS

Transfer 1.0 FTE Gardener Crew Leader position from General Purpose Fund (1010) to LLAD (2310)	(1.00)		(\$0.13)		(\$0.14)
Provide funding for the East Bay Municipal Utility District Customer Assistance Program (Year 1 & 2 of 5-year phase-in)		\$0.11		\$0.22	
Transfer personnel and O&M supporting the Call Center from OPW to CAO in GPF (1010)	(1.73)		(\$0.24)		(\$0.24)

#### TRANSPORTATION

No significant GPF changes

#### NON-DEPARTMENTAL

Reduce and eliminate miscellaneous O&M			(\$0.25)		(\$0.25)
Eliminate Tax and Revenue Anticipation Note (TRAN) interest allocation		(\$0.40)		(\$0.40)	
Reduce VSSF pursuant to Consolidated Fiscal Policy in FY20		(\$0.10)			
Reduce long-term obligations set-aside pursuant to Consolidated Fiscal Policy in FY20		(\$0.10)			
Increase Kids First transfer to OFCY Fund (1780) based on revenue growth			\$0.09		\$0.10
One-time reduction of membership dues in FY20 for National Conference of Mayor's & California League of Cities		(\$0.08)			
Funding to support legal services for families at risk of deportation			\$0.15		\$0.15
Day Laborer contract funds			\$0.17		\$0.17

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Revenue Changes</b>			
Transfer revenues from Fund Balance to support OPRYD operations and programing in Fund 1820, one-time (1030)		\$3.88	
Add Vacancy Property Tax Fund (2270) revenue			\$7.00
Reduce False Alarm revenues to correspond with actuals in the False Alarm Fund (2411)		(\$0.34)	(\$0.29)
Prison to Employment grant in State of California Other (2159)		\$0.32	
Increase in Workforce Investment Grant in Workforce Investment Act (2195)		\$0.24	\$0.27
Increase RDA Funding Revenues in Affordable Housing Trust Fund (1870)		\$0.37	\$0.38
Increase revenue in Rent Adjustment Program (2413) per Master Fee Schedule		\$3.71	\$3.97
Increase revenue from permits and fees in Development Service Fund (2415)		\$8.54	\$9.69
Increase revenue in the Recycling Fund (1710)		\$0.14	\$0.17
Increase revenue in the Comprehensive Clean-Up Fund (1720)		\$0.14	\$0.32
Increase assessment revenue in Oakland Army Base Community Facilities District Fund (2332)		\$0.18	\$0.19
Reduce transfer from the Sewer Service Fund (3100) to Sewer Rate Stabilization Fund (3150)		(\$0.50)	(\$0.50)
Increase revenue from sunseting of the Free Holiday Parking Program in the Multipurpose Fund (1750)		\$0.30	\$0.30
Add revenue for the Scooter Share Mobility Program in the Multipurpose Fund (1750)		\$0.53	\$0.69
Increase off-street parking revenue in the Multipurpose Fund (1750)		\$0.73	\$0.98
Add one-time grant revenue for the Bike Share Mobility Program in the Bay Area Quality Control Management Fund (2166)		\$0.15	
Transfer in remaining fund balance from the State Gas Tax Proposition 42 Fund (2231)		\$1.60	
Adjust Highway Users Tax Account revenue in the State Gas Tax Fund (2230)		\$1.29	\$1.29
Adjust SB 1 revenue in the Gas Tax Road Maintenance and Rehabilitation Account Fund (2232)		\$0.41	\$0.41
Increase Engineering Service fee-based revenue in the Development Service Fund (2415)		\$0.72	\$0.72

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Revenue Changes</b> (cont'd)			
Add one-time revenue in the Transportation Impact Fee Fund (2420)		\$1.82	
Increase revenue in Measure C: Transient Occupancy Tax Fund (2419)		\$0.12	\$0.12
Reduction of interfund transfers to the Vital Services Stabilization Fund (1020) from the GPF (1010)		(\$0.10)	\$0.00
Appropriate from fund balance prior-year excess GPF (1010) operating subsidies in Department of Labor Fund (2114)		\$0.81	\$0.00
<b>Significant Expenditure Changes</b>			
MAYOR			
Transfer 0.19 FTE of Special Assistant to the Mayor III to Development Services Fund (2415) from the GPF (1010)	0.19	\$0.07	\$0.07
CITY COUNCIL			
No significant Non-GPF (1010) changes			
CITY ADMINISTRATOR (CAO)			
Add 1.00 FTE Administrative Analyst II in Contracts Compliance to Grant Clearing Fund (7760) for contract support associated with Measure KK projects	1.00	\$0.15	\$0.15
Transfer 0.50 FTE Assist to the City Administrator to Measure Z Fund (2252) from the GPF (1010)	0.50	\$0.11	\$0.12
Transfer 0.10 FTE Deputy City Administrator to the Development Service Fund (2415) from the GPF (1010)	0.10	\$0.04	\$0.04
Transfer 0.35 FTE Assistant City Administrator to the Development Service Fund (2415) from the GPF (1010)	0.35	\$0.15	\$0.15
Transfer 0.02 FTE Assistant City Administrator to the Affordable Housing Trust Fund (1870) from the GPF (1010)	0.02	\$0.01	\$0.01
Transfer 0.13 FTE Assistant City Administrator to the Affordable Housing Trust Fund (1870) from the Successor Redevelopment Agency Reimbursement Fund (1610)	0.13	\$0.06	\$0.06
Transfer 0.13 FTE Assistant City Administrator from the Successor Redevelopment Agency Reimbursement Fund (1610) to the Affordable Housing Trust Fund (1870)	(0.13)	(\$0.06)	(\$0.06)

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
CITY ADMINISTRATOR (CAO) (cont'd)			
Maintain limited duration Project Manager III (A's ballpark) in Misc Capital Projects Fund (5999) through March 2020	1.00	\$0.25	\$0.00
Carryforward of Project Expense Payment from the A's to offset limited duration Project Manager III in Misc Capital Projects Fund (5999) through March 2020	-	(\$0.25)	\$0.00
Transfer various personnel and O&M in the State Gas Tax Fund (2230), Development Service Fund (2415), Sewer Service Fund (3100), and Grant Clearing Fund (7760) supporting the Call Center from OPW to CAO	7.27	\$1.24	\$1.28
CITY ATTORNEY			
Add 1.00 FTE DCA III to Rent Adjustment Fund (2413)	1.00	\$0.26	\$0.27
Add 1.00 FTE DCA III for Real Estate/Contracts to Development Service Fund (2415)	1.00	\$0.26	\$0.27
Add 1.00 FTE Paralegal for legal/litigation support to Affordable Housing Trust Fund (1870)	1.00	\$0.13	\$0.14
Balancing reduction Redevelopment Agency Reimbursement Fund (1610)		(\$0.02)	(\$0.02)
CITY AUDITOR			
No significant Non-GPF (1010) changes			
CITY CLERK			
Delete vacant 0.33 FTE Management Assistant in the Telecommunications Reserve Fund (1760)	(0.33)	(\$0.06)	(\$0.07)
Transfer expenditures from the Telecommunications Reserve Fund (1760) to the Miscellaneous Grants Fund (2999)		(\$0.09)	(\$0.09)
Transfer expenditures to the Misc Grants Fund (2999) from the Telecommunications Reserve Fund (1760)		\$0.09	\$0.09
Add funding for PEG expenditures in Miscellaneous Grants Fund (2999)		\$0.17	\$0.17
POLICE COMMISSION			
No significant Non-GPF (1010) changes			



# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
PUBLIC ETHICS COMMISSION			
No significant Non-GPF (1010) changes			
FINANCE			
Transfer 0.33 FTE Accountant III to the GPF (1010) and 0.25 FTE Financial Analyst from the GPF (1010) to the Radio and Telecommunications Fund (4200)	(0.08)	\$0.00	\$0.00
Transfer 0.10 FTE Budget & Mgmt Analyst Snr, 0.10 FTE Revenue and Tax Admin Asst, 0.10 FTE Revenue and Tax Administrator and 0.10 Revenue Analyst from the GPF (1010) to SSBT (1030)	0.40	\$0.10	\$0.11
Transfer 0.40 FTE Revenue and Tax Administrator Assistant out of the Mandatory Refuse Fund (1700) to the GPF (1010) and transfer 0.40 FTE Revenue Analyst Principal out of the Mandatory Refuse Fund (1700) into the GPF (1010)	-	\$0.01	\$0.01
Transfer 0.10 FTE Revenue and Tax Administrator, 0.10 FTE Accountant II and 0.20 FTE Revenue Analyst out of the GPF (1010) into the Mandatory Refuse Fund (1700)	0.40	\$0.08	\$0.09
Transfer 0.10 FTE Accounting Supervisor, 0.50 FTE Budget and Management Analyst, 0.30 Budget Administrator, 0.40 Assistant Controller from the GPF (1010) to the Development Service Fund (2415) and transfer 0.10 FTE Project Manager II out of the Development Service Fund (2415) to the GPF (1010)	1.20	\$0.30	\$0.31
Transfer 0.27 FTE Budget and Management Analyst, 0.50 FTE Accounting Technician, and 0.50 FTE Accountant II from the GPF (1010) and the Successor Agency Fund (1610) into the Affordable Housing Trust Fund (1870)	1.27	\$0.19	\$0.20
Transfer 0.08 FTE Budget and Management Analyst from the Successor Agency Fund (1610) to the Affordable Housing Fund (1870), Transfer 0.20 FTE Budget Administrator Assistant to Measure B fund (2211) from the Successor Agency Fund (1610), and increase Budget Administrator by 0.05 FTE in the Successor Agency Fund (1610). Transfer 0.20 FTE Financial Analyst from the Successor Agency Fund (1610) to the GPF (1010) in FY21	(0.23)	(\$0.05)	(\$0.10)
Transfer 0.15 FTE Budget Administrator Assistant, 0.08 FTE Accountant II, 0.14 Finance Director and 0.10 Revenue and Tax Administrator out of the GPF (1010) into the Multipurpose Reserve Fund (1750)	0.47	\$0.15	\$0.15

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
FINANCE (cont'd)			
Transfer 0.10 FTE Budget Administrator from the GPF (1010) and 0.20 FTE from the Successor Agency Fund (1610) into Measure B Fund (2211). Transfer 0.25 FTE Budget and Management Analyst Snr out of Measure B Fund (2211) to the GPF (1010)	0.05	\$0.02	\$0.02
Transfer 0.30 FTE Accountant II out of the Purchasing Fund (4550) and 0.15 FTE Assistant Controller from the GPF (1010) into the Purchasing Fund (4550)	(0.15)	(\$0.00)	(\$0.00)
Add 2.00 FTE Tax Auditor II, 0.50 FTE Financial Analyst, 1.00 FTE Account Clerk II and 1.00 FTE Business Analyst II & O&M in the Vacancy Tax Fund (2270)	4.50	\$1.01	\$0.89
Contribution to the Vacancy Tax Fund (2270) fund balance in FY21 to offset FY20 implementation costs			\$1.01
INFORMATION TECHNOLOGY			
Add 1.00 FTE Application Developer III to Development Service Fund (2415)	1.00	\$0.20	\$0.21
Transfer 0.50 FTE Information Systems Spec III and 0.60 FTE Project Manager II to Radio/Telecommunications Fund (4200) from GPF (1010)	1.10	\$0.28	\$0.29
Transfer 0.65 FTE Telephone Services Specialist to Telephone Fund (4210) from GPF (1010)	0.65	\$0.10	\$0.11
Transfer 0.37 FTE Telephone Services Specialist to Telephone Fund (4210) from GPF (1010)	0.37	\$0.06	\$0.07
Transfer 0.34 Application Developer II from Telecommunications Fund (1760) to GPF (1010)	(0.34)	(\$0.06)	(\$0.06)
Transfer 0.40 FTE Information Systems Manager I from Telecommunications Reserve Fund (1760) to GPF (1010)	(0.40)	(\$0.10)	(\$0.10)
Transfer 0.45 FTE Information Systems Manager I to Development Services Fund (2415) from GPF (1010)	0.45	\$0.11	\$0.12
Transfer Information Systems Spec II from Measure Q Fund (2241) to Measure D Fund (2243)	(1.00)	(\$0.17)	(\$0.18)
Transfer Information Systems Spec II to Measure D Fund (2243) from Measure Q Fund (2241)	1.00	\$0.17	\$0.18

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
RACE & EQUITY			
No significant Non-GPF (1010) changes			
HUMAN RESOURCES			
Transfer 0.25 FTE HR Operations Supervisor, 0.25 FTE HR Analyst (Conf), 0.75 FTE HR Tech from GPF (1010) to Development Services Fund (2415)	1.25	\$0.17	\$0.18
Transfer 0.50 FTE HR Analyst (Conf), 0.25 FTE HR Tech from GPF (1010) to Affordable Housing Trust Fund (1870)	0.75	\$0.11	\$0.11
VIOLENCE PREVENTION			
Transfer 0.50 FTE Deputy Director to GPF (1010) from Measure Z (2252)	(0.50)	(\$0.11)	(\$0.11)
POLICE			
Transfer 8.00 FTE Crossing Guards to Measure BB Fund (2216) from Traffic Safety Fund (2416)	8.00	\$0.41	\$0.41
Transfer 8.00 FTE Crossing Guards from Traffic Safety Fund (2416) to Measure BB Fund (2216)	(8.00)	(\$0.41)	(\$0.41)
FIRE			
Freeze 2.00 FTE in Urban Areas Security Initiative Fund (2123) to match the grant application.	(2.00)	(\$0.39)	(\$0.40)
Freeze 1.00 FTE EMS Trainer in Measure N Fund (2250)	(1.00)	(\$0.10)	(\$0.10)
Add medical supplies O&M in Measure N Fund (2250) due to changes in the Alameda County ambulance contract.		\$0.20	\$0.20
Add O&M for Fire Emergency Medical Dispatch software upgrade in Measure M Fund (2412)		\$0.19	\$0.04
Transfer 1.00 FTE Fire Communications Supervisor to Measure M Fund (2412) from GPF (1010)	1.00	\$0.22	\$0.23
OAKLAND PUBLIC LIBRARY			
Add 1.00 FTE Librarian I and Librarian II to Measure Q Fund (2241)	2.00	\$0.27	\$0.28
Transfer 6.00 FTE Librarian, Supervising to Measure D Fund (2243) from Measure Q Fund (2241)	6.00	\$1.17	\$1.21

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
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### Significant Expenditure Changes

#### OAKLAND PUBLIC LIBRARY (cont'd)

Transfer 6.00 FTE Librarian, Supervising from Measure Q Fund (2241) to Measure D Fund (2243)	(6.00)	(\$1.17)	(\$1.21)
Delete 0.91 FTE Library Aide PT, 0.66 FTE Library Asst PT, 0.50 FTE Library Asst PPT, 0.50 FTE Literacy Asst PT, 0.20 FTE Program	(3.37)	(\$0.23)	(\$0.23)
Transfer 1.00 FTE Librarian II from GPF to Measure Q Fund (2241)	1.00	\$0.14	\$0.14
Transfer 3.00 FTE Librarian, Senior from GPF (1010) to Measure D Fund (2243)	3.00	\$0.52	\$0.53
Transfer 4.60 FTE Library Aide, PPT from GPF to Measure D Fund (2243)	4.60	\$0.32	\$0.33
Transfer 0.03 FTE Library Aide PT from California Library Services Fund (2148) to Measure D Fund (2243)	(0.03)	(\$0.00)	(\$0.00)
Transfer 0.03 FTE Library Aide PT to Measure D Fund (2243) from California Library Services Fund (2148)	0.03	\$0.00	\$0.00
Delete 0.04 FTE Librarian I PPT, 0.50 FTE Librarian I PT and 0.60 FTE Library Asst Senior PPT Measure D Fund (2243)	(1.14)	(\$0.12)	(\$0.13)
Transfer 1.00 FTE Office Assistant to Measure D Fund (2243) from GPF (1010)	1.00	\$0.08	\$0.08
Transfer 1.00 FTE Public Information Officer II from GPF to Measure D Fund (2243) in FY21	1.00		\$0.16
Transfer 1.00 FTE Office Assistant II to Measure D Fund (2243) from GPF (1010) in FY21	1.00		\$0.09
Transfer 0.40 FTE Management Assistant from GPF (1010) to Measure D Fund (2243) in FY21	0.40		\$0.08
Transfer 0.60 FTE Library Asst, PPT to Measure D Fund (2243)	0.60	\$0.06	\$0.06
Add 1.00 FTE Account Clerk III FY21, 1.00 FTE Library Aide FY21 to Measure D Fund (2243)	2.00		\$0.18

#### OAKLAND PARKS, RECREATION & YOUTH DEVELOPMENT

Add 1.00 FTE Management Assistant, 1.00 FTE Recreation Program Director to SSBT (1030)	2.00	\$0.27	\$0.28
Transfer 4.10 FTE Aquatics and Youth Sports from GPF (1010) to SSBT (1030) to enhance services provided	4.10	\$0.67	\$0.68
Transfer 4.26 FTE OPRYD personnel for Summer Town Camp from GPF (1010) to SSBT (1030) to enhance summer youth programs	4.26	\$0.51	\$0.53

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
OAKLAND PARKS, RECREATION & YOUTH DEVELOPMENT (cont'd)			
Transfer 0.22 FTE Asst Director Parks & Rec from GPF (1010) to SSBT (1030)	0.22	\$0.06	\$0.06
Transfer 4.75 FTE East Oakland Sports Center from SSF Fund (1820) to SSBT (1030) to align staff and enhance and improve services	4.75	\$0.56	\$0.58
Transfer 4.75 FTE East Oakland Sports Center from SSF Fund (1820) to SSBT (1030) to better align staff	(4.75)	(\$0.56)	(\$0.58)
Transfer revenues from Fund 1030 to Fund 1820 in order to support OPRYD operations and programing in FY20		\$3.88	
Transfer 1.00 FTE HHS Program Planner and 1.00 FTE Program Analyst I to OPRYD from HSD to support SSBT Advisory Board in SSBT (1030)	2.00	\$0.28	\$0.29
HUMAN SERVICES			
Add 1.00 FTE Program Analyst II in SSBT (1030) to support expanded food service program	1.00	\$0.15	\$0.15
Transfer 3.00 FTE Food Service Worker, 2.00 FTE Food Program Monitor PT, 1.50 FTE Food Program Driver PT and 0.50 FTE Food Program Coordinator for the Summer Food Program to Measure HH SSBT (1030) from the Department of Agriculture Fund (2102)	7.00	\$0.53	\$0.54
Add O&M for new Food Service Program in SSBT (1030) to support OPL, OPRYD, and HSD programs		\$0.40	\$0.40
True up Kids First Program Costs by increasing O&M for third party contracts in the Kids First Oakland Children's Fund (2128)		\$1.75	\$1.89
Transfer 3.00 FTE Food Service Worker, 2.00 FTE Food Program Monitor PT, 1.50 FTE Food Program Driver PT and 0.50 FTE Food Program Coordinator and ISF's for the Summer Food Program to Measure HH SSBT (1030) from the Department of Agriculture Fund (2102)	(7.00)	(\$0.64)	(\$0.66)
Add O&M for food contracts and other supplies in the Department of Agriculture Fund (2102)		\$0.22	\$0.22
Add Contract O&M for Homeless Youth Rapid Rehousing from additional grant revenues and other O&M adjustments in the HUD-ESG/SHP/HOPWA Fund (2103)		\$1.32	\$1.32

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
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### Significant Expenditure Changes

#### HUMAN SERVICES (cont'd)

Add 2.00 FTE Early Childhood Center Director and 1.00 FTE Head Start Instructor in the Department of Health and Human Services Fund (2128)	3.00	\$0.35	\$0.37
Delete Case Manager II and add Case Manager I; increase Nurse Case Manager by 0.20 FTE in the Department of Health and Human Services Fund (2128)	0.20	\$0.01	\$0.01
Decrease personnel budget from 12 months to 11 months for Early Head start positions in the Department of Health and Human Services Fund (2128)		(\$0.24)	(\$0.25)
Reduction in O&M for third party partner contract with OUSD for Head start and Early Head start in the Department of Health and Human Services Fund (2128)		(\$0.32)	(\$0.36)
Add O&M from remaining Measure Y Fund Balance in Measure Y Fund (2251) in FY20		\$1.06	\$0.00
Add 0.15 FTE Health and Human Services Program Planner in the California Board of Corrections Fund (2152)	0.15	\$0.03	\$0.03
Add contract O&M from the increase in grant revenues in the California Board of Corrections Fund (2152)		\$0.35	\$0.35
Transfer 0.18 FTE Accountant II and 0.31 Health and Human Services Program Planner from the GPF (1010) to the State of California Fund (2159)	0.49	\$0.09	\$0.10
Add 1.00 FTE Program Analyst II and 1.00 FTE Case Manager I limited duration positions and O&M from HEAP grant funds in the State of California Fund (2159)	2.00	\$8.51	\$0.42
HEAP carryforward funds to offset grant expenditures in the State of California Fund (2159)		(\$8.51)	(\$0.42)
Reduction in Alameda County grant expenditures in FY21 due to end of grant term			(\$3.85)
Add one-time O&M from the Affordable Housing Trust Fund (1870) fund balance for rehousing for homeless residents, rapid rehousing and associated services and activities		\$1.50	\$1.50
Add 0.85 FTE Health and Human Services Program Planner to the Measure Z Violence Prevention Fund (2252)	0.85	\$0.15	\$0.15
Add O&M in FY21 for Homelessness, sanitation, rapid re-housing and anti-displacement in the Vacancy Tax Fund (2270)			\$3.82

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
HUMAN SERVICES (cont'd)			
Add 1.00 FTE Health and Human Services Program Planner and 1.00 FTE Administrative Assistant II in FY21 in the Vacancy Tax Fund (2270)	2.00		\$0.28
Transfer 1.00 FTE HHS Program Planner and 1.00 FTE Program Analyst I from HSD to OPRYD in SSBT (1030)	2.00	\$0.28	\$0.29
ECONOMIC & WORKFORCE DEVELOPMENT			
Transfer a total of 0.82 FTE of various positions in FY20 and a total of 3.28 FTE of various positions in FY21 from Successor Redevelopment Agency Reimbursement Fund (1610) to Central District: TA Bonds (5614)	(3.28)	(\$0.33)	(\$0.83)
Delete 0.10 FTE of Graphic Design Specialist in each of Recycling Program (1710), Comprehensive Clean-up (1720) and OPRCA Self Sustaining Revolving Fund (1820)	(0.30)	(\$0.05)	(\$0.05)
Transfer 0.50 FTE Real Estate Agent and 0.14 FTE Real Estate Agent to Telecommunications Land Use (1770) from GPF (1010)	0.64	\$0.15	\$0.15
Transfer 0.42 FTE Program Analyst II and 0.42 FTE Program Analyst II to State of California Other (2159) from Workforce Investment Act (2195)	0.84	\$0.16	\$0.17
Transfer 0.42 FTE Program Analyst II and 0.42 FTE Program Analyst II from Workforce Investment Act (2195) to State of California Other (2159)	(0.84)	(\$0.16)	(\$0.17)
Transfer 0.36 FTE Program Analyst II and 0.56 FTE Program Analyst II from Workforce Investment Act (2195) to GPF (1010)	(0.92)	(\$0.17)	(\$0.18)
Transfer 0.22 FTE Program Analyst II from Workforce Investment Act (2195) to OBRA: Leasing & Utility (5671)	(0.22)	(\$0.04)	(\$0.04)
Transfer 0.22 FTE Program Analyst II to OBRA: Leasing & Utility (5671) from Workforce Investment Act (2195)	0.22	\$0.04	\$0.04
Transfer 1.00 FTE Project Manager from Measure BB - OAB Roadway Infrastructure Improvement (2217) to OBRA: Leasing & Utility (5671)	(1.00)	(\$0.41)	(\$0.42)
Transfer 1.00 FTE Project Manager to OBRA: Leasing & Utility (5671) from Measure BB - OAB Roadway Infrastructure Improvement (2217)	1.00	\$0.41	\$0.42

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
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### Significant Expenditure Changes

#### ECONOMIC & WORKFORCE DEVELOPMENT (cont'd)

Transfer 0.07 FTE Accountant II from Measure BB - OAB Roadway Infrastructure Improvement (2217) to Central District: TA Bonds (5614)	(0.07)	(\$0.01)	(\$0.01)
Delete 1.00 FTE Project Manager III from Measure BB - OAB Roadway Infrastructure Improvement (2217)	(1.00)	(\$0.42)	(\$0.43)
Transfer 0.07 FTE Accountant II to Central District: TA Bonds (5614) from Measure BB - OAB Roadway Infrastructure Improvement (2217)	0.07	\$0.01	\$0.01
Transfer 0.50 FTE Director of Econ & Workforce Dev to Central District: TA Bonds (5614) from GPF (1010)	0.50	\$0.23	\$0.24
Transfer a total of 0.82 FTE of various positions in Y1 and an additional total of 3.28 FTE to Central District: TA Bonds (5614) from Successor Redevelopment Agency Reimbursement Fund (1610)	0.82	\$0.33	\$0.83
Transfer 1.00 FTE Urban Economic Analyst II to Central District: TA Bonds (5614) from Coliseum: TA Bonds Series (5656)	1.00	\$0.18	\$0.19
Transfer 1.00 FTE Urban Economic Analyst II from Coliseum: TA Bonds Series (5656) to Central District: TA Bonds (5614)	(1.00)	(\$0.18)	(\$0.19)
Add 1.00 FTE Project Manager to OBRA: Leasing & Utility (5671)	1.00	\$0.29	\$0.30
Reduce O&M in Joint Army Base Infrastructure (5672)		(\$2.20)	(\$2.21)

#### HOUSING & COMMUNITY DEVELOPMENT

Add 0.50 FTE Account Clerk II (split-funded) to Affordable Housing Trust Fund (1870)	0.50	\$0.05	\$0.05
Add 0.50 FTE Account Clerk II (split-funded) to HUD-CDBG (2108)	0.50	\$0.05	\$0.05
Add 1.00 FTE Housing Development Coordinator III to Affordable Housing Trust Fund (1870)	1.00	\$0.17	\$0.18
Add 0.10 FTE Housing Development Coordinator III (split-funded) to Affordable Housing Trust Fund (1870)	0.10	\$0.02	\$0.02
Add 0.90 FTE Housing Development Coordinator III (split-funded) to HUD-CDBG (2108)	0.90	\$0.16	\$0.16
Delete 1.00 FTE Accountant I from Rent Adjustment Program Fund (2413)	(1.00)	(\$0.13)	(\$0.14)



# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
HOUSING & COMMUNITY DEVELOPMENT (cont'd)			
Add 2.00 FTE Administrative Analyst I, 1.00 FTE Administrative Assistant I, 1.00 FTE Administrative Assistant II, 2.00 FTE Home Management Specialist II, 1.00 FTE Program Analyst III, 1.00 FTE Project Manager to Rent Adjustment Program Fund (2413)	8.00	\$1.23	\$1.28
Transfer 0.50 FTE Admin Analyst I (split-funded) and from Affordable Housing Trust Fund (1870) to Rent Adjustment Program Fund (2413)	(0.50)	(\$0.08)	(\$0.08)
Transfer 0.50 FTE Admin Analyst I (split-funded) from HUD-CDBG (2108) to Rent Adjustment Program Fund (2413)	(0.50)	(\$0.08)	(\$0.08)
Transfer 1.00 FTE Admin Analyst I (split-funded) to Rent Adjustment Program Fund (2413) from Affordable Housing Trust Fund (1870) and HUD-CDBG (2108)	1.00	\$0.16	\$0.16
Transfer 1.00 FTE Administrative Analyst II from Affordable Housing Trust Fund (1870) to HUD-CDBG (2108)	(1.00)	(\$0.16)	(\$0.17)
Transfer 1.00 FTE Administrative Analyst II to HUD-CDBG (2108) from Affordable Housing Trust Fund (1870)	1.00	\$0.16	\$0.17
Transfer 0.50 FTE Administrative Assistant I & 0.15 FTE Director of Housing & Comm Dev from HUD-Home (2109) to Affordable Housing Trust Fund (1870)	(0.65)	(\$0.12)	(\$0.13)
Transfer 0.50 FTE Administrative Assistant I & 0.15 FTE Director of Housing & Comm Dev to Affordable Housing Trust Fund (1870) from HUD-Home (2109)	0.65	\$0.12	\$0.13
Delete 2.00 FTE Hearing Officer from Rent Adjustment Program Fund (2413)	(2.00)	(\$0.47)	(\$0.48)
Transfer 0.50 FTE each from 2 Home Management Specialist II from Rent Adjustment Program Fund (2413) to Affordable Housing Trust Fund (1870)	(1.00)	(\$0.15)	(\$0.16)
Transfer 0.50 FTE each from 2 Home Management Specialist II to Affordable Housing Trust Fund (1870) from Rent Adjustment Program Fund (2413)	1.00	\$0.15	\$0.16
Transfer 0.25 FTE Home Management Specialist III (split-funded) to Rent Adjustment Program Fund (2413) from HUD-CDBG (2108)	0.25	\$0.05	\$0.05
Transfer 0.50 FTE Home Management Specialist III (split-funded) to Affordable Housing Trust Fund (1870) from HUD-CDBG (2108)	0.50	\$0.09	\$0.10

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
HOUSING & COMMUNITY DEVELOPMENT (cont'd)			
Transfer 0.75 FTE Home Management Specialist III (split-funded) from HUD-CDBG (2108) to Rent Adjustment Program Fund (2413) and Affordable Housing Trust Fund (1870)	(0.75)	(\$0.14)	(\$0.14)
Delete 0.50 FTE Home Management Specialist III (split-funded) from HUD-CDBG (2108)	(0.50)	(\$0.08)	(\$0.09)
Delete 0.50 FTE Home Management Specialist III (split-funded) from Rent Adjustment Program Fund (2413)	(0.50)	(\$0.08)	(\$0.09)
Transfer 0.25 FTE Loan Servicing Administrator from Rent Adjustment Program Fund (2413) to Affordable Housing Trust Fund (1870)	(0.25)	(\$0.05)	(\$0.05)
Transfer 0.25 FTE Loan Servicing Administrator to Affordable Housing Trust Fund (1870) from Rent Adjustment Program Fund (2413)	0.25	\$0.05	\$0.05
Delete 1.00 FTE Mortgage Advisor from HUD-CDBG (2108)	(1.00)	(\$0.16)	(\$0.16)
Transfer 1.00 FTE Program Analyst I from HUD-CDBG (2108) to Rent Adjustment Program Fund (2413)	(1.00)	(\$0.14)	(\$0.14)
Transfer 1.00 FTE Program Analyst I to Rent Adjustment Program Fund (2413) from HUD-CDBG (2108)	1.00	\$0.14	\$0.14
Add 1.00 FTE Program Analyst III to HUD-CDBG (2108)	1.00	\$0.18	\$0.19
Remove O&M from HUD-EDI Grants (2105)		(\$0.35)	(\$0.35)
Add O&M for Loan Management System in HUD-CDBG (2108) in FY20		\$0.25	
Add O&M for Loan Management System in Affordable Housing Trust Fund (1870) in FY20		\$0.40	
Add O&M for Legal Services in Rent Adjustment Program Fund (2413)		\$0.40	\$0.40
Add O&M for Database Upgrades in Rent Adjustment Program Fund (2413)		\$0.30	\$0.30
Add O&M to supplement Notice of Funding Availability (NOFA) in Affordable Housing Trust Fund (1870)		\$1.36	\$2.28
Add O&M to be used for Housing Development Projects in HUD-Home (2109)		\$1.18	\$1.17

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
PLANNING & BUILDING			
Add 1.00 FTE Administrative Analyst II, 1.00 FTE Administrative Services Manager II, 1.00 FTE Business Analyst II, 1.00 FTE Graphic Delineator, 0.50 FTE Management Intern, PT, 0.50 FTE Office Assistant I, PT, 1.00 FTE Office Assistant II, 1.00 FTE Project Manager II, & 0.50 FTE Student Trainee, PT to Development Service Fund (2415) in the Operations & Administration Service Area	7.50	\$1.18	\$1.23
Delete 1.00 FTE Administrative Services Manager I from Development Service Fund (2415) in the Operations & Administration Service Area	(1.00)	(\$0.22)	(\$0.23)
Add 1.00 FTE Management Intern, PT, 1.00 FTE Planner II, 3.00 FTE Planner IV & 1.00 FTE Spatial Data Analyst III to Development Service Fund (2415) in the General Plan & Strategic Analysis Service Area	6.00	\$1.09	\$0.92
Delete 0.50 FTE Planner IV PPT, & 1.00 FTE Planning Intern, PT from Development Service Fund (2415) in the General Plan & Strategic Analysis Service Area	(1.50)	(\$0.16)	(\$0.16)
Add 1.00 FTE Management Intern, PT, 2.00 FTE Planner II, & 1.00 FTE Planner IV to Development Service Fund (2415) in the Zoning & Development Planning Service Area	4.00	\$0.58	\$0.60
Delete 1.00 FTE Planning Intern, PT from Development Service Fund (2415) in the Zoning & Development Planning Service Area	(1.00)	(\$0.05)	(\$0.05)
Add 1.00 FTE Principal Inspection Supv to Development Service Fund (2415) in the Development Permitting Service Area	1.00	\$0.22	\$0.22
Add 1.00 FTE Engineer, Assistant II (Office) & 2.00 FTE Specialty Combination Inspector to Development Service Fund (2415) in the Engineering & Architectural Plan Approval Service Area	3.00	\$0.53	\$0.55
Add 1.00 FTE Specialty Combination Inspector to Development Service Fund (2415) in the Development Permit Inspections Service Area	1.00	\$0.17	\$0.18
Add 1.00 FTE Principal Inspection Supv & 2.00 FTE Specialty Combination Inspector in the Livable Neighborhood/Code Enforcement Services Service Area	3.00	\$0.57	\$0.59
Decrease O&M to Development Service Fund (2415)		(\$1.14)	(\$1.52)
Add One-Time O&M for Phase 1 of the Healthy Home Program in Development Service Fund (2415) in FY20		\$0.10	

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
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### Significant Expenditure Changes

#### PLANNING & BUILDING (cont'd)

Add O&M for economic/neighborhood development plans in East Oakland and other site specific plans as funding permits in Development Service Fund (2415)		\$0.50	\$0.50
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#### OAKLAND PUBLIC WORKS

Fund one-time costs for Bulky Block Party in the Recycling Fund (1710)		\$0.24	\$0.24
Fund one-time O&M for Waste Management of Alameda County disposal fees in the Comprehensive Clean-Up Fund (1720)		\$0.22	\$0.15
Transfer 0.50 FTE Facility Security Assistant to Overhead Clearing Fund (7760) from the Comprehensive Clean-up Fund (1720)	0.50	\$0.04	\$0.04
Transfer 0.50 FTE Facility Security Assistant from the Comprehensive Clean-up Fund (1720) to Overhead Clearing Fund (7760)	(0.50)	(\$0.05)	(\$0.05)
Transfer 0.10 FTE Assistant Engineer II and 0.10 FTE Civil Engineer to Project Clearing Fund (7760) from Measure B Fund (2211)	0.20	\$0.05	\$0.05
Transfer 0.10 FTE Assistant Engineer II and 0.10 FTE Civil Engineer from Measure B Fund (2211) to Project Clearing Fund (7760)	(0.20)	(\$0.05)	(\$0.05)
Transfer out Streetlight utility and associated O&M budget from LLAD (2310) to the State Gas Tax Fund (2230)		(\$2.96)	(\$2.96)
Transfer 1.00 FTE Gardener Crew Leader position from GPF (1010) to LLAD (2310)	1.00	\$0.13	\$0.14
Freeze 8.50 FTE Parks Landscape Maintenance staff (2.50 FTE Park Attendant, PT; 1.00 FTE Park Attendant, PPT; 2.00 FTE Gardener II; 1.00 FTE Park Equipment Operator; 1.00 FTE Gardener Crew Leader; 1.00 FTE Park Supervisor I) in LLAD (2310)	(8.50)	(\$0.96)	(\$0.99)
Transfer O&M budget from LLAD (2310) to the Facilities Fund (4400)		(\$0.56)	(\$0.57)
Transfer 1.00 FTE Administrative Assistant II to LLAD (2310) from the Facilities Fund (4400)	1.00	\$0.14	\$0.14
Transfer 1.00 FTE Administrative Assistant II from the Facilities Fund (4400) to LLAD (2310)	(1.00)	(\$0.15)	(\$0.16)
Transfer 1.00 Park Services Manager from the Facilities Fund (4400) to LLAD (2310)	1.00	\$0.35	\$0.36

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
OAKLAND PUBLIC WORKS (cont'd)			
Transfer 1.00 FTE Park Services Manager to LLAD (2310) from the Facilities Fund (4400)	(1.00)	(\$0.39)	(\$0.40)
Add 1.00 FTE Street Maintenance Leader, 1.00 FTE Public Works Maintenance Worker, and 1.00 FTE Construction & Maintenance Mechanic in Oakland Army Base Community Facilities District Fund (2332) and the Sewer Service Fund (3100)	3.00	\$0.45	\$0.47
Fund sewer mitigation project costs in the Sewer Service Fund (3100)		\$0.80	\$0.80
Eliminate \$500,000 annual transfer from the Sewer Service Fund (3100) to the Sewer Service Rate Stabilization Fund (3150)		(\$0.50)	(\$0.50)
Add 1.60 FTE Custodians, PPT in Measure D Fund (2243) to support OPL	1.60	\$0.13	\$0.13
Transfer all Parks Landscape Maintenance staff and associated O&M budget from the Comprehensive Clean-Up Fund (1720) to the Lighting and Landscape Assessment District (LLAD) Fund (2310)	(43.23)	(\$4.46)	(\$4.58)
Transfer all Parks Landscape Maintenance staff and associated O&M budget to the Lighting and Landscape Assessment District (LLAD) Fund (2310) from the Comprehensive Clean-Up Fund (1720)	43.23	\$4.08	\$4.19
Transfer 0.06 FTE Public Works Operations Manager to the Development Service Fund (2415) from Sewer Service Fund (3100)	0.06	\$0.02	\$0.02
Transfer 0.06 FTE Public Works Operations Manager from Sewer Service Fund (3100) to the Development Service Fund (2415)	(0.06)	(\$0.02)	(\$0.02)
Transfer 0.59 FTE Environmental Program Specialists to the Recycling Fund (1710) from Sewer Service Fund (3100) and Project Clearing Fund (7760)	0.59	\$0.13	\$0.13
Transfer 0.02 FTE Environmental Program Specialists to Sewer Service Fund (3100) from the Recycling Fund (1710) and Project Clearing Fund (7760)	0.02	\$0.00	\$0.00
Transfer 0.61 FTE Environmental Program Specialists from Project Clearing Fund (7760) to Sewer Service Fund (3100) and the Recycling Fund (1710)	(0.61)	(\$0.12)	(\$0.13)
Add 1.00 FTE Senior Drafting Technician and Delete 1.00 FTE Assistant Engineer in the Sewer Service Fund (3100)	-	(\$0.00)	(\$0.00)
Increase Capital Improvement Program project budget in the Sewer Service Fund (3100)		\$1.84	\$3.13

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
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### Significant Expenditure Changes

#### OAKLAND PUBLIC WORKS (cont'd)

Add 2.00 FTE Heavy Equipment Mechanics in the Equipment Fund (4100)	2.00	\$0.35	\$0.36
Add 2.00 FTE Custodians, PT, 1.00 FTE Custodian and 1.0 FTE Stationary Engineer in the Facilities Fund (4400) to support OPL and OPRYD	4.00	\$0.44	\$0.45
Fund Electric Vehicle Infrastructure Project in the City Facilities Energy Conservation Fund (4450)		\$0.10	\$0.10
Fund Capital Improvement Program projects in Measure KK Fund (5330)		\$20.61	\$15.90
Fund one-time costs for Capital Improvement Program project management software implementation in Overhead Clearing Fund (7760)		\$0.32	\$0.08
Fund one-time costs for the Space Planning project in Overhead Clearing Fund (7760)		\$0.18	\$0.25
Add 1.00 FTE Senior Drafting Technician and delete 1.00 FTE Assistant Engineer in Project Clearing Fund (7760)	-	(\$0.02)	(\$0.02)
Transfer various personnel and O&M in the State Gas Tax Fund (2230), Development Service Fund (2415), Sewer Service Fund (3100), and Grant Clearing Fund (7760) supporting the Call Center from OPW to CAO	(7.27)	(\$1.24)	(\$1.28)

#### TRANSPORTATION

Add split-funded Engineer, Civil Supervising (Field), Engineer, Civil (Field), Engineer, Assistant II (Field) and Engineering Technician II, each 0.10 FTE in Measure B Fund (2211)	0.40	\$0.10	\$0.11
Add split-funded Engineer, Civil Supervising (Field), Engineer, Civil (Field), Engineer, Assistant II (Field) and Engineering Technician II, each 0.90 FTE in Project Clearing Fund (7760);	3.60	\$0.92	\$0.95
Delete 0.10 FTE Engineer, Assistant II (Office) and 0.10 FTE Engineer, Assistant II (Office) in Measure B Fund (2211)	(0.20)	(\$0.05)	(\$0.05)
Delete 0.90 FTE Engineer, Assistant II (Office) and 0.90 FTE Engineer, Assistant II (Office) in Project Clearing Fund (7760)	(1.80)	(\$0.44)	(\$0.45)
Add 1.00 FTE Account Clerk III and delete 1.00 FTE Accountant I in Overhead Clearing Fund (7760)	-	(\$0.02)	(\$0.02)

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
TRANSPORTATION (cont'd)			
Add 1.00 FTE Administrative Analyst II and delete 1.00 FTE Office Assistant II in Overhead Clearing Fund (7760)	-	\$0.07	\$0.07
Add Construction Inspector, 0.50 FTE in the Multipurpose Fund (1750) and 0.50 FTE in Measure BB Fund (2216)	1.00	\$0.18	\$0.19
Add 1.00 FTE Transportation Planner II and delete 1.00 FTE Program Analyst II in the Development Service Fund (2415)	-	\$0.01	\$0.01
Add 1.00 FTE Transportation Engineer in the Development Service Fund (2415)	1.00	\$0.28	\$0.29
Delete 0.10 FTE Engineer, Assistant II in Measure B Fund (2211)	(0.10)	(\$0.02)	(\$0.03)
Delete 0.90 FTE Engineer, Assistant II in Project Clearing Fund (7760)	(0.90)	(\$0.22)	(\$0.23)
Add 1.00 FTE Transportation Planner II and delete 1.00 FTE Program Analyst II in Measure B Fund (2212)	-	\$0.01	\$0.01
Add 1.00 FTE Transportation Planner II and delete 1.00 FTE Program Analyst II in Measure BB Fund (2216)	-	\$0.01	\$0.01
Add 0.75 FTE Transportation Planner III and delete 0.75 FTE Program Analyst III in Measure B Fund (2212)	-	\$0.01	\$0.01
Add 0.35 FTE Transportation Planner II and 0.25 FTE Transportation Planner III; delete 0.50 FTE Program Analyst II and 0.25 FTE Program Analyst III in Measure BB Fund (2216)	(0.15)	(\$0.02)	(\$0.03)
Add 1.00 FTE Program Analyst III in Measure BB Fund (2216)	1.00	\$0.24	\$0.25
Add 0.75 FTE Concrete Finisher in Measure B Fund (2211)	0.75	\$0.14	\$0.15
Add 0.25 FTE Concrete Finisher in Project Clearing Fund (7760)	0.25	\$0.05	\$0.05
Delete 1.00 FTE Public Works Maintenance Worker from State Gas Tax RMRA Fund (2232)	(1.00)	(\$0.14)	(\$0.15)
Adjust Capital Improvement Program project funding in Measure B: Bicycle & Pedestrian Pass-Thru Fund (2212)		(\$0.08)	(\$0.08)
Adjust Capital Improvement Program project funding in Measure BB Fund (2216)		(\$2.12)	(\$2.12)
Adjust Capital Improvement Program project funding in the State Gas Tax Fund (2230)		(\$1.89)	(\$1.89)
Adjust funding for the Capital Improvement Program projects in Measure B: Local Streets & Roads Fund (2211)		(\$0.28)	(\$0.08)

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
TRANSPORTATION (cont'd)			
Fund Capital Improvement Program projects in Measure KK Fund (5330)		\$47.00	\$49.75
Fund credit card transaction fees in the Development Service Fund (2415)		\$0.15	\$0.15
Fund one-time Bike and Pedestrian Program project costs in Measure B Fund (2211)		\$0.28	\$0.08
Fund one-time Capital Improvement Program project management software implementation costs in Measure B Fund (2211) and Measure F Fund (2215)		\$0.32	\$0.08
Fund one-time costs associated with permit fee refund in the Development Service Fund (2415)		\$0.70	\$0.70
Fund one-time DOT fee study costs in the Development Service Fund (2415) in FY20		\$0.10	
Fund one-time Space Planning project costs in Measure F Fund (2215)		\$0.12	\$0.10
Fund Pacific Renaissance Plaza Master Association Assessment costs in the Multipurpose Fund (1750)		\$0.22	\$0.22
Increase one-time expenditure in the Transportation Impact Fee Fund (2420) in FY20		\$1.82	
Transfer 0.60 FTE Civil Engineer and 0.60 FTE Construction Inspector from the Sewer Service Fund (3100) to Measure B Fund (2211) and Project Clearing Fund (7760)	(1.20)	(\$0.30)	(\$0.31)
Transfer 0.10 FTE Civil Engineer and 0.10 FTE Construction Inspector to Measure B Fund (2211) from the Sewer Service Fund (3100)	0.20	\$0.05	\$0.05
Transfer 0.50 FTE Civil Engineer and 0.50 FTE Construction Inspector to Project Clearing Fund (7760) from the Sewer Service Fund (3100)	1.00	\$0.25	\$0.26
Transfer 0.10 FTE Spatial Data Analyst to the State Gas Tax Fund (2230) from the Sewer Service Fund (3100)	0.10	\$0.03	\$0.03
Transfer 0.10 FTE Spatial Data Analyst from the Sewer Service Fund (3100) to the State Gas Tax Fund (2230)	(0.10)	(\$0.03)	(\$0.03)
Transfer 0.10 FTE Engineer, Assistant II (Office) to Measure B Fund (2211) from Public Works' Project Clearing Fund (7760)	0.10	\$0.02	\$0.03



# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
TRANSPORTATION (cont'd)			
Transfer 0.10 FTE Engineer, Assistant II (Office) from Public Works' Project Clearing Fund (7760) to Measure B Fund (2211)	(0.10)	(\$0.02)	(\$0.03)
Transfer 0.15 FTE Agency Administrative Manager and 0.20 FTE Administrative Service Manager I to the Development Service Fund (2415) from Overhead Clearing Fund (7760)	0.35	\$0.11	\$0.11
Transfer 0.15 FTE Agency Administrative Manager and 0.20 FTE Administrative Service Manager I from Overhead Clearing Fund (7760) to the Development Service Fund (2415)	(0.35)	(\$0.10)	(\$0.11)
Transfer 0.45 FTE Program Analyst II from Project Clearing Fund (7760) to Measure B Fund (2211) and State Gas Tax Fund (2230)	(0.45)	(\$0.09)	(\$0.10)
Transfer 0.12 FTE Program Analyst II to Measure B Fund (2211) from Project Clearing Fund (7760)	0.12	\$0.02	\$0.03
Transfer 0.33 FTE Program Analyst II to the State Gas Tax Fund (2230) from Project Clearing Fund (7760)	0.33	\$0.07	\$0.07
Transfer 0.75 FTE Assistant to the Director from Project Clearing to Measure B Fund (2211) and Development Service Fund (2415)	(0.75)	(\$0.27)	(\$0.27)
Transfer 0.35 FTE Assistant to the Director from Overhead Clearing Fund (7760) to Measure B Fund (2211)	0.35	\$0.12	\$0.12
Transfer 0.40 FTE Assistant to the Director from Overhead Clearing Fund (7760) to the Development Service Fund (2415)	0.40	\$0.14	\$0.14
Transfer 0.50 FTE Accountant III and 0.50 FTE Account Clerk III to Measure KK Fund (5330) from Overhead Clearing Fund (7760)	1.00	\$0.19	\$0.20
Transfer 0.50 FTE Accountant III and 0.50 FTE Account Clerk III from Overhead Clearing Fund (7760) to Measure KK Fund (5330)	(1.00)	(\$0.20)	(\$0.21)
Transfer 0.50 FTE Program Analyst III from Measure B: Local Streets & Roads (2211) to the Multipurpose Fund (1750)	(0.50)	(\$0.12)	(\$0.13)
Transfer 0.50 FTE Program Analyst III to the Multipurpose Fund (1750) from Measure B: Local Streets & Roads (2211)	0.50	\$0.12	\$0.13
Transfer 0.50 FTE Project Manager II to the Multipurpose Fund (1750) from Overhead Clearing Fund (7760)	0.50	\$0.17	\$0.18
Transfer 0.50 FTE Project Manager II from Overhead Clearing Fund (7760) to the Multipurpose Fund (1750)	(0.50)	(\$0.16)	(\$0.16)
Transfer 0.60 FTE Public Works Operations Manager to Measure B Fund (2211) from the Sewer Service Fund (3100)	0.60	\$0.24	\$0.24

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
TRANSPORTATION (cont'd)			
Transfer 0.60 FTE Public Works Operations Manager from the Sewer Service Fund (3100) to Measure B Fund (2211)	(0.60)	(\$0.24)	(\$0.24)
Transfer 1.00 FTE Public Works Maintenance Worker to Measure BB Fund (2216) from the State Gas Tax Fund (2230) and Project Clearing Fund (7760)	1.00	\$0.13	\$0.14
Transfer 0.90 FTE Public Works Maintenance Worker from the State Gas Tax Fund (2230) to Measure BB Fund (2216)	(0.90)	(\$0.12)	(\$0.12)
Transfer 0.10 FTE Public Works Maintenance Worker from Project Clearing Fund (7760) to Measure BB Fund (2216)	(0.10)	(\$0.01)	(\$0.01)
Transfer 1.00 FTE Administrative Assistant II to Measure B Fund (2211) from Overhead Clearing Fund (7760)	1.00	\$0.15	\$0.16
Transfer 1.00 FTE Administrative Assistant II from Overhead Clearing Fund (7760) to Measure B Fund (2211)	(1.00)	(\$0.14)	(\$0.14)
Transfer 1.00 FTE Administrative Assistant II to Measure BB Fund (2216) from the State Gas Tax Fund (2230)	1.00	\$0.18	\$0.18
Transfer 1.00 FTE Administrative Assistant II from the State Gas Tax Fund (2230) to Measure BB Fund (2216)	(1.00)	(\$0.18)	(\$0.18)
Transfer 1.00 FTE Public Work Supervisor I and 1.00 FTE Public Works Supervisor II from the State Gas Tax Fund (2230) to Measure BB Fund (2216) and Project Clearing Fund (7760)	(2.00)	(\$0.53)	(\$0.55)
Transfer 0.73 FTE Public Work Supervisor I and 0.70 FTE Public Works Supervisor II to Measure BB Fund (2216) from the State Gas Tax Fund (2230)	1.43	\$0.38	\$0.39
Transfer 0.27 FTE Public Work Supervisor I and 0.30 Public Works Supervisor II to Project Clearing Fund (7760) from the State Gas Tax Fund (2230)	0.57	\$0.15	\$0.16
Transfer 1.00 FTE Engineering Technician II to the Development Service Fund (2415) from Measure BB Fund (2216)	1.00	\$0.18	\$0.18
Transfer 1.00 FTE Engineering Technician II from Measure BB Fund (2216) to the Development Service Fund (2415)	(1.00)	(\$0.18)	(\$0.18)
Increase a net of 0.80 FTE Engineer, Assistant II (Office) positions in Measure BB Fund (2216)	0.80	\$0.22	\$0.22
Decrease a net of 0.40 FTE Engineer, Assistant II (Office) positions in Measure B Fund (2211)	(0.40)	(\$0.12)	(\$0.12)

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2019-21**

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2019-20 Incr / (Reduc)	FY 2020-21 Incr / (Reduc)
<b>Significant Expenditure Changes</b>			
TRANSPORTATION (cont'd)			
Decrease a net of 0.40 FTE Engineer, Assistant II (Office) positions in Project Clearing Fund (7760)	(0.40)	(\$0.10)	(\$0.10)
Transfer a net of 0.30 FTE Transportation Engineer from Measure BB Fund (2216) to Project Clearing Fund (7760)	(0.30)	(\$0.10)	(\$0.10)
Transfer a net of 0.30 FTE Transportation Engineer from Measure BB Fund (2216) to Project Clearing Fund (7760)	0.30	\$0.10	\$0.10
Transfer Streetlight Utility and associated O&M budget from the Lighting and Landscape Assessment District Fund (2310) to the State Gas Tax Fund (2230)		\$2.96	\$2.96
Transfer various Street Maintenance staff to the Project Clearing Fund (7760) to the Sewer Service Fund (3100), the Measure B Fund (2211), Measure BB Fund (2216), State Gas Tax Fund (2230), and State Gas Tax RMRA Fund (2232)	16.71	\$2.51	\$2.59
Transfer 7.21 FTE Street Maintenance staff from the Sewer Service Fund (3100) to Project Clearing Fund (7760)	(7.21)	(\$1.28)	(\$1.32)
Transfer 0.80 FTE Street Maintenance staff from Measure B Fund (2211) to Project Clearing Fund (7760)	(0.80)	(\$0.15)	(\$0.15)
Transfer 1.55 FTE Street Maintenance staff from Measure BB Fund (2216) to the Grant Clearing Fund (7760)	(1.55)	(\$0.33)	(\$0.34)
Transfer 4.12 FTE Street Maintenance staff from the State Gas Tax Fund (2230) to Project Clearing Fund (7760)	(4.12)	(\$0.59)	(\$0.61)
Transfer 3.03 FTE Street Maintenance staff from the State Gas Tax RMRA Fund (2232) to Project Clearing Fund (7760)	(3.03)	(\$0.53)	(\$0.55)
NON-DEPARTMENTAL			
Transfer unspent GPF subsidies from Department of Labor Fund (2114) to the GPF (1010) in FY20		\$0.81	
Increase ongoing and one-time transfer from the Multi-Purpose Fund (1750) to the GPF (1010)		\$2.50	\$2.00
Increase subsidies to Measure C recipients (Chabot, Museum, OCVB, Cultural Arts Grants, Art and Soul and Fairs and Festivals) from Measure C: Transient Occupancy Tax Fund (2419)		\$0.12	\$0.12
Reduce transfers to fund balance in Vital Services Stabilization Fund (1020) in FY20		(\$0.10)	

## 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
1020	Vital Services Stabilization Fund	25% of the Excess Real Estate Transfer Tax revenues per the Consolidated Fiscal Policy; Ordinance 13487	To preserve city operations during adverse financial conditions subject to guidelines in the Consolidated Fiscal Policy
1030	Measure HH (SSBDT)	One cent per ounce general tax on the distribution of sugar sweetened beverages	Programs that prevent or reduce the health consequences of consuming sugar-sweetened beverages at the discretion of City Council.
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
1600	Underground District Revolving Fund	Negative Fund Repayment pursuant to Resolution No. 87140 C.M.S.	Negative Fund Repayment pursuant to Resolution No. 87140 C.M.S.
1610	Oakland Redevelopment Successor Agency (ORSA)	Redevelopment Property Tax Trust Fund ("RPTTF")	City staff and other costs related to Oakland Redevelopment Successor
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
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

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (cont'd)

Fund	Fund Description	Source of Funds	Uses of Funds
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	Telecommunication projects
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
1820	Office of Parks and Recreation Cultural Advisory (OPRCA) Self-Sustaining Revolving Fund	Fees for recreation-related programs	Supporting parks and recreation programs
1830	Central District Project Area Loans	Loan repayments	Redevelopment projects within Central District Project Area
1831	Central City East Project Area Loans	Loan repayments	Redevelopment projects within Central City East Project Area
1832	Coliseum Project Area Loans	Loan repayments	Redevelopment projects within Coliseum Project Area
1870	Affordable Housing Trust Fund	Penalties for blight authorized by Ordinance No. 13139 & 25% of residual RPTTF	To increase, improve, and preserve the supply of affordable housing in the City, with priority given to housing for very low income households
1880	Low and Moderate Income Housing Asset Fund (LMIHF)	Loan repayments	Low and Moderate Income Housing Asset Fund (LMIHF) Operating cost
1882	Multi Service Center/Rent	Rental income	Building maintenance for the Multi Service Center
1883	2000 Subordinated Housing Set-aside bonds	Proceeds from 2000 Subordinated Housing Set-aside Bonds	Development of Low and Moderate Income Housing projects
1884	2006 Housing Set-aside Bond Proceeds	Proceeds from 2006 Subordinated Housing Set-aside Bonds	Development of Low and Moderate Income Housing projects
1885	2011 Subordinated Housing Set-aside Bonds	Proceeds from 2011 Subordinated Housing Set-aside Bonds	Development of Low and Moderate Income Housing projects
2102	Department of Agriculture	U.S. Department of Agriculture	Year-round lunch program for school children offered through City's Department of Human Services

## FUND SOURCES AND DESCRIPTIONS (cont'd)

Fund	Fund Description	Source of Funds	Uses of Funds
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 (HUD)	Emergency shelters, housing for persons with AIDs, and transitional housing programs
2104	Department of Commerce	U.S. Department of Commerce, Economic Development Administration (EDA) grants	Traffic and road improvement for the Del Monte Cannery Shopping Center projects
2105	Department of Housing and Urban Development (HUD) -- Economic Development Initiative (EDI) Grants	U.S. Department of Housing and Urban Development (HUD)	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 (HUD)	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 (HUD)	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 (HUD)	Support for first-time homebuyers, housing rehabilitation, and housing development
2112	Department of Justice	US Department of Justice (DOJ)	Law enforcement activities, particularly drug law enforcement
2113	Department of Justice - COPS Hiring	US Department of Justice (DOJ)	Law enforcement activities, particularly drug law enforcement
2114	Department of Labor	Federal funds administered by California Employment Development Department (EDD)	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
2117	Department of Treasury	U.S. Department of the Treasury.	Miscellaneous programs.
2120	Federal Action Agency	Federal Government	Various social services programs
2123	US Department of Homeland Security	Urban Area Security Initiative (UASI) Grants	Offset city's costs of supporting the newly established Homeland Security program

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (cont'd)

Fund	Fund Description	Source of Funds	Uses of Funds
2124	Federal Emergency Management Agency	Federal disaster relieve fund	Disaster recovery activities
2125	Environmental Protection Agency	Environmental Protection Agency	Environmental projects
2127	Dept of Transportation-TIGER II Grant	Department of Transportation	Oakland Army Base projects
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 such as head start
2129	Trade Corridor Improvement Fund (TCIF) State Grant	State of California, California Transportation Commission (CTC)	To finance the improvements of highway capacity, freight rail system, port capacity, truck corridor, airport ground access of the previous Oakland Army Base area known as the Trade Corridor
2132	California Department of Aging	Grants from 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
2136	California Water Resource Board	State of California Water Resource Board	Improvement on water quality
2138	California Department of Education	State of California grants from Department of Education	Library programs
2139	California Department of Conservation	State of California grants from Department of Conservation	To provide funding for energy efficiency and conservation programs
2140	California Department of Transportation	State of California grants from Department of Transportation	Capital projects related to transportation
2144	California Housing and Community Development	California Dept. of Housing and Community Development grants	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
2150	California Department of Fish and Games	California Department of Fish and Games	To provide funding for programs related to preservation of wildlife

## FUND SOURCES AND DESCRIPTIONS (cont'd)

Fund	Fund Description	Source of Funds	Uses of Funds
2152	California Board of Corrections	California Board of Corrections	Research/evaluate the effectiveness of narcotics enforcement activities
2154	California Integrated Waste Management Board	California Integrated Waste Management Board	To provide funding for used motor oil recycling and public education programs
2158	5th Year State COPS Grant, AB 1913, Statutes of 2000	State COPS grants	Law enforcement activities
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
2162	Metro Transportation Com: TDA	Metropolitan Transportation Commission	To provide funding for transportation programs
2163	Metropolitan Transportation Commission - Transportation Program Grant	Metropolitan Transportation Commission	Projects that benefit pedestrians and bicyclists
2164	Congestion Mitigation & Air Quality (CMAQ)	County of Alameda	Streetscape improvement projects
2166	Bay Area Air Quality Management District	US Department of Commerce Economic Development Administration	To provide funding for Broadway Shuttle and electric vehicle charging station programs
2172	Alameda County Abandoned Vehicle Abatement Authority	Vehicle registration surcharge	Removal of abandoned vehicles from private or public property
2175	Alameda County: Source Reduction & Recycling	County of Alameda	To provide funding for recycling programs
2185	Oakland Redevelopment Agency Grants	Oakland Redevelopment Agency	Loans to qualified businesses within the Central District Project Area
2190	Private Grants	Corporations and private individuals	Restricted to specific programs
2195	Workforce Innovation & Opportunity Act (WIOA)	US Department of Labor	Employment and training services for Oakland residents; overseen by Oakland Workforce Development Board (OWDB) and the Mayor



# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (cont'd)

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	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	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	Paratransit projects
2214	ACTIA Reimbursable Grants	Alameda County Transportation Improvement Authority (ACTIA)	Transportation projects
2215	Measure F - Vehicle Registration Fee	Vehicle registration fee	Local transportation projects defined by Measure F
2216	Measure BB - Alameda County Transportation Commission Sales Tax	Alameda County Transportation Improvement Authority (ACTIA) - 1/2 percent Alameda County sales tax re-authorized by Measure BB	Traffic and transportation projects, including street and signal construction, Bicycle and pedestrian, paratransit, maintenance and repair
2217	Measure BB - OAB Roadway Infrastructure Improvement	Alameda County Transportation Improvement Authority (ACTIA) - 1/2 percent Alameda County sales tax re-authorized by Measure BB in 2014	ACTC Measure BB grant funds for the construction of eligible roadway infrastructure and truck parking improvements at the former Oakland Army Base
2230	State Gas Tax	State of California - allocation of gasoline tax revenues	Uses related to local streets and highways
2231	State Gas Tax-Prop 42 Replacement Funds	State Proposition 42	For local street and road rehabilitation
2232	Gas Tax RMRA	State of California - allocation of gas tax revenues under the Road Maintenance and Rehabilitation Program	Uses related to local streets and highways

## FUND SOURCES AND DESCRIPTIONS (cont'd)

Fund	Fund Description	Source of Funds	Uses of Funds
2241	Measure Q - Library Services Retention-Enhancement	Voter-approved special parcel tax authorized by Measure Q. The City may collect this tax only if the General Purpose Fund appropriation for Library services is maintained at a level that is no lower than the General Purpose Fund appropriation for FY 2000-01 of \$9,059,989.	Maintenance of library operations
2242	Measure Q Reserve - Library Services Retention-Enhancement	Required Reserve from Measure Q	Required reserve
2243	Measure D: Parcel Tax to Maintain, Protect & Improve Library Services	Voter-approved special parcel tax authorized by Measure D. The City may collect this tax only if the General Purpose Fund appropriation for Library services is maintained at a level that is no lower than the General Purpose Fund appropriation for FY 2017-18 of \$12,992,267.	Maintain, Protect & Improve Library Services
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
2252	Measure Z - Violence Prevention and Public Safety Act of 2014	Special parcel and parking tax	Violence prevention through social-services intervention, long-term crime-prevention programs, police services, fire-safety and paramedic support
2260	Measure WW: East Bay Regional Parks District Local Grant	2008 Measure WW bond proceeds through East Bay Regional Parks District	Parks and open space renovation projects
2270	Vacant Property Tax Act Fund	Voter-approved special parcel tax authorized by Measure W	Services to support and reduce homelessness, affordable housing, and illegal dumping
2310	Landscaping & Lighting Assessment District	Landscape & Lighting Assessments (assessed on property tax bills)	Operation, construction, maintenance, repair of street lighting, landscaping, and related activities

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (cont'd)

Fund	Fund Description	Source of Funds	Uses of Funds
2320	Fire Suppression Assessment District	Special voter-approved tax	Fire suppression programs
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
2331	Wood Street Community Facilities District	Special tax on Wood Street Community	Wood street community facilities maintenance
2332	OAB CFD No.2015-1- Gateway industrial Park	Special assessment on parcels	Maintenance of public improvements and infrastructure at the Oakland Army Base
2410	Link Handipark	Surcharge on handicap parking offenses	Programs for the elderly
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	Rent program service fee	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	Assessment fees from business	Litter and trash clean-up resulting from businesses
2419	Transient Occupancy Tax (TOT) Surcharge	Three percent surcharge to the City's Transient Occupancy 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

## FUND SOURCES AND DESCRIPTIONS (cont'd)

Fund	Fund Description	Source of Funds	Uses of Funds
2420	Transportation Impact Fee	Impact fees assessed on new construction pursuant to OMC 15.74	Capital improvements within public right-of-way for pedestrians, bicyclists, and motor vehicles
2421	Capital Improvements Impact Fee Fund	Impact fees assessed on new construction pursuant to OMC 15.74	Capital improvements that are required for fire, police, library, parks and recreation, or storm drain services
2601	Workforce Investment Act (ARRA)	Federal stimulus funds administered through the Workforce Investment Act	To provide funding for the Youth Employment programs
2603	HUD-ESG/SHP/HOPWA (ARRA)	Federal stimulus funds administered through HUD	To provide funding for the Homelessness Prevention and Rapid Re-
2607	Department of Justice-COPS Hiring Recovery Program (ARRA)	Federal stimulus funds administered through the Department of Justice	Hiring and/or preserving police officers
2609	Dept of Energy-EECBG Program (ARRA)	Federal stimulus funds administered through the Department of Energy	To provide funding for energy efficiency and conservation programs
2610	State Water Control Board-CWSRF Program (ARRA)	Federal stimulus funds administered through the State Water Control Board	To provide funding for removal of stormwater pollutants at Lake Merritt and Oakland Estuary
2611	HUD-CDBG (ARRA)	Federal stimulus funds administered through HUD	To provide funding for the community development block grant program
2612	California Department of Community Services - Weatherization Assistance Program (ARRA)	Federal stimulus funds administered through The Department of Community Service and Development	To provide funding for weatherization services to low-income residents
2826	Mortgage Revenue	Proceeds from revenue bonds and repayment of mortgage loans	Multi-Lending mortgage purchase programs
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

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (cont'd)

Fund	Fund Description	Source of Funds	Uses of Funds
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
2996	Parks and Recreation Grants 2001	Parks & Recreation grants	Track Parks & Recreation grants for 2001 separately from Fund 2992, which tracked prior year grant activities.
2999	Miscellaneous Grants	Various State, Federal and miscellaneous grants	Restricted to specific activities approved by the granting source
3100	Sewer Service Fund	Sewer service charges	Acquisition, construction, reconstruction, relocation, maintenance, operation and repair of sewer facilities
3150	Sewer Rate Stabilization Fund	Transfer from sewer service fund	Required reserve
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
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 and services 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

## FUND SOURCES AND DESCRIPTIONS (cont'd)

Fund	Fund Description	Source of Funds	Uses of Funds
4550	Purchasing Fund	Purchasing charges to operating departments	Staffing, operations and maintenance for Purchasing unit of the Controllers' Office
4600	Information Technology	Information Technology charges to operating departments	Operation and maintenance of City Information Technology systems
5012	JPFA Admin Building: Series 1996	Negative Fund Repayment pursuant to Resolution No. 87140 C.M.S.	Negative Fund Repayment pursuant to Resolution No. 87140 C.M.S.
5055	Piedmont Pines Underground Assessment District	Bond proceeds from Piedmont Pines Underground Assessment District Revenue Bonds	Piedmont Pines area underground projects
5057	2012 Reassessment Project Fund	Special property tax assessment from Reassessment District No 99-1	To refund the 1999 Reassessment Bonds, including the forms of Fiscal Agent, Escrow Agreement Deposit and Trust Agreement, and Bond Purchase Agreement
5130	Rockridge Library Assessment District	Special property tax assessment	Improvements to the Rockridge Library
5200	JPFA Capital Projects: Series 2005	Proceeds from JPA Series 2005 bonds	Seismic retrofit; infrastructure projects, deferred maintenance and improvements to public facilities
5311	Measure G: 2006 Zoo, Museum	Bond proceeds from Measure G: Series 2006	Capital Projects: Oakland Zoo, Museum and Chabot Space & Science Center improvements
5320	Measure DD: 2003A Clean Water, Safe Parks & Open Space Trust Fund for Oakland	Proceeds from General Obligation bonds authorized by Measure DD in 2003A	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
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
5330	Measure KK: Infrastructure and Affordable Housing	Proceeds from General Obligation bonds authorized by Measure KK in 2016	Infrastructure projects including transportation and public facilities
5331	Measure KK: Affordable Housing	Proceeds from General Obligation bonds authorized by Measure KK in 2016	Acquisition, rehabilitation, or new construction of affordable housing

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (cont'd)

Fund	Fund Description	Source of Funds	Uses of Funds
5500	Municipal Capital Improvement	Bond proceeds	Construction, purchase, lease, or improvements of City capital assets
5501	Municipal Capital Improvement - 1989 Local Government Funding Agency (LGFA) Refund	Revenue proceeds from 1989 LGFA Refund	Construction, purchase, lease, or improvements of City capital assets
5504	Parking Garage Access Improvement	Proceeds from lease	Garage access improvement project
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
5610	Central District Projects	Funding Agreement with the Former Oakland Redevelopment Agency	To provide funding for Central District redevelopment projects
5611	Central District: TA Bonds Series 2003	Bond proceeds from the Central District Tax Allocation Bond: Series 2003	To provide funding for Central District redevelopment projects
5612	Central District: TA Bonds Series 2005	Bond proceeds from the Central District Tax Allocation Bond: Series 2005	To provide funding for Central District redevelopment projects
5613	Central District: TA Bonds Series 2009T	Bond proceeds from the Central District Tax Allocation Bond: Series 2009	To provide funding for Central District redevelopment projects
5614	Central District: TA Bonds Series 2006T	Bond proceeds from the Central District Tax Allocation Bond: Series 2006	To provide funding for Central District redevelopment projects
5630	Broadway/MacArthur/San Pablo Projects	One-time revenues, mainly from bond refinancing / restructuring and financing deals	To provide funding for Broadway/MacArthur/San Pablo area redevelopment projects
5640	Central City East Projects	Funding Agreement with the Former Oakland Redevelopment Agency	To provide funding for Central City East Area redevelopment projects
5642	Central City East TA Bonds Series 2006A-TE (Tax Exempt)	Bond proceeds from the Central City East Tax Allocation Bond: Series 2006A-TE	To provide funding for Central City East Area redevelopment projects

## FUND SOURCES AND DESCRIPTIONS (cont'd)

Fund	Fund Description	Source of Funds	Uses of Funds
5643	Central City East TA Bonds Series 2006A-T (Taxable)	Bond proceeds from the Central City East Tax Allocation Bond: Series 2006A-T	To provide funding for Central City East Area redevelopment projects
5650	Coliseum Projects	Funding Agreement with the Former Oakland Redevelopment Agency	To provide funding for Coliseum Area redevelopment projects
5653	Coliseum: TA Bonds Series 2003	Bond proceeds from the Coliseum Tax Allocation Bond: Series 2003	To provide funding for Coliseum Area redevelopment projects
5655	Coliseum: TA Bonds Series 2006B-TE (Tax Exempt)	Bond proceeds from Coliseum Tax Allocation Bond: Series 2006B-TE	To provide funding for Coliseum Area redevelopment projects
5656	Coliseum: TA Bonds Series 2006B-T (Taxable)	Bond proceeds from Coliseum Tax Allocation Bond: Series 2006B-T	To provide funding for Coliseum Area redevelopment projects
5660	West Oakland Projects	Funding Agreement with the Former Oakland Redevelopment	To provide funding for West Oakland Area redevelopment projects
5670	Oakland Base Reuse Authority	Transfer from the former Oakland Redevelopment Agency	Army Base operating costs
5671	OBRA: Leasing & Utility	Lease revenue	Building maintenance for the Oakland Army Base
5672	Joint Army Base Infrastructure	Transfer from the former Oakland Redevelopment Agency	Oakland Army Base infrastructure cost
5673	OBRA: Environmental Remediation	Transfer from the former Oakland Redevelopment Agency	Oakland Army Base environmental remediation cost
5674	Oakland Army Base Joint Remediation	Transfer from the former Oakland Redevelopment Agency	Oakland Army Base environmental remediation cost
5999	Miscellaneous Capital Projects	Negative Fund Repayment pursuant to Resolution No. 87140 C.M.S.	Negative Fund Repayment pursuant to Resolution No. 87140 C.M.S.
6013	2013 LED Streetlight Acquisition Lease Financing	Funds Transfer from LLAD (2310)	Debt service payment for the LED Streetlight lease
6014	CSCD Authority 1992	Fund transfer from Municipal Improvement Capital Fund	Bank and bond expenditure for both principal and interest
6029	Taxable Pension Obligation Bonds: 2012 Series-PFRS	Property tax revenue for pension override	Bank and bond expenditure for both principal and interest for POBs
6032	Taxable Pension Obligation Bonds 2001 Series	Property tax revenue for pension override	Bank and bond expenditure for both principal and interest for POBs



# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (cont'd)

Fund	Fund Description	Source of Funds	Uses of Funds
6036	JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt)	Proceeds from Revenue Bonds 2008 Series A (tax exempt)	Refunding JPFA Revenue Bonds: 2005 Series
6037	JPFA Refunding Revenue Bonds: 2008 Series A-2 (Taxable)	Proceeds from Revenue Bonds 2008 Series A-2 (taxable)	Refunding JPFA Revenue Bonds: 2005 Series
6064	General Obligation Refunding Bonds, Series 2015A	General Obligation Bond: Series 2015A	Refunding General Obligation Bond series 2005, 2006 and 2009B
6311	Measure G: 2006 Zoo, Museum	Voter-approved Measure G assessments	Educational facilities at the Oakland Museum of CA; the Oakland Zoo and the Chabot Space and Science center
6312	General Obligation Bond (GOB): 2012 Series	Voter-approved Measure DD and Measure G assessments	Debt Service payments of interest and principal for GOB 2012
6322	Measure DD 2017C Clean Water, Safe Parks & Open Space Trust Fund for Oakland	Voter-approved Measure DD assessments	Principal and interest on long-term debt
6330	Measure KK: 2017A-1 (TE) Infrastructure and Affordable Housing	General Obligation Bond: Series 2017A-1 (Tax-Exempt)	Capital improvements including infrastructure and projects including transportation and public facilities
6331	Measure KK: 2017A-2 (Taxable) Infrastructure and Affordable Housing	General Obligation Bond: Series 2017A-2 (Taxable)	Acquisition, rehabilitation, or new construction of affordable housing
6520	Fire Area - Redemption	Special Assessments for fire area utility underground	Pay for fire prevention-related services
6530	Rockridge Area Water District - Redemption	Special Assessments for Rockridge district	Pay for street light undergrounding liability
6540	Skyline Sewer District - Redemption	Repayment agreement with homeowners	Pay for street light undergrounding liability
6555	Piedmont Pines 2010 Utility Underground Phase I	Special Assessments from Piedmont Pines district	Debt service payments
6557	Piedmont Pines P1 2018 Reassessment Refunding Bond	Negative Fund Repayment pursuant to Resolution No. 87140 C.M.S.	Negative Fund Repayment pursuant to Resolution No. 87140 C.M.S.
6570	1996 JPFA Pooled Assessment Revenue Bonds - Assessment Fund	Other special assessment districts	Principal and interest
6587	2012 Refunding Reassessment Bonds-Debt Service	Special property tax assessment from Reassessment District No 99-	Bank and bond expenditure for both principal and interest

## FUND SOURCES AND DESCRIPTIONS (cont'd)

Fund	Fund Description	Source of Funds	Uses of Funds
6612	JPFA Lease Revenue Refunding Bonds (Admin Building)	Proceeds from lease revenue bonds and other funding sources	Construction of City Administration Building
6613	JPFA Lease Revenue Refunding Bonds, Series 2018	Proceeds from refunding of 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
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
7450	Affordable Housing	Jobs/Housing Impact Fee	Increase, improve, and preserve the supply of affordable housing in the City of Oakland
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

# FINANCIAL SUMMARIES

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## FUND SOURCES AND DESCRIPTIONS (cont'd)

Fund	Fund Description	Source of Funds	Uses of Funds
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 2019-20 PROPOSED BUDGET SUMMARY BY FUND

Please note that the estimated beginning and end fund balances, noted in the table below, may contain amounts that are committed, legal restricted, or otherwise obligated and unavailable for appropriation.

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>1010 - General Purpose Fund (GPF) *</b>	<b>52,273,623</b>	<b>650,782,385</b>	<b>650,782,385</b>	<b>2,482.59</b>
Mayor			3,733,891	10.75
City Council			5,732,149	30.92
City Administrator		2,623,344	14,390,135	75.20
City Attorney			13,513,360	55.12
City Auditor			2,259,876	10.00
City Clerk		5,000	2,888,154	8.36
Police Commission			4,101,998	17.00
Public Ethics Commission			1,160,831	6.00
Finance		608,474,383	25,098,702	120.86
Information Technology		2,541,944	10,682,344	46.42
Race & Equity			637,915	3.00
Human Resources Management		340,000	6,542,490	33.90
Violence Prevention			634,639	2.00
Police		7,094,267	291,108,438	1,163.41
Fire		19,106,875	163,089,908	622.85
Oakland Public Library		202,206	13,000,000	54.40
Oakland Parks, Recreation & Youth Development		168,064	13,416,216	72.76
Human Services		195,000	15,193,198	35.48
Economic & Workforce Development		1,105,000	4,267,592	15.57
Planning & Building		120,000	16,000	
Oakland Public Works			3,388,634	23.55
Transportation			10,897,193	75.04
Non-Departmental		8,806,302	44,496,992	
Capital Improvement Projects			531,730	
<b>1020 - Vital Services Stabilization Fund *</b>	<b>14,322,728</b>	<b>100,440</b>	<b>100,440</b>	<b>-</b>
Non-Departmental		100,440	100,440	
<b>1030 - Measure HH (SSBDT) *</b>	<b>10,350,562</b>	<b>14,501,245</b>	<b>14,501,245</b>	<b>50.02</b>
Finance		14,501,245	351,752	0.40
Oakland Parks, Recreation & Youth Development			12,199,431	41.62
Human Services			1,223,983	8.00
Economic & Workforce Development			400,000	
Non-Departmental			326,079	

\* Includes transfer to or from fund balance.

\*\* Fund balances shown are reduced for estimated project and encumbrance carryforward obligations; Year-end fund balances are pre-audited.

# FINANCIAL SUMMARIES

## FY 2019-20 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>1100 - Self Insurance Liability *</b>	<b>(13,638,409)</b>	<b>33,471,985</b>	<b>33,471,985</b>	<b>-</b>
Police			7,595,767	
Fire			1,786,321	
Oakland Parks, Recreation & Youth Development			610,663	
Oakland Public Works			4,121,388	
Non-Departmental		33,471,985	19,357,846	
<b>1150 - Worker's Compensation Insurance Claims</b>	<b>(33,975)</b>	<b>-</b>	<b>-</b>	<b>15.66</b>
City Attorney			599,205	1.91
Finance			47,516	0.25
Human Resources Management			1,987,434	9.80
Police			478,431	2.00
Fire			31,559	0.20
Oakland Public Works			323,908	1.50
Non-Departmental			(3,468,053)	
<b>1200 - Pension Override Tax Revenue *</b>	<b>181,364,606</b>	<b>112,913,209</b>	<b>112,913,209</b>	<b>-</b>
Finance		112,913,209		
Non-Departmental			112,913,209	
<b>1600 - Underground District Revolving Fund *</b>	<b>(993,791)</b>	<b>107,700</b>	<b>107,700</b>	<b>-</b>
Non-Departmental		107,700	107,700	
<b>1610 - Successor Redevelopment Agency Reimbursement Fund</b>	<b>(128,611)</b>	<b>3,902,318</b>	<b>3,902,318</b>	<b>14.06</b>
City Administrator		1,872,202	486,213	0.86
City Attorney			738,344	2.29
City Clerk			76,524	0.40
Finance			1,109,365	4.62
Human Resources Management			58,896	0.30
Economic & Workforce Development		2,030,116	1,432,976	5.59
<b>1700 - Mandatory Refuse Program</b>	<b>(218,985)</b>	<b>2,346,953</b>	<b>2,346,953</b>	<b>9.53</b>
Finance		2,346,953	1,652,247	9.28
Information Technology			57,918	0.25
Non-Departmental			636,788	

\* Includes transfer to or from fund balance.

\*\* Fund balances shown are reduced for estimated project and encumbrance carryforward obligations; Year-end fund balances are pre-audited.

# FINANCIAL SUMMARIES

## FY 2019-20 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>1710 - Recycling Program *</b>	<b>1,685,287</b>	<b>5,532,855</b>	<b>5,532,855</b>	<b>19.42</b>
City Attorney			402,300	1.50
Fire			48,870	
Economic & Workforce Development			293,592	1.00
Oakland Public Works		5,532,855	4,788,093	16.92
<b>1720 - Comprehensive Clean-up *</b>	<b>84,235</b>	<b>21,957,591</b>	<b>21,957,591</b>	<b>82.80</b>
Fire			48,970	
Human Services			39,360	
Economic & Workforce Development			1,676	
Oakland Public Works		21,857,591	21,867,585	82.80
Transportation		100,000		
<b>1750 - Multipurpose Reserve *</b>	<b>1,394,478</b>	<b>13,282,501</b>	<b>13,282,501</b>	<b>5.63</b>
City Administrator			70,593	0.34
Finance		400,000	2,613,665	0.79
Economic & Workforce Development			398,350	
Transportation		12,882,501	4,599,893	4.50
Non-Departmental			5,600,000	
<b>1760 - Telecommunications Reserve</b>	<b>(3,671)</b>	<b>1,814,629</b>	<b>1,814,629</b>	<b>8.74</b>
City Clerk		1,814,629	1,814,629	8.74
<b>1770 - Telecommunications Land Use *</b>	<b>(121,329)</b>	<b>635,000</b>	<b>635,000</b>	<b>2.35</b>
Economic & Workforce Development		635,000	635,000	2.35
<b>1780 - Kid's First Oakland Children's Fund</b>	<b>1,264,934</b>	<b>18,734,832</b>	<b>18,734,832</b>	<b>7.00</b>
Human Services		18,734,832	18,734,832	7.00
<b>1820 - OPRCA Self Sustaining Revolving Fund *</b>	<b>494,753</b>	<b>11,166,589</b>	<b>11,166,589</b>	<b>112.04</b>
Oakland Parks, Recreation & Youth Development		11,166,589	11,166,589	112.04
<b>1870 - Affordable Housing Trust Fund *</b>	<b>4,132,011</b>	<b>7,914,190</b>	<b>7,914,190</b>	<b>16.57</b>
City Administrator			198,736	0.60
City Attorney			133,930	1.00
Finance			217,023	1.40
Human Resources Management			108,687	0.75
Human Services			1,500,000	-
Housing & Community Development		7,849,536	5,691,160	12.82
Planning & Building		64,654	64,654	-

\* Includes transfer to or from fund balance.

\*\* Fund balances shown are reduced for estimated project and encumbrance carryforward obligations; Year-end fund balances are pre-audited.

# FINANCIAL SUMMARIES

## FY 2019-20 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>1885 - 2011A-T Subordinated Housing *</b>	<b>21,364,864</b>	<b>10,683,335</b>	<b>10,683,335</b>	<b>3.06</b>
Housing & Community Development		10,683,335	10,683,335	3.06
<b>2102 - Department of Agriculture</b>	<b>(1,233,256)</b>	<b>676,593</b>	<b>676,593</b>	<b>-</b>
Human Services		676,593	676,593	
<b>2103 - HUD-ESG/SHP/HOPWA</b>	<b>(7,048,864)</b>	<b>10,701,772</b>	<b>10,701,772</b>	<b>1.56</b>
Human Services		10,701,772	10,701,772	1.56
<b>2108 - HUD-CDBG</b>	<b>(6,931,096)</b>	<b>8,594,134</b>	<b>8,594,134</b>	<b>28.02</b>
City Attorney			63,607	0.19
Finance			215,116	1.00
Human Services		159,871	1,245,903	3.31
Economic & Workforce Development			407,908	1.66
Housing & Community Development		8,434,263	6,661,600	21.86
<b>2109 - HUD-Home</b>	<b>(1,994,017)</b>	<b>3,042,249</b>	<b>3,042,249</b>	<b>1.81</b>
Housing & Community Development		3,042,249	3,042,249	1.81
<b>2113 - Department of Justice - COPS Hiring</b>	<b>(1,176,117)</b>	<b>58,162</b>	<b>58,162</b>	<b>3.78</b>
Police		58,162	58,162	3.78
<b>2114 - Department of Labor *</b>	<b>807,719</b>	<b>806,233</b>	<b>806,233</b>	<b>-</b>
Non-Departmental		806,233	806,233	
<b>2120 - Federal Action Agency</b>	<b>65,660</b>	<b>415,575</b>	<b>415,575</b>	<b>1.01</b>
Human Services		415,575	415,575	1.01
<b>2123 - US Dept of Homeland Security</b>	<b>(6,178,500)</b>	<b>-</b>	<b>-</b>	<b>3.00</b>
Fire				3.00
<b>2124 - Federal Emergency Management Agency (FEMA)</b>	<b>(4,688,034)</b>	<b>-</b>	<b>-</b>	<b>6.34</b>
Fire				3.30
Housing & Community Development				3.04
<b>2128 - Department of Health and Human Services</b>	<b>(4,542,833)</b>	<b>26,612,312</b>	<b>26,612,312</b>	<b>141.06</b>
Human Services		26,612,312	26,612,312	141.06
<b>2138 - California Department of Education</b>	<b>81,830</b>	<b>1,628,726</b>	<b>1,628,726</b>	<b>8.50</b>
Human Services		1,628,726	1,628,726	8.50

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# FINANCIAL SUMMARIES

## FY 2019-20 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>2148 - California Library Services</b>	<b>92,510</b>	<b>78,397</b>	<b>78,397</b>	<b>0.85</b>
Oakland Public Library		78,397	78,397	0.85
<b>2152 - California Board of Corrections</b>	<b>(4,067,258)</b>	<b>3,633,616</b>	<b>3,633,616</b>	<b>0.75</b>
Human Services		3,633,616	3,633,616	0.75
<b>2159 - State of California Other</b>	<b>(7,390,194)</b>	<b>772,382</b>	<b>772,382</b>	<b>5.17</b>
Police		114,123	114,123	
Human Services		333,407	333,407	3.33
Economic & Workforce Development		324,852	324,852	0.84
Oakland Public Works				1.00
<b>2160 - County of Alameda: Grants</b>	<b>(4,562,934)</b>	<b>4,599,928</b>	<b>4,599,928</b>	<b>5.24</b>
Human Services		4,599,928	4,599,928	2.21
Fire				3.03
<b>2163 - Metro Transportation Com: Program Grant</b>	<b>(1,327,190)</b>	<b>72,719</b>	<b>72,719</b>	<b>0.27</b>
Oakland Public Library		72,719	72,719	0.27
<b>2166 - Bay Area Air Quality Management District</b>	<b>(556,460)</b>	<b>146,464</b>	<b>146,464</b>	<b>0.90</b>
Transportation		146,464	146,464	0.90
<b>2172 - Alameda County: Vehicle Abatement Authority</b>	<b>155,905</b>	<b>548,367</b>	<b>548,367</b>	<b>3.00</b>
Police		548,367	548,367	3.00
<b>2190 - Private Grants</b>	<b>(333,470)</b>	<b>25,000</b>	<b>25,000</b>	<b>0.20</b>
Fire		25,000	25,000	0.20
<b>2195 - Workforce Investment Act</b>	<b>346,774</b>	<b>3,678,919</b>	<b>3,678,919</b>	<b>3.37</b>
Finance			91,971	0.59
Economic & Workforce Development		3,678,919	3,586,948	2.78
<b>2211 - Measure B: ACTIA *</b>	<b>135,149</b>	<b>12,624,565</b>	<b>12,624,565</b>	<b>22.48</b>
City Attorney			39,499	0.13
Finance			80,996	0.30
Oakland Public Works			2,804	
Transportation		12,624,565	7,701,266	22.05
Capital Improvement Projects			4,800,000	

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# FINANCIAL SUMMARIES

## FY 2019-20 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds *</b>	<b>326,879</b>	<b>1,480,702</b>	<b>1,480,702</b>	<b>4.25</b>
Transportation		1,480,702	1,216,702	4.25
Capital Improvement Projects			264,000	
<b>2213 - Measure B: Paratransit - ACTIA</b>	<b>(19,621)</b>	<b>1,402,604</b>	<b>1,402,604</b>	<b>3.50</b>
Human Services		1,402,604	1,402,604	3.50
<b>2215 - Measure F - Vehicle Registration Fee *</b>	<b>1,293,888</b>	<b>1,813,031</b>	<b>1,813,031</b>	<b>4.53</b>
Transportation		1,813,031	1,813,031	4.53
<b>2216 - Measure BB - Alameda County Transportation Commission Sales Tax *</b>	<b>(3,997,158)</b>	<b>14,323,840</b>	<b>14,323,840</b>	<b>64.97</b>
Mayor			217,173	0.50
Police			937,105	18.20
Human Services		1,317,530	1,317,530	3.44
Oakland Public Works			914,563	5.00
Transportation		13,006,310	9,377,469	37.83
Capital Improvement Projects			1,560,000	
<b>2217 - Measure BB - OAB Roadway Infrastructure Improvement</b>	<b>142,208</b>	<b>13,875,000</b>	<b>13,875,000</b>	<b>-</b>
Non-Departmental		13,875,000	13,875,000	
<b>2230 - State Gas Tax *</b>	<b>(1,983,389)</b>	<b>12,237,921</b>	<b>12,237,921</b>	<b>35.71</b>
City Administrator			130,674	1.00
Transportation		12,237,921	12,107,247	34.71
<b>2231 - State Gas Tax-Prop 42 Replacement Funds *</b>	<b>1,604,125</b>	<b>1,604,125</b>	<b>1,604,125</b>	<b>-</b>
Oakland Public Works			1,604,125	
Transportation		1,604,125		
<b>2232 - Gas Tax RMRA *</b>	<b>(712,957)</b>	<b>7,581,378</b>	<b>7,581,378</b>	<b>17.97</b>
Transportation		7,581,378	7,381,378	17.97
Capital Improvement Projects			200,000	
<b>2241 - Measure Q-Library Services Retention &amp; Enhancement</b>	<b>(611,432)</b>	<b>16,858,000</b>	<b>16,858,000</b>	<b>130.63</b>
Finance			17,657	
Information Technology			173,453	1.00
Oakland Public Library		16,858,000	16,666,890	129.63

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# FINANCIAL SUMMARIES

## FY 2019-20 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>2242 - Measure Q Reserve- Library Services Retention &amp; Enhancement *</b>	<b>765,463</b>	<b>148,723</b>	<b>148,723</b>	<b>-</b>
Oakland Public Library		148,723	148,723	
<b>2243 - Measure D: Parcel Tax to Maintain, Protect &amp; Improve Library Services</b>	<b>-</b>	<b>12,257,162</b>	<b>12,257,162</b>	<b>86.63</b>
Information Technology			173,453	1.00
Oakland Public Library		12,257,162	11,953,525	84.03
Oakland Public Works			130,184	1.60
<b>2250 - Measure N: Fund *</b>	<b>1,094,627</b>	<b>1,986,035</b>	<b>1,986,035</b>	<b>6.10</b>
City Administrator			5,095	
Finance			9,660	
Fire		1,986,035	1,971,280	6.10
<b>2251 - Measure Y: Public Safety Act 2004 *</b>	<b>1,058,163</b>	<b>1,058,163</b>	<b>1,058,163</b>	<b>-</b>
Human Services		1,058,163	1,058,163	
<b>2252 - Measure Z - Violence Prevention and Public Safety Act of 2014</b>	<b>3,806,503</b>	<b>28,360,000</b>	<b>28,360,000</b>	<b>79.46</b>
City Administrator			582,250	0.50
Finance		28,360,000	333,362	
Violence Prevention			146,320	1.00
Police			15,135,552	61.81
Fire			2,000,000	
Human Services			10,162,516	16.15
<b>2270 - Vacant Property Tax Act Fund *</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4.50</b>
Finance				4.50
Human Services				
Oakland Public Works				
Non-Departmental				
<b>2310 - Lighting and Landscape Assessment District *</b>	<b>(2,026,187)</b>	<b>20,250,304</b>	<b>20,250,304</b>	<b>87.58</b>
Finance		19,155,500	57,380	0.20
Oakland Parks, Recreation & Youth Development			833,585	1.00
Economic & Workforce Development			1,676	
Oakland Public Works		52,000	16,564,983	86.38
Transportation		207,275	311,188	
Non-Departmental		835,529	2,481,492	

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# FINANCIAL SUMMARIES

## FY 2019-20 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>2330 - Werner Court Vegetation Mgmt District</b>	<b>35,970</b>	<b>3,200</b>	<b>3,200</b>	<b>-</b>
Fire		3,200	3,200	
<b>2331 - Wood Street Community Facilities District</b>	<b>492,244</b>	<b>64,985</b>	<b>64,985</b>	<b>0.20</b>
Oakland Public Works		64,985	64,985	0.20
<b>2332 - OAB CFD No.2015-1- Gateway industrial Park</b>	<b>-</b>	<b>2,243,687</b>	<b>2,243,687</b>	<b>2.00</b>
Oakland Public Works		1,511,374	796,435	2.00
Transportation		732,313	732,313	
Non-Departmental			714,939	
<b>2411 - False Alarm Reduction Program</b>	<b>(1,399,013)</b>	<b>1,721,413</b>	<b>1,721,413</b>	<b>7.00</b>
Finance		100,000		
Information Technology			268,204	1.00
Police		1,621,413	1,453,209	6.00
<b>2412 - Measure M - Alameda County: Emergency Dispatch Service Supplemental Assessment *</b>	<b>696,412</b>	<b>2,699,310</b>	<b>2,699,310</b>	<b>11.10</b>
City Administrator			2,845	
Finance			9,876	
Fire		2,699,310	2,686,589	11.10
<b>2413 - Rent Adjustment Program Fund</b>	<b>155,790</b>	<b>9,209,862</b>	<b>9,209,862</b>	<b>39.84</b>
City Administrator			43,111	0.25
City Attorney			1,374,990	5.90
Finance			546,546	3.33
Housing & Community Development		9,209,862	6,582,405	28.86
Planning & Building			253,959	1.50
Non-Departmental			408,851	
<b>2415 - Development Service Fund *</b>	<b>94,935,620</b>	<b>58,514,211</b>	<b>58,514,211</b>	<b>250.64</b>
Mayor			288,210	0.75
City Administrator			1,136,823	3.58
City Attorney			1,582,185	6.50
Finance		1,243	601,760	2.38
Information Technology			771,518	3.93
Human Resources Management			546,700	3.25
Economic & Workforce Development			180,222	1.00
Planning & Building		48,978,989	41,188,114	194.00
Oakland Public Works		1,635,120	1,974,439	5.50
Transportation		7,898,859	9,535,903	29.75
Non-Departmental			708,337	

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# FINANCIAL SUMMARIES

## FY 2019-20 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>2416 - Traffic Safety Fund</b>	<b>12,144</b>	<b>770,000</b>	<b>770,000</b>	<b>11.00</b>
Finance		770,000		
Police			725,964	11.00
Transportation			44,036	
<b>2417 - Excess Litter Fee Fund</b>	<b>401,988</b>	<b>450,000</b>	<b>450,000</b>	<b>-</b>
City Administrator			371,675	
Finance		450,000	44,765	
Oakland Public Works			33,560	
<b>2419 - Measure C: Transient Occupancy Tax (TOT) Surcharge</b>	<b>51,056</b>	<b>7,224,142</b>	<b>7,224,142</b>	<b>0.75</b>
Economic & Workforce Development		903,019	903,019	0.75
Non-Departmental		6,321,123	6,321,123	
<b>2420 - Transportation Impact Fee</b>	<b>2,977,393</b>	<b>5,012,272</b>	<b>5,012,272</b>	<b>-</b>
Planning & Building		42,315	42,315	
Transportation		4,969,957	4,969,957	
<b>2421 - Capital Improvements Impact Fee Fund</b>	<b>1,705,410</b>	<b>540,000</b>	<b>540,000</b>	<b>-</b>
Planning & Building		40,000	40,000	
Oakland Public Works		500,000		
Non-Departmental			500,000	
<b>2826 - Mortgage Revenue</b>	<b>3,384</b>	<b>89,492</b>	<b>89,492</b>	<b>-</b>
Housing & Community Development		89,492	89,492	
<b>2990 - Public Works Grants</b>	<b>175,678</b>	<b>300,000</b>	<b>300,000</b>	<b>1.26</b>
Oakland Public Works		300,000	300,000	1.26
<b>2992 - Parks and Recreation Grants *</b>	<b>1,213</b>	<b>281,000</b>	<b>281,000</b>	<b>-</b>
Non-Departmental		281,000	281,000	
<b>2995 - Police Grants</b>	<b>215,429</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>
Police		10,000	10,000	
<b>2996 - Parks and Recreation Grants 2001</b>	<b>(117,482)</b>	<b>16,847</b>	<b>16,847</b>	<b>-</b>
Oakland Parks, Recreation & Youth Development		16,847	16,847	

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# FINANCIAL SUMMARIES

## FY 2019-20 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>2999 - Miscellaneous Grants</b>	<b>(16,406)</b>	<b>288,000</b>	<b>288,000</b>	<b>2.00</b>
Mayor		-	-	1.00
City Administrator				1.00
City Clerk		260,000	260,000	
Transportation		28,000	28,000	
<b>3100 - Sewer Service Fund (Cash Balance)</b>	<b>(13,034,024)</b>	<b>66,805,944</b>	<b>66,805,944</b>	<b>125.27</b>
City Administrator			253,415	1.00
City Attorney			857,150	3.80
Finance		5,000	2,339,217	0.35
Information Technology			224,092	1.10
Fire			429,644	2.00
Oakland Public Works		66,760,944	31,991,975	110.12
Transportation		40,000	1,518,864	6.90
Non-Departmental			10,841,324	
Capital Improvement Projects			18,350,263	
<b>3150 - Sewer Rate Stabilization Fund</b>	<b>4,079,884</b>	<b>-</b>	<b>-</b>	<b>-</b>
Oakland Public Works				
<b>3200 - Golf Course (Cash Balance)</b>	<b>(383,291)</b>	<b>587,525</b>	<b>587,525</b>	<b>4.27</b>
Oakland Parks, Recreation & Youth Development		587,525	579,075	4.27
Economic & Workforce Development			8,450	
Oakland Public Works				
<b>4100 - Equipment (Cash Balance)</b>	<b>526,553</b>	<b>33,519,723</b>	<b>33,519,723</b>	<b>57.00</b>
Human Resources Management			74,821	
Oakland Public Works		33,519,723	27,754,319	57.00
Non-Departmental			5,690,583	
<b>4200 - Radio / Telecommunications (Cash Balance) *</b>	<b>2,404,246</b>	<b>9,341,139</b>	<b>9,341,139</b>	<b>17.28</b>
Finance			59,584	0.25
Information Technology		9,341,139	9,112,747	16.03
Police			168,808	1.00
<b>4210 - Telephone Equipment and Software (Cash Balance) *</b>	<b>466,141</b>	<b>874,982</b>	<b>874,982</b>	<b>1.52</b>
Information Technology		874,982	874,982	1.52

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# FINANCIAL SUMMARIES

## FY 2019-20 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>4300 - Reproduction (Cash Balance) *</b>	<b>(1,797,285)</b>	<b>1,594,548</b>	<b>1,594,548</b>	<b>5.00</b>
Information Technology		1,594,548	1,594,548	5.00
<b>4400 - City Facilities (Cash Balance)</b>	<b>-</b>	<b>39,187,197</b>	<b>39,187,197</b>	<b>136.03</b>
Human Resources Management			19,800	
Oakland Public Works		39,187,197	39,048,039	135.78
Transportation			50,789	0.25
Non-Departmental			68,569	
<b>4450 - City Facilities Energy Conservation Projects (Cash Balance) *</b>	<b>1,655,615</b>	<b>644,328</b>	<b>644,328</b>	<b>1.00</b>
Oakland Public Works		644,328	644,328	1.00
<b>4500 - Central Stores (Cash Balance) *</b>	<b>(4,250,484)</b>	<b>958,753</b>	<b>958,753</b>	<b>2.20</b>
Finance		958,753	878,753	2.20
Non-Departmental			80,000	
<b>4550 - Purchasing (Cash Balance) *</b>	<b>(537,191)</b>	<b>1,678,008</b>	<b>1,678,008</b>	<b>9.78</b>
Finance		1,678,008	1,678,008	9.78
<b>4600 - Information Technology (Cash Balance)</b>	<b>129,532</b>	<b>15,077,883</b>	<b>15,077,883</b>	<b>2.85</b>
City Administrator			330,000	
Information Technology		15,077,883	11,938,387	1.85
Fire			380,569	1.00
Non-Departmental			2,428,927	
<b>5012 - JPFA Admin Building: Series 1996 *</b>	<b>(1,661,636)</b>	<b>180,000</b>	<b>180,000</b>	<b>-</b>
Non-Departmental		180,000	180,000	
<b>5130 - Rockridge: Library Assessment District</b>	<b>693,730</b>	<b>145,605</b>	<b>145,605</b>	<b>-</b>
Finance		145,605	5,654	
Oakland Public Library			139,951	
<b>5321 - Measure DD: 2009B Clean Water, Safe Parks &amp; Open Space Trust Fund for Oakland</b>	<b>(47,214)</b>	<b>-</b>	<b>-</b>	<b>0.50</b>
Economic & Workforce Development				0.50
<b>5322 - Measure DD: 2017C Clean Water, Safe Parks &amp; Open Space Trust for Oakland</b>	<b>322,379</b>	<b>-</b>	<b>-</b>	<b>3.90</b>
Oakland Public Works				3.90

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# FINANCIAL SUMMARIES

## FY 2019-20 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>5330 - Measure KK: Infrastructure and Affordable Housing</b>	<b>34,926,945</b>	<b>67,802,937</b>	<b>67,802,937</b>	<b>1.00</b>
Oakland Public Works		20,611,300		
Transportation		47,191,637	191,637	1.00
Capital Improvement Projects			67,611,300	
<b>5331 - Measure KK: Affordable Housing</b>	<b>552,939</b>	<b>15,000,003</b>	<b>15,000,003</b>	<b>3.09</b>
Housing & Community Development		15,000,003	15,000,003	3.09
<b>5500 - Municipal Capital Improvement *</b>	<b>(5,602,415)</b>	<b>606,900</b>	<b>606,900</b>	<b>-</b>
Non-Departmental		606,900	606,900	
<b>5505 - Municipal Capital Improvement: Public Arts *</b>	<b>122,304</b>	<b>57,165</b>	<b>57,165</b>	<b>0.25</b>
Economic & Workforce Development		57,165	57,165	0.25
<b>5510 - Capital Reserves *</b>	<b>(2,214,329)</b>	<b>123,300</b>	<b>123,300</b>	<b>-</b>
Non-Departmental		123,300	123,300	
<b>5610 - Central District Projects</b>	<b>9,861,908</b>	<b>200,000</b>	<b>200,000</b>	<b>0.29</b>
Finance		-	3,750	
Economic & Workforce Development		200,000	196,250	0.29
<b>5613 - Central District: TA Bonds Series 2009T</b>	<b>1,985,662</b>	<b>-</b>	<b>-</b>	<b>3.96</b>
City Attorney			167,101	0.51
Economic & Workforce Development			(167,101)	3.45
<b>5614 - Central District: TA Bonds Series 2006T *</b>	<b>(269,535)</b>	<b>872,811</b>	<b>872,811</b>	<b>2.39</b>
Economic & Workforce Development		872,811	872,811	2.39
<b>5638 - BMSP: TA Bond Series 2006C-T</b>	<b>129,499</b>	<b>-</b>	<b>-</b>	<b>0.88</b>
City Attorney			49,558	0.14
Economic & Workforce Development			(49,558)	0.74
<b>5643 - Central City East TA Bonds Series 2006A-T (Taxable)</b>	<b>12,195,422</b>	<b>-</b>	<b>-</b>	<b>3.74</b>
City Attorney			173,244	0.55
Economic & Workforce Development			(173,244)	3.19

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# FINANCIAL SUMMARIES

## FY 2019-20 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>5650 - Coliseum Projects</b>	<b>2,766,337</b>	<b>100,000</b>	<b>100,000</b>	<b>0.29</b>
Finance			3,750	
Economic & Workforce Development		100,000	96,250	0.29
<b>5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)</b>	<b>39,630,725</b>	<b>-</b>	<b>-</b>	<b>3.50</b>
City Attorney			167,101	0.51
Economic & Workforce Development			(167,101)	2.99
<b>5671 - OBRA: Leasing &amp; Utility *</b>	<b>(2,082,833)</b>	<b>1,408,138</b>	<b>1,408,138</b>	<b>3.72</b>
City Administrator			176,966	1.00
Economic & Workforce Development		1,408,138	1,231,172	2.72
<b>5999 - Miscellaneous Capital Projects *</b>	<b>(3,287,793)</b>	<b>343,500</b>	<b>343,500</b>	<b>1.00</b>
City Administrator				1.00
Non-Departmental		343,500	343,500	
<b>6013 - 2013 LED Streetlight Acquisition Lease Financing</b>	<b>366,721</b>	<b>1,603,980</b>	<b>1,603,980</b>	
Non-Departmental		1,603,980	1,603,980	
<b>6029 - Taxable Pension Obligation Bonds: 2012 Series-PFRS</b>	<b>151,038</b>	<b>18,331,723</b>	<b>18,331,723</b>	
Non-Departmental		18,331,723	18,331,723	
<b>6032 - Taxable Pension Obligation: Series 2001</b>	<b>30,912</b>	<b>48,705,500</b>	<b>48,705,500</b>	
Non-Departmental		48,705,500	48,705,500	
<b>6036 - JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt Bonds)</b>	<b>5,894,363</b>	<b>912,240</b>	<b>912,240</b>	
Non-Departmental		912,240	912,240	
<b>6064 - GO Refunding Bonds, Series 2015A</b>	<b>4,215,147</b>	<b>14,810,925</b>	<b>14,810,925</b>	
Non-Departmental		14,810,925	14,810,925	
<b>6312 - GOB Series 2012-Refunding Bonds</b>	<b>2,360,367</b>	<b>6,661,225</b>	<b>6,661,225</b>	
Non-Departmental		6,661,225	6,661,225	
<b>6322 - Measure DD: 2017C Clean Water, Safe Parks &amp; Open Space Trust for Oakland</b>	<b>799,233</b>	<b>1,451,933</b>	<b>1,451,933</b>	
Non-Departmental		1,451,933	1,451,933	

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# FINANCIAL SUMMARIES

## FY 2019-20 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>6330 - Measure KK: 2017A-1 (TE) Infrastructure and Affordable Housing</b>	<b>1,453,572</b>	<b>2,244,558</b>	<b>2,244,558</b>	
Non-Departmental		2,244,558	2,244,558	
<b>6331- Measure KK: 2017A-2 (Taxable) Infrastructure and Affordable Housing</b>	<b>1,807,813</b>	<b>4,137,605</b>	<b>4,137,605</b>	
Non-Departmental		4,137,605	4,137,605	
<b>6518 - Medical Hill Medical Hill Parking District Refunding Improvement Bonds 1994 *</b>	<b>400,345</b>	<b>400,000</b>	<b>400,000</b>	
Non-Departmental		400,000	400,000	
<b>6540 - Skyline Sewer District - Redemption *</b>	<b>33,408</b>	<b>20,000</b>	<b>20,000</b>	
Non-Departmental		20,000	20,000	
<b>6557 - Piedmont Pines P1 2018 Reassessment Refunding Bond</b>	<b>83,589</b>	<b>105,472</b>	<b>105,472</b>	
Non-Departmental		105,472	105,472	
<b>6587 - 2012 Refunding Reassessment Bonds-Debt Service</b>	<b>966,274</b>	<b>417,651</b>	<b>417,651</b>	
Non-Departmental		417,651	417,651	
<b>6613 - JPFA LEASE REVENUE REFUNDING BONDS, SERIES 2018</b>	<b>14,063</b>	<b>8,332,625</b>	<b>8,332,625</b>	
Non-Departmental		8,332,625	8,332,625	
<b>6999 - Miscellaneous Debt Service</b>	<b>-</b>	<b>25,000,000</b>	<b>25,000,000</b>	
Non-Departmental		25,000,000	25,000,000	
<b>7100 - Police and Fire Retirement System *</b>	<b>372,578,587</b>	<b>3,525,634</b>	<b>3,525,634</b>	<b>5.83</b>
City Attorney			210,743	0.50
Finance		3,525,634	3,314,891	5.33
<b>7130 - Employee Deferred Compensation</b>	<b>(73,582)</b>	<b>206,139</b>	<b>206,139</b>	<b>1.00</b>
Human Resources Management		206,139	206,139	1.00
<b>7320 - Police and Fire Retirement System Refinancing Annuity Trust</b>	<b>57,853,017</b>	<b>5,808,570</b>	<b>5,808,570</b>	
Non-Departmental		5,808,570	5,808,570	

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# FINANCIAL SUMMARIES

## FY 2019-20 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Projected Ending Fund Balance **	FY 2019-20 Proposed Revenues	FY 2019-20 Proposed Expenditures	FY 2019-20 Proposed Positions (FTE)
<b>7540 - Oakland Public Library Trust</b>	<b>410,541</b>	<b>103,399</b>	<b>103,399</b>	
Oakland Public Library		103,399	103,399	
<b>7640 - Oakland Public Museum Trust</b>	<b>17,244</b>	<b>9,500</b>	<b>9,500</b>	
Non-Departmental		9,500	9,500	
<b>7760 - Grant Clearing *</b>	<b>955,101</b>	<b>497,123</b>	<b>497,123</b>	<b>190.82</b>
City Administrator			865,369	5.77
City Attorney			157,251	0.45
Information Technology			391,686	1.90
Human Resources Management			180,440	1.00
Human Services				5.84
Economic & Workforce Development			180,341	0.85
Oakland Public Works		497,123	628,353	92.65
Transportation			(9,112,475)	82.36
Non-Departmental			7,206,158	
<b>7999 - Miscellaneous Trusts</b>	<b>497,790</b>	<b>264,270</b>	<b>264,270</b>	<b>-</b>
Oakland Parks, Recreation & Youth Development		264,270	264,270	
<b>Grand Total</b>		<b>1,613,899,740</b>	<b>1,613,899,740</b>	<b>4,506.76</b>

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# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>1010 - General Purpose Fund (GPF) *</b>	<b>2,489.15</b>	<b>677,104,795</b>	<b>677,104,795</b>	<b>46,327,811</b>
Mayor	10.75		3,852,277	
City Council	30.92		5,896,027	
City Administrator	75.20	2,640,604	14,830,157	
City Attorney	55.12		13,954,585	
City Auditor	10.00		2,326,363	
City Clerk	8.36	5,000	2,943,796	
Police Commission	17.00		4,227,362	
Public Ethics Commission	6.00		1,300,237	
Finance	121.06	633,928,397	25,688,167	
Information Technology	49.42	2,618,202	11,515,794	
Race & Equity	3.00		659,313	
Human Resources Management	33.90	345,000	6,749,986	
Violence Prevention	2.00		656,665	
Police	1,167.81	7,108,267	302,112,782	
Fire	623.85	19,620,708	169,325,328	
Oakland Public Library	52.00	204,672	13,000,000	
Oakland Parks, Recreation & Youth Development	72.76	4,113,876	18,534,025	
Human Services	35.84	195,000	14,756,922	
Economic & Workforce Development	15.57	1,105,000	4,377,594	
Planning & Building		120,000	16,000	
Oakland Public Works	23.55		3,664,900	
Transportation	75.04		11,110,059	
Non-Departmental		5,100,069	45,067,176	
Capital Improvement Projects			539,280	
<b>1020 - Vital Services Stabilization Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,423,168</b>
Non-Departmental				
<b>1030 - Measure HH (SSBDT)</b>	<b>50.02</b>	<b>10,626,000</b>	<b>10,626,000</b>	<b>6,475,317</b>
Finance	0.40	10,626,000	355,400	
Oakland Parks, Recreation & Youth Development	41.62		8,437,919	
Human Services	8.00		1,245,880	
Economic & Workforce Development			400,000	
Non-Departmental			186,801	

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# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>1100 - Self Insurance Liability *</b>	<b>-</b>	<b>33,188,178</b>	<b>33,188,178</b>	<b>(9,760,064)</b>
Police			7,595,767	
Fire			1,786,321	
Oakland Parks, Recreation & Youth Development			610,663	
Oakland Public Works			4,121,388	
Non-Departmental		33,188,178	19,074,039	
<b>1150 - Worker's Compensation Insurance Claims</b>	<b>15.66</b>	<b>-</b>	<b>-</b>	<b>(33,975)</b>
City Attorney	1.91		619,858	
Finance	0.25		49,169	
Human Resources Management	9.80		2,050,390	
Police	2.00		494,483	
Fire	0.20		32,621	
Oakland Public Works	1.50		334,746	
Non-Departmental			(3,581,267)	
<b>1200 - Pension Override Tax Revenue *</b>	<b>-</b>	<b>118,078,574</b>	<b>118,078,574</b>	<b>199,303,976</b>
Finance		118,078,574		
Non-Departmental			118,078,574	
<b>1600 - Underground District Revolving Fund *</b>	<b>-</b>	<b>107,700</b>	<b>107,700</b>	<b>(778,391)</b>
Non-Departmental		107,700	107,700	
<b>1610 - Successor Redevelopment Agency Reimbursement Fund</b>	<b>11.40</b>	<b>3,482,396</b>	<b>3,482,396</b>	<b>(128,611)</b>
City Administrator	0.86	1,864,288	376,533	
City Attorney	2.29		763,684	
City Clerk	0.40		79,233	
Finance	4.42		1,201,537	
Human Resources Management	0.30		60,931	
Economic & Workforce Development	3.13	1,618,108	1,000,478	
<b>1700 - Mandatory Refuse Program</b>	<b>9.53</b>	<b>2,393,153</b>	<b>2,393,153</b>	<b>(218,985)</b>
Finance	9.28	2,393,153	1,702,326	
Information Technology	0.25		59,943	
Non-Departmental			630,884	

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# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>1710 - Recycling Program *</b>	<b>19.42</b>	<b>5,680,643</b>	<b>5,680,643</b>	<b>630,866</b>
City Attorney	1.50		416,177	
Fire			48,870	
Economic & Workforce Development	1.00		300,952	
Oakland Public Works	16.92	5,680,643	4,914,644	
<b>1720 - Comprehensive Clean-up *</b>	<b>82.80</b>	<b>22,784,365</b>	<b>22,784,365</b>	<b>511,415</b>
Fire			48,970	
Human Services			39,600	
Economic & Workforce Development			1,705	
Oakland Public Works	82.80	22,684,365	22,694,090	
Transportation		100,000		
<b>1750 - Multipurpose Reserve *</b>	<b>5.63</b>	<b>13,271,317</b>	<b>13,271,317</b>	<b>2,267,211</b>
City Administrator	0.34		73,051	
Finance	0.79		3,174,816	
Economic & Workforce Development			398,350	
Transportation	4.50	13,271,317	4,525,100	
Non-Departmental			5,100,000	
<b>1760 - Telecommunications Reserve</b>	<b>8.74</b>	<b>1,865,468</b>	<b>1,865,468</b>	<b>(3,671)</b>
City Clerk	8.74	1,865,468	1,865,468	
<b>1770 - Telecommunications Land Use *</b>	<b>2.35</b>	<b>635,000</b>	<b>635,000</b>	<b>(11,802)</b>
Economic & Workforce Development	2.35	635,000	635,000	
<b>1780 - Kid's First Oakland Children's Fund</b>	<b>7.00</b>	<b>18,936,503</b>	<b>18,936,503</b>	<b>1,264,934</b>
Human Services	7.00	18,936,503	18,936,503	
<b>1820 - OPRCA Self Sustaining Revolving Fund *</b>	<b>112.04</b>	<b>11,401,687</b>	<b>11,401,687</b>	<b>155,340</b>
Oakland Parks, Recreation & Youth Development	112.04	11,401,687	11,401,687	
<b>1870 - Affordable Housing Trust Fund *</b>	<b>16.57</b>	<b>8,521,057</b>	<b>8,521,057</b>	<b>1,132,011</b>
City Administrator	0.60		205,686	
City Attorney	1.00		138,766	
Finance	1.40		224,831	
Human Resources Management	0.75		112,612	
Human Services	-		1,500,000	
Housing & Community Development	12.82	8,456,403	6,274,508	
Planning & Building		64,654	64,654	

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# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>1885 - 2011A-T Subordinated Housing *</b>	<b>3.06</b>	<b>9,055,594</b>	<b>9,055,594</b>	<b>3,099,864</b>
Housing & Community Development	3.06	9,055,594	9,055,594	
<b>2102 - Department of Agriculture</b>	<b>-</b>	<b>676,593</b>	<b>676,593</b>	<b>(1,233,256)</b>
Human Services		676,593	676,593	
<b>2103 - HUD-ESG/SHP/HOPWA</b>	<b>1.56</b>	<b>10,702,705</b>	<b>10,702,705</b>	<b>(7,048,864)</b>
Human Services	1.56	10,702,705	10,702,705	
<b>2108 - HUD-CDBG</b>	<b>28.02</b>	<b>8,596,424</b>	<b>8,596,424</b>	<b>(6,931,096)</b>
City Attorney	0.19		65,804	
Finance	1.00		221,463	
Human Services	3.31	162,161	1,222,778	
Economic & Workforce Development	1.66		420,842	
Housing & Community Development	21.86	8,434,263	6,665,537	
<b>2109 - HUD-Home</b>	<b>1.81</b>	<b>3,042,249</b>	<b>3,042,249</b>	<b>(1,994,017)</b>
Housing & Community Development	1.81	3,042,249	3,042,249	
<b>2113 - Department of Justice - COPS Hiring</b>	<b>0.17</b>	<b>2,479</b>	<b>2,479</b>	<b>(1,176,117)</b>
Police	0.17	2,479	2,479	
<b>2114 - Department of Labor</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,486</b>
Non-Departmental				
<b>2120 - Federal Action Agency</b>	<b>1.01</b>	<b>419,586</b>	<b>419,586</b>	<b>65,660</b>
Human Services	1.01	419,586	419,586	
<b>2123 - US Dept of Homeland Security</b>	<b>3.00</b>	<b>-</b>	<b>-</b>	<b>(6,178,500)</b>
Fire	3.00			
<b>2124 - Federal Emergency Management Agency (FEMA)</b>	<b>6.34</b>	<b>-</b>	<b>-</b>	<b>(4,688,034)</b>
Fire	3.30			
Housing & Community Development	3.04			
<b>2128 - Department of Health and Human Services</b>	<b>141.06</b>	<b>27,355,405</b>	<b>27,355,405</b>	<b>(4,542,833)</b>
Human Services	141.06	27,355,405	27,355,405	
<b>2138 - California Department of Education</b>	<b>8.50</b>	<b>1,632,441</b>	<b>1,632,441</b>	<b>81,830</b>
Human Services	8.50	1,632,441	1,632,441	

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# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>2148 - California Library Services</b>	<b>0.83</b>	<b>79,577</b>	<b>79,577</b>	<b>92,510</b>
Oakland Public Library	0.83	79,577	79,577	
<b>2152 - California Board of Corrections</b>	<b>0.75</b>	<b>3,633,616</b>	<b>3,633,616</b>	<b>(4,067,258)</b>
Human Services	0.75	3,633,616	3,633,616	
<b>2159 - State of California Other</b>	<b>5.17</b>	<b>455,194</b>	<b>455,194</b>	<b>(7,390,194)</b>
Police		114,123	114,123	
Human Services	3.33	341,071	341,071	
Economic & Workforce Development	0.84			
Oakland Public Works	1.00			
<b>2160 - County of Alameda: Grants</b>	<b>4.24</b>	<b>554,738</b>	<b>554,738</b>	<b>(4,562,934)</b>
Human Services	1.21	554,738	554,738	
Fire	3.03			
<b>2163 - Metro Transportation Com: Program Grant</b>	<b>0.27</b>	<b>72,719</b>	<b>72,719</b>	<b>(1,327,190)</b>
Oakland Public Library	0.27	72,719	72,719	
<b>2166 - Bay Area Air Quality Management District</b>	<b>0.90</b>	<b>-</b>	<b>-</b>	<b>(556,460)</b>
Transportation	0.90			
<b>2172 - Alameda County: Vehicle Abatement Authority</b>	<b>3.00</b>	<b>569,867</b>	<b>569,867</b>	<b>155,905</b>
Police	3.00	569,867	569,867	
<b>2190 - Private Grants</b>	<b>0.20</b>	<b>25,000</b>	<b>25,000</b>	<b>(333,470)</b>
Fire	0.20	25,000	25,000	
<b>2195 - Workforce Investment Act</b>	<b>3.37</b>	<b>3,706,081</b>	<b>3,706,081</b>	<b>346,774</b>
Finance	0.59		95,272	
Economic & Workforce Development	2.78	3,706,081	3,610,809	
<b>2211 - Measure B: ACTIA *</b>	<b>22.48</b>	<b>13,003,302</b>	<b>13,003,302</b>	<b>1,326,526</b>
City Attorney	0.13		40,855	
Finance	0.30		83,854	
Oakland Public Works			2,845	
Transportation	22.05	13,003,302	7,875,748	
Capital Improvement Projects			5,000,000	

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# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds *</b>	<b>4.25</b>	<b>1,525,123</b>	<b>1,525,123</b>	<b>338,412</b>
Transportation	4.25	1,525,123	1,261,123	
Capital Improvement Projects			264,000	
<b>2213 - Measure B: Paratransit - ACTIA</b>	<b>3.50</b>	<b>1,441,232</b>	<b>1,441,232</b>	<b>(19,621)</b>
Human Services	3.50	1,441,232	1,441,232	
<b>2215 - Measure F - Vehicle Registration Fee *</b>	<b>4.53</b>	<b>1,813,031</b>	<b>1,813,031</b>	<b>1,296,103</b>
Transportation	4.53	1,813,031	1,813,031	
<b>2216 - Measure BB - Alameda County Transportation Commission Sales Tax *</b>	<b>64.97</b>	<b>14,753,556</b>	<b>14,753,556</b>	<b>(3,212,877)</b>
Mayor	0.50		224,252	
Police	18.20		953,327	
Human Services	3.44	1,357,056	1,357,056	
Oakland Public Works	5.00		942,780	
Transportation	37.83	13,396,500	9,716,141	
Capital Improvement Projects			1,560,000	
<b>2217 - Measure BB - OAB Roadway Infrastructure Improvement</b>	<b>-</b>	<b>4,250,000</b>	<b>4,250,000</b>	<b>142,208</b>
Non-Departmental		4,250,000	4,250,000	
<b>2230 - State Gas Tax *</b>	<b>35.71</b>	<b>11,232,048</b>	<b>11,232,048</b>	<b>(996,339)</b>
City Administrator	1.00		135,008	
Transportation	34.71	11,232,048	11,097,040	
<b>2231 - State Gas Tax-Prop 42 Replacement Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Oakland Public Works				
Transportation				
<b>2232 - Gas Tax RMRA *</b>	<b>17.97</b>	<b>7,581,378</b>	<b>7,581,378</b>	<b>343,454</b>
Transportation	17.97	7,581,378	7,381,378	
Capital Improvement Projects			200,000	
<b>2241 - Measure Q-Library Services Retention &amp; Enhancement</b>	<b>130.63</b>	<b>17,506,963</b>	<b>17,506,963</b>	<b>(611,432)</b>
Finance			17,657	
Information Technology	1.00		179,718	
Oakland Public Library	129.63	17,506,963	17,309,588	

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# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>2242 - Measure Q Reserve- Library Services Retention &amp; Enhancement</b>	-	-	-	<b>914,186</b>
Oakland Public Library				
<b>2243 - Measure D: Parcel Tax to Maintain, Protect &amp; Improve Library Services</b>	<b>91.05</b>	<b>13,243,470</b>	<b>13,243,470</b>	<b>-</b>
Information Technology	1.00		179,718	
Oakland Public Library	88.45	13,243,470	12,928,872	
Oakland Public Works	1.60		134,880	
<b>2250 - Measure N: Fund *</b>	<b>6.10</b>	<b>2,044,417</b>	<b>2,044,417</b>	<b>717,635</b>
City Administrator			5,604	
Finance			10,626	
Fire	6.10	2,044,417	2,028,187	
<b>2251 - Measure Y: Public Safety Act 2004</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Human Services				
<b>2252 - Measure Z - Violence Prevention and Public Safety Act of 2014</b>	<b>78.67</b>	<b>29,191,000</b>	<b>29,191,000</b>	<b>3,806,503</b>
City Administrator	0.50		599,296	
Finance		29,191,000	333,362	
Violence Prevention	1.00		151,599	
Police	61.02		15,619,194	
Fire			2,000,000	
Human Services	16.15		10,487,549	
<b>2270 - Vacant Property Tax Act Fund *</b>	<b>6.50</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>-</b>
Finance	4.50	7,000,000	886,595	
Human Services	2.00		3,824,249	
Oakland Public Works			1,274,749	
Non-Departmental			1,014,407	
<b>2310 - Lighting and Landscape Assessment District *</b>	<b>87.58</b>	<b>20,250,304</b>	<b>20,250,304</b>	<b>(1,492,912)</b>
Finance	0.20	19,155,500	58,502	
Oakland Parks, Recreation & Youth Development	1.00		100,331	
Economic & Workforce Development			1,705	
Oakland Public Works	86.38	52,000	17,341,545	
Transportation		207,275	312,049	
Non-Departmental		835,529	2,436,172	

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# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>2330 - Werner Court Vegetation Mgmt District</b>	<b>-</b>	<b>3,200</b>	<b>3,200</b>	<b>35,970</b>
Fire		3,200	3,200	
<b>2331 - Wood Street Community Facilities District</b>	<b>0.20</b>	<b>66,491</b>	<b>66,491</b>	<b>492,244</b>
Oakland Public Works	0.20	66,491	66,491	
<b>2332 - OAB CFD No.2015-1- Gateway industrial Park</b>	<b>2.00</b>	<b>2,255,956</b>	<b>2,255,956</b>	<b>-</b>
Oakland Public Works	2.00	1,523,643	808,704	
Transportation		732,313	732,313	
Non-Departmental			714,939	
<b>2411 - False Alarm Reduction Program</b>	<b>7.00</b>	<b>1,773,617</b>	<b>1,773,617</b>	<b>(1,399,013)</b>
Finance		100,000		
Information Technology	1.00		277,590	
Police	6.00	1,673,617	1,496,027	
<b>2412 - Measure M - Alameda County: Emergency Dispatch Service Supplemental Assessment *</b>	<b>11.10</b>	<b>2,646,744</b>	<b>2,646,744</b>	<b>5,713</b>
City Administrator			3,130	
Finance			10,863	
Fire	11.10	2,646,744	2,632,751	
<b>2413 - Rent Adjustment Program Fund</b>	<b>39.84</b>	<b>9,472,309</b>	<b>9,472,309</b>	<b>155,790</b>
City Administrator	0.25		44,613	
City Attorney	5.90		1,422,757	
Finance	3.33		565,183	
Housing & Community Development	28.86	9,472,309	6,771,864	
Planning & Building	1.50		262,831	
Non-Departmental			405,061	
<b>2415 - Development Service Fund *</b>	<b>250.64</b>	<b>59,627,612</b>	<b>59,627,612</b>	<b>93,935,620</b>
Mayor	0.75		298,190	
City Administrator	3.58		1,173,785	
City Attorney	6.50		1,637,139	
Finance	2.38	1,243	622,970	
Information Technology	3.93		798,867	
Human Resources Management	3.25		565,850	
Economic & Workforce Development	1.00		185,934	
Planning & Building	194.00	50,009,003	42,016,204	
Oakland Public Works	5.50	1,635,120	1,974,439	
Transportation	29.75	7,982,246	9,652,464	
Non-Departmental			701,770	

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# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>2416 - Traffic Safety Fund</b>	<b>11.00</b>	<b>770,000</b>	<b>770,000</b>	<b>12,144</b>
Finance		770,000		
Police	11.00		725,964	
Transportation			44,036	
<b>2417 - Excess Litter Fee Fund</b>	<b>-</b>	<b>450,000</b>	<b>450,000</b>	<b>401,988</b>
City Administrator			371,675	
Finance		450,000	44,765	
Oakland Public Works			33,560	
<b>2419 - Measure C: Transient Occupancy Tax (TOT) Surcharge</b>	<b>0.75</b>	<b>7,513,108</b>	<b>7,513,108</b>	<b>51,056</b>
Economic & Workforce Development	0.75	939,138	939,138	
Non-Departmental		6,573,970	6,573,970	
<b>2420 - Transportation Impact Fee</b>	<b>-</b>	<b>3,193,961</b>	<b>3,193,961</b>	<b>2,977,393</b>
Planning & Building		42,315	42,315	
Transportation		3,151,646	3,151,646	
<b>2421 - Capital Improvements Impact Fee Fund</b>	<b>-</b>	<b>540,000</b>	<b>540,000</b>	<b>1,705,410</b>
Planning & Building		40,000	40,000	
Oakland Public Works		500,000		
Non-Departmental			500,000	
<b>2826 - Mortgage Revenue</b>	<b>-</b>	<b>89,492</b>	<b>89,492</b>	<b>3,384</b>
Housing & Community Development		89,492	89,492	
<b>2990 - Public Works Grants</b>	<b>1.26</b>	<b>321,000</b>	<b>321,000</b>	<b>175,678</b>
Oakland Public Works	1.26	321,000	321,000	
<b>2992 - Parks and Recreation Grants *</b>	<b>-</b>	<b>281,000</b>	<b>281,000</b>	<b>563,213</b>
Non-Departmental		281,000	281,000	
<b>2995 - Police Grants</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>215,429</b>
Police		10,000	10,000	
<b>2996 - Parks and Recreation Grants 2001</b>	<b>-</b>	<b>16,847</b>	<b>16,847</b>	<b>(117,482)</b>
Oakland Parks, Recreation & Youth Development		16,847	16,847	

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# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>2999 - Miscellaneous Grants</b>	-	288,000	288,000	(16,406)
Mayor	-	-	-	
City Administrator				
City Clerk		260,000	260,000	
Transportation		28,000	28,000	
<b>3100 - Sewer Service Fund (Cash Balance)</b>	125.27	68,782,866	68,782,866	(13,034,024)
City Administrator	1.00		261,783	
City Attorney	3.80		886,674	
Finance	0.35	5,000	2,341,433	
Information Technology	1.10		231,941	
Fire	2.00		442,289	
Oakland Public Works	110.12	68,737,866	32,579,924	
Transportation	6.90	40,000	1,562,031	
Non-Departmental			10,829,145	
Capital Improvement Projects			19,647,646	
<b>3150 - Sewer Rate Stabilization Fund</b>	-	-	-	4,079,884
Oakland Public Works				
<b>3200 - Golf Course (Cash Balance)</b>	4.27	605,150	605,150	(383,291)
Oakland Parks, Recreation & Youth Development	4.27	605,150	596,700	
Economic & Workforce Development			8,450	
Oakland Public Works				
<b>4100 - Equipment (Cash Balance)</b>	57.00	33,822,710	33,822,710	526,553
Human Resources Management			74,821	
Oakland Public Works	57.00	33,822,710	28,110,064	
Non-Departmental			5,637,825	
<b>4200 - Radio / Telecommunications (Cash Balance) *</b>	17.28	7,578,767	7,578,767	1,839,817
Finance	0.25		61,659	
Information Technology	16.03	7,578,767	7,342,628	
Police	1.00		174,480	
<b>4210 - Telephone Equipment and Software (Cash Balance) *</b>	1.52	875,802	875,802	640,337
Information Technology	1.52	875,802	875,802	

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# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>4300 - Reproduction (Cash Balance) *</b>	<b>5.00</b>	<b>1,613,071</b>	<b>1,613,071</b>	<b>(1,443,285)</b>
Information Technology	5.00	1,613,071	1,613,071	
<b>4400 - City Facilities (Cash Balance)</b>	<b>136.03</b>	<b>39,898,022</b>	<b>39,898,022</b>	<b>-</b>
Human Resources Management			19,800	
Oakland Public Works	135.78	39,898,022	39,757,954	
Transportation	0.25		52,335	
Non-Departmental			67,933	
<b>4450 - City Facilities Energy Conservation Projects (Cash Balance) *</b>	<b>1.00</b>	<b>652,532</b>	<b>652,532</b>	<b>358,755</b>
Oakland Public Works	1.00	652,532	652,532	
<b>4500 - Central Stores (Cash Balance) *</b>	<b>2.20</b>	<b>970,627</b>	<b>970,627</b>	<b>(3,397,484)</b>
Finance	2.20	970,627	890,627	
Non-Departmental			80,000	
<b>4550 - Purchasing (Cash Balance) *</b>	<b>9.78</b>	<b>1,732,256</b>	<b>1,732,256</b>	<b>(430,791)</b>
Finance	9.78	1,732,256	1,732,256	
<b>4600 - Information Technology (Cash Balance)</b>	<b>2.85</b>	<b>15,124,117</b>	<b>15,124,117</b>	<b>129,532</b>
City Administrator			330,000	
Information Technology	1.85	15,124,117	11,968,437	
Fire	1.00		396,752	
Non-Departmental			2,428,928	
<b>5012 - JPFA Admin Building: Series 1996 *</b>	<b>-</b>	<b>180,000</b>	<b>180,000</b>	<b>(1,301,636)</b>
Non-Departmental		180,000	180,000	
<b>5130 - Rockridge: Library Assessment District</b>	<b>-</b>	<b>145,605</b>	<b>145,605</b>	<b>693,730</b>
Finance		145,605	5,654	
Oakland Public Library			139,951	
<b>5321 - Measure DD: 2009B Clean Water, Safe Parks &amp; Open Space Trust Fund for Oakland</b>	<b>0.50</b>	<b>-</b>	<b>-</b>	<b>(47,214)</b>
Economic & Workforce Development	0.50			
<b>5322 - Measure DD: 2017C Clean Water, Safe Parks &amp; Open Space Trust for Oakland</b>	<b>3.90</b>	<b>-</b>	<b>-</b>	<b>322,379</b>
Oakland Public Works	3.90			

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# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>5330 - Measure KK: Infrastructure and Affordable Housing</b>	<b>1.00</b>	<b>65,848,005</b>	<b>65,848,005</b>	<b>34,926,945</b>
Oakland Public Works		15,900,000		
Transportation	1.00	49,948,005	198,005	
Capital Improvement Projects			65,650,000	
<b>5331 - Measure KK: Affordable Housing</b>	<b>3.09</b>	<b>15,000,002</b>	<b>15,000,002</b>	<b>552,939</b>
Housing & Community Development	3.09	15,000,002	15,000,002	
<b>5500 - Municipal Capital Improvement *</b>	<b>-</b>	<b>606,900</b>	<b>606,900</b>	<b>(4,388,615)</b>
Non-Departmental		606,900	606,900	
<b>5505 - Municipal Capital Improvement: Public Arts *</b>	<b>0.25</b>	<b>58,986</b>	<b>58,986</b>	<b>6,153</b>
Economic & Workforce Development	0.25	58,986	58,986	
<b>5510 - Capital Reserves *</b>	<b>-</b>	<b>123,300</b>	<b>123,300</b>	<b>(1,967,729)</b>
Non-Departmental		123,300	123,300	
<b>5610 - Central District Projects</b>	<b>0.29</b>	<b>200,000</b>	<b>200,000</b>	<b>9,861,908</b>
Finance		-	3,750	
Economic & Workforce Development	0.29	200,000	196,250	
<b>5613 - Central District: TA Bonds Series 2009T</b>	<b>3.96</b>	<b>-</b>	<b>-</b>	<b>1,985,662</b>
City Attorney	0.51		172,836	
Economic & Workforce Development	3.45		(172,836)	
<b>5614 - Central District: TA Bonds Series 2006T *</b>	<b>4.85</b>	<b>1,266,759</b>	<b>1,266,759</b>	<b>(453,369)</b>
Economic & Workforce Development	4.85	1,266,759	1,266,759	
<b>5638 - BMSP: TA Bond Series 2006C-T</b>	<b>0.88</b>	<b>-</b>	<b>-</b>	<b>129,499</b>
City Attorney	0.14		51,255	
Economic & Workforce Development	0.74		(51,255)	
<b>5643 - Central City East TA Bonds Series 2006A-T (Taxable)</b>	<b>3.74</b>	<b>-</b>	<b>-</b>	<b>12,195,422</b>
City Attorney	0.55		179,194	
Economic & Workforce Development	3.19		(179,194)	

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# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>5650 - Coliseum Projects</b>	<b>0.29</b>	<b>100,000</b>	<b>100,000</b>	<b>2,766,337</b>
Finance			3,750	
Economic & Workforce Development	0.29	100,000	96,250	
<b>5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)</b>	<b>3.50</b>	<b>-</b>	<b>-</b>	<b>39,630,725</b>
City Attorney	0.51		172,836	
Economic & Workforce Development	2.99		(172,836)	
<b>5671 - OBRA: Leasing &amp; Utility *</b>	<b>3.72</b>	<b>1,418,149</b>	<b>1,418,149</b>	<b>(1,991,500)</b>
City Administrator	1.00		183,357	
Economic & Workforce Development	2.72	1,418,149	1,234,792	
<b>5999 - Miscellaneous Capital Projects *</b>	<b>-</b>	<b>343,500</b>	<b>343,500</b>	<b>(2,600,793)</b>
City Administrator				
Non-Departmental		343,500	343,500	
<b>6013 - 2013 LED Streetlight Acquisition Lease Financing</b>		<b>1,566,796</b>	<b>1,566,796</b>	<b>366,721</b>
Non-Departmental		1,566,796	1,566,796	
<b>6029 - Taxable Pension Obligation Bonds: 2012 Series-PFRS</b>		<b>18,247,400</b>	<b>18,247,400</b>	<b>151,038</b>
Non-Departmental		18,247,400	18,247,400	
<b>6032 - Taxable Pension Obligation: Series 2001</b>		<b>50,145,503</b>	<b>50,145,503</b>	<b>30,912</b>
Non-Departmental		50,145,503	50,145,503	
<b>6036 - JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt Bonds)</b>		<b>546,040</b>	<b>546,040</b>	<b>5,894,363</b>
Non-Departmental		546,040	546,040	
<b>6064 - GO Refunding Bonds, Series 2015A</b>		<b>13,672,175</b>	<b>13,672,175</b>	<b>4,215,147</b>
Non-Departmental		13,672,175	13,672,175	
<b>6312 - GOB Series 2012-Refunding Bonds</b>		<b>6,673,975</b>	<b>6,673,975</b>	<b>2,360,367</b>
Non-Departmental		6,673,975	6,673,975	
<b>6322 - Measure DD: 2017C Clean Water, Safe Parks &amp; Open Space Trust for Oakland</b>		<b>1,451,933</b>	<b>1,451,933</b>	<b>799,233</b>
Non-Departmental		1,451,933	1,451,933	

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# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>6330 - Measure KK: 2017A-1 (TE) Infrastructure and Affordable Housing</b>		<b>2,244,558</b>	<b>2,244,558</b>	<b>1,453,572</b>
Non-Departmental		2,244,558	2,244,558	
<b>6331- Measure KK: 2017A-2 (Taxable) Infrastructure and Affordable Housing</b>		<b>4,138,905</b>	<b>4,138,905</b>	<b>1,807,813</b>
Non-Departmental		4,138,905	4,138,905	
<b>6518 - Medical Hill Medical Hill Parking District Refunding Improvement Bonds 1994</b>		<b>-</b>	<b>-</b>	<b>345</b>
Non-Departmental				
<b>6540 - Skyline Sewer District - Redemption</b>		<b>-</b>	<b>-</b>	<b>13,408</b>
Non-Departmental				
<b>6557 - Piedmont Pines P1 2018 Reassessment Refunding Bond</b>		<b>104,722</b>	<b>104,722</b>	<b>83,589</b>
Non-Departmental		104,722	104,722	
<b>6587 - 2012 Refunding Reassessment Bonds-Debt Service</b>		<b>405,304</b>	<b>405,304</b>	<b>966,274</b>
Non-Departmental		405,304	405,304	
<b>6613 - JPFA LEASE REVENUE REFUNDING BONDS, SERIES 2018</b>		<b>8,329,125</b>	<b>8,329,125</b>	<b>14,063</b>
Non-Departmental		8,329,125	8,329,125	
<b>6999 - Miscellaneous Debt Service</b>		<b>25,000,000</b>	<b>25,000,000</b>	<b>-</b>
Non-Departmental		25,000,000	25,000,000	
<b>7100 - Police and Fire Retirement System *</b>	<b>5.83</b>	<b>3,618,309</b>	<b>3,618,309</b>	<b>365,434,644</b>
City Attorney	0.50		216,515	
Finance	5.33	3,618,309	3,401,794	
<b>7130 - Employee Deferred Compensation</b>	<b>1.00</b>	<b>204,836</b>	<b>204,836</b>	<b>(73,582)</b>
Human Resources Management	1.00	204,836	204,836	
<b>7320 - Police and Fire Retirement System Refinancing Annuity Trust</b>		<b>5,337,423</b>	<b>5,337,423</b>	<b>57,853,017</b>
Non-Departmental		5,337,423	5,337,423	

\* Includes transfer to or from fund balance.

\*\* Fund balances shown are reduced for estimated project and encumbrance carryforward obligations; Year-end fund balances are pre-audited.



# FINANCIAL SUMMARIES

## FY 2020-21 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2020-21 Proposed Positions (FTE)	FY 2020-21 Proposed Revenues	FY 2020-21 Proposed Expenditures	FY 2020-21 Estimated Ending Fund Balance
<b>7540 - Oakland Public Library Trust</b>		<b>103,399</b>	<b>103,399</b>	<b>410,541</b>
Oakland Public Library		103,399	103,399	
<b>7640 - Oakland Public Museum Trust</b>		<b>9,500</b>	<b>9,500</b>	<b>17,244</b>
Non-Departmental		9,500	9,500	
<b>7760 - Grant Clearing *</b>	<b>190.82</b>	<b>325,349</b>	<b>325,349</b>	<b>132,629</b>
City Administrator	5.77		893,236	
City Attorney	0.45		162,646	
Information Technology	1.90		405,364	
Human Resources Management	1.00		186,678	
Human Services	5.84		-	
Economic & Workforce Development	0.85		186,350	
Oakland Public Works	92.65	325,349	466,698	
Transportation	82.36		(9,114,972)	
Non-Departmental			7,139,349	
<b>7999 - Miscellaneous Trusts</b>	<b>-</b>	<b>264,270</b>	<b>264,270</b>	<b>497,790</b>
Oakland Parks, Recreation & Youth Development		264,270	264,270	
<b>Grand Total</b>	<b>4,511.12</b>	<b>1,632,148,913</b>	<b>1,632,148,913</b>	

\* Includes transfer to or from fund balance.

\*\* Fund balances shown are reduced for estimated project and encumbrance carryforward obligations; Year-end fund balances are pre-audited.

**REVENUE TABLES**

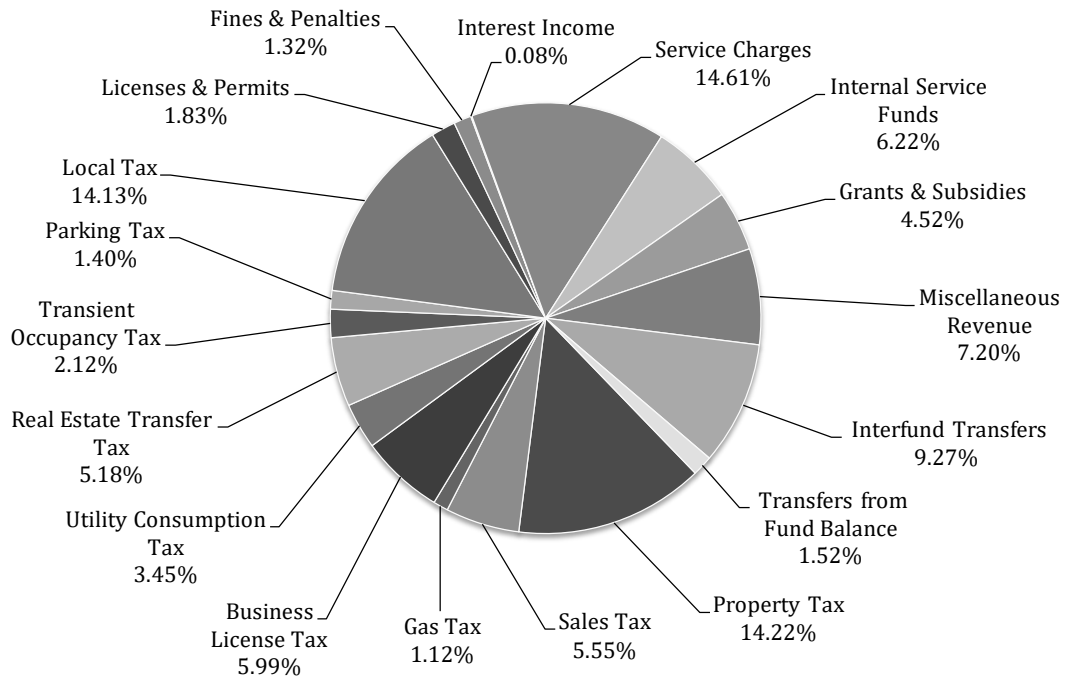


## FINANCIAL SUMMARIES

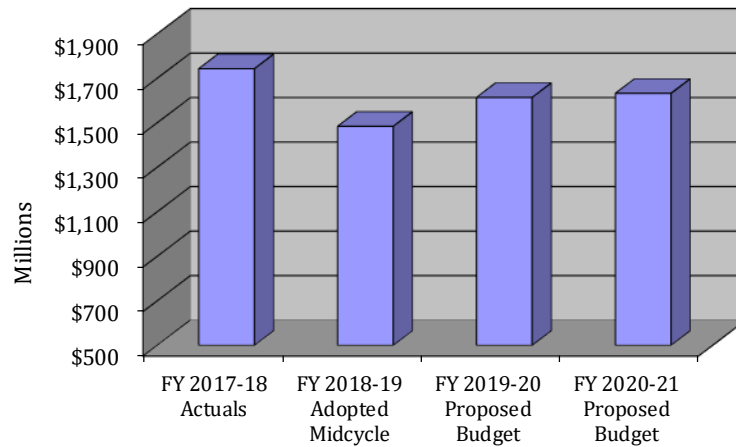
ALL FUNDS REVENUE						
Revenue Type	FY 2017-18 Actuals	FY 2018-19 Adopted Midcycle	Percent change to 2019-20	FY 2019-20 Proposed Budget	Percent change to 2020-21	FY 2020-21 Proposed Budget
Property Tax	\$191,984,092	\$202,978,494	10.2%	\$223,769,855	6.2%	\$237,728,868
Sales Tax	85,499,810	84,946,790	4.6%	88,852,816	2.9%	91,417,519
Vehicle License Fee	224,279	-	-	-	-	-
Gas Tax	9,207,389	16,295,864	10.9%	18,068,716	1.2%	18,278,463
Business License Tax	86,107,189	86,622,000	15.1%	99,673,792	3.6%	103,221,291
Utility Consumption Tax	52,047,385	54,207,390	1.8%	55,161,000	3.0%	56,815,600
Real Estate Transfer Tax	77,663,378	74,181,417	11.7%	82,873,970	3.0%	85,376,169
Transient Occupancy Tax	30,038,746	30,494,260	10.6%	33,712,664	4.0%	35,061,171
Parking Tax	21,136,657	22,135,799	0.8%	22,321,012	3.0%	22,995,842
Local Tax	199,984,233	214,856,924	3.7%	222,731,416	6.0%	236,094,175
Licenses & Permits	47,807,006	28,461,428	4.3%	29,693,967	0.1%	29,720,536
Fines & Penalties	21,462,818	23,515,246	-9.1%	21,382,854	0.1%	21,414,407
Interest Income	6,448,296	1,284,105	-0.4%	1,279,569	0.0%	1,279,569
Service Charges	234,749,739	213,681,136	9.8%	234,685,010	2.1%	239,627,450
Internal Service Funds	83,902,914	84,431,661	19.9%	101,263,924	-0.6%	100,637,052
Grants & Subsidies	123,677,189	79,156,074	1.7%	80,463,903	-17.6%	66,291,297
Miscellaneous Revenue	332,630,273	77,898,441	51.7%	118,145,088	-2.1%	115,620,765
Interfund Transfers	138,292,685	140,191,958	8.0%	151,442,601	-1.3%	149,488,411
<b>Subtotal Revenue</b>	<b>\$1,742,864,078</b>	<b>\$1,435,338,987</b>	<b>10.5%</b>	<b>\$1,585,522,157</b>	<b>1.6%</b>	<b>\$1,611,068,585</b>
Transfers from Fund Balance	-	48,809,810	-	28,377,583	-25.7%	21,080,328
<b>Grand Total</b>	<b>\$1,742,864,078</b>	<b>\$1,484,148,797</b>	<b>8.7%</b>	<b>\$1,613,899,740</b>	<b>1.1%</b>	<b>\$1,632,148,913</b>

# FINANCIAL SUMMARIES

## BREAKDOWN OF FY 2019-21 ALL FUNDS REVENUE BY TYPE



## HISTORICAL CHANGES IN ALL FUNDS REVENUE

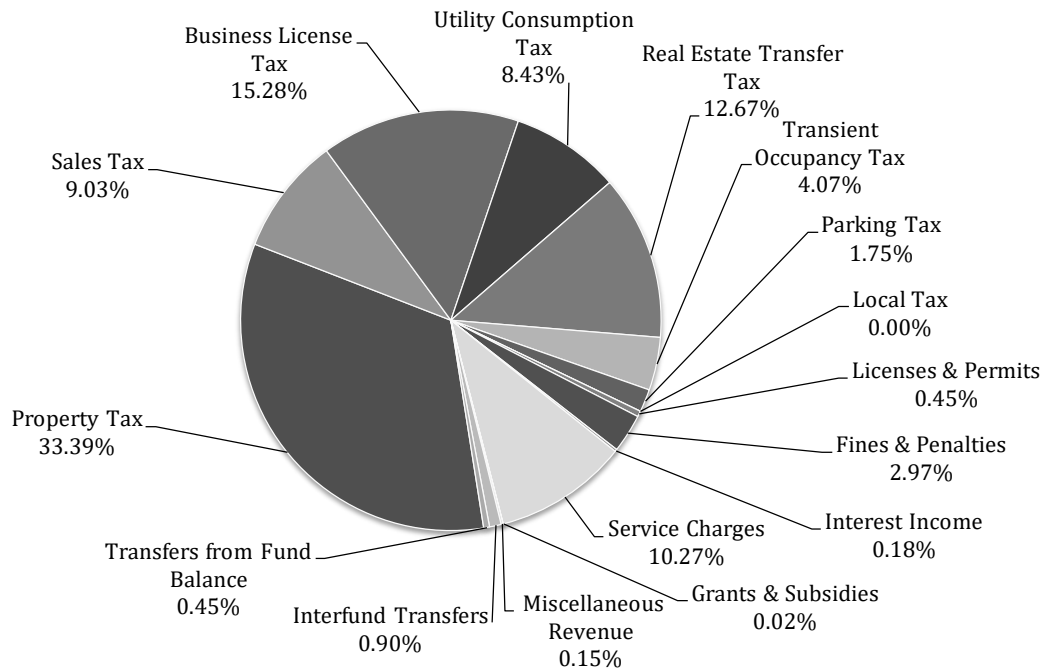


## FINANCIAL SUMMARIES

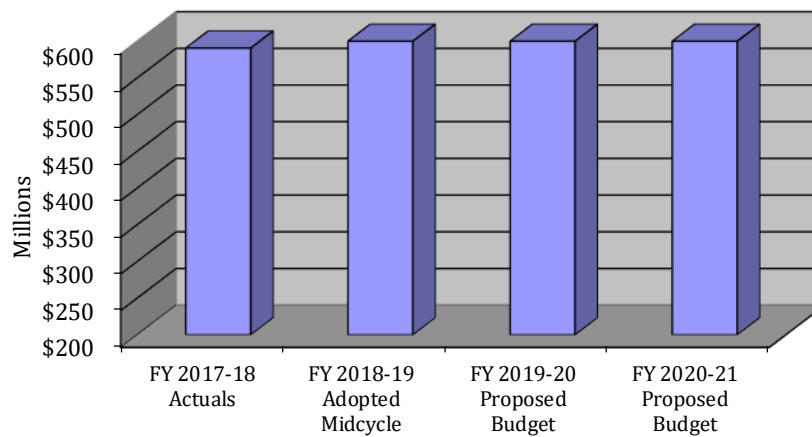
GENERAL PURPOSE FUND REVENUE						
Revenue Type	FY 2017-18 Actuals	FY 2018-19 Adopted Midcycle	Percent change to 2019-20	FY 2019-20 Proposed Budget	Percent change to 2020-21	FY 2020-21 Proposed Budget
Property Tax	\$187,172,191	\$196,467,669	9.4%	\$215,020,345	6.2%	\$228,358,716
Sales Tax	57,465,177	57,678,493	2.5%	59,136,105	2.8%	60,809,306
Vehicle License Fee	224,279	-	-	-	-	-
Business License Tax	86,107,189	86,622,000	15.1%	99,673,792	3.6%	103,221,291
Utility Consumption Tax	52,047,385	54,207,390	1.8%	55,161,000	3.0%	56,815,600
Real Estate Transfer Tax	77,663,378	74,181,417	11.7%	82,873,970	3.0%	85,376,169
Transient Occupancy Tax	23,583,086	23,673,242	11.9%	26,488,522	4.0%	27,548,063
Parking Tax	10,803,104	11,436,700	0.2%	11,461,012	3.0%	11,804,842
Local Tax	(99)	-	-	-	-	-
Licenses & Permits	2,383,571	2,104,974	40.0%	2,947,904	0.9%	2,974,473
Fines & Penalties	18,473,844	21,231,083	-7.3%	19,681,008	0.2%	19,712,561
Interest Income	974,292	1,210,069	0.0%	1,210,069	0.0%	1,210,069
Service Charges	60,567,414	62,083,803	8.3%	67,234,926	2.8%	69,140,394
Grants & Subsidies	2,488,836	119,435	0.0%	119,435	0.0%	119,435
Miscellaneous Revenue	6,763,547	5,487,531	-82.4%	968,064	0.0%	968,064
Interfund Transfers	3,964,207	4,768,924	42.7%	6,806,233	-25.1%	5,100,000
<b>Subtotal Revenue</b>	<b>\$590,681,401</b>	<b>\$601,272,730</b>	<b>7.9%</b>	<b>\$648,782,385</b>	<b>3.8%</b>	<b>\$673,158,983</b>
Transfers from Fund Balance	-	1,179,877	-	2,000,000	-	3,945,812
<b>Grand Total</b>	<b>\$590,681,401</b>	<b>\$602,452,607</b>	<b>8.0%</b>	<b>\$650,782,385</b>	<b>4.0%</b>	<b>\$677,104,795</b>

# FINANCIAL SUMMARIES

## BREAKDOWN OF FY 2019-21 GPF REVENUE BY TYPE



## HISTORICAL CHANGES IN GPF REVENUE



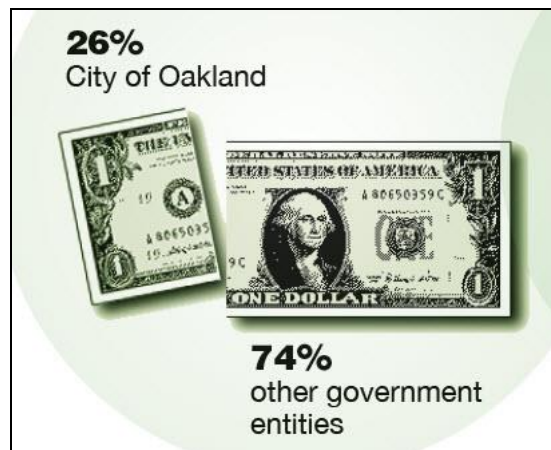
## SUMMARY OF THE GENERAL PURPOSE FUND REVENUES

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 General Purpose Fund (GPF) and represents approximately over one third of all GPF Revenues. The property tax is *ad valorem*, which means that the tax paid on a property is proportional to the property's value. There are exemptions to certain portions of property values and certain types of properties which are regulated by the State and administered by the County. The exemption that has had the most significant impact to property tax is Proposition 13. Passed in 1978, Proposition 13 introduced two significant changes: 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 of property tax assessed value (net after any exemption) 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.



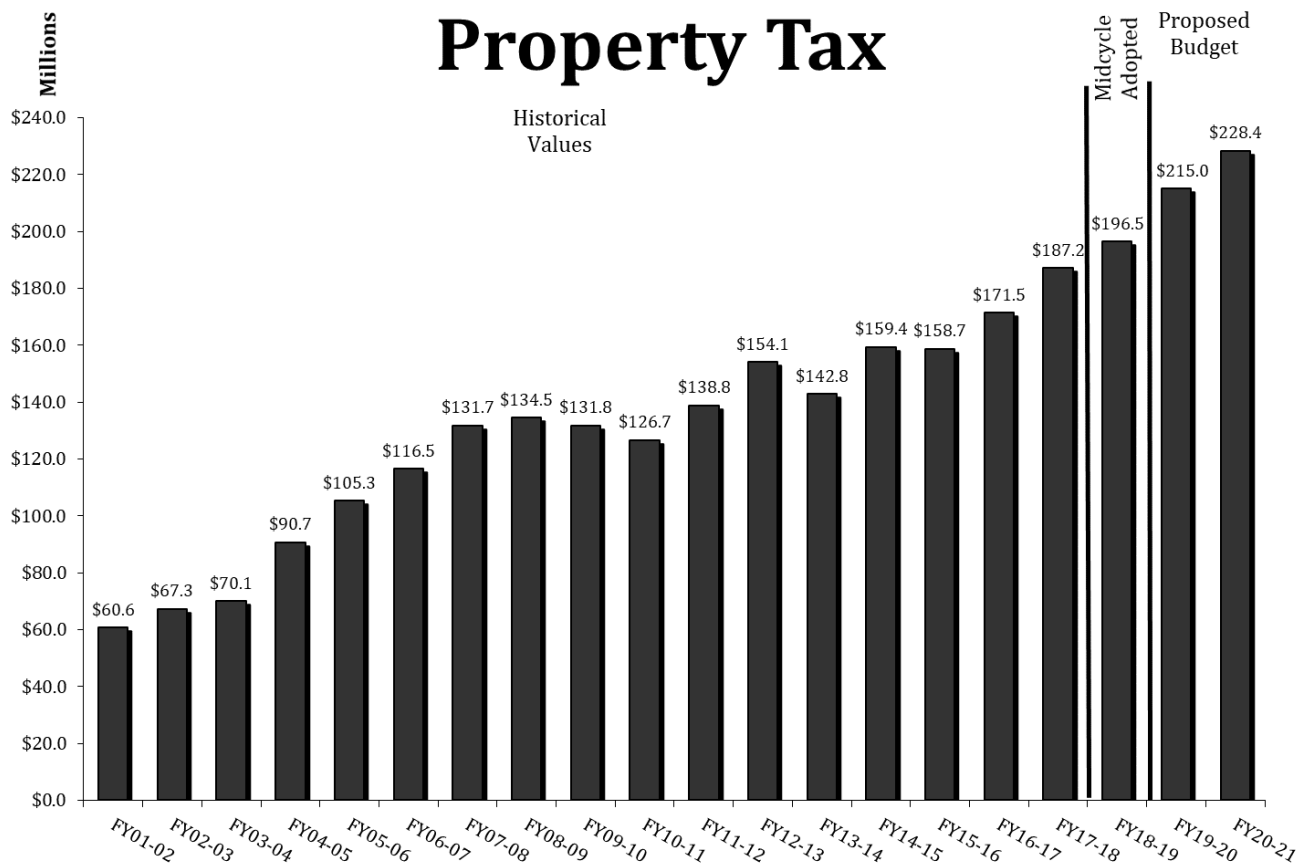
Over the last 16 years, property tax revenue has grown on average, year-over-year, at a steady pace of 7.6 percent. The growth for that period was accelerated by a rapid run-up of housing demand, new construction, and developments that began in FY 2004-05. The rise in FY 2004-05 property tax revenues was also due to a Vehicle License Fee (VLF) "backfill" payment from the State (the difference between the old VLF of 2 percent and new fee of 0.65 percent) in the form of property tax revenue. The value of rising property tax, which increased more quickly than VLF revenues, brought Oakland additional revenues. Furthermore, starting in FY 2011-12 with the dissolution of the Redevelopment Agency, unallocated property tax increment is flowing back to the City in the form of additional property tax revenues.

Beginning in FY 2004-05, property assessments rose quickly, propelled by high volume of home sales and rising home prices. Driven by economic growth and aggressive lending practices, the housing market accelerated and finally peaked in 2007, when the median single-family home price reached \$580,000. After this peak, housing demand and prices declined due to an economic downturn, lack of affordability, loss of jobs, tightened credit, and increased foreclosures. At the start of the Great Recession, the median house price fell from \$510,000 in 2007 to \$315,000 in 2008, and further fell to \$192,000 in 2009. The local real estate market bottomed out in FY 2010-11.



# FINANCIAL SUMMARIES

Starting in FY 2012-13, the City began to see a rebound in housing prices. Currently the median single-family home value is around \$850,000. Of note, since 2012, the City receives a portion of the residual property tax trust fund (RPTTF) as the result of the dissolution of the Redevelopment Agency, which is regulated by state law. The RPTTF is the portion of property tax increment that would have gone to redevelopment agencies if they had not been dissolved, less the funding required to wind-down the obligations of that redevelopment agency. Of particular note is FY 2012-13, which realized a one-time spike in RPTTF resulting from the distribution of all unobligated tax increment revenue held in reserve by the former Redevelopment Agency. Please note that the RPTTF should not be viewed as the growth of property tax, but rather as a shift of local resources after losing redevelopment agency funding.



## Sales & Use Tax

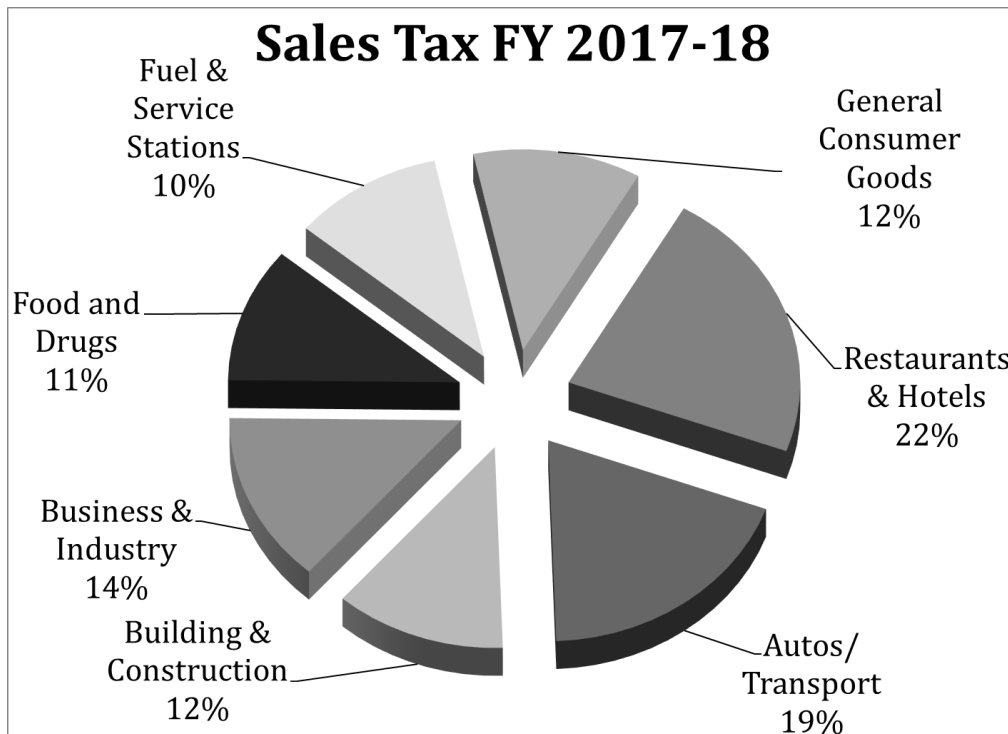
Sales and use tax applies to the retail sale or use of “tangible personal property.” The recent passage of Proposition 30 brings the total sales tax percentage in the City of Oakland to 9.25 percent; meaning on a \$1 purchase, tax paid is 9.25 cents. The City receives 1 percent of the total tax, meaning the City receives 1 cent on a \$1 purchase.

The table below details the general allocation of sales and use tax on purchases in the City of Oakland. Some of the tax revenue receive by the State of California is redistributed to counties to provide health and public safety services.

Receiving Agency	Rate
The State of California	6.25%
The City of Oakland	1.00%
The Bay Area Rapid Transit District	0.50%
Alameda County Transportation Improvement Authority	1.00%
Alameda County Essential Health Care Services	0.50%
<b>Total Sales Tax</b>	<b>9.25%</b>

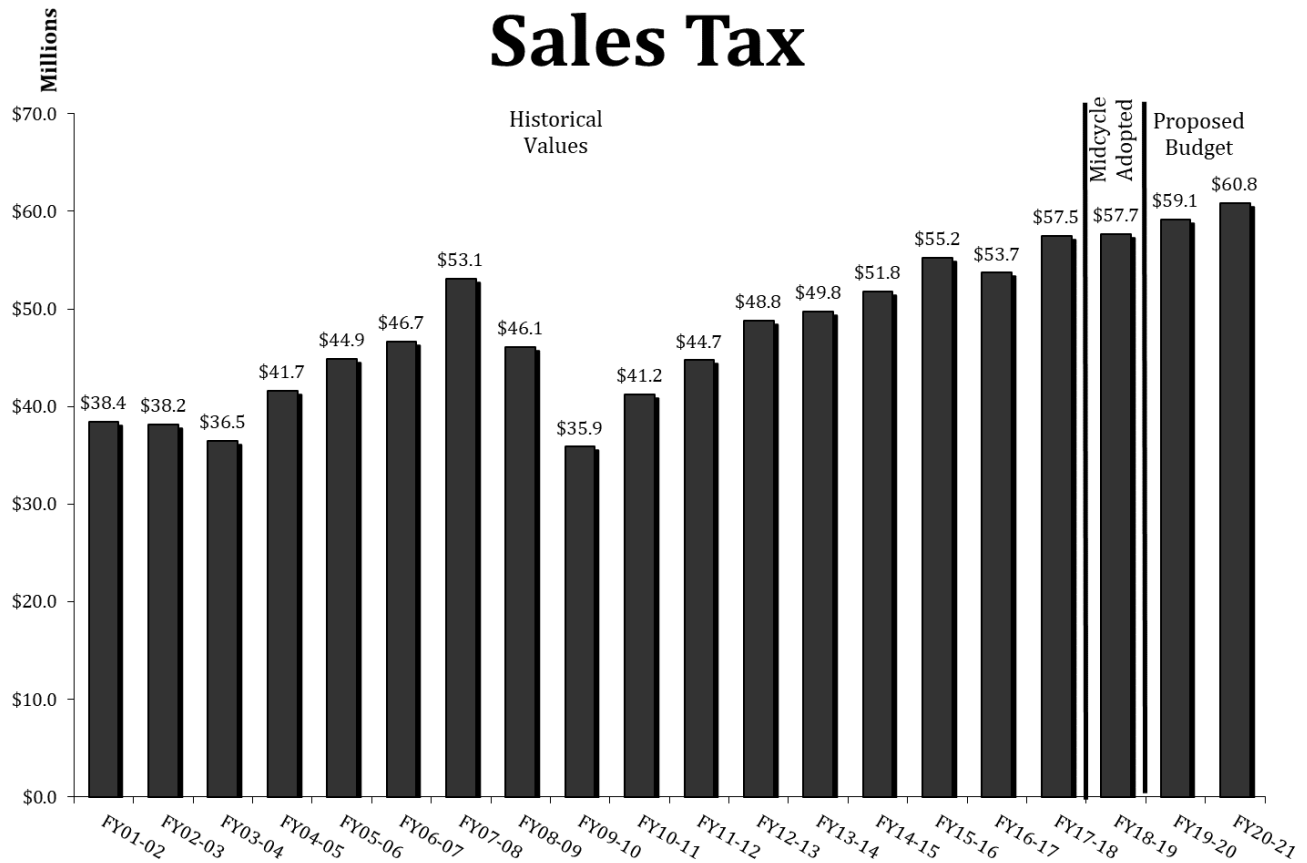
Sales tax revenue is relatively stagnate varying to a large extent with the overall strength of the local and national economy as more shopping is conducted via online sales sites. During the previous recession, sales tax revenue declined significantly.

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 21 percent of the total. See the chart below.



# FINANCIAL SUMMARIES

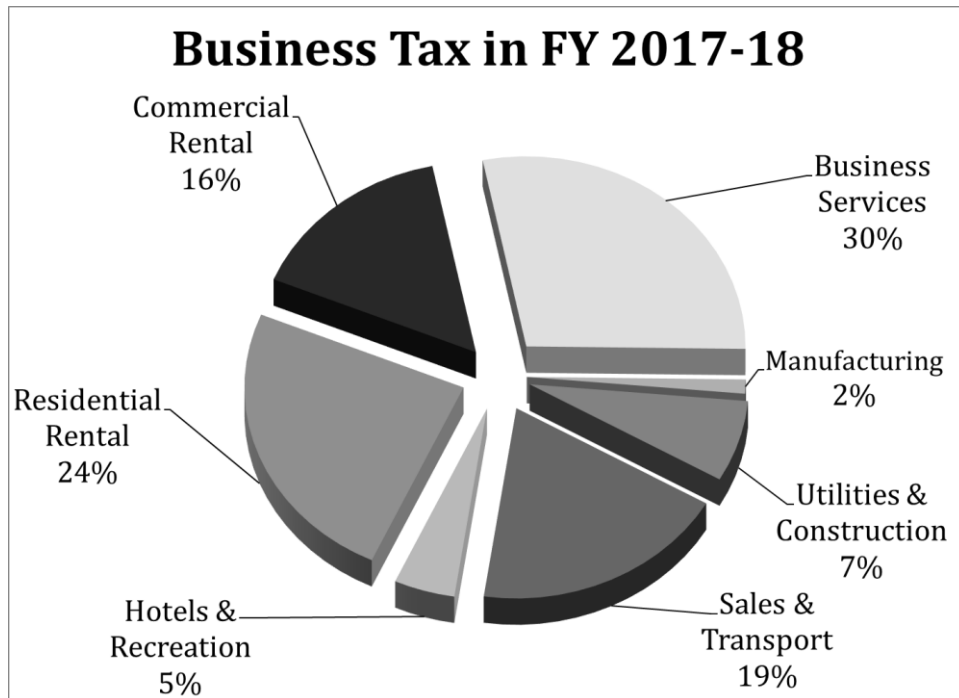
Sales Tax revenue in FY 2018-19 is projected to be 0.37 percent higher than its FY 2017-18 level mainly due to slowing car sales. In FY 2015-16 the City received one-time revenues of \$3 million from close-out of the Triple Flip. The Triple Flip refers to a funding shift beginning in FY 2004-05 under which the State withheld 0.25 percent of the local 1 percent portion of sales tax to pay debt service on \$15.0 billion in bonds authorized under the Proposition 57, California Economic Recovery Bond Act. The withheld 0.25 percent was backfilled with an equivalent amount of property tax revenue that would have otherwise been given to schools. The bonds were retired in FY 2015-16 and the City received a one-time true-up sales tax remittance of \$3 million.



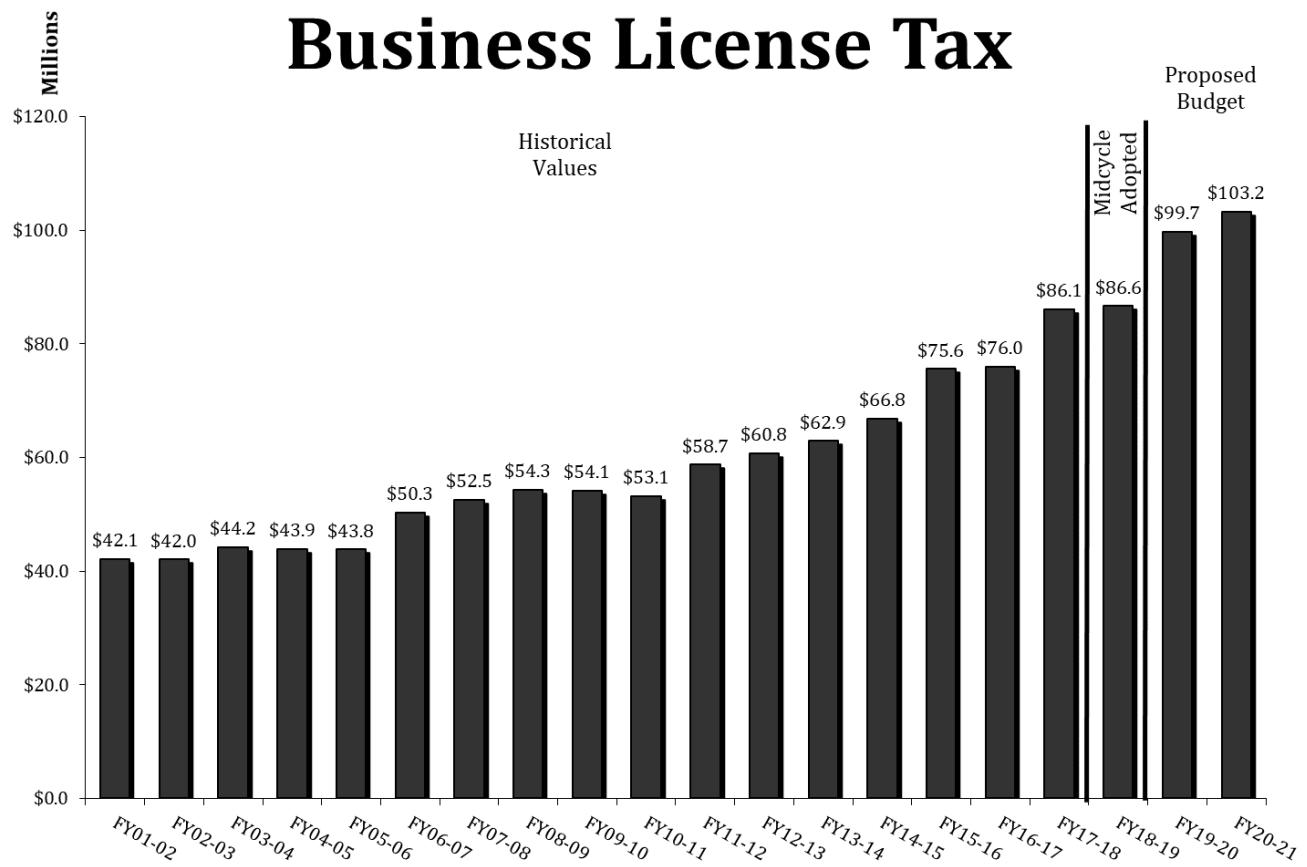
### Business License Tax

The Business License Tax (BLT) is charged annually to Oakland businesses based either on gross receipts (accounts for approximately 60 percent of business license tax revenue) or rental income (40 percent of revenue). The rate on gross receipts varies by type of business, ranging currently 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.

BLT has been a relatively steady and reliable revenue source for the City, as shown in the next charts. However, BLT (like sales tax) is impacted by the health of the economy. Recessions slow down business activities, which in turn slow the number of businesses paying business license taxes and reduces gross receipts. The City launched a new local tax software system in FY 2016-17. In FY 2018-19 the City, using the new system, was able to easily identify delinquent accounts resulting in approximately \$6.5 million of one time revenues.



## FINANCIAL SUMMARIES

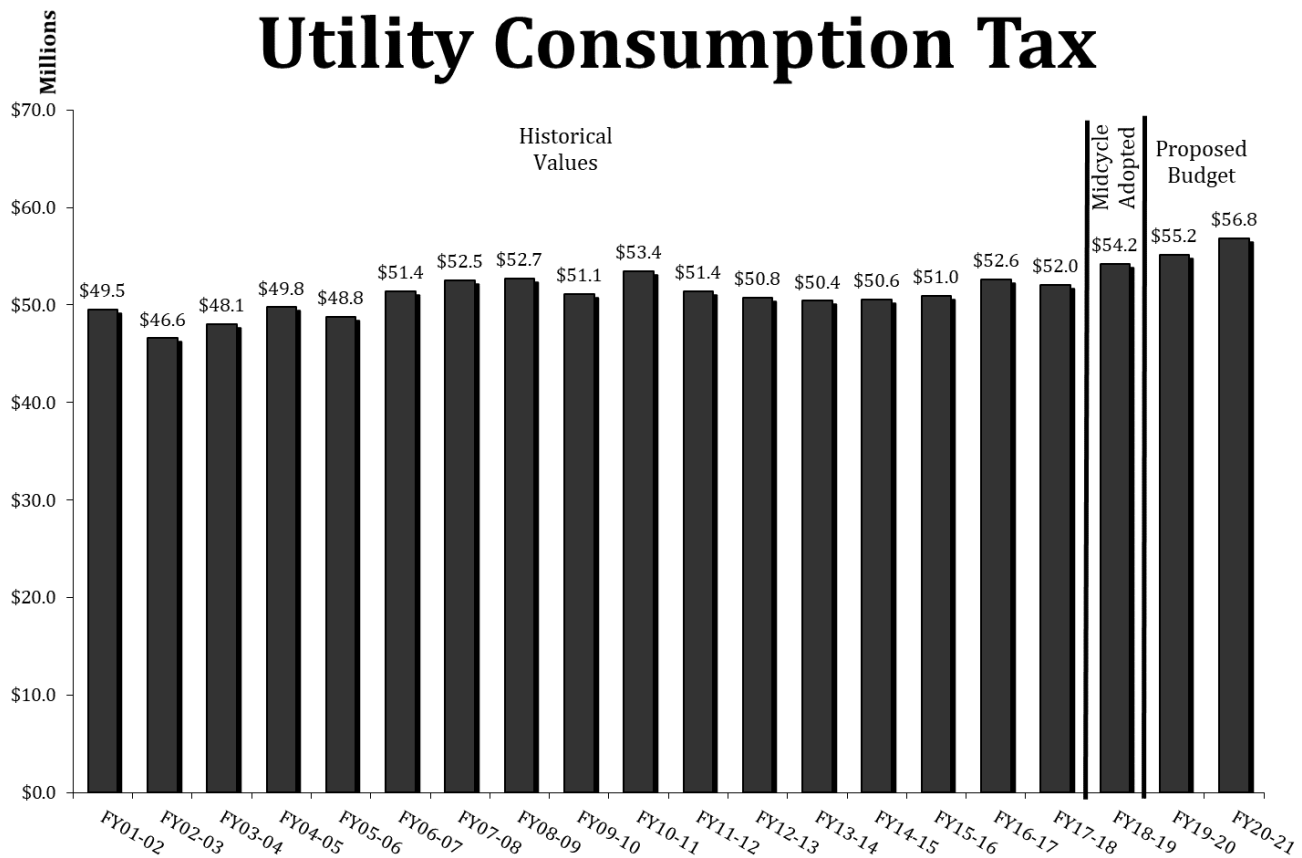


## Utility Consumption Tax

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).

Assembly Bill 1717 (AB1717) passed by the legislature in 2014, established the Prepaid Mobile Telephony Services Surcharge Collection and Local Prepaid Mobile Telephone Services Collection Act. AB1717 effectively closed a loophole whereby the sale of prepaid calling cards, cellphones and the like were not subject to the City's local UCT. The California Department of Tax & Fee Administration (CDTFA) has been charged with establishing a surcharge rate that will be charged on the sales of all prepaid mobile telephone services, collected by the retailer, remitted to the BOE quarterly, and then remitted to the appropriate local taxing jurisdiction less an administrative fee. AB1717 generates approximately \$24,000 annually.

The FY 2017-18 UCT revenue totaled \$52.05 million. 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 is unpredictable due to industry restructuring, technological change, weather, dynamics of energy markets, price volatility, consumption patterns, and energy conservation. Energy consumption is impacted by the recession, energy efficiency programs, and by local conservation efforts. UCT is forecasted to grow relatively slowly.



# FINANCIAL SUMMARIES

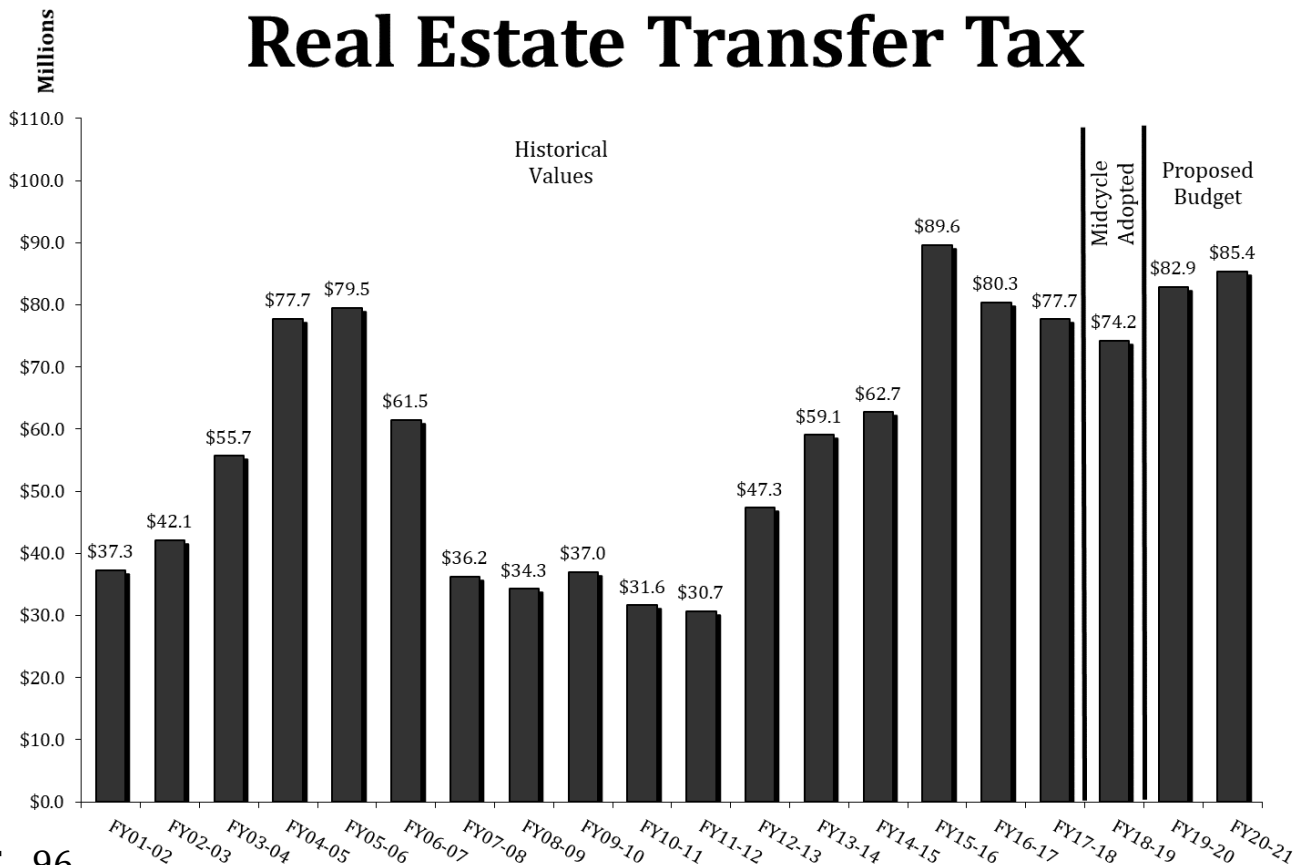
## Real Estate Transfer Tax

Until December 31, 2018, the Real Estate Transfer Tax (RETT) rate on residential and commercial sales was 1.61% of the value of each real estate transaction. Oakland's share was 1.5% with Alameda County receiving the remaining 0.11%. The tax is triggered by the transfer of property ownership, and both the buyer and seller are responsible for ensuring the tax is paid.

On November 6, 2018, Oakland voters approved Measure X, establishing a progressive real estate transfer tax rate for the City. The new rates became effective on January 1, 2019 and are as follows:

Transfers up to \$300,000	1.00%
\$300,001 to \$2,000,000	1.50%
\$2,000,001 to \$5,000,000	1.75%
\$5,000,001 and above	2.50%

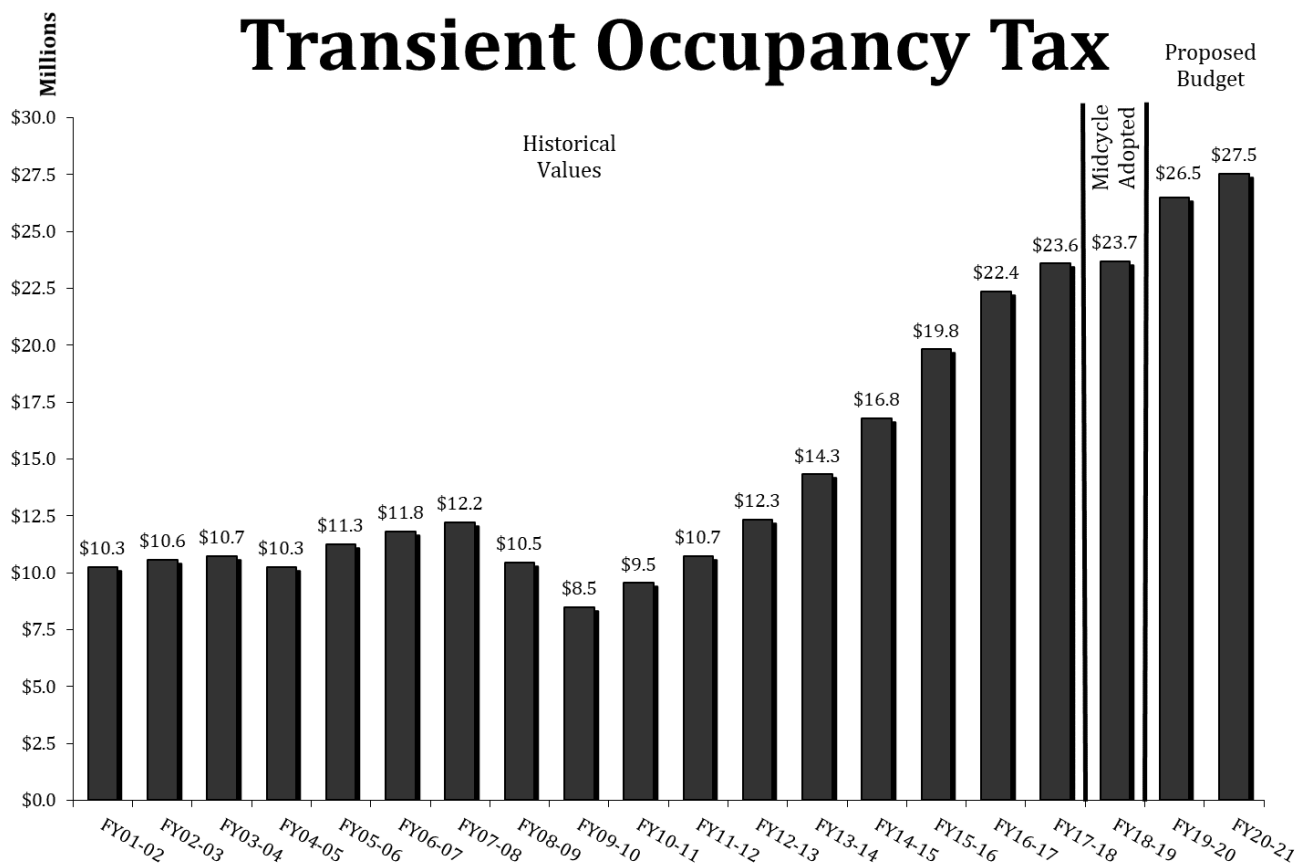
Through 2006, RETT revenue was one of the fastest growing major revenue categories, following significant real estate market growth and a high transaction rate. As the real estate market slowed in 2007, sales volume significantly declined, and home prices decreased. This resulted from the economic downturn; rising new and existing home inventories; escalating home foreclosures due to falling home prices; and a growing number of adjustable rate mortgages and subprime loan defaults. Additionally, new and more stringent lending standards, plus reluctance on the part of lenders, applied further downward pressure on the housing market. As demand for ownership housing and sales transactions plummeted, RETT revenue took a major hit during the Great Recession. As mentioned in the property tax section of this Forecast, in FY 2012-13 the local housing market began to experience a substantial recovery in the average sale price of homes. These price increases have resulted in strong increases in RETT revenues. As shown in Figure 10, due to the volatile nature of this tax, RETT is not considered a consistent, recurring revenue stream. When certain high value commercial properties are sold, they can result in anomalously high revenue. In FY 2015-16, the City experienced approximately \$21.65 million of RETT revenue derived from the sale of eight major commercial properties. By comparison, in FY 2017-18, the City experienced approximately \$8.94 million of RETT revenue derived from the sale of six major commercial properties. These very large transactions cannot be assumed every year, nor can they be easily predicted due to the complexity and classified nature of some real estate transactions.



## Transient Occupancy Tax

The Transient Occupancy Tax (TOT) rate is 14% of the hotel rate and is paid by individuals who stay thirty days or less in a hotel located within the City of Oakland. This tax is collected and remitted by hotel operators. The rate was increased from 11% to 14% in FY 2008-09 due to the voter-approved Measure C tax surcharge. Measure C allocates 3% of total TOT revenue to support various community-based institutions, such as the Oakland Zoo; Oakland Convention and Visitors Bureau; Chabot Space and Science Center; Oakland Museum; and cultural art and festival activities. The Measure C portion (3%) is booked in a separate fund.

TOT revenue declined by 17% between FY 2008-09 and FY 2009-10 due to the Great Recession's adverse effects on tourism and travel. This type of decline is consistent with prior periods of economic recession. For example, following the September 11, 2001 terrorist attacks and subsequent economic slowdown, TOT revenue declined sharply and remained flat for the next four years. In FY 2005-06, TOT rebounded by 9.7% and continued 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 downturn. Starting in FY 2011-12, the City started to experience a rebound and steady growth in TOT revenue. The chart below shows the TOT revenue historical trend since 2002.

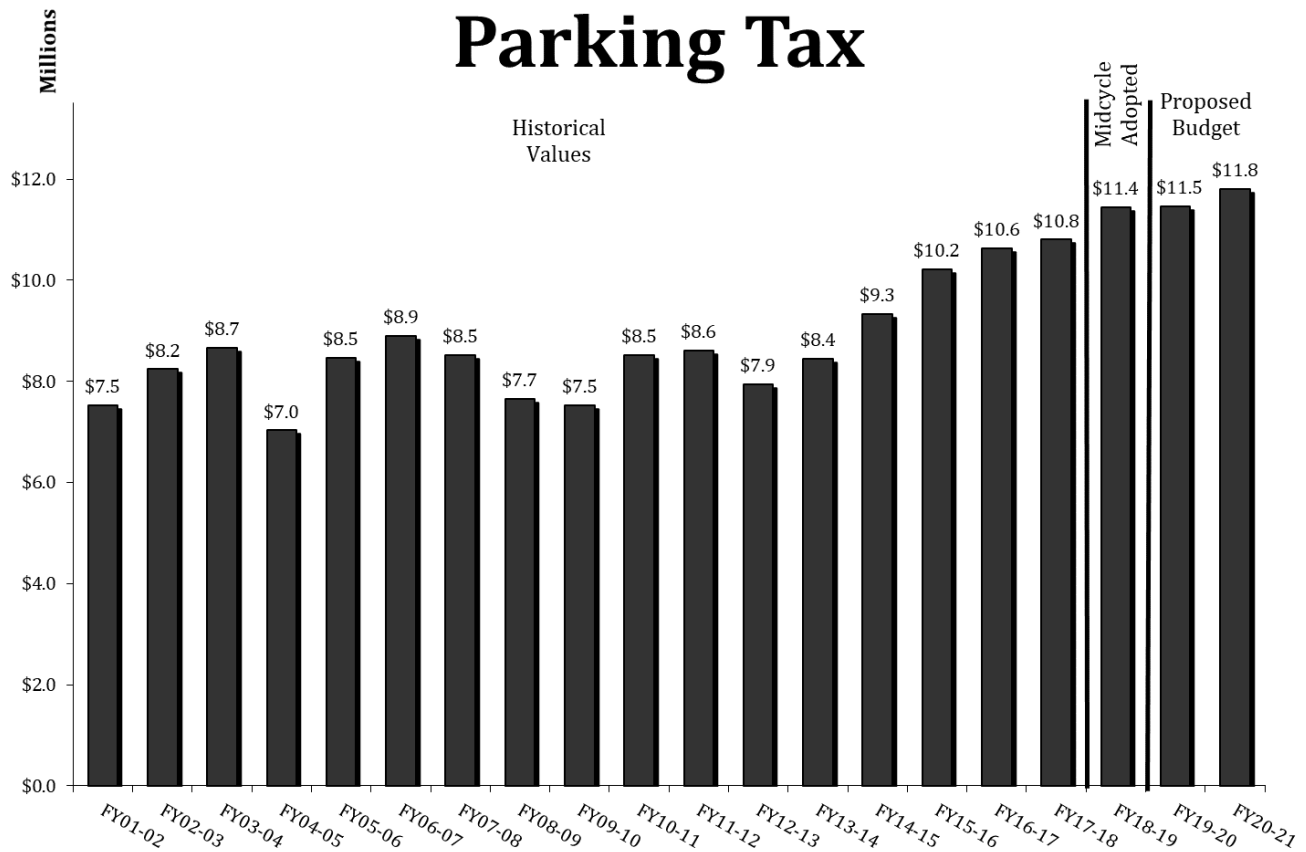




# FINANCIAL SUMMARIES

## Parking Tax

The Parking Tax is a tax imposed on the occupant of an off-street parking space. The tax rate is 18.5% (8.5% supports voter-approved Measure Z – Violence Prevention and Public Safety activities and is allocated to a separate fund) and is collected by parking operators. Approximately half of the City’s Parking Tax revenue is generated from parking at the Oakland International Airport. As such, the Parking Tax revenues are strongly correlated with passenger volume at the Oakland International Airport. Parking revenue declined sharply in FY 2008-09, due to aggressive price competition, the economic downturn, and reduced airline travel. The chart below shows the historical parking tax revenue trend and five-year projection.



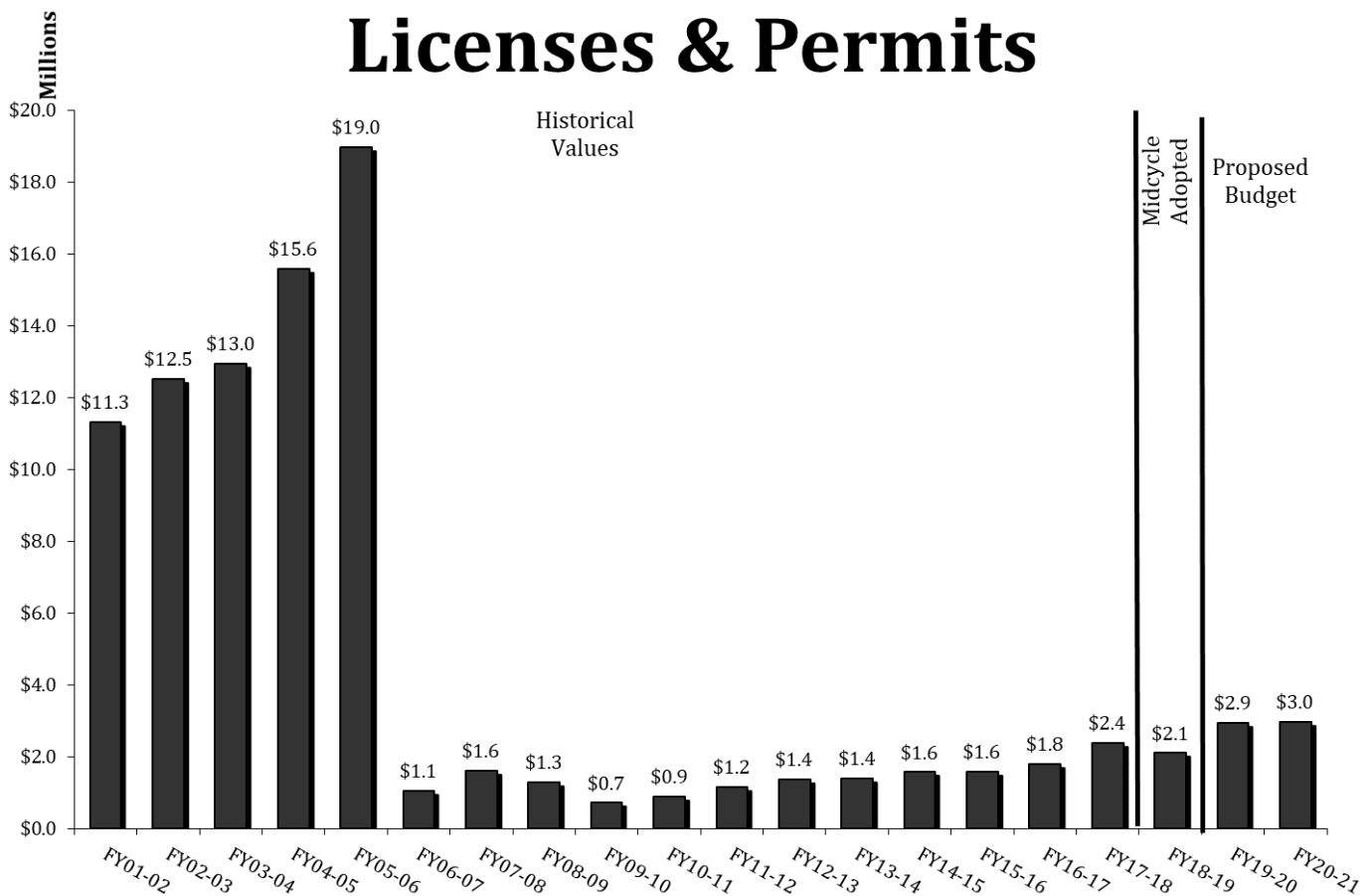
## Licenses & Permits

Licenses and Permits revenue primarily includes special Police and Fire permits, traffic, cannabis, bingo permits, residential parking permits, and animal licenses.

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.

Proposed increases to the City's Master Fee Schedule are responsible for the growth forecasted in FY 2019-20 over FY 2018-19.

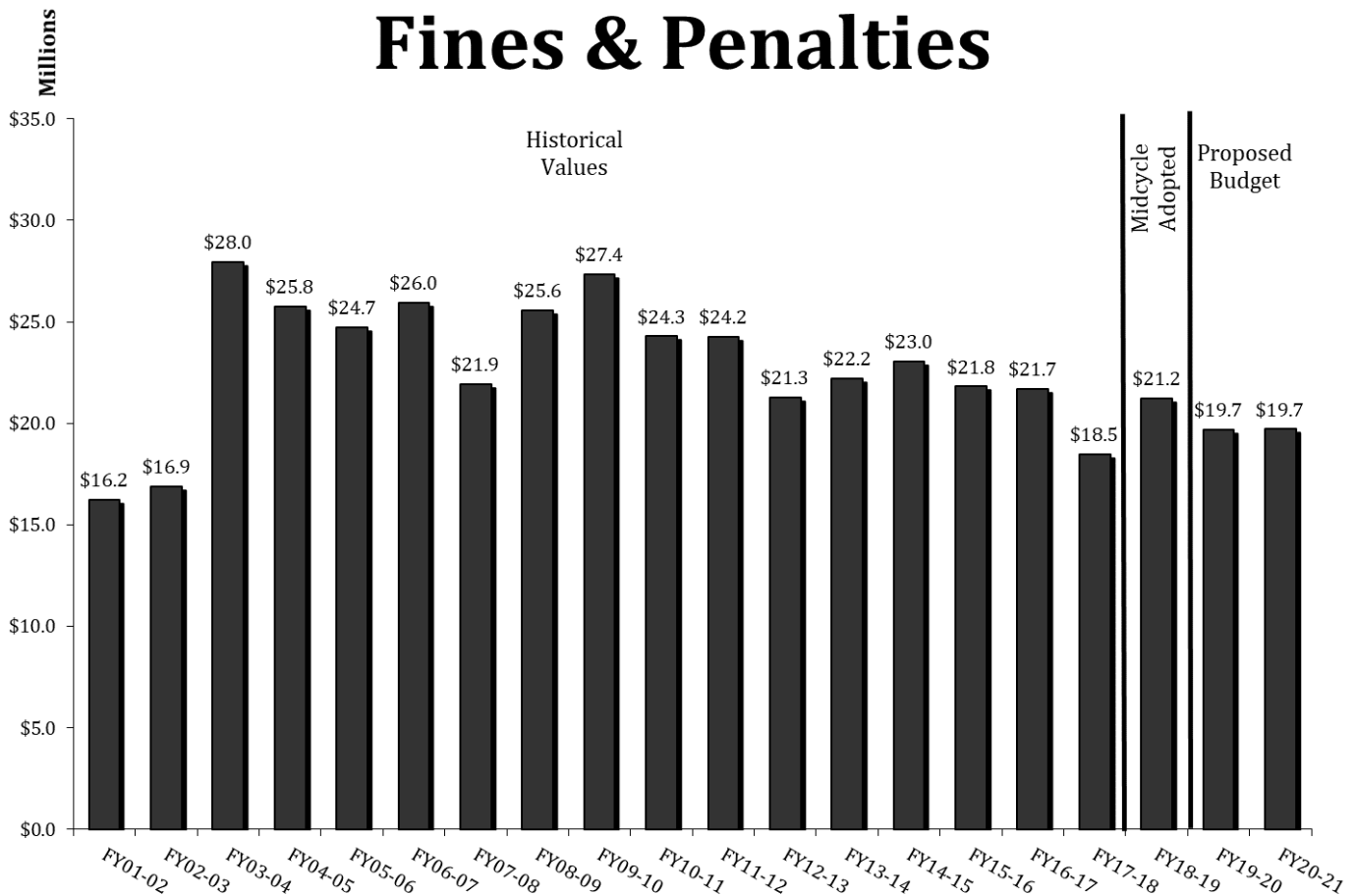


# FINANCIAL SUMMARIES

## Fines & Penalties

Fines & Penalties consist primarily of parking enforcement fines (roughly 90 percent of the total), penalties, and interest on late property tax payments.

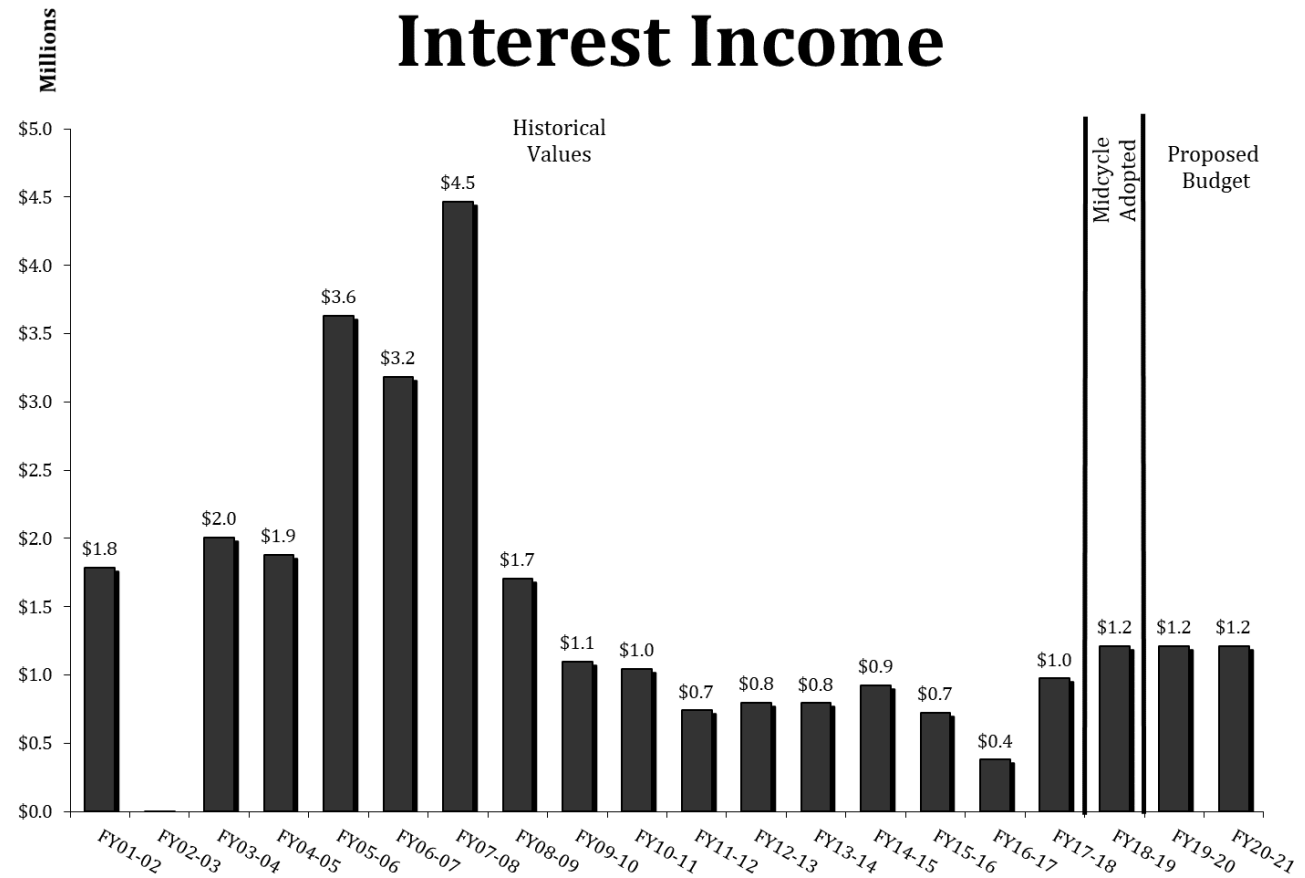
Parking citation revenues are expected to remain constant over the two-year budget period. This is primarily due to decreased parking citation issuance arising from the implementation of several parking friendly policies, including the five-minute grace period and the park mobile program.



## 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 \$1.2 million in each of FY 2019-20 and FY 2020-21. The amount reflects the interest income projected to be received from pooled investments.

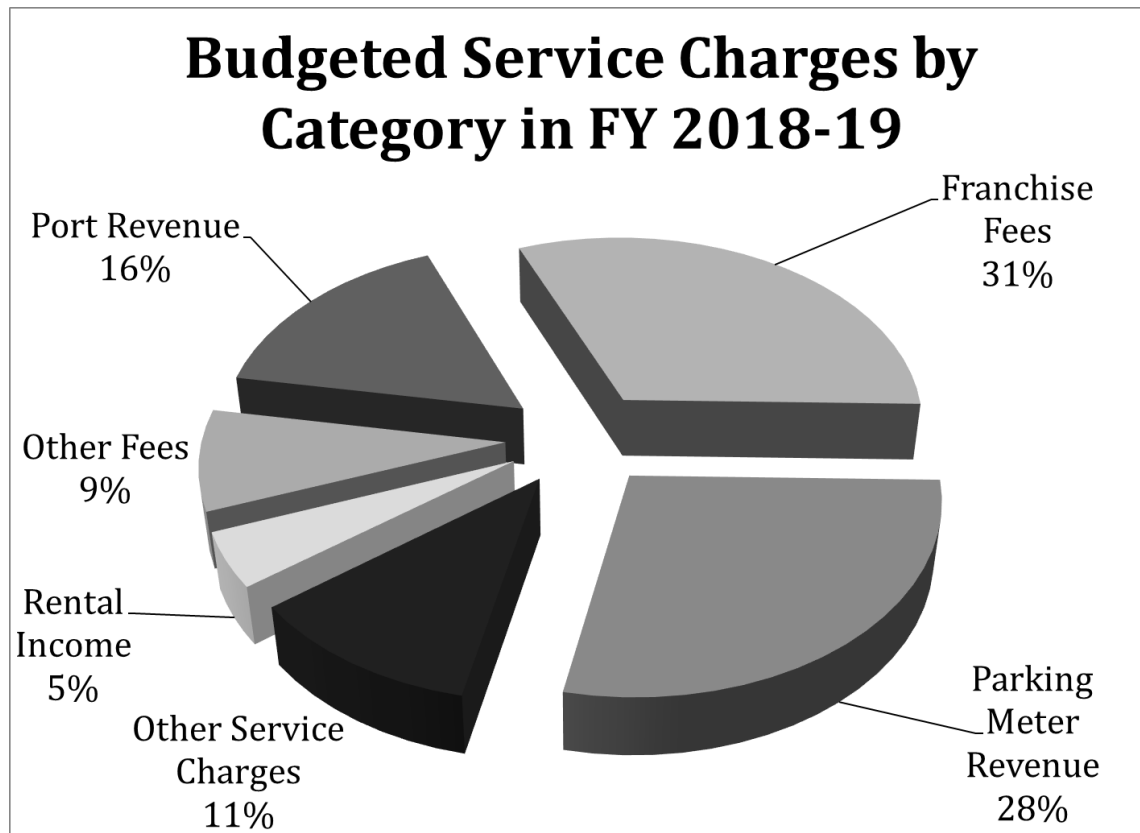


# FINANCIAL SUMMARIES

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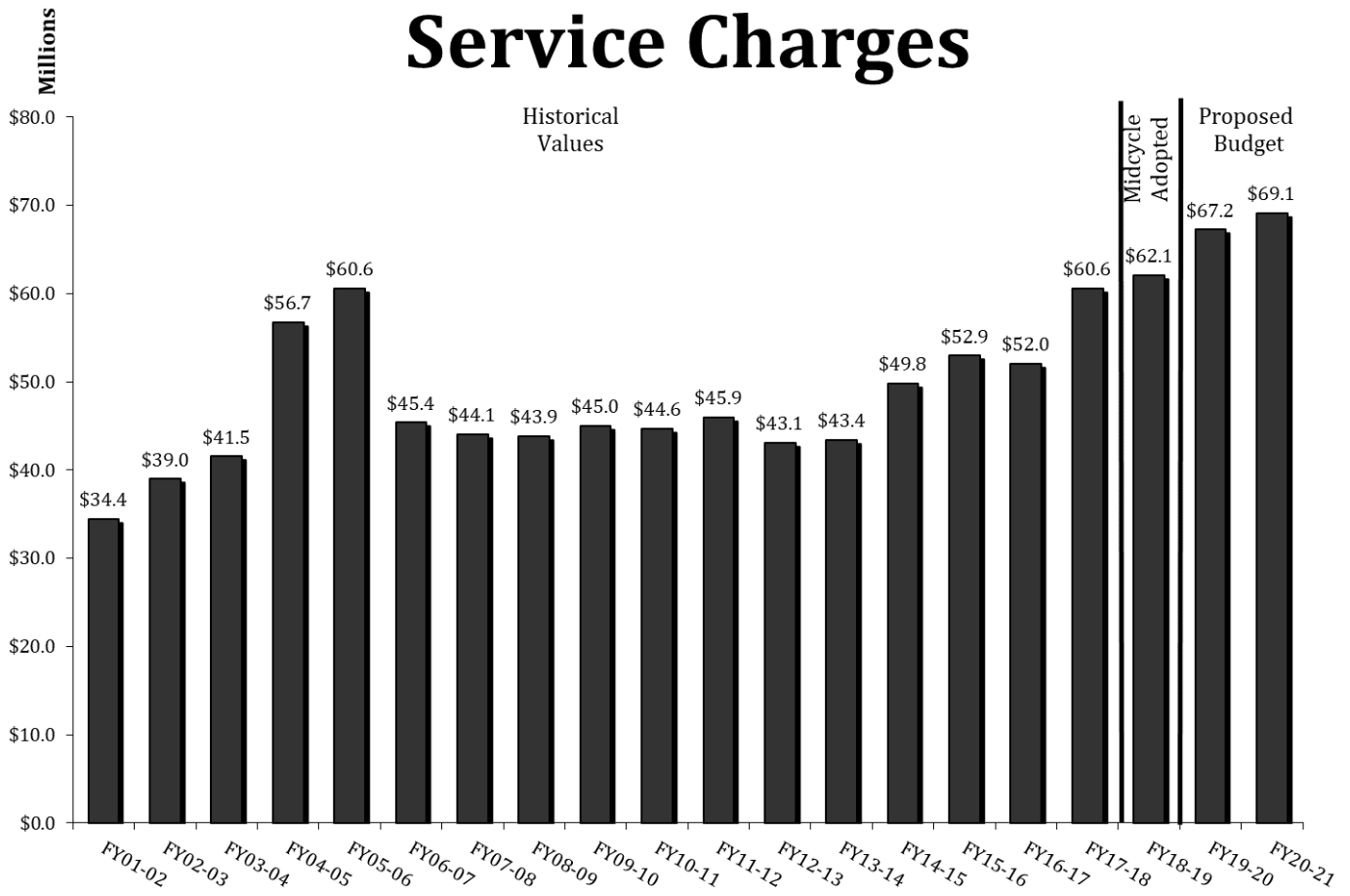
## Service Charges

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).



Background information concerning the components of service charges is provided below:

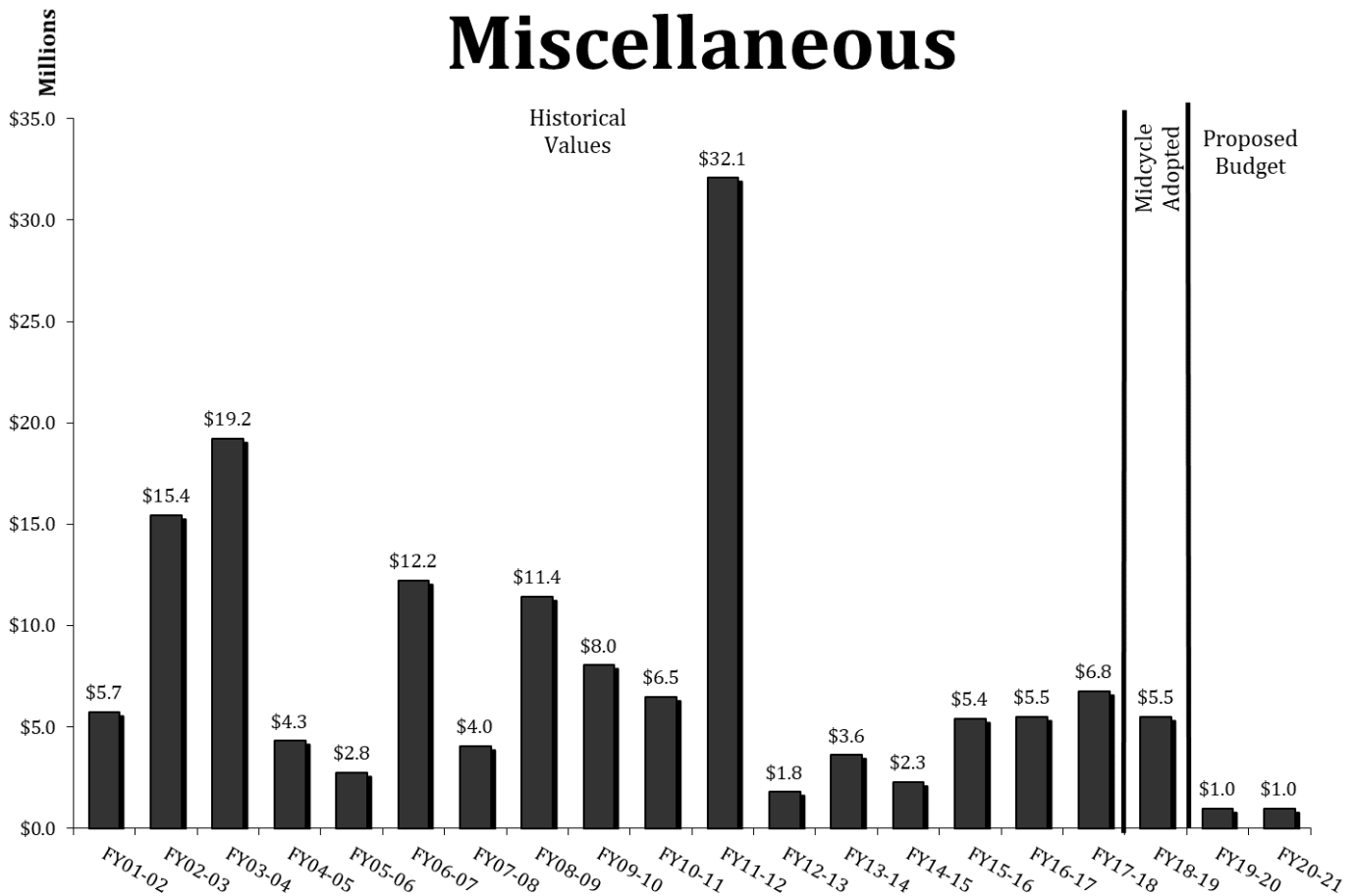
- **Port Revenue** consists of payments for general services, Fire, and other services the City provides to the Port. The City invoices semi-annually, based on actual costs of services. Port revenue is expected to remain constant over the two-year budget.
- **Franchise Fees** apply to four utilities for the use of City rights of way: 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. Franchise fee revenue is expected to remain constant over the two-year budget.
- **Parking Meter Revenue** consists of charges for parking in metered street stalls. Parking revenue is expected to grow 3 percent annually over the two-year budget.
- **Other Service Charges** is revenue from other fees charged including parks and recreation fees, public works fees, fire inspection fees, and charges for personnel service to provide public safety at events. These revenues are expected to increase annually over the two-year budget as the City implements new fire inspection software and hires 6 new inspectors in each of the fiscal years.
- **Rental Income** is rental fees for the City's facilities and lands, as well as concessions at various locations. These revenues are expected to be flat annually over the two-year budget.



# FINANCIAL SUMMARIES

## Miscellaneous

The Miscellaneous category consists largely of one-time items that do not fit well into other categories, such as billboard revenue agreements and land/property sales. 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 large peak in FY 2011-12 is also a result of land sales, notably the Henry J. Kaiser Convention Center.

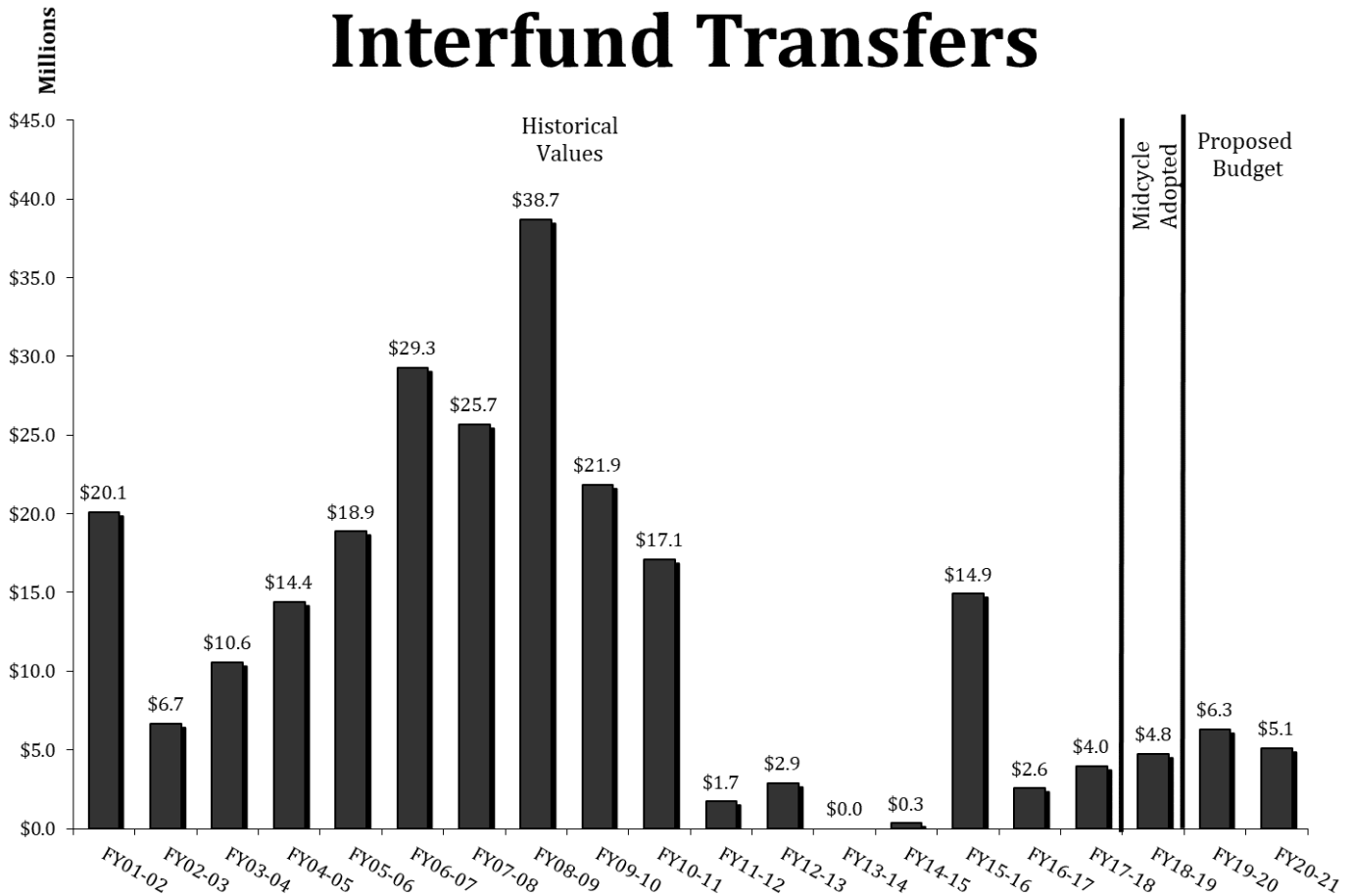


## Interfund Transfers

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 2019-20 and 2020-21 the GPF is expected to receive approximately \$6.30 million and \$5.10 million, respectively in Interfund Transfer revenue.







**EXPENDITURE TABLES**



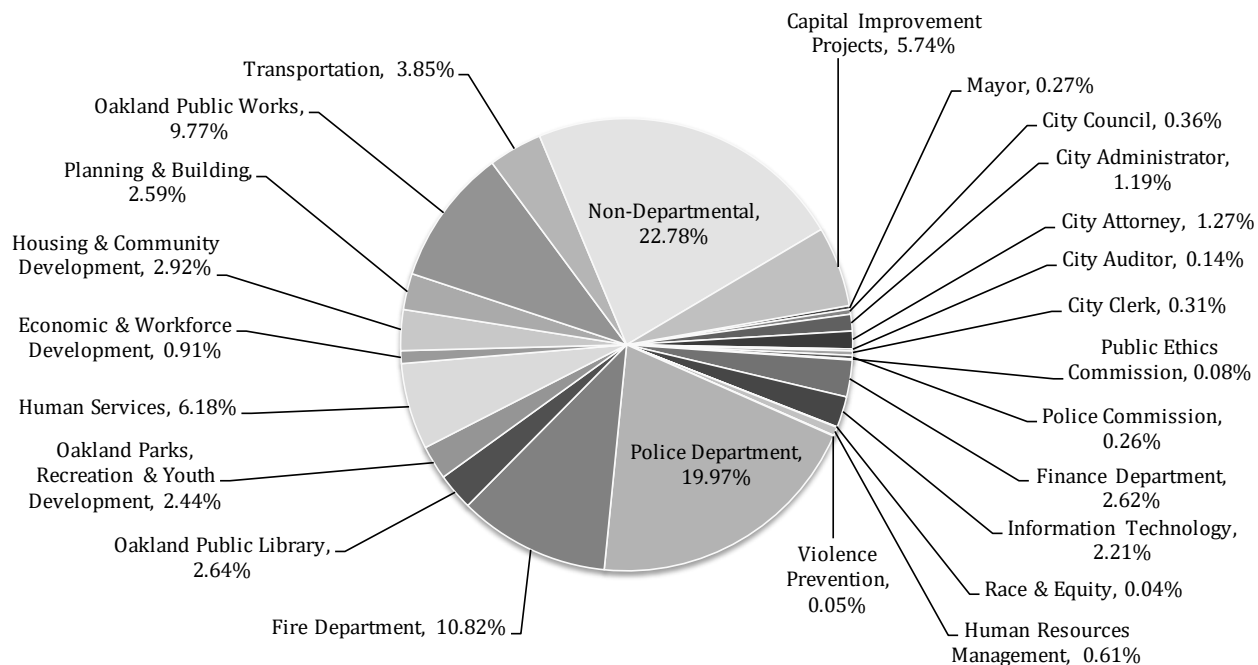
## FINANCIAL SUMMARIES

### ALL FUNDS EXPENDITURES

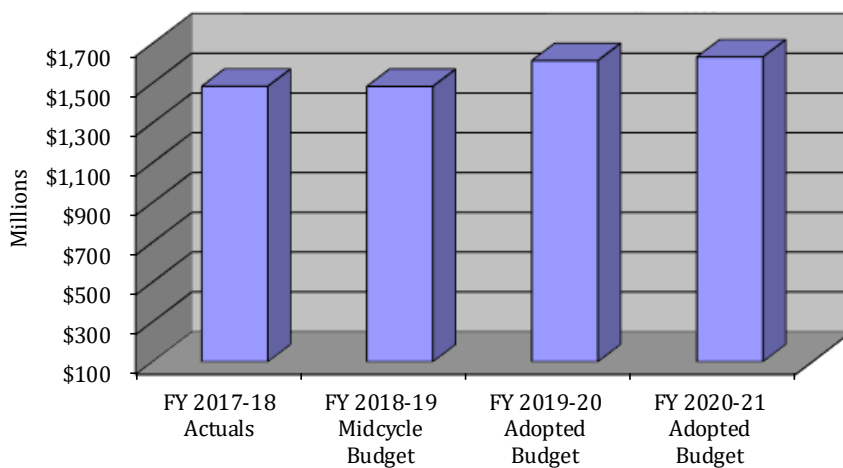
Department	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	Percent change to 2019-20	FY 2019-20 Proposed Budget	Percent change to 2020-21	FY 2020-21 Proposed Budget
Mayor	\$3,851,227	\$3,647,220	16.2%	\$4,239,274	3.2%	\$4,374,719
City Council	4,699,999	5,522,030	3.8%	5,732,149	2.9%	5,896,027
City Administrator	14,892,051	15,418,350	23.5%	19,043,900	2.3%	19,486,914
City Attorney	17,686,634	18,531,314	9.2%	20,229,568	3.3%	20,901,581
City Auditor	2,031,639	2,064,905	9.4%	2,259,876	2.9%	2,326,363
City Clerk	3,637,703	5,080,551	-0.8%	5,039,307	2.2%	5,148,497
Police Commission	2,275,995	2,963,773	38.4%	4,101,998	3.1%	4,227,362
Public Ethics Commission	1,057,839	1,031,110	12.6%	1,160,831	12.0%	1,300,237
Finance Department	36,791,152	39,768,204	4.1%	41,382,966	5.8%	43,788,281
Information Technology	32,715,618	33,004,405	9.9%	36,263,332	-2.2%	35,448,873
Race & Equity	467,566	562,175	13.5%	637,915	3.4%	659,313
Human Resources Management Department	8,191,251	9,062,938	7.3%	9,725,407	3.1%	10,025,904
Department of Violence Prevention	246,195	1,129,204	-30.8%	780,959	3.5%	808,264
Police Department	289,459,598	288,322,985	10.4%	318,333,926	3.6%	329,868,493
Fire Department	150,231,242	150,162,297	14.9%	172,501,910	3.6%	178,770,289
Oakland Public Library	30,554,064	40,869,305	3.2%	42,163,604	3.5%	43,634,106
Oakland Parks, Recreation & Youth Development	28,371,743	30,354,070	28.8%	39,086,676	2.2%	39,962,442
Human Services	77,807,884	98,356,927	2.2%	100,480,018	-0.4%	100,127,924
Economic & Workforce Development	30,541,579	18,851,328	-20.9%	14,919,246	-1.2%	14,744,223
Housing & Community Development	40,901,690	45,440,027	5.1%	47,750,244	-1.8%	46,899,246
Planning & Building	30,735,389	36,438,847	14.2%	41,605,042	2.0%	42,442,004
Oakland Public Works	142,599,749	149,179,748	5.2%	156,942,700	2.1%	160,197,933
Transportation	54,341,527	60,225,341	5.5%	63,510,855	-3.3%	61,397,527
Non-Departmental	382,447,955	361,960,219	3.0%	372,690,744	-1.6%	366,851,465
<b>Subtotal Expenditures</b>	<b>\$1,386,537,289</b>	<b>\$1,417,947,273</b>	<b>7.2%</b>	<b>\$1,520,582,447</b>	<b>1.2%</b>	<b>\$1,539,287,987</b>
Capital Improvement Projects	98,420,220	66,201,524	41.0%	93,317,293	-0.5%	92,860,926
<b>Grand Total</b>	<b>\$1,484,957,509</b>	<b>\$1,484,148,797</b>	<b>8.7%</b>	<b>\$1,613,899,740</b>	<b>1.1%</b>	<b>\$1,632,148,913</b>

# FINANCIAL SUMMARIES

## BREAKDOWN OF FY 2019-21 ALL FUNDS EXPENDITURE BY DEPARTMENT



## HISTORICAL CHANGES IN ALL FUNDS



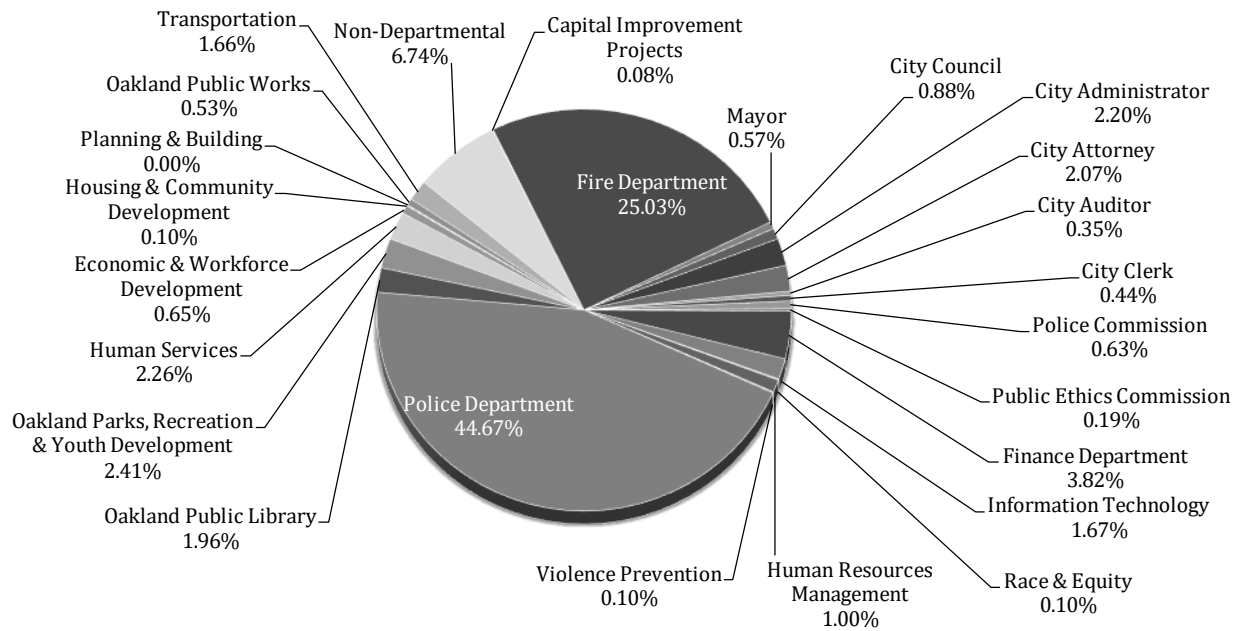
## FINANCIAL SUMMARIES

### GENERAL PURPOSE FUND EXPENDITURES

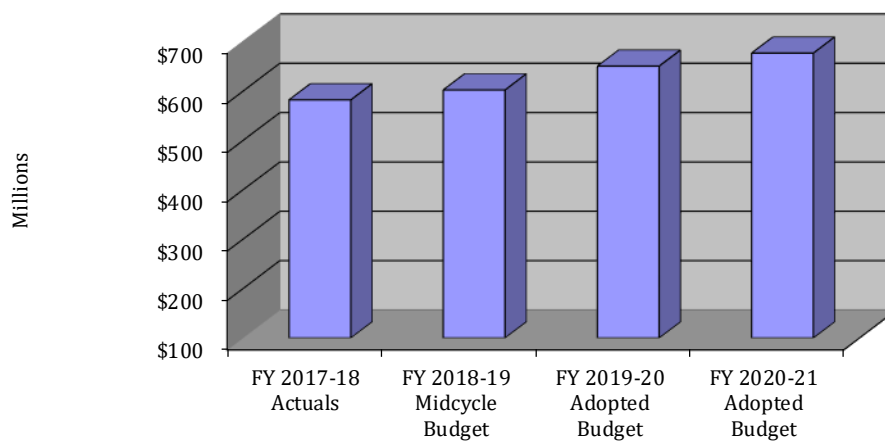
Agency / Department	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	Percent change to 2019-20	FY 2019-20 Proposed Budget	Percent change to 2020-21	FY 2020-21 Proposed Budget
Mayor	\$2,884,113	\$3,105,972	20.2%	\$3,733,891	3.2%	\$3,852,277
City Council	4,699,999	5,522,030	3.8%	5,732,149	2.9%	5,896,027
City Administrator	12,553,869	13,250,773	8.6%	14,390,135	3.1%	14,830,157
City Attorney	12,428,890	12,741,085	6.1%	13,513,360	3.3%	13,954,585
City Auditor	2,031,639	2,064,905	9.4%	2,259,876	2.9%	2,326,363
City Clerk	1,751,038	3,010,544	-4.1%	2,888,154	1.9%	2,943,796
DP - Police Commission	2,275,995	2,963,773	38.4%	4,101,998	3.1%	4,227,362
Public Ethics Commission	1,057,839	1,031,110	12.6%	1,160,831	12.0%	1,300,237
Finance Department	23,705,294	24,685,303	1.7%	25,098,702	2.3%	25,688,167
Information Technology	10,729,899	10,403,625	2.7%	10,682,344	7.8%	11,515,794
Race & Equity	467,566	562,175	13.5%	637,915	3.4%	659,313
Human Resources Management Department	5,948,176	6,326,561	3.4%	6,542,490	3.2%	6,749,986
Department of Violence Prevention	216,132	415,990	52.6%	634,639	3.5%	656,665
Police Department	259,116,632	261,401,320	11.4%	291,108,438	3.8%	302,112,782
Fire Department	136,110,113	142,551,384	14.4%	163,089,908	3.8%	169,325,328
Oakland Public Library	13,191,712	13,172,387	-1.3%	13,000,000	0.0%	13,000,000
Oakland Parks, Recreation & Youth Development	16,179,493	15,096,167	-11.1%	13,416,216	38.1%	18,534,025
Human Services	10,404,603	15,442,258	-1.6%	15,193,198	-2.9%	14,756,922
Economic & Workforce Development	4,093,896	4,889,574	-12.7%	4,267,592	2.6%	4,377,594
Housing & Community Development	190,000	-	-	-	-	-
Planning & Building	4,398	21,446	-25.4%	16,000	0.0%	16,000
Oakland Public Works	2,377,988	3,849,828	-12.0%	3,388,634	8.2%	3,664,900
Transportation	8,676,422	11,197,961	-2.7%	10,897,193	2.0%	11,110,059
Non-Departmental	49,352,845	48,222,056	-7.7%	44,496,992	1.3%	45,067,176
<b>Subtotal Expenditures</b>	<b>\$580,448,551</b>	<b>\$601,928,227</b>	<b>8.0%</b>	<b>\$650,250,655</b>	<b>4.0%</b>	<b>\$676,565,515</b>
Capital Improvement Projects	1,939,094	524,380	1.4%	531,730	1.4%	539,280
<b>Grand Total</b>	<b>\$582,387,645</b>	<b>\$602,452,607</b>	<b>8.0%</b>	<b>\$650,782,385</b>	<b>4.0%</b>	<b>\$677,104,795</b>

# FINANCIAL SUMMARIES

## BREAKDOWN OF FY 2019-21 GENERAL PURPOSE FUND EXPENDITURE BY DEPARTMENT

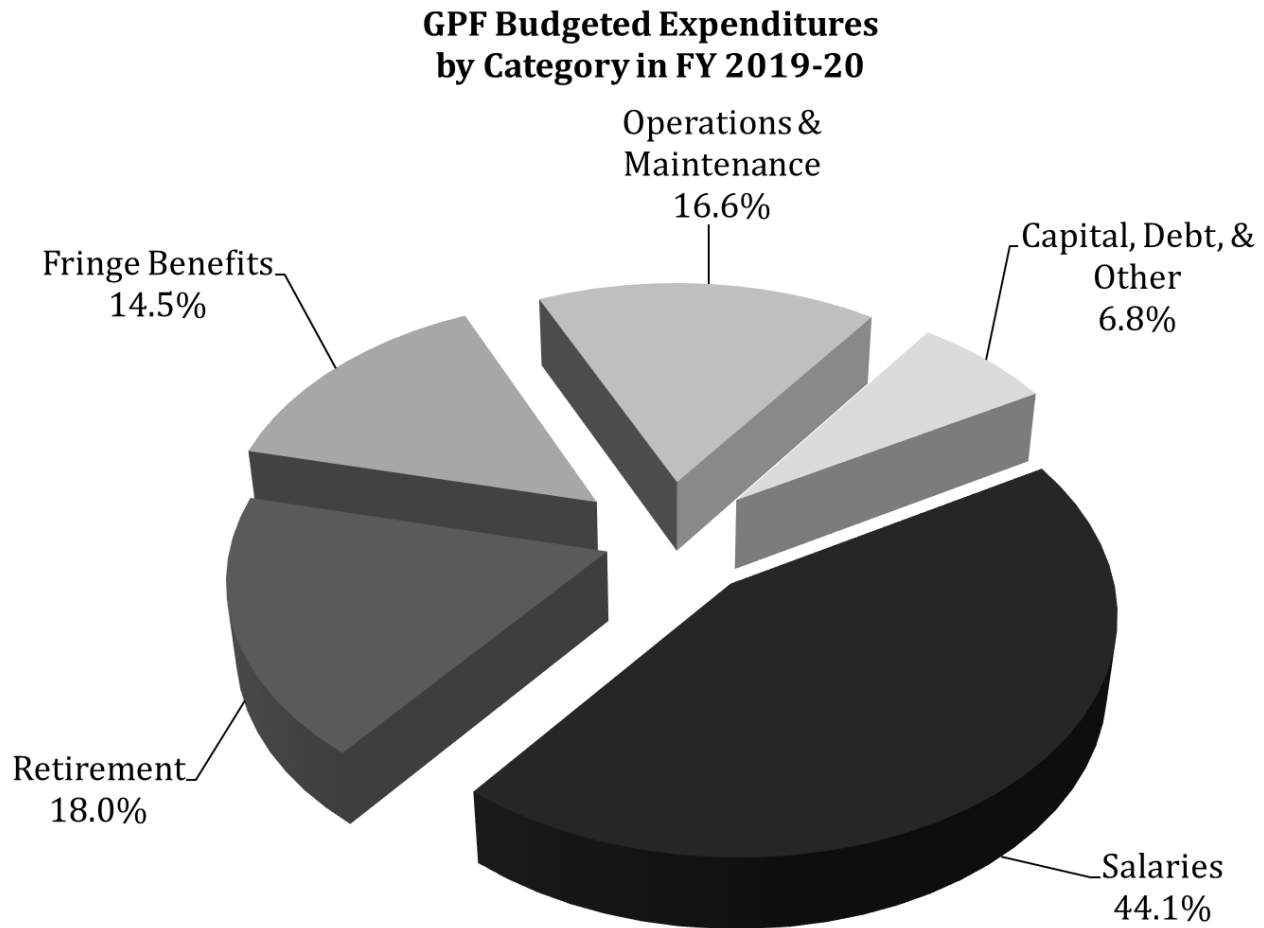


## HISTORICAL CHANGES IN GENERAL PURPOSE FUNDS



### SUMMARY OF THE GENERAL PURPOSE FUND EXPENDITURES

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





# FINANCIAL SUMMARIES

## PERSONNEL EXPENDITURES

### Salaries

The budget includes assumptions related to salaries for sworn and civilian personnel that are consistent with the City's memoranda of understanding with its bargaining units. The budget includes Cost of Living Adjustments (COLA) for sworn police personnel that were agreed to in the Memorandum of Understanding (MOU) reached with the Oakland Police Officer's Association (OPOA) and Oakland Police Management Association (OPMA), and COLA for sworn fire personnel in FY 2019-20 per the MOU with the Local 55. As agreements covering the two-year budget cycle have not been reached with all of the City's civilian units however a 2% COLA in each year is assumed.

### Fringe Benefits

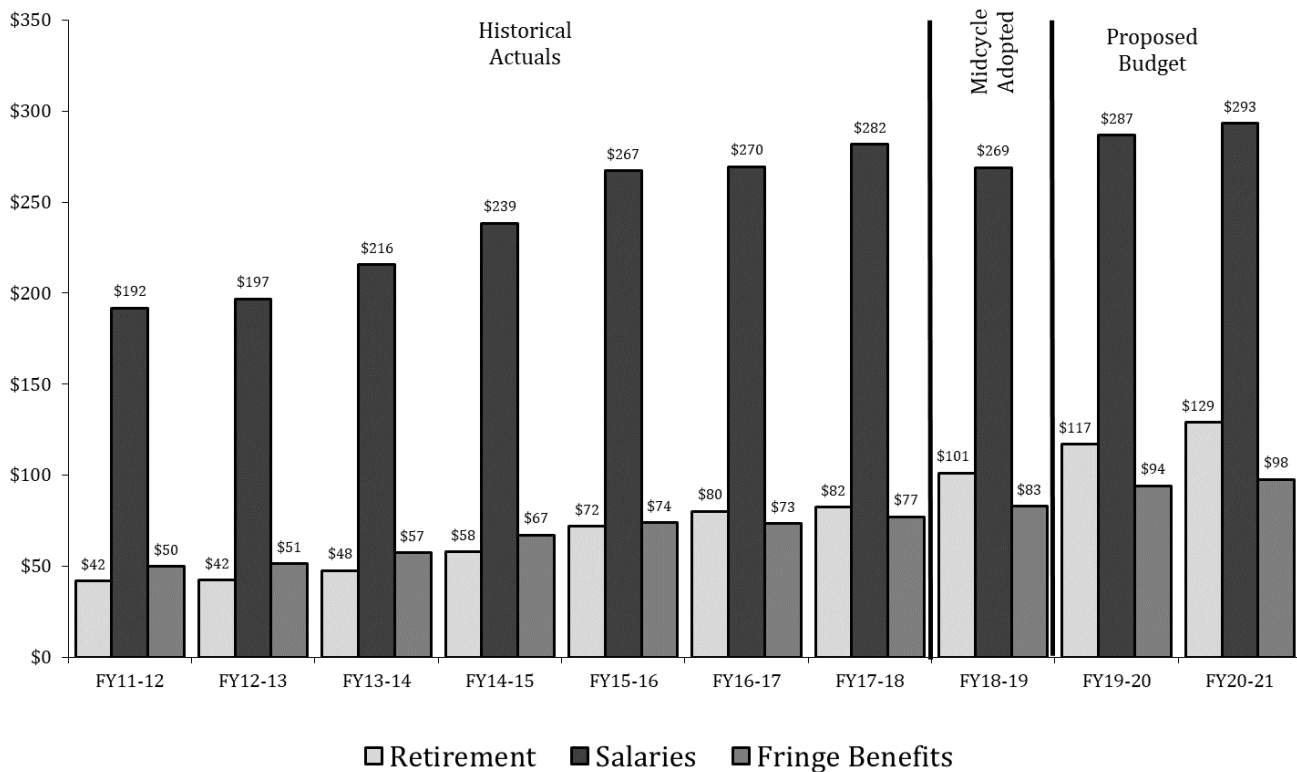
Civilian and sworn fringe benefit expenditures are comprised of many components, including health insurance, workers' compensation, dental and vision insurance, disability insurance, unemployment insurance, and others. Cost sharing between employer and employee on fringe benefits is also a bargained arrangement. The budget assumes that the arrangement currently in place would continue (e.g., the City fully pays the equivalent of the Kaiser health insurance premiums).

### Retirement

Projected future pension rates for active employees are based on estimates provided by the California Public Employees Retirement System (CalPERS), the City's retirement program administrator. Based on the most current information available, it is expected that the civilian employee rate will increase to 42.235% in FY 2019-20 and 44.8% in FY 2020-21. The rates for sworn police employees are expected to be 44.8% and 48.7% and for sworn fire 43.8% and 47.7%, respectively.

Millions

## GPF Personnel Costs



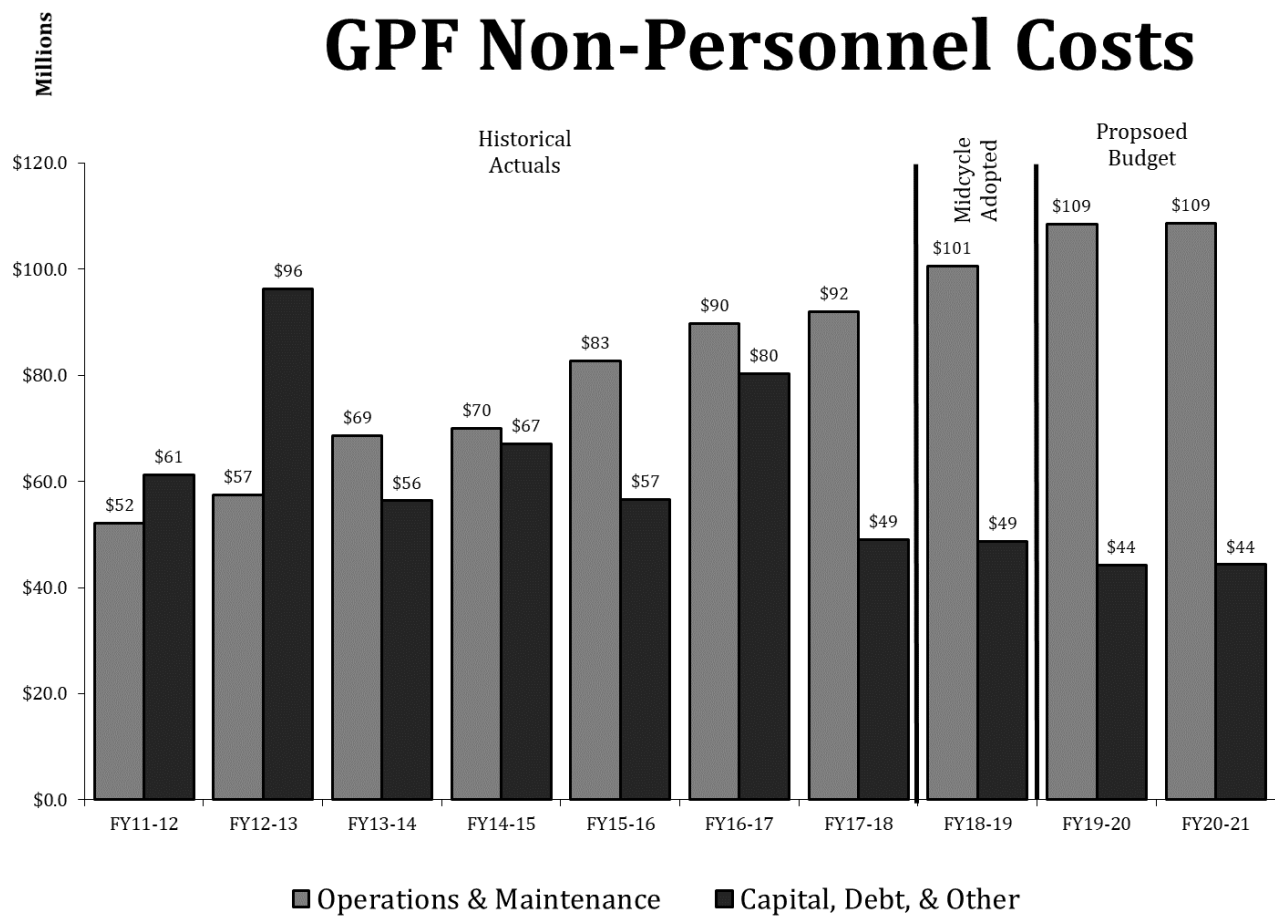
## NON-PERSONNEL EXPENDITURES

### Operations and Maintenance

Operations and maintenance (O&M) expenditures include the costs of supplies, contract service, travel, and internal service charges. O&M expenditures are generally budgeted a prior year levels unless specific policy interventions occur. With the exception of internal service charges, O&M funding may be moved between expenditure categories by Departments with the fiscal year to meet operational needs.

### Debt Service, Capital, and Other Expenditures

Debt service expenditures are budgeted based on the repayment schedule of the City's current debt maintained by the City's Treasury Bureau. Debt service includes principal and interest expenses on bonds and other loans. Capital expenditures include the budgeted costs for the design and delivery of Capital improvements such as streets, sewers, and buildings. Capital expenditures are budgeted based upon available capital funding and operational needs. Other expenditures include transfers between funds, overhead charges and recoveries, repayments to negative funds, and contributions to long-term obligations.



# FINANCIAL SUMMARIES

## ALL FUNDS OVERTIME

Department	FY 2018-19 Midcycle Budget	Percent change to 2019-20	FY 2019-20 Proposed Budget	Percent change to 2020-21	FY 2020-21 Proposed Budget
Mayor	\$8,960	0.00%	\$8,960	0.00%	\$8,960
City Clerk	11,570	0.00%	11,570	0.00%	11,570
Finance Department	56,691	0.00%	56,691	0.00%	56,691
Information Technology	10,710	0.00%	10,710	0.00%	10,710
Human Resources Management Department	26,390	0.00%	26,390	0.00%	26,390
Police Department	12,353,982	22.71%	15,160,116	2.29%	15,507,936
Fire Department	3,850,533	5.17%	4,049,610	0.80%	4,081,851
Oakland Public Library	6,260	0.00%	6,260	0.00%	6,260
Planning & Building	307,520	0.00%	307,520	0.00%	307,520
Oakland Public Works	1,709,264	14.04%	1,949,264	0.00%	1,949,264
Transportation	321,810	0.00%	321,810	0.00%	321,810
<b>Grand Total</b>	<b>\$18,663,690</b>	<b>17.39%</b>	<b>\$21,908,901</b>	<b>1.73%</b>	<b>\$22,288,962</b>

**OTHER BUDGET INFORMATION**



## THIRD PARTY GRANT AGREEMENTS

The budget includes allocations for grant agreements between the City and various organizations and non-profits that provide services, programs and resources to Oakland residents. The City Council routinely funds these grant agreements as part of the budget, in support of enabling these non-profits to continue to operate programs and serve the community without interruption.

The budget includes appropriations in the General Purpose Fund for grant agreements with the following nonprofit agencies in the amounts below:

Agency	FY 2019-20 Award	FY 2020-21 Award
Family Bridges	\$79,680	\$79,680
Spanish Speaking Unity Council of Alameda County, Inc.	175,296	175,296
Vietnamese American Community Center of the East Bay	18,360	18,360
Vietnamese Community Development Inc.	18,360	18,360
Service Opportunity for Seniors/ Meals on Wheels	150,000	150,000
Eden I&R Inc.	100,000	100,000
Youth Together	150,000	-
Oakland Children's Fairyland Inc.	210,000	216,000
Chabot Space & Science Center	273,105	273,105
Oakland Parks and Recreation Foundation	20,000	20,000
Friends of Peralta Hacienda Historical Park	45,900	45,900
East Bay Zoological Society	171,414	171,414
Oakland Asian Cultural Center	51,000	51,000
Oakland Promise	500,000	500,000
<b>TOTAL</b>	<b>\$1,963,115</b>	<b>\$1,819,115</b>



## NEGATIVE FUNDS

Negative fund balances accumulate over time and are largely due to historical years of operating expenses that could not be sustained and/or ongoing expenditures that outpaced ongoing revenues. Certain funds with negative balances were put on a repayment schedule. The following list summarizes funds on a formal repayment plan and includes the estimated date of amortization.

### FORMAL REPAYMENT PLANS

#### Internal Service Funds

##### REPRODUCTION FUND (4300) FINANCIAL PROJECTION

Beginning Cash Deficit \$ (1,769,605)	ISF	non-ISF	Total	Total	Change in Fund Balance			Year- End	Impact
	Revenues	Revenue	Revenue	Expenditures	Non GPF	GPF	TOTAL	Fund Balance	on GPF
2019-20	1,594,548	0	1,594,548	1,417,548	52,038	124,962	177,000	(1,592,605)	124,962
2020-21	1,613,071	0	1,613,071	1,436,071	52,038	124,962	177,000	(1,415,605)	124,962
2021-22	1,656,153	0	1,656,153	1,479,153	52,038	124,962	177,000	(1,238,605)	124,962
2022-23	1,700,528	0	1,700,528	1,523,528	52,038	124,962	177,000	(1,061,605)	124,962
2023-24	1,746,234	0	1,746,234	1,569,234	52,038	124,962	177,000	(884,605)	124,962
2024-25	1,793,311	0	1,793,311	1,616,311	52,038	124,962	177,000	(707,605)	124,962
2025-26	1,841,800	0	1,841,800	1,664,800	52,038	124,962	177,000	(530,605)	124,962
2026-27	1,891,744	0	1,891,744	1,714,744	52,038	124,962	177,000	(353,605)	124,962
2027-28	1,943,186	0	1,943,186	1,766,186	52,038	124,962	177,000	(176,605)	124,962
2028-29	1,995,777	0	1,995,777	1,819,172	51,922	124,683	176,605	0	124,683

##### CENTRAL STORES FUND (4500) FINANCIAL PROJECTION

Beginning Cash Deficit \$ (4,248,984)	ISF	non-ISF	Total	Total	Change in Fund Balance			Year- End	Impact
	Revenues	Revenue	Revenue	Expenditures	Non GPF	GPF	TOTAL	Fund Balance	on GPF
2019-20	958,753	0	958,753	532,253	124,538	301,962	426,500	(3,822,484)	301,962
2020-21	970,627	0	970,627	544,127	124,538	301,962	426,500	(3,395,984)	301,962
2021-22	986,951	0	986,951	560,451	124,538	301,962	426,500	(2,969,484)	301,962
2022-23	1,003,764	0	1,003,764	577,264	124,538	301,962	426,500	(2,542,984)	301,962
2023-24	1,021,082	0	1,021,082	594,582	124,538	301,962	426,500	(2,116,484)	301,962
2024-25	1,038,920	0	1,038,920	612,420	124,538	301,962	426,500	(1,689,984)	301,962
2025-26	1,057,292	0	1,057,292	630,792	124,538	301,962	426,500	(1,263,484)	301,962
2026-27	1,076,216	0	1,076,216	649,716	124,538	301,962	426,500	(836,984)	301,962
2027-28	1,095,708	0	1,095,708	669,208	124,538	301,962	426,500	(410,484)	301,962
2028-29	1,099,768	0	1,099,768	689,284	119,861	290,623	410,484	0	290,623



# FINANCIAL SUMMARIES

## NEGATIVE FUNDS (CONT'D)

### FORMAL REPAYMENT PLANS

#### Internal Service Funds

#### PURCHASING FUND (4550) FINANCIAL PROJECTION

Beginning Cash Deficit \$ (530,078)	ISF Revenues	non-ISF Revenue	Total Revenue	Total Expenditures	Change in Fund Balance			Year- End Fund Balance	Impact on GPF
					Non GPF	GPF	TOTAL		
2019-20	1,732,256	0	1,732,256	1,679,056	15,534	37,666	53,200	(476,878)	37,666
2020-21	1,782,628	0	1,782,628	1,729,428	15,534	37,666	53,200	(423,678)	37,666
2021-22	1,834,511	0	1,834,511	1,781,311	15,534	37,666	53,200	(370,478)	37,666
2022-23	1,887,950	0	1,887,950	1,834,750	15,534	37,666	53,200	(317,278)	37,666
2023-24	1,942,992	0	1,942,992	1,889,792	15,534	37,666	53,200	(264,078)	37,666
2024-25	1,999,686	0	1,999,686	1,946,486	15,534	37,666	53,200	(210,878)	37,666
2025-26	2,058,081	0	2,058,081	2,004,881	15,534	37,666	53,200	(157,678)	37,666
2026-27	2,118,227	0	2,118,227	2,065,027	15,534	37,666	53,200	(104,478)	37,666
2027-28	2,180,178	0	2,180,178	2,126,978	15,534	37,666	53,200	(51,278)	37,666
2028-29	2,242,065	0	2,242,065	2,190,787	14,973	36,305	51,278	0	36,305

## NEGATIVE FUNDS (CONT'D)

### FORMAL REPAYMENT PLANS

#### Non-Internal Service Funds

##### SELF-INSURANCE FUND (1100) FINANCIAL PROJECTION

Beginning Fund Deficit \$ (6,765,124)	Total Revenues	Total Expenditures	Change in Fund Balance	Year- End Fund Balance	Amount of Transfer	
					GPF Portion	Non-GPF Portion
2019-20	33,471,985	31,390,910	2,081,075	(4,684,049)	16,401,273	17,070,712
2020-21	33,188,178	31,390,908	1,797,270	(2,886,779)	16,262,207	16,925,971
2021-22	34,905,505	32,018,726	2,886,779	0	17,103,698	17,801,808

##### UNDERGROUND DISTRICT REVOLVING FUND (1600) FINANCIAL PROJECTION

Beginning Fund Deficit \$ (1,007,824)	Total Revenues	Negative Interest	Change in Fund Balance	Year- End Fund Balance	Amount of GPF Subsidy	Change in Subsidy
2019-20	107,700	(14,210)	93,490	(914,334)	107,700	-
2020-21	107,700	(12,892)	94,808	(819,526)	107,700	-
2021-22	109,000	(11,555)	97,445	(722,082)	109,000	1,300
2022-23	109,000	(10,181)	98,819	(623,263)	109,000	-
2023-24	109,000	(8,788)	100,212	(523,051)	109,000	-
2024-25	109,000	(7,375)	101,625	(421,426)	109,000	-
2025-26	109,000	(5,942)	103,058	(318,368)	109,000	-
2026-27	109,000	(4,489)	104,511	(213,857)	109,000	-
2027-28	109,000	(3,015)	105,985	(107,873)	109,000	-
2028-29	109,394	(1,521)	107,873	0	109,394	394

# FINANCIAL SUMMARIES

## NEGATIVE FUNDS (CONT'D)

### FORMAL REPAYMENT PLANS

#### Non-Internal Service Funds

##### PARKS & RECREATION GRANTS FUND (2992) FINANCIAL PROJECTION

Beginning Fund Deficit \$ (2,629,726)	Total Revenues	Negative Interest	Change in Fund Balance	Year- End Fund Balance	Amount of GPF Subsidy	Change in Subsidy
2019-20	281,000	(37,079)	243,921	(2,385,805)	281,000	-
2020-21	281,000	(33,640)	247,360	(2,138,445)	281,000	-
2021-22	285,000	(30,152)	254,848	(1,883,597)	285,000	4,000
2022-23	285,000	(26,559)	258,441	(1,625,156)	285,000	-
2023-24	285,000	(22,915)	262,085	(1,363,070)	285,000	-
2024-25	285,000	(19,219)	265,781	(1,097,290)	285,000	-
2025-26	285,000	(15,472)	269,528	(827,762)	285,000	-
2026-27	285,000	(11,671)	273,329	(554,433)	285,000	-
2027-28	285,000	(7,818)	277,182	(277,251)	285,000	-
2028-29	281,160	(3,909)	277,251	0	281,160	(3,840)

##### JPFA ADMIN BUILDING FUND (5012) FINANCIAL PROJECTION

Beginning Fund Deficit \$ (1,685,100)	Total Revenues	Negative Interest	Change in Fund Balance	Year- End Fund Balance	Amount of GPF Subsidy	Change in Subsidy
2019-20	180,000	(23,760)	156,240	(1,528,860)	180,000	-
2020-21	180,000	(21,557)	158,443	(1,370,417)	180,000	-
2021-22	183,000	(19,323)	163,677	(1,206,740)	183,000	3,000
2022-23	183,000	(17,015)	165,985	(1,040,755)	183,000	-
2023-24	183,000	(14,675)	168,325	(872,429)	183,000	-
2024-25	183,000	(12,301)	170,699	(701,731)	183,000	-
2025-26	183,000	(9,894)	173,106	(528,625)	183,000	-
2026-27	183,000	(7,454)	175,546	(353,079)	183,000	-
2027-28	183,000	(4,978)	178,022	(175,057)	183,000	-
2028-29	177,526	(2,468)	175,057	0	177,526	(5,475)

# FINANCIAL SUMMARIES

## NEGATIVE FUNDS (CONT'D)

### FORMAL REPAYMENT PLANS

#### Non-Internal Service Funds

##### MUNICIPAL CAPITAL IMPROVEMENT (5500) FINANCIAL PROJECTION

Beginning Fund Deficit \$ (5,681,526)	Total Revenues	Negative Interest	Change in Fund Balance	Year- End Fund Balance	Amount of GPF Subsidy	Change in Subsidy
2019-20	606,900	(80,110)	526,790	(5,154,736)	606,900	-
2020-21	606,900	(72,682)	534,218	(4,620,517)	606,900	-
2021-22	615,000	(65,149)	549,851	(4,070,667)	615,000	8,100
2022-23	615,000	(57,396)	557,604	(3,513,063)	615,000	-
2023-24	615,000	(49,534)	565,466	(2,947,597)	615,000	-
2024-25	615,000	(41,561)	573,439	(2,374,158)	615,000	-
2025-26	615,000	(33,476)	581,524	(1,792,634)	615,000	-
2026-27	615,000	(25,276)	589,724	(1,202,910)	615,000	-
2027-28	615,000	(16,961)	598,039	(604,871)	615,000	-
2028-29	613,400	(8,529)	604,871	0	613,400	(1,600)

##### CAPITAL RESERVES (5510) FINANCIAL PROJECTION

Beginning Fund Deficit \$ (1,206,798)	Total Revenues	Negative Interest	Change in Fund Balance	Year- End Fund Balance	Amount of GPF Subsidy	Change in Subsidy
2019-20	123,300	(17,016)	106,284	(1,100,514)	123,300	-
2020-21	123,300	(15,517)	107,783	(992,731)	123,300	-
2021-22	132,000	(13,998)	118,002	(874,729)	132,000	8,700
2022-23	132,000	(12,334)	119,666	(755,062)	132,000	-
2023-24	132,000	(10,646)	121,354	(633,709)	132,000	-
2024-25	132,000	(8,935)	123,065	(510,644)	132,000	-
2025-26	132,000	(7,200)	124,800	(385,844)	132,000	-
2026-27	132,000	(5,440)	126,560	(259,284)	132,000	-
2027-28	132,000	(3,656)	128,344	(130,940)	132,000	-
2028-29	132,787	(1,846)	130,941	0	132,787	787

# FINANCIAL SUMMARIES

## NEGATIVE FUNDS (CONT'D)

### FORMAL REPAYMENT PLANS

#### Non-Internal Service Funds

##### MISCELLANEOUS CAPITAL PROJECTS (5999) FINANCIAL PROJECTION

Beginning Fund Deficit \$ (3,170,791)	Total Revenues	Negative Interest	Change in Fund Balance	Year- End Fund Balance	Amount of GPF Subsidy	Change in Subsidy
2019-20	343,500	(44,708)	298,792	(2,871,999)	343,500	-
2020-21	343,500	(40,495)	303,005	(2,568,994)	343,500	-
2021-22	343,500	(36,223)	307,277	(2,261,717)	343,500	-
2022-23	343,500	(31,890)	311,610	(1,950,107)	343,500	-
2023-24	343,500	(27,497)	316,003	(1,634,104)	343,500	-
2024-25	343,500	(23,041)	320,459	(1,313,645)	343,500	-
2025-26	343,500	(18,522)	324,978	(988,667)	343,500	-
2026-27	343,500	(13,940)	329,560	(659,107)	343,500	-
2027-28	343,500	(9,293)	334,207	(324,901)	343,500	-
2028-29	329,482	(4,581)	324,901	0	329,482	(14,018)

## LONG-TERM LIABILITIES

### Overview of Long-Term Liabilities

The City has three defined benefit retirement plans: 1) California Public Employees' Retirement System (CalPERS) Public Safety Retirement Plan; 2) CalPERS Miscellaneous (civilian) Retirement Plan; and, 3) Oakland Police and Fire Retirement System (PFRS). PFRS is a closed plan that covers safety employees hired prior to July 1976.

The City also has programs in place to partially pay health insurance premiums for certain classes of retirees from City employment. City retirees are eligible for retiree health benefits if they meet certain requirements relating to age and service. The retiree health benefits are described in the labor agreements between the City and unions, and in City resolutions.

The table below shows a summary of the long-term unfunded liabilities for the City:

Unfunded Liability	Descriptions
\$1,547M <sup>1</sup>	The City's California Public Employees' Retirement System (CalPERS) unfunded balance as of June 30, 2017, exceeds \$1.5 billion. The Public Safety Plan has a \$714M unfunded liability (64.2% funded ratio); the Miscellaneous Plan has a \$833M unfunded liability (68.2% funded ratio). The City's estimated pension cost for FY 2019-20 is \$178 million.
\$849M <sup>2</sup>	The City's Other Post-Employment Benefit programs (OPEB) have an unfunded actuarial liability (UAL) of \$849M as of July 1, 2017. This unfunded liability does not include the recently negotiated benefit reforms that will take effect in January 1, 2020 for public safety employees and the recently City Council approved OPEB funding policy. Additional details on these recent actions are provided on the following page.
\$300M <sup>3</sup>	The City's closed Police and Fire Retirement System (PFRS) retirement system has an unfunded balance of nearly \$300M as of July 1, 2018. The actuarially determined contribution for FY 2019-20 is \$43.4M. PFRS is funded by a separate tax override.
\$60M	Negative Funds – \$32.3 million of the negative funds have a repayment plan, \$27.7 million are reimbursement funds and \$0.2 million are funds with no repayment plan.
\$49M <sup>4</sup>	The City's long-term liabilities for accrued vacation and sick leave are more than \$49M as of June 30, 2018.

<sup>1</sup> Annual Valuation Reports as of June 30, 2017 for the Miscellaneous & Safety Plan of the City of Oakland (CalPERS, July 2018).

<sup>2</sup> City of Oakland Postretirement Health Insurance Plan, GASB 43/45 Actuarial Valuation as of July 1, 2017 (Cheiron, June 2018).

<sup>3</sup> Oakland Police and Fire Retirement System, Actuarial Valuation Report as of July 1, 2018 (Cheiron, February 2019).

<sup>4</sup> City of Oakland, Comprehensive Annual Financial Report (CAFR) as of June 30, 2018. Approximately \$35 million of these liabilities are due within one year and are reflected in the Statement of Net Position in the CAFR.

# FINANCIAL SUMMARIES

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## Unfunded Pension Liability for CalPERS – Active Retirement Plan

The City has active defined benefit pension plans for Safety and Miscellaneous employees through CalPERS. These plans are funded on an actuarial determined basis each year pursuant to CalPERS requirements. The CalPERS Board of Administration has taken several actions in recent years that have increased both the City's unfunded liabilities and annual required contributions, which are captured in this two-year budget.

- In March 2018, CalPERS adopted a new amortization policy beginning with the June 30, 2019 actuarial valuation. The new policy shortens the period over which unfunded liabilities are amortized from 30 years to 20 years and requires payments be calculated as a level dollar. The changes will apply to new unfunded liabilities established after June 30, 2019, for contributions beginning in FY 2020-21.
- In December 2017, CalPERS adopted new actuarial assumptions based on an experience study that looked at retirement rates, termination rates, life expectancy assumptions, salary increases, and inflation. These new assumptions are factored into employer contribution rates for FY 2019-20.
- Beginning with Fiscal Year 2017-18 CalPERS began collecting employer contributions toward the plan's unfunded liability as fixed dollar amount instead of the prior method of a contribution rate expressed as a percentage. This change addresses potential funding issues that could arise from a declining payroll or reduction in the number of active members in the plan.
- In December 2016, CalPERS lowered the discount rate (assumed rate of return on assets) from 7.50 percent to 7.00 percent using a three-year phase-in beginning with the June 30, 2016 actuarial valuation. The employer contributions for Fiscal Year 2019-20 were determined using a discount rate of 7.25 percent. The FY 2020-21 employer contributions will be calculated using a 7.00 percent rate.

## Unfunded Pension Liability for PFRS– Closed Retirement Plans

The Police and Fire Retirement System (PFRS) is a closed pension system that provides pension, disability and beneficiary payments to retired Police and Fire sworn officers hired prior to July 1, 1976. As of July 1, 2018, PFRS covered no active employees and 837 retired employees and beneficiaries. An actuarial valuation of PFRS is conducted at least every two years; the most recent valuation was based on data as of July 1, 2018.

## Other Post-Employment Benefits (OPEB)

The City historically funded its retiree medical benefits (also known as “Other Post-Employment Benefits” or “OPEB”) on a pay-as-you-go basis, meaning funding was not set aside as benefits were earned. Rather, the City paid OPEB costs for existing retirees only as monthly premiums came due.

Recognizing the growing OPEB funding challenges across the local government sector, the Government Accounting Standards Board (GASB) issued new standards (GASB 74/75) that require local governments to report unfunded OPEB liabilities in their audited financial statements beginning with the fiscal year ending June 30, 2018.

In recognition of the City's \$849 million unfunded liability for OPEB and growing costs, in FY 2018-19 the City reached agreement with its sworn public safety unions to cap retiree medical benefits for existing employees and retirees effective January 1, 2020, and implement new, lower-cost tiers for employees hired after January 1, 2019. These reforms will provide significant long-term relief to the City's retiree medical program. In the first full fiscal year following enactment of these reforms, the City's actuarial accrued liability is projected to decrease by more than \$175 million, and that savings is forecast to increase substantially over the next 15 years relative to the status quo.

The City Council approved the City's OPEB Funding Policy on February 26, 2019 (Resolution No. 87551 C.M.S.). This policy authorizes the set aside of 2.5% of payroll (approximately \$10 million per year) into the City's OPEB Trust each year. The FY 2019-21 Proposed Budget includes these OPEB set asides consistent with the newly adopted policy. This multi-pronged approach to OPEB – both benefit cost containment and additional funding to the OPEB Trust – will allow the City to incrementally address its long-term OPEB funding challenges and help to ensure this benefit is available to its workforce into the future.

### **Compensated Absences – Accrued Vacation, Sick Leave, and Compensatory Time**

The City's policy and its agreements with employee groups permit employees to accumulate earned, but unused vested vacation, sick leave and other compensatory time. All earned compensatory time is accrued when incurred in the government-wide financial statements and the proprietary fund financial statements. A liability for these amounts is reported in the governmental funds only if they are due and payable. As of June 30, 2018, the current liability was \$49 million.





### CONISTENCY WITH THE CONSOLIDATED FISCAL POLICY

The proposed budget and accompanying resolution conform to the requirements of the City's Consolidated Fiscal Policy (CFP) Ordinance 13487 C.M.S. Compliance with specific sections are noted below.

#### **Policy on Balanced Budgets**

The proposed budget is balanced budget in that it limits appropriations (including those to maintain reserves) to the total of estimated revenues and unallocated fund balances projected to be available at the close of the current fiscal year at the individual fund level. Appropriated transfers from unallocated fund balance are only included when such fund balance is reasonably expected to exist by the end of the current fiscal year.

#### **Use of Excess Real Estate Transfer Tax (RETT) Revenues**

Excess Real Estate Transfer Tax (RETT), defined as any amount of projected RETT revenues that exceed 15% of General Purpose Fund Tax Revenues, is estimated at \$401,760 in FY 2019-20 and \$0 in FY 2020-21.

- The Proposed Budget classifies all \$401,706 as one-time revenues in FY 2019-20
- The Proposed Budget Transfers 25% of this total amount, \$100,440, to the City's Vital Services Stabilization Fund (1030).
- The Proposed Budget spends over \$730,200 of General Purpose Fund revenues on repayments to negative Funds, including: Underground District Revolving Fund (1600) and the legacy Municipal Capital Improvement Fun (5500). In addition, it allocates several million dollars to the repayment of the City's OPEB unfunded obligation and thus complies with the use of excess RETT.

#### **Use of One-Time Revenues**

The Proposed Budget does include the use of one time revenues for ongoing purposes. The resolution accompanying the Budget contains the necessary explanations for the need to use one-time revenues for purposes other than those established in the CFP section and the steps the City will take to return to using one-time revenues pursuant to it. Specifically, One-Time revenues are used to:

- Sustain the ongoing maintenance of City parks, recreation facilities, programs, trees, and open spaces to ensure they remain safe and available to residents while a new permanent source of funding is explored, and to
- Sustain ongoing paramedic services provided by the Oakland Fire Department which have been defunded by Alameda County so that the Oakland Fire Department can continue to provide adequate emergency medical response while a new permanent source of funding is explored

The Resolution authorizes and directs the City Administrator to:

- Explore and provide options for submitting a new revenue measure to the electorate that will provide permanent and ongoing funding for the maintenance of the City's parks, recreation facilities, programs, trees, and open spaces and related City services, and authorizes the City Administrator to

## FINANCIAL SUMMARIES

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- Explore and provide options for revenue enhancements; engage in negotiations with Alameda County; and propose additional fiscal adjustments to provide permanent and ongoing revenue for paramedic services

### **Reserve Funds**

The Proposed Budget is consistent with the General Purpose Fund Emergency Reserve Policy to maintain in each fiscal year a reserve equal to seven and one-half (7.5%) of the General Purpose Fund (Fund 1010) appropriations as unobligated fund balance. The estimated unobligated fund balance at the beginning of FY 2019-20 is \$45.2 million.

The Proposed Budget is consistent with the Vital Services Stabilization Fund (VSSF) policy and makes additional contributions to said fund in accordance with the CFP of \$100,440 in FY 2019-20. The balance at the end of that fiscal year is estimated to be \$14,423,168 which is 2.13% of General Purpose Fund Revenues.

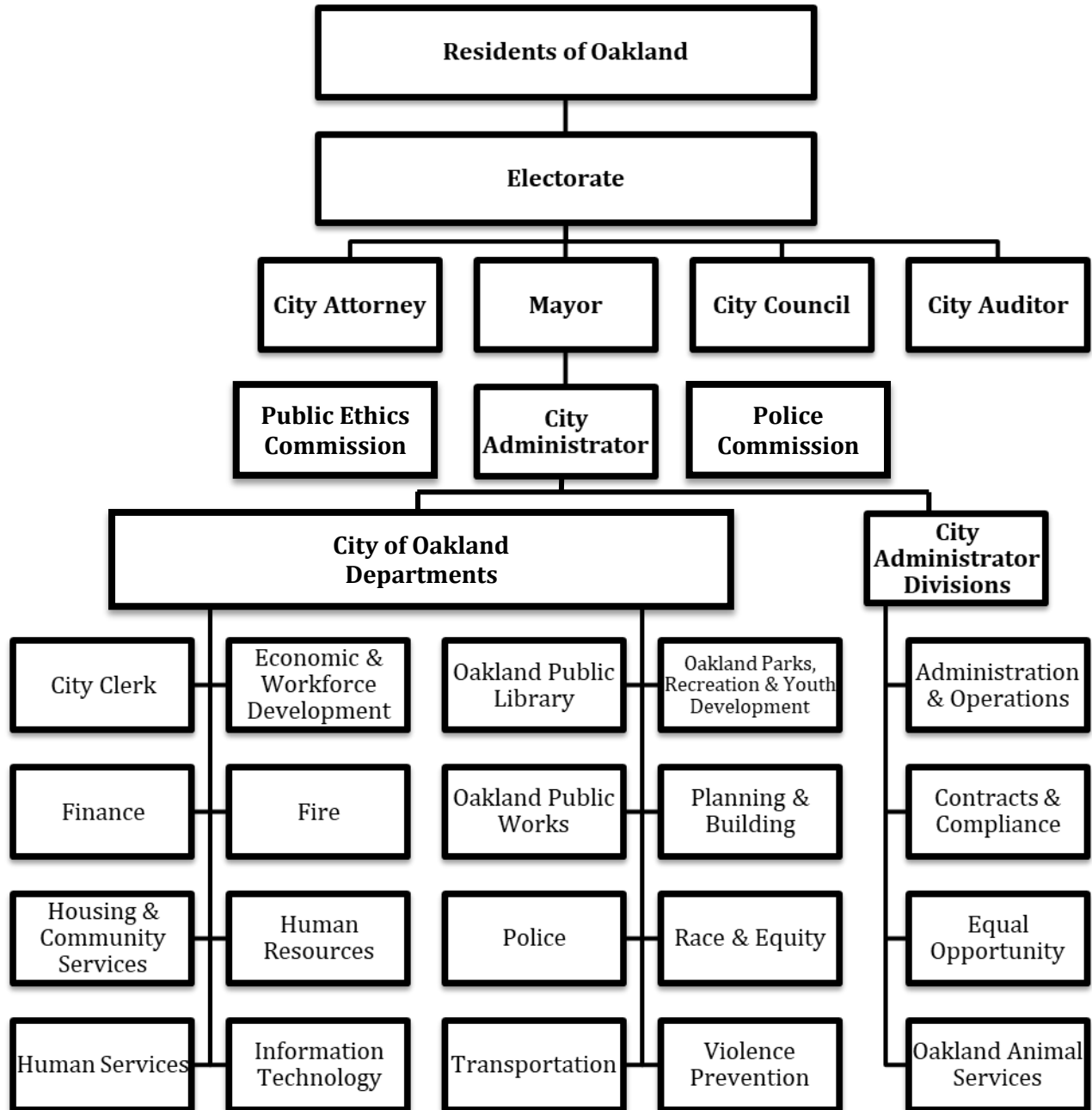
The Proposed Budget is consistent with the Capital Improvements Reserve Fund but makes no additions to said reserve as the proposed budget does not include the sale of real property, and directs the use of one-time funding to the repayment of negative funds and other long term liabilities. Capital needs for the City are being fulfilled through appropriations from Measure KK bond proceeds.

Insert Tab



# ORGANIZATIONAL SUMMARY

## CITY OF OAKLAND ORGANIZATIONAL SUMMARY



**SUMMARY OF POSITIONS BY DEPARTMENT**  
**FY 2013-14 through FY 2019-21**  
**(in Full Time Equivalents)**

Department	FY 2013-14 Adopted Budget FTE	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Adopted Budget FTE	FY 2018-19 Midcycle Budget FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
Mayor	9.00	10.00	11.00	11.00	12.80	13.00	13.00	12.00
City Council	26.46	26.46	28.02	28.52	30.92	30.92	30.92	30.92
City Administrator <sup>1</sup>	115.65	75.75	95.25	95.25	73.50	79.10	92.10	90.10
City Attorney	65.00	68.00	75.00	76.00	77.00	78.00	81.00	81.00
City Auditor	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk <sup>1</sup>	9.00	9.00	17.50	17.50	17.50	17.50	17.50	17.50
Police Commission <sup>1</sup>					14.00	14.00	17.00	17.00
Public Ethics Commission <sup>1</sup>			6.00	6.00	6.00	6.00	6.00	6.00
Finance Department <sup>2</sup>	138.00	137.00	147.00	147.00	158.00	160.01	167.81	167.81
Information Technology	69.00	75.00	73.00	78.00	79.00	81.00	81.00	84.00
Race & Equity			2.00	2.00	2.00	3.00	3.00	3.00
Human Resources Mgmt. <sup>2</sup>	38.70	43.00	42.00	42.00	46.00	49.00	50.00	50.00
Department of Violence Prevention <sup>3</sup>					3.00	3.00	3.00	3.00
Police Department <sup>1</sup>	1,138.85	1,215.35	1,240.70	1,318.54	1,267.50	1,311.50	1,270.20	1,270.20
Fire Department	595.95	596.95	593.95	591.49	602.09	612.10	652.78	653.78
Neighborhood Services <sup>1</sup>	4.00							
Oakland Public Library	215.79	214.89	215.69	221.25	221.07	275.27	269.18	271.18
Oakland Parks & Recreation	240.58	236.44	229.34	230.15	230.39	228.14	231.69	231.69
Human Services	303.49	301.37	305.37	265.48	222.92	236.94	241.14	242.50
Economic & Workforce Development <sup>1</sup>		54.00	54.50	53.10	52.60	50.60	49.20	49.20
Housing & Community Development	46.25	55.50	54.50	53.50	56.50	68.50	74.54	74.54
Planning & Building	118.75	116.50	140.50	142.00	160.50	171.50	195.50	195.50
Oakland Public Works	753.58	764.47	785.57	791.57	612.07	630.07	628.16	628.16
Transportation					316.04	317.04	322.04	322.04
<b>TOTAL FTE</b>	<b>4,036.05</b>	<b>4,146.68</b>	<b>4,273.89</b>	<b>4,327.35</b>	<b>4,271.40</b>	<b>4,446.19</b>	<b>4,506.76</b>	<b>4,511.12</b>

<sup>1</sup> City Administrator's Office (CAO) In FY 2013-14 the Revenue Division moved back to the Finance Department and Economic & Workforce Development became it's own department, which includes Project Implementation. During FY 2014-15, the Animal Shelter division was transferred from the Oakland Police Department to the CAO and renamed Oakland Animal Services. In FY 2015-16, Neighborhood Services Division was absorbed by other departments, KTOP transferred to the City Clerk's office per Council direction and Public Ethic was restructured as a stand-alone department per voter approval of Measure CC. In FY2017-18 Budget, Employee Relations, and Oaklander's Assistance Center are moved from CAO to Finance, HRM, and Public Work's Call Center, respectively. The Citizen's Police Review Board (CPRB) is moved to the Police Commission per per voter approval of Measure LL. In FY 2019-21 Public Works Call Center moved to the City Administrator's Office from Public Works.

<sup>2</sup> In FY 2013-14 Administrative Services was dissolved creating individual departments, Human Resources, Information Technology and the Finance Department, which includes the Budget, Controller, Treasury and Revenue Management Bureaus.

<sup>3</sup> Department of Violence Prevention created FY 2017-18.

# ORGANIZATIONAL SUMMARY

## CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY18-19 Midcycle Budget FTE	FY19-20 Proposed Budget FTE	FY20-21 Proposed Budget FTE
<b>City Administrator</b>	<b>79.10</b>	<b>92.10</b>	<b>90.10</b>
Administrative Analyst II	2.00	3.00	3.00
Administrative Assistant I	1.00	1.00	1.00
Administrative Assistant II (CONF)	1.00	2.00	2.00
Administrative Services Manager I	1.00	1.00	1.00
Administrative Services Manager II	-	1.00	1.00
Animal Care Attendant	8.00	8.00	8.00
Animal Care Attendant, PT	3.00	3.00	3.00
Animal Control & Shelter Manager	1.00	1.00	1.00
Animal Control Officer	9.00	9.00	9.00
Animal Control Officer, PPT	1.00	1.00	1.00
Animal Control Supervisor	1.00	1.00	1.00
Assist to the City Administrator	5.00	5.00	5.00
Assistant City Administrator	2.00	2.00	2.00
Assistant to the Director	1.00	1.00	1.00
City Administrator	1.00	1.00	1.00
City Administrator Analyst	5.00	6.00	6.00
Contract Compliance Field Tech	1.00	1.00	1.00
Contract Compliance Office Asst	2.00	2.00	2.00
Contract Compliance Officer	4.00	5.00	5.00
Contract Compliance Officer, Sr.	1.00	1.00	1.00
Deputy City Administrator	2.00	2.00	2.00
Director of Animal Services	1.00	1.00	1.00
Director of Contracts & Purchasing	1.00	1.00	1.00
Employment Services Supervisor	1.00	1.00	1.00
Equal Emp Opportunities Officer	1.00	1.00	1.00
Equal Opportunity Specialist	2.00	2.00	2.00
Exec Asst to Asst City Administrator	1.00	1.00	1.00
Exec Asst to City Administrator	1.00	1.00	1.00
Exec Asst to the Director	1.00	1.00	1.00
Job Developer	1.00	1.00	1.00
Management Assistant	0.00	1.00	1.00
Mayor's PSE 14	0.00	2.00	2.00
Muni Code Enforcement Officer	2.00	2.00	2.00
Office Assistant II	-	1.00	1.00
Project Manager III	1.00	2.00	1.00
Public Information Officer II	2.00	1.00	1.00



**CLASSIFICATION SUMMARY BY DEPARTMENT**  
**(In Full Time Equivalents)**

<b>DEPARTMENT</b>	<b>FY18-19 Midcycle Budget FTE</b>	<b>FY19-20 Proposed Budget FTE</b>	<b>FY20-21 Proposed Budget FTE</b>
<b>City Administrator (cont'd)</b>	<b>79.10</b>	<b>92.10</b>	<b>90.10</b>
Public Service Rep, PPT	0.50	0.50	0.50
Public Service Rep, Sr	-	2.00	2.00
Public Service Representative	4.00	7.00	7.00
Receptionist	1.00	1.00	1.00
Receptionist, PPT	0.60	0.60	0.60
Veterinarian	1.00	1.00	1.00
Veterinary Technician	2.00	2.00	2.00
Volunteer Program Specialist	1.00	1.00	-
Volunteer Program Specialist II	1.00	1.00	1.00
Admin Asst to City Administrator	1.00	-	-
<b>City Attorney</b>	<b>78.00</b>	<b>81.00</b>	<b>81.00</b>
Accountant II	1.00	1.00	1.00
Administrative Analyst II	1.00	-	-
City Attorney	1.00	1.00	1.00
City Attorney, Assistant	2.00	2.00	2.00
Claims Investigator III	1.00	1.00	1.00
Deputy City Attorney II	5.00	5.00	5.00
Deputy City Attorney III	11.00	14.00	14.00
Deputy City Attorney IV	11.00	11.00	11.00
Deputy City Attorney V	6.00	6.00	6.00
Exec Asst to Asst City Attorney	2.00	2.00	2.00
Exec Asst to City Attorney	1.00	1.00	1.00
Information System Administrator	1.00	1.00	1.00
Information Systems Spec II	1.00	1.00	1.00
Legal Admin Assistant, Supervising	1.00	1.00	1.00
Legal Administrative Assistant	9.00	9.00	9.00
Legal Support Supervisor	1.00	1.00	1.00
Manager, Agency Administrative	1.00	1.00	1.00
Manager, Legal Admin Services	1.00	1.00	1.00
Neighborhood Law Corps Attorney	5.00	5.00	5.00
Office Assistant I	1.00	1.00	1.00
Open Government Coordinator	1.00	1.00	1.00
Paralegal	9.00	10.00	10.00
Public Service Representative	2.00	2.00	2.00
Special Counsel	2.00	2.00	2.00
Special Counsel Labor & Employ	1.00	1.00	1.00

# ORGANIZATIONAL SUMMARY

## CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY18-19 Midcycle Budget FTE	FY19-20 Proposed Budget FTE	FY20-21 Proposed Budget FTE
<b>City Auditor</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
Administrative Assistant II	1.00	1.00	1.00
City Auditor	1.00	1.00	1.00
City Auditor, Assistant	1.00	1.00	1.00
Exec Asst to the City Auditor	1.00	1.00	1.00
Performance Audit Manager	2.00	2.00	2.00
Performance Auditor	2.00	2.00	2.00
Performance Auditor, Sr.	2.00	2.00	2.00
<b>City Clerk</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>
Account Clerk III	-	1.00	1.00
Administrative Analyst I	1.00	1.00	1.00
Cable Operations Technician	4.00	4.00	4.00
Cable TV Operations Chief Engineer	1.00	1.00	1.00
Cable TV Prod & Ops Manager	1.00	1.00	1.00
Cable TV Production Assistant	2.00	2.00	2.00
Cable TV Stage Manager, PT	0.50	0.50	0.50
City Clerk	1.00	1.00	1.00
City Clerk, Assistant	1.00	1.00	1.00
Citywide Records Manager	1.00	1.00	1.00
Exec Asst to the Director	1.00	1.00	1.00
Legislative Recorder	3.00	3.00	3.00
Management Assistant	1.00	-	-
<b>City Council</b>	<b>30.92</b>	<b>30.92</b>	<b>30.92</b>
City Council Admin Assistant	5.48	5.48	5.48
City Councilmember's Assistant	16.44	16.44	16.44
Council Member	8.00	8.00	8.00
Exec Asst to the City Council	1.00	1.00	1.00
<b>Department of Violence Prevention</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
Administrative Analyst II	1.00	1.00	1.00
Chief of Violence Prevention	-	1.00	1.00
Deputy Dir, Public Ethics Comm	1.00	1.00	1.00
Director of Human Services	1.00	-	-
<b>Economic &amp; Workforce Development</b>	<b>50.60</b>	<b>49.20</b>	<b>49.20</b>
Account Clerk III	-	1.00	1.00
Accountant II	1.00	1.00	1.00
Administrative Analyst II	1.00	-	-

**CLASSIFICATION SUMMARY BY DEPARTMENT**  
(In Full Time Equivalents)

<b>DEPARTMENT</b>	<b>FY18-19 Midcycle Budget FTE</b>	<b>FY19-20 Proposed Budget FTE</b>	<b>FY20-21 Proposed Budget FTE</b>
<b>Economic &amp; Workforce Development (cont'd)</b>	<b>50.60</b>	<b>49.20</b>	<b>49.20</b>
Administrative Assistant I	1.00	1.00	1.00
Administrative Services Manager II	1.00	1.00	1.00
City Administrator Analyst	1.00	-	-
Deputy Director, Econ/Work Dev	1.00	1.00	1.00
Development/Redevelopment Pgrm MGR	2.00	2.00	2.00
Director of Econ & Workfrce Dev	1.00	1.00	1.00
Exec Asst to the Director	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00
Manager, Cultural Affairs	1.00	1.00	1.00
Marketing Program Coordinator	-	1.00	1.00
Office Assistant II	1.00	1.00	1.00
Program Analyst I	1.00	1.00	1.00
Program Analyst II	5.00	4.00	4.00
Program Analyst II, PPT	0.50	1.00	1.00
Program Analyst III	2.00	3.00	3.00
Project Manager	1.00	2.00	2.00
Project Manager III	3.00	2.00	2.00
Real Estate Agent	4.00	4.00	4.00
Real Estate Services Manager	1.00	1.00	1.00
Special Events Coordinator	1.00	1.00	1.00
Student Trainee, PT	1.00	1.00	1.00
Urban Econ Analyst IV-Proj PPT	0.60	1.20	1.20
Urban Economic Analyst I	2.00	1.00	1.00
Urban Economic Analyst II	3.00	4.00	4.00
Urban Economic Analyst III	3.00	3.00	3.00
Urban Economic Analyst III (PPT)	1.00	1.00	1.00
Urban Economic Analyst IV, Projects	4.00	4.00	4.00
Urban Economic Coordinator	4.00	2.00	2.00
Program Analyst I, PPT	0.50	-	-
<b>Finance Department</b>	<b>160.01</b>	<b>167.81</b>	<b>167.81</b>
Account Clerk II	4.00	4.00	4.00
Account Clerk III	1.00	1.00	1.00
Accountant II	4.01	5.01	5.01
Accountant III	8.00	6.00	6.00
Accounting Supervisor	2.00	3.00	3.00
Accounting Technician	6.00	6.00	6.00

## ORGANIZATIONAL SUMMARY

### CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY18-19 Midcycle Budget FTE	FY19-20 Proposed Budget FTE	FY20-21 Proposed Budget FTE
<b>Finance Department (cont'd)</b>	<b>160.01</b>	<b>167.81</b>	<b>167.81</b>
Administrative Analyst I	1.00	1.00	1.00
Administrative Assistant II	2.00	2.00	2.00
Assist to the City Administrator	1.00	-	-
Assistant to the Director	1.00	1.00	1.00
Benefits Representative	2.00	2.00	2.00
Budget & Management Analyst	0.00	3.00	3.00
Budget & Mgmt Analyst, Asst.	1.00	1.00	1.00
Budget & Mgmt Analyst, Principal	-	1.00	1.00
Budget & Mgmt Analyst, Senior	-	1.00	1.00
Budget & Operations Analyst III	2.00	-	-
Budget Administrator	1.00	1.00	1.00
Budget Administrator, Assistant	1.00	1.00	1.00
Business Analyst I	-	1.00	1.00
Business Analyst II	1.00	2.00	2.00
Business Analyst IV	1.00	1.00	1.00
Buyer	6.00	6.00	6.00
Cashier	1.00	6.00	6.00
City Administrator Analyst	2.00	-	-
Collections Officer	6.00	6.00	6.00
Controller	1.00	1.00	1.00
Controller, Assistant	2.00	1.00	1.00
Director of Finance	1.00	1.00	1.00
Exec Asst to the Director	2.00	2.00	2.00
Financial Analyst	3.00	4.00	4.00
Financial Analyst, Principal	2.00	2.00	2.00
Human Res Operations Tech, Senior	3.00	3.00	3.00
Human Res Operations Technician	1.00	1.00	1.00
Human Res Systems Analyst, Senior	2.00	2.00	2.00
Human Res Systems Analyst, Supv	1.00	1.00	1.00
Human Resource Oper Supervisor	1.00	1.00	1.00
Investment Officer	2.00	2.00	2.00
Manager, Agency Administrative	1.00	-	-
Manager, Finance	-	1.00	1.00
Office Assistant II	1.00	1.00	1.00
Office Assistant II, PPT	-	0.80	0.80
Parking Meter Collector	8.00	8.00	8.00

**CLASSIFICATION SUMMARY BY DEPARTMENT**  
(In Full Time Equivalents)

<b>DEPARTMENT</b>	<b>FY18-19 Midcycle Budget FTE</b>	<b>FY19-20 Proposed Budget FTE</b>	<b>FY20-21 Proposed Budget FTE</b>
<b>Finance Department (cont'd)</b>	<b>160.01</b>	<b>167.81</b>	<b>167.81</b>
Parking Meter Collector Supervisor	1.00	1.00	1.00
Payroll Personnel Clerk II	1.00	1.00	1.00
Payroll Personnel Clerk III	2.00	2.00	2.00
Program Analyst II	1.00	1.00	1.00
Project Manager II	1.00	1.00	1.00
Public Service Rep, Sr	1.00	1.00	1.00
Public Service Representative	11.00	8.00	8.00
Purchasing Supervisor	1.00	1.00	1.00
Retirement Systems Accountant	1.00	1.00	1.00
Revenue & Tax Admin, Asst	1.00	1.00	1.00
Revenue & Tax Administrator	1.00	1.00	1.00
Revenue Analyst	1.00	2.00	2.00
Revenue Analyst, Principal	1.00	1.00	1.00
Revenue Assistant	11.00	9.00	9.00
Revenue Operations Supervisor	6.00	6.00	6.00
Storekeeper II	1.00	1.00	1.00
Storekeeper III	1.00	1.00	1.00
Systems Accountant III	1.00	1.00	1.00
Tax Auditor II	9.00	11.00	11.00
Tax Auditor III	-	1.00	1.00
Tax Enforcement Officer II	17.00	19.00	19.00
Treasury Administrator	1.00	1.00	1.00
Treasury Administrator, Asst	-	1.00	1.00
Treasury Analyst I	1.00	1.00	1.00
Treasury Analyst III	1.00	1.00	1.00
Tax Representative II	2.00	-	-
<b>Fire Department</b>	<b>612.10</b>	<b>652.78</b>	<b>653.78</b>
Accountant II	2.00	2.00	2.00
Accountant III	1.00	1.00	1.00
Administrative Analyst II	1.00	2.00	2.00
Administrative Assistant I	3.00	3.00	3.00
Administrative Assistant I, PPT	0.55	0.55	0.55
Administrative Assistant II	3.00	4.00	4.00
Administrative Services Manager I	1.00	1.00	1.00
Assistant Chief of Fire Department	1.00	1.00	1.00
Assistant Fire Marshal-Non Sworn	1.00	1.00	1.00

# ORGANIZATIONAL SUMMARY

## CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY18-19 Midcycle Budget FTE	FY19-20 Proposed Budget FTE	FY20-21 Proposed Budget FTE
<b>Fire Department (cont'd)</b>	<b>612.10</b>	<b>652.78</b>	<b>653.78</b>
Assistant to the Director	1.00	1.00	1.00
Battalion Chief	12.00	12.00	12.00
Budget & Grants Administrator	1.00	1.00	1.00
Business Analyst I	1.00	1.00	1.00
Captain of Fire Department	57.00	57.00	57.00
Chief of Fire	1.00	1.00	1.00
Deputy Chief of Fire Department	2.00	2.00	2.00
Emer Medical Svcs Coordinator	4.00	4.00	4.00
Emer Serv Manager, Assistant	1.00	1.00	1.00
Emergency Planning Coordinator	1.00	1.00	1.00
Emergency Planning Coordinator, Sr	3.00	1.00	1.00
Engineer of Fire Department	85.00	85.00	85.00
Exec Asst to the Director	1.00	1.00	1.00
Fire Communications Dispatcher	18.00	18.00	19.00
Fire Communications Dispatcher, Sr	1.00	1.00	1.00
Fire Communications Manager	1.00	1.00	1.00
Fire Communications Supervisor	4.00	5.00	5.00
Fire Division Manager	2.00	2.00	2.00
Fire Equipment Technician	2.00	2.00	2.00
Fire Fighter	187.00	188.00	188.00
Fire Fighter Paramedic	93.00	93.00	93.00
Fire Fighter Paramedic Trainee	-	8.00	8.00
Fire Fighter Trainee	-	22.00	22.00
Fire Investigator	3.00	3.00	3.00
Fire Marshall	-	1.00	1.00
Fire Marshall, Assistant	1.00	1.00	1.00
Fire Personnel Operations Spec	1.00	1.00	1.00
Fire Prevent Bureau Inspect, Civil	21.00	26.00	26.00
Fire Protection Engineer	3.00	4.00	4.00
Fire Safety Education Coordinator	1.00	1.00	1.00
Fireboat Attendant, PT	-	0.20	0.20
Hazardous Materials Inspector II	1.00	1.00	1.00
Hazardous Materials Prg Supervisor	-	3.00	3.00
Hearing Officer	-	1.00	1.00
Lieutenant of Fire Department	67.00	67.00	67.00

**CLASSIFICATION SUMMARY BY DEPARTMENT**  
**(In Full Time Equivalents)**

<b>DEPARTMENT</b>	<b>FY18-19 Midcycle Budget FTE</b>	<b>FY19-20 Proposed Budget FTE</b>	<b>FY20-21 Proposed Budget FTE</b>
<b>Fire Department (cont'd)</b>	<b>612.10</b>	<b>652.78</b>	<b>653.78</b>
Management Intern, PT	1.75	1.43	1.43
Manager, Agency Administrative	-	1.00	1.00
Manager, Emergency Services	1.00	1.00	1.00
Office Assistant I	-	1.00	1.00
Office Assistant I, PPT	0.60	0.60	0.60
Office Assistant II	3.00	5.00	5.00
Office Manager	2.00	2.00	2.00
Payroll Personnel Clerk III	1.00	2.00	2.00
Process Coordinator II	-	2.00	2.00
Program Analyst I	1.00	1.00	1.00
Program Analyst II	1.00	1.00	1.00
US&R Wrhs & Logistics Spec	1.00	1.00	1.00
Vegetation Management Supervisor	2.00	1.00	1.00
Temp Contract Svcs Employee, PT	1.20	-	-
Emergency Medical Svcs Instructor, PT	1.00	-	-
Fire Suppression District Inspector	4.00	-	-
Fire Suppression Dist Inspect PT	1.00	-	-
Fire Marshal (Non-Sworn)	1.00	-	-
<b>Housing &amp; Community Development</b>	<b>68.50</b>	<b>74.54</b>	<b>74.54</b>
Account Clerk II	-	1.00	1.00
Accountant I	1.00	-	-
Accountant II	1.00	1.00	1.00
Administrative Analyst I	1.00	3.00	3.00
Administrative Analyst II	1.00	1.00	1.00
Administrative Assistant I	5.00	7.00	7.00
Administrative Assistant II	2.00	2.00	2.00
Administrative Services Manager I	1.00	1.00	1.00
Business Analyst III	1.00	1.00	1.00
Community Dev Prgm Coordinator	4.00	4.00	4.00
Deputy Director, Housing	1.00	1.00	1.00
Development/Redevelopment Prgm MGR	3.00	3.00	3.00
Director of Housing & Comm Dev	1.00	1.00	1.00
Employment Services Supervisor	1.00	1.00	1.00
Exec Asst to the Director	1.00	1.00	1.00
Hearing Officer	8.00	6.00	6.00

# ORGANIZATIONAL SUMMARY

## CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY18-19 Midcycle Budget FTE	FY19-20 Proposed Budget FTE	FY20-21 Proposed Budget FTE
<b>Housing &amp; Community Development (cont'd)</b>	<b>68.50</b>	<b>74.54</b>	<b>74.54</b>
Home Management Specialist II	2.00	4.00	4.00
Home Management Specialist III	3.00	2.00	2.00
Housing Development Coord I	1.00	1.00	1.00
Housing Development Coord II	1.00	1.00	1.00
Housing Development Coordinator III	2.00	4.00	4.00
Housing Development Coordinator IV	4.00	4.00	4.00
Loan Servicing Administrator	1.00	1.00	1.00
Loan Servicing Specialist	1.00	1.00	1.00
Manager, Rent Adjustment Pgm	1.00	1.00	1.00
Mortgage Advisor	2.00	1.00	1.00
Office Assistant I	1.00	-	-
Office Assistant II	2.00	2.00	2.00
Program Analyst I	2.00	2.00	2.00
Program Analyst II	4.00	4.00	4.00
Program Analyst III	3.00	5.01	5.01
Project Manager	1.00	2.01	2.01
Rehabilitation Advisor I	2.00	2.01	2.01
Rehabilitation Advisor III	2.00	2.01	2.01
Senior Hearing Officer	1.00	1.00	1.00
Student Trainee, PT	0.50	0.50	0.50
<b>Human Resources Management</b>	<b>49.00</b>	<b>50.00</b>	<b>50.00</b>
Administrative Analyst II	2.00	2.00	2.00
Administrative Assistant II	1.00	1.00	1.00
Administrative Assistant II (CONF)	1.00	1.00	1.00
Assist Director, Pub Works Agency	1.00	-	-
Asst Human Resources Director	-	1.00	1.00
Benefits Analyst	1.00	1.00	1.00
Benefits Coordinator	1.00	1.00	1.00
Benefits Representative	2.00	2.00	2.00
Benefits Technician	2.00	3.00	3.00
Claims & Risk Manager	1.00	1.00	1.00
Director of Human Resources Mgmt	1.00	1.00	1.00
Disability Benefits Coordinator	1.00	1.00	1.00
Employee Fleet & Safety Coordinator	1.00	1.00	1.00
Employee Relations Analyst Prin	3.00	3.00	3.00
Exec Asst to the Director	1.00	1.00	1.00



**CLASSIFICATION SUMMARY BY DEPARTMENT**  
**(In Full Time Equivalents)**

<b>DEPARTMENT</b>	<b>FY18-19 Midcycle Budget FTE</b>	<b>FY19-20 Proposed Budget FTE</b>	<b>FY20-21 Proposed Budget FTE</b>
<b>Human Resources Management (cont'd)</b>	<b>49.00</b>	<b>50.00</b>	<b>50.00</b>
Human Resource Analyst (CONF)	6.00	6.00	6.00
Human Resource Analyst, Assistant	1.00	1.00	1.00
Human Resource Analyst, Principal	3.00	4.00	4.00
Human Resource Analyst, Senior	4.00	4.00	4.00
Human Resource Clerk	3.00	3.00	3.00
Human Resource Oper Supervisor	1.00	1.00	1.00
Human Resource Technician	6.00	6.00	6.00
Human Resource Technician, Senior	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	1.00
Program Analyst I	1.00	1.00	1.00
Program Analyst III	1.00	1.00	1.00
Safety & Loss Control Specialist	1.00	1.00	1.00
Training Coordinator	1.00	-	-
<b>Human Services</b>	<b>236.94</b>	<b>241.14</b>	<b>242.50</b>
Accountant II	4.00	4.00	4.00
Accountant III	1.00	1.00	1.00
Administrative Analyst II	-	1.00	1.00
Administrative Assistant I	7.00	7.00	7.00
Administrative Assistant I, PPT	0.80	0.80	0.80
Administrative Assistant II	4.00	4.00	5.00
Administrative Services Manager II	1.00	1.00	1.00
Assistant to the Director	1.00	1.00	1.00
Case Manager I	5.00	7.00	7.00
Case Manager II	5.00	2.00	2.00
Case Manager, Supervising	1.80	1.80	1.80
Community Action Agency Manager	1.00	1.00	1.00
Cook III	1.00	1.00	1.00
Custodian	4.00	4.00	4.00
Custodian Supervisor	1.00	1.00	1.00
Custodian, PT	1.48	1.48	1.48
Data Entry Operator	1.00	1.00	1.00
Data Entry Operator, Senior	1.00	1.00	1.00
Director of Human Services	1.00	1.00	1.00
Early Childhood Center Director	13.00	15.00	15.00
Early Head Start Instructor	31.00	32.00	32.00
Exec Asst to the Director	1.00	1.00	1.00

## ORGANIZATIONAL SUMMARY

### CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY18-19 Midcycle Budget FTE	FY19-20 Proposed Budget FTE	FY20-21 Proposed Budget FTE
<b>Human Services (cont'd)</b>	<b>236.94</b>	<b>241.14</b>	<b>242.50</b>
Family Advocate	10.00	10.00	10.00
Food Program Coordinator, PPT	0.50	0.50	0.50
Food Program Driver, PT	1.50	1.50	1.50
Food Program Monitor, PT	2.00	2.00	2.00
Food Service Worker	3.00	3.00	3.00
Food Service Worker, PT	1.00	1.00	1.00
Head Start Coach Coordinator	1.00	1.00	1.00
Head Start Driver Courier	3.00	3.00	3.00
Head Start Education Coord	1.00	1.00	1.00
Head Start ERSEA & Data Coord	1.00	1.00	1.00
Head Start Facilities Coordinator	1.00	1.00	1.00
Head Start Health & Nutr Coordinator	1.00	1.00	1.00
Head Start Instructor	30.00	32.00	32.00
Head Start School Ready Coord	1.00	1.00	1.00
Head Start Supervisor	4.00	4.00	4.00
Head Start/EHS Sub Inst, PT	1.00	1.00	1.00
Headstart Program Coordinator	3.00	3.00	3.00
Health & Human Svcs Prgm Planner	9.00	8.00	9.00
Maintenance Mechanic, PPT	2.00	2.00	2.00
Maintenance Mechanic, PT	0.51	0.51	0.51
Manager, Human Services	5.00	5.00	5.00
Nurse Case Manager	1.80	2.00	2.00
Office Assistant I, PPT	0.60	0.60	0.96
Office Assistant I, PT	2.15	2.15	2.15
Office Assistant II	1.00	1.00	1.00
Outreach Developer	2.00	2.00	2.00
Outreach Worker, PT	1.06	1.06	1.06
Park Attendant, PT	1.00	1.00	1.00
Payroll Personnel Clerk III	1.00	1.00	1.00
Program Analyst I	9.01	8.00	8.00
Program Analyst II	12.00	14.00	13.00
Program Analyst II, PPT	1.99	1.00	1.00
Program Analyst III	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00
Recreation Attendant I, PT	10.50	10.50	10.50
Senior Aide, PT	10.90	10.90	10.90

**CLASSIFICATION SUMMARY BY DEPARTMENT**  
**(In Full Time Equivalents)**

<b>DEPARTMENT</b>	<b>FY18-19 Midcycle Budget FTE</b>	<b>FY19-20 Proposed Budget FTE</b>	<b>FY20-21 Proposed Budget FTE</b>
<b>Human Services (cont'd)</b>	<b>236.94</b>	<b>241.14</b>	<b>242.50</b>
Senior Center Director	4.00	4.00	4.00
Senior Services Prgm Assistant	3.00	3.00	3.00
Senior Services Prgm Assistant, PPT	0.53	0.53	0.53
Senior Services Supervisor	3.00	3.00	3.00
Student Trainee, PT	0.81	0.81	0.81
<b>Information Technology</b>	<b>81.00</b>	<b>81.00</b>	<b>84.00</b>
Administrative Analyst I	2.00	2.00	2.00
Administrative Analyst II	2.00	1.00	1.00
Administrative Services Manager I	1.00	-	-
Application Developer II	1.00	1.00	1.00
Application Developer III	8.00	9.00	9.00
Assistant to the Director	1.00	1.00	1.00
Business Analyst III	-	1.00	1.00
Business Analyst IV	1.00	1.00	1.00
Database Administrator	2.00	2.00	2.00
Database Analyst III	1.00	1.00	1.00
Director of Info Technology	1.00	1.00	1.00
Electronics Technician	3.00	3.00	3.00
Exec Asst to the Director	1.00	1.00	1.00
Help Desk Specialist	4.00	4.00	4.00
Help Desk Supervisor	-	1.00	1.00
Information System Administrator	1.00	1.00	1.00
Information Systems Manager I	5.00	5.00	5.00
Information Systems Manager II	2.00	2.00	2.00
Information Systems Spec I	3.00	3.00	4.00
Information Systems Spec II	13.00	12.00	13.00
Information Systems Spec III	7.00	7.00	8.00
Management Assistant	-	1.00	1.00
Network Architect	2.00	2.00	2.00
Project Manager II	4.00	3.00	3.00
Project Manager III	2.00	3.00	3.00
Reproduction Assistant	1.00	1.00	1.00
Reproduction Offset Operator	3.00	3.00	3.00
Reprographic Shop Supervisor	1.00	1.00	1.00
Spatial Data Analyst III	4.00	3.00	3.00
Telecommunication Systems Engineer	2.00	2.00	2.00

## ORGANIZATIONAL SUMMARY

### CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY18-19 Midcycle Budget FTE	FY19-20 Proposed Budget FTE	FY20-21 Proposed Budget FTE
<b>Information Technology (cont'd)</b>	<b>81.00</b>	<b>81.00</b>	<b>84.00</b>
Telephone Services Specialist	2.00	3.00	3.00
Telecommunications Electrician, Sr	1.00	-	-
<b>Mayor</b>	<b>13.00</b>	<b>13.00</b>	<b>12.00</b>
Mayor	1.00	1.00	1.00
Special Assistant to the Mayor I	3.00	3.00	3.00
Special Assistant to the Mayor II	3.00	3.00	3.00
Special Assistant to the Mayor III	6.00	6.00	5.00
<b>Oakland Parks, Recreation &amp; Youth Development</b>	<b>228.14</b>	<b>231.69</b>	<b>231.69</b>
Account Clerk II	1.00	1.00	1.00
Account Clerk III	1.00	1.00	1.00
Accountant III	1.00	1.00	1.00
Administrative Analyst II	1.00	1.00	1.00
Administrative Services Manager I	1.00	1.00	1.00
Administrative Services Manager II	1.00	1.00	1.00
Assist Director, Parks & Rec	1.00	1.00	1.00
Business Analyst II	-	1.00	1.00
Director of Parks & Recreation	1.00	1.00	1.00
Exec Asst to the Director	1.00	1.00	1.00
Facility Manager	1.00	1.00	1.00
Facility Security Assistant	1.98	1.98	1.98
Facility Security Assistant, PPT	0.75	0.75	0.75
Facility Security Assistant, PT	3.50	3.50	3.50
Health & Human Svcs Prgm Planner	-	1.00	1.00
Lifeguard, PT	17.12	17.12	17.12
Management Assistant	-	1.00	1.00
Office Assistant II	1.00	1.00	1.00
Office Manager	1.00	1.00	1.00
Payroll Personnel Clerk II	1.00	1.00	1.00
Payroll Personnel Clerk III	1.00	1.00	1.00
Pool Manager, PT	3.25	3.25	3.25
Program Analyst I	-	1.00	1.00
Program Analyst II	1.00	-	-
Public Service Rep, PPT	1.00	1.00	1.00
Public Service Representative	4.00	4.00	4.00
Public Service Representative, PT	2.00	2.00	2.00

**CLASSIFICATION SUMMARY BY DEPARTMENT**  
**(In Full Time Equivalents)**

<b>DEPARTMENT</b>	<b>FY18-19 Midcycle Budget FTE</b>	<b>FY19-20 Proposed Budget FTE</b>	<b>FY20-21 Proposed Budget FTE</b>
<b>Oakland Parks, Recreation &amp; Youth Development (cont'd)</b>	<b>228.14</b>	<b>231.69</b>	<b>231.69</b>
Recreation Aide, PT	11.28	11.28	11.28
Recreation Attendant I, PT	8.81	8.81	8.81
Recreation Attendant II, PPT	1.00	1.00	1.00
Recreation Attendant II, PT	1.68	1.68	1.68
Recreation Center Director	17.00	20.00	20.00
Recreation General Supervisor	2.00	3.00	3.00
Recreation Leader I, PT	33.95	33.95	33.95
Recreation Leader II, PPT	27.55	26.05	26.05
Recreation Leader II, PT	11.79	11.79	11.79
Recreation Program Director	9.00	11.00	11.00
Recreation Specialist I, PPT	1.23	1.23	1.23
Recreation Specialist I, PT	12.41	12.41	12.41
Recreation Specialist II, PPT	9.65	7.70	7.70
Recreation Specialist II, PT	1.95	1.95	1.95
Recreation Specialist III, PT	5.18	5.18	5.18
Recreation Supervisor	9.00	9.00	9.00
Sports Official, PT	2.56	2.56	2.56
Sports Program Coordinator	1.00	1.00	1.00
Stagehand, PT	0.60	0.60	0.60
Student Trainee, PT	1.48	1.48	1.48
Van Driver, PPT	1.50	1.50	1.50
Van Driver, PT	1.00	1.00	1.00
Water Safety Instructor, PT	5.92	5.92	5.92
Temp Contract Svcs Employee, PT	1.00	-	-
Naturalist, Supervising	1.00	-	-
<b>Oakland Public Library</b>	<b>275.27</b>	<b>269.18</b>	<b>271.18</b>
Account Clerk II	1.00	1.00	1.00
Account Clerk III	3.00	2.00	3.00
Accountant III	1.00	1.00	1.00
Administrative Analyst I	1.00	1.00	1.00
Administrative Services Manager II	1.00	1.00	1.00
Archivist	1.00	1.00	1.00
Associate Director, Library Services	1.00	1.00	1.00
Curator AAMLO, Chief	1.00	1.00	1.00
Director of Library Services	1.00	1.00	1.00

## ORGANIZATIONAL SUMMARY

### CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY18-19 Midcycle Budget FTE	FY19-20 Proposed Budget FTE	FY20-21 Proposed Budget FTE
<b>Oakland Public Library (cont'd)</b>	<b>275.27</b>	<b>269.18</b>	<b>271.18</b>
Exec Asst to the Director	1.00	1.00	1.00
Librarian I	24.00	26.00	26.00
Librarian I, PPT	4.24	4.20	4.20
Librarian I, PT	4.38	2.95	2.95
Librarian II	34.00	35.00	35.00
Librarian II, PPT	0.60	0.60	0.60
Librarian II, PT	0.70	0.70	0.70
Librarian, Senior	10.00	10.00	10.00
Librarian, Senior, PPT	-	0.60	0.60
Librarian, Senior, PT	0.38	0.38	0.38
Librarian, Supervising	7.00	6.00	6.00
Library Aide	21.00	21.00	22.00
Library Aide, PPT	24.60	24.60	24.60
Library Aide, PT	40.42	39.51	39.51
Library Assistant	36.00	36.00	36.00
Library Assistant, PT	9.37	8.06	8.06
Library Assistant, Senior	11.00	11.00	11.00
Library Assistant, Senior, PPT	2.40	1.20	1.20
Library Asst, PPT	15.50	15.00	15.00
Literacy Assistant	1.00	1.00	1.00
Literacy Assistant, Senior	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00
Museum Guard	2.00	2.00	2.00
Museum Guard, PT	1.88	1.88	1.88
Museum Project Coordinator	1.00	1.00	1.00
Office Assistant I	2.00	2.00	2.00
Office Assistant II	2.00	2.00	2.00
Office Manager	1.00	1.00	1.00
Program Analyst I, PT	0.70	0.50	0.50
Program Analyst III	1.00	-	-
Project Manager	-	1.00	1.00
Public Information Officer II	1.00	1.00	1.00
Student Trainee, PT	0.60	-	-
Literacy Assistant, PT	0.50	-	-
Library Automation Supervisor	1.00	-	-

**CLASSIFICATION SUMMARY BY DEPARTMENT**  
**(In Full Time Equivalents)**

<b>DEPARTMENT</b>	<b>FY18-19 Midcycle Budget FTE</b>	<b>FY19-20 Proposed Budget FTE</b>	<b>FY20-21 Proposed Budget FTE</b>
<b>Oakland Public Works</b>	<b>630.07</b>	<b>628.16</b>	<b>628.16</b>
Account Clerk II	1.00	1.00	1.00
Account Clerk III	4.00	4.00	4.00
Accountant I	1.00	1.00	1.00
Accountant II	2.00	2.00	2.00
Accountant III	3.00	3.00	3.00
Administrative Analyst II	6.00	8.00	8.00
Administrative Assistant I	4.00	4.00	4.00
Administrative Assistant II	10.00	9.00	9.00
Administrative Services Manager I	1.00	1.00	1.00
Administrative Services Manager II	2.00	1.00	1.00
Arboricultural Inspector	2.00	2.00	2.00
Architectural Assistant (Office)	1.00	1.00	1.00
Assist Director, Pub Works Agency	3.00	3.00	3.00
Assistant to the Director	1.00	1.00	1.00
Auto Equipment Mechanic	11.00	11.00	11.00
Auto Equipment Service Worker	4.00	4.00	4.00
Budget & Grants Administrator	1.00	1.00	1.00
Budget & Operations Analyst III	1.00	1.00	1.00
Business Analyst II	1.00	1.00	1.00
Business Analyst III	1.00	1.00	1.00
Capital Improvement Project Coor	9.00	9.00	9.00
Carpenter	5.00	5.00	5.00
Clean Community Supervisor	1.00	1.00	1.00
Construction & Maintenance Mechanic	7.00	8.00	8.00
Construction & Maintenance Supv I	3.00	3.00	3.00
Construction Inspector (Field)	7.00	7.00	7.00
Construction Inspector Sup (Field)	1.00	1.00	1.00
Construction Inspector, Sr (Field)	1.00	1.00	1.00
Construction Inspector, Sup II	1.00	1.00	1.00
Custodial Services Supervisor I	4.00	4.00	4.00
Custodian	46.40	49.40	49.40
Custodian Supervisor	1.00	1.00	1.00
Custodian, PPT	5.89	7.49	7.49
Custodian, PT	14.79	16.79	16.79
Director of Public Works	1.00	1.00	1.00
Drafting Technician, Int (Office)	1.00	1.00	1.00

## ORGANIZATIONAL SUMMARY

### CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY18-19 Midcycle Budget FTE	FY19-20 Proposed Budget FTE	FY20-21 Proposed Budget FTE
<b>Oakland Public Works (cont'd)</b>	<b>630.07</b>	<b>628.16</b>	<b>628.16</b>
Drafting/Design Technician, Sr	-	1.00	1.00
Electrical Engineer II	2.00	2.00	2.00
Electrical Painter	2.00	3.00	3.00
Electrician	2.00	2.00	2.00
Electrician Leader	1.00	1.00	1.00
Electro-Mechanical Machinist	1.00	1.00	1.00
Engineer, Assistant II (Office)	15.00	14.00	14.00
Engineer, Civil (Field)	3.00	3.00	3.00
Engineer, Civil (Office)	9.00	9.00	9.00
Engineer, Civil Principal	2.00	2.00	2.00
Engineer, Civil Supervising (Field)	1.00	1.00	1.00
Engineer, Civil Supv (Office)	2.00	2.00	2.00
Engineer, Transportation Assistant	1.00	1.00	1.00
Engineering Intern, PT	2.00	2.00	2.00
Environment Svcs Analyst, Asst	1.00	1.00	1.00
Environmental Program Specialist	3.00	3.00	3.00
Environmental Program Supervisor	1.00	1.00	1.00
Equipment Body Repair Worker	3.00	3.00	3.00
Equipment Parts Technician	4.00	4.00	4.00
Equipment Services Superintendent	1.00	1.00	1.00
Equipment Supervisor	3.00	3.00	3.00
Exec Asst to the Director	1.00	1.00	1.00
Facilities Complex Manager	2.00	2.00	2.00
Facilities Complex Mgr, Asst	1.00	1.00	1.00
Facility Security Assistant, PT	0.50	0.50	0.50
Fleet Compliance Coordinator	1.00	1.00	1.00
Fleet Specialist	1.00	1.00	1.00
Gardener Crew Leader	21.00	20.00	20.00
Gardener II	13.00	11.00	11.00
Heavy Equipment Mechanic	15.00	17.00	17.00
Heavy Equipment Operator	4.00	4.00	4.00
Heavy Equipment Service Worker	6.00	6.00	6.00
Heavy Equipment Supervisor	2.00	2.00	2.00
Irrigation Repair Specialist	4.00	4.00	4.00
Maintenance Mechanic	9.00	9.00	9.00
Maintenance Mechanic, PT	0.50	0.50	0.50



**CLASSIFICATION SUMMARY BY DEPARTMENT**  
**(In Full Time Equivalents)**

<b>DEPARTMENT</b>	<b>FY18-19 Midcycle Budget FTE</b>	<b>FY19-20 Proposed Budget FTE</b>	<b>FY20-21 Proposed Budget FTE</b>
<b>Oakland Public Works (cont'd)</b>	<b>630.07</b>	<b>628.16</b>	<b>628.16</b>
Management Assistant	3.00	2.00	2.00
Management Intern	1.00	1.00	1.00
Management Intern, PT	1.00	1.00	1.00
Manager, Agency Administrative	1.00	1.00	1.00
Manager, Building Services	1.00	1.00	1.00
Manager, Capital Improvement Pgrm	-	1.00	1.00
Manager, Environmental Services	1.00	1.00	1.00
Manager, Equipment Services	1.00	1.00	1.00
Manager, Park Services	1.00	1.00	1.00
Manager, Support Services	1.00	1.00	1.00
Manager, Sustainability Pgm	1.00	1.00	1.00
Manager, Technology Pgm	1.00	1.00	1.00
Mayor's PSE 14	2.00	-	-
Office Assistant II	1.00	1.00	1.00
Painter	7.00	8.00	8.00
Park Attendant, PPT	3.71	2.70	2.70
Park Attendant, PT	33.73	31.23	31.23
Park Equipment Operator	5.00	4.00	4.00
Park Supervisor I	5.00	4.00	4.00
Park Supervisor II	1.00	1.00	1.00
Payroll Personnel Clerk III	3.00	3.00	3.00
Plumber	3.00	3.00	3.00
Pool Technician	2.00	2.00	2.00
Pool Technician, PPT	1.00	1.00	1.00
Program Analyst I	3.00	3.00	3.00
Program Analyst II	4.00	4.00	4.00
Program Analyst III	6.00	6.00	6.00
Project Manager	2.00	1.00	1.00
Project Manager II	3.00	2.00	2.00
Public Information Officer II	1.00	1.00	1.00
Public Service Rep, Sr	2.00	-	-
Public Service Representative	3.00	-	-
Public Works Maintenance Worker	51.00	52.00	52.00
Public Works Operations Manager	2.00	3.00	3.00
Public Works Supervisor I	12.00	12.00	12.00
Public Works Supervisor II	5.00	5.00	5.00

## ORGANIZATIONAL SUMMARY

### CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY18-19 Midcycle Budget FTE	FY19-20 Proposed Budget FTE	FY20-21 Proposed Budget FTE
<b>Oakland Public Works (cont'd)</b>	<b>630.07</b>	<b>628.16</b>	<b>628.16</b>
Recycling Specialist	3.00	3.00	3.00
Recycling Specialist, Senior	2.00	2.00	2.00
Sewer Maintenance Leader	23.00	23.00	23.00
Sewer Maintenance Planner	1.00	1.00	1.00
Sewer Maintenance Worker	32.00	32.00	32.00
Solid Waste/Recycling Prog Sup	1.00	1.00	1.00
Stationary Engineer	10.00	11.00	11.00
Stationary Engineer, Chief	3.00	3.00	3.00
Street Maintenance Leader	24.00	25.00	25.00
Street Sweeper Operator	20.00	20.00	20.00
Student Trainee, PT	3.55	3.55	3.55
Support Services Supervisor	2.00	2.00	2.00
Tree High Climber	2.00	2.00	2.00
Tree Supervisor I	2.00	2.00	2.00
Tree Supervisor II	1.00	1.00	1.00
Tree Trimmer	12.00	12.00	12.00
Watershed Program Supervisor	1.00	1.00	1.00
Environmental Enforcement Officer	4.00	4.00	4.00
<b>Planning &amp; Building</b>	<b>171.50</b>	<b>195.50</b>	<b>195.50</b>
Account Clerk II	1.00	1.00	1.00
Account Clerk III	1.00	1.00	1.00
Administrative Analyst II	3.00	5.00	5.00
Administrative Assistant I	1.00	1.00	1.00
Administrative Assistant II	1.00	1.00	1.00
Administrative Services Manager I	1.00	-	-
Administrative Services Manager II	-	1.00	1.00
Assist Director, Pub Works Agency	1.00	-	-
Assistant Director, Plan & Bldg	-	1.00	1.00
Business Analyst II	-	1.00	1.00
Business Analyst IV	1.00	1.00	1.00
Construction Inspector, Sr (Field)	-	2.00	2.00
Deputy Director/Building Official	1.00	1.00	1.00
Deputy Director/City Planner	1.00	1.00	1.00
Director of Planning & Building	1.00	1.00	1.00
Engineer, Assistant II (Office)	5.00	6.00	6.00
Engineer, Civil (Office)	6.00	6.00	6.00

**CLASSIFICATION SUMMARY BY DEPARTMENT**  
**(In Full Time Equivalents)**

<b>DEPARTMENT</b>	<b>FY18-19 Midcycle Budget FTE</b>	<b>FY19-20 Proposed Budget FTE</b>	<b>FY20-21 Proposed Budget FTE</b>
<b>Planning &amp; Building (cont'd)</b>	<b>171.50</b>	<b>195.50</b>	<b>195.50</b>
Engineer, Civil Principal	2.00	2.00	2.00
Engineer, Civil Supv (Office)	1.00	1.00	1.00
Exec Asst to the Director	1.00	1.00	1.00
Graphic Delineator	1.00	2.00	2.00
Management Assistant	2.00	2.00	2.00
Management Intern, PT	-	2.50	2.50
Manager, Zoning	1.00	1.00	1.00
Office Assistant I, PT	-	1.50	1.50
Office Assistant II	7.00	8.00	8.00
Office Manager	1.00	1.00	1.00
Permit Technician I	6.00	6.00	6.00
Permit Technician II	2.00	2.00	2.00
Planner I	4.00	4.00	4.00
Planner II	9.00	12.00	12.00
Planner II, Design Review	1.00	1.00	1.00
Planner III	12.00	12.00	12.00
Planner III, Historic Preservation	2.00	2.00	2.00
Planner IV	6.00	10.00	10.00
Planner V	2.00	2.00	2.00
Planning Investigator	1.00	1.00	1.00
Principal Inspection Supv	4.00	5.00	5.00
Process Coordinator II	3.00	3.00	3.00
Process Coordinator III	3.00	3.00	3.00
Program Analyst III	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00
Project Manager II	1.00	2.00	2.00
Public Service Rep, Sr	3.00	3.00	3.00
Public Service Representative	15.00	15.00	15.00
Spatial Data Analyst III	-	1.00	1.00
Specialty Combination Insp, Senior	5.00	6.00	6.00
Specialty Combination Inspector	45.00	51.00	51.00
Student Trainee, PT	-	0.50	0.50
Planner IV PPT	0.50	-	-
Inspection Services Manager	1.00	-	-
Construction Inspector, Sr (Office)	2.00	-	-
Planning Intern, PT	2.00	-	-

## ORGANIZATIONAL SUMMARY

### CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY18-19 Midcycle Budget FTE	FY19-20 Proposed Budget FTE	FY20-21 Proposed Budget FTE
<b>Police Commission</b>	<b>14.00</b>	<b>17.00</b>	<b>17.00</b>
Administrative Analyst II	1.00	1.00	1.00
Civilian Inspector General	-	1.00	1.00
Complaint Investigator II	6.00	7.00	7.00
Complaint Investigator III	1.00	1.00	1.00
CPRB Policy Analyst	1.00	1.00	1.00
Executive Director CPRA	1.00	1.00	1.00
Intake Technician	3.00	3.00	3.00
Office Assistant II	1.00	1.00	1.00
Police Pgrm & Perf Audit Sup	-	1.00	1.00
<b>Police Department</b>	<b>1,311.50</b>	<b>1,270.20</b>	<b>1,270.20</b>
Account Clerk I	1.00	1.00	1.00
Account Clerk II	4.00	4.00	4.00
Account Clerk III	1.00	1.00	1.00
Accountant II	2.00	2.00	2.00
Accountant III	1.00	1.00	1.00
Administrative Analyst II	16.00	17.00	17.00
Administrative Assistant I	2.00	2.00	2.00
Business Analyst II	1.00	1.00	1.00
Captain of Police (PERS)	10.00	10.00	10.00
Chief of Police	1.00	1.00	1.00
Chief of Police, Assistant	1.00	1.00	1.00
Crime Analyst	7.00	7.00	7.00
Criminalist I	1.00	1.00	1.00
Criminalist II	14.00	16.00	16.00
Criminalist III	5.00	5.00	5.00
Crossing Guard, PPT	2.00	2.00	2.00
Crossing Guard, PT	27.00	27.20	27.20
Deputy Chief of Police (PERS)	4.00	4.00	4.00
Exec Asst to the Director	1.00	1.00	1.00
Forensic Technician	1.00	1.00	1.00
Grants Coordinator	1.00	1.00	1.00
Intake Technician	4.00	4.00	4.00
Latent Print Examiner II	5.00	5.00	5.00
Latent Print Examiner III	1.00	1.00	1.00
Lieutenant of Police (PERS)	27.00	27.00	27.00
Management Assistant	5.00	5.00	5.00
Manager, Crime Laboratory	1.00	1.00	1.00

**CLASSIFICATION SUMMARY BY DEPARTMENT**  
**(In Full Time Equivalents)**

<b>DEPARTMENT</b>	<b>FY18-19 Midcycle Budget FTE</b>	<b>FY19-20 Proposed Budget FTE</b>	<b>FY20-21 Proposed Budget FTE</b>
<b>Police Department (cont'd)</b>	<b>1,311.50</b>	<b>1,270.20</b>	<b>1,270.20</b>
Neighborhood Services Coordinator	10.00	10.00	10.00
Office Assistant I	1.00	1.00	1.00
Office Assistant I, PT	0.50	0.50	0.50
Office Assistant II	1.00	1.00	1.00
Payroll Personnel Clerk II	1.00	1.00	1.00
Payroll Personnel Clerk III	3.00	3.00	3.00
Police Cadet, PT	16.50	9.00	9.00
Police Communications Dispatcher	63.00	69.00	69.00
Police Communications Manager	1.00	1.00	1.00
Police Communications Operator	11.00	4.00	4.00
Police Communications Supervisor	8.00	7.00	7.00
Police Evidence Technician	20.00	20.00	20.00
Police Officer (PERS)	620.00	620.00	620.00
Police Officer Trainee	135.00	100.00	100.00
Police Performance Auditor	3.00	3.00	3.00
Police Personnel Oper Specialist	2.00	3.00	3.00
Police Pgrm & Perf Audit Sup	2.00	2.00	2.00
Police Property Specialist	5.00	5.00	5.00
Police Property Supervisor	1.00	1.00	1.00
Police Records Specialist	55.00	55.00	55.00
Police Records Supervisor	5.00	5.00	5.00
Police Services Manager I	5.00	5.00	5.00
Police Services Technician II	59.00	59.00	59.00
Program Analyst III	2.00	2.00	2.00
Project Manager II	1.00	1.00	1.00
Project Manager III	2.00	1.00	1.00
Reproduction Offset Operator	1.00	1.00	1.00
Sergeant of Police (PERS)	129.00	129.00	129.00
Student Trainee, PT	0.50	0.50	0.50
Technical Communications Specialist	1.00	1.00	1.00
Volunteer Program Specialist II	1.00	1.00	1.00
<b>Public Ethics Commission</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
Administrative Assistant II	1.00	1.00	1.00
Deputy Dir, Public Ethics Comm	1.00	1.00	1.00
Ethics Analyst I	1.00	1.00	1.00
Ethics Analyst II	1.00	1.00	1.00

## ORGANIZATIONAL SUMMARY

### CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY18-19 Midcycle Budget FTE	FY19-20 Proposed Budget FTE	FY20-21 Proposed Budget FTE
<b>Public Ethics Commission (cont'd)</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
Ethics Investigator	1.00	1.00	1.00
Exec Dir, Public Ethics Comm	1.00	1.00	1.00
<b>Race &amp; Equity</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
Administrative Assistant II	1.00	-	-
Director of Race and Equity	1.00	1.00	1.00
Exec Asst to the Director	-	1.00	1.00
Program Analyst III	1.00	1.00	1.00
<b>Transportation</b>	<b>317.04</b>	<b>322.04</b>	<b>322.04</b>
Account Clerk III	1.00	2.00	2.00
Accountant I	1.00	-	-
Accountant II	1.00	1.00	1.00
Accountant III	1.00	1.00	1.00
Administrative Analyst I	1.00	1.00	1.00
Administrative Analyst II	-	1.00	1.00
Administrative Assistant I	1.00	1.00	1.00
Administrative Assistant II	4.00	4.00	4.00
Administrative Services Manager I	1.00	1.00	1.00
Arboricultural Inspector	1.00	1.00	1.00
Architectural Associate (Field)	1.00	1.00	1.00
Assist Director, Pub Works Agency	1.00	1.00	1.00
Assistant to the Director	1.00	2.00	2.00
Business Analyst II	1.00	1.00	1.00
Chief of Party	1.00	1.00	1.00
City Land Surveyor	1.00	1.00	1.00
Concrete Finisher	3.00	4.00	4.00
Construction Inspector (Field)	10.00	11.00	11.00
Construction Inspector Sup (Field)	1.00	1.00	1.00
Construction Inspector, Sr (Field)	3.00	3.00	3.00
Director of Transportation	1.00	1.00	1.00
Disability Access Coordinator	1.00	1.00	1.00
Drafting/Design Technician, Sr	2.00	2.00	2.00
Electrical Const & Maint Planner	1.00	1.00	1.00
Electrical Engineer III	1.00	1.00	1.00
Electrical Supervisor	2.00	2.00	2.00
Electrician	10.00	10.00	10.00
Electrician Helper	1.00	1.00	1.00

**CLASSIFICATION SUMMARY BY DEPARTMENT**  
**(In Full Time Equivalents)**

<b>DEPARTMENT</b>	<b>FY18-19 Midcycle Budget FTE</b>	<b>FY19-20 Proposed Budget FTE</b>	<b>FY20-21 Proposed Budget FTE</b>
<b>Transportation (cont'd)</b>	<b>317.04</b>	<b>322.04</b>	<b>322.04</b>
Electrician Leader	2.00	2.00	2.00
Engineer, Assistant II (Field)	1.00	2.00	2.00
Engineer, Assistant II (Office)	25.00	24.00	24.00
Engineer, Civil (Field)	-	1.00	1.00
Engineer, Civil (Office)	10.00	9.00	9.00
Engineer, Civil Principal	2.00	1.00	1.00
Engineer, Civil Supervising (Field)	-	1.00	1.00
Engineer, Civil Supv (Office)	2.00	2.00	2.00
Engineer, Transportation	9.00	11.00	11.00
Engineer, Transportation Assistant	1.00	-	-
Engineer, Transportation Supv	3.00	3.00	3.00
Engineering Intern, PT	2.00	2.00	2.00
Engineering Technician II (Office)	4.00	5.00	5.00
Engineering Technician, Sr (Office)	2.00	2.00	2.00
Exec Asst to the Director	1.00	1.00	1.00
Heavy Equipment Operator	7.00	7.00	7.00
Manager, Agency Administrative	1.00	1.00	1.00
Manager, Capital Improvement Pgrm	1.00	-	-
Manager, Electrical Services	1.00	1.00	1.00
Office Assistant II	1.00	-	-
Parking Control Technician	27.00	27.00	27.00
Parking Control Technician, PPT	13.75	13.75	13.75
Parking Control Technician, PT	20.29	20.29	20.29
Parking Enforcement Supervisor I	4.00	4.00	4.00
Parking Meter Repair Worker	7.00	7.00	7.00
Payroll Personnel Clerk III	1.00	2.00	2.00
Program Analyst I	3.00	2.00	2.00
Program Analyst II	10.00	6.00	6.00
Program Analyst III	5.00	5.00	5.00
Project Manager	1.00	1.00	1.00
Project Manager II	1.00	1.00	1.00
Public Service Representative	2.00	2.00	2.00
Public Works Maintenance Worker	34.00	33.00	33.00
Public Works Operations Manager	1.00	2.00	2.00
Public Works Supervisor I	8.00	8.00	8.00
Public Works Supervisor II	3.00	3.00	3.00

## ORGANIZATIONAL SUMMARY

### CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY18-19 Midcycle Budget FTE	FY19-20 Proposed Budget FTE	FY20-21 Proposed Budget FTE
<b>Transportation (cont'd)</b>	<b>317.04</b>	<b>322.04</b>	<b>322.04</b>
Sign Maintenance Worker	7.00	7.00	7.00
Spatial Data Analyst III	1.00	1.00	1.00
Spatial Database Analyst III	1.00	1.00	1.00
Street Maintenance Leader	18.00	18.00	18.00
Student Trainee, PT	6.00	6.00	6.00
Support Services Supervisor	1.00	1.00	1.00
Surveying Technician (Field)	1.00	1.00	1.00
Surveying Technician, Sr (Field)	2.00	2.00	2.00
Traffic Engineering Tech, Senior (O)	1.00	1.00	1.00
Traffic Painter	4.00	4.00	4.00
Traffic Sign Maker	2.00	2.00	2.00
Transportation Planner II	-	4.00	4.00
Transportation Planner III	-	1.00	1.00
Transportation Planner, Senior	3.00	3.00	3.00
<b>Grand Total</b>	<b>4,446.19</b>	<b>4,506.76</b>	<b>4,511.12</b>

Citywide	FY 2018-19 Midcycle Budget FTE	FY19-20 Proposed Budget FTE	FY20-21 Proposed Budget FTE
Civilian	3,010.19	3,073.76	3,078.12
Fire Sworn	509.00	511.00	511.00
Police Sworn	792.00	792.00	792.00
Fire Fighter / Fire Fighter Paramedic Trainee	-	30.00	30.00
Police Officer Trainee	135.00	100.00	100.00
<b>Grand Total</b>	<b>4,446.19</b>	<b>4,506.76</b>	<b>4,511.12</b>



**CLASSIFICATION SUMMARY BY DEPARTMENT**  
**(In Full Time Equivalents)**

<b>Positions Frozen or Eliminated</b>			
<b>Department</b>	<b>Primary Fund</b>	<b>FY 2019-20 Status</b>	<b>FY 2020-21 Status</b>
<b>Economic &amp; Workforce Development</b>			
Urban Economic Coordinator	Fund 1010	Eliminated	Eliminated
Graphic Design Specialist	Fund 1010	Eliminated	Eliminated
<b>Information Technology</b>			
Information Systems Specialist I	Fund 1010	Frozen	Active
<b>Police</b>			
Project Manager III	Fund 1010	Eliminated	Eliminated
<b>Public Works</b>			
Gardener II - 2.0 FTE	Fund 2310	Frozen	Frozen
Gardener Crew Leader	Fund 2310	Frozen	Frozen
Park Attendant, PPT	Fund 2310	Frozen	Frozen
Park Attendant, PT - 2.50 FTE	Fund 2310	Frozen	Frozen
Park Equipment Operator	Fund 2310	Frozen	Frozen
Park Supervisor I	Fund 2310	Frozen	Frozen

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## MAYOR

### DUTIES AND RESPONSIBILITIES

The Mayor's Office supports the Mayor in carrying out her duties as specifically outlined in the City Charter:

- The Mayor shall be responsible for the submission of an annual budget to the Council that 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.
- 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 appoint the Chief of Police from a pool of at least 4 candidates provided by the Oakland Police Commission, remove the Chief of Police either jointly or separately from the Commission.
- 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.

#### AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Mayor's Support</b>	<b>13.00</b>	<b>13.00</b>	<b>12.00</b>
1010 - General Purpose Fund (GPF)	10.44	10.75	10.75
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	1.00	0.50	0.50
2415 - Development Service Fund	0.56	0.75	0.75
2999 - Miscellaneous Grants	1.00	1.00	-
<b>TOTAL</b>	<b>13.00</b>	<b>13.00</b>	<b>12.00</b>

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$2,884,113	\$3,105,972	\$3,733,891	\$3,852,277
2216 Measure BB - Alameda County Transportation Commission Sales Tax	301,251	359,269	217,173	224,252
2252 Measure Z - Violence Prevention and Public Safety	150,764	-	-	-
2415 Development Service Fund	-	181,979	288,210	298,190
2999 Miscellaneous Grants	436,949	-	-	-
7999 Miscellaneous Trusts	78,150	-	-	-
<b>TOTAL</b>	<b>\$3,851,227</b>	<b>\$3,647,220</b>	<b>\$4,239,274</b>	<b>\$4,374,719</b>
GPF Percent to Total Department	74.9%	85.2%	88.1%	88.1%
GPF Percent to Citywide GPF Expenditures	0.5%	0.5%	0.6%	0.6%

#### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Mayor's Support	\$3,851,227	\$3,647,220	\$4,239,274	\$4,374,719
<b>TOTAL</b>	<b>\$3,851,227</b>	<b>\$3,647,220</b>	<b>\$4,239,274</b>	<b>\$4,374,719</b>

#### SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 0.19 FTE of Special Assistant to the Mayor III to Development Services Fund (2415)	(0.19)	(\$67,347)	(\$69,782)
All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 0.19 FTE of Special Assistant to the Mayor III to Development Services Fund (2415) from the GPF (1010)	0.19	\$67,347	\$69,782

## PRIORITIES

To achieve her vision, the Mayor seeks to position Oakland as a vibrant, equitable city that is growing responsibly and where everyone thrives. During this budget cycle, the Mayor's priority areas are as follows:

### HOLISTIC COMMUNITY SAFETY

Oakland has seen improved safety – last year was our safest since 2005 -- but we still have work to do. We must continue to strengthen neighborhood policing that prevents crime by building trust, identifying the specific needs of our neighborhoods, and intervening before crimes even occur. We must continue to double down on addressing the root causes of crime by creating better education and employment opportunities, particularly for our youth.

Specifically, during this budget cycle we will:

- Continue strengthening the Ceasefire Partnership, which has reduced shootings and homicides by 39% over the last four years.
- Keep public safety vacancies filled.
- Reduce all violent crimes by 10% annually.
- Place 3,500 youth of color into summer jobs or internships annually.

### KEEPING THE OAKLAND PROMISE

Oakland Promise is a transformative cradle-to-career initiative to triple the number of college graduates from Oakland within the decade. In the past, only 10% of OUSD 9<sup>th</sup> graders were earning college degrees by age 23. We must employ all proven best practices to ensure every child in Oakland graduates high school with the expectations, resources, and skills to complete college and succeed in the career of his or her choice.

Specifically, during this budget cycle we will:

- Open 250 college savings accounts of \$500 for babies born into poverty, as well as give financial coaching and up to \$500 of financial assistance to their parents, annually.

- Award 5,000 early scholarships to kindergartners at 36 OUSD schools and incentivize 500 of their families to open college savings accounts, annually.
- Connect 3,800 middle and high school students to internships and college resources through Future Centers, as well as ensuring at least 80% of senior's complete FAFSA/DREAM applications for college aid and increase college applications 10%, annually.
- Support 700 OUSD graduates in college with more than \$3 million in scholarship aid, as well as with persistence supports like peer support groups and personal mentors, ensuring that more than 80% persist to their next year of college, annually.
- Fundraise so that nearly all program costs come from non-City of Oakland sources.

### FIGHTING DISPLACEMENT & HOUSING OUR MOST VULNERABLE

Oakland is facing a housing affordability crisis. We've already seen too many Bay Area communities become unaffordable for middle and low-income residents, while we've seen our most vulnerable residents suffer in unsafe and over-crowded conditions as well as in growing homeless encampments. That's why we came together in 2016 to pass city and county measures that make investments to protect Oaklanders across the city from being forced to move out of affordable housing and build more housing for our most vulnerable. We will fight to protect families from being displaced from their homes and increase affordable housing in Oakland – including permanent supportive housing for the homeless. We'll also fight to protect our small Oakland-grown businesses, artists and non-profit organizations -- protecting what makes Oakland.

Specifically, during this budget cycle we will:

- Protect 6,000 Oakland households annually from displacement through recently adopted renter protections and services.
- Build at least 3,000 new units of housing annually with 20% protected affordable for low to extremely low income tenants.
- Assist 500 small businesses and non-profits to stay and grow in Oakland, annually.
- Implement new proactive commercial and residential inspection programs.
- Continue the Compassionate Communities services-in-place for homeless encampments; secure an additional Navigation Center/Henry Robinson site and commence development of a permanent housing project for unsheltered residents.

### TRANSPORTATION AND INFRASTRUCTURE THAT WORKS

Last year, we passed an unprecedented infrastructure bond, so that this year we can begin making long overdue street repairs. We started Oakland's first Department of Transportation to make sure these hard-won infrastructure resources are maximized to create safer, equitable, and sustainable access and mobility for all residents.

Specifically, during this budget cycle we will:

- Pave at least 295 city blocks annually, with 78% in communities of concern.
- Replace at least 8,000 sq. ft. of sidewalks, annually.
- Fill at least 12,000 potholes, annually.
- Plan, issue and evaluate Oakland's first infrastructure bond investments transparently.

## PRIORITIES (CONT'D)

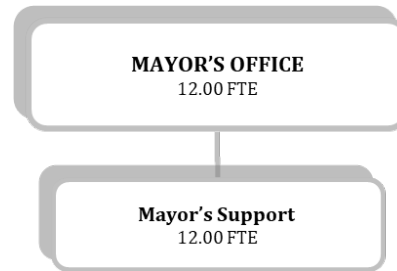
### RESPONSIVE TRUSTWORTHY GOVERNMENT

Despite our shrinking resources, Oaklanders deserve a government that is more responsive to their needs, is transparent and actively engages them in decision-making. We also need to stop kicking the proverbial can down the road and get the organization onto more sound financial footing, as well as address mounting unfunded liabilities.

Specifically, during this budget cycle we will:

- Launch Oak 311, allowing residents to report problems more easily like potholes and streetlight outages and hold manager accountable for fixing them.
- Increase the speed and amount of service requests fulfilled, with particular attention to illegal dumping.
- Contribute at least \$10 million annually towards unfunded future retirement liabilities.
- Pass Oakland's first structurally balanced budget in more than a decade.

## ORGANIZATIONAL CHART BY SERVICE AREA



**MAYOR**

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**NOTES**

## CITY COUNCIL

Vested with all powers of legislation in municipal affairs, the City Council is the governing body that exercises the corporate powers of the City of Oakland under the authorities granted by the Oakland City Charter and the State of California Constitution.

The Council is comprised of eight Councilmembers, with seven elected from geographic districts and one citywide (At-Large). All Councilmembers are elected to a term of four years.

### DUTIES AND RESPONSIBILITIES

In accordance with the Charter, the City Council:

- sets the goals and priorities for the City,
- adopts the City budget,
- adopts the city's laws by ordinance and resolution, and
- confirms members to various City and Port of Oakland boards and commissions.

### BUSINESS GOALS

- Provide homelessness solutions for Oakland's unhoused residents.
- Develop a viable fire prevention and vegetation management plan.
- Work in partnership with the County and others to alleviate blight and illegal dumping and remedy homelessness.
- Work collaboratively with our school district, Park and Recreation, and Oakland Libraries to support our youth.
- Ensure public safety for every Oakland neighborhood and crack down on illegal guns.
- Expand workforce and economic development and reduce overall unemployment and expand job training and access.
- Improve efficiency and responsiveness to our residents and stakeholders.

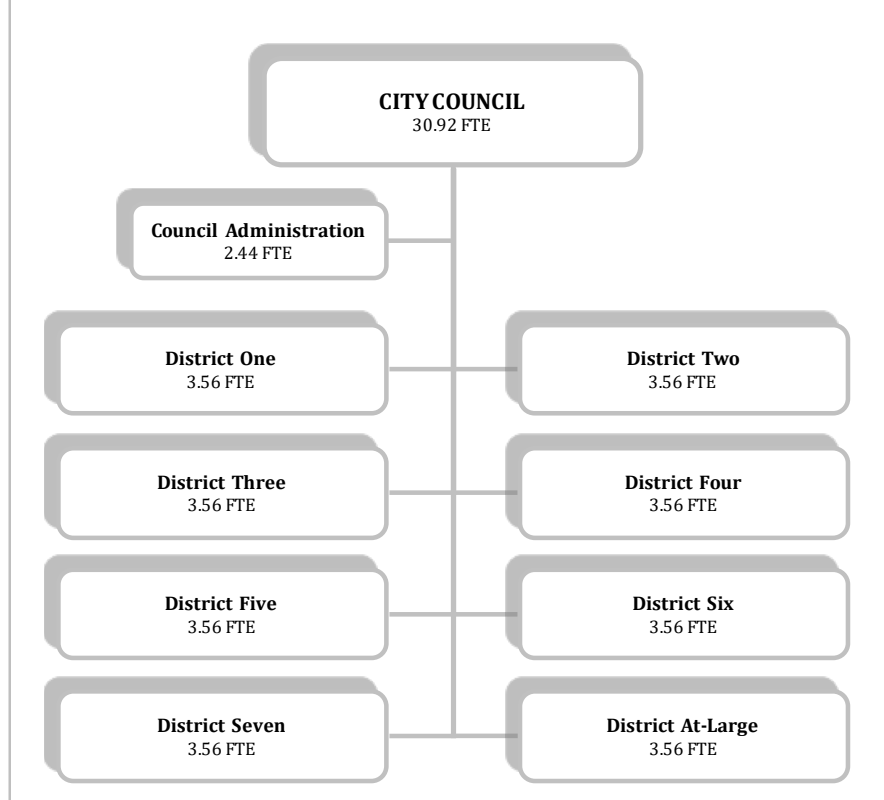
### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$4,699,999	\$5,522,030	\$5,732,149	\$5,896,027
<b>TOTAL</b>	<b>\$4,699,999</b>	<b>\$5,522,030</b>	<b>\$5,732,149</b>	<b>\$5,896,027</b>
GPF Percent to Total Department	100.0%	100.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.8%	0.9%	0.9%	0.9%

### AUTHORIZED POSITIONS FOR CITY COUNCIL

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>City Council</b>	<b>30.92</b>	<b>30.92</b>	<b>30.92</b>
1010 - General Purpose Fund (GPF)	30.92	30.92	30.92
<b>TOTAL</b>	<b>30.92</b>	<b>30.92</b>	<b>30.92</b>

### ORGANIZATIONAL CHART BY COUNCIL DISTRICT





# CITY COUNCIL

## BUSINESS GOALS (CONT'D)

- Improve infrastructure and transportation.
- Ensure that all Oakland residents and Oakland Business Owners are successful and that equitable job opportunities are provided for residents of Oakland and LBE/SLBE/VSLBE and women owned businesses.

## FUNCTION DESCRIPTIONS

The City Council analyzes new public policy initiatives and ensures that City of Oakland policy objectives are being met. It also addresses constituent concerns and handles legislative follow-up unique to Councilmembers and/or Council priorities.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA				
Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
City Council	\$4,699,999	\$5,522,030	\$5,732,149	\$5,896,027
<b>TOTAL</b>	<b>\$4,699,999</b>	<b>\$5,522,030</b>	<b>\$5,732,149</b>	<b>\$5,896,027</b>

SIGNIFICANT CHANGES			
General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
NONE	-	-	-

## 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 toward equitable outcomes in the community.

### BUSINESS GOALS

- Administer the affairs of the City in an efficient and effective manner.
- Conduct necessary reviews of City operations to improve accountability of City government toward equitable outcomes.
- Manage and coordinate citywide service delivery.
- Enforce all applicable 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.

### SERVICE AREAS

#### ADMINISTRATION / OPERATIONS

This program directs and coordinates all City departments to ensure the goals and policy directives of the Mayor and City Council are implemented and services are efficiently and effectively delivered toward advancing equitable outcomes in the community. The Administration Division also includes Agenda Management, Communications, Public Safety and Violence Prevention Services (Measure Z) evaluation, Nuisance Abatement, Special Activity Permits, and Resilient Oakland.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND				
Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$12,553,869	\$13,250,773	\$14,390,135	\$14,830,157
1610 Successor Redevelopment Agency Reimbursement Fund	346,705	493,873	486,213	376,533
1720 Comprehensive Clean-up	1,000	-	-	-
1750 Multipurpose Reserve	62,331	67,697	70,593	73,051
1870 Affordable Housing Trust Fund	55,924	136,073	198,736	205,686
2217 Measure BB - OAB Roadway Infrastructure Improvement	24,353	-	-	-
2230 State Gas Tax	-	-	130,674	135,008
2250 Measure N: Fund	2,155	-	5,095	5,604
2252 Measure Z - Violence Prevention and Public Safety Act of 2014	510,346	-	582,250	599,296
2412 Alameda County: Emergency Dispatch Service Supplemental Assessment	2,155	-	2,845	3,130
2413 Rent Adjustment Program Fund	74,647	52,360	43,111	44,613
2415 Development Service Fund	461,972	756,671	1,136,823	1,173,785
2417 Excess Litter Fee Fund	454,886	371,675	371,675	371,675
2999 Miscellaneous Grants	79,616	-	-	-
3100 Sewer Service Fund	-	-	253,415	261,783
4600 Information Technology	40,630	75,000	330,000	330,000
5671 OBRA: Leasing & Utility	196,461	189,228	176,966	183,357
5999 Miscellaneous Capital Projects	-	-	-	-
7760 Grant Clearing	25,001	25,000	865,369	893,236
<b>TOTAL</b>	<b>\$14,892,051</b>	<b>\$15,418,350</b>	<b>\$19,043,900</b>	<b>\$19,486,914</b>
GPF Percent to Total Department	84.3%	85.9%	75.6%	76.1%
GPF Percent to Citywide GPF Expenditures	2.2%	2.2%	2.2%	2.2%

AUTHORIZED POSITIONS BY SERVICE AREA			
Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Administration / Operations</b>	<b>25.60</b>	<b>34.60</b>	<b>33.60</b>
1010 - General Purpose Fund (GPF)	20.94	20.70	20.70
1610 - Successor Redevelopment Agency Reimbursement Fund	0.99	0.86	0.86
1750 - Multipurpose Reserve	0.34	0.34	0.34
1870 - Affordable Housing Trust Fund	0.45	0.60	0.60
2230 - State Gas Tax	-	1.00	1.00
2252 - Measure Z - Violence Prevention and Public Safety Act of	-	0.50	0.50
2413 - Rent Adjustment Program Fund	0.25	0.25	0.25
2415 - Development Service Fund	2.63	3.58	3.58
3100 - Sewer Service Fund	-	1.00	1.00
5999 - Miscellaneous Capital Projects	-	1.00	-
7760 - Grant Clearing	-	4.77	4.77
<b>Contracts &amp; Compliance</b>	<b>15.00</b>	<b>18.00</b>	<b>18.00</b>
1010 - General Purpose Fund (GPF)	14.00	16.00	16.00
5671 - OBRA: Leasing & Utility	1.00	1.00	1.00
7760 - Grant Clearing	-	1.00	1.00
<b>Equal Employment Investigations &amp; Compliance</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>
1010 - General Purpose Fund (GPF)	3.00	4.00	4.00
<b>Oakland Animal Services</b>	<b>35.50</b>	<b>35.50</b>	<b>34.50</b>
1010 - General Purpose Fund (GPF)	34.50	34.50	34.50
2999 - Miscellaneous Grants	1.00	1.00	-
<b>TOTAL</b>	<b>79.10</b>	<b>92.10</b>	<b>90.10</b>

# CITY ADMINISTRATOR

## SERVICE AREAS (CONT'D)

### *Communications*

This program facilitates the public's access to services through the strategic use of effective communications through the news media as well as using digital strategies and tools. The objective is to provide accurate, timely, and complete information to the public and the news media, and to foster open communication and dialogue with more than 5,000 City employees.

### *Nuisance Abatement*

The Nuisance Abatement Program promotes the health and safety of Oakland residents by preventing, identifying, and eliminating public nuisances.

### *Special Activity Permits*

Special Activity Permits help to ensure the safety of certain activities and minimize the impact of these activities on Oakland neighborhoods.

### *Call Center*

The call center is the public contact point where Oakland residents can receive assistance with requests for non-emergency city services and information.

## CONTRACTS & COMPLIANCE

Supports and oversees citywide decentralized contracting for professional services all the way through to contract execution. Contracts and Compliance also provides quality control reviews and sign-offs on construction contracts. In addition, this division monitors and enforces social equity policies such as the federally-required Disadvantaged Business Enterprise (DBE) Program and the locally-required living wage policy, prevailing wage policy, minimum wage policy, 50 percent local employment policy, 15 percent Oakland apprenticeship policy, prompt payment policy, equal benefits policy, and the 50 percent local business participation policy.

## SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Delete vacant 1.00 FTE Public Information Officer II; Add 1.0 FTE City Administrator Analyst	-	(\$1,402)	(\$1,454)
Delete vacant 1.00 FTE Admin Asst to City Administrator; Add 1.00 FTE City Administrator Analyst and 1.00 FTE Public Service Representative (cost recovered from cannabis permit fee revenues)	1.00	\$154,250	\$159,819
Transfer 0.50 FTE of Assistant to the City Administrator to Measure Z Fund (2252)	(0.50)	(\$113,019)	(\$117,105)
Transfer 0.10 FTE of Deputy City Administrator and 0.35 FTE of Assistant City Administrator to Development Services Fund (2415) and 0.02 FTE of Assistant City Administrator to Affordable Housing Trust Fund (1870)	(0.47)	(\$193,340)	(\$200,271)
Add 1.00 FTE Administrative Assistant II (Conf) in Equal Opportunity Programs (1/2 Year in FY20)	1.00	\$54,572	\$113,084
All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Add 1.00 FTE Administrative Analyst II in Contracts Compliance to Grant Clearing Fund (7760) for contract support associated with Measure KK projects	1.00	\$146,316	\$151,600
Transfer 0.50 FTE Assist to the City Administrator to Measure Z Fund (2252) from the GPF (1010)	0.50	\$113,022	\$117,103
Transfer 0.10 FTE Deputy City Administrator to the Development Service Fund (2415) from the GPF (1010)	0.10	\$36,504	\$37,824
Transfer 0.35 FTE Assistant City Administrator to the Development Service Fund (2415) from the GPF (1010)	0.35	\$148,360	\$153,665
Transfer 0.02 FTE Assistant City Administrator to the Affordable Housing Trust Fund (1870) from the GPF (1010)	0.02	\$8,479	\$8,779
Transfer 0.13 FTE Assistant City Administrator to the Affordable Housing Trust Fund (1870) from the Successor Redevelopment Agency Reimbursement Fund (1610)	0.13	\$55,104	\$57,077
Transfer 0.13 FTE Assistant City Administrator from the Successor Redevelopment Agency Reimbursement Fund (1610) to the Affordable Housing Trust Fund (1870)	(0.13)	(\$55,104)	(\$57,077)
Maintain limited duration Project Manager III (A's ballpark) in Misc Capital Projects Fund (5999) through March 2020	1.00	\$250,784	-
Carryforward of Project Expense Payment from the A's to offset limited duration Project Manager III in Misc Capital Projects Fund (5999) through March 2020	-	(\$250,784)	-
Organizational Changes	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer personnel and O&M supporting the Call Center from OPW to CAO in GPF (1010)	1.73	\$236,358	\$244,542
Transfer various personnel and O&M in the State Gas Tax Fund (2230), Development Service Fund (2415), Sewer Service Fund (3100), and Grant Clearing Fund (7760) supporting the Call Center from OPW to CAO	7.27	\$1,237,299	\$1,277,932

## EQUAL EMPLOYMENT INVESTIGATIONS & COMPLIANCE

Equal Employment Investigations and Compliance (EEIC) is mandated by federal, state, and local governments to investigate complaints of discrimination, harassment, and retaliation based on state and federally recognized protected categories (e.g., gender, disability, race).

# CITY ADMINISTRATOR

## SERVICE AREAS (CONT'D)

The office prepares comprehensive investigative reports documenting investigations, including fact-finding, applying facts to policies, and drawing conclusions as to whether policies have been violated, and ensures alignment with federal and state laws, and City policies and procedures.

EEIC responds to external discrimination and harassment complaints received by the Federal Equal Employment Opportunity Commission (EEOC) and the State Department of Fair Employment and Housing (DFEH) and provides responses on behalf of the City. The office also develops and submits mandated equal employment opportunity statistical reports, conducts discrimination and sexual harassment prevention training programs, and monitors hiring practices for equal employment opportunity compliance. The office provides City leadership the tools, guidance, and oversight needed to adhere to all necessary regulatory requirements and provides the City with expertise and support to achieve its mission of treating employees and the community with fairness, dignity, and respect.

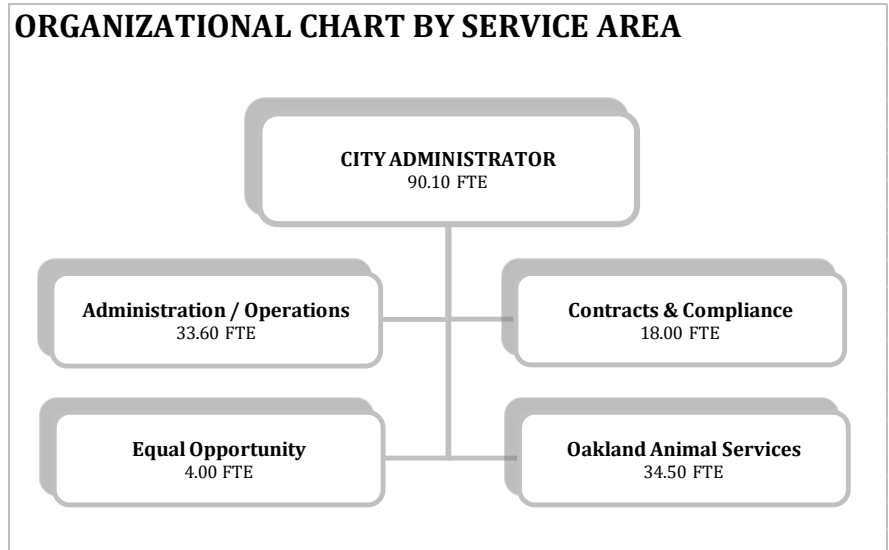
## OAKLAND ANIMAL SERVICES (OAS)

This program is dedicated to improving the relationship between Oakland residents and its animals through the delivery of effective, courteous, and responsive animal care and control services. Ensuring both public safety and animal welfare, OAS responds to animal-related calls for service including helping stray, injured, abandoned, neglected, and mistreated animals, and enforces all state and local Animal Welfare laws within the City.

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Administration / Operations	\$6,710,720	\$7,239,377	\$9,842,726	\$9,952,851
Contracts & Compliance	3,231,540	2,797,293	3,389,034	3,502,594
Equal Employment Investigations & Compliance	607,714	613,768	717,095	798,131
Oakland Animal Services	4,342,077	4,767,912	5,095,045	5,233,338
<b>TOTAL</b>	<b>\$14,892,051</b>	<b>\$15,418,350</b>	<b>\$19,043,900</b>	<b>\$19,486,914</b>

## ORGANIZATIONAL CHART BY SERVICE AREA





## 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 City Council, employees, officers, agencies, departments, boards, and commissions; to promoting open government, transparency, and accountability to the residents of Oakland in accordance with the letter and spirit of the law; and to apply the law in an innovative and community-oriented manner to advance the rights of Oaklanders and improve the quality of life in all Oakland neighborhoods.

### TOP PRIORITIES & GOALS

The top priorities of the OCA are to:

- Continue to provide the highest quality of legal services to City officials, departments, boards and commissions by negotiating, drafting and reviewing agreements, legislation, regulations, policies and procedures and helping to shape viable, legally sound policies, programs and services for the City.
- Defend Oakland's interests and resources in court and in administrative proceedings and initiate legal action and other initiatives to protect and enhance the rights, interests and quality of life of our community.
- Advocate for equal opportunity, diversity, justice, equity and a level playing field for all Oaklanders.
- Explore and identify ways to continue to enhance and provide expert and professional legal services in the most efficient and cost-effective manner possible.
- Maintain a staff of highly-qualified and dedicated attorneys and support staff with extensive knowledge of the City of Oakland and municipal law to provide services and advice more efficiently and effectively.

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$12,428,890	\$12,741,085	\$13,513,360	\$13,954,585
1100 Self Insurance Liability	5,596	-	-	-
1150 Worker's Compensation Insurance Claims	580,405	533,718	599,205	619,858
1610 Successor Redevelopment Agency Reimbursement Fund	789,637	738,264	738,344	763,684
1710 Recycling Program	399,096	388,866	402,300	416,177
1870 Affordable Housing Trust Fund	-	-	133,930	138,766
2108 HUD-CDBG	64,089	60,785	63,607	65,804
2211 Measure B: Local Streets & Roads	38,893	35,105	39,499	40,855
2413 Rent Adjustment Program Fund	917,769	1,094,866	1,374,990	1,422,757
2415 Development Service Fund	1,059,305	1,202,808	1,582,185	1,637,139
3100 Sewer Service Fund	818,607	847,694	857,150	886,674
5612 Central District: TA Bonds Series 2005	77,639	162,699	-	-
5613 Central District: TA Bonds Series 2009T	-	-	167,101	172,836
5638 BMSF: TA Bond Series 2006C-T	22,328	49,712	49,558	51,255
5643 Central City East TA Bonds Series 2006A-T (Taxable)	82,582	167,215	173,244	179,194
5656 Coliseum: TA Bonds Series 2006B-T (Taxable)	77,639	162,699	167,101	172,836
7100 Police and Fire Retirement System	167,723	199,529	210,743	216,515
7760 Grant Clearing	156,436	146,269	157,251	162,646
<b>Total</b>	<b>\$17,686,634</b>	<b>\$18,531,314</b>	<b>\$20,229,568</b>	<b>\$20,901,581</b>
GPF Percent to Total Department	70.3%	68.8%	66.8%	66.8%
GPF Percent to Citywide GPF Expenditures	2.1%	2.1%	2.1%	2.1%

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Advisory Division	\$5,617,001	\$5,022,384	\$6,368,733	\$6,581,861
Affirmative Litigation, Innovation & Enforcement	2,227,392	2,163,083	1,267,550	1,311,409
General & Complex Litigation Division	3,100,436	3,726,342	4,275,857	4,422,596
Labor & Employment Division	1,572,370	2,130,566	2,573,492	2,662,173
Legal Support & Operations Team	5,169,435	5,488,939	5,743,936	5,923,542
<b>TOTAL</b>	<b>\$17,686,634</b>	<b>\$18,531,314</b>	<b>\$20,229,568</b>	<b>\$20,901,581</b>

### ORGANIZATIONAL CHART BY SERVICE AREA



# CITY ATTORNEY

## SERVICE AREAS

### ADVISORY DIVISION

The Advisory Division provides legal services that address the full spectrum of municipal affairs. Examples include drafting legislation and contracts, providing advice on housing and economic development projects, providing advice on labor and employment matters, land use, negotiating real estate transactions and providing advice regarding finance, municipal bonds, retirement, benefits, elections, tax, constitutional law, ethics and conflicts of interest.

### AFFIRMATIVE LITIGATION, INNOVATION & ENFORCEMENT

The Affirmative Litigation, Innovation & Enforcement Division includes the Neighborhood Law Corps (NLC) and the Community Lawyering & Civil Rights Unit (CLCR). The Neighborhood Law Corps is an award-winning program that in recent years has focused on preventing illegal dumping, suing abusive landlords who violate the rights of Oakland tenants and shutting down hotels, massage parlors and other businesses that collude in human trafficking and the sexual exploitation of minors. The *Community Lawyering & Civil Rights Unit* focuses on proactive lawsuits and other actions to protect and advance the rights and interests of the people of Oakland with a goal of securing and maintaining racial, economic, environmental, and social justice and equity.

### GENERAL & COMPLEX LITIGATION DIVISION

The General & Complex Litigation Division advocates for the City's interests in claims and lawsuits that are filed against or on behalf of the City, its officers, employees and agencies. Lawsuits are litigated in the

## AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Advisory</b>	<b>16.00</b>	<b>20.00</b>	<b>20.00</b>
1010 - General Purpose Fund (GPF)	8.60	11.60	11.60
1610 - Successor Redevelopment Agency Reimbursement Fund	0.86	0.86	0.86
1710 - Recycling Program	1.00	1.00	1.00
2413 - Rent Adjustment Program Fund	1.90	1.90	1.90
2415 - Development Service Fund	1.15	2.15	2.15
3100 - Sewer Service Fund	1.10	1.10	1.10
5612 - Central District: TA Bonds Series 2005	0.19	-	-
5613 - Central District: TA Bonds Series 2009T	-	0.19	0.19
5643 - Central City East TA Bonds Series 2006A-T (Taxable)	0.26	0.26	0.26
5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)	0.19	0.19	0.19
7100 - Police and Fire Retirement System	0.50	0.50	0.50
7760 - Grant Clearing	0.25	0.25	0.25
<b>Affirmative Litigation, Innovation &amp; Enforcement</b>	<b>10.00</b>	<b>7.00</b>	<b>7.00</b>
1010 - General Purpose Fund (GPF)	9.00	5.00	5.00
1610 - Successor Redevelopment Agency Reimbursement Fund	0.57	0.57	0.57
2413 - Rent Adjustment Program Fund	-	1.00	1.00
5612 - Central District: TA Bonds Series 2005	0.13	-	-
5613 - Central District: TA Bonds Series 2009T	-	0.13	0.13
5638 - BMSP: TA Bond Series 2006C-T	0.14	0.14	0.14
5643 - Central City East TA Bonds Series 2006A-T (Taxable)	0.03	0.03	0.03
5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)	0.13	0.13	0.13
<b>General &amp; Complex Litigation Division</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>
1010 - General Purpose Fund (GPF)	9.67	10.82	10.82
1150 - Worker's Compensation Insurance Claims	0.87	0.87	0.87
2108 - HUD-CDBG	0.19	0.19	0.19
2211 - Measure B: Local Streets & Roads	0.13	0.13	0.13
2415 - Development Service Fund	1.35	1.35	1.35
3100 - Sewer Service Fund	0.59	0.44	0.44
7760 - Grant Clearing	0.20	0.20	0.20
<b>Labor &amp; Employment Division</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>
1010 - General Purpose Fund (GPF)	3.39	4.24	4.24
1150 - Worker's Compensation Insurance Claims	1.04	1.04	1.04
1610 - Successor Redevelopment Agency Reimbursement Fund	0.57	0.57	0.57
2413 - Rent Adjustment Program Fund	1.00	1.00	1.00
2415 - Development Service Fund	0.40	0.40	0.40
3100 - Sewer Service Fund	0.17	0.32	0.32
5612 - Central District: TA Bonds Series 2005	0.13	-	-
5613 - Central District: TA Bonds Series 2009T	-	0.13	0.13
5643 - Central City East TA Bonds Series 2006A-T (Taxable)	0.17	0.17	0.17
5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)	0.13	0.13	0.13
<b>Legal Support &amp; Operations Team</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>
1010 - General Purpose Fund (GPF)	24.46	23.46	23.46
1610 - Successor Redevelopment Agency Reimbursement Fund	0.29	0.29	0.29
1710 - Recycling Program	0.50	0.50	0.50
1870 - Affordable Housing Trust Fund	-	1.00	1.00
2413 - Rent Adjustment Program Fund	2.00	2.00	2.00
2415 - Development Service Fund	2.60	2.60	2.60
3100 - Sewer Service Fund	1.94	1.94	1.94
5612 - Central District: TA Bonds Series 2005	0.06	-	-
5613 - Central District: TA Bonds Series 2009T	-	0.06	0.06
5643 - Central City East TA Bonds Series 2006A-T (Taxable)	0.09	0.09	0.09
5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)	0.06	0.06	0.06
<b>TOTAL</b>	<b>78.00</b>	<b>81.00</b>	<b>81.00</b>

## SERVICE AREAS (CONT'D)

state and federal trial and appellate courts. Examples include high value personal injury cases, complex civil rights actions, personnel disputes, eminent domain actions, breach of contract, challenges to constitutionality of Oakland's laws, policies and procedures and inverse condemnation cases. Litigators take a strategic approach to manage liability and limit the City's financial exposure. As public servants we advocate for a fair and just resolution of claims and lawsuits.

## LABOR & EMPLOYMENT DIVISION

The Labor & Employment Division advises the City on labor and employment matters and includes a unit that focuses on providing advice and counsel to the Oakland Police Department. The unit also represents that City in arbitrations and provides advice regarding employment law and the City's obligations.

## LEGAL SUPPORT & OPERATIONS TEAM

The Operations Division administers the budget, personnel and support services of the City Attorney's Office. The group includes administrative and information technology staff, legal administrative assistants and paralegals.

## SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Add 1.00 FTE Paralegal for SB1421 regarding public records requests	1.00	\$133,930	\$138,766
Add O&M for technology contracts	-	\$33,900	\$33,900
All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Add 1.00 FTE DCA III to Rent Adjustment Fund (2413)	1.00	\$259,083	\$268,440
Add 1.00 FTE DCA III for Real Estate/Contracts to Development Service Fund (2415)	1.00	\$259,083	\$268,440
Add 1.00 FTE Paralegal for legal/litigation support to Affordable Housing Trust Fund (1870)	1.00	\$133,930	\$138,766
Balancing reduction Redevelopment Agency Reimbursement Fund (1610)	-	(\$19,366)	(\$19,366)



**NOTES**

## CITY AUDITOR

### MISSION STATEMENT

The mission of the Office of the City Auditor is to conduct performance audits that return 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.
- Maintain 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.

### SERVICE AREA

#### 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.

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$2,031,639	\$2,064,905	\$2,259,876	\$2,326,363
<b>TOTAL</b>	<b>\$2,031,639</b>	<b>\$2,064,905</b>	<b>\$2,259,876</b>	<b>\$2,326,363</b>
GPF Percent to Total Department	100.0%	100.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.3%	0.3%	0.3%	0.3%

#### AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Auditing</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
1010 - General Purpose Fund (GPF)	10.00	10.00	10.00
<b>TOTAL</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

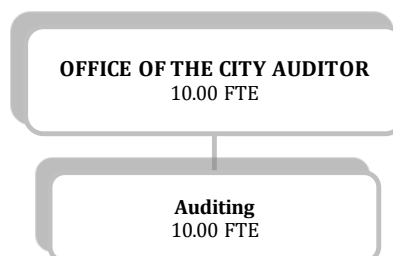
#### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Auditing	\$2,031,639	\$2,064,905	\$2,259,876	\$2,326,363
<b>TOTAL</b>	<b>\$2,031,639</b>	<b>\$2,064,905</b>	<b>\$2,259,876</b>	<b>\$2,326,363</b>

#### SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
NONE	-	-	-

#### ORGANIZATIONAL CHART BY SERVICE AREA



**NOTES**

## CITY CLERK

### MISSION STATEMENT

The mission of the Office of the City Clerk is to deliver high quality, professional services to the citizens of the City of Oakland, elected officials, and the internal organization that supports their needs and goals, by providing seamless access to information to fully participate in the decision-making processes affecting the quality of life for everyone in the City of Oakland.

### BUSINESS GOALS

- Support the Mayor, City Council, City Administrator, and Department Directors in achieving their goals for the City through facilitation of public meetings of the City Council, and preservation and dispensation of the legislative decisions.
- Support and enhance City-Wide Records Management program services to promote accessibility, retention, and timely destruction.
- Continued outreach to encourage citizen participation in government affairs and increase voter participation.

### SERVICE AREAS

#### CITY CLERK OPERATIONS

##### AGENDA MANAGEMENT

Manages and performs processes to prepare and issue City Council legislative agendas and materials in advance to the public, members of the Council, and executive staff; facilitate opportunities for public comment during the meeting; record official actions taken by the Council, the Oakland Redevelopment Successor Agency, JPA, and certain other governing bodies (Legally Mandated).

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$1,751,038	\$3,010,544	\$2,888,154	\$2,943,796
1610 Successor Redevelopment Agency Reimbursement Fund	85,360	87,742	76,524	79,233
1760 Telecommunications Reserve	1,801,305	1,982,265	1,814,629	1,865,468
2999 Miscellaneous Grants	-	-	260,000	260,000
<b>TOTAL</b>	<b>\$3,637,703</b>	<b>\$5,080,551</b>	<b>\$5,039,307</b>	<b>\$5,148,497</b>
GPF Percent to Total Department	48.1%	59.3%	57.3%	57.2%
GPF Percent to Citywide GPF Expenditures	0.3%	0.5%	0.4%	0.4%

#### AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>City Clerk Operations</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
1010 - General Purpose Fund (GPF)	8.03	8.36	8.36
1610 - Successor Redevelopment Agency Reimbursement Fund	0.40	0.40	0.40
1760 - Telecommunications Reserve	0.57	0.24	0.24
<b>KTOP Operations</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>
1760 - Telecommunications Reserve	8.50	8.50	8.50
<b>TOTAL</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>

#### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
City Clerk Operations	\$1,928,813	\$3,255,882	\$3,053,560	\$3,115,009
KTOP Operations	1,708,890	1,824,669	1,985,747	2,033,488
<b>TOTAL</b>	<b>\$3,637,703</b>	<b>\$5,080,551</b>	<b>\$5,039,307</b>	<b>\$5,148,497</b>

#### CUSTOMER SERVICE AND PUBLIC RELATIONS

Manages general operations for the department: finance, budget, payroll, personnel, workers comp; process Domestic Partnership Registration Applications; coordinate facilities' needs; and Equal Access (Legally Mandated).

#### ELECTIONS & POLITICAL COMPLIANCE

Administer and Coordinate election services for the selection of City and OUSD officers, approval of Initiatives, City Measures, Referendums, and Recalls; Serve as Filing Officer and Filing Official for the issuance, filing, review, and audit of required Fair Political Practices Commission (FPPC) Statements of Economic Interest (Form 700) (Legally Mandated).

#### RECORDS MANAGEMENT

Maintain minutes, ordinances, resolutions, motions as adopted and approved by the City Council; City contracts; provide ready access to records in the care of the City Clerk; establish and administer policy and procedures to guide the care, preservation, retention, and timely disposition of all city records and information; facilitation of bid openings; manage contract for and access to offsite storage facility; coordinate records requests; manage records' disposition processes; processes discovery requests for litigation requests (Legally Mandated).

# CITY CLERK

## SERVICE AREAS (CONT'D)

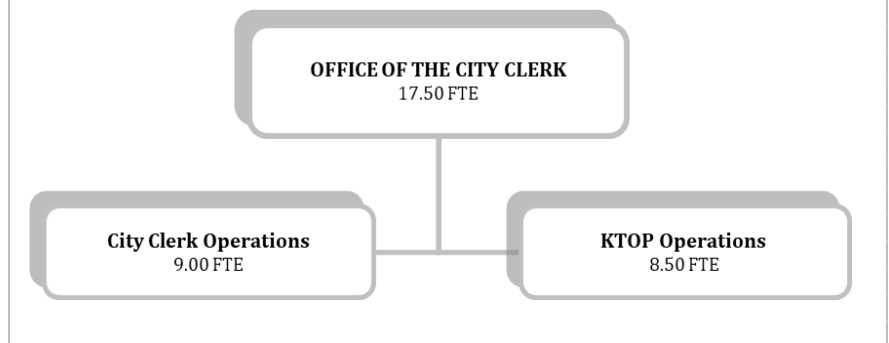
### KTOP OPERATIONS

KTOP is the City's government access cable television station. KTOP provides coverage of City Council, Council Committee, and other City department meetings, and broadcasting original and acquired programming that connects and engages viewers with their city government, fellow citizens and the world at large (Partially Legally Mandated).

### SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Delete vacant 0.67 FTE Management Assistant; Add 1.00 FTE Account Clerk III	0.33	(\$8,455)	(\$8,455)
All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Delete vacant 0.33 FTE Management Assistant in the Telecommunications Reserve Fund (1760)	(0.33)	(\$63,790)	(\$66,081)
Transfer expenditures from the Telecommunications Reserve Fund (1760) to the Miscellaneous Grants Fund (2999)		(\$85,452)	(\$85,452)
Transfer expenditures to the Misc Grants Fund (2999) from the Telecommunications Reserve Fund (1760)		\$85,452	\$85,452
Add funding for PEG expenditures in Miscellaneous Grants Fund (2999)		\$174,048	\$174,048

### ORGANIZATIONAL CHART BY SERVICE AREA



# WORKPLACE & EMPLOYMENT STANDARDS

## WORKPLACE & EMPLOYMENT STANDARDS

### MISSION STATEMENT

The mission of the Workplace, & Employment Standards department is to faithfully and fully enforce the City Minimum Wage, Living Wage, Worker retention at Large-Scale Hospitality, Prevailing Wage, and other Contracting and Employment Standards Ordinances; and to provide contracting compliance support to the City's departments.

### BUSINESS GOALS

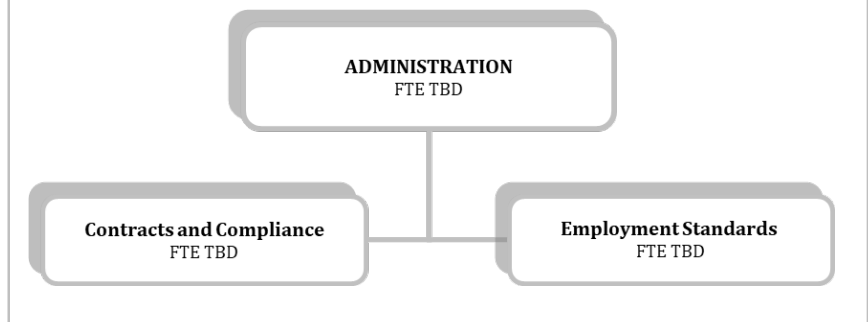
- Ensure that the City of Oakland is a just and equitable place to work by enforcing City employment and minimum wage laws.
- Support, oversee, and improve the citywide decentralized contracting for professional services all the way through to contract execution.

### SERVICE AREAS

#### ADMINISTRATION

This division provides leadership, oversight, and administrative support to the two Bureaus in the Workplace, & Employment Standards Department

#### ORGANIZATIONAL CHART BY SERVICE AREA



#### CONTRACTS AND COMPLIANCE

Supports and oversees citywide decentralized contracting for professional services all the way through to contract execution. Contracts and Compliance also provides quality control reviews and sign-offs on construction contracts. In addition, this division monitors, and enforces social equity policies such as the federally required Disadvantaged Business Enterprise (DBE) Program and the locally required living wage policy, prevailing wage policy, 50 percent local employment policy, 15 percent Oakland apprenticeship, prompt payment policy, equal benefits policy, and the 50 percent local business participation policy.

#### EMPLOYMENT STANDARDS

Supports and oversees citywide enforcement of employment standards and minimum wage legislation. Specifically, this unit will enforce the City's Minimum Wage Ordinance, Worker retention at Large-Scale Hospitality Ordinance, Hotel Minimum Wage and Working Conditions Ordinance.

**This department is to be created July 1, 2020.**

## NOTES

## POLICE COMMISSION

On November 8, 2016, Oakland voters approved Measure LL with 83.19% (137,032 votes) in favor of the measure. Measure LL created a new section of the Oakland City Charter (§604) which amongst other things established: (1) A Police Commission to oversee the policies and procedures of the Oakland Police Department, and (2) A Community Police Review Agency to investigate police misconduct and recommend discipline.

On June 22, 2018, the Oakland City Council approved an ordinance to support Charter Section 604 which added Chapter 2.45 - Oakland Police Commission, to the Oakland Municipal Code.

The first set of Commissioners were seated in December 2017. The Commission is in its second year of oversight of the Oakland Police Department and the Community Police Review Agency.

### MISSION STATEMENT

The Police Commission is established to oversee the Oakland Police Department to ensure that its policies, practices, and customs conform to national standards of constitutional policing and reflect the needs of the Oakland community. The Community Police Review Agency provides the community with an accessible forum to report cases alleged police misconduct and independent civilian investigations of those complaints.

### BUSINESS GOALS

- Become the “go-to” place for Oaklanders to file police misconduct complaints
- Operate as an Independent/Impartial Body
- Conduct outreach (Develop Strategic Partnerships)
- Develop Policies, Procedures, and Bylaws

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$2,275,995	\$2,963,773	\$4,101,998	\$4,227,362
<b>TOTAL</b>	<b>\$2,275,995</b>	<b>\$2,963,773</b>	<b>\$4,101,998</b>	<b>\$4,227,362</b>
GPF Percent to Total Department	100.0%	100.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.4%	0.5%	0.6%	0.6%

### AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Police Commission</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
1010 - General Purpose Fund (GPF)	1.00	1.00	1.00
<b>Community Police Review Agency</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>
1010 - General Purpose Fund (GPF)	13.00	14.00	14.00
<b>Inspector General</b>	<b>-</b>	<b>2.00</b>	<b>2.00</b>
1010 - General Purpose Fund (GPF)	-	2.00	2.00
<b>TOTAL</b>	<b>14.00</b>	<b>17.00</b>	<b>17.00</b>

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Police Commission	\$3,570	\$144,999	\$552,412	\$571,577
Community Police Review Agency	2,272,425	2,663,970	2,889,821	2,978,011
Inspector General	-	154,804	659,765	677,774
<b>TOTAL</b>	<b>\$2,275,995</b>	<b>\$2,963,773</b>	<b>\$4,101,998</b>	<b>\$4,227,362</b>

### SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Add funding for Community Engagement Survey/Polling in			\$100,000
Police Commission Requested O&M		\$103,000	\$103,000
Add 1.0 FTE Complaint Investigator II	1.00	\$162,780	\$168,658

- Develop Staff Policy and Procedures
- Conduct timely investigations



# POLICE COMMISSION

## SERVICE AREAS

### POLICE COMMISSION

The Police Commission is a seven-member board (includes two alternate members) of Oakland residents who review allegations of misconduct committed by sworn members of the Oakland Police Department, review the Oakland Police Department's policies, procedures, customs, and General Orders, especially those governing the use of force, profiling based on any of the protected characteristics identified by federal, state, or local law, or First Amendment assemblies, or which contains elements expressly listed in federal court orders or federal court settlements.

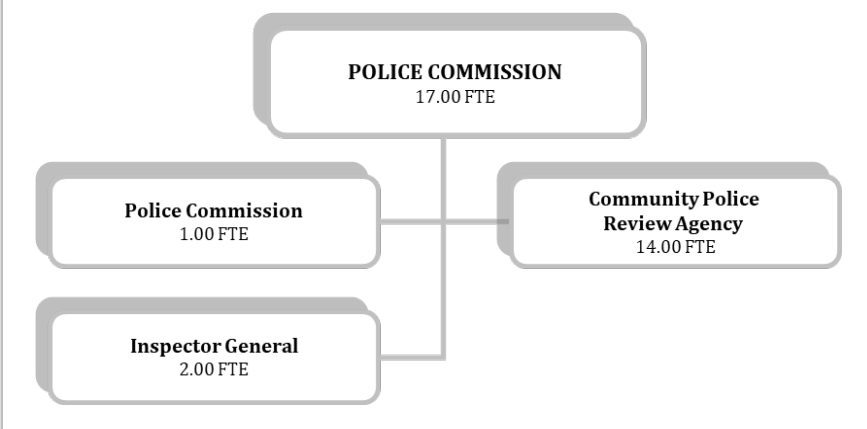
### COMMUNITY POLICE REVIEW AGENCY

The Agency's immediate goal is to receive, review and prioritize all public complaints concerning the alleged misconduct or failure to act of all Police Department sworn employees, including complaints from Police Department's non-sworn employees. The Agency's duties include investigating public complaints involving uses of force, in custody deaths, profiling based on any of the protected characteristics identified by federal, state, or local law, and First Amendment assemblies, and any other possible misconduct or failure to act of a Department sworn employee, as directed by the Police Commission.

### OFFICE OF THE INSPECTOR GENERAL

The civilian Office of the Inspector General is designed to monitor and audit the activities of the Oakland Police Department including conducting any audit or review of the Department necessary to assess the Department's performance and adherence to constitutional policing practices and shall also include conducting any audit or review of the Department's policies and procedures, including any pattern of noncompliance.

## ORGANIZATIONAL CHART BY SERVICE AREA



## PUBLIC ETHICS COMMISSION

### MISSION STATEMENT

The Public Ethics Commission (PEC) ensures compliance with government ethics, campaign finance, transparency, and lobbyist registration laws that aim to promote fairness, openness, honesty, and integrity in City government.

### BUSINESS GOALS

- **Lead/Collaborate** – Facilitate City policy, management, and technological changes to create an ethical culture and build public trust in the City.
- **Educate/Engage** – Provide education, advice, technical assistance, and formal legal opinions in consultation with the City Attorney's office to ensure that all public servants, candidates for office, lobbyists, City contractors, and interested members of the public are aware of and understand the campaign finance, ethics, and transparency laws that apply to them.
- **Disclose/Illuminate** – Facilitate accurate, effective and accessible disclosure of government integrity data such as campaign finance reporting, conflicts of interest/gifts reports, and lobbyist activities, all of which help the public and PEC staff monitor filings, view information, and detect inconsistencies or noncompliance.
- **Detect/Deter** – Conduct investigations and audits to monitor compliance with the laws within the Commission's jurisdiction.
- **Prosecute** – Impose administrative penalties and fines for violations of the laws within the PEC's jurisdiction.

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$1,057,839	\$1,031,110	\$1,160,831	\$1,300,237
<b>TOTAL</b>	<b>\$1,057,839</b>	<b>\$1,031,110</b>	<b>\$1,160,831</b>	<b>\$1,300,237</b>
GPF Percent to Total Department	100.0%	100.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.2%	0.2%	0.2%	0.2%

#### AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Public Ethics</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
1010 - General Purpose Fund (GPF)	6.00	6.00	6.00
<b>TOTAL</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

#### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Public Ethics	\$1,057,839	\$1,031,110	\$1,160,831	\$1,300,237
<b>TOTAL</b>	<b>\$1,057,839</b>	<b>\$1,031,110</b>	<b>\$1,160,831</b>	<b>\$1,300,237</b>

#### SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Add funding to support PEC election related expenses in FY21			\$100,000

### SERVICE AREA

#### CITIZEN BOARD WITH INDEPENDENT LEGAL AUTHORITY

The Public Ethics Commission is a seven-member board of Oakland residents who provide policy direction to Commission staff and serve as a quasi-judicial board that evaluates allegations of legal violations. The Commission was created by City Charter in 1996 (Section 202) and amended in November 2014 to strengthen the Commission's independence and staffing (Section 603).

# PUBLIC ETHICS COMMISSION

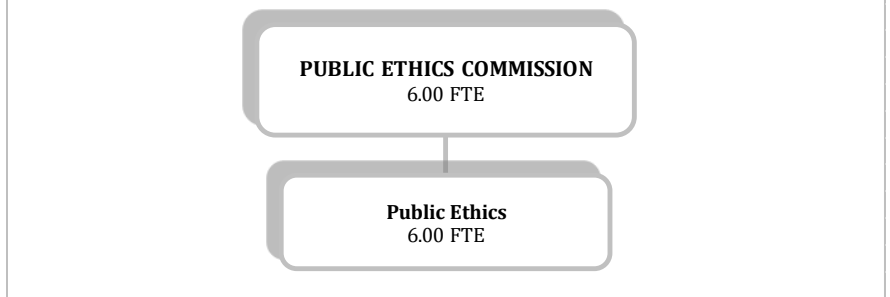
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## SERVICE AREAS (CONT'D)

The PEC oversees compliance with the following laws and policies:

- Oakland Government Ethics Act
- Oakland Campaign Reform Act
- Limited Public Financing Act
- Sunshine Ordinance
- Lobbyist Registration Act
- Oakland's False Endorsement in Campaign Literature Act

## ORGANIZATIONAL CHART BY SERVICE AREA



## FINANCE DEPARTMENT

The Finance Department, including the bureaus of Administration, Budget, Controller, Revenue Management, and Treasury, provides direct services to the entire Oakland Community, which includes approximately 425,195 residents and more than 65,000 businesses. Within the context of full disclosure and quality customer service, the Finance Department's primary obligations are to safeguard the City's assets; provide comprehensive financial services for the City; provide timely and accurate financial reports; maintain integrity of information in the City's financial systems and monitor internal controls; process payments; process payroll; collects, records and reports City revenues; procure materials, supplies, and services for City departments; manage the City's investments; issue and restructure the City's and Successor Redevelopment Agency's bond issues and debt; as well as preserve strong credit ratings and investor relations.

### SERVICE AREAS

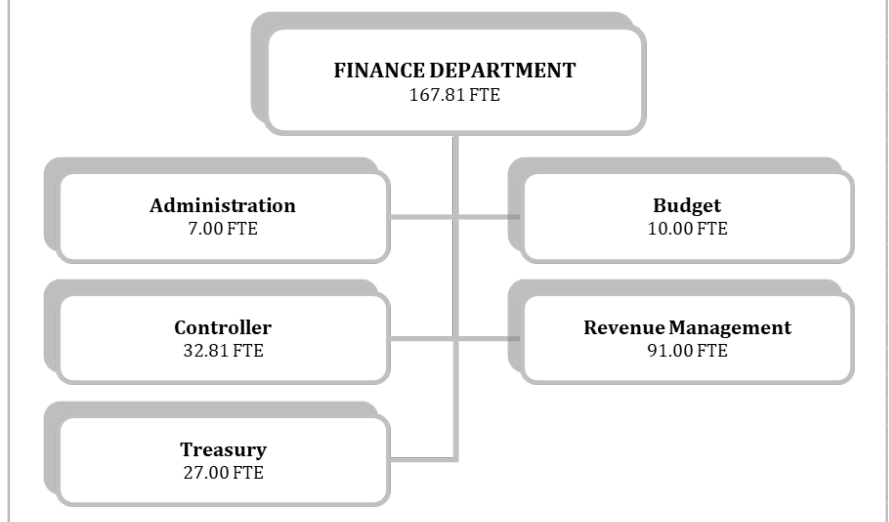
#### ADMINISTRATION

This division provides leadership, oversight, and administrative support to the five Bureaus in the Finance Department. Administration's primary responsibility is managing the Department's general operations to ensure efficient and effective service delivery. Also, this bureau supports the Director of Finance with budget preparation, labor negotiations, development of sound fiscal policies, development of strategic plans to meet the short-term and long-term financial goals of the City, addresses all Department's personnel matters in coordination with the Department of Human Resource Management, and manages all agenda reports for the Finance Department.

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$23,705,294	\$24,685,303	\$25,098,702	\$25,688,167
1030 Measure HH (SSBDT)	201,572	250,000	351,752	355,400
1150 Worker's Compensation Insurance Claims	46,042	40,808	47,516	49,169
1610 Successor Redevelopment Agency Reimbursement Fund	1,230,965	1,139,610	1,109,365	1,201,537
1700 Mandatory Refuse Program	1,127,249	2,682,188	1,652,247	1,702,326
1750 Multipurpose Reserve	2,483,478	2,289,642	2,613,665	3,174,816
1870 Affordable Housing Trust Fund	21,787	20,846	217,023	224,831
2108 HUD-CDBG	193,674	206,392	215,116	221,463
2195 Workforce Investment Act	119,677	93,358	91,971	95,272
2211 Measure B: Local Streets & Roads	53,080	50,485	80,996	83,854
2241 Measure Q-Library Services Retention & Enhancement	10,313	17,657	17,657	17,657
2250 Measure N: Fund	4,980	9,492	9,660	10,626
2252 Measure Z - Violence Prevention and Public Safety Act of 2014	307,492	41,320	333,362	333,362
2270 Vacant Property Tax Act Fund	-	-	-	886,595
2310 Lighting and Landscape Assessment District	48,287	55,993	57,380	58,502
2412 Alameda County: Emergency Dispatch Service Supplemental Assessment	4,625	9,453	9,876	10,863
2413 Rent Adjustment Program Fund	519,991	514,480	546,546	565,183
2415 Development Service Fund	168,527	261,566	601,760	622,970
2417 Excess Litter Fee Fund	-	44,765	44,765	44,765
3100 Sewer Service Fund	1,924,996	2,336,155	2,339,217	2,341,433
4200 Radio / Telecommunications	59,686	51,173	59,584	61,659
4500 Central Stores	324,711	354,878	878,753	890,627
4550 Purchasing	1,380,597	1,411,209	1,678,008	1,732,256
5130 Rockridge: Library Assessment District	3,961	3,320	5,654	5,654
5610 Central District Projects	1,500	3,750	3,750	3,750
5650 Coliseum Projects	5,025	3,750	3,750	3,750
6587 2012 Refunding Reassessment Bonds-Debt Service	67,540	67,540	-	-
7100 Police and Fire Retirement System	2,751,103	3,123,071	3,314,891	3,401,794
7999 Miscellaneous Trusts	25,000	-	-	-
<b>TOTAL</b>	<b>\$36,791,152</b>	<b>\$39,768,204</b>	<b>\$41,382,966</b>	<b>\$43,788,281</b>
GPF Percent to Total Department	64.4%	62.1%	60.6%	58.7%
GPF Percent to Citywide GPF Expenditures	4.1%	4.1%	3.9%	3.8%

#### ORGANIZATIONAL CHART BY SERVICE AREA



# FINANCE DEPARTMENT

## SERVICE AREAS (CONT'D)

### BUDGET

This bureau is responsible for developing a balanced and fiscally responsible budget that meets City Council priorities and community needs; produces timely and accurate analysis of program revenues and expenditures; provides consultative services to ensure City programs are efficient and effective; compiles and produces the Biennial Proposed Budget and prepares the Adopted Budget; provides thorough legislative analysis to the City Administrator and elected officials to ensure the City remains proactive in its legislative agenda.

### CONTROLLER

This bureau is responsible for financial reporting, audits, and safeguarding the assets of the City. This includes timely and accurate financial information and reports to the City Administrator, the Mayor and City Council, agencies and the public; maintaining the integrity of information in the City's financial management systems; and the designing and monitoring of internal controls. In addition, the bureau provides Citywide services for procure-to-pay, accounting, grant monitoring, financial systems, inter-departmental and outgoing United States mail.

### REVENUE MANAGEMENT

This bureau collects, records and reports on City revenues; deposits City-wide collections; enforces and monitors compliance with the provisions of City ordinances and complies with the State of California reporting requirements, pertaining to the following taxes: Business License, Parking, Utility Consumption, Real Estate Transfer, Marijuana, Transient Occupancy, Sales and Use and Mandatory Garbage; identifies and brings into compliance non registered and

## AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Administration</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>
1010 - General Purpose Fund (GPF)	5.26	6.45	6.45
1750 - Multipurpose Reserve	-	0.14	0.14
2413 - Rent Adjustment Program Fund	0.23	0.23	0.23
2415 - Development Service Fund	0.18	0.18	0.18
7100 - Police and Fire Retirement System	0.33	-	-
<b>Budget</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
1010 - General Purpose Fund (GPF)	8.05	6.95	7.15
1030 - Measure HH (SSBDT)	-	0.10	0.10
1610 - Successor Redevelopment Agency Reimbursement Fund	1.55	1.30	1.10
1750 - Multipurpose Reserve	-	0.15	0.15
1870 - Affordable Housing Trust Fund	0.15	0.40	0.40
2211 - Measure B: Local Streets & Roads	0.25	0.30	0.30
2415 - Development Service Fund	-	0.80	0.80
<b>Controller</b>	<b>32.01</b>	<b>32.81</b>	<b>32.81</b>
1010 - General Purpose Fund (GPF)	16.27	15.02	15.02
1150 - Worker's Compensation Insurance Claims	0.25	0.25	0.25
1610 - Successor Redevelopment Agency Reimbursement Fund	1.85	1.82	1.82
1870 - Affordable Housing Trust Fund	-	1.00	1.00
2108 - HUD-CDBG	1.00	1.00	1.00
2195 - Workforce Investment Act	0.59	0.59	0.59
2415 - Development Service Fund	0.50	0.90	0.90
3100 - Sewer Service Fund	0.25	0.25	0.25
4500 - Central Stores	2.20	2.20	2.20
4550 - Purchasing	9.10	9.78	9.78
<b>Revenue Management</b>	<b>85.00</b>	<b>91.00</b>	<b>91.00</b>
1010 - General Purpose Fund (GPF)	72.60	73.02	73.02
1030 - Measure HH (SSBDT)	-	0.30	0.30
1700 - Mandatory Refuse Program	8.68	9.28	9.28
1750 - Multipurpose Reserve	0.32	0.50	0.50
2270 - Vacant Property Tax Act Fund	-	4.50	4.50
2310 - Lighting and Landscape Assessment District	0.20	0.20	0.20
2413 - Rent Adjustment Program Fund	3.10	3.10	3.10
3100 - Sewer Service Fund	0.10	0.10	0.10
<b>Treasury</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>
1010 - General Purpose Fund (GPF)	20.12	19.42	19.42
1610 - Successor Redevelopment Agency Reimbursement Fund	1.50	1.50	1.50
2415 - Development Service Fund	0.50	0.50	0.50
4200 - Radio / Telecommunications	0.33	0.25	0.25
7100 - Police and Fire Retirement System	4.55	5.33	5.33
<b>TOTAL</b>	<b>160.01</b>	<b>167.81</b>	<b>167.81</b>

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Administration	\$1,148,499	\$1,710,018	\$2,184,381	\$2,792,664
Budget	2,036,199	2,463,431	2,662,737	2,846,914
Controller	6,741,848	6,381,992	7,385,570	7,592,015
Revenue Management	20,057,229	22,057,448	21,538,260	22,621,436
Treasury	6,807,377	7,155,315	7,612,018	7,935,252
<b>TOTAL</b>	<b>\$36,791,152</b>	<b>\$39,768,204</b>	<b>\$41,382,966</b>	<b>\$43,788,281</b>

## SERVICE AREAS (CONT'D)

delinquent tax accounts; acts as the collection agent for all City Agencies and departments and represents the City in Small Claims Court; manages and collects all revenues derived from the City's parking meters; and collects revenues derived from parking citations and fire inspection billings

## TREASURY

This Bureau has five sections: Investment Section, Debt Management Section, Cash and Operations Section, Payroll Section and Retirement Section. The Bureau is responsible for Investment (for the City, Successor Agency and Port of Oakland) i.e. managing day-to-day investments for safety, liquidity and yield; Debt Management for the City and Successor Agency, including the issuance of new debt, maintaining and restructuring debt, regulatory compliance and continuing disclosure, and preserving strong credit ratings and investor relations; Cash and Operations related services include cash collections, banking services, asset management and petty cash management. Also, this Bureau processes timely citywide payroll and payments including benefits and taxes; maintains and upgrades HR/payroll systems, including implementing changes as compliance to labor contracts, legislative and other system requirements; and produce reports for various reporting requirements. In addition, this Bureau administers all City's retirement matters, including all aspects of the City's legacy police and fire retirement system (PFRS) as well as key functions related to the CalPERS (PERS) retirements and retiree related medical including timely pension payments, facilitating all retiree medical, administering the various pension boards and committees, and oversight responsibility of a wide range of pension investment portfolios held in trust.

## SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Increase recoveries; Transfer 0.25 FTE Financial Analyst to Radio Fund (4200); Transfer 0.33 FTE Accountant III to GPF (1010) from Radio Fund (4200)	0.08	(\$115,000)	(\$115,000)
Transfer 0.10 FTE Revenue & Tax Administrator to SSBT (1030), 0.10 FTE to Multi-Purpose Reserve Fund (1750) and 0.10 FTE to Mandatory Refuse Collection Fund (1700)	(0.30)	(\$105,431)	(\$109,195)
Transfer 0.10 FTE Revenue & Tax Administrator, Assistant to SSBT (1030) and 0.40 FTE to Mandatory Refuse Collection (1700); Transfer 0.40 FTE Principal Revenue Analyst into GPF (1010) from Mandatory Refuse Collection (1700)	(0.10)	(\$41,521)	(\$42,943)
Transfer 0.08 FTE Accountant II to Multi-Purpose Reserve Fund (1750) and 0.10 FTE to Mandatory Refuse Collection Fund (1700)	(0.18)	(\$27,267)	(\$28,254)
Transfer 0.10 FTE Revenue Analyst to SSBT (1030) and 0.20 FTE to Mandatory Refuse Collection Fund (1700)	(0.30)	(\$48,831)	(\$50,596)
Add 2.0 FTE Tax Auditor II for cannabis audits and other large commercial audits (revenue generating)	2.00	\$273,348	\$283,218
Realign Budget Bureau staff with eligible funding sources in Affordable Housing Trust Fund (1870), Development Services Fund (2415), Oakland Redevelopment Successor Agency (1610), Multi-Purpose Reserve Fund (1750), and Measure B (2211)	(1.64)	(\$348,547)	(\$361,075)
Transfer 0.20 FTE Financial Analyst into GPF (1010) from Oakland Redevelopment Successor Agency (1610) in FY21	0.20	-	\$45,437
Transfer 0.14 FTE Finance Director to Multi-Purpose Reserve Fund (1750); Increase O&M in GPF (1010)	(0.14)	(27,342.00)	(\$29,532)
Transfer 0.40 FTE Assistant Controller to the Development Services Fund (2415) and 0.15 FTE to the Purchasing Fund (4550); Transfer 0.10 FTE Accounting Supervisor to the Development Services Fund (2415) and 0.10 FTE Project Manager II from the Development Services Fund (2415) to GPF (1010)	(0.55)	(\$145,736)	(\$150,911)

# FINANCE DEPARTMENT

<b>SIGNIFICANT CHANGES (cont'd)</b>			
<b>All Other Funds</b>	<b>FTE</b>	<b>FY 2019-20 Changes</b>	<b>FY 2020-21 Changes</b>
Transfer 0.33 FTE Accountant III to the GPF (1010) and 0.25 FTE Financial Analyst from the GPF (1010) to the Radio and Telecommunications Fund (4200)	(0.08)	-	-
Transfer 0.10 FTE Budget & Mgmt Analyst Snr, 0.10 FTE Revenue and Tax Admin Asst, 0.10 FTE Revenue and Tax Administrator and 0.10 Revenue Analyst from the GPF (1010) to SSBT (1030)	0.40	\$101,752	\$105,700
Transfer 0.40 FTE Revenue and Tax Administrator Assistant out of the Mandatory Refuse Fund (1700) to the GPF (1010) and transfer 0.40 FTE Revenue Analyst Principal out of the Mandatory Refuse Fund (1700) into the GPF (1010)	-	\$13,112	\$13,524
Transfer 0.10 FTE Revenue and Tax Administrator, 0.10 FTE Accountant II and 0.20 FTE Revenue Analyst out of the GPF (1010) into the Mandatory Refuse Fund (1700)	0.40	\$82,849	\$85,826
Transfer 0.10 FTE Accounting Supervisor, 0.50 FTE Budget and Management Analyst, 0.30 Budget Administrator, 0.40 Assistant Controller from the GPF (1010) to the Development Service Fund (2415) and transfer 0.10 FTE Project Manager II out of the Development Service Fund (2415) to the GPF (1010)	1.20	\$299,243	\$309,943
Transfer 0.27 FTE Budget and Management Analyst, 0.50 FTE Accounting Technician, and 0.50 FTE Accountant II from the GPF (1010) and the Successor Agency Fund (1610) into the Affordable Housing Trust Fund (1870)	1.27	\$192,299	\$199,250
Transfer 0.08 FTE Budget and Management Analyst from the Successor Agency Fund (1610) to the Affordable Housing Fund (1870), Transfer 0.20 FTE Budget Administrator Assistant to Measure B fund (2211) from the Successor Agency Fund (1610), and increase Budget Administrator by 0.05 FTE in the Successor Agency Fund (1610). Transfer 0.20 FTE Financial Analyst from the Successor Agency Fund (1610) to the GPF (1010) in FY21	(0.23)	(\$51,612)	(\$98,917)
Transfer 0.15 FTE Budget Administrator Assistant, 0.08 FTE Accountant II, 0.14 Finance Director and 0.10 Revenue and Tax Administrator out of the GPF (1010) into the Multipurpose Reserve Fund (1750)	0.47	\$147,465	\$152,752
Transfer 0.10 FTE Budget Administrator from the GPF (1010) and 0.20 FTE from the Successor Agency Fund (1610) into Measure B Fund (2211). Transfer 0.25 FTE Budget and Management Analyst Snr out of Measure B Fund (2211) to the GPF (1010)	0.05	\$22,909	\$23,738
Transfer 0.30 FTE Accountant II out of the Purchasing Fund (4550) and 0.15 FTE Assistant Controller from the GPF (1010) into the Purchasing Fund (4550)	(0.15)	(\$571)	(\$615)
Add 2.00 FTE Tax Auditor II, 0.50 FTE Financial Analyst, 1.00 FTE Account Clerk II and 1.00 FTE Business Analyst II & O&M in the Vacancy Tax Fund (2270)	4.50	\$1,014,407	\$886,595
Contribution to the Vacancy Tax Fund (2270) fund balance in FY21 to offset FY20 implementation costs	-	-	\$1,014,407

## INFORMATION TECHNOLOGY

### MISSION STATEMENT

The Information Technology Department (ITD) is committed to providing sustainable and agile delivery of strategic and effective technology solutions to enhance services for the City's residents, businesses, employees and visitors. We are dedicated to designing, deploying and maintaining Information Technology (IT) systems, infrastructure, and applications that support the full spectrum of City government, from human services to public safety to economic development, and leading the effort to innovate, adopt and implement technologies that will have a lasting impact on the future of City services, government transparency and citizen engagement.

### BUSINESS GOALS

- A one-stop shop to provide technical resources for business needs analysis, technology acquisition, solution designing, contract negotiations, project management, and support services.
- Provide a stable and reliable core technology infrastructure to maintain and advance the City's technology operations across all business units such as Finance, Public Works, Transportation, Police and Fire Departments.
- Lead City Departments in identifying, selecting and implementing appropriate, effective and timely technology solutions.
- Invest in ITD's human capital to cultivate talent resources through education and empowerment to maximize value for the City.
- Enhance citizen engagement through technology, providing easy-to-use platforms that advance government accountability and respond to community needs on a real-time basis.

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$10,729,899	\$10,403,625	\$10,682,344	\$11,515,794
1700 Mandatory Refuse Program	60,188	50,005	57,918	59,943
1760 Telecommunications Reserve	161,827	147,086	-	-
2241 Measure Q-Library Services Retention & Enhancement	338,980	311,738	173,453	179,718
2243 Measure D: Parcel Tax to Maintain, Protect & Improve Library Services	-	-	173,453	179,718
2411 False Alarm Reduction Program	271,700	244,327	268,204	277,590
2415 Development Service Fund	416,454	426,266	771,518	798,867
2999 Miscellaneous Grants	28,694	-	-	-
3100 Sewer Service Fund	246,564	242,657	224,092	231,941
4200 Radio / Telecommunications	7,553,076	8,627,895	9,112,747	7,342,628
4210 Telephone Equipment and Software	977,316	607,850	874,982	875,802
4300 Reproduction	1,319,673	1,283,964	1,594,548	1,613,071
4600 Information Technology	9,857,456	10,291,660	11,938,387	11,968,437
5501 Municipal Capital Improvement: 1989 LGFA Refunding	354,995	-	-	-
7760 Grant Clearing	398,796	367,332	391,686	405,364
<b>TOTAL</b>	<b>\$32,715,618</b>	<b>\$33,004,405</b>	<b>\$36,263,332</b>	<b>\$35,448,873</b>
GPF Percent to Total Department	32.8%	31.5%	29.5%	32.5%
GPF Percent to Citywide GPF Expenditures	1.8%	1.7%	1.6%	1.7%

### AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Office of the Chief Information Officer</b>	<b>16.00</b>	<b>16.00</b>	<b>18.00</b>
1010 - General Purpose Fund (GPF)	6.10	5.65	7.65
2415 - Development Service Fund	0.15	0.15	0.15
4200 - Radio / Telecommunications	3.75	4.35	4.35
4300 - Reproduction	5.00	5.00	5.00
4600 - Information Technology	1.00	0.85	0.85
<b>Operations/Infrastructure</b>	<b>54.00</b>	<b>53.00</b>	<b>54.00</b>
1010 - General Purpose Fund (GPF)	35.75	33.63	34.63
1760 - Telecommunications Reserve	0.40	-	-
2241 - Measure Q-Library Services Retention & Enhancement	2.00	1.00	1.00
2243 - Measure D: Parcel Tax to Maintain, Protect & Improve Library Services	-	1.00	1.00
2411 - False Alarm Reduction Program	1.00	1.00	1.00
2415 - Development Service Fund	1.50	1.50	1.50
4200 - Radio / Telecommunications	10.85	11.35	11.35
4210 - Telephone Equipment and Software	0.50	1.52	1.52
4600 - Information Technology	1.00	1.00	1.00
7760 - Grant Clearing	1.00	1.00	1.00
<b>Applications</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>
1010 - General Purpose Fund (GPF)	7.25	7.14	7.14
1700 - Mandatory Refuse Program	0.25	0.25	0.25
1760 - Telecommunications Reserve	0.34	-	-
2415 - Development Service Fund	0.83	2.28	2.28
3100 - Sewer Service Fund	1.10	1.10	1.10
4200 - Radio / Telecommunications	0.33	0.33	0.33
7760 - Grant Clearing	0.90	0.90	0.90
<b>TOTAL</b>	<b>81.00</b>	<b>81.00</b>	<b>84.00</b>



# INFORMATION TECHNOLOGY

## BUSINESS GOALS (CONT'D)

- Install, maintain, and support the mission critical public safety infrastructure

## SERVICE AREAS

### OFFICE OF THE CHIEF INFORMATION OFFICER

The Office of the CIO is responsible for the administrative, fiscal, and operational management of ITD, including project management, human resources management, contract management, fiscal operations (i.e., budgeting, accounting, accounts payable and receivable) and printing/duplicating services.

### OPERATIONS/INFRASTRUCTURE

This division supports and provides a full-range of enterprise technology services including end-user computing and communication devices, enterprise servers and storage, Data Centers Infrastructure, Telecommunications Network, and mission critical 911 Public Safety technology solutions, and Help Desk services.

The IT Help Desk serves as the initial point of contact for technology incident reporting, tracking trouble reports, first level problem resolution and answering general IT questions.

The Desktop and Server group supports and provides assistance with issues ranging from desktop software, computer workstation and mobile device troubleshooting and deployment, to back office technology maintenance and support. The Public Safety Unit provides support for all Public Safety IT needs, and responsible to maintain mission critical systems, 911 Dispatch Centers and Emergency Operations Center. They are also responsible for the mobile applications, fire station alerting systems and public safety end-users' equipment in the police and fire vehicles.

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Office of the Chief Information Officer	\$13,694,192	\$13,894,112	\$16,251,062	\$16,736,890
Operations/Infrastructure	16,546,298	16,784,686	17,323,179	15,928,526
Applications	2,475,128	2,325,607	2,689,091	2,783,457
<b>TOTAL</b>	<b>\$32,715,618</b>	<b>\$33,004,405</b>	<b>\$36,263,332</b>	<b>\$35,448,873</b>

## SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 0.50 FTE Information Systems Spec III and 0.60 FTE Project Manager II from GPF (1010) to Radio/Telecommunications Fund (4200)	(1.10)	(\$277,207)	(\$287,218)
Transfer 0.65 FTE Telephone Services Specialist from GPF (1010) to Telephone Fund (4210)	(0.65)	(\$104,999)	(\$108,790)
Freeze Information Systems Specialist I in GPF (1010) Year FY20	(1.00)	(\$127,562)	
Add 1.00 FTE Information Systems Specialist II and 1.00 FTE Information Systems Specialist III to GPF (1010) for public safety in FY21	2.00		\$355,887
Transfer 0.37 FTE Telephone Services Specialist from GPF (1010) to Telephone Fund (4210)	(0.37)	(\$62,770)	(\$65,037)
Transfer 0.34 FTE Application Developer II to GPF (1010) from Telecommunications Reserve Fund (1760)	0.34	\$61,327	\$63,539
Transfer 0.40 FTE Information Systems Manager I to GPF (1010) from Telecommunications Reserve Fund (1760)	0.40	\$96,202	\$99,676
Transfer 0.45 FTE Information Systems Manager I from GPF (1010) to Development Services Fund (2415)	(0.45)	(\$114,228)	(\$118,355)
All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Add 1.00 FTE Application Developer III to Development Service Fund (2415)	1.00	\$197,895	\$205,042
Transfer 0.50 FTE Information Systems Spec III and 0.60 FTE Project Manager II to Radio/Telecommunications Fund (4200) from GPF (1010)	1.10	\$277,207	\$287,218
Transfer 0.65 FTE Telephone Services Specialist to Telephone Fund (4210) from GPF (1010)	0.65	\$104,999	\$108,790
Transfer 0.37 FTE Telephone Services Specialist to Telephone Fund (4210) from GPF (1010)	0.37	\$62,770	\$65,037
Transfer 0.34 Application Developer II from Telecommunications Fund (1760) to GPF (1010)	(0.34)	(\$61,327)	(\$63,539)
Transfer 0.40 FTE Information Systems Manager I from Telecommunications Reserve Fund (1760) to GPF (1010)	(0.40)	(\$96,202)	(\$99,676)
Transfer 0.45 FTE Information Systems Manager I to Development Services Fund (2415) from GPF (1010)	0.45	\$114,228	\$118,355
Transfer Information Systems Spec II from Measure Q Fund (2241) to Measure D Fund (2243)	(1.00)	(\$173,453)	(\$179,718)
Transfer Information Systems Spec II to Measure D Fund (2243) from Measure Q Fund (2241)	1.00	\$173,453	\$179,718

## SERVICE AREAS (CONT'D)

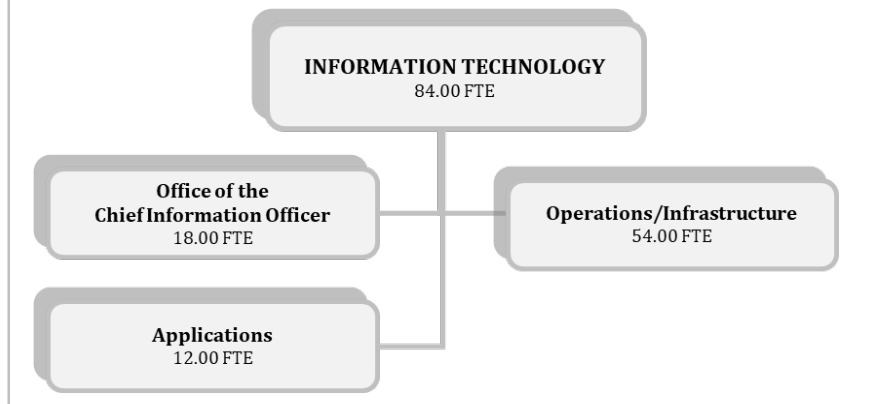
The Telecommunications group supports the City's wide area network infrastructure providing radio, voice and data communications to all agencies and department throughout the City. The P25 mission critical voice communication radio system, handheld and mobile radios, Microwave Backbone network, cable television infrastructure, and closed circuit television video systems are managed by this division.

The Network group prepares short and long range network, server, and desktop client strategies, and is responsible for the development of the City's desktop, server and network access security policies, standards, and technical specifications. This group also provides support for the wide area network infrastructure for voice and data communications needed by the agencies and department throughout the City.

## APPLICATIONS

This division maintains and supports enterprise applications such as Oracle's Enterprise Resource Planning (ERP) system, which includes General Ledger, Accounts Payable, Purchasing, Projects, Grants Accounting, Cash Management, Payroll, Human Resources, Time and Labor, Benefits, Contract Management, Budgeting (Public Budgeting and Cloud Service), Internet Procurement, Internet Supplier, and Internet Sourcing. Additionally, the Application Division supports departmental applications such as Business Tax (HDL), Rent Adjustment Program (RAP), and our land based management system for Planning and Building (Accela). Furthermore, our staff of application developers design, develop and implement web and mobile based solutions for our various departments.

## ORGANIZATIONAL CHART BY SERVICE AREA



This division also provide GIS information to users; researches GIS database accuracy and completeness; develops web applications to access various resources; maintains intranet applications including web content management; 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.

The Business Applications/GIS Services group develops and maintains custom business applications including recently developed OPD PRIME (Performance, Reporting, Information and Metric Environment) and Personnel Database (PDB) applications; develop, maintain and support citywide GIS platform; develops web applications to access various resources; maintains intranet applications including web content management. This group also includes the on-going maintenance and support of various third-party, as well as, in-house developed applications.



## RACE & EQUITY

### MISSION STATEMENT

To assist the City Administrator and City Departments in the application of equity and social justice foundational practices with regard to City actions. To endeavor to integrate these practices into: the City's strategic, operational and business plans; management and reporting systems for accountability & performance; and budgets in order to eliminate inequities and create opportunities for all people and communities.

### BUSINESS GOALS

Assist the City in the development and implementation of equity and social justice foundational practices that enable Oakland government to:

1. Raise and sustain the visibility of the citywide vision of a fair and just principle that the city serves all residents by promoting fairness and opportunity and eliminating inequities, and other equity and social justice values, policies and foundational practices.
2. Increase focus on the determinants of equity in order to make progress in the elimination of the root cause of inequities. The determinants of equity are the social, economic, geographic, political and physical environment conditions in which people in Oakland are born, grow, live, work and age in a way that lead to the creation of a fair and just society and include:
  - Community economic development that supports local ownership of assets, including homes and businesses, and assures fair access for all to business development and business retention opportunities;
  - Community and public safety that includes services such as fire, police, emergency medical services and code enforcement that are responsive to all residents so that everyone feels

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$467,566	\$562,175	\$637,915	\$659,313
<b>TOTAL</b>	<b>\$467,566</b>	<b>\$562,175</b>	<b>\$637,915</b>	<b>\$659,313</b>
GPF Percent to Total Department	100.0%	100.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.1%	0.1%	0.1%	0.1%

### AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Race &amp; Equity</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
1010 - General Purpose Fund (GPF)	3.00	3.00	3.00
<b>TOTAL</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

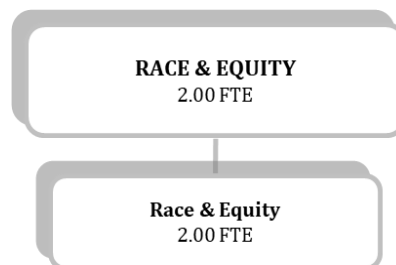
### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Race & Equity	\$467,566	\$562,175	\$637,915	\$659,313
<b>TOTAL</b>	<b>\$467,566</b>	<b>\$562,175</b>	<b>\$637,915</b>	<b>\$659,313</b>

### SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
NONE			

### ORGANIZATIONAL CHART BY SERVICE AREA



# RACE & EQUITY

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## BUSINESS GOALS (CONT'D)

safe to live, work and play in any neighborhood in Oakland;

- A law and justice system that provides equitable access and fair treatment for all;
- Early childhood development that supports nurturing relationships, high quality affordable child care and early learning opportunities that promote optimal early childhood development and school readiness for all children;
- Education that is high quality and culturally appropriate and allows each student to reach his or her maximum learning and career potential;
- Equity in city practices that eliminates all forms of discrimination in city activities in order to provide fair treatment for all employees, contractors, clients, community partners, residents and others who interact with the City;
- Food systems that support local food production and provide access to affordable, healthy, and culturally appropriate foods for all people;
- Health and human services that are high quality, affordable and culturally appropriate and support the optimal well-being of all people;

- Healthy built and natural environments for all people that include mixes of land use that support jobs, housing, amenities and services; trees and forest canopy, and clean air, water, soil and sediment;
  - Housing for all people that is safe, affordable, high quality and healthy;
  - Job, training and jobs that provide residents with the knowledge and skills to compete in a diverse workforce with the ability to make sufficient income for the purchase of basic necessities to support them and their families;
  - Neighborhoods that support all communities and individuals through strong social networks, trust among neighbors and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood;
  - Parks and natural resources that provide access for all people to safe, clean and quality outdoor spaces, facilities and activities that appeal to the interests of all communities; and
  - Transportation that provides everyone with safe, efficient, affordable, convenient and reliable mobility options including public transit, walking, carpooling, biking, and quality streets and sidewalks.
3. Consider equity and social justice impacts in all decision-making so that decisions increase fairness and opportunity for all people, particularly for people of color, low-income communities and people with limited English proficiency or, when decisions that have a negative impact on fairness and opportunity are unavoidable, steps are implemented that mitigate the negative impacts;
  4. Foster an organizational culture that promotes fairness and opportunity with collaboration across departments and other organizations;
  5. Build capacity to engage all communities in a manner that: promotes and foster trust among people across geographic, race, class and gender lines; results in more effective policies, processes and services; and supports communities' efforts to develop solutions.

## SERVICE AREA

### RACE & EQUITY

In the Department of Race and Equity there shall be the following divisions & programs: Race and Equity, Equitable City, Equity Training, Equitable Community engagement, and Project Implementation. The specific functions of each division/program are being developed as additional staff are added.

## HUMAN RESOURCES MANAGEMENT

### MISSION STATEMENT

The Human Resources Management Department recruits, develops and maintains the talented and diverse workforce that serves the Oakland community. We are responsible for the administration of the competitive civil service process, labor agreements, risk management systems, and employee health benefits. We value equity, professional growth, and building a strong, committed workforce. As an internal service department, we take pride in our customer service, problem solving and employee recognition capacity. We strive to be a model for human resource services in the public sector by demonstrating exceptional professionalism and integrity.

### BUSINESS GOALS

To provide City agencies and departments with a high-quality customer service and responsiveness; to attract and retain a high skilled, diverse workforce; to engage in effective labor and employee relations; to maintain a comprehensive classification plan; to administer the Equal Access Program; to administer the City's employee benefits plans; and to oversee the Risk Management Program for the City.

### SERVICE AREAS

#### ADMINISTRATION

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.

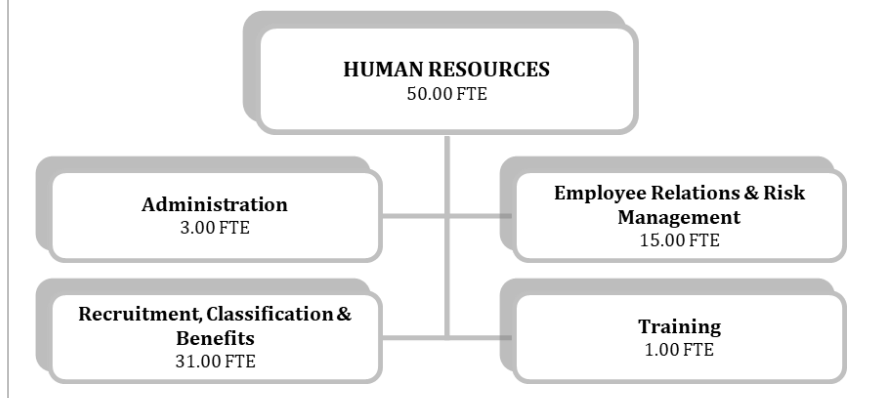
### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$5,948,176	\$6,326,561	\$6,542,490	\$6,749,986
1100 Self Insurance Liability	750	4,950	-	-
1150 Worker's Compensation Insurance Claims	1,797,103	1,909,664	1,987,434	2,050,390
1610 Successor Redevelopment Agency Reimbursement Fund	60,074	57,154	58,896	60,931
1870 Affordable Housing Trust Fund	-	-	108,687	112,612
2415 Development Service Fund	148,685	367,043	546,700	565,850
4100 Equipment	10,500	74,821	74,821	74,821
4400 City Facilities	80,985	19,800	19,800	19,800
7130 Employee Deferred Compensation	144,231	147,493	206,139	204,836
7760 Grant Clearing	747	155,452	180,440	186,678
<b>TOTAL</b>	<b>\$8,191,251</b>	<b>\$9,062,938</b>	<b>\$9,725,407</b>	<b>\$10,025,904</b>
GPF Percent to Total Department	72.6%	69.8%	67.3%	67.3%
GPF Percent to Citywide GPF Expenditures	1.0%	1.1%	1.0%	1.0%

### AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Administration</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
1010 - General Purpose Fund (GPF)	2.70	2.70	2.70
1150 - Worker's Compensation Insurance Claims	0.30	0.30	0.30
<b>Recruitment, Classification &amp; Benefits</b>	<b>30.00</b>	<b>31.00</b>	<b>31.00</b>
1010 - General Purpose Fund (GPF)	25.20	24.70	24.70
1150 - Worker's Compensation Insurance Claims	0.50	-	-
1610 - Successor Redevelopment Agency Reimbursement Fund	0.30	0.30	0.30
1870 - Affordable Housing Trust Fund	-	0.75	0.75
2415 - Development Service Fund	2.00	3.25	3.25
7130 - Employee Deferred Compensation	1.00	1.00	1.00
7760 - Grant Clearing	1.00	1.00	1.00
<b>Employee Relations &amp; Risk Management</b>	<b>14.00</b>	<b>15.00</b>	<b>15.00</b>
1010 - General Purpose Fund (GPF)	5.00	5.50	5.50
1150 - Worker's Compensation Insurance Claims	9.00	9.50	9.50
<b>Training</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>
1010 - General Purpose Fund (GPF)	2.00	1.00	1.00
<b>TOTAL</b>	<b>49.00</b>	<b>50.00</b>	<b>50.00</b>

### ORGANIZATIONAL CHART BY SERVICE AREA



# HUMAN RESOURCES

## SERVICE AREAS (CONT'D)

### RECRUITMENT, CLASSIFICATION AND BENEFITS

Responsible for all aspects of recruiting and for 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. This division also houses the Equal Access Program which seeks to ensure resident access to City services in accordance with the Equal Access to Services Ordinance (Ordinance No.12324 C.M.S.).

### RECRUITMENT & CLASSIFICATION

Represents the City and provides support to City staff on matters concerning employees represented services in accordance with the 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; conducts workplace investigations; and addresses grievances.

### Benefits

Manages all employee benefits programs, including medical, dental, vision, life, flexible spending accounts and tax-deferred savings accounts. Provides staff support to the Deferred Compensation Committee.

### EMPLOYEE RELATIONS & RISK MANAGEMENT

#### Employee Relations

Represents the City and provides support to City staff on matters concerning employees 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.

## SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 0.25 FTE HR Operations Supervisor, 0.25 FTE HR Analyst (Conf), 0.75 FTE HR Technician to Development Services Fund (2415)	(1.25)	(\$173,088)	(\$179,340)
Transfer 0.50 FTE HR Analyst (Conf) and 0.25 FTE HR Technician to Affordable Housing Trust Fund (1870)	(0.75)	(\$108,683)	(\$112,606)
Add 1.00 FTE Benefits Technician	1.00	\$99,924	\$103,532
All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 0.25 FTE HR Operations Supervisor, 0.25 FTE HR Analyst (Conf), 0.75 FTE HR Tech from GPF (1010) to Development Services Fund (2415)	1.25	\$173,091	\$179,340
Transfer 0.50 FTE HR Analyst (Conf), 0.25 FTE HR Tech from GPF (1010) to Affordable Housing Trust Fund (1870)	0.75	\$108,686	\$112,606

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Administration	\$892,983	\$857,708	\$917,981	\$943,683
Recruitment, Classification & Benefits	4,172,385	4,968,883	5,258,042	5,424,966
Employee Relations & Risk Management	2,854,324	2,818,915	3,277,965	3,381,471
Training	271,559	417,432	271,419	275,784
<b>TOTAL</b>	<b>\$8,191,251</b>	<b>\$9,062,938</b>	<b>\$9,725,407</b>	<b>\$10,025,904</b>

### Risk Management

Administers all risk management, including Integrated Disability Management and Risk & Safety. Provides staff support to the Safety Disability Retirement Board. Administers the City Integrated Disability Program, which consolidates all mandated disability related programs including protected leave administration (CFRA, FMLA, and PDL), Federal Employment and Housing Act (FEHA) compliance and Workers' Compensation claims administration. Administers Employee Health and Safety Programs, including CalOSHA compliance, safety/loss control services, employee medical surveillance testing, employee medical examinations and drug/alcohol testing. Manages the Commercial Insurance and Self- Insurance portfolios and represents City on insurance pool boards and committees. Monitors vendor contracts for Compliance with Risk Management related requirements. Extends other Risk Management and/or employment liability services to client departments as needed.

### TRAINING

Responsible for all aspects of city-wide training and organizational development, including monthly all-day New Employee Orientation. Administers all mandated training, which includes Anti-Discrimination, Sexual Harassment Awareness and Diversity training. Manages leadership, supervisor, ethics, health and wellness, and race and equity trainings. Other training subjects include computer skills, presentation workshops and performance management. The goal of the Training Unit is to develop a workforce that adapts to new technology, business processes and policies, laws and regulations, ultimately contributing to employee.

# DEPARTMENT OF VIOLENCE PREVENTION

## DEPARTMENT OF VIOLENCE PREVENTION

### MISSION STATEMENT

The mission of the Department of Violence Prevention is to work directly with victims of violent crime - and those who are most likely to be future victims or perpetrators of violent crime - to dramatically reduce violent crime and to serve communities impacted by violence to end the cycle of trauma.

The Department of Violence Prevention shall pursue a public health approach to violence prevention and will focus on the successful implementation of community-led violence prevention and intervention strategies to realize sustained safety and stability of the communities most-impacted by violence.

### BUSINESS GOALS

- Significantly reduce homicides and gun-related violence
- Meaningfully reduce incidences of domestic violence and,
- Address and reduce the commercial exploitation of children
- Provide the City Council with recommendations for meeting the City's stated violence reduction goals

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$216,132	\$415,990	\$634,639	\$656,665
2252 Measure Z - Violence Prevention and Public Safety Act of 2014	30,063	713,214	146,320	151,599
<b>TOTAL</b>	<b>\$246,195</b>	<b>\$1,129,204</b>	<b>\$780,959</b>	<b>\$808,264</b>
GPF Percent to Total Department	87.8%	36.8%	81.3%	81.2%
GPF Percent to Citywide GPF Expenditures	0.0%	0.1%	0.1%	0.1%

### AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Administration</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
1010 - General Purpose Fund (GPF)	1.50	2.00	2.00
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	1.50	1.00	1.00
<b>TOTAL</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

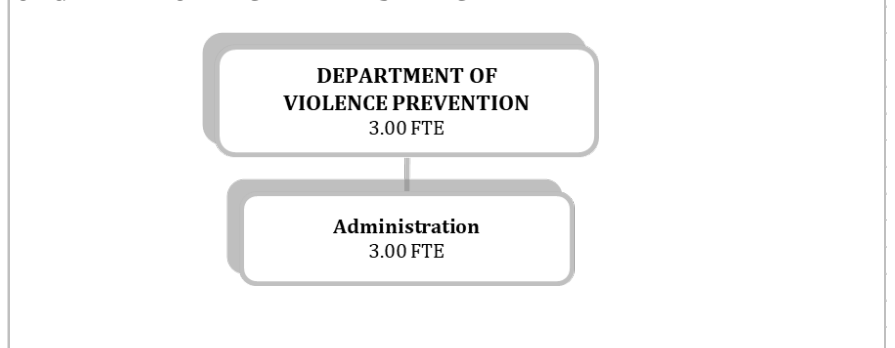
### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Administration	\$246,195	\$1,129,204	\$780,959	\$808,264
<b>TOTAL</b>	<b>\$246,195</b>	<b>\$1,129,204</b>	<b>\$780,959</b>	<b>\$808,264</b>

### SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 0.50 FTE Deputy Director Public Ethics from Measure Z (2252)	0.50	\$109,674	\$113,634
All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 0.50 FTE Deputy Director to GPF (1010) from Measure Z (2252)	(0.50)	(\$109,674)	(\$113,634)

### ORGANIZATIONAL CHART BY SERVICE AREA





# DEPARTMENT OF VIOLENCE PREVENTION

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## NOTES

## POLICE DEPARTMENT

### MISSION STATEMENT

The Oakland Police Department is committed to reducing crime and serving the community through fair, quality policing.

### 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 and the practice of procedural justice as a means of constitutional policing.
- Provide effective and efficient criminal investigation of adult and juvenile crimes through consistent training, intelligent analysis of crime data, the identification of career criminals, and prosecution of offenders.
- 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 personnel's capacity to provide a higher quality of service to the community through basic and in-service training to improve skills and abilities.

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$259,116,632	\$261,401,320	\$291,108,438	\$302,112,782
1100 Self Insurance Liability	4,862,574	5,798,011	7,595,767	7,595,767
1150 Worker's Compensation Insurance Claims	495,395	435,558	478,431	494,483
2108 HUD - CDBG	1,332	-	-	-
2112 Department of Justice	735,727	-	-	-
2113 Department of Justice - COPS Hiring	1,951,808	1,461,064	58,162	2,479
2152 California Board of Corrections	361,575	-	-	-
2158 5th Year State COPS Grant, AB 1913, Statutes of 2000	272,503	-	-	-
2159 State of California Other	1,412,162	114,123	114,123	114,123
2160 County of Alameda: Grants	39,071	-	-	-
2172 Alameda County: Vehicle Abatement Authority	488,401	535,884	548,367	569,867
2211 Measure B: Local Streets & Roads	292	-	-	-
2216 Measure BB - Alameda County Transportation Commission Sales Tax	39,514	537,187	937,105	953,327
2252 Measure Z - Violence Prevention and Public Safety Act of 2014	16,573,158	14,774,624	15,135,552	15,619,194
2411 False Alarm Reduction Program	1,700,778	1,383,951	1,453,209	1,496,027
2416 Traffic Safety Fund	968,188	1,378,769	725,964	725,964
2912 Federal Asset Forfeiture: City Share	123,733	110,000	-	-
2914 State Asset Forfeiture	2,183	90,000	-	-
2995 Police Grants	81,145	10,000	10,000	10,000
2999 Miscellaneous Grants	221,596	125,374	-	-
4200 Radio / Telecommunications	6,778	167,120	168,808	174,480
7420 State Asset Trust	(554)	-	-	-
7440 Unclaimed Cash	5,607	-	-	-
<b>TOTAL</b>	<b>\$289,459,598</b>	<b>\$288,322,985</b>	<b>\$318,333,926</b>	<b>\$329,868,493</b>
GPF Percent to Total Department	89.5%	90.7%	91.4%	91.6%
GPF Percent to Citywide GPF Expenditures	44.5%	43.4%	44.7%	44.6%

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Office of the Chief of Police	\$82,144,060	\$86,447,125	\$95,890,667	\$97,546,066
Bureau of Field Operations 1	84,744,435	72,952,059	79,163,694	83,319,464
Bureau of Field Operations 2	60,336,199	61,616,092	67,444,829	70,363,669
Bureau of Services	35,380,592	35,705,542	41,137,018	42,471,847
Bureau of Investigation	26,854,312	31,602,167	34,697,718	36,167,447
<b>TOTAL</b>	<b>\$289,459,598</b>	<b>\$288,322,985</b>	<b>\$318,333,926</b>	<b>\$329,868,493</b>

- 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 Alameda County District Attorney's Office, and the Alameda County Probation Department to establish a process to place juvenile offenders into a 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.

# POLICE DEPARTMENT

## BUSINESS GOALS (CONT'D)

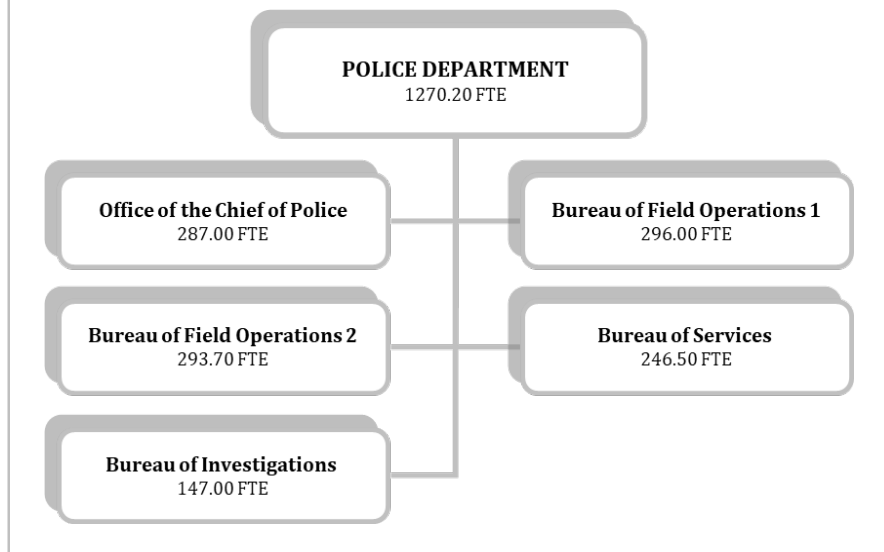
### OFFICE OF THE CHIEF OF POLICE

The Office of the Chief of Police includes: The Chief's Immediate Office; Public Information; Internal Affairs; Inspector General; the Assistant Chief; Fiscal Services; Intelligence; and Research and Planning. The Public Information Office handles media inquiries and responds to questions and comments from the public. The Internal Affairs Division investigates all allegations of misconduct against Departmental personnel. The Office of Inspector General performs audit functions and coordinates implementation of the Negotiated Settlement Agreement. The Assistant Chief is responsible for all operational and many support functions. Fiscal Services provides accounting, accounts payable, accounts receivable, audits, budget, contracting and purchasing, financial reporting, the false alarm reduction, and grant services. The Intelligence Unit disseminates critical information concerning the safety of the Oakland community. Research and Planning manages the Department's legislative, policy, and short- and long-term planning functions.

### BUREAU OF FIELD OPERATIONS 1 AND BUREAU OF FIELD OPERATIONS 2

The Bureau of Field Operations 1 is responsible for all patrol and specialized resource functions for the western portion of the City of Oakland. Included in BFO 1 are Neighborhood Services Section 1; BFO Administration; and Patrol Areas 1, 2, and 3. The Bureau of Field Operations 2 is responsible for all patrol and specialized resource functions for the eastern portion of the City of Oakland. Included in BFO 2 are Neighborhood Services Section 2; Patrol Areas 4 and 5; and Support Operations. The Support Operations Division encompasses the Special Operations Section and the Traffic Operations Section.

## ORGANIZATIONAL CHART BY SERVICE AREA



Neighborhood Services provide a link between OPD and the Oakland community through serving as organizers and liaisons with community groups including Neighborhood Crime Prevention Councils. Police patrol provides general investigation, community policing, and crime prevention. The Special Operations Section includes Air Support; Marine Support; Special Events; Tactical Operations; Alcoholic Beverage Action Team; the Canine Program; and the Reserve Program. The Traffic Operations Section promotes traffic safety; investigates traffic complaints; and provides traffic and parking enforcement.

### BUREAU OF SERVICES

The Bureau of Services is made up of seven functional areas: Fiscal Services; Records; Communications; Technology; Evidence/Property; Personnel; and the Recruiting and Background Unit. Fiscal Services provides accounting, accounts payable, accounts receivable, audits, budget, contracting and purchasing, financial reporting, the false alarm reduction, and grant services. The Records Section maintains all non-traffic police crime-related reports and records, answers public record requests, manages the City's tow contract, performs warrant verification, and inputs data into the Department's public safety records management software. The Communications Division manages the emergency 911 call system and all calls for service and dispatches appropriate emergency response personnel. The Technology Unit is responsible for providing technology support. The Evidence/Property Section is responsible for receiving, tracking, and storing property and evidence. The Personnel Section includes the PAS Administration Unit. The Personnel Section is responsible for daily processing of all personnel-related matters and maintains individual personnel files for everyone who works for OPD. It is divided into Personnel Administration and the Medical, Payroll. The Recruiting and Background Unit is responsible for the recruitment and screening of Department applicants. The PAS Administration Unit administers the Department's Personnel Assessment System.

# POLICE DEPARTMENT

## SERVICE AREAS (CONT'D)

### BUREAU OF SERVICES

The Bureau of Services is made up of seven functional areas: Fiscal Services; Records; Communications; Technology; Evidence/Property; Personnel; and the Recruiting and Background Unit. Fiscal Services provides accounting, accounts payable, accounts receivable, audits, budget, contracting and purchasing, financial reporting, the false alarm reduction, and grant services. The Records Section maintains all non-traffic police crime-related reports and records, answers public record requests, manages the City's tow contract, performs warrant verification, and inputs data into the Department's public safety records management software. The Communications Division manages the emergency 911 call system and all calls for service and dispatches appropriate emergency response personnel. The Technology Unit is responsible for providing technology support. The Evidence/Property Section is responsible for receiving, tracking, and storing property and evidence. The Personnel Section includes the PAS Administration Unit. The Personnel Section is responsible for daily processing of all personnel-related matters and maintains individual personnel files for everyone who works for OPD. It is divided into Personnel Administration and the Medical, Payroll. The Recruiting and Background Unit is responsible for the recruitment and screening of Department applicants. The PAS Administration Unit administers the Department's Personnel Assessment System.

### BUREAU OF INVESTIGATIONS

The Bureau of Investigations (BOI) investigates criminal activity, analyzes evidence and develops cases for prosecution. Included in BOI are the Criminalistics Section; Criminal Investigations Division; Crime Analysis Section; Special Victims Section; Robbery and Burglary Section; General Crimes, Task Forces and Felony Assault Section; and Homicide Section.

## AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Office of the Chief of Police</b>	<b>287.00</b>	<b>287.00</b>	<b>287.00</b>
1010 - General Purpose Fund (GPF)	271.23	270.79	271.00
2113 - Department of Justice - COPS Hiring	0.77	0.21	-
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	12.00	13.00	13.00
2411 - False Alarm Reduction Program	3.00	3.00	3.00
<b>Bureau of Field Operations 1</b>	<b>302.00</b>	<b>296.00</b>	<b>296.00</b>
1010 - General Purpose Fund (GPF)	259.77	262.26	264.90
2113 - Department of Justice - COPS Hiring	4.23	1.93	0.08
2252 - Measure Z - Violence Prevention & Public Safety Act of 2014	38.00	31.81	31.02
<b>Bureau of Field Operations 2</b>	<b>291.50</b>	<b>293.70</b>	<b>293.70</b>
1010 - General Purpose Fund (GPF)	241.00	242.86	244.41
2113 - Department of Justice - COPS Hiring	2.50	1.64	0.09
2172 - Alameda County: Vehicle Abatement Authority	3.00	3.00	3.00
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	10.00	18.20	18.20
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	16.00	17.00	17.00
2416 - Traffic Safety Fund	19.00	11.00	11.00
<b>Bureau of Services</b>	<b>285.00</b>	<b>246.50</b>	<b>246.50</b>
1010 - General Purpose Fund (GPF)	271.50	241.50	241.50
1150 - Worker's Compensation Insurance Claims	2.00	2.00	2.00
2159 - State of California Other	1.00	-	-
2411 - False Alarm Reduction Program	2.00	2.00	2.00
2999 - Miscellaneous Grants	7.50	-	-
4200 - Radio / Telecommunications	1.00	1.00	1.00
<b>Bureau of Investigation</b>	<b>146.00</b>	<b>147.00</b>	<b>147.00</b>
1010 - General Purpose Fund (GPF)	145.00	146.00	146.00
2411 - False Alarm Reduction Program	1.00	1.00	1.00
<b>TOTAL</b>	<b>1,311.50</b>	<b>1,270.20</b>	<b>1,270.20</b>

## SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Convert 7.00 FTE Police Communication Operators to 6.00 FTE Police Communication Dispatchers	(1.00)	(\$14,641)	(\$15,046)
Delete 1.00 FTE Project Manager III in the Internal Affairs Division	(1.00)	(\$309,939)	(\$316,836)
Add funding for the Shotspotter Geographic Expansion Phases in FY21			\$475,000
All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 8.00 FTE Crossing Guards to Measure BB Fund (2216) from Traffic Safety Fund (2416)	8.00	\$406,278	\$413,232
Transfer 8.00 FTE Crossing Guards from Traffic Safety Fund (2416) to Measure BB Fund (2216)	(8.00)	(\$406,278)	(\$413,232)



## FIRE DEPARTMENT

### 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 residents and visitors to 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 operations, 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) and the Center of Excellence accreditation, which will enable the Oakland Fire Department to compete for Emergency Medical Services (EMS) dispatch contracts.
- Provide Communities 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 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$136,110,113	\$142,551,384	\$163,089,908	\$169,325,328
1100 Self Insurance Liability	485,481	936,010	1,786,321	1,786,321
1150 Worker's Compensation Insurance Claims	32,519	34,694	31,559	32,621
1710 Recycling Program	62,332	48,870	48,870	48,870
1720 Comprehensive Clean-up	76,598	48,970	48,970	48,970
2063 FEMA Declarations	3,573,597	-	-	-
2123 US Dept of Homeland Security	1,005,687	-	-	-
2124 Federal Emergency Management Agency (FEMA)	1,364,866	-	-	-
2150 California Department of Fish and Games	6,960	-	-	-
2159 State of California Other	183,733	-	-	-
2160 County of Alameda: Grants	618,436	-	-	-
2190 Private Grants	2,197	25,000	25,000	25,000
2250 Measure N: Fund	1,404,856	1,705,033	1,971,280	2,028,187
2252 Measure Z - Violence Prevention and Public Safety Act of 2014	2,000,000	2,000,000	2,000,000	2,000,000
2321 Wildland Fire Prevention Assess District	732,405	-	-	-
2330 Werner Court Vegetation Mgmt District	2,701	3,200	3,200	3,200
2412 Alameda County: Emergency Dispatch Service Supplemental Assessment	2,098,531	2,420,781	2,686,589	2,632,751
3100 Sewer Service Fund	435,802	388,355	429,644	442,289
4100 Equipment	34,428	-	-	-
4600 Information Technology	-	-	380,569	396,752
<b>TOTAL</b>	<b>\$150,231,242</b>	<b>\$150,162,297</b>	<b>\$172,501,910</b>	<b>\$178,770,289</b>
GPF Percent to Total Department	90.6%	94.9%	94.5%	94.7%
GPF Percent to Citywide GPF Expenditures	23.4%	23.7%	25.1%	25.0%

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Office of the Fire Chief	\$977,559	\$990,838	\$1,377,230	\$1,422,386
Fiscal & Administration Services	1,795,587	2,035,485	2,061,429	2,173,262
Field Operations	126,722,013	124,541,829	140,832,152	146,512,817
Fire Prevention	5,751,638	8,014,006	11,525,409	11,837,702
Support Services	11,440,696	12,521,037	14,289,871	14,341,855
Emergency Management Services	1,587,878	704,696	364,642	371,496
Medical Services & Information Technology	1,955,871	1,354,406	2,051,177	2,110,771
<b>TOTAL</b>	<b>\$150,231,242</b>	<b>\$150,162,297</b>	<b>\$172,501,910</b>	<b>\$178,770,289</b>

- Review 98-100% of all plans, sprinkler, fire alarm, evacuation, hood and duct (Tenant Improvements (TI), and Tenant Parcel Maps (TPMs) within 15 business days; ensure public and private buildings are in compliance with the California Fire Code; develop and implement online permitting with an online payment option; develop and implement new inspection and billing database.
- Continue to maintain an effective and efficient Fiscal and Administration Services Division to ensure minimal vacancies with effective recruitment and exam processes.
- Ensure employee safety and health, which will result in increased productivity and reduced workers' compensation claims.
- Partner with Oakland Public Works 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.
- Continue to explore revenue opportunities, such as grant fund and cost-recovery fees; streamline the billing process to maximize revenue collection.

# FIRE DEPARTMENT

## BUSINESS GOALS (CONT'D)

- Continue to meet all mandated training, exercise and drill requirements needed to respond to emergency incidents related to airport, water rescue, confined space rescue, heavy rescue and hazardous material response, natural and human-made disasters and Urban Search and Rescue.
- Improve the entire Oakland Fire Department training curriculum with established, OFD-specific performance standards. Enhance training capacity and efficiency of meeting mandated training requirements by utilizing online, web-based training.

## SERVICE AREAS

### OFFICE OF THE FIRE CHIEF

Directs overall policy, planning and management of the fire department. Responsible for providing effective leadership for the Department's operations through strategic planning, financial reporting, performance measures, staff development and training; serves as the liaison to the Oakland community, Department staff, City management, the Mayor and City Council.

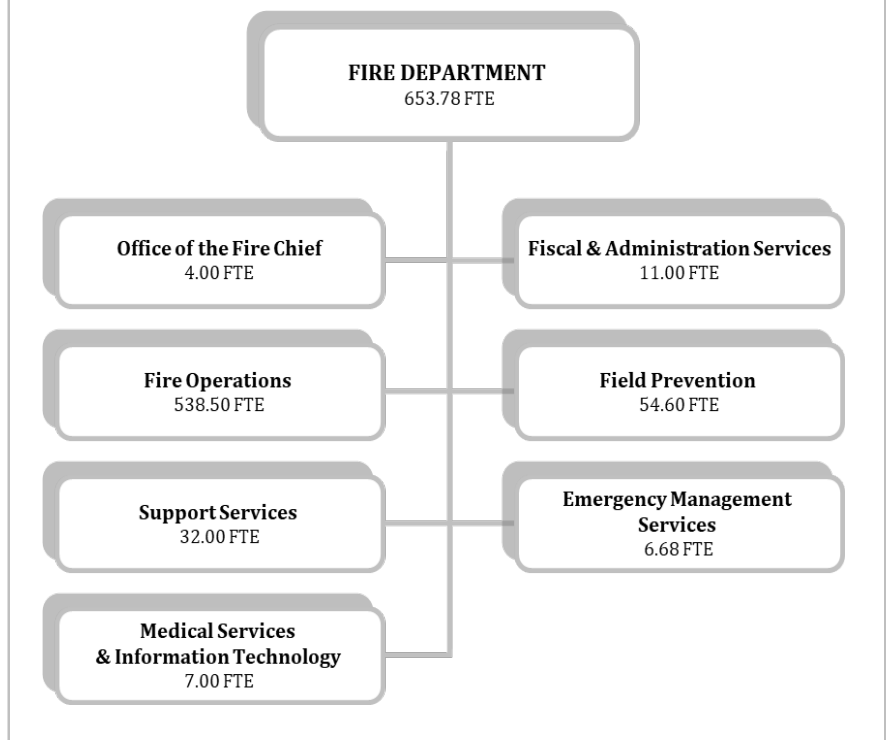
### FISCAL & ADMINISTRATION SERVICES

Manages entry level and promotional recruitments, performance management, worker's compensation, labor relations; provides training in labor law and practices to supervisory and executive-level staff; provides fiscal administration and analysis, payroll and benefits services.

### FIELD OPERATIONS

Responsible for emergency medical response, fire suppression, mitigation of disasters and rescue activities. The Field Operations Bureau is the Department's largest division employing 12 Battalion Chiefs and over 430 suppression personnel. The Field Operations Bureau handles over 60,000 emergency incidents a year, which includes fire, rescue, medical aid and other calls for service.

## ORGANIZATIONAL CHART BY SERVICE AREA



## SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Add and upgrade Fire Prevention Bureau positions and O&M to augment fire inspections, vegetation management, and plan check review. Costs are covered by increased fees. Includes new positions 2.00 FTE Fire Inspection Supervisors, 3.00 FTE Fire Plan Check Engineering Staff, and 6.00 FTE Administrative Staff; upgrade of the Vegetation Inspectors and Supervisors to Fire Code positions.	11.00	\$2,666,360	\$2,732,201
Add Wildfire Prevention Funding in lieu of a renewed Wildfire Prevention District		1,100,000.00	\$1,100,000
Add Vegetation Management Plan implementation funding		\$100,000	\$100,000
Transfer 1.00 FTE Fire Communications Supervisor to Measure M Fund (2412)	(1.00)	(\$205,445)	(\$212,779)
Add funding for an OFD Strategic Plan including Standards of Coverage		\$50,000	\$50,000
Increase the Warehouse Rental Subsidy for the FEMA Urban Search & Rescue CA Task Force 4 support		\$150,000	\$150,000
Add 1.00 FTE Payroll Personnel Clerk III (1/2 Year in FY20)	1.00	\$52,443	\$108,674
Add 1.00 FTE Fire Communications Dispatcher (1/2 Year) in FY20 and 1.00 FTE Fire Communications Dispatcher in FY21	2.00	\$79,308	\$328,650
Add 30.00 FTE Fire Fighter Trainee and Fire Fighter Paramedic Trainees	30.00		
SAFER Grant funding offset		(\$1,521,631)	(\$1,647,858)
All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Freeze 2.00 FTE in Urban Areas Security Initiative Fund (2123) to match the grant application.	(2.00)	(387,999)	(\$401,563)
Freeze 1.00 FTE EMS Trainer in Measure N Fund (2250)	(1.00)	(101,544)	(\$103,579)
Add medical supplies O&M in Measure N Fund (2250) due to changes in the Alameda County ambulance contract.		197,000	\$197,000
Add O&M for Fire Emergency Medical Dispatch software upgrade in Measure M Fund (2412)		185,000	\$39,000
Transfer 1.00 FTE Fire Communications Supervisor to Measure M Fund (2412) from GPF (1010)	1.00	\$220,995	\$228,640

# FIRE DEPARTMENT

## SERVICE AREAS (CONT'D)

Manages all major disaster responses and staffs 25 engine companies (including the airport) and 7 truck companies 24 hours a day, 365 days a year. In addition to emergency response, firefighters conduct non-permitted commercial, multi-residential facilities and vegetation management inspections on an annual basis. The Special Operation Division operates under the direction of the Field Operations Bureau and is comprised of four highly trained, specialized response teams; Aircraft Rescue and Firefighting (ARFF) Response Team, Hazardous Materials Response Team, Technical Rescue Team and the Water Rescue Response Team. Each team is required to undergo extensive preparatory training and annual refresher training to remain certified in their respective specialties. The Field Operations Bureau also oversees the management of the FEMA sponsored California Task Force 4 (CA-TF4) and the department's Training Division. CA-TF4 is a Type 1 Urban Search and Rescue team and the Training Division is responsible for the coordination of mandated training for all existing and recruit personnel.

## FIRE PREVENTION

Under the direction of the Fire Marshal, the Fire Prevention Bureau (FPB) provides overall fire code regulatory compliance functions for the City of Oakland. The FPB serves to directly benefit the health and life safety well-being of the entire community-, through comprehensive fire protection engineering review and approval of new construction and tenant improvement plans, for fire and life safety comportment; and through comprehensive inspection and enforcement of the CA Fire Code. Annual inspection programs include: State-mandated and operational permit inspections conducted by FPB code inspectors, with non-permitted and multi-unit residential inspections performed by engine company personnel.

## AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Office of the Fire Chief</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>
1010 - General Purpose Fund (GPF)	3.00	4.00	4.00
<b>Fiscal &amp; Administration Services</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>
1010 - General Purpose Fund (GPF)	9.50	10.50	10.50
1150 - Worker's Compensation Insurance Claims	0.20	0.20	0.20
2160 - County of Alameda: Grants	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>Field Operations</b>	<b>507.50</b>	<b>538.50</b>	<b>538.50</b>
1010 - General Purpose Fund (GPF)	504.00	535.00	535.00
2124 - Federal Emergency Management Agency (FEMA)	3.30	3.30	3.30
2190 - Private Grants	0.20	0.20	0.20
<b>Fire Prevention</b>	<b>43.60</b>	<b>54.60</b>	<b>54.60</b>
1010 - General Purpose Fund (GPF)	42.60	53.60	53.60
3100 - Sewer Service Fund	1.00	1.00	1.00
<b>Support Services</b>	<b>30.00</b>	<b>31.00</b>	<b>32.00</b>
1010 - General Purpose Fund (GPF)	17.00	17.00	18.00
2250 - Measure N: Fund	1.00	1.00	1.00
2412 - Alameda County: Emergency Dispatch Service Supplemental Assessment	10.00	11.00	11.00
3100 - Sewer Service Fund	1.00	1.00	1.00
4600 - Information Technology	1.00	1.00	1.00
<b>Emergency Management Services</b>	<b>10.00</b>	<b>6.68</b>	<b>6.68</b>
1010 - General Purpose Fund (GPF)	2.75	2.75	2.75
2123 - US Dept of Homeland Security	6.00	3.00	3.00
2150 - California Department of Fish and Games	0.05	-	-
2160 - County of Alameda: Grants	1.20	0.93	0.93
<b>Medical Services &amp; Information Technology</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>
2160 - County of Alameda: Grants	2.00	2.00	2.00
2250 - Measure N: Fund	6.00	5.00	5.00
<b>TOTAL</b>	<b>612.10</b>	<b>652.78</b>	<b>653.78</b>

Vegetation Management inspections in the Very High Fire Danger zones of Oakland Hills are conducted by FPB suppression district inspectors, with residential lots inspected by engine company personnel. The FPB also directly manages hazardous building referrals from engine companies for a thorough compliance enforcement follow-up; and coordinates fire cause investigations with three sworn investigators. The FPB has a very robust Public Fire Education Program (ages pre-school to seniors) that reaches thousands of citizens annually.

## SUPPORT SERVICES

The Support Services Division manages the timely and cost-effective purchase, acquisition, coordination, maintenance and/or repair of Fire Department facilities, fire apparatus, personal protective safety gear, and tool and equipment. In addition, it oversees the Operations of the Fire Dispatch Center which provides dispatch service support for emergency calls and non-emergency calls throughout the City.

## EMERGENCY MANAGEMENT SERVICES

In advance of any threat, hazard, technical or planned event that compromises safety and security; and overwhelms the city's ability to maintain continuity and provide services, the Emergency Management Services Division (EMSD) is in a perpetual cycle of preparedness: planning, organizing and equipping the City to not only respond to, but to recover from and mitigate against any crises that affects our city, the region, the state and beyond. Through internal and external training and exercising, we can test our capabilities, explore our vulnerabilities and evaluate and review our plans. Education of the public; and collaboration and coordination across governments, inclusive of private partners and special districts, is paramount to the 'whole community' approach towards resilience.



# FIRE DEPARTMENT

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## **SERVICE AREAS (CONT'D)**

The EMSD works to maintain a state of readiness for the City of Oakland; aligning with state and federal legislation and the National Preparedness Goal.

### **MEDICAL SERVICES & INFORMATION TECHNOLOGY**

Ensures voter-mandated emergency medical services to the citizens, businesses and visitors of Oakland; manages programs related to continuous paramedic training in accordance with local, state and federal guidelines; maintains inventory of equipment for Basic/Advanced Life Support and tracks and manages all licenses and certifications for all paramedics and EMTs; 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.

Coordinates with the Department of Information Technology and Oakland Police Department to implement and maintain the City's Integrated Public Safety System (IPSS).

## OAKLAND PUBLIC LIBRARY

### MISSION STATEMENT

Your Oakland Public Library empowers all people to explore, connect, and grow.

### VISION STATEMENT

The Oakland Public Library values diversity, equity, community, responsive service, adaptability, empowerment, and joy.

### BUSINESS GOALS

The library's two-year goals (2019-2021, not in priority order) are:

1. Reach more people where they are
2. Improve our physical spaces
3. Increase operational efficiencies
4. Develop, retain and attract quality staff

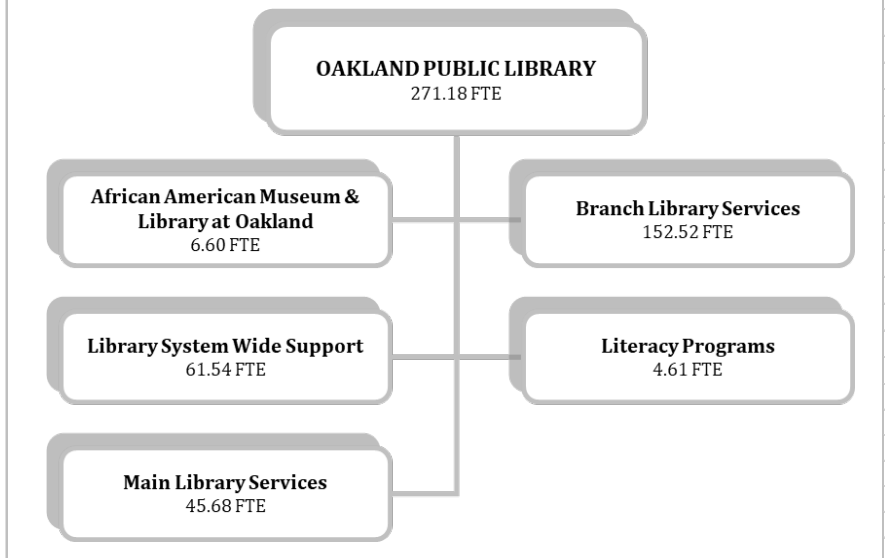
In support of these overarching two-year goals are the following business goals:

- Prioritize and implement projects to improve library facilities with the proceeds from Measure KK, the 2016 infrastructure bond measure which includes \$15 million for libraries.
- Perfect a customer service approach that centers "people over things" and provides equitable access to library services through a well-trained and diverse staff who are visible and vital participants in the community.
- Improve staff training and opportunities for advancement through in-house training for new and current employees, sharing best practices with all staff, and creating support networks for staff interesting in pursuing a library degree.
- Increase the library's responsiveness to and inclusiveness of Oakland's diverse communities through engaging and creative activities inside and outside the library walls.

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Fund: General Purpose	\$13,191,712	\$13,172,387	\$13,000,000	\$13,000,000
2148 California Library Services	80,156	77,330	78,397	79,577
2163 Metro Transportation Com: Program Grant	85,969	72,719	72,719	72,719
2241 Measure Q-Library Services Retention & Enhancement	16,865,881	16,270,898	16,666,890	17,309,588
2242 Measure Q Reserve- Library Services Retention & Enhancement	-	800,000	148,723	-
2243 Measure D: Parcel Tax to Maintain, Protect & Improve Library Services	-	10,240,892	11,953,525	12,928,872
5130 Rockridge: Library Assessment District	-	131,680	139,951	139,951
7540 Oakland Public Library Trust	330,346	103,399	103,399	103,399
<b>TOTAL</b>	<b>\$30,554,064</b>	<b>\$40,869,305</b>	<b>\$42,163,604</b>	<b>\$43,634,106</b>
GPF Percent to Total Department	43.2%	32.2%	30.8%	29.8%
GPF Percent to Citywide GPF Expenditures	2.3%	2.2%	2.0%	1.9%

### ORGANIZATIONAL CHART BY SERVICE AREA



### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
African American Museum & Library at Oakland	\$1,380,479	\$962,940	\$1,074,464	\$1,099,251
Branch Library Services	13,887,302	16,742,004	19,085,502	19,634,345
Library Systemwide Support	10,753,118	17,343,003	16,197,234	16,858,640
Literacy Programs	322,053	451,028	417,058	499,362
Main Library Services	4,211,112	5,370,330	5,389,346	5,542,508
<b>TOTAL</b>	<b>\$30,554,064</b>	<b>\$40,869,305</b>	<b>\$42,163,604</b>	<b>\$43,634,106</b>

# OAKLAND PUBLIC LIBRARY

## BUSINESS GOALS (CONT'D)

- Increase the use of all circulating library materials, including books, magazines, e-books, DVDs, tools, toys, downloadable/streaming music and movies, as well as laptops and computers for use inside the library.
- Enhance services and programs for children including story times for preschool children and promotion of early literacy.
- Offer teen programming that expands youth expectations of libraries through arts, gaming, civic engagement and volunteer opportunities that help develop leadership skills and workplace preparedness.
- Be widely known as a safe and central place for participation, conversation, community building and learning.
- Archive and promote 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.
- Engage volunteers, Friends groups, Commissioners and donors in supporting the Library's mission through outreach and stewardship activities.

## SERVICE AREAS

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

This program represents the programs, collections and archives provided at AAMLO on the culture and history of African Americans in Northern California and the Bay Area.

### BRANCH LIBRARY SERVICES

This program represents the services provided by the 16 Branch Libraries located throughout Oakland.

## AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>African American Museum &amp; Library at Oakland</b>	<b>6.40</b>	<b>6.60</b>	<b>6.60</b>
1010 - General Purpose Fund (GPF)	1.00	1.00	1.00
2241 - Measure Q-Library Services Retention & Enhancement	4.00	4.00	4.00
2243 - Measure D: Parcel Tax to Maintain, Protect & Improve Library Services	1.40	1.60	1.60
<b>Branch Library Services</b>	<b>146.36</b>	<b>152.75</b>	<b>152.75</b>
1010 - General Purpose Fund (GPF)	38.51	30.80	30.80
2163 - Metro Transportation Com: Program Grant	0.27	0.27	0.27
2241 - Measure Q-Library Services Retention & Enhancement	65.29	69.28	69.28
2243 - Measure D: Parcel Tax to Maintain, Protect & Improve Library Services	42.29	52.40	52.40
<b>Library Systemwide Support</b>	<b>67.73</b>	<b>60.54</b>	<b>61.54</b>
1010 - General Purpose Fund (GPF)	21.96	18.40	16.00
2241 - Measure Q-Library Services Retention & Enhancement	30.48	28.34	28.34
2243 - Measure D: Parcel Tax to Maintain, Protect & Improve Library Services	15.29	13.80	17.20
<b>Literacy Programs</b>	<b>4.11</b>	<b>3.61</b>	<b>4.61</b>
2148 - California Library Services	0.88	0.85	0.83
2241 - Measure Q-Library Services Retention & Enhancement	2.73	2.73	2.73
2243 - Measure D: Parcel Tax to Maintain, Protect & Improve Library Services	0.50	0.03	1.05
<b>Main Library Services</b>	<b>50.67</b>	<b>45.68</b>	<b>45.68</b>
1010 - General Purpose Fund (GPF)	6.79	4.20	4.20
2241 - Measure Q-Library Services Retention & Enhancement	25.78	25.28	25.28
2243 - Measure D: Parcel Tax to Maintain, Protect & Improve Library Services	18.10	16.20	16.20
<b>TOTAL</b>	<b>275.27</b>	<b>269.18</b>	<b>271.18</b>

## LIBRARY SYSTEM-WIDE SUPPORT

This program represents the system-wide services provided by Administration, 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 Adult Literacy Program.

## 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, Magazines and Newspapers, Science, Children's Room, Computer Lab and Circulation.

# OAKLAND PUBLIC LIBRARY

SIGNIFICANT CHANGES			
General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 3.00 FTE Librarian, Senior to Measure D Fund (2243)	(3.00)	(\$515,207)	(\$533,803)
Transfer 4.60 FTE Library Aide, PPT to Measure D Fund (2243)	(4.60)	(\$315,075)	(\$326,446)
Transfer 1.00 FTE Office Assistant to Measure D Fund (2243)	(1.00)	(\$78,076)	(\$80,893)
Delete 1.00 FTE Librarian, Supervising	(1.00)	(\$179,427)	(\$185,906)
Transfer 1.00 FTE Public Information Officer II to Measure D Fund (2243) in FY21	(1.00)	-	(\$160,240)
Transfer 1.00 FTE Office Assistant II to Measure D Fund (2243) in FY21	(1.00)	-	(\$92,949)
Transfer 1.00 FTE Librarian II to Measure Q Fund (2241)	(1.00)	(\$138,469)	(\$143,470)
Transfer 0.40 FTE Management Assistant to Measure D Fund (2243) in FY21	(0.40)	-	(\$76,247)
Transfer 0.60 FTE Library Asst, PPT to Measure D Fund (2243)	(0.60)	(\$61,369)	(\$63,583)
All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Add 1.00 FTE Librarian I and Librarian II to Measure Q Fund (2241)	2.00	266,854	\$276,491
Transfer 6.00 FTE Librarian, Supervising to Measure D Fund (2243) from Measure Q Fund (2241)	6.00	\$1,168,459	\$1,210,538
Transfer 6.00 FTE Librarian, Supervising from Measure Q Fund (2241) to Measure D Fund (2243)	(6.00)	(\$1,347,886)	(\$1,396,444)
Delete 0.91 FTE Library Aide PT, 0.66 FTE Library Asst PT, 0.50 FTE Library Asst PPT, 0.50 FTE Literacy Asst PT, 0.20 FTE Program Analyst I PT and 0.60 FTE Student Trainee PT Measure Q Fund (2241)	(3.37)	(\$228,924)	(\$234,119)
Transfer 1.00 FTE Librarian II from GPF to Measure Q Fund (2241)	1.00	\$138,469	\$143,470
Transfer 3.00 FTE Librarian, Senior from GPF (1010) to Measure D Fund (2243)	3.00	\$515,207	\$533,803
Transfer 4.60 FTE Library Aide, PPT from GPF to Measure D Fund (2243)	4.60	\$315,075	\$326,446
Transfer 0.03 FTE Library Aide PT from California Library Services Fund (2148) to Measure D Fund (2243)	(0.03)	(\$1,533)	(\$2,765)
Transfer 0.03 FTE Library Aide PT to Measure D Fund (2243) from California Library Services Fund (2148)	0.03	\$1,332	\$2,404
Delete 0.04 FTE Librarian I PPT, 0.50 FTE Librarian I PT and 0.60 FTE Library Asst Senior PPT Measure D Fund (2243)	(1.14)	(\$124,763)	(\$128,530)
Transfer 1.00 FTE Office Assistant to Measure D Fund (2243) from GPF (1010)	1.00	\$78,076	\$80,893
Transfer 1.00 FTE Public Information Officer II from GPF to Measure D Fund (2243) in FY21	1.00		\$160,240
Transfer 1.00 FTE Office Assistant II to Measure D Fund (2243) from GPF (1010) in FY21	1.00		\$92,949
Transfer 0.40 FTE Management Assistant from GPF (1010) to Measure D Fund (2243) in FY21	0.40		\$76,249
Transfer 0.60 FTE Library Asst, PPT to Measure D Fund (2243)	0.60	\$61,369	\$63,583
Add 1.00 FTE Account Clerk III FY21, 1.00 FTE Library Aide FY21 to Measure D Fund (2243)	2.00		\$177,941



# OAKLAND PARKS, RECREATION & YOUTH DEVELOPMENT

## OAKLAND PARKS, RECREATION & YOUTH DEVELOPMENT

### MISSION STATEMENT

With an emphasis on Oakland's Youth, Oakland Parks, Recreation and Youth Development, (OPRYD) and its partners will provide best in class, relevant and equitable programs and services, while meeting the specific needs of people and communities both at the neighborhood level and regionally throughout the City of Oakland. We achieve this mission through intentional engagement and by removing the barriers that prohibit equitable opportunities for all.

### BUSINESS GOALS

High quality afterschool programs generate positive outcomes for youth including improved academic performance, classroom behavior, and health and nutrition. The community and businesses also benefit when youth have safe and productive ways to spend their time while their parents are at work.

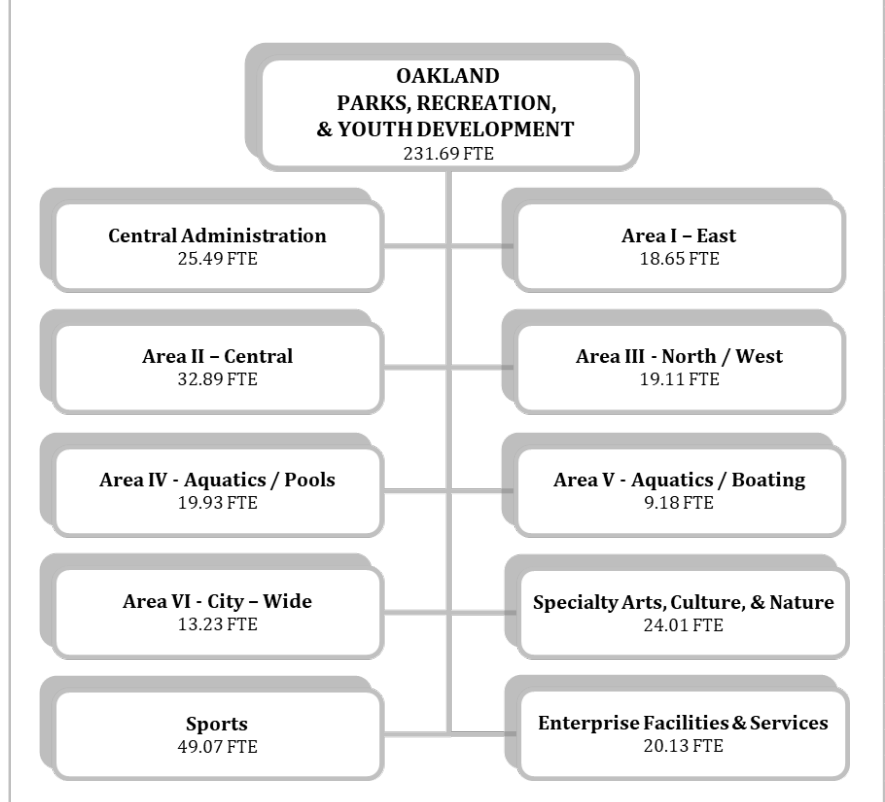
OPRYD out-of-school programs encompass a broad range of focus areas including academic support, mentoring, arts, technology, and sports and recreation. OPRYD will use its Five Transformational Experiences to engage Oakland Youth during out-of-school time:

- Reintroduction to Nature: From camping to hiking to animal identification, youth will be acquainted with the natural offerings of the city that they live in.
- Cultural and Artistic Experience: Youth will be provided the space to explore poetry, acting, art making, and other outlets for their creativity, and do so in a supportive and educational environment.

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$16,179,493	\$15,096,167	\$13,416,216	\$18,534,025
1030 Measure HH (SSBDT)	850	2,042,742	12,199,431	8,437,919
1100 Self Insurance Liability	20,416	414,922	610,663	610,663
1780 Kid's First Oakland Children's Fund	257,388	-	-	-
1820 OPRCA Self Sustaining Revolving Fund	7,093,161	7,995,545	11,166,589	11,401,687
2108 HUD-CDBG	49,079	-	-	-
2241 Measure Q-Library Services Retention & Enhancement	163	-	-	-
2252 Measure Z - Violence Prevention and Public Safety Act of 2014	1,899	-	-	-
2310 Lighting and Landscape Assessment District	3,473,599	3,669,117	833,585	100,331
2996 Parks and Recreation Grants 2001	92,292	16,847	16,847	16,847
3200 Golf Course	1,202,645	854,460	579,075	596,700
7999 Miscellaneous Trusts	758	264,270	264,270	264,270
<b>TOTAL</b>	<b>\$28,371,743</b>	<b>\$30,354,070</b>	<b>\$39,086,676</b>	<b>\$39,962,442</b>
GPF Percent to Total Department	57.0%	49.7%	34.3%	46.4%
GPF Percent to Citywide GPF Expenditures	2.8%	2.5%	2.1%	2.7%

### ORGANIZATIONAL CHART BY SERVICE AREA



- Technological Groundwork: Technology is the groundwork for the world economy and having an underlying IT knowledge of the basics is integral for whatever career one pursues. We do not want our youth to fall behind especially now that Oakland is becoming a major technology center. Youth will be introduced to the world of coding, graphic design, and web making.

# OAKLAND PARKS, RECREATION & YOUTH DEVELOPMENT

## BUSINESS GOALS (CONT'D)

- "Excel after the Bell" Out-of-School Education: Having confidence can make you achieve the seemingly unachievable. Confidence starts with education. We will have certified teachers leading schoolwork assistance so that every child can confidently perform in school.
- Physical Fitness and Swimming: Physical fitness is important for everyone, especially youth who are in the throes of becoming the person they want to be. Therefore, OPRYD is setting a mission to have every child by grade 5 have swimming lessons.

## SERVICE AREAS

OPRYD has five service areas: 1) Community Centers, Programs, and Services, 2) Specialty Arts, Culture & Nature, 3) Sports, 4) Enterprise Facilities, and 5) Administration.

## COMMUNITY CENTERS, PROGRAMS, & SERVICES (AREAS I – VI)

Community Centers, Programs, and Services (CCPS) is composed of 20 community centers, 6 swimming pools, 2 boating centers, 1 inclusion center and citywide preschool programming. CCPS aims to create supportive environments for citizens and visitors to explore their interests, develop new skills and gain knowledge through social, athletic, civic, artistic, health and wellness activities. This is achieved by accessing resources facilitated by exceptional staffs that are skilled and trained. CCPS resources include Community Centers (Area I – East Oakland, Area II – Central Oakland, Area III – North & West Oakland), Area IV – Swimming Pools, Area V – Boating Centers, Area VI – City Wide activities. Additional resources include gyms, fitness centers, and open spaces.

## AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Central Administration</b>	<b>21.49</b>	<b>25.49</b>	<b>25.49</b>
1010 - General Purpose Fund (GPF)	15.99	16.55	16.55
1030 - Measure HH (SSBDT)	-	3.44	3.44
1820 - OPRCA Self Sustaining Revolving Fund	5.50	5.50	5.50
<b>Area I - East</b>	<b>18.65</b>	<b>18.65</b>	<b>18.65</b>
1010 - General Purpose Fund (GPF)	14.90	14.68	14.68
1030 - Measure HH (SSBDT)	-	0.22	0.22
1820 - OPRCA Self Sustaining Revolving Fund	3.75	3.75	3.75
<b>Area II - Central</b>	<b>30.87</b>	<b>32.89</b>	<b>32.89</b>
1010 - General Purpose Fund (GPF)	12.50	14.58	14.58
1030 - Measure HH (SSBDT)	-	0.92	0.92
1820 - OPRCA Self Sustaining Revolving Fund	18.37	17.39	17.39
<b>Area III - North / West</b>	<b>19.11</b>	<b>19.11</b>	<b>19.11</b>
1010 - General Purpose Fund (GPF)	10.75	8.77	8.77
1030 - Measure HH (SSBDT)	-	1.98	1.98
1820 - OPRCA Self Sustaining Revolving Fund	8.36	8.36	8.36
<b>Area IV - Aquatics / Pools</b>	<b>19.93</b>	<b>19.93</b>	<b>19.93</b>
1010 - General Purpose Fund (GPF)	2.00	-	-
1030 - Measure HH (SSBDT)	7.96	9.96	9.96
1820 - OPRCA Self Sustaining Revolving Fund	9.97	9.97	9.97
<b>Area V - Aquatics / Boating</b>	<b>9.68</b>	<b>9.18</b>	<b>9.18</b>
1010 - General Purpose Fund (GPF)	2.93	2.19	2.19
1030 - Measure HH (SSBDT)	-	0.24	0.24
1820 - OPRCA Self Sustaining Revolving Fund	6.75	6.75	6.75
<b>Area VI - CityWide</b>	<b>12.98</b>	<b>13.23</b>	<b>13.23</b>
1010 - General Purpose Fund (GPF)	5.69	5.72	5.72
1030 - Measure HH (SSBDT)	-	0.22	0.22
1820 - OPRCA Self Sustaining Revolving Fund	7.29	7.29	7.29
<b>Specialty Arts, Culture, &amp; Nature</b>	<b>26.21</b>	<b>24.01</b>	<b>24.01</b>
1010 - General Purpose Fund (GPF)	11.68	9.52	9.52
1030 - Measure HH (SSBDT)	-	0.46	0.46
1820 - OPRCA Self Sustaining Revolving Fund	13.53	13.03	13.03
2310 - Lighting and Landscape Assessment District	1.00	1.00	1.00
<b>Sports</b>	<b>50.07</b>	<b>49.07</b>	<b>49.07</b>
1010 - General Purpose Fund (GPF)	4.60	0.75	0.75
1030 - Measure HH (SSBDT)	16.33	24.18	24.18
1820 - OPRCA Self Sustaining Revolving Fund	24.87	19.87	19.87
3200 - Golf Course	4.27	4.27	4.27
<b>Enterprise Facilities &amp; Services</b>	<b>19.15</b>	<b>20.13</b>	<b>20.13</b>
1010 - General Purpose Fund (GPF)	1.00	-	-
1820 - OPRCA Self Sustaining Revolving Fund	18.15	20.13	20.13
<b>TOTAL</b>	<b>228.14</b>	<b>231.69</b>	<b>231.69</b>

## SPECIALTY ARTS, CULTURE, & NATURE

Specialty Arts, Culture and Nature (SACAN) provides a new era of experiential opportunities that appeal to our communities through arts, culture and nature. Committed to enriching and invigorating the spirit of youth and adults, SACAN will cultivate cultural richness for the Oakland community.

# OAKLAND PARKS, RECREATION & YOUTH DEVELOPMENT

## SERVICE AREAS (CONT'D)

### SPORTS

The Sports program aims to provide an extraordinary variety of athletic and leisure opportunities that meet the interests and needs of a broad range of citizens and visitors. Participants will develop physically, intellectually and personally, all while having fun.

### ENTERPRISE FACILITIES & SERVICES

OPRYD Enterprise Facilities are affordable and offer perfect rental options for business and community meetings, ceremonies, receptions, parties and walk-a-thons in beautiful open park settings. Tables, chairs, approved caterers, commercial kitchens and party rentals are available at a nominal fee. Guests can celebrate inside and outside at quaint and serene settings making events memorable.

There are 8 Enterprise Facilities available for rent: Jack London Aquatic Center, Joaquin Miller Community Park Garden Center, Leona Lodge, Morcom Rose Garden, Sequoia Lodge, Park Garden Center, Leona Lodge, Morcom Rose Garden, Sequoia Lodge, and the Dunsmuir Hellman Historical Estate.

SIGNIFICANT CHANGES			
General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 4.10 FTE aquatics administrative staff, youth sports, and O&M from GPF (1010) to SSBT Fund (1030) to enhance services provided	(4.10)	(\$668,520)	(\$681,894)
Transfer 4.26 FTE OPRYD personnel for Summer Town Camp from GPF (1010) to SSBT (1030) to expand programs	(4.26)	(\$512,170)	(\$530,663)
Add 1.00 FTE Business Analyst II (1/2 Year in FY20) to GPF (1010)	1.00	\$77,514	\$160,624
Increase Fairyland subsidy in GPF (1010)		\$73,500	\$79,500
Transfer 0.22 FTE Asst Director Parks & Rec to SSBT Fund (1030) from GPF (1010)	(0.22)	(\$59,962)	(\$62,128)
Eliminate GPF (1010) operating subsidy to Self Sustaining Revolving Fund (1820)		(\$600,000)	(\$600,000)
Transfer revenues to Fund 1820 in order to support OPRYD operations and programing in FY21			\$3,945,812
All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Add 1.00 FTE Management Assistant, 1.00 FTE Recreation Program Director to SSBT (1030)	2.00	\$269,978	\$279,729
Transfer 4.75 FTE East Oakland Sports Center from SSF Fund (1820) to SSBT (1030) to align staff and enhance and improve services	4.75	\$558,002	\$578,003
Transfer 4.10 FTE Aquatics and Youth Sports from GPF (1010) to SSBT (1030) to enhance services provided	4.10	\$668,520	\$681,894
Transfer 4.26 FTE OPRYD personnel for Summer Town Camp from GPF (1010) to SSBT (1030) to enhance summer youth programs	4.26	\$512,183	\$530,681
Transfer 0.22 FTE Asst Director Parks & Rec from GPF (1010) to SSBT (1030)	0.22	\$59,962	\$62,128
Transfer 4.75 FTE East Oakland Sports Center from SSF Fund (1820) to SSBT (1030) to better align staff	(4.75)	(\$558,002)	(\$578,003)
Transfer revenues from Fund 1030 to Fund 1820 in order to support OPRYD operations and programing in FY20		\$3,875,245	
Organizational Changes	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 1.00 FTE HHS Program Planner and 1.00 FTE Program Analyst I to OPRYD from HSD to support SSBT Advisory Board in SSBT (1030)	2.00	\$276,117	\$286,085

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Central Administration	\$4,963,798	\$6,737,424	\$11,323,365	\$11,630,441
Area I - East	2,068,224	2,334,164	2,440,033	2,503,832
Area II - Central	3,130,526	3,577,740	4,094,623	4,197,714
Area III - North / West	2,823,404	2,172,542	2,330,865	2,390,706
Area IV - Aquatics / Pools	1,454,064	1,665,761	1,724,378	1,757,076
Area V - Aquatics / Boating	951,196	1,042,128	1,076,679	1,100,065
Area VI - City - Wide	1,353,702	1,302,478	5,422,098	5,457,348
Specialty Arts, Culture, & Nature	3,654,397	3,341,248	3,120,303	3,195,501
Sports	5,854,398	5,904,916	5,147,456	5,261,593
Enterprise Facilities & Services	2,118,034	2,275,669	2,406,876	2,468,166
<b>TOTAL</b>	<b>\$28,371,743</b>	<b>\$30,354,070</b>	<b>\$39,086,676</b>	<b>\$39,962,442</b>



# **OAKLAND PARKS, RECREATION & YOUTH DEVELOPMENT**

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## **NOTES**

## HUMAN SERVICES

### MISSION STATEMENT

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

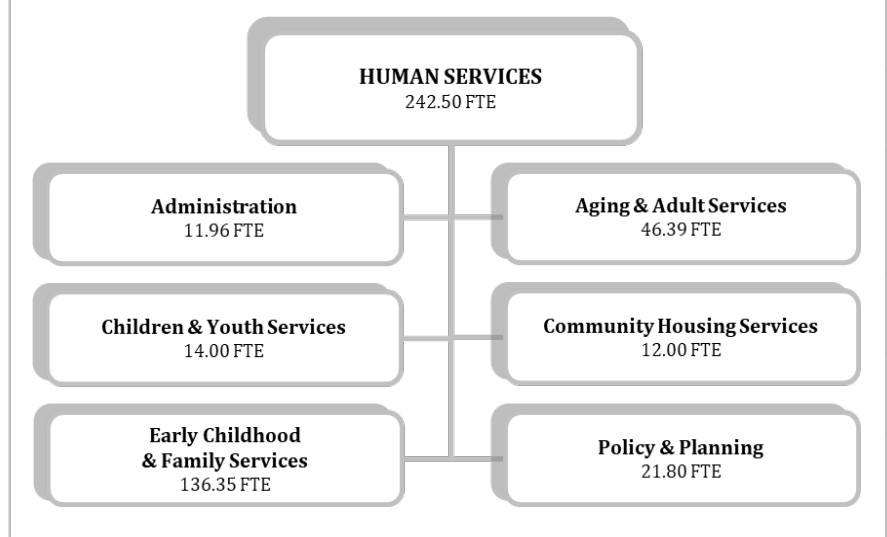
### BUSINESS GOALS

- 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 and racial 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, evaluation and continuous quality improvement.
- Foster staff development and acknowledgement.

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$10,404,603	\$15,442,258	\$15,193,198	\$14,756,922
1030 Measure HH (SSBDT)	26,552	2,709,644	1,223,983	1,245,880
1720 Comprehensive Clean-up	60,000	60,000	39,360	39,600
1780 Kid's First Oakland Children's Fund	15,484,185	19,927,614	18,734,832	18,936,503
1870 Affordable Housing Trust Fund	460,134	800,000	1,500,000	1,500,000
1882 Multi Service Center/Rent	95,807	-	-	-
2102 Department of Agriculture	614,205	1,021,302	676,593	676,593
2103 HUD-ESG/SHP/HOPWA	8,048,201	9,337,708	10,701,772	10,702,705
2108 HUD-CDBG	1,034,053	1,286,673	1,245,903	1,222,778
2112 Department of Justice	263,128	-	-	-
2114 Department of Labor	9,845	-	-	-
2120 Federal Action Agency	402,211	410,533	415,575	419,586
2128 Department of Health and Human Services	22,692,702	25,390,921	26,612,312	27,355,405
2138 California Department of Education	1,634,040	1,446,290	1,628,726	1,632,441
2152 California Board of Corrections	3,544,521	3,286,720	3,633,616	3,633,616
2159 State of California Other	175,337	220,299	333,407	341,071
2160 County of Alameda: Grants	1,698,005	4,555,105	4,599,928	554,738
2211 Measure B: Local Streets & Roads	(9,845)	-	-	-
2213 Measure B: Paratransit - ACTIA	1,244,169	1,321,748	1,402,604	1,441,232
2216 Measure BB - Alameda County Transportation	1,160,268	1,221,463	1,317,530	1,357,056
2251 Measure Y: Public Safety Act 2004	-	-	1,058,163	-
2252 Measure Z - Violence Prevention and Public Safety Act of 2014	8,818,155	9,918,649	10,162,516	10,487,549
2270 Vacant Property Tax Act Fund	-	-	-	3,824,249
2310 Lighting and Landscape Assessment District	13,502	-	-	-
2994 Social Services Grants	73,974	-	-	-
2999 Miscellaneous Grants	(873)	-	-	-
4400 City Facilities	9,866	-	-	-
7760 Grant Clearing	(271,149)	-	-	-
7901 Oakland Senior Center: Downtown	82,284	-	-	-
7902 Oakland Senior Center: North	25,810	-	-	-
7903 Oakland Senior Center: West	9,722	-	-	-
7904 Oakland Senior Center: East	4,472	-	-	-
<b>Grand Total</b>	<b>\$77,807,884</b>	<b>\$98,356,927</b>	<b>\$100,480,018</b>	<b>\$100,127,924</b>
GPF Percent to Total Department	13.4%	15.7%	15.1%	14.7%
GPF Percent to Citywide GPF Expenditures	1.8%	2.6%	2.3%	2.2%

### ORGANIZATIONAL CHART BY SERVICE AREA



# HUMAN SERVICES

## SERVICE AREAS

### AGING & ADULT SERVICES

Provide a comprehensive and coordinated network of support services, information and referrals, and activities for seniors and persons with disabilities. Programs include: The 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. Oakland Paratransit for the Elderly and Disabled (OPED) provides paratransit services which augment the County's paratransit program. OPED is funded by Alameda County Measure B Transportation Initiative and is augmented by Measure BB. 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 generate revenue to support senior activities. The Mayor's Commission on Aging provides advocacy and policy direction on senior issues and promotes Oakland as an Age Friendly City under the World Health Organization's international initiative.

### COMMUNITY HOUSING SERVICES

Providing critical services for Oakland's most vulnerable individuals and families including those who are very low income, experiencing homelessness, are HIV/ AIDS positive and/or food insecure. Community Housing Services, provides a range of housing supports including shelter, transitional housing, service enriched interim housing models, rapid re-housing, and permanent supportive housing. Services also include interventions for individuals living on the streets through emergency health and hygiene interventions, interim shelter solutions, outreach, case management and housing navigation.

## AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Administration</b>	<b>11.60</b>	<b>11.60</b>	<b>11.96</b>
1010 - General Purpose Fund (GPF)	2.11	2.54	2.90
1030 - Measure HH (SSBDT)	0.50	-	-
2120 - Federal Action Agency	0.07	0.07	0.07
2128 - Department of Health and Human Services	1.90	1.90	1.90
2159 - State of California Other	0.84	1.15	1.15
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	0.10	0.10	0.10
7760 - Grant Clearing	6.08	5.84	5.84
<b>Aging &amp; Adult Services</b>	<b>46.19</b>	<b>46.39</b>	<b>46.39</b>
1010 - General Purpose Fund (GPF)	27.61	27.43	27.43
2120 - Federal Action Agency	0.94	0.94	0.94
2128 - Department of Health and Human Services	9.64	9.84	9.84
2159 - State of California Other	-	0.18	0.18
2160 - County of Alameda: Grants	1.06	1.06	1.06
2213 - Measure B: Paratransit - ACTIA	3.50	3.50	3.50
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	3.44	3.44	3.44
<b>Children &amp; Youth Services</b>	<b>17.00</b>	<b>14.00</b>	<b>14.00</b>
1010 - General Purpose Fund (GPF)	4.10	2.10	2.10
1030 - Measure HH (SSBDT)	2.00	5.00	5.00
1780 - Kid's First Oakland Children's Fund	6.90	6.90	6.90
2102 - Department of Agriculture	4.00	-	-
<b>Community Housing Services</b>	<b>9.01</b>	<b>11.00</b>	<b>12.00</b>
1010 - General Purpose Fund (GPF)	2.99	2.98	2.98
2103 - HUD-ESG/SHP/HOPWA	1.56	1.56	1.56
2108 - HUD-CDBG	3.31	3.31	3.31
2159 - State of California Other	-	2.00	2.00
2160 - County of Alameda: Grants	1.15	1.15	0.15
2270 - Vacant Property Tax Act Fund	-	-	2.00
<b>Early Childhood &amp; Family Services</b>	<b>131.35</b>	<b>136.35</b>	<b>136.35</b>
1010 - General Purpose Fund (GPF)	0.43	0.43	0.43
1030 - Measure HH (SSBDT)	-	3.00	3.00
1780 - Kid's First Oakland Children's Fund	0.10	0.10	0.10
2102 - Department of Agriculture	3.00	-	-
2128 - Department of Health and Human Services	119.32	124.32	124.32
2138 - California Department of Education	8.50	8.50	8.50
<b>Policy &amp; Planning</b>	<b>21.79</b>	<b>21.80</b>	<b>21.80</b>
2128 - Department of Health and Human Services	4.00	5.00	5.00
2152 - California Board of Corrections	0.60	0.75	0.75
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	17.19	16.05	16.05
<b>TOTAL</b>	<b>236.94</b>	<b>241.14</b>	<b>242.50</b>

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Administration	\$4,561,347	\$8,331,313	\$8,426,593	\$9,214,150
Aging & Adult Services	8,535,168	9,096,571	9,566,381	9,794,609
Children & Youth Services	16,765,908	23,835,303	21,887,155	20,768,293
Community Housing Services	12,786,299	18,595,213	19,590,244	19,361,013
Early Childhood & Family Services	20,466,774	23,149,671	24,327,623	25,031,273
Policy & Planning	14,692,388	15,348,856	16,682,022	15,958,586
<b>TOTAL</b>	<b>\$77,807,884</b>	<b>\$98,356,927</b>	<b>\$100,480,018</b>	<b>\$100,127,924</b>

## SERVICE AREAS (CONT'D)

This work includes recent emergency allocations from the State of California (HEAP) to address the crisis of unsheltered neighbors. The Division is also the lead for Oakland in the County's Coordinated Entry System of Housing Resource Centers for those who are homeless. Through its brown bag food program, low income individuals in all parts of Oakland are provided with essential supplemental meals. The Division also supports the Mayor's Annual Thanksgiving Dinner.

## OAKLAND UNITE/ POLICY & PLANNING

Oakland Unite provides funding annually for violence prevention programs to neighborhoods and youth and young adults most at risk for committing or being victims of violence, with primary funds coming from the Public Safety and Services Act of 2014 (Measure Z). Program services aim to bring together a network of community providers and system partners to support people at the center of violence through a public health approach focused on safety, healing and growth through transformative relationships and opportunities. Strategic funding priorities include: 1) Gun Violence Response which provides immediate and long term services to support individuals and families involved in or affected by gun violence; 2) Youth Diversion and Reentry which helps youth most likely to be involved in violence with comprehensive services to support them to embrace alternatives, stay in school and out of jail; 3) Gender-based Violence Response which emphasize crisis response and safety planning, transitional housing and wrap-around supports to victims of family violence and youth who experience commercial sexual exploitation; and 4) Community Healing that support neighborhood-based outreach events and healing activities that transform community norms around violence.

## SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
CSO subsidy true up to various funds and adjustment to the Department of Health and Human Services Fund (2128) due to the addition of 3.0 FTE and the reduction of Early Headstart personnel budget from 12 months to 11 months	-	\$113,008	\$178,252
HSD operating subsidy adjustment to Department of Health and Human Services Fund (2128) and County of Alameda Grants Fund (2160)	-	(\$198,831)	\$190,412
Transfer 0.50 FTE Admin Assistant to GPF (1010) from SSBT (1030)	0.50	\$59,220	\$61,389
Eliminate GPF (1010) CSO and operating subsidy to Department of Agriculture Fund (2102)	-	(\$389,800)	(\$397,982)
Transfer 0.31 FTE Human Services Program Planner and 0.18 FTE Accountant II to the State of California (2159) and eliminate GPF (1010) operating subsidy	(0.49)	(\$114,768)	(\$117,633)
Add O&M funding for Meals on Wheels	-	\$150,000	150,000.00
One time grant to OUSD in FY20 for Restorative Justice, Foster Care Case Management, and Libraries	-	\$1,200,000	-
Delete 1.0 FTE Case Manager II and reallocate equivalent amount of resources as contract O&M for OUSD Chronic Absenteeism program	(1.00)	-	-

## COMMUNITY ACTION PARTNERSHIP

The Alameda County – Oakland Community Action Partnership (AC-OCAP) provides funding and staff support to programs designed to promote self-sufficiency and eliminate poverty in the community. Initiatives and partnerships are designed to promote economic self-sufficiency. They include hunger relief, employment strategies, housing advocacy, low-income banking efforts, and free tax preparation and promotion of the Earned Income Tax Credit.

## CHILDREN & YOUTH SERVICES

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 outcomes for children and youth. The Planning and Oversight Committee provides policy recommendations to the City Council 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, later amended by Measures OO and D, resulting in a 3% set aside of the City's 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. Programs strategies include comprehensive afterschool, youth transitions, and early childhood development. The Division also manages the Oakland Youth Commission which gives youth the opportunity to build leadership skills and participate in civic activities. The Summer Food Service program delivers free, healthy nutritious lunches to low income school-aged children in Oakland neighborhoods and community sites including libraries and recreation centers during the summer months. The Sugar Sweetened Beverage (SSB) Distribution Tax program and its Advisory Board is also supported by this Division. It includes public health messaging, community grants, and investments in healthy living and community nutrition to prevent or reduce the adverse health outcomes of the consumption of sugar sweetened beverages.

# HUMAN SERVICES

## SERVICE AREAS (CONT'D)

### EARLY CHILDHOOD & FAMILY SERVICES

These programs provide services that improve the health, development and quality of life for children, youth and their families. Early Head Start (ages 0-3) and Head Start (ages 3-5) focus on the child's social, emotional, cognitive and physical development while providing their families with opportunities to be involved in program activities and governance. Families are also supported with linkages to community services to support their personal goals and to develop their skills as lifelong advocates for their child's education. The program(s) serve over 1,000 low income children and their families throughout Oakland with full day, full year services with an emphasis on school readiness and quality classroom experiences.

### HSD ADMINISTRATION

Administration provides overall management and administration and fiscal support to all HSD Divisions. Administration includes liaison with elected official, legislative advocacy, fund development, intergovernmental relations, supporting multi-agency initiatives, and policy development. Fiscal management includes budgeting, audits, grants monitoring and accounting. Administration also manages a Substance Abuse and Mental Health five-year initiative to create community resilience, support the department's transformation into a trauma informed system of care, and program policy and services that are trauma informed and crafted to speak to and address racial equity.

## SIGNIFICANT CHANGES (cont'd)

All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Add 1.00 FTE Program Analyst II in SSBT (1030) to support expanded food service program	1.00	\$146,386	\$151,741
Transfer 3.00 FTE Food Service Worker, 2.00 FTE Food Program Monitor PT, 1.50 FTE Food Program Driver PT and 0.50 FTE Food Program Coordinator for the Summer Food Program to Measure HH SSBT (1030) from the Department of Agriculture Fund (2102)	7.00	\$528,717	\$543,356
Add O&M for new Food Service Program in SSBT (1030) to support OPL, OPRYD, and HSD programs	-	\$400,000	\$400,000
True up Kids First Program Costs by increasing O&M for third party contracts in the Kids First Oakland Children's Fund (2128)	-	\$1,751,143	\$1,894,063
Transfer 3.00 FTE Food Service Worker, 2.00 FTE Food Program Monitor PT, 1.50 FTE Food Program Driver PT and 0.50 FTE Food Program Coordinator and ISF's for the Summer Food Program to Measure HH SSBT (1030) from the Department of Agriculture Fund (2102)	(7.00)	(\$640,716)	(\$657,594)
Add O&M for food contracts and other supplies in the Department of Agriculture Fund (2102)	-	\$223,347	\$219,492
Add Contract O&M for Homeless Youth Rapid Rehousing from additional grant revenues and other O&M adjustments in the HUD-ESG/SHP/HOPWA Fund (2103)	-	\$1,323,614	\$1,323,614
Add 2.00 FTE Early Childhood Center Director and 1.00 FTE Head Start Instructor in the Department of Health and Human Services Fund (2128)	3.00	\$349,259	\$369,408
Delete Case Manager II and add Case Manager I; increase Nurse Case Manager by 0.20 FTE in the Department of Health and Human Services Fund (2128)	0.20	\$5,231	\$5,410
Decrease personnel budget from 12 months to 11 months for Early Head start positions in the Department of Health and Human Services Fund (2128)	-	(\$239,973)	(\$248,037)
Reduction in O&M for third party partner contract with OUSD for Head start and Early Head start in the Department of Health and Human Services Fund (2128)	-	(\$320,161)	(\$360,880)
Add O&M from remaining Measure Y Fund Balance in Measure Y Fund (2251) in FY20	-	\$1,058,163	-
Add 0.15 FTE Health and Human Services Program Planner in the California Board of Corrections Fund (2152)	0.15	\$32,264	\$33,352
Add contract O&M from the increase in grant revenues in the California Board of Corrections Fund (2152)	-	\$346,896	\$346,896
Transfer 0.18 FTE Accountant II and 0.31 Health and Human Services Program Planner from the GPF (1010) to the State of California Fund (2159)	0.49	\$94,399	\$97,589
Add 1.00 FTE Program Analyst II and 1.00 FTE Case Manager I limited duration positions and O&M from HEAP grant funds in the State of California Fund (2159)	2.00	\$8,513,422	\$423,043
HEAP carryforward funds to offset grant expenditures in the State of California Fund (2159)	-	(\$8,513,422)	(\$423,043)
Reduction in Alameda County grant expenditures in FY21 due to end of grant term	-	-	(\$3,853,226)
Add one-time O&M from the Affordable Housing Trust Fund (1870) fund balance for rehousing for homeless residents, rapid rehousing and associated services and activities	-	\$1,500,000	\$1,500,000
Add 0.85 FTE Health and Human Services Program Planner to the Measure Z Violence Prevention Fund (2252)	0.85	\$145,664	\$150,926
Add O&M in FY21 for Homelessness, sanitation, rapid rehousing and anti-displacement in the Vacancy Tax Fund (2270)	-	-	\$3,824,249
Add 1.00 FTE Health and Human Services Program Planner and 1.00 FTE Administrative Assistant II in FY21 in the Vacancy Tax Fund (2270)	2.00	-	\$280,657
Organizational Changes	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 1.00 FTE HHS Program Planner and 1.00 FTE Program Analyst I to OPRYD from HSD to support SSBT Advisory Board in SSBT (1030)	(2.00)	(\$276,117)	(\$286,085)

# ECONOMIC & WORKFORCE DEVELOPMENT

## ECONOMIC & WORKFORCE DEVELOPMENT

### MISSION STATEMENT

To increase investment in Oakland in a way that contributes to the growth of the City's economy, fosters fiscal sustainability, expands job opportunities for all Oakland residents, and enhances the City's sense of place and quality of life.

### BUSINESS GOALS

- Establish and implement an Economic Development Strategy for the City of Oakland that clearly communicates to external and internal stakeholders the City's economic values, goals and actions for the next 5 years for business development and marketing, public/private development, workforce development, and cultural affairs.
- Enhance existing revenue streams through economic development activities that increase investment in the City of Oakland.
- Manage and implement key business development activities to retain, expand, and attract businesses in key economic sectors such as manufacturing, retail and technology; manage the CBD/BID program in key commercial corridors; expand and improve the digital delivery of development services; proactively implement Specific Plans and promote opportunity sites for new development; and reposition the Oakland Business Assistance Center to better support small businesses with permitting, registration, financing, and technical assistance.

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$4,093,896	\$4,889,574	\$4,267,592	\$4,377,594
1030 Measure HH (SSBDT)	40,000	400,000	400,000	400,000
1610 Successor Redevelopment Agency Reimbursement Fund	2,136,702	1,622,871	1,432,976	1,000,478
1710 Recycling Program	233,768	279,075	293,592	300,952
1720 Comprehensive Clean-up	1,464	1,607	1,676	1,705
1750 Multipurpose Reserve	388,249	398,350	398,350	398,350
1770 Telecommunications Land Use	690,561	628,762	635,000	635,000
1820 OPRCA Self Sustaining Revolving Fund	235	238	-	-
2108 HUD-CDBG	355,012	377,047	407,908	420,842
2134 California Parks and Recreation	12,109	-	-	-
2159 State of California Other	-	-	324,852	-
2166 Bay Area Air Quality Management District	8,848	-	-	-
2195 Workforce Investment Act	4,246,150	3,972,153	3,586,948	3,610,809
2211 Measure B: Local Streets & Roads	-	5,414,557	-	-
2214 ACTIA Reimbursable Grants	168,983	-	-	-
2216 Measure BB - Alameda County Transportation Commission Sales Tax	-	1,585,443	-	-
2217 Measure BB - OAB Roadway Infrastructure Improvement	719,325	-	-	-
2260 Measure WW: East Bay Regional Parks District Local Grant	2,527	-	-	-
2310 Lighting and Landscape Assessment District	1,229	1,369	1,676	1,705
2415 Development Service Fund	55,399	173,501	180,222	185,934
2419 Measure C: Transient Occupancy Tax (TOT)	837,035	852,628	903,019	939,138
2999 Miscellaneous Grants	313,981	-	-	-
3200 Golf Course	8,450	8,450	8,450	8,450
5200 JPFA Capital Projects: Series 2005	92,091	-	-	-
5321 Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund	82,273	-	-	-
5505 Municipal Capital Improvement: Public Arts	34,335	-	57,165	58,986
5610 Central District Projects	124,629	(2,855,515)	196,250	196,250
5611 Central District: TA Bonds Series 2003	24,804	-	-	-
5612 Central District: TA Bonds Series 2005	446,551	(162,699)	-	-
5613 Central District: TA Bonds Series 2009T	-	-	(167,101)	(172,836)
5614 Central District: TA Bonds Series 2006T	-	1,270,000	872,811	1,266,759
5638 BMSP: TA Bond Series 2006C-T	61,786	(49,712)	(49,558)	(51,255)
5640 Central City East Projects	3,193	-	-	-
5643 Central City East TA Bonds Series 2006A-T	1,226,362	(2,247,215)	(173,244)	(179,194)
5650 Coliseum Projects	6,971	96,250	96,250	96,250
5656 Coliseum: TA Bonds Series 2006B-T (Taxable)	10,695,620	(162,699)	(167,101)	(172,836)
5670 Oakland Base Reuse Authority	323,233	-	-	-
5671 OBRA: Leasing & Utility	1,557,647	2,058,216	1,231,172	1,234,792
5672 Joint Army Base Infrastructure	-	-	-	-
5674 Oakland Army Base Joint Remediation	5,453	-	-	-
5999 Miscellaneous Capital Projects	13,706	-	-	-
7760 Grant Clearing	154,770	155,998	180,341	186,350
7999 Miscellaneous Trusts	1,374,232	143,079	-	-
<b>TOTAL</b>	<b>\$30,541,579</b>	<b>\$18,851,328</b>	<b>\$14,919,246</b>	<b>\$14,744,223</b>
GPF Percent to Total Department	13.4%	25.9%	28.6%	29.7%
GPF Percent to Citywide GPF Expenditures	0.7%	0.8%	0.7%	0.6%

- Negotiate and implement major catalytic development projects including Oakland Army Base, Coliseum City, Henry J. Kaiser Civic Auditorium, Oak Knoll, 12 St. Remainder parcel, City Center Parcels, 1911 Telegraph, 1800 San Pablo, and TOD projects at West Oakland, Macarthur, Downtown, Fruitvale and Coliseum BART stations.
- Provide real estate services for leasing, appraising, disposing, and acquiring property. Develop and implement a strategic portfolio asset management plan for all City properties.

# ECONOMIC & WORKFORCE DEVELOPMENT

## BUSINESS GOALS (CONT'D)

- Engage and link local and regional businesses, education institutions, and workforce providers to expand training and employment opportunities for Oakland residents and youth, particularly those from under-served communities, with disabilities, veterans, and justice-involved.
- Provide comprehensive marketing communications effort to create modern, attractive marketing collateral that helps communicate and market Oakland to investors, developers, new businesses, and other stakeholders.
- Establish a cultural arts plan; assist in the preservation and expansion of arts and cultural workspaces; implement public art capital projects and provide support to the newly adopted public art on private development ordinance; administer cultural funding grants to artists and non-profits, including coordinating outreach, workshops, panels, and professional services agreements; continue to support large-scale and neighborhood-level public events, festivals, and tours.

## SERVICE AREAS

### BUSINESS DEVELOPMENT

This division is responsible for developing and implementing programs and strategies to retain, expand, and attract businesses to Oakland, create a business-friendly environment, and help businesses succeed. The division works directly with individual business owners and operators, developers, and professional organizations to foster public/private partnerships, to bolster Oakland's competitive advantage and position, in target economic cluster groups including health/life science; innovative digital media; clean & green tech; retail; manufacturing, logistics, and food production. This division also works to position Oakland as a desirable place to live, work, and invest through the creation of marketing collateral, multi-media communications, advertising, sponsorships, and other tools that help convey a clear coordinated message about Oakland.

## AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Administration</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
1010 - General Purpose Fund (GPF)	2.80	2.30	2.30
1610 - Successor Redevelopment Agency Reimbursement Fund	1.01	1.01	1.01
2108 - HUD-CDBG	0.66	0.66	0.66
2195 - Workforce Investment Act	0.26	0.26	0.26
2217 - Measure BB - OAB Roadway Infrastructure Improvement	0.07	-	-
5614 - Central District: TA Bonds Series 2006T	-	0.57	0.57
5638 - BMSF: TA Bond Series 2006C-T	0.20	0.20	0.20
<b>Business Development</b>	<b>9.50</b>	<b>8.10</b>	<b>8.10</b>
1010 - General Purpose Fund (GPF)	6.25	4.85	4.85
1710 - Recycling Program	1.00	1.00	1.00
2108 - HUD-CDBG	1.00	1.00	1.00
2415 - Development Service Fund	1.00	1.00	1.00
5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)	0.25	0.25	0.25
<b>Cultural Affairs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
1010 - General Purpose Fund (GPF)	4.50	4.50	4.50
2419 - Measure C: Transient Occupancy Tax (TOT) Surcharge	0.75	0.75	0.75
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space	0.50	0.50	0.50
5505 - Municipal Capital Improvement: Public Arts	0.25	0.25	0.25
<b>Public/Private Development</b>	<b>18.10</b>	<b>18.10</b>	<b>18.10</b>
1010 - General Purpose Fund (GPF)	1.00	1.00	1.00
1610 - Successor Redevelopment Agency Reimbursement Fund	4.88	4.06	1.60
2217 - Measure BB - OAB Roadway Infrastructure Improvement	2.00	-	-
5613 - Central District: TA Bonds Series 2009T	2.95	2.95	2.95
5614 - Central District: TA Bonds Series 2006T	-	1.82	4.28
5638 - BMSF: TA Bond Series 2006C-T	0.54	0.54	0.54
5643 - Central City East TA Bonds Series 2006A-T (Taxable)	3.19	3.19	3.19
5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)	3.54	2.54	2.54
5671 - OBRA: Leasing & Utility	-	2.00	2.00
<b>Real Estate Asset Management</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
1010 - General Purpose Fund (GPF)	1.64	1.00	1.00
1610 - Successor Redevelopment Agency Reimbursement Fund	0.52	0.52	0.52
1770 - Telecommunications Land Use	1.71	2.35	2.35
5610 - Central District Projects	0.29	0.29	0.29
5613 - Central District: TA Bonds Series 2009T	0.50	0.50	0.50
5650 - Coliseum Projects	0.29	0.29	0.29
5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)	0.20	0.20	0.20
7760 - Grant Clearing	0.85	0.85	0.85
<b>Workforce Development</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
1010 - General Purpose Fund (GPF)	1.00	1.92	1.92
2159 - State of California Other	-	0.84	0.84
2195 - Workforce Investment Act	3.88	2.52	2.52
5671 - OBRA: Leasing & Utility	0.50	0.72	0.72
7999 - Miscellaneous Trusts	0.62	-	-
<b>TOTAL</b>	<b>45.45</b>	<b>49.20</b>	<b>49.20</b>

### PUBLIC/PRIVATE DEVELOPMENT

This division is responsible for negotiating and implementing major land development and public improvements projects including Oakland Army Base, Coliseum Area, Henry J. Kaiser Civic Auditorium, Oak Knoll, 1911 Telegraph, 2100 Telegraph, 1800 San Pablo, 12th St. Remainder parcel, City Center Parcels, and Transit-Oriented Development (TOD) projects at West Oakland, Macarthur, Downtown, Fruitvale, and Coliseum BART stations. The division manages the former Redevelopment Agency's streetscape, façade and tenant improvement programs and projects, which are designed to reduce blight and support new and existing businesses. It is also responsible for winding down the affairs of the Oakland Redevelopment Successor Agency (ORSA).

# ECONOMIC & WORKFORCE DEVELOPMENT

## SERVICE AREAS (CONT'D)

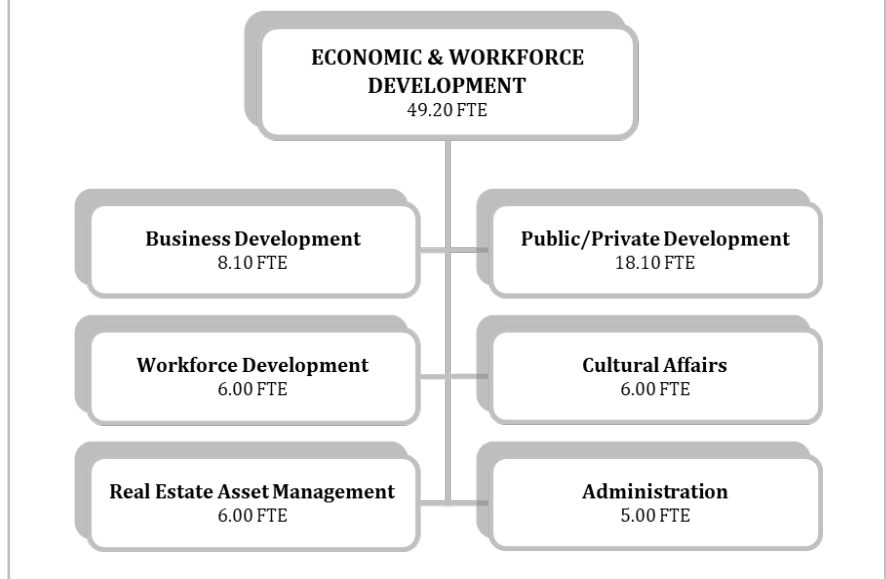
### WORKFORCE DEVELOPMENT

This division manages Workforce Innovation and Opportunity Act (WIOA) funds, which are intended to induce businesses to participate in the local delivery of workforce development services. WIOA emphasizes services to disenfranchised out-of-school youth, the disabled, and veterans, as well as incumbent workers and employers in specified growth sectors through career pathways and apprenticeship strategies, with an emphasis on regional planning with our East Bay Works to disenfranchised out-of-school youth, the disabled, and veterans, as well as incumbent workers and employers in specified growth sectors through career pathways and apprenticeship strategies, with an emphasis on regional planning with our East Bay Works partners. This division staffs the Oakland Workforce Development Board (OWDB), which is charged with oversight and policy development for the grant funds. Workforce also develops city-wide job training initiatives, coordinates the Youth Internship, and Earn to Learn Programs, and oversees the operation of the West Oakland Job Resource Center.

### CULTURAL AFFAIRS

This division provides oversight for the commissioning of temporary and permanent works of art throughout Oakland; maintains the City's art collection; disseminates public information on all projects; facilitates and consults on art projects generated by individual artists and for the development of community-generated art projects; and reviews proposed gifts of art to the City. It manages the City's cultural arts grant program that supports Oakland-based art and cultural activities throughout the City. The division also oversees special events, produces the City's flagship annual Art & Soul Festival, leads historic walking tours, and coordinates film production.

## ORGANIZATIONAL CHART BY SERVICE AREA



## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Business Development	\$2,423,401	\$2,468,159	\$2,271,107	\$2,329,180
Public/Private Development	16,243,075	5,359,187	1,908,123	1,821,714
Workforce Development	6,857,051	6,033,260	5,445,096	5,160,349
Cultural Affairs	1,894,388	1,742,597	1,912,977	1,981,780
Real Estate Asset Management	2,048,232	1,974,853	2,017,849	2,043,281
Administration	1,075,432	1,273,272	1,364,094	1,407,919
<b>TOTAL</b>	<b>\$30,541,579</b>	<b>\$18,851,328</b>	<b>\$14,919,246</b>	<b>\$14,744,223</b>

## SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 0.50 FTE Director of Econ & Workforce Dev from General Purpose Fund (1010) to Central District: TA Bonds (5614)	(0.50)	(\$189,194)	(\$195,948)
Delete 1.00 FTE Urban Economic Coordinator	(1.00)	(\$234,415)	(\$242,728)
Delete Graphic Design Specialist (1.00 FTE split-funded)	(0.70)	(\$93,753)	(\$97,137)
Transfer 0.36 FTE Program Analyst II & 0.56 FTE Program Analyst II to GPF (1010) from Workforce Investment Act (2195)	0.92	\$138,991	\$144,011
Transfer 0.50 FTE Real Estate Agent and 0.14 FTE Real Estate Agent from GPF (1010) to Telecommunications Land Use (1770)	(0.64)	(\$123,760)	(\$128,116)
Add one-time funding for job training, preparation, and placement services (allocation to be recommended by Workforce Investment Board)	-	\$250,000	\$250,000



# ECONOMIC & WORKFORCE DEVELOPMENT

## SERVICE AREAS (CONT'D)

### REAL ESTATE ASSET MANAGEMENT

This unit provides leasing and property management, acquisition, disposition, and commercial/residential relocation services for all City of Oakland and Redevelopment Successor Agency property. It provides real estate consultation services; conducts real estate appraisals; negotiates and monitors lease agreements with renters of City or 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 Successor Agency on real estate aspects of major development projects.

### ADMINISTRATION

Directs and coordinates work for the Department, including overseeing fiscal, budget, and personnel management, legal and legislative issues, and policy and procedure development, as well as other inter-departmental and inter-division special projects.

## SIGNIFICANT CHANGES (cont'd)

All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer a total of 0.82 FTE of various positions in FY20 and a total of 3.28 FTE of various positions in FY21 from Successor Redevelopment Agency Reimbursement Fund (1610) to Central District: TA Bonds (5614)	(3.28)	(\$329,617)	(\$827,310)
Delete 0.10 FTE of Graphic Design Specialist in each of Recycling Program (1710), Comprehensive Clean-up (1720) and OPRCA Self Sustaining Revolving Fund (1820)	(0.30)	(\$46,090)	(\$47,660)
Transfer 0.50 FTE Real Estate Agent and 0.14 FTE Real Estate Agent to Telecommunications Land Use (1770) from GPF (1010)	0.64	\$149,297	\$154,163
Transfer 0.42 FTE Program Analyst II and 0.42 FTE Program Analyst II to State of California Other (2159) from Workforce Investment Act (2195)	0.84	\$159,774	\$165,078
Transfer 0.42 FTE Program Analyst II and 0.42 FTE Program Analyst II from Workforce Investment Act (2195) to State of California Other (2159)	(0.84)	(\$159,774)	(\$165,078)
Transfer 0.36 FTE Program Analyst II and 0.56 FTE Program Analyst II from Workforce Investment Act (2195) to GPF (1010)	(0.92)	(\$169,645)	(\$175,278)
Transfer 0.22 FTE Program Analyst II from Workforce Investment Act (2195) to OBRA: Leasing & Utility (5671)	(0.22)	(\$39,744)	(\$41,065)
Transfer 0.22 FTE Program Analyst II to OBRA: Leasing & Utility (5671) from Workforce Investment Act (2195)	0.22	\$39,747	\$41,065
Transfer 1.00 FTE Project Manager from Measure BB - OAB Roadway Infrastructure Improvement (2217) to OBRA: Leasing & Utility (5671)	(1.00)	(\$407,011)	(\$419,361)
Transfer 1.00 FTE Project Manager to OBRA: Leasing & Utility (5671) from Measure BB - OAB Roadway Infrastructure Improvement (2217)	1.00	\$407,011	\$419,361
Transfer 0.07 FTE Accountant II from Measure BB - OAB Roadway Infrastructure Improvement (2217) to Central District: TA Bonds (5614)	(0.07)	(\$12,874)	(\$13,282)
Delete 1.00 FTE Project Manager III from Measure BB - OAB Roadway Infrastructure Improvement (2217)	(1.00)	(\$418,411)	(\$432,163)
Transfer 0.07 FTE Accountant II to Central District: TA Bonds (5614) from Measure BB - OAB Roadway Infrastructure Improvement (2217)	0.07	\$12,874	\$13,282
Transfer 0.50 FTE Director of Econ & Workforce Dev to Central District: TA Bonds (5614) from GPF (1010)	0.50	\$230,458	\$238,038
Transfer a total of 0.82 FTE of various positions in Y1 and an additional total of 3.28 FTE to Central District: TA Bonds (5614) from Successor Redevelopment Agency Reimbursement Fund (1610)	0.82	\$329,617	\$827,310
Transfer 1.00 FTE Urban Economic Analyst II to Central District: TA Bonds (5614) from Coliseum: TA Bonds Series (5656)	1.00	\$181,116	\$187,127
Transfer 1.00 FTE Urban Economic Analyst II from Coliseum: TA Bonds Series (5656) to Central District: TA Bonds (5614)	(1.00)	(\$181,116)	(\$187,127)
Add 1.00 FTE Project Manager to OBRA: Leasing & Utility (5671)	1.00	\$286,824	\$296,341
Reduce O&M in Joint Army Base Infrastructure (5672)	0.00	(\$2,203,521)	(\$2,206,821)

# HOUSING & COMMUNITY DEVELOPMENT

## HOUSING & COMMUNITY DEVELOPMENT

### MISSION STATEMENT

Affordable Housing for All – We believe all Oakland residents should have decent and affordable housing in healthy, sustainable neighborhoods with full access to life-enhancing services. We work on several levels to create and preserve affordable housing by:

- Supporting organizations that develop and preserve affordable rental and owner-occupied housing.
- Providing direct assistance to first-time homebuyers and existing homeowners.
- Administering the City's programs to stabilize rents and ensure compliance with the Just Cause for Eviction Ordinance.
- Supporting organizations that provide economic development, public facilities, infrastructure, and social services for low and moderate income communities.

### BUSINESS GOALS

- Expend \$ 6,000,000 in Measure KK funds by providing loans and grants to low income homeowners, nonprofit and for profit developers committed to developing affordable housing for low income Oakland residents. The loans funds will be used to:
  - Create affordable housing units utilizing the \$3,00,000 for the 1-4 Acquisition Rehab Program.
  - Expending 3,000,000 for maintaining affordable housing for low and moderate income Oakland residents by providing loans and grants for:
    - Home Maintenance and Improvement
    - Access Improvements for persons with disabilities of owner occupied and rental properties
    - Lead Paint remediation
    - Emergency Home repairs
    - Seismic Upgrades

### AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Administration</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>
1870 - Affordable Housing Trust Fund	2.36	5.26	5.26
1885 - 2011A-T Subordinated Housing	0.25	0.25	0.25
2108 - HUD-CDBG	8.24	6.99	6.99
2109 - HUD-Home	1.59	0.94	0.94
2413 - Rent Adjustment Program Fund	2.86	1.86	1.86
5331 - Measure KK: Affordable Housing	0.70	0.70	0.70
<b>Community Development Block Grants</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
2108 - HUD-CDBG	6.00	6.00	6.00
<b>Home Ownership &amp; Rehabilitation &amp; Residential Lending</b>	<b>13.50</b>	<b>13.54</b>	<b>13.54</b>
1870 - Affordable Housing Trust Fund	-	1.00	1.00
1885 - 2011A-T Subordinated Housing	0.08	0.08	0.08
2108 - HUD-CDBG	8.87	8.87	8.87
2109 - HUD-Home	0.25	0.25	0.25
2124 - Federal Emergency Management Agency (FEMA)	3.50	3.04	3.04
2413 - Rent Adjustment Program Fund	0.50	-	-
5331 - Measure KK: Affordable Housing	0.30	0.30	0.30
<b>Housing Development</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
1870 - Affordable Housing Trust Fund	6.56	6.56	6.56
1885 - 2011A-T Subordinated Housing	2.73	2.73	2.73
2109 - HUD-Home	0.62	0.62	0.62
5331 - Measure KK: Affordable Housing	2.09	2.09	2.09
<b>Residential Rent Adjustment</b>	<b>21.00</b>	<b>27.00</b>	<b>27.00</b>
2413 - Rent Adjustment Program Fund	21.00	27.00	27.00
<b>TOTAL</b>	<b>68.50</b>	<b>74.54</b>	<b>74.54</b>

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Administration	\$3,155,435	\$4,703,193	\$3,746,933	\$3,200,270
Commercial Lending	579,021	201,812	201,812	201,812
Community Development Block Grants	1,862,022	2,201,911	2,806,981	2,894,574
Home Ownership & Rehabilitation & Residential Lending	3,082,039	2,686,202	1,835,576	1,963,901
Housing Development	29,704,133	31,552,163	33,078,035	32,384,835
Residential Rent Adjustment	2,519,040	4,094,746	6,080,907	6,253,854
<b>TOTAL</b>	<b>\$40,901,690</b>	<b>\$45,440,027</b>	<b>\$47,750,244</b>	<b>\$46,899,246</b>

- Expend \$19,700,850 in committed Measure KK Funds through existing and future loans to developers of affordable housing for extremely low to moderate income Oakland residents. These loan funds will be used to:
  - Purchase existing currently affordable but financially vulnerable rental housing to convert to permanent affordable housing, as well as additional sites for affordable housing development.
  - Create affordable housing units through the Notice of Funding Availability (NOFA) for New Construction of Affordable Rental and Ownership Housing
  - Protect and preserve existing rental housing as affordable through the NOFA for Housing Rehabilitation and Preservation
- Receivership Program – A program designed to facilitate the rehabilitation of vacant and blighted properties using the legal process of appointing a third party “Receiver” to obtain financing to rehabilitate the property. The program is collaboration between Housing and Community Development (HCD), Planning and Building and the City Attorney's office. Planning and Building, after recording a Declaration of Substandard, refers blighted properties to HCD for a feasibility rehabilitation/ development assessment. After the feasibility is determined, the property is forwarded to the City Attorney's office as a potential Receivership Candidate.

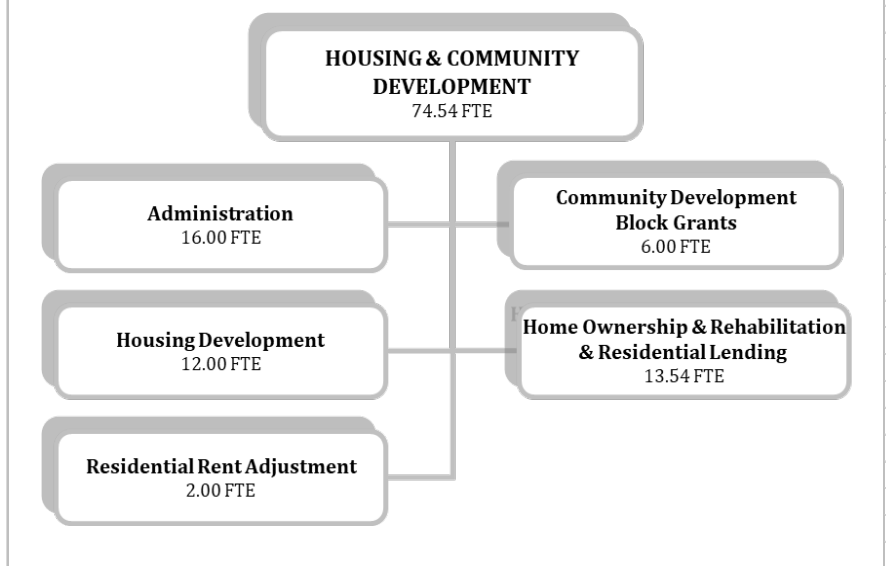
# HOUSING & COMMUNITY DEVELOPMENT

## BUSINESS GOALS (CONT'D)

A qualified Receiver is selected from a pool and recommended to courts. After court approval, the receiver obtains private financing to rehabilitate the property and is responsible for the disposition of the property after rehabilitation. The current real estate market has reduced the need for court-ordered receiverships, but the program remains available to address chronically blighted properties.

- Rental Rehabilitation Program – Providing construction loans to property owners to rehabilitate blighted properties for rental housing for seniors, persons with disabilities and low-income renters. The program will provide a \$75,000-\$150,000 maximum, 6.5% interest rate, deferred, matching funds loan. The loan becomes due and payable in full in 2 years. Loan proceeds would be deposited in a revolving fund to be used to finance additional loans.
- Expansion of the Surplus Property Development Partnership with Laney College and local Non-Profit Construction Training Organizations – Providing construction training to students by building one to four-unit residential properties using City owned surplus and donated properties Expansion.
- Continue the City's Commercial Lending Program, jointly developed by Main Street Launch (formerly OBDC) and the City of Oakland. Main Street Launch will provide loan packaging assistance, offer one on one business technical assistance, and finance loans of up to \$249,000 to small businesses in Oakland that are unable to access conventional bank loans. The mission is to streamline support for local small businesses; retain jobs and create needed new jobs in Oakland. It is expected that 20-25 businesses will be identified and financed through this program per year, resulting in the creation of at least 112 new jobs per year.

## ORGANIZATIONAL CHART BY SERVICE AREA



Main Street Launch Oakland will also continue work in assessing the market area's small business needs; inventory and assessing available blighted or underutilized properties; recruit qualified entrepreneurs for identified opportunities; and provide funding for the creation of new enterprises in the market area. The program will target Oakland's Broadway commercial and retail corridor, the heart of business activity in the city. OBDC will assess the market area's small business needs; inventory and assess available blighted or underutilized properties; recruit qualified entrepreneurs for identified opportunities; and provide funding for the creation of new enterprises in the market area.

- Review and realign the use of administration costs for all the HUD entitlement grants. The grants continue to decrease annually while the administration requirements remain the same or increase.
- Identify additional/permanent resources to fund affordable housing development and fund rehab projects to ensure long term viability and capacity to generate residual receipts. Continue to leverage County, State, and private funds to stretch City resources.
- Issue a NOFA for remaining Measure KK funds as well as other local funds in Fall 2019.
- Develop an affordable housing development strategy for public lands in accordance with City's recently adopted public lands policy.
- Identify strategies to fund administration of affordable housing developments.
- Revise and strengthen the Code Compliance Relocation Program, carried out by the Housing Resource Center, to maintain consistent and timely service to tenants who have been displaced from their homes resulting from a code enforcement action or other emergency situations. This program includes both financial assistance as well as advisory assistance with finding replacement housing and will add a hotel voucher component to assist tenants facing immediate evacuation of their units' due to an emergency.
- The Housing Resource Center will initiate two new programs: 1) an Emergency Financial Assistance Program to provide small grants to vulnerable individuals who are not eligible for the other anti-displacement programs, and 2) a program for low-income/low asset small property owners to assist them in making their required relocation payments to tenants in the case of an owner or relative move-in.
- Ensure that the City's Anti-Displacement Program is meeting its goals and objectives as it works to prevent displacement of low to moderate income tenants and homeowners in the City.

# HOUSING & COMMUNITY DEVELOPMENT

## BUSINESS GOALS (CONT'D)

- Ensure coordination of this program with the County's anti-displacement program (Alameda County Housing Secure) and the philanthropy-funded Keep Oakland Housed. Develop monitoring and tracking tools to capture data and outcomes from all the programs to assess and evaluate progress in addressing displacement and inform future program design.

## SERVICE AREAS

### ADMINISTRATION

Provides the overall management of the Department of Housing and Community Development including personnel, fiscal, policy and information technology. Fiscal Administration unit will combine loan servicing, fiscal and commercial lending staff for better integration of fiscal services.

### COMMERCIAL LENDING

Provide tools and resources for Oakland's business owners and entrepreneurs through commercial loans funded by HUD, Economic Development Agency and other loan fund sources secured by Main Street Launch Oakland. 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 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.

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$190,000	-	-	-
1610 Successor Redevelopment Agency Reimbursement Fund	778,311	-	-	-
1870 Affordable Housing Trust Fund	3,982,691	4,374,462	5,691,160	6,274,508
1880 Low Mod Operations	122,400	-	-	-
1885 2011A-T Subordinated Housing	1,969,462	17,420,000	10,683,335	9,055,594
2105 HUD-EDI Grants	252,605	-	-	-
2108 HUD-CDBG	5,216,199	6,693,090	6,661,600	6,665,537
2109 HUD-Home	2,370,146	3,038,980	3,042,249	3,042,249
2124 Federal Emergency Management Agency (FEMA)	44,308	-	-	-
2144 California Housing and Community Development	300,000	-	-	-
2185 Oakland Redevelopment Agency Grants	26,000	-	-	-
2413 Rent Adjustment Program Fund	2,764,128	4,824,003	6,582,405	6,771,864
2826 Mortgage Revenue	243,531	89,492	89,492	89,492
2830 Low and Moderate Income Housing Asset Fund	9,235,606	-	-	-
2999 Miscellaneous Grants	907,153	-	-	-
5331 Measure KK: Affordable Housing	12,499,150	-	15,000,003	15,000,002
5610 Central District Projects	-	4,209,003	-	-
5613 Central District: TA Bonds Series 2009T	-	1,353,149	-	-
5614 Central District: TA Bonds Series 2006T	-	1,237,848	-	-
5643 Central City East TA Bonds Series 2006A-T	-	2,200,000	-	-
<b>TOTAL</b>	<b>\$40,901,690</b>	<b>\$45,440,027</b>	<b>\$47,750,244</b>	<b>\$46,899,246</b>
GPF Percent to Total Department	0.5%	0.0%	0.0%	0.0%
GPF Percent to Citywide GPF Expenditures	0.0%	0.0%	0.0%	0.0%

## SIGNIFICANT CHANGES

All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Add 0.50 FTE Account Clerk II (split-funded) to Affordable Housing Trust Fund (1870)	0.50	\$49,043	\$50,724
Add 0.50 FTE Account Clerk II (split-funded) to HUD-CDBG (2108)	0.50	\$49,043	\$50,724
Add 1.00 FTE Housing Development Coordinator III to Affordable Housing Trust Fund (1870)	1.00	\$174,595	\$180,586
Add 0.10 FTE Housing Development Coordinator III (split-funded) to Affordable Housing Trust Fund (1870)	0.10	\$17,462	\$18,057
Add 0.90 FTE Housing Development Coordinator III (split-funded) to HUD-CDBG (2108)	0.90	\$157,138	\$162,527
Delete 1.00 FTE Accountant I from Rent Adjustment Program Fund (2413)	(1.00)	(\$133,938)	(\$138,533)
Add 2.00 FTE Administrative Analyst I, 1.00 FTE Administrative Assistant I, 1.00 FTE Administrative Assistant II, 2.00 FTE Home Management Specialist II, 1.00 FTE Program Analyst III, 1.00 FTE Project Manager to Rent Adjustment Program Fund (2413)	8.00	\$1,233,853	\$1,275,190
Transfer 0.50 FTE Admin Analyst I (split-funded) and from Affordable Housing Trust Fund (1870) to Rent Adjustment Program Fund (2413)	(0.50)	(\$78,860)	(\$81,564)
Transfer 0.50 FTE Admin Analyst I (split-funded) from HUD-CDBG (2108) to Rent Adjustment Program Fund (2413)	(0.50)	(\$78,860)	(\$81,564)
Transfer 1.00 FTE Admin Analyst I (split-funded) to Rent Adjustment Program Fund (2413) from Affordable Housing Trust Fund (1870) and HUD-CDBG (2108)	1.00	\$157,721	\$163,133
Transfer 1.00 FTE Administrative Analyst II from Affordable Housing Trust Fund (1870) to HUD-CDBG (2108)	(1.00)	(\$164,791)	(\$170,440)

# HOUSING & COMMUNITY DEVELOPMENT

## SERVICE AREAS (CONT'D)

### 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, homeless services, other public services, economic development, and a variety of public infrastructure and neighborhood improvements benefiting low and moderate-income residents in the seven Community Development Districts of Oakland. Distribution of CDBG funds undergo an extensive citizen participation process by way of the planning process, reporting process, and the Request for Proposals (RFP) process administered by CDBG staff, resulting in 25-50 contracts with local non-profit organizations and Inter Office Memoranda with City departments for the provision of services every two years. The number of contracts awarded is dependent on the number of eligible responses to the City of Oakland bi-annual CDBG RFP; Number of timely and viable projects proposed; Number of proposals submitted that are in line with priorities set by the CD District Boards and overall City goals; and the level of CDBG funding made available to the City. The CDBG program staff provides technical assistance to the seven Community Development District Boards and monitors the contracts and programs funded with CDBG funds. The CDBG Program also acts as the lead for the City's Consolidated Annual Action Plan and Consolidated Annual Performance & Evaluation Reports, both submitted to the U.S. Department of Housing & Urban Development for the CDBG, Emergency Solutions Grant, HOME Investments Partnership, Housing Opportunities for Persons with AIDS programs and other Federal grants administered by the City.

## SIGNIFICANT CHANGES (cont'd)

All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 1.00 FTE Administrative Analyst II from Affordable Housing Trust Fund (1870) to HUD-CDBG (2108)	(1.00)	(\$164,791)	(\$170,440)
Transfer 1.00 FTE Administrative Analyst II to HUD-CDBG (2108) from Affordable Housing Trust Fund (1870)	1.00	\$164,791	\$170,440
Transfer 0.50 FTE Administrative Assistant I & 0.15 FTE Director of Housing & Comm Dev from HUD-Home (2109) to Affordable Housing Trust Fund (1870)	(0.65)	(\$122,527)	(\$126,707)
Transfer 0.50 FTE Administrative Assistant I & 0.15 FTE Director of Housing & Comm Dev to Affordable Housing Trust Fund (1870) from HUD-Home (2109)	0.65	\$122,527	\$126,707
Delete 2.00 FTE Hearing Officer from Rent Adjustment Program Fund (2413)	(2.00)	(\$467,998)	(\$484,050)
Transfer 0.50 FTE each from 2 Home Management Specialist II from Rent Adjustment Program Fund (2413) to Affordable Housing Trust Fund (1870)	(1.00)	(\$151,594)	(\$156,796)
Transfer 0.50 FTE each from 2 Home Management Specialist II to Affordable Housing Trust Fund (1870) from Rent Adjustment Program Fund (2413)	1.00	\$151,594	\$156,796
Transfer 0.25 FTE Home Management Specialist III (split-funded) to Rent Adjustment Program Fund (2413) from HUD-CDBG (2108)	0.25	\$46,411	\$47,991
Transfer 0.50 FTE Home Management Specialist III (split-funded) to Affordable Housing Trust Fund (1870) from HUD-CDBG (2108)	0.50	\$92,821	\$95,983
Transfer 0.75 FTE Home Management Specialist III (split-funded) from HUD-CDBG (2108) to Rent Adjustment Program Fund (2413) and Affordable Housing Trust Fund (1870)	(0.75)	(\$139,228)	(\$143,972)
Delete 0.50 FTE Home Management Specialist III (split-funded) from HUD-CDBG (2108)	(0.50)	(\$83,144)	(\$85,995)
Delete 0.50 FTE Home Management Specialist III (split-funded) from Rent Adjustment Program Fund (2413)	(0.50)	(\$83,144)	(\$85,995)
Transfer 0.25 FTE Loan Servicing Administrator from Rent Adjustment Program Fund (2413) to Affordable Housing Trust Fund (1870)	(0.25)	(\$50,537)	(\$52,274)
Transfer 0.25 FTE Loan Servicing Administrator to Affordable Housing Trust Fund (1870) from Rent Adjustment Program Fund (2413)	0.25	\$50,537	\$52,274
Delete 1.00 FTE Mortgage Advisor from HUD-CDBG (2108)	(1.00)	(\$159,188)	(\$164,648)
Transfer 1.00 FTE Program Analyst I from HUD-CDBG (2108) to Rent Adjustment Program Fund (2413)	(1.00)	(\$136,795)	(\$141,485)
Transfer 1.00 FTE Program Analyst I to Rent Adjustment Program Fund (2413) from HUD-CDBG (2108)	1.00	\$136,795	\$141,485
Add 1.00 FTE Program Analyst III to HUD-CDBG (2108)	1.00	\$183,328	\$189,618
Remove O&M from HUD-EDI Grants (2105)		(\$353,387)	(\$353,387)
Add O&M for Loan Management System in HUD-CDBG (2108) in FY20		\$250,000	
Add O&M for Loan Management System in Affordable Housing Trust Fund (1870) in FY20		\$400,000	
Add O&M for Legal Services in Rent Adjustment Program Fund (2413)		\$400,000	\$400,000
Add O&M for Database Upgrades in Rent Adjustment Program Fund (2413)		\$300,000	\$300,000
Add O&M to supplement Notice of Funding Availability (NOFA) in Affordable Housing Trust Fund (1870)		\$1,361,168	\$2,278,127
Add O&M to be used for Housing Development Projects in HUD-Home (2109)		\$1,182,514	\$1,167,745

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# HOUSING & COMMUNITY DEVELOPMENT

## SERVICE AREAS (CONT'D)

### HOME OWNERSHIP & REHABILITATION & RESIDENTIAL LENDING

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. The Residential Lending Program:

- Elevate pride of ownership and sustainability in residential neighborhoods.
- Improvement of the existing housing stock by assisting low-income homeowners.
- Build community and foster livable neighborhoods.
- Systematic restoration of neighborhoods within the City
- Provide the city with a well-organized mechanism for effectively rehabilitating the City's stock of salvageable housing.
- Prevent neighborhood deterioration
- Provide residents with the necessary financial and technical assistance to improve their individual property and the overall environment of the Districts.
- Facilitate blight removal, lead-hazard reduction, and building code adherence on all 1-4-unit residential improvement projects.

- Implemented new FEMA funded Seismic Retrofit Program that provides grants to owners and landlords to mitigate soft story condition.

### HOUSING DEVELOPMENT & FIRST TIME HOMEBUYERS PROGRAM

This program helps implement the City's 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 biannual Notice of Funding Availability (NOFA) process to make competitive funding awards for affordable housing projects; and monitors the City and Agency portfolio of over 100 projects to ensure proper management and maintenance and compliance with rent and income limits.

In addition, staff manages several City-owned sites that are in the process of being developed as affordable housing.

The City and Alameda County voters approved Measure A1 and Measure KK funds to provide Affordable Housing Funds for the County and the City with substantial increase in new construction and rehabilitation projects over the next two to three years, including over-the-counter funding designed to allow affordable housing developers to purchase sites and existing residential buildings to increase the City's supply of affordable housing.

The First-Time Homebuyer staff offers free monthly homebuyer education workshops designed to answer questions regarding the homebuying process, and helping prospective homebuyers determine if they are ready to buy a home. The City also runs the Mortgage Assistance Program (MAP) and Cal HOME loan programs, operating jointly with participating lenders, to assist low and moderate income first time homebuyers with the purchase of homes in the City of Oakland. These loans provide assistance that fills the gap between what a household can afford and the purchase price.

### 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.

### HOUSING RESOURCE CENTER

The Housing Resource Center (HRC) provides drop-in information and referrals services Monday through Thursday, as well as limited case management for those with immediate critical housing needs. The HRC staff have access to a deep and broad array of resources and have partnerships with many agencies that provide assistance and support on an emergency basis. The HRC also manages the Code Compliance Relocation Program and will add two new programs in the coming year: Emergency Financial Assistance and a funding program for low income/low asset small property owners to assist them in making relocation payments resulting from an owner or relative move-in.

# HOUSING & COMMUNITY DEVELOPMENT

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## NOTES

## PLANNING & BUILDING

### MISSION STATEMENT

The Planning & Building Department's work is founded on the belief that people matter, neighborhoods matter, beauty, order, and a clean environment matter. In short, enriching people's lives through the built environment matters. We are dedicated to improving our community through our service to the public.

To that end, we develop visionary plans that are community driven; we update the Zoning Code to reflect community needs and interests; we process development/building applications in an efficient and effective manner; and we enforce the Zoning Code, the Building Code, and other applicable laws to ensure the health, safety, and well-being of all who chose Oakland as their place to live, work, and play.

### BUREAU OF BUILDING

The Bureau of Building provides services for building-related activities, including Code Enforcement, Inspections, Permits, and Plan Reviews.

### BUREAU OF PLANNING

The Bureau of Planning develops plans and reviews developments that embrace the three principles of environment, economy and equity for residents, workers, businesses and property owners through the implementation of projects, programs and services to improve the physical landscape and economic environment of the Oakland community.

### BUSINESS GOALS

- Continue to Enhance Service Delivery: Add and assign staff to meet service demands and enhance key performance indicators.
- Continue to prepare and implement Council-Approved Plans and Municipal Code Amendments, Neighborhood Plans, and Specific Plans.
- Initiate an update of the General Plan in 2020.
- Enhance customer-service experience at Planning and Building counters by reducing wait time for responses and by providing digital methods for applications and review.
- Continue to Implement Housing Affordability Initiatives: Prioritize efforts to improve housing affordability, including strategies from the Mayor's Housing Cabinet, including the following:
  - Adopt new regulations for short-term residential rentals;
  - Adopt new regulations for the conversion of single room occupancies (SROs);
  - Promote construction of accessory dwelling units

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$4,398	\$21,446	\$16,000	\$16,000
1870 Affordable Housing Trust Fund	-	64,654	64,654	64,654
2108 HUD-CDBG	226,431	-	-	-
2163 Metro Transportation Com: Program Grant	177,106	-	-	-
2413 Rent Adjustment Program Fund	58,369	218,770	253,959	262,831
2415 Development Service Fund	30,243,631	36,051,662	41,188,114	42,016,204
2420 Transportation Impact Fee	-	42,315	42,315	42,315
2421 Capital Improvements Impact Fee Fund	-	40,000	40,000	40,000
2999 Miscellaneous Grants	900	-	-	-
5610 Central District Projects	24,554	-	-	-
<b>TOTAL</b>	<b>\$30,735,389</b>	<b>\$36,438,847</b>	<b>\$41,605,042</b>	<b>\$42,442,004</b>
GPF Percent to Total Department	0.0%	0.1%	0.0%	0.0%
GPF Percent to Citywide GPF Expenditures	0.0%	0.0%	0.0%	0.0%

### AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Operations &amp; Administration</b>	<b>10.00</b>	<b>31.50</b>	<b>31.50</b>
2415 - Development Service Fund	10.00	31.50	31.50
<b>General Plan &amp; Strategic Analysis</b>	<b>18.50</b>	<b>17.00</b>	<b>17.00</b>
2415 - Development Service Fund	18.50	17.00	17.00
<b>Zoning &amp; Development Planning</b>	<b>25.00</b>	<b>33.00</b>	<b>33.00</b>
2415 - Development Service Fund	25.00	33.00	33.00
<b>Development Permitting</b>	<b>23.00</b>	<b>18.00</b>	<b>18.00</b>
2415 - Development Service Fund	23.00	18.00	18.00
<b>Engineering &amp; Architectural Plan Approval</b>	<b>21.00</b>	<b>17.00</b>	<b>17.00</b>
1010 - General Purpose Fund (GPF)	1.00	-	-
2415 - Development Service Fund	20.00	17.00	17.00
<b>Development Permit Inspections</b>	<b>52.00</b>	<b>57.00</b>	<b>57.00</b>
2415 - Development Service Fund	52.00	57.00	57.00
<b>Livable Neighborhood/Code Enforcement Services</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>
2413 - Rent Adjustment Program Fund	1.50	1.50	1.50
2415 - Development Service Fund	20.50	20.50	20.50
<b>TOTAL</b>	<b>171.50</b>	<b>195.50</b>	<b>195.50</b>

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Operations & Administration	\$5,488,561	\$5,816,299	\$6,911,735	\$6,887,456
General Plan & Strategic Analysis	3,526,734	4,041,240	4,240,963	4,382,799
Zoning & Development Planning	3,406,257	4,373,218	6,579,185	6,748,986
Development Permitting	4,396,035	3,645,447	3,240,678	3,344,730
Engineering & Architectural Plan Approval	3,349,292	4,736,448	5,001,545	5,099,589
Development Permit Inspections	7,564,258	8,637,458	10,527,030	10,763,123
Livable Neighborhood/Code Enforcement Services	3,004,252	5,188,737	5,103,906	5,215,321
<b>TOTAL</b>	<b>\$30,735,389</b>	<b>\$36,438,847</b>	<b>\$41,605,042</b>	<b>\$42,442,004</b>



# PLANNING & BUILDING

## BUSINESS GOALS (CONT'D)

- Encourage modular construction;
  - Establish a class of “by-right” development projects that do not need discretionary review;
  - Strengthen the permit processing and coordination function in the Building Bureau to assist applicants in obtaining building permits; *and*
  - Continue to enhance the City’s overall development permitting system.
- Enhance Code Enforcement and Safety/Anti-Displacement Efforts: Continue to bring non-permitted spaces into compliance and enhance code enforcement efforts by adding additional inspectors and support staff and coordination with the Fire Department and Housing and Community Development Department.

## SERVICE AREAS

### OPERATIONS & ADMINISTRATION

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

### GENERAL PLAN & STRATEGIC ANALYSIS

This departmental function is responsible for preparing and updating land use plans, policies and regulations, including the Oakland General Plan, Specific Plans for various neighborhoods, and the zoning regulations.

## SIGNIFICANT CHANGES

All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Add 1.00 FTE Administrative Analyst II, 1.00 FTE Administrative Services Manager II, 1.00 FTE Business Analyst II, 1.00 FTE Graphic Delineator, 0.50 FTE Management Intern, PT, 0.50 FTE Office Assistant I, PT, 1.00 FTE Office Assistant II, 1.00 FTE Project Manager II, & 0.50 FTE Student Trainee, PT to Development Service Fund (2415) in the Operations & Administration Service Area	7.50	\$1,181,413	\$1,225,055
Delete 1.00 FTE Administrative Services Manager I from Development Service Fund (2415) in the Operations & Administration Service Area	(1.00)	(\$217,475)	(\$225,013)
Add 1.00 FTE Management Intern, PT, 1.00 FTE Planner II, 3.00 FTE Planner IV & 1.00 FTE Spatial Data Analyst III to Development Service Fund (2415) in the General Plan & Strategic Analysis Service Area	6.00	\$1,088,365	\$921,957
Delete 0.50 FTE Planner IV PPT, & 1.00 FTE Planning Intern, PT from Development Service Fund (2415) in the General Plan & Strategic Analysis Service Area	(1.50)	(\$155,456)	(\$160,162)
Add 1.00 FTE Management Intern, PT, 2.00 FTE Planner II, & 1.00 FTE Planner IV to Development Service Fund (2415) in the Zoning & Development Planning Service Area	4.00	\$584,434	\$603,564
Delete 1.00 FTE Planning Intern, PT from Development Service Fund (2415) in the Zoning & Development Planning Service Area	(1.00)	(\$46,460)	(\$47,387)
Add 1.00 FTE Principal Inspection Supv to Development Service Fund (2415) in the Development Permitting Service Area	1.00	\$217,364	\$224,898
Add 1.00 FTE Engineer, Assistant II (Office) & 2.00 FTE Specialty Combination Inspector to Development Service Fund (2415) in the Engineering & Architectural Plan Approval Service Area	3.00	\$532,255	\$550,707
Add 1.00 FTE Specialty Combination Inspector to Development Service Fund (2415) in the Development Permit Inspections Service Area	1.00	\$169,760	\$175,646
Add 1.00 FTE Principal Inspection Supv & 2.00 FTE Specialty Combination Inspector in the Livable Neighborhood/Code Enforcement Services Service Area	3.00	\$568,464	\$588,170
Decrease O&M to Development Service Fund (2415)	-	(\$1,143,654)	(\$1,521,787)
Add One-Time O&M for Phase 1 of the Healthy Home Program in Development Service Fund (2415) in FY20	-	\$100,000	-
Add O&M for economic/neighborhood development plans in East Oakland and other site specific plans as funding permits in Development Service Fund (2415)	-	\$500,000	\$500,000

## ZONING & DEVELOPMENT PLANNING

This program provides information to the public on zoning regulations and reviews development applications for proposed land use entitlements. Development applications fall into three main categories: 1) major cases, which are reviewed by the Planning Commission - 10%; 2) administrative cases decided by the Zoning Manager after public notice and comments - 40%; and 3) small project design review cases decided by staff at the zoning counter- 50%. The program also supports the City’s Historic Preservation Program, including maintaining a library/archive and citywide database on historic properties and providing information to the public about historic properties.

## DEVELOPMENT PERMITTING

This departmental function assists builders, property owners, architects, engineers, and realtors in processing appropriate construction permits and collect fees related to buildings and infrastructure and provides interpretation services.

## SERVICE AREAS(CONT'D)

### ENGINEERING & ARCHITECTURAL PLAN APPROVAL

This departmental function 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.

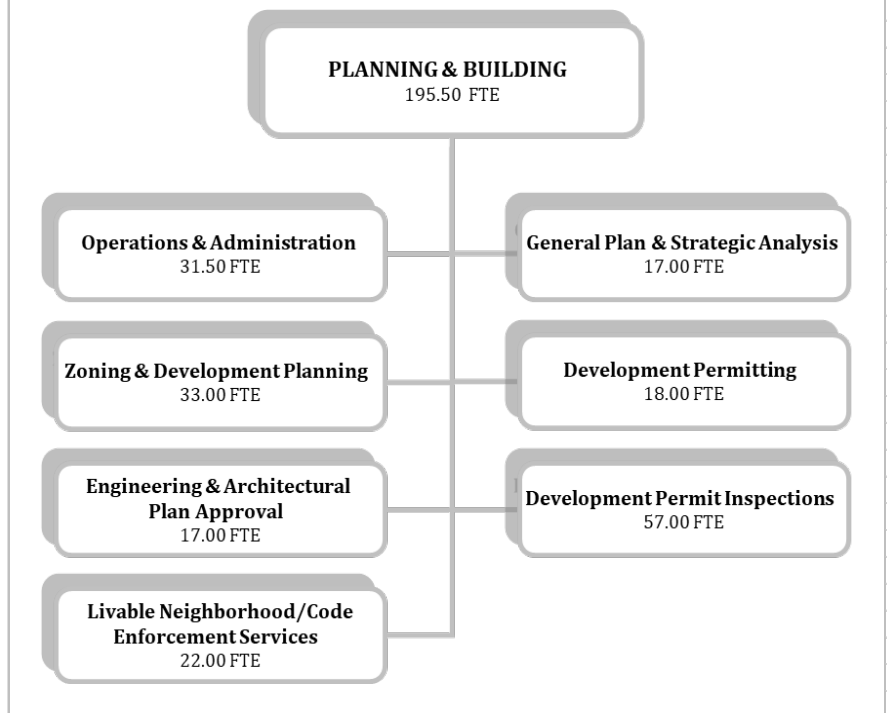
### DEVELOPMENT PERMIT INSPECTIONS

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

### LIVABLE NEIGHBORHOOD / CODE ENFORCEMENT SERVICES

This departmental function enforces the California Housing Law and the Oakland Municipal Code regulating the maintenance of buildings and the surrounding property.

## ORGANIZATIONAL CHART BY SERVICE AREA





## OAKLAND PUBLIC WORKS

### MISSION STATEMENT

Oakland Public Works is dedicated to you! We strive to maintain, improve and preserve Oakland's infrastructure and environment for the residents, businesses, visitors and future generations of every neighborhood in our diverse city.

### BUSINESS GOALS

- Improve livability through sustainable practices for cleaning and maintaining parks, trees, 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.

### SERVICE AREAS

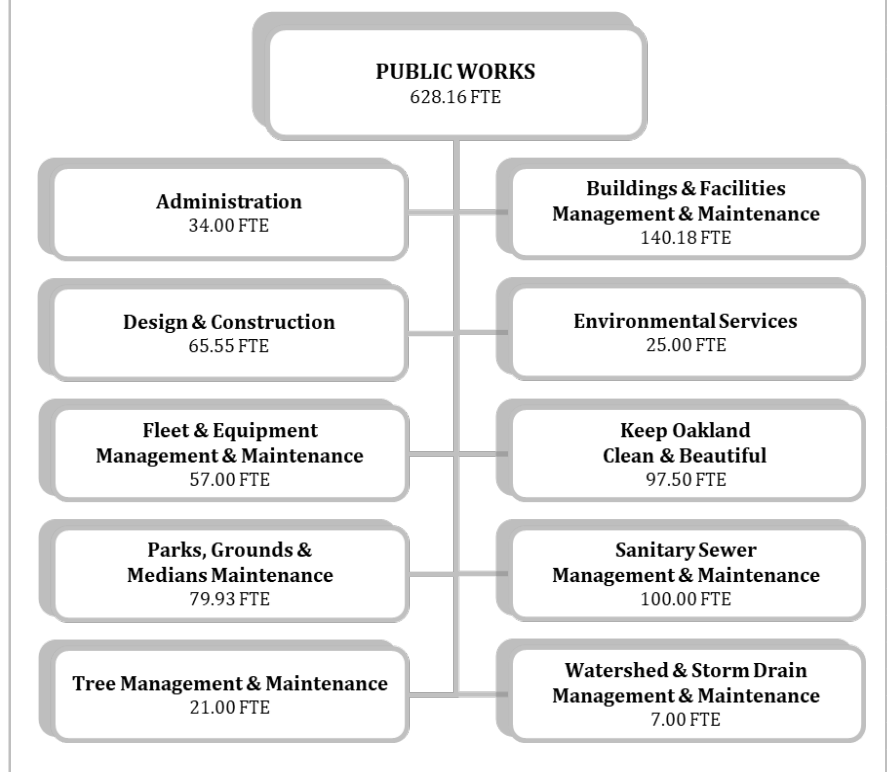
#### ADMINISTRATION

Administration supports the Public Works core functions by providing management, administration, fiscal services, human resources support, business and information analysis, safety program, and public information.

**SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA**

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Administration	(\$351,011)	\$3,060,803	\$3,078,192	\$1,806,031
Buildings & Facilities Management & Maintenance	32,576,297	33,670,435	39,175,230	39,897,610
Design & Construction	13,525,121	10,650,023	6,666,792	6,775,982
Environmental Services	6,077,745	6,958,088	7,583,031	7,772,610
Fleet & Equipment Management & Maintenance	31,470,591	25,362,240	27,754,319	28,110,064
Keep Oakland Clean & Beautiful	18,173,842	22,891,708	24,168,112	26,390,349
Parks, Grounds & Medians Maintenance	12,966,792	13,923,361	13,690,561	13,940,413
Sanitary Sewer Management & Maintenance	22,228,612	25,804,522	27,597,991	28,114,463
Tree Management & Maintenance	3,354,914	4,822,956	4,928,049	5,042,002
Watershed & Storm Drain Management & Maintenance	2,576,846	2,035,612	2,300,423	2,348,409
<b>TOTAL</b>	<b>\$142,599,749</b>	<b>\$149,179,748</b>	<b>\$156,942,700</b>	<b>\$160,197,933</b>

**ORGANIZATIONAL CHART BY SERVICE AREA**



# OAKLAND PUBLIC WORKS

## SERVICE AREAS(CONT'D)

The Fiscal Services division processes over 25,000 financial transactions annually, including accounts payable, accounts receivable, reimbursements, and general ledger adjustments. They are also responsible for managing the department's budget from development through implementation and reporting.

The Human Resources division manages the recruitment, hiring, payroll, separation and employee relations for the department's personnel. In addition, this division manages the Safety and Training programs which serves all Public Works employees and aggressively addresses and improves issues of employee safety and training needs. Reduces worker's compensation claims, increases the number of employees returning to work, and decreasing the amount of exposure and liability to the city. Activities within the program include training in sound safety and health practices, developing and enforcing safety and health rules, and investigating every accident promptly and thoroughly to determine cause and implement proper measures to prevent recurrence. This program works closely with the City Attorney's Office, the City's Risk Management Division and the third party administrator.

The Business Information and Analytics division (BIAD) manages our departments' data analytics. In close coordination with ITD, BIAD manages Cityworks, SeeClickFix, OPW/DOT implementations of Arcata, and ArcGIS. This division also produces reporting used to track compliance and performance metrics.

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$2,377,988	\$3,849,828	\$3,388,634	\$3,664,900
1100 Self Insurance Liability	2,809,023	4,845,746	4,121,388	4,121,388
1150 Worker's Compensation Insurance Claims	333,484	321,011	323,908	334,746
1710 Recycling Program	4,127,793	4,252,644	4,788,093	4,914,644
1720 Comprehensive Clean-up	21,181,255	23,592,153	21,867,585	22,694,090
1870 Affordable Housing Trust Fund	-	1,500,000	-	-
2063 FEMA Declarations	87,731	-	-	-
2108 HUD-CDBG	34,041	-	-	-
2116 Department of Transportation	1,022,365	-	-	-
2134 California Parks and Recreation	107,869	-	-	-
2139 California Department of Conservation	56,827	-	-	-
2140 California Department of Transportation	92,346	-	-	-
2144 California Housing and Community Development	18,272	-	-	-
2154 California Integrated Waste Management Board	95,200	-	-	-
2159 State of California Other	159,229	-	-	-
2162 Metro Transportation Com: TDA	1,872	-	-	-
2163 Metro Transportation Com: Program Grant	1,137	-	-	-
2166 Bay Area Air Quality Management District	2,908	-	-	-
2175 Alameda County: Source Reduction & Recycling	34,518	-	-	-
2211 Measure B: Local Streets & Roads	594,421	271,398	2,804	2,845
2212 Measure B: Bicycle/Pedestrian Pass-Thru Funds	16,924	-	-	-
2215 Measure F - Vehicle Registration Fee	23	-	-	-
2216 Measure BB - Alameda County Transportation Commission Sales Tax	1,071,876	891,586	914,563	942,780
2217 Measure BB - OAB Roadway Infrastructure Improvement	197,532	-	-	-
2230 State Gas Tax	196,724	150,617	-	-
2231 State Gas Tax-Prop 42 Replacement Funds	10,196	-	1,604,125	-
2232 Gas Tax RMRA	985	-	-	-
2243 Measure D: Parcel Tax to Maintain, Protect & Improve Library Services	-	-	130,184	134,880
2260 Measure WW: East Bay Regional Parks District Local Grant	94,019	-	-	-
2270 Vacant Property Tax Act Fund	-	-	-	1,274,749
2310 Lighting and Landscape Assessment District	10,839,775	12,237,220	16,564,983	17,341,545
2331 Wood Street Community Facilities District	-	61,225	64,985	66,491
2332 OAB CFD No.2015-1- Gateway Industrial Park	-	601,290	796,435	808,704
2415 Development Service Fund	824,246	1,787,853	1,974,439	1,974,439
2417 Excess Litter Fee Fund	7,040	-	33,560	33,560
2990 Public Works Grants	281,669	280,000	300,000	321,000
2999 Miscellaneous Grants	227,969	-	-	-
3100 Sewer Service Fund	30,016,944	33,728,133	31,991,975	32,579,924
3150 Sewer Rate Stabilization Fund	-	500,000	-	-
4100 Equipment	31,470,225	25,362,240	27,754,319	28,110,064
4400 City Facilities	32,616,283	33,775,717	39,048,039	39,757,954
4450 City Facilities Energy Conservation Projects	150,892	299,996	644,328	652,532
5320 Measure DD: 2003A Clean Water, Safe Parks & Open Space Trust Fund	2,604	-	-	-
5321 Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund	300,042	-	-	-
5322 Measure DD: 2017C Clean Water, Safe Parks & Open Space Trust for Oakland	1,140,624	-	-	-
5330 Measure KK: Infrastructure and Affordable Housing	464,075	-	-	-
5610 Central District Projects	3,525	-	-	-
5612 Central District: TA Bonds Series 2005	8,320	-	-	-
5643 Central City East TA Bonds Series 2006A-T (Taxable)	13,841	-	-	-
5656 Coliseum: TA Bonds Series 2006B-T (Taxable)	69,072	-	-	-
7100 Police and Fire Retirement System	4,187	-	-	-
7540 Oakland Public Library Trust	(1,540)	-	-	-
7760 Grant Clearing	(560,881)	871,091	628,353	466,698
7999 Miscellaneous Trusts	(5,721)	-	-	-
<b>TOTAL</b>	<b>\$142,599,749</b>	<b>\$149,179,748</b>	<b>\$156,942,700</b>	<b>\$160,197,933</b>
GPF Percent to Total Department	1.7%	2.6%	2.2%	2.3%
GPF Percent to Citywide GPF Expenditures	0.4%	0.6%	0.5%	0.5%

## SERVICE AREAS(CONT'D)

### BUILDINGS & FACILITIES MANAGEMENT & MAINTENANCE

Oakland Public Works provides custodial services, security, preventative and general maintenance to approximately 300 City-owned buildings (estimated 2.5 million square feet) ranging in size from Police Administration Building (147,900 sq. ft.) to the FROG Park restroom (40 sq. ft.). In Fiscal Year's 2013-15 Council allocated \$1million per year in funding for minor capital improvement repairs, which has been used to address immediate repairs to building systems, lighting upgrades, theft and vandalism damage, and overall extending the life and improving the conditions of city facilities.

### DESIGN & CONSTRUCTION

OPW Design provides project management, long-range planning, and design services for portions of the City's critical infrastructure, including the sanitary sewer system, City buildings and facilities, and City parks, fields, and recreational facilities. Major Capital Improvement projects and technical support for City Departments (Library, Parks and Recreation, Fire, Police, etc.) are coordinated and provided through staff and consultant engineers, architects, landscape architects and project managers. Various grant and bond funds for capital projects are also implemented and managed through OPW. The construction management of all major capital improvement projects is handled through the OPW Project Delivery Division. On average, \$30 million in major capital improvement projects are completed annually.

### ENVIRONMENTAL SERVICES

Environmental Services leads OPW efforts in the protection of Oakland's natural resources and the improvement to health of our community, through programs that focus on energy efficiency and increased use of renewable energy sources, pollution prevention, environmental cleanup and restoration, waste reduction and recycling, and promotion of environmental sustainability.

## AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Administration</b>	<b>41.00</b>	<b>34.00</b>	<b>34.00</b>
1010 - General Purpose Fund (GPF)	1.73	-	-
1150 - Worker's Compensation Insurance Claims	1.50	1.50	1.50
2230 - State Gas Tax	1.00	-	-
2331 - Wood Street Community Facilities District	0.20	0.20	0.20
2332 - OAB CFD No.2015-1- Gateway industrial Park	0.80	0.80	0.80
2415 - Development Service Fund	0.50	0.40	0.40
3100 - Sewer Service Fund	1.00	1.60	1.60
5322 - Measure DD: 2017C Clean Water, Safe Parks & Open Space	1.00	1.00	1.00
7760 - Grant Clearing	33.27	28.50	28.50
<b>Buildings &amp; Facilities Management &amp; Maintenance</b>	<b>132.58</b>	<b>140.18</b>	<b>140.18</b>
1010 - General Purpose Fund (GPF)	-	2.00	2.00
2243 - Measure D: Parcel Tax to Maintain, Protect & Improve Library Services	-	1.60	1.60
4400 - City Facilities	129.18	133.18	133.18
7760 - Grant Clearing	3.40	3.40	3.40
<b>Design &amp; Construction</b>	<b>68.55</b>	<b>66.55</b>	<b>66.55</b>
2211 - Measure B: Local Streets & Roads	0.20	-	-
2415 - Development Service Fund	5.31	5.10	5.10
3100 - Sewer Service Fund	10.19	8.40	8.40
7760 - Grant Clearing	52.85	53.05	53.05
<b>Environmental Services</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>
1710 - Recycling Program	16.33	16.92	16.92
2990 - Public Works Grants	0.47	0.47	0.47
3100 - Sewer Service Fund	1.40	1.42	1.42
4400 - City Facilities	2.60	2.60	2.60
4450 - City Facilities Energy Conservation Projects	1.00	1.00	1.00
7760 - Grant Clearing	3.20	2.59	2.59
<b>Fleet &amp; Equipment Management &amp; Maintenance</b>	<b>55.00</b>	<b>57.00</b>	<b>57.00</b>
4100 - Equipment	55.00	57.00	57.00
<b>Keep Oakland Clean &amp; Beautiful</b>	<b>95.50</b>	<b>97.50</b>	<b>97.50</b>
1010 - General Purpose Fund (GPF)	13.00	13.00	13.00
1720 - Comprehensive Clean-up	81.30	82.80	82.80
3100 - Sewer Service Fund	1.20	1.20	1.20
7760 - Grant Clearing	-	0.50	0.50
<b>Parks, Grounds &amp; Medians Maintenance</b>	<b>88.44</b>	<b>79.93</b>	<b>79.93</b>
1010 - General Purpose Fund (GPF)	9.55	8.55	8.55
1720 - Comprehensive Clean-up	43.23	-	-
2310 - Lighting and Landscape Assessment District	33.66	71.38	71.38
4400 - City Facilities	2.00	-	-
<b>Sanitary Sewer Management &amp; Maintenance</b>	<b>97.00</b>	<b>100.00</b>	<b>100.00</b>
2332 - OAB CFD No.2015-1- Gateway industrial Park	-	1.20	1.20
3100 - Sewer Service Fund	94.00	95.80	95.80
7760 - Grant Clearing	3.00	3.00	3.00
<b>Tree Management &amp; Maintenance</b>	<b>20.00</b>	<b>21.00</b>	<b>21.00</b>
2159 - State of California Other	-	1.00	1.00
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	5.00	5.00	5.00
2310 - Lighting and Landscape Assessment District	15.00	15.00	15.00
<b>Watershed &amp; Storm Drain Management &amp; Maintenance</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
2990 - Public Works Grants	0.79	0.79	0.79
3100 - Sewer Service Fund	1.70	1.70	1.70
5322 - Measure DD: 2017C Clean Water, Safe Parks & Open Space Trust for Oakland	2.90	2.90	2.90
7760 - Grant Clearing	1.61	1.61	1.61
<b>TOTAL</b>	<b>630.07</b>	<b>628.16</b>	<b>628.16</b>

# OAKLAND PUBLIC WORKS

## SERVICE AREAS(CONT'D)

Environmental Services is dedicated to reducing energy consumption in and maintaining environmental compliance for municipal facilities; conducting environmental assessment and cleanup of open spaces, rights-of-way, waterways and development projects; managing franchise contracts that provide Oakland residences and businesses with weekly trash, compost and recycling services in pursuit of Oakland's Zero Waste goals; and implementing broad-based sustainability projects throughout the community. Environmental Services supports the efforts of community volunteers to clean, green, and beautify Oakland's streets, parks, and creeks through the Adopt a Spot program, and major beautification events such as Earth Day and Creek to Bay Day. Environmental Services tracks Oakland's progress in becoming a more sustainable city, coordinates climate change mitigation and adaptation initiatives, leads internal sustainability teams, and aggressively seeks grants to support these efforts, which has enabled Oakland to be a top 10 green cities in the nation.

## FLEET & EQUIPMENT MANAGEMENT & MAINTENANCE

The City of Oakland owns and operates 1,575 vehicles and major pieces of equipment used to provide emergency, health and safety, and mission essential support to the citizens and businesses of Oakland. The City's fleet has been increased by over 100 vehicles in the past two years while staffing levels have remained consistent. A full-time City staff of 55 mechanics, service workers, technicians, and administrative staff completing over 13,000 vehicle service and repair work orders keep the City's aging fleet at a 91% availability rate. The average fleet vehicle is 10.7 years old which is more than twice the 5.2-year replacement age recommended by the National Association of Fleet Administrators (NAFA). Currently, over 55% of City vehicles are over the NAFA recommended replacement age.

## SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 1.0 FTE Gardener Crew Leader position from General Purpose Fund (1010) to LLAD (2310)	(1.00)	(\$131,368)	(\$136,150)
Provide funding for the East Bay Municipal Utility District Customer Assistance Program (Year 1 & 2 of 5-year phase-in)		\$112,000	\$224,000
All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Fund one-time costs for Bulky Block Party in the Recycling Fund (1710)		\$240,000	\$240,000
Fund one-time O&M for Waste Management of Alameda County disposal fees in the Comprehensive Clean-Up Fund (1720)		\$220,000	\$150,000
Transfer 0.50 FTE Facility Security Assistant to Overhead Clearing Fund (7760) from the Comprehensive Clean-up Fund (1720)	0.50	\$43,244	\$44,187
Transfer 0.50 FTE Facility Security Assistant from the Comprehensive Clean-up Fund (1720) to Overhead Clearing Fund (7760)	(0.50)	(\$51,016)	(\$52,114)
Transfer 0.10 FTE Assistant Engineer II and 0.10 FTE Civil Engineer to Project Clearing Fund (7760) from Measure B Fund (2211)	0.20	\$48,039	\$49,699
Transfer 0.10 FTE Assistant Engineer II and 0.10 FTE Civil Engineer from Measure B Fund (2211) to Project Clearing Fund (7760)	(0.20)	(\$48,039)	(\$49,699)
Transfer out Streetlight utility and associated O&M budget from LLAD (2310) to the State Gas Tax Fund (2230)		(\$2,961,744)	(\$2,961,744)
Transfer 1.00 FTE Gardener Crew Leader position from GPF (1010) to LLAD (2310)	1.00	\$131,368	\$136,150
Freeze 8.50 FTE Parks Landscape Maintenance staff (2.50 FTE Park Attendant, PT; 1.00 FTE Park Attendant, PPT; 2.00 FTE Gardener II; 1.00 FTE Park Equipment Operator; 1.00 FTE Gardener Crew Leader; 1.00 FTE Park Supervisor I) in LLAD (2310)	(8.50)	(\$955,436)	(\$987,004)
Transfer O&M budget from LLAD (2310) to the Facilities Fund (4400)		(\$561,409)	(\$572,048)
Transfer 1.00 FTE Administrative Assistant II to LLAD (2310) from the Facilities Fund (4400)	1.00	\$136,629	\$141,596
Transfer 1.00 FTE Administrative Assistant II from the Facilities Fund (4400) to LLAD (2310)	(1.00)	(\$154,112)	(\$159,428)
Transfer 1.00 Park Services Manager from the Facilities Fund (4400) to LLAD (2310)	1.00	\$347,640	\$360,157
Transfer 1.00 FTE Park Services Manager to LLAD (2310) from the Facilities Fund (4400)	(1.00)	(\$390,104)	(\$403,471)
Add 1.00 FTE Street Maintenance Leader, 1.00 FTE Public Works Maintenance Worker, and 1.00 FTE Construction & Maintenance Mechanic in Oakland Army Base Community Facilities District Fund (2332) and the Sewer Service Fund (3100)	3.00	\$450,317	\$465,882
Fund sewer mitigation project costs in the Sewer Service Fund (3100)		\$800,000	\$800,000
Eliminate \$500,000 annual transfer from the Sewer Service Fund (3100) to the Sewer Service Rate Stabilization Fund (3150)		(\$500,000)	(\$500,000)

A continued investment in regular replacement cycles for equipment will increase availability, reduce total operating costs, and reduce the fleet's carbon footprint.

## KEEP OAKLAND CLEAN & BEAUTIFUL

The Keep Oakland Clean and Beautiful program maintains and enhances the cleanliness, health, and appearance of City streets and neighborhoods. Activities include more than 20,000 annual requests for removal of illegal dumping; abatement of over 100 homeless encampments annually; removal of 800,000 sq. ft. of graffiti; support for volunteer cleanup and beautification events; special events support; and street sweeping of 614 routes monthly to improve the quality of life for Oakland residents and comply with Clean Water regulations.

## SERVICE AREAS(cont'd)

### PARKS, GROUNDS & MEDIANS MAINTENANCE

Oakland Public Works provides landscape maintenance, litter removal and homeless encampment abatement for 134 parks and public spaces. This includes two region-serving parks, nine community parks, 53 neighborhood parks, 15 special use parks, 26 athletic fields, plus many mini-parks, linear parks, and public grounds. There are another 1,055 acres of Resource Conservation Area (open space) primarily in the Oakland hills. Approximately 100 landscaped medians and streetscapes are also included in the City's park maintenance responsibility along with grounds at City facilities.

New and renovated parks and plans are being developed primarily funded by voter-supported Measure DD (2002 Oakland Trust for Clean Water & Safe Parks), Measure WW (2008 Preserve Open Space for Recreation and Wildlife Habitat), State Park Bond Funds (2002 California Clean Water, Clean Air, Safe Neighborhood Parks, and Coastal Protection Act) and Redevelopment funds (still funding projects in process). Bonds and former Redevelopment funds are restricted to supporting the creation of a park or other facility, and are not available to fund staff or materials for ongoing maintenance. No funds have been budgeted to maintain these newly constructed parks. Park maintenance staffing levels for fulltime staff was reduced nearly 50% in 2008. These reductions have impacted the maintenance; resulting in a look and feel that Oakland parks are unkempt and have increased risk to the City.

### SANITARY SEWER MANAGEMENT & MAINTENANCE

The City of Oakland has 929 miles of City-owned and operated sanitary sewer pipes, seven pump stations, and over 27,000 manholes and structures. Most of Oakland's sewer system is greater than 50 years old.

## SIGNIFICANT CHANGES (cont'd)

All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Add 1.60 FTE Custodians, PPT in Measure D Fund (2243) to support OPL	1.60	\$130,184	\$134,880
Transfer all Parks Landscape Maintenance staff and associated O&M budget from the Comprehensive Clean-Up Fund (1720) to the Lighting and Landscape Assessment District (LLAD) Fund (2310)	(43.23)	(\$4,455,048)	(\$4,577,723)
Transfer all Parks Landscape Maintenance staff and associated O&M budget to the Lighting and Landscape Assessment District (LLAD) Fund (2310) from the Comprehensive Clean-Up Fund (1720)	43.23	\$4,076,611	\$4,192,093
Transfer 0.06 FTE Public Works Operations Manager to the Development Service Fund (2415) from Sewer Service Fund (3100)	0.06	\$21,006	\$21,728
Transfer 0.06 FTE Public Works Operations Manager from Sewer Service Fund (3100) to the Development Service Fund (2415)	(0.06)	(\$21,001)	(\$21,728)
Transfer 0.59 FTE Environmental Program Specialists to the Recycling Fund (1710) from Sewer Service Fund (3100) and Project Clearing Fund (7760)	0.59	\$125,513	\$129,843
Transfer 0.02 FTE Environmental Program Specialists to Sewer Service Fund (3100) from the Recycling Fund (1710) and Project Clearing Fund (7760)	0.02	\$4,348	\$4,498
Transfer 0.61 FTE Environmental Program Specialists from Project Clearing Fund (7760) to Sewer Service Fund (3100) and the Recycling Fund (1710)	(0.61)	(\$122,647)	(\$126,885)
Add 1.00 FTE Senior Drafting Technician and Delete 1.00 FTE Assistant Engineer in the Sewer Service Fund (3100)	-	(\$1,970)	(\$2,041)
Increase Capital Improvement Program project budget in the Sewer Service Fund (3100)		\$1,835,563	\$3,132,946
Add 2.00 FTE Heavy Equipment Mechanics in the Equipment Fund (4100)	2.00	\$352,164	\$364,332
Add 2.00 FTE Custodians, PT, 1.00 FTE Custodian and 1.0 FTE Stationary Engineer in the Facilities Fund (4400) to support OPL and OPRYD	4.00	\$435,866	\$448,791
Fund Electric Vehicle Infrastructure Project in the City Facilities Energy Conservation Fund (4450)		\$100,000	\$100,000
Fund Capital Improvement Program projects in Measure KK Fund (5330)		\$20,611,300	\$15,900,000
Fund one-time costs for Capital Improvement Program project management software implementation in Overhead Clearing Fund (7760)		\$320,860	\$76,750
Fund one-time costs for the Space Planning project in Overhead Clearing Fund (7760)		\$176,263	\$248,599
Add 1.00 FTE Senior Drafting Technician and delete 1.00 FTE Assistant Engineer in Project Clearing Fund (7760)	-	(\$17,743)	(\$18,360)
Organizational Changes	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer personnel and O&M supporting the Call Center from OPW to CAO in GPF (1010)	(1.73)	(\$236,358)	(\$244,542)
Transfer various personnel and O&M in the State Gas Tax Fund (2230), Development Service Fund (2415), Sewer Service Fund (3100), and Grant Clearing Fund (7760) supporting the Call Center from OPW to CAO	(7.27)	(\$1,237,299)	(\$1,277,932)



# OAKLAND PUBLIC WORKS

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## SERVICE AREAS(CONT'D)

During wet-weather events, sewer flows are significantly increased due to infiltration and inflow (I/I) of storm water into the sanitary sewer system. The Sewer Service Charge that is collected from all properties pays for the operating and capital expenses incurred to maintain the system. The sanitary sewer collection system is a network of pipes, man-holes, clean-outs, pump stations, and other structures used to collect residential, commercial, and industrial wastewater, and transport it to the East Bay Municipal Utility (EBMUD) treatment facility. The City of Oakland's sanitary sewer system is a collection system only. Sewage treatment and disposal occurs at the EBMUD Treatment Facility near the Bay Bridge and two other facilities—Oakport Wet-Weather Facility and San Antonio Creek Wet-Weather Facility.

Conditions such as ground movement, tree root intrusion, quality of material, and other factors can significantly decrease the service-life of sewer pipes and manholes. In 1987, a long-term capital improvement program was initiated to rehabilitate about 25% of sewer lines that contributed the highest amounts of inflow/infiltration and had the highest incidents of overflows.

In 2010, the City, in response to EPA mandates, started a two-year flow metering and modeling project to evaluate system capacity, and plan for the next long-term capital improvements – with the objective of improving pipe conditions and reducing wet-weather over flows. In 2014, the City and the US EPA, along with other East Bay communities, agreed on a landmark 22-year sewer consent decree to continue its sewer rehabilitation program at a rate of 13 miles per year. The agreement also called for other operational changes including 5-year cyclic system cleaning, 10-year cyclic system inspection, chemical root treatment, and other asset management practices needed to reduce sanitary sewer overflows and decrease wet-weather flows into EBMUD facilities.

## TREE MANAGEMENT & MAINTENANCE

Oakland is known for its green tree canopy; the 100-year-old Jack London Oak tree symbolizes our commitment to being a Green City. The urban forest maintained by OPW consists of over 250,000 trees of which 42,642 are street trees (per the 2008 Sidewalk Survey) plus trees found in public parks, medians, streetscapes, and within the street right-of-way, the exact number has not been quantified. Several hundred new street trees have been planted by Urban Relief, Sierra Club, West Oakland Greening Initiative and homeowners, far fewer than pre-2006 when the City had a tree planting crew that planted over 1,000 trees a year. Tree staff is also responsible for processing over 200 tree permits annually under the City Tree and View Ordinances. All permits and hazardous tree requests must be inspected by an Arboricultural Inspector or Tree Supervisor. There are currently two positions which handle this work. Tree Services staffing was reduced by 50% since 2006. Tree services are limited to managing emergency tree response. The City ended the tree planting and aesthetic tree pruning program in 2008.

## WATERSHED & STORM DRAIN MANAGEMENT & MAINTENANCE

The City's storm water infrastructure includes more than 402 miles of pipe that range from 6" to 98" in diameter, including trash collection devices such as Vortex Units, 15,000 structures, and over 80 miles of open creek. The majority of the City's storm water infrastructure was constructed over 80 years ago. Since that time, very little to no upgrading of the system has taken place. Much of the system has long suffered from inadequate resources leading to increasing instances of flooding, erosion, and property damage. Additionally, the City of Oakland is subject to storm water quality regulations (Municipal Regional Permit - MRP) that mandates the City implement numerous programs including : New development and redevelopment permitting and enforcement, Industrial and commercial site inspections, enforcement, and control, Illicit discharge detection and elimination, Construction site inspections, enforcement, and controls, Public information and outreach, Water quality monitoring, Trash load reduction, Mercury, PCBs, copper and legacy pesticide, PBDE, and selenium controls and Development of plans for implementation of green infrastructure. The City of Oakland has no fund source dedicated to managing storm water or for water quality compliance. Without a dedicated source of funding for ongoing maintenance, capital improvements, and water quality efforts the existing storm water system will continue to deteriorate, damage related to flooding and infrastructure failure will increase and compliance with water quality regulations will be jeopardized. Much of the system is now nearing the end of its useful life and is in need of replacement. If water quality regulatory requirements, such as trash reduction and PCB reduction are not met the City may face potential fines from the Water Board and third party lawsuits. An average annual investment of \$20 to \$25 million is needed for storm water system capital projects and maintenance and for water quality compliance.

## TRANSPORTATION

### MISSION STATEMENT

Envision, plan, build, operate and maintain a transportation system for the City of Oakland—in partnership with local transit providers and other agencies—and assure safe, equitable, and sustainable access and mobility for residents, businesses, and visitors.

### GOALS

- **Equity:** Ensuring transportation options meet the needs of Oakland's diverse communities
- **Safety:** Making Oakland's streets safe and welcoming
- **Sustainability:** Designing, building, and maintaining 21st Century streets for all
- **Responsiveness:** Providing Oaklanders with an open, accessible, and efficient transportation agency

### SERVICE AREAS

#### AGENCY SERVICES AND ADMINISTRATION

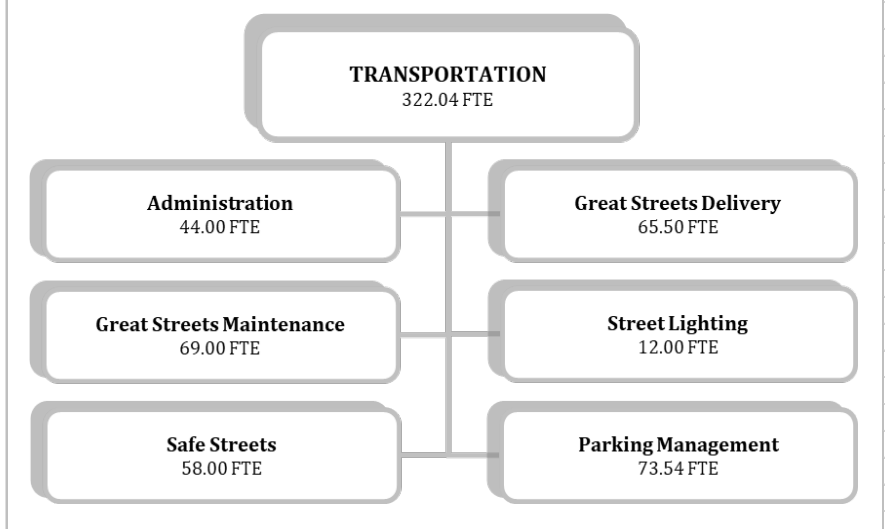
Includes department-wide administrative support functions including the Director's Office, Administrative Manager, Assistant Director, Human Resources, Fiscal Services, Strategic Planning, Business Analytics and Funding Strategy. Also includes American with Disabilities Act and Right of Way Management.

- **Americans with Disabilities Act**  
Implement policies regarding disability access compliance (excluding employment), administering the citywide ADA Buildings and Facilities Transition Plan and ADA Accommodations capital programs, reviewing other City capital improvement and major development projects for access compliance, responding to ADA grievances and facilitates reasonable program modifications for customers with disabilities, administering the Auxiliary Aides and Services Program that provides communications services to employees and

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Purpose Fund (GPF)	\$8,676,422	\$11,197,961	\$10,897,193	\$11,110,059
1720 Comprehensive Clean-up	232,986	-	-	-
1750 Multipurpose Reserve	3,139,011	4,096,179	4,599,893	4,525,100
2063 FEMA Declarations	13,928	-	-	-
2116 Department of Transportation	1,839,946	344,726	-	-
2140 California Department of Transportation	325,431	-	-	-
2159 State of California Other	4,673,111	-	-	-
2162 Metro Transportation Com: TDA	307,103	-	-	-
2163 Metro Transportation Com: Program Grant	24,675	-	-	-
2166 Bay Area Air Quality Management District	(18,035)	-	146,464	-
2211 Measure B: Local Streets & Roads	6,184,359	6,826,376	7,701,266	7,875,748
2212 Measure B: Bicycle/Pedestrian Pass-Thru Funds	952,232	1,072,204	1,216,702	1,261,123
2214 ACTIA Reimbursable Grants	423,145	-	-	-
2215 Measure F - Vehicle Registration Fee	1,241,983	2,546,283	1,813,031	1,813,031
2216 Measure BB - Alameda County Transportation Commission Sales Tax	9,515,257	7,895,160	9,377,469	9,716,141
2230 State Gas Tax	6,744,278	8,888,321	12,107,247	11,097,040
2231 State Gas Tax-Prop 42 Replacement Funds	1,411,942	-	-	-
2232 Gas Tax RMRA	2,473,419	6,967,109	7,381,378	7,381,378
2310 Lighting and Landscape Assessment District	3,191,980	2,601,153	311,188	312,049
2332 OAB CFD No.2015-1- Gateway industrial Park	-	732,313	732,313	732,313
2415 Development Service Fund	5,579,485	8,334,313	9,535,903	9,652,464
2416 Traffic Safety Fund	103,333	106,901	44,036	44,036
2420 Transportation Impact Fee	-	3,151,646	4,969,957	3,151,646
2999 Miscellaneous Grants	21,872	-	28,000	28,000
3100 Sewer Service Fund	2,865,782	3,180,613	1,518,864	1,562,031
4100 Equipment	(2,660)	-	-	-
4400 City Facilities	11,146	48,019	50,789	52,335
5322 Measure DD: 2017C Clean Water, Safe Parks & Open Space Trust for Oakland	552	-	-	-
5330 Measure KK: Infrastructure and Affordable Housing	1,333,902	-	191,637	198,005
5610 Central District Projects	5,409	-	-	-
5613 Central District: TA Bonds Series 2009T	3,714	-	-	-
5643 Central City East TA Bonds Series 2006A-T	13,018	-	-	-
5656 Coliseum: TA Bonds Series 2006B-T (Taxable)	3,169	-	-	-
7760 Grant Clearing	(6,950,368)	(7,763,936)	(9,112,475)	(9,114,972)
<b>TOTAL</b>	<b>\$54,341,527</b>	<b>\$60,225,341</b>	<b>\$63,510,855</b>	<b>\$61,397,527</b>
GPF Percent to Total Department	16.0%	18.6%	17.2%	18.1%
GPF Percent to Citywide GPF Expenditures	1.5%	1.9%	1.7%	1.6%

### ORGANIZATIONAL CHART BY SERVICE AREA



# TRANSPORTATION

## SERVICE AREAS (CONT'D)

customers with disabilities, and facilitates, monitors, and implements ADA litigation settlements.

### • Right of Way Management

Ensure that work done in the public right-of-way (ROW) adheres to the City's highest standards, and that construction projects that bring housing and jobs to the City are implemented per safety standards. This group also provides engineering oversight for private development projects, develops traffic control plans and oversees construction inspectors who confirm that private projects in Oakland's ROW are being carried out per plan.

The department's other service areas are organized into five divisions, some of which are organized into functional groups.

### GREAT STREETS DELIVERY

Responsible for planning, designing, implementing and managing major transportation infrastructure projects.

### • Complete Streets Planning & Project Development

Plan and develop Oakland's Complete Streets Policy through a corridor approach that values all users—pedestrians, cyclists, transit riders, and drivers—in ways that improve the safety and livability of key corridors across the city. Using the Citywide Pedestrian Plan and Bicycle Plan as guidance, and in coordination with ACTC's Multimodal Arterial Plan and AC Transit's Major Corridors Plan, this group is responsible for policy development, community outreach, corridor plans, and preliminary design, including the critical transition between plan recommendations and project definitions that can be competitive for outside funding. Furthermore, PPD works with the Office of Planning and Building to develop conditions of approval for various private development projects to ensure they are consistent with OakDOT's strategic plan and values.

## AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2018-19 Midcycle Authorized FTE	FY 2019-20 Proposed Budget FTE	FY 2020-21 Proposed Budget FTE
<b>Administration</b>	<b>41.00</b>	<b>44.00</b>	<b>44.00</b>
1010 - General Purpose Fund (GPF)	1.00	1.00	1.00
1750 - Multipurpose Reserve	-	0.50	0.50
2211 - Measure B: Local Streets & Roads	1.25	1.55	1.55
2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds	0.05	0.05	0.05
2230 - State Gas Tax	0.95	0.95	0.95
2415 - Development Service Fund	23.00	24.35	24.35
4400 - City Facilities	0.25	0.25	0.25
5330 - Measure KK: Infrastructure and Affordable Housing	-	0.50	0.50
7760 - Grant Clearing	14.50	14.85	14.85
<b>Great Streets Delivery</b>	<b>64.50</b>	<b>65.50</b>	<b>65.50</b>
1750 - Multipurpose Reserve	-	0.50	0.50
2166 - Bay Area Air Quality Management District	0.90	0.90	0.90
2211 - Measure B: Local Streets & Roads	9.85	9.92	9.92
2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds	3.20	3.20	3.20
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	5.50	4.80	4.80
2230 - State Gas Tax	-	0.33	0.33
2415 - Development Service Fund	4.00	4.40	4.40
3100 - Sewer Service Fund	2.00	0.80	0.80
5330 - Measure KK: Infrastructure and Affordable Housing	-	0.50	0.50
7760 - Grant Clearing	39.05	40.15	40.15
<b>Great Streets Maintenance</b>	<b>69.00</b>	<b>69.00</b>	<b>69.00</b>
2211 - Measure B: Local Streets & Roads	2.00	2.65	2.65
2215 - Measure F - Vehicle Registration Fee	1.00	1.00	1.00
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	11.27	9.72	9.72
2230 - State Gas Tax	18.82	15.27	15.27
2232 - Gas Tax RMRA	22.00	17.97	17.97
3100 - Sewer Service Fund	13.91	6.10	6.10
7760 - Grant Clearing	-	16.29	16.29
<b>Street Lighting</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
2211 - Measure B: Local Streets & Roads	3.68	3.68	3.68
2215 - Measure F - Vehicle Registration Fee	1.33	1.33	1.33
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	3.83	4.83	4.83
2230 - State Gas Tax	3.16	2.16	2.16
<b>Safe Streets</b>	<b>59.00</b>	<b>58.00</b>	<b>58.00</b>
1010 - General Purpose Fund (GPF)	8.00	8.00	8.00
2211 - Measure B: Local Streets & Roads	2.90	3.10	3.10
2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds	1.00	1.00	1.00
2215 - Measure F - Vehicle Registration Fee	2.20	2.20	2.20
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	13.50	16.73	16.73
2230 - State Gas Tax	18.80	16.00	16.00
2415 - Development Service Fund	-	1.00	1.00
3100 - Sewer Service Fund	0.10	-	-
7760 - Grant Clearing	12.50	9.97	9.97
<b>Parking and Mobility Management</b>	<b>71.54</b>	<b>73.54</b>	<b>73.54</b>
1010 - General Purpose Fund (GPF)	66.04	66.04	66.04
1750 - Multipurpose Reserve	1.20	3.50	3.50
2116 - Department of Transportation	1.80	-	-
2211 - Measure B: Local Streets & Roads	0.15	1.15	1.15
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	1.00	1.75	1.75
7760 - Grant Clearing	1.35	1.10	1.10
<b>TOTAL</b>	<b>317.04</b>	<b>322.04</b>	<b>322.04</b>

## SERVICE AREAS (CONT'D)

### • Complete Streets Design

Prepare design and construction documents for capital improvements of streetscape projects developed by and in partnership with the Complete Streets Planning Section. The complete streets projects are major investments that will transform the right of way to encourage and facilitate walking, biking, and transit service.

### • Complete Streets Pavement & Sidewalk Management

Provide safe, well-maintained local transportation networks for every neighborhood, supporting access by bus, bike, on foot, in a wheelchair or stroller, or in a car. Repaving provides an opportunity to update newly resurfaced streets with designs that accommodate all users and significantly improve safety and accessibility.

### • Structures and Emergency Response

The Structures and Emergency Response team focuses on seismic retrofits, bridge maintenance, emergency roadway repairs, retaining wall construction, stairway repairs, railroad crossing improvements, and abandoned railroad track removals. This group's overall focus is on the safety and maintenance of existing roadway and structures.

### • Traffic Capital Projects

Manage the preparation of design and construction documents for capital improvements related to traffic safety and major traffic operational improvements including Intelligent Transportation System (ITS) projects, transit priority signalization projects, as well as pedestrian, bikeways, and traffic safety improvements.

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Administration	\$3,052,459	\$5,667,008	\$9,464,596	\$8,330,732
Great Streets Delivery	10,111,502	2,907,827	913,154	(1,206,965)
Great Streets Maintenance	12,339,309	15,172,279	16,091,708	16,648,817
Street Lighting	6,552,047	7,081,782	6,844,232	6,922,138
Safe Streets	15,822,487	19,729,628	20,370,525	20,751,132
Parking and Mobility Management	6,463,723	9,666,817	9,826,640	9,951,673
<b>TOTAL</b>	<b>\$54,341,527</b>	<b>\$60,225,341</b>	<b>\$63,510,855</b>	<b>\$61,397,527</b>

## SIGNIFICANT CHANGES

All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Add split-funded Engineer, Civil Supervising (Field), Engineer, Civil (Field), Engineer, Assistant II (Field) and Engineering Technician II, each 0.10 FTE in Measure B Fund (2211)	0.40	\$102,485	\$105,651
Add split-funded Engineer, Civil Supervising (Field), Engineer, Civil (Field), Engineer, Assistant II (Field) and Engineering Technician II, each 0.90 FTE in Project Clearing Fund (7760);	3.60	\$922,380	\$950,837
Delete 0.10 FTE Engineer, Assistant II (Office) and 0.10 FTE Engineer, Assistant II (Office) in Measure B Fund (2211)	(0.20)	(\$48,588)	(\$50,090)
Delete 0.90 FTE Engineer, Assistant II (Office) and 0.90 FTE Engineer, Assistant II (Office) in Project Clearing Fund (7760)	(1.80)	(\$437,298)	(\$450,790)
Add 1.00 FTE Account Clerk III and delete 1.00 FTE Accountant I in Overhead Clearing Fund (7760)	-	(\$16,101)	(\$16,686)
Add 1.00 FTE Administrative Analyst II and delete 1.00 FTE Office Assistant II in Overhead Clearing Fund (7760)	-	\$74,984	\$73,598
Add Construction Inspector, 0.50 FTE in the Multipurpose Fund (1750) and 0.50 FTE in Measure BB Fund (2216)	1.00	\$181,310	\$186,900
Add 1.00 FTE Transportation Planner II and delete 1.00 FTE Program Analyst II in the Development Service Fund (2415)	-	\$10,329	\$10,649
Add 1.00 FTE Transportation Engineer in the Development Service Fund (2415)	1.00	\$277,276	\$285,831
Delete 0.10 FTE Engineer, Assistant II in Measure B Fund (2211)	(0.10)	(\$24,294)	(\$25,045)
Delete 0.90 FTE Engineer, Assistant II in Project Clearing Fund (7760)	(0.90)	(\$218,649)	(\$225,395)
Add 1.00 FTE Transportation Planner II and delete 1.00 FTE Program Analyst II in Measure B Fund (2212)	-	\$10,329	\$10,649
Add 1.00 FTE Transportation Planner II and delete 1.00 FTE Program Analyst II in Measure BB Fund (2216)	-	\$10,029	\$10,649
Add 0.75 FTE Transportation Planner III and delete 0.75 FTE Program Analyst III in Measure B Fund (2212)	-	\$9,013	\$9,296
Add 0.35 FTE Transportation Planner II and 0.25 FTE Transportation Planner III; delete 0.50 FTE Program Analyst II and 0.25 FTE Program Analyst III in Measure BB Fund (2216)	(0.15)	(\$24,470)	(\$25,220)
Add 1.00 FTE Program Analyst III in Measure BB Fund (2216)	1.00	\$239,899	\$247,302
Add 0.75 FTE Concrete Finisher in Measure B Fund (2211)	0.75	\$142,658	\$147,058
Add 0.25 FTE Concrete Finisher in Project Clearing Fund (7760)	0.25	\$47,552	\$49,020

# TRANSPORTATION

## SERVICE AREAS (CONT'D)

### • Survey

Provide essential survey services for anything being built in the City of Oakland and support the department's civil engineers as they enter the design phases of major streets projects. The group also provides assessments of parcel boundaries, pivotal for private projects being constructed in the City.

### GREAT STREETS MAINTENANCE

Responsible for maintaining streets, sidewalks, guardrails and other major road features, including over 800 miles of asphalt pavement within the public right-of-way, requiring ongoing crack sealing, pothole filling, trench paving, and maintaining asphalt berms. The division responds to service requests to repair 200 miles of curb and gutter, 66 miles of concrete streets, 72 miles of concrete medians, and 1,120 linear miles of sidewalks. In addition to maintenance, this division delivers concrete and pavement capital projects with in-house construction crews.

### STREET LIGHTING

Provides maintenance and repair of 38,000 City street lights and provides design standards for proper City street lighting. Division goals include updating the street lighting catalog to include durable, easily maintained street lighting and pedestrian lighting; and conversion of existing non-LED street lights to LED street lights. Committed to leveling the playing field and providing affordable, energy-efficient and easily maintained lighting in every neighborhood for pedestrians, cyclists and transit riders, as well as motorists, helping make every journey safe, no matter how you travel.

### SAFE STREETS

Responsible for actively developing and efficiently maintaining transportation programs and assets in ways that promote the safety and well-being of Oakland residents and visitors.

## SIGNIFICANT CHANGES (cont'd)

All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Delete 1.00 FTE Public Works Maintenance Worker from State Gas Tax RMRA Fund (2232)	(1.00)	(\$141,070)	(\$145,429)
Adjust Capital Improvement Program project funding in Measure B: Bicycle & Pedestrian Pass-Thru Fund (2212)		(\$76,000)	(\$76,000)
Adjust Capital Improvement Program project funding in Measure BB Fund (2216)		(\$2,119,176)	(\$2,119,176)
Adjust Capital Improvement Program project funding in the State Gas Tax Fund (2230)		(\$1,888,531)	(\$1,888,531)
Adjust funding for the Capital Improvement Program projects in Measure B: Local Streets & Roads Fund (2211)		(\$279,533)	(\$79,533)
Fund Capital Improvement Program projects in Measure KK Fund (5330)		\$47,000,000	\$49,750,000
Fund credit card transaction fees in the Development Service Fund (2415)		\$150,000	\$150,000
Fund one-time Bike and Pedestrian Program project costs in Measure B Fund (2211)		\$276,000	\$76,000
Fund one-time Capital Improvement Program project management software implementation costs in Measure B Fund (2211) and Measure F Fund (2215)		\$320,860	\$76,750
Fund one-time costs associated with permit fee refund in the Development Service Fund (2415)		\$700,000	\$700,000
Fund one-time DOT fee study costs in the Development Service Fund (2415) in FY20		\$100,000	
Fund one-time Space Planning project costs in Measure F Fund (2215)		\$120,000	\$100,000
Fund Pacific Renaissance Plaza Master Association Assessment costs in the Multipurpose Fund (1750)		\$220,000	\$220,000
Increase one-time expenditure in the Transportation Impact Fee Fund (2420) in FY20		\$1,818,311	
Transfer 0.60 FTE Civil Engineer and 0.60 FTE Construction Inspector from the Sewer Service Fund (3100) to Measure B Fund (2211) and Project Clearing Fund (7760)	(1.20)	(\$299,597)	(\$308,842)
Transfer 0.10 FTE Civil Engineer and 0.10 FTE Construction Inspector to Measure B Fund (2211) from the Sewer Service Fund (3100)	0.20	\$49,932	\$51,469
Transfer 0.50 FTE Civil Engineer and 0.50 FTE Construction Inspector to Project Clearing Fund (7760) from the Sewer Service Fund (3100)	1.00	\$249,664	\$257,370
Transfer 0.10 FTE Spatial Data Analyst to the State Gas Tax Fund (2230) from the Sewer Service Fund (3100)	0.10	\$29,166	\$30,066
Transfer 0.10 FTE Spatial Data Analyst from the Sewer Service Fund (3100) to the State Gas Tax Fund (2230)	(0.10)	(\$29,166)	(\$30,064)
Transfer 0.10 FTE Engineer, Assistant II (Office) to Measure B Fund (2211) from Public Works' Project Clearing Fund (7760)	0.10	\$24,297	\$25,045
Transfer 0.10 FTE Engineer, Assistant II (Office) from Public Works' Project Clearing Fund (7760) to Measure B Fund (2211)	(0.10)	(\$24,296)	(\$25,044)
Transfer 0.15 FTE Agency Administrative Manager and 0.20 FTE Administrative Service Manager I to the Development Service Fund (2415) from Overhead Clearing Fund (7760)	0.35	\$110,820	\$114,665
Transfer 0.15 FTE Agency Administrative Manager and 0.20 FTE Administrative Service Manager I from Overhead Clearing Fund (7760) to the Development Service Fund (2415)	(0.35)	(\$102,414)	(\$106,090)
Transfer 0.45 FTE Program Analyst II from Project Clearing Fund (7760) to Measure B Fund (2211) and State Gas Tax Fund (2230)	(0.45)	(\$93,268)	(\$96,148)
Transfer 0.12 FTE Program Analyst II to Measure B Fund (2211) from Project Clearing Fund (7760)	0.12	\$24,869	\$25,637

## SERVICE AREAS (CONT'D)

- **Safe Street Maintenance**

Install and replace City traffic signs, striping, and legends and maintains 200,000 traffic signs, 3,600 miles of lane striping, 400,000 linear feet crosswalks and 6,000 legends. The group also supports a project delivery pipeline by combining in-house capacity and on-call striping contract for the responsive and efficient construction of striping only projects. Meter maintenance is responsible for the City's 3,900 single-space parking meters and 567 multi-space parking kiosks.

- **Neighborhood Traffic Safety**

Support a safe city by assessing traffic safety issues identified by the public based on safety history and socio-economic factors with emphasis placed on residential neighborhoods and school areas. Employ decision and design strategies that ensure limited resources are used efficiently and equitably.

- **Bicycle & Pedestrian Programs**

Advance and improve Oakland's bicycle and pedestrian infrastructure to promote equity and sustainability. The group coordinates implementation of the City's Bicycle and Pedestrian Plans; delivers low-cost, high-impact projects in a programmatic manner; manages transportation-related data; and provides staff support to the City's Bicyclist & Pedestrian Advisory Commission.

- **Major Corridor Multimodal Operations**

Balance the needs of transit, pedestrians, bicycles and the changing flow of vehicles at different times of the day by engineering and maintaining the City's 700+ traffic signals, regulating the right-of-way and playing a critical role in creating new rules for safety on Oakland's streets. This group would also implement minor in-house traffic signal upgrades as part of improving traffic signal operations. The group also provides 24/7 standby crews for emergency response.

## SIGNIFICANT CHANGES (cont'd)

All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 0.33 FTE Program Analyst II to the State Gas Tax Fund (2230) from Project Clearing Fund (7760)	0.33	\$68,396	\$70,508
Transfer 0.75 FTE Assistant to the Director from Project Clearing to Measure B Fund (2211) and Development Service Fund (2415)	(0.75)	(\$265,987)	(\$274,117)
Transfer 0.35 FTE Assistant to the Director from Overhead Clearing Fund (7760) to Measure B Fund (2211)	0.35	\$121,213	\$124,953
Transfer 0.40 FTE Assistant to the Director from Overhead Clearing Fund (7760) to the Development Service Fund (2415)	0.40	\$138,532	\$142,806
Transfer 0.50 FTE Accountant III and 0.50 FTE Account Clerk III to Measure KK Fund (5330) from Overhead Clearing Fund (7760)	1.00	\$191,637	\$198,005
Transfer 0.50 FTE Accountant III and 0.50 FTE Account Clerk III from Overhead Clearing Fund (7760) to Measure KK Fund (5330)	(1.00)	(\$201,120)	(\$207,673)
Transfer 0.50 FTE Program Analyst III from Measure B: Local Streets & Roads (2211) to the Multipurpose Fund (1750)	(0.50)	(\$123,190)	(\$127,013)
Transfer 0.50 FTE Program Analyst III to the Multipurpose Fund (1750) from Measure B: Local Streets & Roads (2211)	0.50	\$123,190	\$127,013
Transfer 0.50 FTE Project Manager II to the Multipurpose Fund (1750) from Overhead Clearing Fund (7760)	0.50	\$170,450	\$176,405
Transfer 0.50 FTE Project Manager II from Overhead Clearing Fund (7760) to the Multipurpose Fund (1750)	(0.50)	(\$155,998)	(\$161,666)
Transfer 0.60 FTE Public Works Operations Manager to Measure B Fund (2211) from the Sewer Service Fund (3100)	0.60	\$236,153	\$243,407
Transfer 0.60 FTE Public Works Operations Manager from the Sewer Service Fund (3100) to Measure B Fund (2211)	(0.60)	(\$236,154)	(\$243,406)
Transfer 1.00 FTE Public Works Maintenance Worker to Measure BB Fund (2216) from the State Gas Tax Fund (2230) and Project Clearing Fund (7760)	1.00	\$133,104	\$137,211
Transfer 0.90 FTE Public Works Maintenance Worker from the State Gas Tax Fund (2230) to Measure BB Fund (2216)	(0.90)	(\$119,793)	(\$123,485)
Transfer 0.10 FTE Public Works Maintenance Worker from Project Clearing Fund (7760) to Measure BB Fund (2216)	(0.10)	(\$13,311)	(\$13,720)
Transfer 1.00 FTE Administrative Assistant II to Measure B Fund (2211) from Overhead Clearing Fund (7760)	1.00	\$150,079	\$155,316
Transfer 1.00 FTE Administrative Assistant II from Overhead Clearing Fund (7760) to Measure B Fund (2211)	(1.00)	(\$137,359)	(\$142,341)
Transfer 1.00 FTE Administrative Assistant II to Measure BB Fund (2216) from the State Gas Tax Fund (2230)	1.00	\$176,499	\$181,941
Transfer 1.00 FTE Administrative Assistant II from the State Gas Tax Fund (2230) to Measure BB Fund (2216)	(1.00)	(\$176,499)	(\$181,941)
Transfer 1.00 FTE Public Work Supervisor I and 1.00 FTE Public Works Supervisor II from the State Gas Tax Fund (2230) to Measure BB Fund (2216) and Project Clearing Fund (7760)	(2.00)	(\$533,918)	(\$550,417)
Transfer 0.73 FTE Public Work Supervisor I and 0.70 FTE Public Works Supervisor II to Measure BB Fund (2216) from the State Gas Tax Fund (2230)	1.43	\$381,168	\$392,946
Transfer 0.27 FTE Public Work Supervisor I and 0.30 Public Works Supervisor II to Project Clearing Fund (7760) from the State Gas Tax Fund (2230)	0.57	\$152,751	\$157,472
Transfer 1.00 FTE Engineering Technician II to the Development Service Fund (2415) from Measure BB Fund (2216)	1.00	\$175,319	\$180,728

# TRANSPORTATION

## SERVICE AREAS (CONT'D)

### PARKING AND MOBILITY MANAGEMENT

#### • Mobility Management

Innovations in transportation are changing the way people move around cities. Mobility Management focuses on active management of the city's on and off-street public parking supply and curb space to serve public needs for private vehicles, transit, taxis, commercial loading, preferential permit parking, bicycle parking, parklets, food trucks, and other public benefits. Mobility Management also works on projects and programs that improve and expand transportation choices – including carsharing, bicycle sharing, and scooter sharing – to further the City's equity, safety, environmental, and economic goals.

#### • Parking Enforcement

Parking Enforcement is dedicated to the issuance of citations through the consistent enforcement of parking laws to incentivize drivers to comply with regulations. This results in parking turnover, greater availability of parking, and the safe and efficient movement of traffic.

## SIGNIFICANT CHANGES (cont'd)

All Other Funds	FTE	FY 2019-20 Changes	FY 2020-21 Changes
Transfer 1.00 FTE Engineering Technician II from Measure BB Fund (2216) to the Development Service Fund (2415)	(1.00)	(\$175,319)	(\$180,728)
Increase a net of 0.80 FTE Engineer, Assistant II (Office) positions in Measure BB Fund (2216)	0.80	\$215,356	\$222,001
Decrease a net of 0.40 FTE Engineer, Assistant II (Office) positions in Measure B Fund (2211)	(0.40)	(\$115,555)	(\$119,124)
Decrease a net of 0.40 FTE Engineer, Assistant II (Office) positions in Project Clearing Fund (7760)	(0.40)	(\$99,800)	(\$102,883)
Transfer a net of 0.30 FTE Transportation Engineer from Measure BB Fund (2216) to Project Clearing Fund (7760)	(0.30)	(\$98,808)	(\$101,909)
Transfer a net of 0.30 FTE Transportation Engineer from Measure BB Fund (2216) to Project Clearing Fund (7760)	0.30	\$98,807	\$101,903
Transfer Streetlight Utility and associated O&M budget from the Lighting and Landscape Assessment District Fund (2310) to the State Gas Tax Fund (2230)		\$2,961,744	\$2,962,605
Transfer various Street Maintenance staff to the Project Clearing Fund (7760) to the Sewer Service Fund (3100), the Measure B Fund (2211), Measure BB Fund (2216), State Gas Tax Fund (2230), and State Gas Tax RMRA Fund (2232)	16.71	\$2,509,776	\$2,587,266
Transfer 7.21 FTE Street Maintenance staff from the Sewer Service Fund (3100) to Project Clearing Fund (7760)	(7.21)	(\$1,277,815)	(\$1,317,318)
Transfer 0.80 FTE Street Maintenance staff from Measure B Fund (2211) to Project Clearing Fund (7760)	(0.80)	(\$148,550)	(\$153,141)
Transfer 1.55 FTE Street Maintenance staff from Measure BB Fund (2216) to the Grant Clearing Fund (7760)	(1.55)	(\$330,039)	(\$340,223)
Transfer 4.12 FTE Street Maintenance staff from the State Gas Tax Fund (2230) to Project Clearing Fund (7760)	(4.12)	(\$589,099)	(\$607,189)
Transfer 3.03 FTE Street Maintenance staff from the State Gas Tax RMRA Fund (2232) to Project Clearing Fund (7760)	(3.03)	(\$530,000)	(\$546,398)

## NON-DEPARTMENTAL

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

### SERVICE AREAS

#### CITYWIDE ACTIVITIES

Citywide Activities consists of a wide variety of city-wide costs and programs. Fund transfers are included in Citywide Activities, such as the transfer of reserves to the Vital Services Stabilization Fund (\$100,440). The other major component is subsidies to organizations outside City governments. Examples of city-wide programs and their annual costs include the Joint Powers Authority Membership (\$150,000) and Business Improvement District assessment charges on City-owned property. Examples of subsidies include City-wide Arts Grants (\$730,000). Citywide Activities also includes balancing expenditures offsetting increases to fringe benefit rates across multiple funds in an amount of \$395,235 in FY 2019-20 and FY 20-21.

#### DEBT/LEASE PAYMENTS

Includes several debt service payments, for example financing of City administration buildings at Frank Ogawa Plaza (\$8.3 million); various Information Technology lease payments, such as costs for the upgrade to Oracle (the City's financial system) and the Oakland-Alameda County Coliseum (\$12.5 million).

#### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Citywide Activities	\$54,295,136	\$77,947,894	\$56,007,116	\$54,963,651
Debt/Lease Payments	323,140,571	282,316,815	296,088,299	291,076,292
Fiscal Management	(29,089,617)	(29,702,787)	(30,428,427)	(30,928,425)
Insurance and Liability Claims	34,101,865	31,398,297	51,023,756	51,739,947
<b>TOTAL</b>	<b>\$382,447,955</b>	<b>\$361,960,219</b>	<b>\$372,690,744</b>	<b>\$366,851,465</b>

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

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
1010 General Fund: General Purpose	\$49,352,845	\$48,222,056	\$44,496,992	\$45,067,176
1020 Vital Services Stabilization Fund	-	-	100,440	-
1030 Measure HH (SSBDT)	-	9,466,356	326,079	186,801
1100 Self Insurance Liability	10,662,534	10,741,770	19,357,846	19,074,039
1150 Worker's Compensation Insurance Claims	(3,165,430)	(3,275,453)	(3,468,053)	(3,581,267)
1200 Pension Override Tax Revenue	104,132,238	109,186,052	112,913,209	118,078,574
1600 Underground District Revolving Fund	-	-	107,700	107,700
1610 Successor Redevelopment Agency Reimbursement Fund	34,280	34,280	-	-
1700 Mandatory Refuse Program	7,807	7,807	636,788	630,884
1710 Recycling Program	11,988	11,988	-	-
1720 Comprehensive Clean-up	91,570	91,570	-	-
1750 Multipurpose Reserve	2,900,000	3,100,000	5,600,000	5,100,000
1760 Telecommunications Reserve	1,420	1,420	-	-
1770 Telecommunications Land Use	6,238	6,238	-	-
1820 OPRCA Self Sustaining Revolving Fund	6,867	6,867	-	-
2108 HUD-CDBG	22,184	22,184	-	-
2109 HUD-Home	3,269	3,269	-	-
2114 Department of Labor	-	-	806,233	-
2124 Federal Emergency Management Agency (FEMA)	1,882	-	-	-
2159 State of California Other	4,332	8,600,000	-	-
2172 Alameda County: Vehicle Abatement Authority	1,116	1,116	-	-
2195 Workforce Investment Act	470	470	-	-
2211 Measure B: Local Streets & Roads	10,437	10,437	-	-
2212 Measure B: Bicycle/Pedestrian Pass-Thru Funds	992	992	-	-
2216 Measure BB - Alameda County Transportation Commission Sales Tax	3,052	3,052	-	-
2217 Measure BB - OAB Roadway Infrastructure Improvement	3,303,662	4,125,000	13,875,000	4,250,000
2230 State Gas Tax	32,414	40,769	-	-
2231 State Gas Tax-Prop 42 Replacement Funds	8,355	-	-	-
2270 Vacant Property Tax Act Fund	-	-	-	1,014,407
2310 Lighting and Landscape Assessment District	1,683,054	1,919,536	2,481,492	2,436,172
2332 OAB CFD No.2015-1- Gateway Industrial Park	9,460	9,460	714,939	714,939
2411 False Alarm Reduction Program	91,249	91,249	-	-
2413 Rent Adjustment Program Fund	374,574	374,574	408,851	405,061
2415 Development Service Fund	3,061	3,061	708,337	701,770
2416 Traffic Safety Fund	6,149,686	5,968,390	-	-
2419 Measure C: Transient Occupancy Tax (TOT) Surcharge	-	-	6,321,123	6,573,970
2421 Capital Improvements Impact Fee Fund	2,557	-	500,000	500,000
2992 Parks and Recreation Grants	10,836,795	9,596,409	281,000	281,000
2999 Miscellaneous Grants	3,097,690	3,175,808	-	-
3100 Sewer Service Fund	(6,735)	13,166	10,841,324	10,829,145
4100 Equipment	4,785	5,061	5,690,583	5,637,825
4200 Radio / Telecommunications	66,893	5,297,541	-	-
4300 Reproduction	-	4	-	-
4400 City Facilities	2,556	83,112	68,569	67,933
4450 City Facilities Energy Conservation Projects	8,333	9,077	-	-
4500 Central Stores	1,386	150	80,000	80,000
4550 Purchasing	-	-	-	-
4600 Information Technology	1,305,266	-	2,428,927	2,428,928
5012 JPFA Admin Building: Series 1996	7,174	-	180,000	180,000
5055 Piedmont Pines Underground Assessment District	150,000	-	-	-
5321 Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund	120,000	-	-	-
5330 Measure KK: Infrastructure and Affordable Housing	-	-	-	-
5331 Measure KK: Affordable Housing	-	-	-	-
5500 Municipal Capital Improvement	3,311	3,311	606,900	606,900
5510 Capital Reserves	-	-	123,300	123,300
5671 OBRA: Leasing & Utility	1,667,278	1,634,139	-	-
5999 Miscellaneous Capital Projects	18,516,860	18,418,959	343,500	343,500



# NON-DEPARTMENTAL

## SERVICE AREAS (CONT'D)

### FISCAL MANAGEMENT

Fiscal Management includes overhead cost recoveries and contingency line items. The largest item is a cost recovery into the General Purpose Fund for \$23 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.

### INSURANCE & LIABILITY CLAIMS

Includes transfers from the General Purpose Fund and various Non-General Purpose funds to pay for the City's self-insurance premiums, as well as claims & settlements, outside legal services, and court costs.

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND (cont'd)

Expenditures by Fund	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
6013 2013 LED Streetlight Acquisition Lease Financing	45,925,614	47,300,501	1,603,980	1,566,796
6029 Taxable Pension Obligation Bonds: 2012 Series-PFRS	1,436,921	1,281,277	18,331,723	18,247,400
6032 Taxable Pension Obligation: Series 2001	14,761,622	14,786,425	48,705,500	50,145,503
6036 JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt Bonds)	6,656,089	6,670,725	912,240	546,040
6064 GO Refunding Bonds, Series 2015A	1,450,415	1,453,732	14,810,925	13,672,175
6312 GOB Series 2012-Refunding Bonds	1,632,184	2,246,557	6,661,225	6,673,975
6322 Measure DD: 2017C Clean Water, Safe Parks & Open Space Trust for Oakland	5,272,959	4,137,206	1,451,933	1,451,933
6330 Measure KK: 2017A-1 (TE) Infrastructure and	56,840	-	2,244,558	2,244,558
6331 Measure KK: 2017A-2 (Taxable) Infrastructure and Affordable Housing	233,467	-	4,137,605	4,138,905
6440 Skyline Sewer: Assessment District - Reserve	-	-	-	-
6455 Piedmont Pines 2010 Utility Underground Phase I - Reserve	31,039	-	-	-
6518 Medical Hill Parking District Refunding Improvement Bonds 1994	384,237	239,818	400,000	-
6540 Skyline Sewer District - Redemption	2,980,462	-	20,000	-
6555 Piedmont Pines 2010 Utility Underground Phase I - Debt Service	87,826	-	-	-
6557 Piedmont Pines P1 2018 Reassessment Refunding Bond	388,204	399,719	105,472	104,722
6570 JPFA Pooled Assessment: 1996 Revenue Bonds - Assessment	9,058,852	9,065,663	-	-
6587 2012 Refunding Reassessment Bonds-Debt Service	67,566,596	-	417,651	405,304
6612 JPFA Lease Revenue Refunding Bonds (Admin Building): 2008 Series B	-	25,000,000	-	-
6613 JPFA LEASE REVENUE REFUNDING BONDS, SERIES 2018	6,952,079	6,306,055	8,332,625	8,329,125
6999 Miscellaneous Debt Service	-	-	25,000,000	25,000,000
7320 Police and Fire Retirement System Refinancing Annuity Trust	-	-	5,808,570	5,337,423
7640 Oakland Public Museum Trust	-	18,500	9,500	9,500
7760 Grant Clearing	6,042,794	6,042,794	7,206,158	7,139,349
<b>TOTAL</b>	<b>\$382,447,955</b>	<b>\$361,960,219</b>	<b>\$372,690,744</b>	<b>\$366,851,465</b>
GPF Percent to Total Department	12.9%	13.3%	11.9%	12.3%
GPF Percent to Citywide GPF Expenditures	8.5%	8.0%	6.8%	6.7%

## SIGNIFICANT CHANGES

General Purpose Fund	FY 2019-20 Changes	FY 2020-21 Changes
Reduce and eliminate miscellaneous O&M	(\$248,000)	(\$248,000)
Eliminate Tax and Revenue Anticipation Note (TRAN) interest allocation	(\$400,000)	(\$400,000)
Reduce VSSF pursuant to Consolidated Fiscal Policy in FY20	(\$95,573)	-
Reduce long-term obligations set-aside pursuant to Consolidated Fiscal Policy in FY20	(\$95,573)	-
Increase Kids First transfer to OFCY Fund (1780) based on revenue growth	\$86,787	\$97,571
One-time reduction of membership dues in FY20 for National Conference of Mayor's & California League of Cities	(\$75,000)	-
Funding to support legal services for families at risk of deportation	\$150,000	\$150,000
Day Laborer contract funds	\$170,000	\$170,000
All Other Funds	FY 2019-20 Changes	FY 2020-21 Changes
Transfer unspent GPF subsidies from Department of Labor Fund (2114) to the GPF (1010) in FY20	\$806,233	-
Increase ongoing and one-time transfer from the Multi-Purpose Fund (1750) to the GPF (1010)	\$2,500,000	\$2,000,000
Increase subsidies to Measure C recipients (Chabot, Museum, OCVB, Cultural Arts Grants, Art and Soul and Fairs and Festivals) from Measure C: Transient Occupancy Tax Fund (2419)	\$117,956	\$122,675
Reduce transfers to fund balance in Vital Services Stabilization Fund (1020) in FY20	(\$95,573)	-

## NON-DEPARTMENTAL

NON-DEPARTMENTAL - KEY ITEMS		
Expenditure Detail - General Purpose Fund (1010)	FY 2019-20 Proposed Budget	FY 20-21 Proposed Budget
Business Improvement District Assessments	\$262,580	\$269,670
City Memberships (e.g. ABAG, League of CA Cities, etc.)	80,000	155,000
Contingency Reserves (Council and City Administrator's)	200,000	200,000
Cultural Funding Grants	730,120	730,120
Day Laborer Contract	170,000	170,000
Employee Appreciation & Training	100,000	100,000
Legal Support For Families at Risk of Deportation	150,000	150,000
Kids First! transfer	18,734,832	18,936,503
Lake Merritt Maintenance	440,294	440,294
Museum Contract	3,200,000	3,000,000
Oakland Alameda County Coliseum Authority (JPA) subsidy	12,500,000	12,500,000
Oakland Promise	500,000	500,000
Safe Passages	150,000	150,000
Scotlan Convention Center Support	838,432	842,844
Set-Aside for Limited Public Financing	77,500	77,500
State/Federal Lobbyist	222,000	222,000
Vital Services Stabilization Fund *	100,440	-
<b>TOTAL</b>	<b>\$38,456,198</b>	<b>\$38,443,931</b>

\* One-time funding



# CAPITAL IMPROVEMENT PROGRAM

## CAPITAL IMPROVEMENT PROGRAM

### DEFINITION

A Capital project is generally defined as a long-term investment that builds, replaces or improves an asset (building, road, park, sewer or drainage lines, etc.) and that has a useful design life of at least ten years and a minimum cost of \$100,000.

### CATEGORIES

The FY 2019-21 Capital Improvement Program budget is organized in the categories listed below.

#### TRANSPORTATION

Projects in this category include street paving and rehabilitation; streetscape projects; sidewalk repair; curb ramp construction; bridge repair; traffic calming and safe routes to schools; pedestrian safety; bicycle improvements; traffic signal projects and signal operations; and other similar programs. These projects are designed to address the maintenance backlog of City streets and sidewalks and to improve the safety of pedestrians, cyclists, and drivers.

#### BUILDINGS & FACILITIES

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

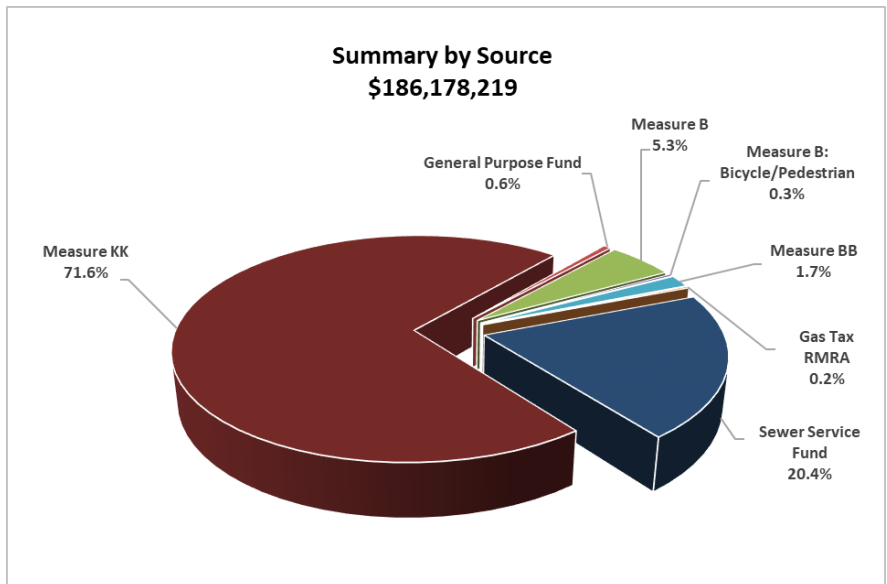
#### PARKS & OPEN SPACE

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

### CAPITAL IMPROVEMENT PROGRAM FY 2019-21

#### Summary by Source

Source	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget	FY 2019-21 Total Budget
1010 General Purpose Fund	\$531,730	\$539,280	\$1,071,010
2211 Measure B: Local Streets & Roads	4,800,000	5,000,000	9,800,000
2212 Measure B: Bicycle/Pedestrian Pass-Thru Funds	264,000	264,000	528,000
2216 Measure BB - Alameda County Transportation Commission Sales Tax	1,560,000	1,560,000	3,120,000
2232 Gas Tax RMRA	200,000	200,000	400,000
3100 Sewer Service Fund	18,350,263	19,647,646	37,997,909
5330 Measure KK: Infrastructure Bond Fund	67,611,300	65,650,000	133,261,300
<b>TOTAL</b>	<b>\$93,317,293</b>	<b>\$92,860,926</b>	<b>\$186,178,219</b>



#### SANITARY SEWERS

Projects in this category primarily include reconstruction of sewer mains throughout the City as required by the Consent Decree issued to Oakland and other Bay Area communities by the 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 that prevent sewage discharges into creeks, lakes, and the San Francisco Bay. Funding for emergency repair and replacement of sewer facilities is also included.

#### STORM DRAINS & WATERSHED

Projects in this category primarily include reconstruction of failing storm drain facilities and implementation of projects that protect and improve watersheds throughout the City such as creek restoration, green infrastructure, and other stormwater pollution prevention projects to meet water quality regulations. Funding for emergency repair and replacement of storm drain facilities is also included.

#### TECHNOLOGY

Projects in this category primarily include technological systems or software projects, such as computers, servers, or enterprise systems and programs.

# CAPITAL IMPROVEMENT PROGRAM

## CIP OVERVIEW

Oakland's Capital Improvement Program (CIP) represents a major investment in our infrastructure and assets through the funding of prioritized Capital Projects. The 2019-2021 Proposed CIP seeks to balance the need to repair and replace existing assets and to deliver new assets where they are most needed within available resources.

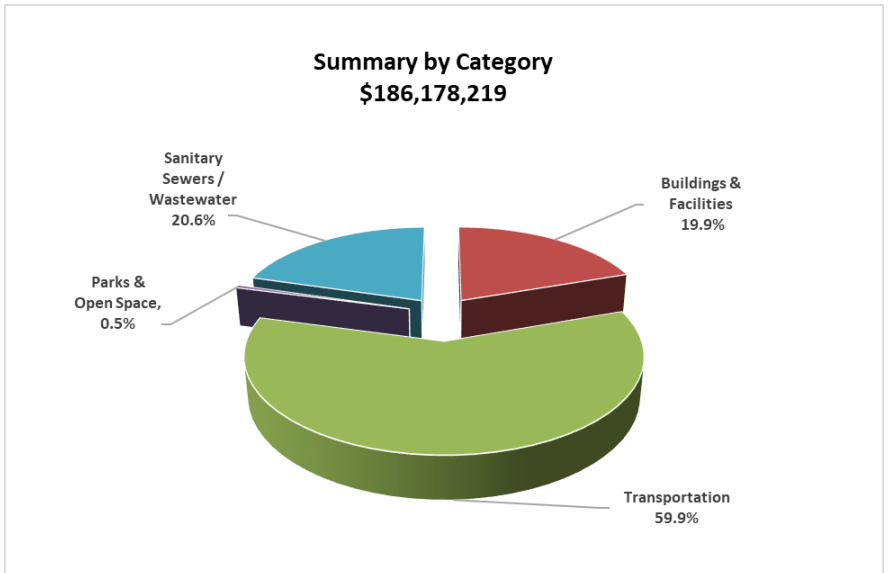
The CIP reflects the overall priorities of the City and has an enormous impact on the health and vibrancy of our community. Oakland's CIP is formally updated, reviewed and approved every two years. Development of the CIP follows several Council-approved policy documents that guide project prioritization within the constraints of limited resources. Through these policies, the Oakland Public Works Department works with all City Departments to review revisions to existing unfunded requests and new projects, and rank projects in relative priority. As such, the projects included in the proposed CIP reflect priority policies and the limits of existing funding sources, and place emphasis on preserving the City's significant investment in existing infrastructure assets. Like many older cities, Oakland has an aging infrastructure and a significant backlog of deferred maintenance. Many of our assets have reached the end of their useful life and need replacement. Others have historic value or other intrinsic value to the community.

Requests for capital investment continue to outweigh our capacity to fund them as there are limited sources for capital improvements. In November of 2016 the voters of Oakland passed the 2016 Infrastructure Bond (Measure KK), providing the City up to \$600 million general obligation bond authority to invest \$350 million in streets and sidewalk repair; \$150 million for city facilities, parks and open space; and \$100 million for anti-displacement and affordable housing efforts.

## CAPITAL IMPROVEMENT PROGRAM FY 2019-21

### Summary by Category

Category	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget	FY 2019-21 Total Budget
Buildings & Facilities	\$20,256,730	\$16,439,280	\$36,696,010
Transportation	53,824,000	56,774,000	110,598,000
Parks & Open Space	886,300	-	886,300
Sanitary Sewers / Wastewater	18,350,263	19,647,646	37,997,909
<b>TOTAL</b>	<b>\$93,317,293</b>	<b>\$92,860,926</b>	<b>\$186,178,219</b>



In the CIP FY 2019-21, Measure KK accounted for approximately \$133 million of the \$186 million CIP Budget. The Infrastructure Bond and continued solicitation of grants will dramatically help the City to repair and replace its assets. A strategic approach to prioritizing all met and unmet needs is essential. The City of Oakland revamped the Capital Improvement Program's Project Prioritization Process in 2018, which ranks projects based on a set of nine (9) prioritization factors developed from the City's objectives, industry best practices, and a robust public engagement process. The nine factors are Equity, Health & Safety, Existing Conditions, Economy, Environment, Required Work, Improvement, Collaboration, and Shovel Ready. In addition, the City must also consider how to provide sufficient resources for maintenance to preserve and extend the life of the City's assets. Further detailed information regarding the CIP is available in a standalone document available on the City's website.

## IMPACTS ON OPERATING AND MAINTENANCE COSTS

### TRANSPORTATION

The Transportation category provides funding for repair or replacement of existing transportation assets, such as bridges, streets, curb ramps and sidewalks, street lights, traffic signals, and bicycle and pedestrian facilities, as well as the construction of new transportation infrastructure funded largely by discretionary grants or bonds. This is a recurring budget item, with a primary focus on maintaining a state of good repair of the city's transportation infrastructure. In many cases, there are no additional operating costs associated with these projects. In some cases, there are short term cost savings from reviving assets that are at the end of their useful life when their on-going maintenance is most expensive.

# CAPITAL IMPROVEMENT PROGRAM

## CIP OVERVIEW (CONT'D)

In limited cases, new transportation projects may add additional landscaping, lighting, street furniture, or other infrastructure that may have greater maintenance needs than the infrastructure it replaced.

### BUILDINGS AND FACILITIES

The Buildings and Facilities category implements projects to make improvement, upgrade, or construction of public buildings and facilities throughout the City, such as libraries, recreation centers, fire stations, pools, etc. The funding for the program is a non-recurring budget item as specific funds are identified for each project and the specified scope is typically a one-time improvement. Funding sources are typically capital grants from State and/or Federal level, voter-approved bond measures, or private fund sources. Improvements typically will preserve existing assets or extend the useful life of the facilities. Operational and maintenance cost impact may be an increase or decrease depending on the project scope. However, expanded or new facilities will increase or add operational and maintenance costs.

### PARKS AND OPEN SPACE

The Parks and Open Space category provides funding to preserve City's assets as well as provide amenities serving the public. The funding for the program is a non-recurring budget item with specific funding source(s) identified for each project, as the specified scope is a one-time improvement. Funding sources are typically capital grants from State and/or Federal level, voter-approved bond measures, or private fund sources. Operational and maintenance cost impact may be an increase or decrease depending on the project scope. Improvements could reduce operational/maintenance costs by improving existing assets. However, expanded or new facilities will increase or add operational and maintenance costs.

## CAPITAL IMPROVEMENT PROGRAM FY 2019-21 \*

### Projects by Category

Category	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget	FY 2019-21 Total Budget
<b>Buildings and Facilities</b>			
Arroyo Viejo Recreation Center	\$2,000,000	\$1,000,000	\$3,000,000
Brookdale Recreation Center	1,500,000	500,000	2,000,000
Brookfield Branch Library	250,000	500,000	750,000
Dimond Rec Center	500,000	1,000,000	1,500,000
East Oakland Senior Center Renovation	500,000	1,500,000	2,000,000
Elmhurst Branch Library Renovation/Remodel	200,000	300,000	500,000
Fire Station 29 - New Station and Training Resiliency Education	6,000,000	1,000,000	7,000,000
Head Start Site Renovation Projects - Tassafaronga	150,000	-	150,000
Henry Robinson MSC - HVAC Replacement (Existing Project)	200,000	-	200,000
Hoover Branch Library Feasibility Study	500,000	-	500,000
Lincoln Recreation Center Expansion/Renovation	1,000,000	700,000	1,700,000
Main Library - New Facility Feasibility Study	700,000	-	700,000
Main Library - Phase 2 Renovation	750,000	1,250,000	2,000,000
Mosswood Community Center	1,000,000	3,000,000	4,000,000
Museum Collection Center Seismic Improvement	2,000,000	2,000,000	4,000,000
Museum Improvements	279,730	287,280	567,010
On-Call ADA Capital Improvement Project FY 2019-21 - Citywide	252,000	252,000	504,000
Oakland Animal Services - Floor Replacement/Drainage	500,000	850,000	1,350,000
San Antonio Rec Center and Head Start CIP Requests	750,000	1,000,000	1,750,000
West Oakland Branch Library Improvement	525,000	1,000,000	1,525,000
West Oakland Senior Center Renovation	700,000	300,000	1,000,000
<b>Buildings &amp; Facilities Total</b>	<b>\$20,256,730</b>	<b>\$16,439,280</b>	<b>\$36,696,010</b>
<b>Parks &amp; Open Space</b>			
Caldecott Trailhead Improvements	\$486,300	-	\$486,300
Holly Mini Park	\$400,000	-	\$400,000
<b>Parks &amp; Open Space Total</b>	<b>\$886,300</b>	<b>\$0</b>	<b>\$886,300</b>
<b>Sanitary Sewer / Wastewater</b>			
Annual Inflow Correction Program	-	\$500,000	\$500,000
Sanitary Sewer Capacity Upgrades	-	1,000,000	1,000,000
Sanitary Sewer Capacity Upgrades in Maybelle Ave, in Porter St and High St.	1,100,000	-	1,100,000
Sanitary Sewer Master Plan 2019	2,000,000	-	2,000,000
Sanitary Sewer On-Call Emergency Repairs FY 2019-24	2,200,000	2,500,000	4,700,000
Sanitary Sewer Rehabilitation - Sub-Basin 81-201	1,841,037	5,187,801	7,028,838
Sanitary Sewer Rehabilitation - Sub-Basin 82-005 Phase 1	-	608,000	608,000
Sanitary Sewer Rehabilitation - Sub-Basin 83-001 Phase 1	840,000	2,400,000	3,240,000
Sanitary Sewer Rehabilitation - Sub-Basin 83-102 Phase 1	361,419	-	361,419
Sanitary Sewer Rehabilitation - Sub-Basin 83-102 Phase 2	1,264,509	-	1,264,509
Sanitary Sewer Rehabilitation - Sub-Basin 84-003	5,142,145	-	5,142,145
Sanitary Sewer Rehabilitation - Sub-Basin 85-202	2,601,153	6,451,845	9,052,998
Sanitary Sewer Root Foaming FY 2019-21	1,000,000	1,000,000	2,000,000
<b>Sanitary Sewer / Wastewater Total</b>	<b>\$18,350,263</b>	<b>\$19,647,646</b>	<b>\$37,997,909</b>
<b>Transportation</b>			
Bike and Ped Plan Implementation Program	\$824,000	\$824,000	\$1,648,000
Bridge Repair Program	1,270,000	1,270,000	2,540,000
Citywide Street Resurfacing	35,750,000	40,000,000	75,750,000
Community-Based Transportation Planning & Project Development	500,000	670,000	1,170,000
Complete Streets Capital Program & Transportation Grant Matching	6,000,000	6,000,000	12,000,000
Curb Ramps Program	2,200,000	2,200,000	4,400,000
Emergency Roadway Repair Program	1,500,000	300,000	1,800,000
Intersection Safety Improvements Program	550,000	750,000	1,300,000
Neighborhood Traffic Safety Program / Safe Routes to Schools	3,000,000	1,500,000	4,500,000
Traffic Management Program	500,000	500,000	1,000,000
Transportation Grant Matching	730,000	1,760,000	2,490,000
Sidewalk Repair Program	1,000,000	1,000,000	2,000,000
<b>Transportation Total</b>	<b>\$53,824,000</b>	<b>\$56,774,000</b>	<b>\$110,598,000</b>
<b>Total</b>	<b>\$93,317,293</b>	<b>\$92,860,926</b>	<b>\$186,178,219</b>

\* For additional information on individual capital projects, refer to the FY 2019-21 Capital Improvement Projects book.

# **CAPITAL IMPROVEMENT PROGRAM**

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## **NOTES**

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**CITY OF OAKLAND BUDGET AND FINANCIAL POLICIES**

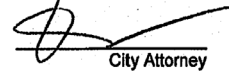
<b>Financial Policy</b>	<b>Date of Adoption</b>	<b>Resolution/ Ordinance</b>	<b>Page</b>
The City of Oakland Consolidated Fiscal Policy	May 15, 2018	Ordinance No. 13487	H - 3
Debt Management Policy	June 20, 2017	Resolution No. 86786	H - 19
City of Oakland Investment Policy	July 10, 2018	Resolution No. 87259	H - 41
Oakland Redevelopment Agency Delegation of Investment Authority to Agency Treasurer	July 10, 2018	Resolution No. 2018- 012	H - 43
Report on Assessment of Stakeholder Needs, Concerns, & Priorities - Budget Priorities Poll	February 25, 2019	Report Provided In Accordance with the Consolidated Fiscal Policy	H - 71
Other Post-Employment Benefits Funding Policy	February 26, 2019	Resolution No. 87551	H - 87



FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

2018 APR 13 AM 9:29

APPROVED AS TO FORM AND LEGALITY

  
City Attorney

## OAKLAND CITY COUNCIL

ORDINANCE NO. 13487 C.M.S.

### ORDINANCE AMENDING THE CITY OF OAKLAND CONSOLIDATED FISCAL POLICY

**WHEREAS**, the City Council adopted Ordinance No. 13279, known as the Consolidated Fiscal Policy, on December 9, 2014; and,

**WHEREAS**, the Government Finance Officers Association (GFOA) recommends that local governments adopt formal policies in the areas of financial management, planning, revenues, and expenditures; and

**WHEREAS**, the Consolidated Fiscal Policy sets forth guidelines for budget balancing, use of volatile revenues, use of one-time revenues, process for carryforward appropriations, long-term financial planning, and transparency & public participation; and

**WHEREAS**, the Consolidated Fiscal Policy establishes reserve funds for emergencies, insurmountable and unanticipated hardship, and for capital improvement; and

**WHEREAS**, the Consolidated Fiscal Policy establishes a reserve fund to stabilize the provision of vital services, and protect against service reductions, layoffs, furloughs, and similar measures in times of economic hardship; and

**WHEREAS**, the Consolidated Fiscal Policy provides for accelerated debt repayment and pay-down of unfunded long-term obligations; and

**WHEREAS**, City staff recommends the definition of excess Real Estate Transfer Tax should be modified based on historical experience; and

**WHEREAS**, the Consolidated Fiscal Policy will include the policies on budgeting practices, reserve funds, and budget process, fiscal planning, transparency, and public participation; now, therefore

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

**Section 1.** The Council does find, determine and declare the foregoing recitals to be true and correct and hereby adopts and incorporates them into this Ordinance.

**Section 2.** The City of Oakland Consolidated Fiscal Policy is hereby, amended, approved, and adopted in the form attached hereto as Exhibit 1.

# FINANCIAL POLICIES

**Section 3.** In conformance with best practice and sound financial management, the City shall continue to separately maintain and submit on an as needed basis to the City Council, statements of the City's Debt Policy and Investment Policy.

IN COUNCIL, OAKLAND, CALIFORNIA, MAY 15 2018

**PASSED BY THE FOLLOWING VOTE:**

AYES- BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN, ~~ANDERSON~~ - 7

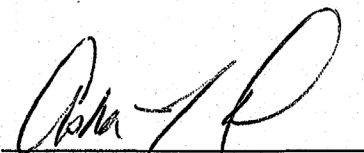
NOES- 0

ABSENT- 0

ABSTENTION- 0

Excused- Reid

ATTEST:



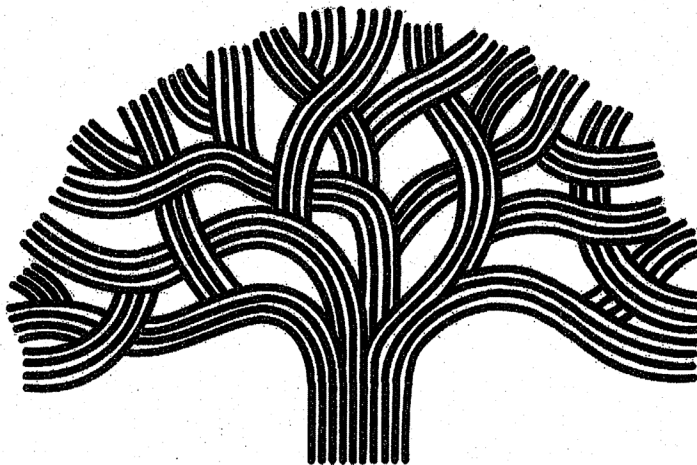
LaTonda Simmons  
City Clerk and Clerk of the Council  
of the City of Oakland, California

**Introduction Date**

**MAY 01 2018**

# CITY OF OAKLAND

## CONSOLIDATED FISCAL POLICY



## **Section 1. Budgeting Practices**

### **Part A. General Provisions**

The City's Fiscal Year shall begin on July 1<sup>st</sup> of each year and end on June 30<sup>th</sup> of the subsequent year. The City shall adopt a two-year biennial policy budget by June 30<sup>th</sup> of odd-numbered calendar years. The City shall amend its biennial policy budget (midcycle) by June 30<sup>th</sup> of even-numbered years. The budget and midcycle amendments shall be adopted by resolution of the City Council as required by the City Charter.

### **Part B. Policy on Balanced Budgets**

The City shall adopt a balanced budget that limits appropriations to the total of estimated revenues and unallocated fund balances projected to be available at the close of the current fiscal year. The City Administrator shall be responsible for ensuring that the budget proposed to the City Council by the Mayor, adheres to the balanced budget policy.

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 included in the balanced budget equation must include the appropriations necessary to achieve or maintain reserve targets.
3. Appropriated revenues can include transfers from unallocated 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.)
4. Appropriated expenditures can include transfers to fund balance or to reserves.

From time to time the City Council may present changes in policy and consider additional appropriations that were not anticipated in the most recently adopted budget. Amendments by the City Council shall maintain a balanced budget.

Each fiscal year the City Administrator shall report to the City Council on actual revenues and expenditures in the General Purpose Fund and other funds as deemed necessary.

### **Part C. Use of Excess Real Estate Transfer Tax (RETT) Revenues**

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

## Exhibit 1

1. The excess Real Estate Transfer Tax (RETT) revenue is hereby defined as any amount of projected RETT revenues that exceed 15% of General Purpose Fund Tax Revenues (inclusive of RETT).
2. The excess Real Estate Transfer Tax, as described in this section, shall be used in the following manner and appropriated through the budget process:
  - a. At least 25% shall be allocated to the Vital Services Stabilization Fund, until the value in such fund is projected to equal to 15% of total General Purpose Fund revenues over the coming fiscal year; and
  - b. At least 25% shall be used to fund debt retirement and unfunded long-term obligations such as negative fund balances, Police and Fire Retirement System (PFRS) unfunded liabilities, CalPERS pension unfunded liabilities, paid leave unfunded liabilities, and Other Post-Employment Benefits (OPEB) unfunded liabilities; and
  - c. The remainder shall be used to fund one-time expenses or to augment reserves.
3. Use of the excess RETT revenues for purposes other than those established in this section must be authorized by City Council resolution. The resolution shall explain the need for using excess RETT revenues for purposes other than those established in this section. The resolution shall also include steps the City will take to return to using excess RETT revenues pursuant to this section.
4. Following the completion of the annual audit, excess RETT revenues will be analyzed to determine whether the transfers to the Vital Services Stabilization Fund or expenditures to fund debt retirement and unfunded long-term obligations were sufficient. If insufficient funds were transferred, a true-up payment shall be made in the next fiscal year. If the transfers exceed the actual requirement, the amounts in excess may be credited against allocations in the next fiscal year.

### **Part D. Use of One-Time Revenues**

1. One-time revenues are defined as resources that the City cannot reasonably expect to receive on an ongoing basis, such as proceeds from asset sales and debt refinancing. This part shall not apply to the use of excess RETT revenues pursuant to Section 1. Part C.
2. Fiscal prudence requires that any unrestricted one-time revenues be used for one-time expenses. Therefore, one-time revenues shall be used in the following manner, unless they are legally restricted to other purposes: to fund one-time expenditures, to fund debt retirement and unfunded long-term obligations such as negative fund balances, Police and Fire Retirement System (PFRS) unfunded liabilities, CalPERS pension unfunded liabilities, paid leave unfunded liabilities, and Other Post-Employment Benefits (OPEB) unfunded liabilities; or shall remain as fund balance.



3. Use of one-time revenues for purposes other than those established in in this section must be authorized by City Council resolution. The resolution shall explain the need for using one-time revenues for purposes other than those established in this section. The resolution shall also include steps the City will take to return to using one-time revenues pursuant to this section.

### **Part E. Use of Unassigned General Purpose Fund Balance**

Any unassigned General Purpose Fund balance, as projected in the 3rd Quarter Revenue and Expenditure Report, and not budgeted for other purposes, shall be used in accordance with Section 1, Part D.

### **Part F. Analysis of Funding for Debt or Unfunded Long-Term Obligations From Certain Revenues**

When excess RETT or other one-time revenues are used to fund accelerated debt retirement or unfunded long-term obligations, the City Administrator shall present his or her analysis and recommendations to the Council based on the best long-term financial interest of the City.

### **Part G. Criteria for Project Carryforwards and Encumbrances**

Previously approved but unspent project appropriations ("carryforwards") and contingent liability reserves for current purchases or contracts that are paid in the following fiscal year ("encumbrances") are financial obligations against reserves. Fiscal prudence requires that such obligations be limited.

Each fiscal year, the Finance Department will submit a list of eligible carryforwards and encumbrances to all departments for evaluation for all funds, including the General Purpose Fund. Departments may request to retain some or all carryforwards and encumbrances when such balances are:

1. Deemed essential to the delivery of active city projects, programs and services; or
2. If the liquidation of such balances would be in violation of legislative or legal requirements.

A departmental request to retain project carryforwards and/or encumbrances must be submitted to the Finance Department. Departments shall provide specific reasons for requested project carryforwards and encumbrance carryforwards, including, but not limited to, those reasons outlined above. Carryforward of project appropriations in funds with negative balances will only be allowed on an exception basis.

The Finance Department will recommend to the City Administrator an action on the departmental requests. The City Administrator shall make a final determination on project carryforward and encumbrances, and will direct the Finance Department to make carryforwards

## Exhibit 1

available to the appropriate department.

### **Part H. Grant Retention Clauses**

Prior to the appropriation of revenues from any grant outside of the budget process, the City Council shall be informed of any retention clauses that require the City to retain grant-funded staff, services, programs, or operations beyond the term of the grant. The fiscal impacts of such retention clauses shall be disclosed. During the biennial budget process staff shall report to the Council the ongoing projected fiscal impacts of such retention clauses.

### **Part I. Alterations to the Budget**

Substantial or material alterations to the adopted budget including shifting the allocation of funds between departments and substantial or material changes to funded service levels, shall be made by resolution of the City Council.

The Finance Department will include departmental expenditure projections for the General Purpose Fund in the Second Quarter Revenue & Expenditure Report. In the event that a department is projected to overspend in the General Purpose Fund by more than one percent (1%), the City Administrator shall bring an informational report to the City Council within 60 days following acceptance of the Revenue & Expenditure report by the City Council. The report shall list the actions the Administration is taking to bring the expenditures into alignment with the budget.

### **Part J. Transfers of Funds between accounts.**

The City Administrator shall have the authority to transfer funds between personnel accounts, and between non-personnel accounts within a department. The City Administrator shall have the authority to transfer funds allocated to personnel accounts to non-personnel accounts within a department provided that cumulative transfers within one fiscal year do not exceed 5% of the original personnel account allocation of that department. The City Administrator shall have the authority to transfer funds from non-personnel accounts to personnel accounts within a department. The City Administrator shall have the authority to transfer funds allocated to personnel accounts to non-personnel accounts if the transfer is required to meet the conditions of or maximize the funding derived from a grant that has been approved by the City Council. For the purposes of this section accounts for the provision of temporary personnel services shall be considered personnel accounts.

### **Part K. Pay-Go Account Expenditures, Priority Project Fund Expenditures, and Grants**

The City Council hereby finds and determines that it is in the public interest to spend Pay-go account fund to facilitate and support programs & services of the City of Oakland, capital improvement projects of the City of Oakland, and programs & capital improvement projects of the public schools and other public entities within the City of Oakland. The Council authorizes Pay-Go account funds to be used for the following purposes:

### Capital Improvements:

1. To pay for or augment funding for a City of Oakland capital improvement project including planning and pre-construction services for projects such as, but not limited to, feasibility studies and design, landscaping, architectural and engineering services and all services and materials needed to construct a capital improvements such as, but not limited to, contractor services, lumber, concrete, gravel, plants and other landscape materials, fountains, benches, banners, signs, affixed artwork and any other design and decorative elements of the project; and
2. To provide a grant to a public school, including a school chartered by the State of California or Oakland Unified School District, or other public entity for use on capital improvement project within the City of Oakland, including planning and pre-construction services for projects such as, but not limited to, feasibility studies and design, landscaping, architectural and engineering services and all services and materials needed to construct a capital improvements such as, but not limited to, contractor services, lumber, concrete, gravel, plants and other landscape materials, fountains, benches, banners, signs, affixed artwork and any other design and decorative elements of the project; and

### Furniture & Equipment:

3. To pay for or augment funding for purchase of furniture and equipment, including computer equipment and software, to be used by participants in a program operated by the City of Oakland; and
4. To provide a grant to a public school, including a school chartered by the State of California or Oakland Unified School District, or another public entity to be used for furniture and equipment, including computer equipment and software, to be used by participants in a program operated by the public school or public entity.

Pay-go purposes stated above shall operate as restrictions on Pay-go expenditures or Pay-go grants, regardless of the Pay-go account funding source.

Pay-go purposes stated above shall apply to any and all Pay-go expenditures or grants made by the Mayor and each City Councilmember. All Pay-go expenditures and grants shall be administered by the City Administrator on behalf of the city, and grant agreements shall be required for all such grants.

In accord with the City Council's motion approving the initial allocation of Councilmember Priority Project funds on June 8, 2006, the City Councilmembers must obtain City Council approval for all Priority Project expenditures.

All Priority Project fund grants approved by the City Council and shall be administered and executed by the City Administrator on behalf of the city, and grant agreements shall be required for all such grants.

## Exhibit 1

### Section 2. Reserve Funds

#### Part A. General Purpose Fund Emergency Reserve Policy

1. Council hereby declares that it shall be the policy of the City of Oakland maintain in each fiscal year a reserve equal to seven and one-half (7.5%) of the General Purpose Fund (Fund 1010) appropriations as adopted in the biennial or midcycle budget, and not including prior year carryforwards, encumbrances, or appropriations to Fund Balance for, such fiscal year (the "General Purpose Fund Emergency 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 Funds Emergency Reserve to the City Council and on the adequacy of the 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 Funds Emergency 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 Funds Emergency 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.
4. Prior to appropriating monies from the General Purpose Funds Emergency Reserve, the City Administrator shall prepare and 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.

#### Part B. Vital Services Stabilization Fund Reserve Policy

1. Council hereby declares that it shall be the policy of the City of Oakland to maintain a Vital Services Stabilization Fund (VSSF) with a target funding level of 15% of General Purpose Fund Revenues. The funding of the Vital Services Stabilization Fund shall be made pursuant to Section 1, Part C concerning excess Real Estate Transfer Tax.
2. In years when the City forecasts that total General Purpose Fund revenues will be less than the current year's revenues, or anytime significant service reductions, such as layoffs or furloughs, are contemplated due to adverse financial conditions, use of this fund must be considered to maintain existing services.
3. Use of the VSSF must be authorized by City Council resolution. The resolution shall explain the need for using the VSSF. The resolution shall also include steps the City will take in order to replenish the VSSF in future years.

## Exhibit 1

### **Part C. Capital Improvements Reserve Fund**

1. Council hereby declares that it shall be the policy of the City of Oakland to maintain a Capital Improvements Reserve Fund.
2. Revenue received from one time activities, including the sale of Real Property, shall be deposited into the Capital Improvements Reserve Fund, unless 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 emergencies, major capital maintenance, repair costs to City-owned facilities and to fund capital improvement projects through the Five-Year Capital Improvement Program.

## Exhibit 1

### **Section 3. Budget Process, Fiscal Planning, Transparency, and Public Participation**

Unless otherwise noted all timelines apply only to budget development years, normally odd numbered years and not to mid-cycle revisions to an adopted two-year budget.

#### **1. Assessment of Stakeholder Needs, Concerns and Priorities**

**Timeline:** Budget Advisory Committee review prior to survey release. Survey completion by December 5<sup>th</sup> of even-numbered years. Results publicly available within three weeks of survey's close.

**Requirements:** The City Administrator should develop or secure a statistically valid survey for assessing the public's concerns, needs and priorities prior to the development of the biennial budget. Whenever feasible, the City should conduct a professional poll administered to a statistically relevant and valid sample of residents that is representative of Oakland's population in terms of race, income, neighborhood, age, profession, family size, homeownership/renter-ship, etc. If that's not possible, then demographic information should be collected and reported out with the survey results.

Prior to release, the survey questions shall be submitted to the Budget Advisory Committee by September 1st of even numbered years for review of bias, relevance, consistency in administration, inclusion of benchmark questions, and ability to assess concerns, needs and priorities. The survey instrument, method of dissemination, and any instructions for administration shall be publicly available. The survey should be conducted following the November election and before December 5<sup>th</sup>.

If the City cannot afford a professional survey, an informal survey shall be made available for broad dissemination by the Mayor and Councilmembers through community list serves and other communication channels. Furthermore, the City Administrator shall take steps to promote participation, such as issuing a Flyer promoting participation in the survey and methods of participation (survey internet link, email, phone number) and posting such Fliers near publicly available computers in all City libraries, Recreation Centers, and Senior Centers. A list of those dissemination channels should be publicly available along with survey results.

Survey results should be publicly available within three weeks of the completion and analysis of the survey. Survey results should be made widely available, shared on social media, and published on the City's Budget website. In the event that City's statistically valid survey has been completed, the Mayor and City Administrator shall include in their proposed budget a summary of the survey data and a statement regarding how the data was or was not incorporated into the final proposed budget. Informal surveys and their results shall be made public but not included in their proposed budget document.

The City Administrator shall develop a standardized and diverse means of collecting resident input via other means prior to budget development.

#### **2. Council Initial Budget Briefing and Priorities Discussion**

**Timeline:** February

**Requirements:** The Mayor and City Council will hold a bi-annual budget workshop soon after the commencement of the Council term. The workshop will include briefings on estimated baseline expenditures, revenue projections and an overview of the City's budgeting process. The workshop will provide the Mayor and Council with the opportunity to begin discussing priorities for the next budget year based on the Assessment of Stakeholder Needs, Concerns and Priorities.

### 3. Five-Year Forecast

**Timeline:** Produced and heard by the Council's Finance & Management Committee or the full City Council in February or March. Forecast Fact Sheets should be distributed to City community centers and Forecast data should be available on Open Data Portal within two weeks of the Council hearing.

**Requirements:** Each Budget Cycle, the City Administrator must prepare a Five-Year Forecast.

The Five-Year Financial Forecast ("Forecast") is a planning tool that estimates the City's likely revenues and expenditures over five-years, based on appropriate financial, economic, and demographic data. The purpose of the Forecast is to surface all major financial issues and estimate future financial conditions to support informed long-term decision making. Such planning provides for greater financial stability, signals a prudent approach to financial management, and is consistent with best practices.

The Forecast shall contain the two-year baseline budget for the forthcoming budget period, clearly reflecting projected expenditures to maintain existing service levels and obligations, plus an additional three-year forecast of revenues and expenditures. The Baseline Budget shall consist of projected expenditures necessary to maintain existing staffing and service levels, plus an estimate of anticipated revenues for the two-year period.

The Forecast shall also contain information on the variance between prior forecasts and actual amounts, including the factors that influenced these variances. Revenue estimates shall be based on the most current data available; minimally revenue projections shall take into account projected revenue for the current fiscal year, as reflected in the 2nd quarter Revenue and Expenditure Report, with appropriate trending into future years and an explanation as to how such revenue projections were derived.

The report shall include a Five-Year Forecast "Fact Sheet" document, which summarizes the Forecast's key findings with simplified text and graphics to make this important budgetary information more accessible to the general public. Within two weeks after the Forecast is heard by the City Council, the City Administrator shall print and distribute the Forecast Fact Sheet to all City libraries, recreation centers and senior centers, including in languages required by Oakland's Equal Access Ordinance. The full Forecast shall also be posted on the City of Oakland's website. Forecast data shall be available in open data format on Oakland's data portal.

## Exhibit 1

### 4. Statement of Councilmember Priorities

**Timeline:** Written submission due by March 15th.

**Requirements:** City Council Members will have the opportunity to advise the Mayor and City Administrator publicly of their priorities. Each Councilmember shall be invited to submit up to seven expenditure priorities in ranked and/or weighted order for changes to the baseline budget as presented in the Five-Year Forecast. Councilmember priority statements must be submitted as part of a report to be heard by the City Council and/or in a publicly available writing to the Mayor and City Administrator by March 15. In addition to the priorities, Councilmembers may also submit other suggestions, including revenue suggestions.

### 5. Administrator's Budget Outlook Message & Calendar Report

**Timeline:** Heard by City Council before April 15th.

**Requirements:** The City Administrator shall bring as a report to the City Council a Budget Outlook Message & Calendar no later than April 15th that provides an overview of the budget development process and lists all key dates and estimated dates of key budget events, including, but not limited to the release of the Mayor and Administrator's Proposed Budget, Community Budget Forums, Council meetings, and formal budget passage dates. This publication shall be posted on the City's website and by other means determined by the City Administrator.

### 6. Release of Mayor & Administrator's Proposed Budget & Fact Sheet

**Timeline:** Published and publicly available by May 1st. Heard by City Council and Fact Sheet distributed by May 15th.

**Requirements:** The Proposed Budget must be released by May 1st and shall clearly indicate any substantive changes from the current baseline budget, including all changes to service levels from the current budget. The Proposed Budget shall indicate staffing by listing the number of positions in each classification for each Department, including a listing of each position proposed for addition or deletion. The Council shall hold a public meeting to present the Proposed Budget no later than May 15th in budget adoption years. The full proposed budget document shall be made available online from the City's website, and printed copies shall be available in all City libraries. Additionally, the proposed budget data shall be available in open data format on the City's open data portal by May 1st. Every effort should be made to thoroughly respond to any public request for departmental budget details, such as line item budgets. The requested information shall also be made available on the City's website and open data portal within a reasonable time following the request.

The Proposed Budget must include a Budget Fact Sheet with easy-to-understand graphics and text explaining the City's overall finances, the Proposed Budget and that year's Budget Calendar. The Fact Sheet shall be published in languages required by Oakland's Equal Access Ordinance. The Fact Sheet shall be printed and made available in all City Recreation Centers and Senior Centers as well as all City libraries by May 15th or the presentation to the Council, whichever is



sooner.

### **7. Community Budget Forums**

**Timeline:** During the months of May and June of odd-numbered years

**Requirements:** The Administration and Council shall hold at least one (1) Community Budget Forum in each council district. These forums, organized by the City Administrator's Office in partnership with Councilmembers shall be scheduled to maximize residents' access. The forums should include sufficient time for a question and answer period in a format that maximizes community participation, as well as a presentation of budget facts by City staff. One or more of the forums must be scheduled in the evening. Another must be scheduled on the weekend. These meetings shall also be scheduled so that Councilmembers have sufficient opportunity to attend a meeting close to their council district. Every member of the City Council shall make their best effort to attend the Community Budget Forum in their council district. Sufficient Fact Sheets in all available languages shall be available at all Forums.

These forums should be publicized in social media and via other means in a manner that is linguistically and culturally appropriate. City Council staff shall work with community-based, faith-based, identity based, and district specific organizations to ensure that a representative and broad group of residents is aware and encouraged to attend each forum.

### **8. Ongoing Public Education**

**Timeline:** During the months of May and June of even-numbered years

**Requirements:** Beginning with the first even-numbered year following adoption of this ordinance, the Administration and City Council shall hold at least three (3) Community Budget Education Presentations in different neighborhoods throughout the City and outside of City Hall. These presentations shall seek to increase Oakland residents understanding and awareness of the City Budget and Budget process.

### **9. Budget Advisory Commission's Report**

**Timeline:** June 1st

**Requirements:** The Budget Advisory Committee (BAC) shall be requested to submit published, written report to the full City Council regarding the proposed budget with any suggested amendments no later than June 1 in budget adoption years. If submitted, the statement shall be published as part of the next budget report to the City Council. The BAC is encouraged to provide similar statements during the mid-cycle budget revise and any other significant budget actions.

### **10. Council President's Proposed Budget**

**Timeline:** June 17th

## Exhibit 1

**Requirements:** The City Council President, on behalf of the City Council, shall prepare a proposed budget for Council consideration to be heard at a Special City Council Budget Hearing occurring on or before June 17th. The Council President may delegate the duty to prepare a budget proposal to another member of the Council. The Finance Department will provide a costing analysis for proposed amendments. The City Council may schedule additional Special City Council Budget Hearings or Workshops as needed.

### 11. Council Budget Amendments

**Timeline:** No later than up to three (3) days prior to final budget adoption for public noticing

**Requirements:** In addition to the Council President's proposed budget, any Councilmember or group of Councilmembers may submit proposed budget amendments at any time during the budget process. However, the adopted budget shall not contain substantive amendments made on the floor by Councilmembers at the final meeting when the budget is adopted. All substantive amendments must have been published in the City Council agenda packet for at least three days prior to the budget's final adoption and posted on the City's budget website. This shall not preclude Council members from combining elements from various proposals, provided each element considered has been published in the City Council agenda packet as a component of one proposal. This three-day noticing requirement may be waived by a vote of Council upon a finding that (1) new information impacting the budget by at least \$1 million dollars came to the attention of the body after the publication deadline making it not reasonably possible to meet the additional notice requirement and (2) the need to take immediate action on the item is required to avoid a substantial adverse impact that would occur if the action were deferred to a subsequent special or regular meeting, such as employee layoffs.

Councilmembers will present their proposed amendments in an easy to understand, standardized format provided by the City Administrator. The format should allow the proposals to be easily compared to the Mayor's Proposed Budget and to one another. Additions and reductions shall be clearly noted in separate sections.

In order to provide sufficient time to evaluate the cost of proposals, Councilmembers should request costing analyses for proposed budget amendments or line-items within a budget amendment to the City Administrator at least six (6) working days prior to the City Council meeting where that amendment will be considered.

### 12. Process Feedback & Continual Improvement

**Timeline:** September 30<sup>th</sup> following budget adoption

**Requirements:** The Budget Advisory Commission (BAC) shall be requested to submit an Informational Report to the Council's Finance and Management Committee and City Council containing their analysis of the budget adoption process including, but not limited to: 1) the informational quality of the Proposed Budget; 2) the City Administration's and City Council's attention to engaging the public and its impacts on the budget process and product; 3) the level of

transparency and open dialogue in all public meetings dedicated to the budget; and 4) opportunities for improving the process in future years. In assessing opportunities for continually improving public participation in the budget process, the Administration, City Council and BAC shall be requested to consider the following guiding principles:

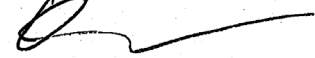
- **Inclusive Design:** The design of a public participation process includes input from appropriate local officials as well as from members of intended participant communities. Public participation is an early and integral part of issue and opportunity identification, concept development, design, and implementation of city policies, programs, and projects.
- **Authentic Intent:** A primary purpose of the public participation process is to generate public views and ideas to help shape local government action or policy.
- **Transparency:** Public participation processes are open, honest, and understandable. There is clarity and transparency about public participation process sponsorship, purpose, design, and how decision makers will use the process results.
- **Inclusiveness and Equity:** Public participation processes identify, reach out to, and encourage participation of the community in its full diversity. Processes respect a range of values and interests and the knowledge of those involved. Historically excluded individuals and groups are included authentically in processes, activities, and decision and policymaking. Impacts, including costs and benefits, are identified and distributed fairly.
- **Informed Participation:** Participants in the process have information and/or access to expertise consistent with the work that sponsors and conveners ask them to do. Members of the public receive the information they need, and with enough lead time, to participate effectively.
- **Accessible Participation:** Public participation processes are broadly accessible in terms of location, time, and language, and support the engagement of community members with disabilities.
- **Appropriate Process:** The public participation process uses one or more engagement formats that are responsive to the needs of identified participant groups; and encourage full, authentic, effective and equitable participation consistent with process purposes. Participation processes and techniques are well- designed to appropriately fit the scope, character, and impact of a policy or project. Processes adapt to changing needs and issues as they move forward.
- **Use of Information:** The ideas, preferences, and/or recommendations contributed by community members are documented and given consideration by decision-makers. Local officials communicate decisions back to process participants and the broader public, with a description of how the public input was considered and used.
- **Building Relationships and Community Capacity:** Public participation processes invest in and develop long-term, collaborative working relationships and learning opportunities with community partners and stakeholders. This may include relationships with other temporary or ongoing community participation venues.
- **Evaluation:** Sponsors and participants evaluate each public participation process with the collected feedback and learning shared broadly and applied to future public participation efforts.

# FINANCIAL POLICIES

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

**OAKLAND CITY COUNCIL**

Approved as to Form and Legality



City Attorney

2017 JUN - 1  
**RESOLUTION No. 86786 C.M.S.**

Introduced by Councilmember \_\_\_\_\_

## **RESOLUTION AMENDING AND ADOPTING THE DEBT MANAGEMENT POLICY OF THE CITY OF OAKLAND**

**WHEREAS**, a debt management policy which provides guidance to City of Oakland (the "City") staff and the City Council of the City (the "Council") by identifying parameters for issuing debt and for managing the City's debt portfolio is beneficial to the City; and

**WHEREAS**, the proposed Debt Management Policy is to be effective until subsequent policies are adopted; and

**WHEREAS**, the proposed Debt Management Policy shall apply to the City, Oakland Redevelopment Successor Agency, and Oakland Joint Powers Financing Authority; and

**WHEREAS**, the proposed Debt Management Policy has been considered at a public meeting of the Council; now, therefore be it

**RESOLVED**, that the Debt Management Policy of the City, in substantially the form attached hereto as Attachment A, is hereby amended, approved and adopted, with such changes, additions, amendments or modifications as are approved by the City Administrator or her designee, in consultation with the Office of the City Attorney; and be it

**FURTHER RESOLVED**, that this Resolution shall take effect immediately upon its passage.

**JUN 20 2017**

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

### **PASSED BY THE FOLLOWING VOTE:**

AYES - ~~10~~ CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN,  
AND PRESIDENT REID - 7

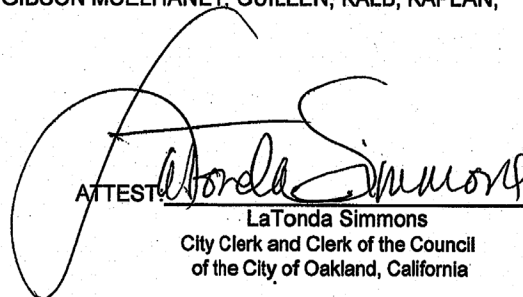
NOES - 0

ABSENT - 0

ABSTENTION - 0

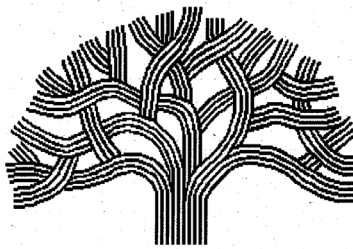
Excused - 1 - Brooks

ATTEST

  
LaTonda Simmons  
City Clerk and Clerk of the Council  
of the City of Oakland, California



## CITY OF OAKLAND



## DEBT MANAGEMENT POLICY

Prepared by  
Treasury Bureau

Presented to the Finance & Management Committee  
On June 13, 2017

Adopted by the City Council  
On June 20, 2017

## Executive Summary of Debt Management Policy

- I. **Goals and Objectives.** In implementing a formal debt management policy (the "Debt Policy"), the goal of the City of Oakland (the "City") is to maintain long-term financial flexibility while ensuring that the City's capital needs are adequately supported.
- II. **Approach to Debt Management.** The City's approach to its financings is to ensure continued market access at the lowest cost of borrowing. As such, the Debt Policy denotes debt affordability for the City compared to capacity ratios which are established by the rating agencies (Moody's Investor Service, Standard & Poor's Ratings Services, and Fitch Ratings). Debt capacity ratios are defined as annual debt service payments as a percentage of General Fund and other revenues. Below are the debt capacity ratio ranges:
  - Low debt capacity ratio <5%
  - Moderate debt capacity ratio 5% - 15%
  - High debt capacity ratio >15%
- III. **Standards for Use of Debt Financing.** Debt financing will be utilized when public policy, equity and economic efficiency favor debt over pay-as-you-go financing.
  - Debt will be used to finance long-term capital projects, and the respective maturities will not exceed the respective projects' useful lives.
  - The City will seek to use the most economical financing alternative.
  - The City will ensure good record-keeping and compliance with all debt covenants and State and Federal laws.
- IV. **Financing Criteria.** Whether issuing long- or short-term debt, the City will determine the most appropriate structure, the mode (fixed or variable), and the possible use of synthetic fixed or variable rate debt. These decisions will be made within the context of already existing obligations.
- V. **Terms and Conditions of Bonds.** In the issuance of its bonds, the City shall carefully consider and evaluate the term of the financing, use of capitalized interest, call provisions, original issue discount and the use of deep discount bonds.
- VI. **Credit Enhancement.** The use of credit enhancement is to be considered on a case-by-case basis and will be purchased only when debt service savings can clearly be demonstrated.
- VII. **Refinancing Outstanding Debt.** A minimum savings threshold of 3% or \$500,000, whichever is lower, in present value savings is utilized except when there are legal or restructuring reasons for defeasance.
- VIII. **Methods of Issuance.** The preferred sale method (negotiated or competitive) will be determined for each issuance of bonds. General Obligation Bonds and Tax and Revenue Anticipation Notes will be issued on a competitive basis, except on a case-by-case basis. However, other methods such as private placement may be considered on a case-by-case basis.

## City of Oakland

## Debt Policy Adopted June 20, 2017

- IX. **Market Relationships.** The City will actively manage its relationships with the various rating agencies and analysts through frequent and open communication. The City will also maintain compliance with S.E.C. Rule 15c2-12 by the timely filing of its annual financial statements and other financial and operating data for the benefit of its bondholders.
- X. **Fees.** The City will charge an administrative fee equal to direct costs plus indirect costs as calculated by the City's OMB A87 model to reimburse its administrative costs incurred in debt issuance on behalf of other governmental entities.
- XI. **Consultants.** The City shall utilize the services of independent municipal advisors (commonly referred to as financial advisors) and bond counsel on debt financings, as applicable. The selection of financial consultant(s) shall be based upon firm and staff qualifications, and experience with debt structures similar to what is being proposed. However, depending on the type of financing, other service providers may be necessary which may include underwriter(s), trustee, fiscal agent, verification agent, escrow agent, arbitrage consultant and special tax consultant. In addition, the City should be encouraged to use local and disadvantaged banks and financial firms, when possible. Consultants will be required to provide complete disclosure regarding any agreements with other financing team members and outside parties. Selling groups may be considered for certain transactions. All parties are subject to post-performance evaluation.



City of Oakland

Debt Policy  
Adopted June 20, 2017

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City of Oakland

Debt Policy  
Adopted June 20, 2017

## Introduction

So as to maintain the highest quality debt management program possible, the City of Oakland (the "City") has adopted the guidelines and policies set forth in this document, referred to hereafter as the "Debt Management Policy." The Debt Management Policy is intended to guide decisions related to debt issued by the City, Oakland Redevelopment Successor Agency, and Oakland Joint Powers Financing Authority. Debt issuance should be evaluated on a case-by-case basis as well as within the context of the City's general debt management program. The City recognizes that changes in the capital markets and other unforeseen circumstances may require action deviating from this Debt Management Policy. In cases requiring exceptions to the Debt Management Policy, approval from the City Council will be required. The Debt Management Policy is not applicable to intra-City borrowing.

## I. Goals and Objectives

The Debt Management Policy formally establishes parameters for issuing debt and managing a debt portfolio, which encompasses the City's specific capital improvement, needs, its ability to repay financial obligations, and the existing legal, economic, financial and debt market conditions. The policies outlined in the Debt Management Policy are not goals or a list of rules to be applied toward the City's debt issuance; rather, these policies should be utilized as tools to ensure that adequate financial resources are available to support the City's long-term capital needs. Specifically, the policies outlined in this document are intended to assist the City in the following:

- Evaluating critical debt issuance options
  - Promoting sound financial management
  - Providing accurate and timely information on financial conditions
  - Maintaining appropriate capital assets for present and future needs
  - Protecting and enhancing the City's credit rating
- A. Ensuring the legal use of City bonding authority through an effective system of financial security and internal controls
- B. Promoting cooperation and coordination with other public entities and the private sector in the financing and delivery of services

## II. Approach to Debt Management

In managing its debt, the City's greatest priorities are to:

- Achieve the lowest cost of capital,
- Ensure high credit quality,
- Ensure full and timely payment of debt,
- Maintain full compliance with financial disclosure and reporting,
- Maintain a prudent level of financial risk,
- Assure access to credit markets
- Preserve financial flexibility, and
- Utilize local and disadvantaged banking and financial firms, when possible, in the sale of City debt.

# FINANCIAL POLICIES

City of Oakland

Debt Policy  
Adopted June 20, 2017

- A. **Capital Plan Integration.** A sound debt management program begins with a well-devised capital plan. Therefore, a multi-year capital plan, which integrates pay-as-you-go projects and the projects to be financed, is critical. The multi-year capital plan (the "Capital Plan") shall be for a minimum of a 5-year period and shall be updated at least once annually. In addition to capital project costs, the Capital Plan shall include the following elements:
- Qualified capital projects
  - Description of all sources of funds
  - Availability of current revenues (non-debt sources) which are reflected in the City's multi-year forecast
  - Timing of capital projects
  - A financing plan or methodology and debt service requirements
- B. **Review of Capital Plan.** It is anticipated that the Capital Plan will be modified from time to time. Modifications to the Capital Plan shall be accompanied by a report from the City's Treasurer or designee and Budget Administrator that discusses the impact of the proposed borrowing on the Capital Plan. The Capital Plan is reviewed and presented to the City Council at least once annually.
- C. **Qualified Capital Projects.** Generally, the City will not issue bonds for capital improvements with a cost less than \$250,000. The City shall not construct or acquire a public facility if it is unable to adequately provide for the subsequent annual operation and maintenance costs of the facility throughout its life.
- D. **Cash Financing of Capital Outlays.** To demonstrate the City's commitment to a continued capital program, ensure careful consideration of capital expenditure levels, and enhance the City's overall credit worthiness, the City shall seek to fund at least between two and five percent of the overall capital program from current resources, depending upon the specific projects and annual budgetary constraints.
- E. **Authorization for Issuance.** Debt issuance for capital projects shall not be considered unless such issuance has been incorporated into the Capital Plan.
- F. **Affordability Targets.** The ratios, standards, and limits identified below are primarily intended to restrict the use of debt financing in order to facilitate long-term access to capital while ensuring that financial leveraging decisions do not negatively impact the City's annual operations.
1. **Debt Capacity** - The City's approach to its financings is to ensure continued market access at the lowest cost of borrowing. As such, the Debt Policy denotes debt affordability for the City compared to capacity ratios which are established by the rating agencies (Moody's Investor Service, Standard & Poor's Ratings Services, and Fitch Ratings). Debt capacity ratios are defined as annual debt service payments as a percentage of General Fund and other revenues. Below are the debt capacity ratio ranges:
- Low debt capacity ratio <5%
  - Moderate debt capacity ratio 5% - 15%
  - High debt capacity ratio >15%

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2. **Self-supporting Debt** - In some cases, the City will issue debt for which there is an identified repayment source. For debt to be characterized as self-supporting, the repayment source must support the issue through its maturity. Bond issues where interest has been capitalized are not considered to be self-supporting.
3. **Overlapping Debt** (including debt from all other jurisdictions, which tax City taxpayers) will be taken into consideration in planning debt issuance.
- G. **Credit Quality.** All City debt management activities will be conducted to receive the highest credit ratings possible for each issue, consistent with the City's financing objectives, and to maintain the current credit ratings assigned to the City's debt by the major credit rating agencies.

### III. Standards for Use of Debt Financing

The City's debt management program will promote the use of debt only in those cases where public policy, equity, and economic efficiency favor debt over cash (pay-as-you-go) financing. Whenever possible, the debt shall be self-supporting.

- A. **Long-Term Capital Projects.** Debt will be used primarily to finance long-term capital projects — paying for the facilities or equipment over some or all of their useful life and concurrent with the stream of benefits from these facilities. The City will consider the debt capacity in determining the use of debt financing.
- B. **Special Circumstances for Non-Capital-Project Debt Issuance.** Debt may be used in special circumstances for projects other than long-term capital projects such as pension obligations, only after careful policy evaluation by the City.
- C. **Debt Financing Mechanisms.** The City will evaluate the use of all financial alternatives available, including, but not limited to: long-term debt, pay-as-you-go, joint financing, reserve fund releases, lease-purchase, authority sponsored debt, special districts, community facility districts, special assessments, Mello-Roos bonds, state and federal aid, certificates of participation, tax increment, private placement, master lease programs, and interfund borrowing. The City will utilize the most cost advantageous financing alternative available while limiting the General Fund's risk exposure.
- D. **Record-Keeping.** All debt related records shall be maintained within the Treasury Bureau. At a minimum, this repository will include all official statements, bid documents, ordinances, indentures, trustee reports, leases, etc., for all City debt. To the extent that official transcripts incorporate these documents, possession of a transcript will suffice (transcripts may be in hard copy or stored on CD-ROM). The Treasury Bureau will maintain all available documentation for outstanding debt and will develop a standard procedure for archiving transcripts for any new debt.
- E. **Internal Control Procedures.** The City shall implement internal control procedures to ensure that the proceeds of bonds and debt issuance are directed to the intended use. When issuing debt, in addition to complying with the terms of this Debt Policy, the City shall comply with any other applicable policies regarding initial bond disclosure, continuing disclosure, post-issuance compliance, and investment of bond proceeds.

The Treasury Bureau will periodically review the requirements of and will remain in compliance with the following:

- Any continuing disclosure undertakings under SEC Rule 15c2-12,
- Any federal tax compliance requirements, including without limitation arbitrage and rebate compliance, related to any prior bond issues, and
- The Issuer's investment policies as they relate to the investment of bond proceeds.

Proceeds of debt will be held either (a) by a third-party trustee, fiscal agent, or escrow agent which will disburse such proceeds to or upon the submission of one or more written requisitions by the Director of Finance or his/her designee, or (b) in those cases where it is not reasonably possible for the proceeds of debt to be held by a third-party trustee, proceeds shall be held and accounted for in a separate fund or account. The City shall retain records of expenditures of proceeds through the final payment date for the debt.

- F. **Rebate Policy and System.** The City will accurately account for all interest earnings in debt-related funds. These records will be designed to ensure that the City is in compliance with all debt covenants, and with State and Federal laws. The City will maximize the interest earnings on all funds within the investment parameters set forth in each respective indenture. The City will calculate and report interest earnings that relate to Internal Revenue Code rebate, yield limits, and arbitrage.

## IV. Financing Criteria

- A. **Types of Debt.** When the City determines that the use of debt is appropriate, the following criteria will be utilized to evaluate the type of debt to be issued.

1. **Long-Term Debt.** Long-term borrowing may be used to finance the acquisition or improvement of land, facilities, or equipment. The City may issue long-term debt (e.g., general obligation bonds, revenue bonds, conduit revenue bonds, tax increment bonds, lease obligations, or variable rate bonds) when required capital improvements cannot be financed from current revenues. The proceeds derived from long-term borrowing will not be used to finance current operations or normal maintenance. Long-term debt will be structured such that the obligations do not exceed the expected useful life of the respective projects.

The City shall not use any debt, lease financing or other instruments of installment repayments with terms longer than two years to finance its operating costs. Exceptions to the policy may be made on a case-by-case basis by the Council.

2. **Short-Term Debt.** Short-term borrowing may be utilized for the temporary funding of operational cash flow deficits or anticipated revenues (defined as an assured source with the anticipated amount based on conservative estimates). The City will determine and utilize the least costly method for short-term borrowing. The City may issue short-term debt when there is a defined repayment source or amortization of principal, subject to the following policies:

- a) **Bond Anticipation Notes (BANs)** may be issued instead of capitalizing interest to reduce the debt service during the construction period of a project or facility. The BANs shall mature not

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more than 3 years from the date of issuance. BANs shall mature within 6 months after substantial completion of the financed facility.

- b) **Tax and Revenue Anticipation Notes (TRANs)** shall be issued only to meet projected cash flow needs consistent with a finding by bond counsel that the sizing of the issue fully conforms to Federal IRS requirements and limitations.
  - c) **Lines of Credit** or bank liquidity facilities shall be considered as an alternative to other short-term borrowing options. The lines of credit shall be structured to limit concerns as to the Internal Revenue Code.
  - d) **Other Short-Term Debt**, including commercial paper notes, may be used.
3. **Lease-Purchase Debt.** Lease-purchase debt, including certificates of participation, shall be considered as an alternative to long-term vendor leases. Such debt shall be subject to annual appropriation. In order to reduce the cost of lease borrowing and to improve control over leases, the City may adopt a master lease program.
4. **Variable Rate Debt.** To maintain a predictable debt service burden, the City may give preference to debt that carries a fixed interest rate. Variable rate debt, which is synthetically fixed, shall be considered fixed rate debt through the maturity of the swap. The City, however, may consider variable rate debt in certain instances, such as:
- a) **High Interest Rate Environment.** Current interest rates are above historic average trends.
  - b) **Variable Revenue Stream.** The revenue stream for repayment is variable, and is anticipated to move in the same direction as market-generated variable interest rates, or the dedication of revenues allows capacity for variability.
  - c) **Adequate Safeguards Against Risk.** Financing structure and budgetary safeguards are in place to prevent adverse impacts from interest rate shifts; such structures could include, but are not limited to, interest rate swaps, interest rate caps and the matching of assets and liabilities.
  - d) **As a Component to Synthetic Fixed Rate Debt.** Variable rate bonds may be used in conjunction with a financial strategy, which results in synthetic fixed rate debt. Prior to using synthetic fixed rate debt, the City shall certify that the interest rate cost is lower than traditional fixed rate debt.
  - e) **Variable Rate Debt Capacity.** Consistent with rating agency guidelines, the percentage of variable rate debt outstanding (not including debt which has been converted to synthetic fixed rate debt) shall be hedged by cash flow liquidity.

## V. Terms and Conditions of Bonds

The City shall establish all terms and conditions relating to the issuance of bonds, and will control, manage, and invest all bond proceeds. Unless otherwise authorized by the City, the following shall serve as bond requirements:

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- A. **Term.** All capital improvements financed through the issuance of debt will be financed for a period not to exceed the useful life of the improvements, but in no event greater than thirty years unless otherwise beneficial.
- B. **Capitalized Interest.** Certain types of financings such as certificates of participation and lease-secured financings will require the use of capitalized interest from the issuance date until the City has beneficial use and occupancy of the financed project. Interest shall not be funded (capitalized) beyond a period of three years, or a shorter period if further restricted by statute. The City may require that capitalized interest on the initial series of bonds be funded from the proceeds of the bonds. Interest earnings may, at the City's discretion, be applied to extend the term of capitalized interest but in no event beyond the term statutorily authorized.
- C. **Debt Service Structure.** Debt issuance shall be planned to achieve relatively rapid repayment of debt while still matching debt service to the useful life of facilities. The City shall avoid the use of bullet or balloon maturities except in those instances where these maturities serve to levelize existing debt service.
- D. **Call Provisions.** In general, the City's securities will include a call feature, which is no later than 10 years from the date of delivery of the bonds. The City will avoid the sale of non-callable bonds absent careful evaluation by the City of the value of the call option.
- E. **Original Issue Discount.** An original issue discount will be permitted only if the City determines that such discount results in a lower true interest cost on the bonds and that the use of an original issue discount will not adversely affect the project identified by the bond documents.
- F. **Deep Discount Bonds.** Deep discount bonds may provide a lower cost of borrowing in certain markets. The City will carefully consider their value and effect on any future refinancings as a result of the lower-than-market coupon.
- G. **Derivative Structures.** When appropriate, the City will consider the use of derivative structures as a hedge against future interest rate risk and as a means for increasing financial flexibility. The City will avoid the use of derivative structures for speculative purposes. The City will consider the use of derivative structures when it is able to gain a comparative borrowing advantage of ten or more basis points, and is able to reasonably quantify and understand potential risks.

The City shall not use derivative structures for the sole purpose of generating operating or capital proceeds, without a determination that such structure will accrue interest rate and borrowing costs benefits for the City. Aside from the current outstanding 1998 Swap, the City has placed a moratorium on any future use of Swaps in connection with debt financing.

For more information on "swaps", please refer to the City's Swap Policy.

- H. **Multiple Series.** In instances where multiple series of bonds are to be issued, the City shall make a final determination as to which facilities are of the highest priority and those facilities which will be financed first, pursuant to funding availability and the proposed timing of facilities development, and which will generally be subject to the earliest or most senior lien.

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## VI. Credit Enhancements

The City will consider the use of credit enhancement on a case-by-case basis, evaluating the economic benefit versus cost for each case. Only when a clearly demonstrable savings can be shown shall enhancement be considered. The City will consider each of the following enhancements as alternatives by evaluating the cost and benefit of such enhancement.

A. **Bond Insurance.** The City shall have the authority to purchase bond insurance when such purchase is deemed prudent and advantageous. The predominant determination shall be based on such insurance being less costly than the present value of the difference in the interest on insured bonds versus uninsured bonds.

1. **Provider Selection.** The Treasurer or designee will solicit quotes for bond insurance from interested providers, or in the case of a competitive sale submit an application for pre-qualification on insurance. In a negotiated sale, the City Administrator or designee and/or the Treasurer or designee shall have the authority to select a provider whose bid is most cost effective and whose terms and conditions governing the guarantee are satisfactory to the City. The winning bidder in a competitive sale will determine whether it chooses to purchase bond insurance for the issue.

B. **Debt Service Reserves.** When required, a reserve fund equal to the least of ten percent (10%) of the original principal amount of the bonds, one hundred percent (100%) of the maximum annual debt service, and one hundred and twenty five percent (125%) of average annual debt service, or, if permitted, 10 percent (10%) of par value of bonds outstanding (the "Reserve Requirement") shall be funded from the proceeds of each series of bonds, subject to federal tax regulations and in accordance with the requirements of credit enhancement providers and/or rating agencies.

The City may purchase reserve equivalents (i.e., the use of a reserve fund surety) when such purchase is deemed prudent and advantageous. Such equivalents shall be evaluated in comparison to cash funding of reserves on a net present value basis.

C. **Letters of Credit.** The City may enter into a letter-of-credit ("LOC") agreement when such an agreement is deemed prudent and advantageous. The City Administrator or designee and/or the Treasurer or designee shall prepare (or cause to be prepared) and distribute to qualified financial institutions as described in paragraph 2 below, a request for qualifications or proposal which includes terms and conditions that are acceptable to the City.

1. **Provider Selection.** Only those financial institutions with long-term ratings greater than or equal to that of the City or short-term ratings of VMIG 1/A-1/F1, by Moody's Investors Service, Standard & Poor's Ratings Services or Fitch Ratings, respectively, may be solicited.

2. **Selection Criteria.** The selection of LOC providers will be based on responses to a City-issued request for qualifications; criteria will include, but not be limited to, the following:

- a) Ratings at least equal to or better than the City's



- b) Evidence of ratings (including "Outlook")
- c) Trading value relative to other financial institutions
- d) Terms and conditions acceptable to the City; the City may provide a term sheet along with the request for qualifications to which the financial institution may make modifications
- e) Representative list of clients for whom the bank has provided liquidity facilities
- f) Fees, specifically, cost of LOC, draws, financial institution counsel and other administrative charges

## VII. Refinancing Outstanding Debt

The Treasurer or designee shall have the responsibility to analyze outstanding bond issues for refunding opportunities that may be presented by underwriting and/or municipal advisory firms. In most cases, the goal of refunding or restructuring the debt portfolio is to reduce the City's annual debt service obligations. The Treasurer or designee will consider the following issues when analyzing possible refunding opportunities:

- A. **Debt Service Savings.** The City establishes a minimum savings threshold goal of three percent (3%) of the refunded bond principal amount or at least \$500,000, whichever is less, in present value savings (including foregone interest earnings) unless there are legal or restructuring reasons for defeasance. Refundings which produce a net savings of less than three percent (3%) will be considered on a case-by-case basis. The present value savings will be net of all costs related to the refinancing. The decision to take savings on an upfront or deferred basis must be explicitly approved by the City Administrator or designee, or the Treasurer or designee.
- B. **Restructuring.** The City will refund debt when in its best interest to do so. Refundings will include restructuring to meet unanticipated revenue expectations, terminate swaps, achieve cost savings, mitigate irregular debt service payments, release reserve funds, or remove unduly restrictive bond covenants.
- C. **Term of Refunding Issues.** The City may refund bonds within the term of the originally issued debt. However, the City may consider maturity extension, when necessary to achieve a desired outcome, provided that such extension is legally permissible. The City may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed facility and the concept of inter-generational equity should guide this decision.
- D. **Escrow Structuring.** The City shall utilize the least costly securities available in structuring refunding escrows. The City will examine the viability of an economic versus legal defeasance on a net present value basis. A certificate will be required from a third-party agent who is not a broker-dealer, stating that the securities were procured through an arms-length, competitive bid process (in the case of open market securities), that such securities were more cost effective than State and Local Government Obligations ("SLGS"), and that the price paid for the securities was reasonable within Federal guidelines. Under no circumstances shall an underwriter, agent or municipal advisor sell escrow securities to the City from its own account.

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- E. **Arbitrage.** Arbitrage regulations apply to all of the City's tax-exempt financings. The City shall take all necessary steps to optimize escrows and to avoid negative arbitrage in its refundings. Any resulting positive arbitrage will be rebated as necessary according to Federal guidelines.

## VIII. Methods of Issuance

The City will determine, on a case-by-case basis, whether to sell its bonds competitively or through negotiation. General Obligation Bonds and Tax and Revenue Anticipation Notes will be issued on a competitive basis unless otherwise determined on a case-by-case basis that a negotiated sale is the most advantageous.

- A. **Competitive Sale.** In a competitive sale, the City's bonds shall be awarded to the bidder providing the lowest bid as long as the bid adheres to the requirements set forth in the published official notice of sale.
- B. **Negotiated Sale.** In a negotiated sale, the terms and price are negotiated by the City and the selected underwriter(s). The City recognizes that some securities are best sold through negotiation. In its consideration of a negotiated sale, the City shall assess the following circumstances:
1. Bonds issued as variable rate demand obligations
  2. A complex structure which may require a strong pre-marketing effort
  3. Size of the issue which may limit the number of potential bidders
  4. Market volatility is such that the City would be better served by flexibility in timing its sale in changing interest rate environments
- C. **Private Placement.** From time to time the City may elect to privately place its debt. Such placement shall only be considered if this method is demonstrated to result in a cost savings to the City relative to other methods of debt issuance.
- D. **Conduit Debt Issuance.** The City may issue conduit revenue bonds that are not a debt or obligation of the City itself, but are obligations of a private borrower. Notwithstanding other credit requirements of the City, such conduit revenue bonds may be issued and sold with or without a credit rating, provided that for any bond with a rating lower than "A", the following conditions shall be met:
1. Bonds shall be issued only in denominations of not less than two-hundred and fifty thousand dollars
  2. Bonds shall be eligible for purchase only by "qualified institutional buyers" as defined in Rule 144A of the Securities Act of 1933
  3. Bonds shall be sold only to buyers who execute a standard form investor letter containing, among other things, representations of the buyer as sophistication as an investor and its familiarity with the transaction
- E. **Issuance Method Analysis.** The City shall evaluate each method of issuance on a net present value basis.

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- F. **Feasibility Analysis.** Issuance of self-supporting revenue bonds will be accompanied by a finding that demonstrates the projected revenue stream's ability to meet future debt service payments.
- G. **Reporting to CDIAC.** State law requires any state or local government debt issuer to provide to CDIAC (1) a report of the proposed issuance no later than 30 days prior to the sale of any debt issue, (2) a report of final sale no later than 21 days after the sale, and (3) an annual report for any issue of debt for which the issuer has submitted a report of final sale.

## IX. Market Relationships

- A. **Rating Agencies and Investors.** The City Administrator or designee and/or the Treasurer or designee shall be responsible for maintaining the City's relationships with Moody's Investors Service, Standard & Poor's Ratings Services and Fitch Ratings. The City may, from time to time, choose to deal with only one or two of these agencies as circumstances dictate. In addition to general communication, the City Administrator or designee, the Treasurer or designee and the Budget Administrator shall: (1) meet with credit analysts when requested, and (2) prior to each competitive or negotiated sale of bonds for which the City seeks a rating, offer conference calls with agency analysts in connection with the planned sale.
- B. **Continuing Disclosure.** The City shall remain in compliance with Rule 15c2-12 by filing its annual financial statements and other financial and operating data for the benefit of its bondholders within nine (9) months of the close of the fiscal year. The inability to make timely filings must be disclosed and would be a negative reflection on the City. While also relying on timely audit and preparation of the City's annual report, the Treasurer or designee will ensure the City's timely filing with the Municipal Securities Rulemaking Board's ("MSRB") Electronic Municipal Market Access ("EMMA") repository or the designated repository at the time of reporting.
- C. **Rebate Reporting.** The use of bond proceeds and their investments must be monitored to ensure compliance with arbitrage restrictions. Existing regulations require that issuers calculate annual rebates, if any, related to each bond issue, with rebate, if due, paid every five years. Therefore, the Treasurer or designee shall ensure that proceeds and investments are tracked in a manner that facilitates accurate calculation, calculations are completed, and rebates, if any, are made in a timely manner.
- D. **Other Jurisdictions.** From time to time, the City will issue bonds on behalf of other public or private entities ("conduit" issues). While the City will make every effort to facilitate the desires of these entities, the Treasurer or designee will ensure that the highest quality financings are done and that the City is insulated from all risks.

## X. Fees

The City will charge an administrative fee equal to direct costs plus indirect costs as calculated by the City's OMB A87 model to reimburse its administrative costs incurred in debt issuance on behalf of other governmental entities.

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## XI. Consultants

The City shall select its primary consultant(s) by competitive process through a Request for Proposals (RFP), however, if there are unforeseen events that necessitate immediate action including but not limited to redemption, defeasance, or restructuring to prevent the City from experiencing further losses, the City Administrator or designee and/or the Treasurer or designee can select a consultant without using the RFP process. In addition, the City should be encouraged to use local and disadvantaged banks and financial firms, when possible.

A. **Selection of Financing Team Members.** Final approval of financing team members will be provided by the City Council.

1. **Selection of Underwriter:** For any issue of debt, financing or debt instrument, the City shall select the underwriter through a request for proposal process, when appropriate. The request for proposal will be distributed to qualified candidates to determine the level of experience as well as fees in the proposed type of financing.

**Senior Manager Selection.** The Treasurer or designee shall recommend to the City Administrator or designee the selection of a senior manager for a proposed negotiated sale. Solicited or unsolicited RFP's or Request of Qualifications (RFQ) will be used to determine the selection and appointment of the senior managers and co-managers on the debt issuances. The criteria for selection as reflected in the RFP or RFQ shall include but not be limited to the following:

- The firm's ability and experience in managing complex transactions
- Prior knowledge and experience with the City
- The firm's willingness to risk capital and demonstration of such risk
- The firm's ability to sell bonds
- Quality and experience of personnel assigned to the City's engagement
- Financing plan presented

**Co-Manager Selection.** Co-managers will be selected on the same basis as the senior manager. In addition to their qualifications, co-managers appointed to specific transactions will be a function of transaction size and the necessity to ensure maximum distribution of the City's bonds.

**Selling Groups.** The City may establish selling groups in certain transactions. To the extent that selling groups are used, the City Administrator or designee and/or the Treasurer or designee at his or her discretion, may make appointments to selling groups from within the pool of underwriters or from outside the pool, as the transaction dictates.

**Underwriter's Discount.** All fees and allocation of the management fee will be determined prior to the sale date; a cap on management fee, expenses and underwriter's counsel will be established and communicated to all parties by the Treasurer or designee. The senior manager shall submit an itemized list of expenses charged to members of the underwriting group. Any additional expenses must be substantiated.

**Evaluation.** The City and/or Municipal Advisor will evaluate each bond sale after its completion to assess the following: costs of issuance including underwriters' compensation, pricing of the

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bonds in terms of the overall interest cost and on a maturity-by-maturity basis, and the distribution of bonds and sales credits.

**Syndicate Policies.** For each negotiated transaction, syndicate policies will be prepared that will describe the designation policies governing the upcoming sale. The Treasurer or designee or Municipal Advisor shall ensure receipt of each member's acknowledgement of the syndicate policies for the upcoming sale prior to the sale date.

**Designation Policies.** To encourage the pre-marketing efforts of each member of the underwriting team, orders for the City's bonds will be net designated, unless otherwise expressly stated. The City shall require the senior manager to:

- Equitably allocate bonds to other managers and the selling group
- Comply with MSRB regulations governing the priority of orders and allocations
- Within ten working days after the sale date, submit to the Treasurer or designee a detail of orders, allocations and other relevant information pertaining to the City's sale

**Selection of Underwriter's Counsel.** In any negotiated sale of City debt in which legal counsel is required to represent the underwriter, the appointment will be made by the lead underwriter.

2. **Selection of Municipal Advisor:** The City shall conduct a request for qualifications from potential candidates every three years to establish a pool of qualified municipal advisors for each of the following areas:

The City Administrator or designee and/or the Treasurer or designee will make recommendations for municipal advisors and the City shall utilize the services of qualified applicants in the pool on a rotational basis, as applicable, for any issue of debt, financing or debt instrument.

Selection of the City's municipal advisor(s) and municipal advisor pool shall be based on, but not limited to, the following criteria:

- Experience in providing consulting services to complex issuers
- Knowledge and experience in structuring and analyzing complex issues
- Experience and reputation of assigned personnel
- Fees and expenses

- B. **Municipal Advisory Services.** Municipal advisory services provided to the City shall include, but shall not be limited to the following:

1. Evaluation of risks and opportunities associated with debt issuance
2. Monitoring marketing opportunities
3. Evaluation of proposals submitted to the City by investment banking firms
4. Structuring and pricing
5. Preparation of request for proposals for other financial services (trustee and paying agent services, printing, credit facilities, remarketing agent services, etc.)
6. Advice, assistance and preparation for presentations with rating agencies and investors

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7. Assist in the preparation and review of legal and financing documents in coordination with the financing team in connection with the financing
- C. **Bond Counsel.** City debt will include a written opinion by legal counsel affirming that the City is authorized to issue the proposed debt, that the City has met all constitutional and statutory requirements necessary for issuance, and a determination of the proposed debt's federal income tax status. The approving opinion and other documents relating to the issuance of debt will be prepared by counsel with extensive experience in public finance and tax issues. The City will then make recommendations to the City Attorney's Office where they will review the recommendations. Compensation will vary based on the complexity of the transaction.
- D. **Disclosure by Financing Team Members.** All financing team members will be required to provide full and complete disclosure, relative to agreements with other financing team members and outside parties. The extent of disclosure may vary depending on the nature of the transaction. However, in general terms, no agreements shall be permitted which could compromise the firm's ability to provide independent advice which is solely in the City's best interests or which could reasonably be perceived as a conflict of interest.
- E. **Conflicts of Interest.** The City also expects that its municipal advisor will provide the City with objective advice and analysis, maintain the confidentiality of City financial plans, and be free from any conflicts of interest.

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## Glossary

**Arbitrage.** The difference between the interest paid on the tax-exempt securities and the interest earned by investing the securities' proceeds in higher-yielding taxable securities. IRS regulations govern arbitrage on the proceeds from issuance of municipal securities.

**Balloon Maturity.** A later maturity within an issue of bonds which contains a disproportionately large percentage of the principal amount of the original issue.

**Bond Anticipation Notes (BANs).** Notes issued by the government unit, usually for capital projects, which are paid from the proceeds of the issuance of long term bonds.

**Bullet Maturity.** A maturity for which there are no sinking fund payments prior to the stated maturity date.

**Call Provisions.** The terms of the bond contract giving the issuer the right to redeem all or a portion of an outstanding issue of bonds prior to their stated dates of maturity at a specific price, usually at or above par.

**Capitalized Interest.** A portion of the proceeds of an issue which is set aside to pay interest on the securities for a specific period of time. Interest is commonly capitalized for the construction period of the project.

**Certificates of Participation (COP).** Bonds secured by lease payments made by the party leasing the facilities, financed by the issue. Typically certificates of participation are used to finance construction of facilities (i.e., schools or office buildings) used by a state or municipality, which leases the facilities from a financing authority. Often the leasing municipality is legally obligated to appropriate moneys from its general tax revenues to make lease payments.

**Commercial Paper.** Very short-term, unsecured promissory notes issued in either registered or bearer form, and usually backed by a line of credit with a bank.

**Competitive Sale.** A sale of securities by an issuer in which underwriters or syndicates of underwriters submit sealed bids to purchase the securities in contrast to a negotiated sale.

**Continuing Disclosure.** The principle that accurate and complete information material to the transaction which potential investors would be likely to consider material in making investment decisions with respect to the securities be made available on an ongoing basis.

**Credit Enhancement.** Credit support purchased by the issuer to raise the credit rating of the issue. The most common credit enhancements consist of bond insurance, direct or standby letters of credit, and lines of credit.

**Debt Service Reserve Fund.** The fund in which moneys are placed which may be used to pay debt service if pledged revenues are insufficient to satisfy the debt service requirements.

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**Deep Discount Bonds.** Bonds which are priced for sale at a substantial discount from their face or par value.

**Derivatives.** A financial product whose value is derived from some underlying asset value.

**Designation Policies.** Outline of how an investor's order is filled when a maturity is oversubscribed when there is an underwriting syndicate. The senior managing underwriter and issuer decide how the bonds will be allocated among the syndicate. There are three primary classifications of orders, which form the designation policy.

The highest priority is given to Group Net orders; the next priority is given to Net Designated orders and Member orders are given the lowest priority.

**Escrow.** A fund established to hold moneys pledged and to be used to pay debt service on an outstanding issue.

**Expenses.** Compensates senior managers for out-of-pocket expenses including: underwriters' counsel, DTC charges, travel, syndicate expenses, dealer fees, overtime expenses, communication expenses, computer time and postage.

**Lease-Purchase.** A financing lease which may be sold publicly to finance capital equipment, real property acquisition or construction. The lease may be resold as certificates of participation or lease revenue bonds.

**Letters of Credit.** A bank credit facility wherein the bank agrees to lend a specified amount of funds for a limited term.

**Management Fee.** The fixed percentage of the gross spread which is paid to the managing underwriter for the structuring phase of a transaction.

**Members.** Underwriters in a syndicate other than the senior underwriter.

**Moody's Median.** Key financial, debt, economic and tax base statistics with median values for each statistic presented. Moody's uses audits for both rated and unrated cities to ensure that the medians presented are representative of all cities.

**Negotiated Sale.** A method of sale in which the issuer chooses one underwriter to negotiate terms pursuant to which such underwriter will purchase and market the bonds.

**Original Issue Discount.** The amount by which the original par amount of an issue exceeds its public offering price at the time it is originally offered to an investor.

**Overlapping Debt.** That portion of the debt of other governmental units for which residents of a particular municipality are responsible.

**Pay-As-You-Go.** An issuer elects to finance a project with existing cash flow as opposed to issuing debt obligations.



City of Oakland

Debt Policy  
Adopted June 20, 2017

**Present Value.** The current value of a future cash flow.

**Private Placement.** The original placement of an issue with one or more investors as opposed to being publicly offered or sold.

**Rebate.** A requirement imposed by the Tax Reform Act of 1986 whereby the issuer of the bonds must pay the IRS an amount equal to its profit earned from investment of bond proceeds at a yield above the bond yield calculated pursuant to the IRS code together with all income earned on the accumulated profit pending payment.

**Selling Groups.** The group of securities dealers that participate in an offering not as underwriters but as sellers who receive securities, less the selling concession, from the managing underwriter for distribution at the public offering price.

**Special Assessments.** Fees imposed against properties, which have received a special benefit by the construction of public improvements such as water, sewer and irrigation.

**Syndicate Policies.** The contractual obligations placed on the underwriting group relating to distribution, price limitations and market transactions.

**Tax Increment.** A portion of property tax revenue received by a redevelopment agency, which is attributable to the increase in assessed valuation since adoption of the project area plan.

**Underwriter.** A dealer that purchases new issues of municipal securities from the Issuer and resells them to investors.

**Underwriter's Discount.** The difference between the price at which bonds are bought by the Underwriter from the Issuer and the price at which they are reoffered to investors.

**Variable Rate Debt.** An interest rate on a security, which changes at intervals according to an index or a formula or other standard of measurement, as stated in the bond contract.

# FINANCIAL POLICIES

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

APPROVED AS TO FORM AND LEGALITY

2018 MAY 31 PM 4:29

CITY ATTORNEY

## OAKLAND CITY COUNCIL

RESOLUTION NO. **87259**

### RESOLUTION ADOPTING THE CITY OF OAKLAND INVESTMENT POLICY FOR FISCAL YEAR 2018-2019

**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 2017-2018; and

**WHEREAS**, a proposed City of Oakland Investment Policy for fiscal year 2018-19 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 2018-2019 attached hereto as Exhibit A is adopted

**FURTHER RESOLVED**, that this Resolution shall take effect immediately upon its passage.

IN COUNCIL, OAKLAND, CALIFORNIA, JUL 10 2018

PASSED BY THE FOLLOWING VOTE:

AYES- ~~10~~ CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLÉN, KALB, KAPLAN AND PRESIDENT REID - 7

NOES- 0

ABSENT- 0

ABSTENTION- 0

1 Excused - Brooks

ATTEST:

LATONDA SIMMONS


City Clerk and Clerk of the Council of the  
City of Oakland, California



FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

2018 MAY 31 PM 4:30

APPROVED AS TO FORM AND LEGALITY

BY:   
ORSA COUNSEL

## OAKLAND REDEVELOPMENT SUCCESSOR AGENCY

RESOLUTION No. 2018- 012

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### RESOLUTION PURSUANT TO GOVERNMENT CODE SECTION 53607 DELEGATING INVESTMENT AUTHORITY OF THE OAKLAND REDEVELOPMENT SUCCESSOR AGENCY TO THE AGENCY TREASURER FOR FISCAL YEAR 2018-2019

**WHEREAS**, pursuant to Government Code Section 53607, a legislative body of a local agency has the authority to delegate for a one-year period investment authority to the treasurer and that such delegation may be renewed each year; and

**WHEREAS**, it is the intent of the Oakland Redevelopment Successor Agency to delegate to the Agency Treasurer for Fiscal Year 2018-2019 the authority to invest or to reinvest funds of the Agency, or to sell or exchange securities so purchased pursuant to Government Code Section 53607; and

**WHEREAS**, in compliance with the laws of the State of California and as part of best practice and sound financial management the Agency Treasurer shall invest only in permitted investments pursuant to Government Code Section 53601 et. seq. and make regular reports of those transactions to the Agency; now therefore be it

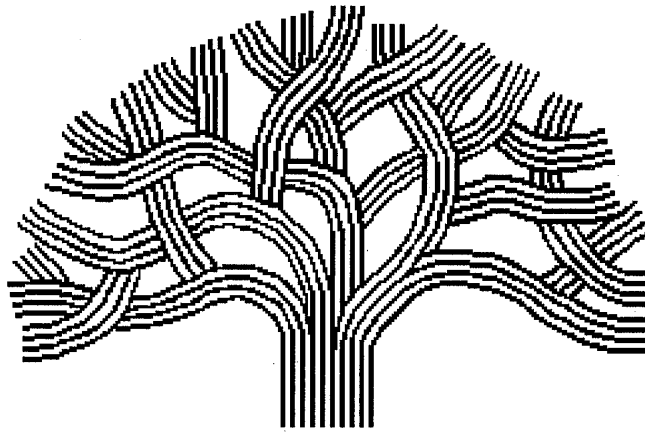
**RESOLVED**, that the Successor Agency hereby determines that the preceding recitals are true and correct and hereby adopts and incorporates them into this Resolution; and be it

**FURTHER RESOLVED**, that the Successor Agency hereby delegates to the Agency Treasurer the authority to invest or to reinvest funds of the Agency, or to sell or exchange securities so purchased for Fiscal Year 2018-2019; and be it

**FURTHER RESOLVED**, that the Agency Treasurer shall assume full responsibility for these transactions until the delegation of authority is revoked or expires; and be it



**City of Oakland  
Investment Policy  
For  
Fiscal Year 2018-2019**



**Prepared by  
Treasury Bureau  
Adopted by the City Council  
On June 19th, 2018**

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## **1.0 POLICY**

The purpose of this Investment Policy ("Policy") is to establish overall guidelines for the management and investment of the City of Oakland (the "City") public funds pursuant to Council Resolution Nos. 75855 C.M.S and 00-38 C.M.S and in accordance with Government Codes Section 53607. This Investment Policy is now amended and adopted as of June 19<sup>th</sup>, 2018 and will serve as the City of Oakland's Investment Policy for Fiscal Year 2018-19 and until it's further revised.

## **2.0 SCOPE**

The Investment Policy applies to the operating funds of the City of Oakland, and the Port of Oakland (the "City Operating Pool"), which includes the General Fund, Special Revenue Funds, Debt Service Funds and all other funds comprised in City Operating Pool.

- 2.1 Proceeds of notes, bonds issues or similar financings including, but not limited to, reserve funds, project funds, debt service funds and capital trust funds derived from such financing, are not governed by this Investment Policy, but rather shall be invested pursuant to their respective bond indentures or the State of California Government Code 53600, as applicable.
- 2.2 Retirement/Pension Funds and Deferred Compensation Funds are also not governed by this Investment Policy, but rather by the policies and Federal or State statutes explicitly applicable to such funds.

## **3.0 PRUDENCE**

All investments and evaluation of such investments shall be made with the Prudent Investor Standard as set forth by California Government Code, Section 53600.3 and 27000.3, is defined as;

Prudent Investor Standard: Acting with care, skill, prudence and diligence under the circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the professional management of their business affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

## **4.0 OBJECTIVES**

The primary objectives, in order of priority, of the City Portfolio are:

- 4.1 Preservation of Capital (Safety)  
The first and primary goal of the Portfolio is the preservation of capital. Investment shall be undertaken in a manner to avoid losses due to market value risk, issuer default and broker default. To attain this objective; investments are diversified.
- 4.2 Liquidity  
The Portfolio will be structured in a manner that will provide cash as needed to meet anticipated disbursements. Cash flow modeling ensures that investments mature as needed for disbursements.



# FINANCIAL POLICIES

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## **4.3 Diversity**

The objective is to avoid over-concentration in issuers, instruments, and maturity sectors. No more than 5 percent of the total assets of the investments held by the City may be invested in the securities of any one issuer, except the obligations of the United States government or government-sponsored enterprises.

## **4.4 Yield**

The Portfolio is also managed to maximize its overall market return with consideration of the safety, liquidity, and diversity parameters discussed above.

## **5.0 DELEGATION OF AUTHORITY**

Management responsibility for the investment program is specifically delegated by the City Administrator or designee to the Finance Director/Treasurer or designee who shall establish procedures for the investment programs, which are consistent with the Investment Policy. Authorization for investment decisions is limited to the Finance Director/Treasurer or designee. The Treasury Administrator and/or Investment Officer may execute investment transactions in the absence of the Treasurer or designee per the Treasurer's instructions or prior authorization.

An Treasury Administrator or Investment Officer may make decisions only with respect to overnight investments, but may implement investment decisions received directly from the Treasurer or designee.

## **6.0 INTERNAL CONTROL**

The Treasurer or designee shall maintain a system of internal controls designed to ensure compliance with the Investment Policy and to prevent losses due to fraud, employee error, and misrepresentations by third parties or unanticipated changes in financial markets.

## **7.0 ETHICS AND CONFLICTS OF INTEREST**

All officers and employees involved in the investment process shall not engage in any personal business activity, which could conflict with proper execution of investments subject to this Policy. Any material financial interests in financial institutions which do business with the City should be disclosed to the City Administrator. All individuals involved in the investment process are required to report all gifts and income in accordance with California State Law.

## **8.0 SAFEKEEPING AND CUSTODY**

All security transactions, including collateral for repurchase agreements, entered into by the City shall be conducted on a delivery-versus-payment (DVP) basis pursuant to approved custodial safekeeping agreements. All securities owned by the City shall be held in safekeeping by the City's custodial bank, which acts as agent for the City under the terms of custody agreement.

## 9.0 APPLICABLE ORDINANCES

### 9.1 Nuclear Free Zone Ordinance

Under the guidelines of a voter-approved Measure, the Oakland City Council approved Ordinance No. 11062 C.M.S effective December 16, 1988, which restricts the City's investments in U.S Government Treasuries. The Treasurer shall make every attempt to invest in any available short-term option that provides approximately the same level of security and return as Treasuries. In the event that no reasonable alternatives exist, or to the extent that the City may experience financial hardship as a result of investment in these alternatives, the City Council may adopt a waiver for a period not to exceed 60 days, as authorized by the Ordinance, allowing the City to invest in U.S securities.

### 9.2 Linked Banking Ordinance

Pursuant to Ordinance No. 12066 C.M.S adopted by Council on July 14, 1998, the City has established a Linked Banking Service Program. This reference applies to depositories for both the City of Oakland and the Port of Oakland banking needs. Depositories are defined within the Ordinance as "all banking services utilized by the City including the Port of Oakland operating fund, with the exception of investments made through investment banks and broker/dealers." Depositories providing services to the City and the Port of Oakland must provide to the City, annually, the information enumerated under Section 3 of the Ordinance. On July 27<sup>th</sup> 2017, City Council adopted Ordinance No. 13445 C.M.S that Amended Ordinance No. 12606 C.M.S.

### 9.3 Tobacco Divestiture Resolution

On February 17, 1998, Council adopted Resolution No. 74074 C.M.S., which prohibits investment in businesses deriving greater than fifteen percent of their revenues from tobacco products. Treasury Bureau maintains a list of firms excluded from permitted investments due to the tobacco divestiture requirements.

### 9.4 Fossil Fuel Divestiture Resolution

On June 17, 2014, Council adopted Resolution No. 85053 C.M.S. which prohibits the Investment or ownership stake in any companies that extract, produce, refine, burn or distribute fossil fuels. Treasury Bureau is in full compliance with this resolution

### 9.5 Firearm or Gun Manufacturer Divestiture Resolution

On March 5, 2013, Council adopted Resolution No. 84242 C.M.S which prohibits investment or ownership stake in any manufacturer of firearms or ammunition. Treasury Bureau does not have any direct investment exposure to firearms or ammunition manufacturer.

## 10.0 SOCIAL RESPONSIBILITY

When possible, it is the City's policy to invest in companies that promote the use and production of renewable energy resources and any other socially responsible investments, subject to the prudent investment standard.

# FINANCIAL POLICIES

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## **11.0 REPORTING**

### **11.1 City Council**

As best practice and sound financial management practice, the City Administrator or designee will submit a quarterly investment report and an annual investment policy for the City within 30 days following the period being reported to the City Council.

The quarterly cash management report will be deemed timely pursuant to this Investment Policy and Government Code Section 53646, so long as it has been submitted to the Assistant City Administrator within 30 days following the period being reported to be scheduled for the Finance and Management Committee. The quarterly cash management report for the period ending June 30 will be filed in a timely manner, but it will not be approved until September due to the City Council summer recess.

The report will include the information required under Government Code Section 53646 including: the type of investment, issuer, date of maturity, par and dollar amount invested (this data may be in the form of a subsidiary ledger of investments); a description of any investments under management of contracted parties, if any; current market values and source of valuation; statement of compliance or manner of non-compliance with the Investment Policy; and a statement denoting the ability to meet the Fund's expenditure requirements for the next six months. In addition, the report shall summarize economic conditions, liquidity, diversity, risk characteristics and other features of the portfolio. The report will disclose the total investment return for the 3-month period. In meeting these requirements, the report shall include an appendix that discloses all transactions during each month and the holdings at the end of each month during the period being reported.

### **11.2 Annual Audit**

Investment Portfolio is priced to market per Government Accounting Standards Board (GASB) and reported in compliance with General Accepted Accounting Principles. Annual disclosure requirements such as Custodial Credit Risk, Credit Risk, Concentration of Credit Risk, Interest Rate Risk and Foreign Currency Risk are reported in the City's Annual Comprehensive Financial Report (CAFR).

### **11.3 Internal Audits**

Internal audits of treasury operations may be conducted periodically to review its procedures and policies and make any recommendations for changes and improvements if needed.

## **12.0 TRADING POLICES**

### **12.1 Sales Prior to Maturity**

"Buy and hold" is not necessarily the strategy to be used in managing the Funds. It is expected that gains will be realized when prudent. Losses are acceptable if the proposed swap/trade clearly enhances the portfolio yield over the life of the new security on a total return basis.

Sufficient written documentation will be maintained to facilitate an audit of the transaction. Losses, if any, will be recognized and recorded based on the transaction date.

## **13.0 BROKER/DEALERS AND FINANCIAL INSTITUTIONS**

The purchase of any authorized investment shall be made either directly from the issuer or from any of the following:

- Institutions licensed by the State of California as a broker/dealer
- Members of a federally regulated securities exchange
- National or state-chartered banks
- Federal or state savings institutions or associations as defined in Finance Code Section 5102
- Brokerage firms reporting as a primary government dealer to the Federal Reserve Bank

The Treasurer or designee will maintain a current and eligible list of reputable primary and regional dealers, brokers and financial institutions with whom securities trading and placement of funds are authorized. A strong capital base credit worthiness, and, where applicable, a broker/dealer staff experienced in transactions with California local governments are the primary criteria for inclusion on the City of Oakland's approved list.

Approved dealers and brokers shall be limited to primary dealers or regional dealers that qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule) and which provide: proof of Financial Industry Regulatory Authority (FINRA) certification; proof of California State registration; and a completed City of Oakland broker/dealer questionnaire. In addition, prior to approval and for every two years thereafter, approved dealers and brokers must provide: an audited financial statement; certification of receipt, review of and willingness to comply with the current Investment Policy; and certification of compliance with Rule G-37 of the Municipal Securities Rulemaking Board regarding limitations on political contributions to the Mayor or any member of the City Council or to any candidate for these offices.

The Treasurer may remove a firm from the approved list at any time due to: any failure to comply with any of the above criteria; any failure to successfully execute a transaction; any change in broker/dealer staff; or any other action, event or failure to act which, in the sole discretion of the Treasurer is materially adverse to the best interests of the City.

## **14.0 GENERAL CREDIT QUALITY**

Short-term debt shall be rated at least "A-1" by Standard & Poor's Corporation, "P-1" by Moody's Investor Service, Inc., "F-1" by Fitch. Long-term debt shall be rated in a rating category of at least "A" by Standard & Poor's Corporation, Moody's Investors Service, Inc., or Fitch.

The minimum credit requirement for each security is further defined within the Permitted Investments section of the policy. If securities which are purchased for the Fund are downgraded below the credit quality required by the Fund. The Treasurer, will determine whether to retain or to sell the security. Evaluation of divestiture of securities will be determined on a case-by-case basis.

# FINANCIAL POLICIES

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## **15.0 PERMITTED INVESTMENTS**

The following securities are permissible investments pursuant to Section 53601 of the Government Code as well as this Investment Policy. Any other investment not specified hereunder shall be made only upon prior approval by the City Council.

### **15.1 U. S. Treasury Securities**

Bills, notes and bonds issued by the U.S. Treasury which are direct obligations of the federal government.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: 20%\*
- Maximum Issuer Exposure: Prudent person standard applies overall
- Credit Requirement: N.A.

\*20% limit is a result of the Nuclear Free Zone Ordinance, subject also to prior adoption by Council of a waiver for a period not to exceed 60 days allowing investment in U.S. Treasury securities due to specified findings. There is no limitation under the Government Code

### **15.2 Federal Agencies and Instrumentalities**

Notes and bonds of federal agencies, government-sponsored enterprises and international institutions. Not all are direct obligations of the U. S. Treasury but may involve federal sponsorship and/or guarantees, in some instances.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: None
- Maximum Issuer Exposure: Prudent person standard applies overall
- Credit Requirement: N.A.

### **15.3 Banker's Acceptances (BA)**

Bills of exchange or time drafts drawn on and accepted by a commercial bank, typically created from a letter of credit issued in a foreign trade transaction.

- Maximum Maturity: 180 days
- Maximum Portfolio Exposure: 40%
- Maximum Issuer Exposure: 30% of total surplus funds may be in BAs of one commercial bank; maximum 5% per issuer
- Credit Requirement: A1, P1, or F1 or better by two or the three nationally recognized rating services. No rating may be lower than any of the rating listed above.

### 15.4 Commercial Paper

A short-term, unsecured promissory note issued by financial and non-financial companies to raise short-term cash. Financial companies issue commercial paper to support their consumer and/or business lending; non-financial companies issue for operating funds.

- Maximum Maturity : 270 days
- Maximum Portfolio Exposure: 25%
- Maximum Issuer Exposure: No more than 10% of the total assets of the investments held by the City may be invested in any one issuer's commercial paper; and maximum 5% per issuer
- Credit Requirement: A1, P1, or F1 or better by two or the three nationally recognized rating services. No rating may be lower than any of the rating listed above.
- Eligibility Limited to general corporations organized and operating in the United States with assets in excess of \$500 million, and having rating category of "A" or higher ratings for the issuer's debt, other than commercial paper, if any, as provided by NRSRO.

### 15.5 Asset-Backed Commercial Paper

Asset-Backed Commercial Paper ("ABCP") issued by special purpose corporations ("SPCs") that is supported by credit enhancement facilities (e.g. over-collateralization, letters of credit, surety bonds, etc.)

- Maximum Maturity: 270 days
- Maximum Portfolio Exposure: 25% (Not to exceed 25% of total secured and unsecured CP)
- Maximum Issuer Exposure : No more than 10% of the total assets of the investments held by the City or Agency may be invested in any one issuer's commercial paper; and maximum 5% per issuer
- Credit Requirement: A1, P1, or F1 or better by two or the three nationally recognized rating services. No rating may be lower than any of the rating listed above.
- Eligibility: Issued by special purpose corporations ("SPC") organized and operating in the United States with assets exceeding \$500 million. Restricted to programs sponsored by commercial banks or finance companies organized and operated in the United States.
- Program must have credit facility that provides at least 100% liquidity
- Serialized ABCP programs are not eligible
- Ratings are to be routinely monitored. The Treasurer is to perform his/her own due
- Diligence as to creditworthiness.

# FINANCIAL POLICIES

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## 15.6 Local Government Investment Pools

For local agencies (including counties, cities or other local agencies) that pool money in deposits or investments with other local agencies, investments may be made subject to the following:

- Maximum Maturity : N/A
- Maximum Portfolio Exposure: 20%
- NAV Requirement: \$1.00
- Credit Requirement: Top ranking or highest letter and numerical rating provided by at least two nationally recognized statistical rating organizations
- Must retain an Investment Advisor
- Registered with the SEC with not less than 5 years experience in investing securities as authorized by the Code, and with assets under management in excess of \$500 million
- Fund Composition Comprised of instruments in accordance with the California State Government Code

## 15.7 Medium Term Notes

Corporate Bonds, Corporate Notes and Deposit Notes. Issuers are banks and bank holding companies, thrifts, finance companies, insurance companies and industrial corporations. These are debt obligations that are generally unsecured.

- Maximum Maturity: 5 years (additional limitations based on credit, below)
- Maximum Portfolio Exposure: 30%
- Maximum Issuer Exposure: No more than 5% of the Portfolio shall be invested in any single institution.
- Credit Requirement: Must be Rated A3, A-, or A- or better by two of the three nationally recognized rating services, Moody's, S&P, or Fitch, respectively. No Rating may be lower than any of the Rating listed above and should have minimum "A" rating category or its equivalent or better.
- Eligibility: Limited to corporations organized and operating within the United States or depository institutions licensed by the United States or any state and operating within the United States

## 15.8 Negotiable Certificates of Deposit

Issued by commercial banks and thrifts, and foreign banks (Yankee CD's).

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: 30%

- Maximum Issuer Exposure : Prudent person standard applies overall; maximum 5% per issuer
- Credit Requirement : Top 3 rating categories, A, A2 or A (S&P/Moody's/Fitch) being the lowest, if rated by S&P, Moody's or Fitch.

### 15.9 Repurchase Agreements

A contractual transaction between the investor and a bank/dealer to exchange cash for temporary ownership or control of securities/collateral with an agreement by the bank/dealer to repurchase the securities on a future date. Primarily used as an overnight investment vehicle.

- Maximum Maturity: 360 days
- Maximum Portfolio : Exposure None
- Maximum Dealer Exposure: Prudent person standard applies overall; maximum 5% per issuer
- Collateral Requirements: Collateral limited to Treasury and Agency securities; must be 102% or greater
- Mark-to-market: Daily
- Eligibility: Limited to primary dealers of the Federal Reserve Bank of New York, for which a current Master Repurchase Agreement has been executed with the City.

### 15.10 Reverse Repurchase Agreements

The mirror image of a repurchase agreement. Used as a source of liquidity when there is a mismatch of cash flow requirement and scheduled maturities. A mechanism to avoid liquidating securities for immediate cash needs. Restricted to securities owned for a minimum of 30 days prior to settlement of the repurchase agreement.

This strategy should be used solely for liquidity and not for arbitrage or leverage purposes.

- Maximum Maturity: 92 days (unless a written agreement guaranteeing the earnings or spread for the entire period)
- Maximum Portfolio Exposure: 20% of the base value of the portfolio
- Eligibility: Limited to primary dealers of the Federal Reserve Bank of New York or nationally or State chartered bank with significant banking relationship with the City.

### 15.11 Secured Obligations and Agreements

Obligations, including notes or bonds, collateralized at all times in accordance with Sections 53651 and 53652 of the Government Code.

- Maximum Maturity: 2 years



# FINANCIAL POLICIES

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- Maximum Portfolio Exposure 20%
- Maximum Issued/Provider Exposure: Prudent person standard applies overall; maximum 5% per issue
- Collateral Requirements: Collateral limited to Treasury and Agency securities; must be 102% or greater
- Mark-to-market: Daily
- Credit Requirement: Issuer/Provider rated in "AA" category by at least one national rating agency; or agreement guaranteed by an "AA" company
- Eligibility: Banks, insurance companies, insurance holding companies and other financial institutions

## 15.12 Certificates of Deposit

Time deposits, which are non-negotiable, are issued most commonly by commercial banks, savings and loans and credit unions with federal deposit insurance available for amounts up to \$250,000. Deposits in banks, savings and loan associations and federal credit unions with a branch office within Oakland will be made (to the extent permissible by State and Federal law or rulings) pursuant to the following conditions:

- Maximum Maturity: 360 days
- Maximum Portfolio Exposure: Prudent person standard applies.
- Maximum Issuer Exposure: Prudent person standard applies.
- Credit Requirement: For deposits over \$250,000: Top 3 rating categories - A, A2 or A (S&P/Moody's/Fitch) being the lowest, if rated by S&P, Moody's or Fitch.
- Deposit Limit: For federally insured deposits of \$250,000 or less: No minimum credit rating required. City's deposits cannot exceed the total shareholder's equity of the institution. For deposits over \$250,000, it must be collateralized.
- Depository Selection: Highest available rate of interest
- Institution Requirements: Most recent Annual Report

Pursuant to Government code 53637, the City is prohibited from investing in negotiable certificates of deposit of a state or federal credit union if a member of the legislative body or decision-making authority serves on the board of directors or committee.

## 15.13 Money Market Mutual Funds

Regulated by the SEC, these funds operate under strict maturity and diversification guidelines. These funds have no federal guarantee but are viewed as a very safe short-term cash investment.

- Maximum Maturity: N/A
- Maximum Portfolio Exposure: 20%
- NAV Requirement: \$1.00
- Credit Requirement: Top ranking or highest letter and numerical rating provided by at least two nationally recognized statistical rating organizations
- Investment Advisor Alternative to Ratings: Registered with the SEC with not less than 5 years experience in investing securities as authorized by the Code, and with assets under management in excess of \$500 million
- Fund Composition: Comprised of instruments in accordance with the California State Government Code

### 15.14 State Investment Pool (Local Agency Investment Fund)

A pooled investment fund overseen by the State Treasurer, which operates like a money market fund, but is for the exclusive benefit of governmental entities within the state. Maximum currently authorized by Local Agency Investment Fund (LAIF) is \$65 million, which is subject to change. The LAIF is in trust in the custody of the State Treasurer. The City's right to withdraw its deposited monies from LAIF is not contingent upon the State's failure to adopt a State Budget.

- Maximum Maturity        N/A
- Maximum Portfolio Exposure   None

### 15.15 Local City/Agency Bonds

Bonds issued by the City of Oakland, or any department, board, agency or authority of the City.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: None
- Maximum Issuer Exposure: Prudent person standard applies overall; maximum 5% per issuer
- Credit Requirement: Prudent person standard applies

### 15.16 State of California Obligations and Others

State of California and any other of the 49 United States registered state warrants, treasury notes, or bonds issued by a State.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: None

# FINANCIAL POLICIES

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- Maximum Issuer Exposure: Prudent person standard applies overall; maximum 5% per issuer
- Credit Requirement: Prudent person standard applies

## 15.17 Other Local Agency Bonds

Bonds, notes, warrants or other evidences of indebtedness of any local agency with the state.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: None
- Maximum Issuer Exposure: Prudent person standard applies overall; maximum 5% per issuer
- Credit Requirement: Prudent person standard applies

## 15.18 Deposits- Private Placement

Prudent to Government Code Section 53601.8 and 53635.8, local agencies are authorized to invest their surplus funds in deposits, certificates of deposits including negotiable certificate of deposits at a commercial or saving bank, saving and loan, or credit union using a private sector deposit placement service.

- Maximum Portfolio Exposure: 30%
- Maximum Issuer Exposure: maximum 10% per private sector placement entity
- Credit Requirement: Prudent person standard applies
- Sunset on January 1, 2021

## 15.19 Supranationals

U.S dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by any of the supranational institutions such as International Bank of Reconstruction and Development (IBRD), the International Finance Corporation (IFC), and the Inter-American Development Bank (IADB). Eligible for purchase and sale within the United States.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: 30%
- Credit Requirement: Minimum Rating Category of “AA” or better by NRSRO

## **16.0 MAXIMUM MATURITIES**

The City's Investment Policy shall be structured to provide that sufficient funds from investments are available to meet City's anticipated cash need. No investments will have a maturity of more than 5 years from its date of purchase.

## **17.0 GLOSSARY**

Definitions of investment-related terms are listed in Exhibit A.

# FINANCIAL POLICIES

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## EXHIBIT A

### GLOSSARY

**ACCRETION:** Adjustment of the difference between the prices of a bond bought at an original discount and the par value of the bond.

**AGENCIES:** Federal agency securities and/or Government-sponsored enterprises (GSEs), also known as U.S. Government instrumentalities. Securities issued by Government National Mortgage Association (GNMA) are considered true agency securities, backed by the full faith and credit of the U.S. Government. GSEs are financial intermediaries established by the federal government to fund loans to certain groups of borrowers, for example homeowners, farmers and students and are privately owned corporations with a public purpose. The most common GSEs are Federal Farm Credit System Banks, Federal Home Loan Banks, Federal Home Loan Mortgage Association, and Federal National Mortgage Association.

**AMORTIZATION:** Accounting procedure that gradually reduces the cost value of a limited life or intangible asset through periodic charges to income. For fixed assets, the term used is "depreciation". It is common practice to amortize any premium over par value paid in the purchase of preferred stock or bond investments.

**APPRECIATION:** Increase in the value of an asset such as a stock bond, commodity or real estate.

**ASKED PRICE:** The price a broker/dealer offers to sell securities.

**ASSET BACKED:** A type of security that is secured by receivables, such as credit card and auto loans. These securities typically pay principal and interest monthly.

**BANKERS' ACCEPTANCE (BA):** A draft or bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer. This money market instrument is used to finance international trade.

**BASIS POINT:** One-hundredth of one percent (i.e., 0.01%).

**BENCHMARK:** A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investment.

**BID PRICE:** The price a broker/dealer offers to purchase securities.

**BOND:** A financial obligation for which the issuers promises to pay the bondholder a specified stream of future cash flows, including periodic interest payments and a principal repayment.

**BOOK VALUE:** The value at which a debt security is shown on the holder's balance sheet. Book value is acquisition cost less amortization of premium or accretion of discount.

**BROKER:** A broker acts as an intermediary between a buyer and seller for a commission and does not trade for his/her own risk and account or inventory.

**CALLABLE SECURITIES:** A security that can be redeemed by the issuer before the scheduled maturity date.

**CASH FLOW:** An analysis of all changes that affect the cash account during a specified period.

**CERTIFICATE OF DEPOSIT (CD):** A time deposit with a specific maturity evidenced by a certificate. Large-denomination CD's are typically negotiable.

**COLLATERAL:** Securities, evidence of deposit or other property which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

**COLLATERALIZED MORTGAGE OBLIGATION (CMO):** A type of mortgage-backed security that creates separate pools of pass-through rates for different classes of bondholders with varying maturities, called tranches. The repayments from the pool of pass-through securities are used to retire the bonds in the order specified by the bonds' prospectus.

**COMMERCIAL PAPER:** Short-term, unsecured, negotiable promissory notes of corporations.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR):** The official annual financial report for the City. It includes combined statements and basic financial statements for each individual fund and account group prepared in conformity with Generally Accepted Accounting Principles (GAAP).

**CORPORATE NOTE:** Debt instrument issued by a private corporation.

**COUPON:** The annual rate at which a bond pays interest.

**CREDIT RATINGS:** A grade given to a debt instrument that indicates its credit quality. Private independent rating services such as Standard & Poor's, Moody's and Fitch provide these

**CREDIT RISK:** The risk that an obligation will not be paid and a loss will result due to a failure of the issuer of a security.

**CUSIP:** Stands for Committee on Uniform Securities Identification Procedures. A CUSIP number identifies most securities, including: stocks of all registered U.S. and Canadian companies, and U.S. government and municipal bonds. The CUSIP system—owned by the American Bankers Association and operated by Standard & Poor's—facilitates the clearing and settlement process of securities. The number consists of nine characters (including letters and numbers) that uniquely identify a company or issuer and the type of security.

**CURRENT YIELD:** The annual interest on an investment divided by the current market value. Since the calculation relies on the current market value rather than the investor's cost, current yield is unrelated to the actual return the investor will earn if the security is held to maturity.

**CUSTODIAN:** A bank or other financial institution that keeps custody of stock certificates and other assets.

**DEALER:** A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his/her own risk and account or inventory.

**DEBENTURES:** A bond secured only by the general credit of the issuers.

**DELIVERY VERSUS PAYMENT (DVP):** Delivery of securities with a simultaneous exchange of money for the securities.

# FINANCIAL POLICIES

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**DERIVATIVE:** A financial instrument that is based on, or derived from, some underlying asset, reference date, or index.

**DIRECT ISSUER:** Issuer markets its own paper directly to the investor without use of an intermediary.

**DISCOUNT:** The difference between the cost of a security and its value at maturity when quoted at lower than face value.

**DIVERSIFICATION:** Dividing investment funds among a variety of securities offering independent returns and risk profiles.

**DURATION:** A measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security. This calculation is based on three variables: term to maturity, coupon rate, and yield to maturity. Duration measures the price sensitivity of a bond to changes in interest rates.

**FACE VALUE:** The principal amount owed on a debt instrument. It is the amount on which interest is computed and represents the amount that the issuer promises to pay at maturity.

**FAIR VALUE:** The amount at which a security could be exchanged between willing parties, other than in a forced or liquidation sale. If a market price is available, the fair value is equal to the market value.

**FANNIE MAE:** Trade name for the Federal National Mortgage Association (FNMA), a U.S. Government sponsored enterprise.

**FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC):** A federal agency that provides insurance on bank deposits, guaranteeing deposits to a set limit per account, currently \$250,000.

**FEDERAL FARM CREDIT BANK (FFCB):** Government-sponsored enterprise that consolidates the financing activities of the Federal Land Banks, the Federal Intermediate Credit Banks and the Banks for Cooperatives. Its securities do not carry direct U.S. government guarantees.

**FEDERAL FUNDS RATE:** The rate of interest at which Federal funds are traded. This rate is considered to be the most sensitive indicator of the direction of interest rates, as it is currently pegged by the Federal Reserve through open-market operations.

**FEDERAL GOVERNMENT AGENCY SECURITIES:** Federal Agency or United States government-sponsored enterprise obligations, participations, or other instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government-sponsored enterprises.

**FEDERAL HOME LOAN BANKS (FHLB):** Government sponsored enterprise (currently made up of 12 regional banks) that regulates and lends funds and provides correspondent banking services to member commercial banks, thrift institutions, credit unions and insurance companies. Although the banks operate under federal charter with government supervision, the securities are not guaranteed by the U. S. Government.

**FEDERAL HOME LOAN MORTGAGE CORPORATION (FHLMC):** Government sponsored enterprise that helps maintain the availability of mortgage credit for residential housing. FHLMC

finances these operations by marketing guaranteed mortgage certificates and mortgage participation certificates. Its discount notes and bonds do not carry direct U.S. government guarantees.

**FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA):** Government sponsored enterprise that is the largest single provider of residential mortgage funds in the United States. FNMA is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted.

**FEDERAL OPEN MARKET COMMITTEE (FOMC):** A committee of the Federal Reserve Board, which establishes monetary policy and executes it through temporary and permanent changes to the supply of bank reserves.

**FEDERAL RESERVE SYSTEM:** The central bank of the U.S. which consists of a seven member Board of Governors, 12 regional banks and about 5,700 commercial banks that are members.

**FED WIRE:** A wire transmission service established by the Federal Reserve Bank to facilitate the transfer of funds through debits and credits of funds between participants within the Fed system.

**FREDDIE MAC:** Trade name for the Federal Home Loan Mortgage Corporation (FHLMC), a U.S. government sponsored enterprise.

**GINNIE MAE:** Trade name for the Government National Mortgage Association (GNMA), a direct obligation bearing the full faith and credit of the U.S. Government.

**GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB):** A standard-setting body, associated with the Financial Accounting Foundation, which prescribes standard accounting practices for governmental units.

**GUARANTEED INVESTMENT CONTRACTS (GICS):** An agreement acknowledging receipt of funds, for deposit, specifying terms for withdrawal, and guaranteeing a rate of interest to be paid.

**INTEREST RATE:** The annual yield earned on an investment, expressed as a percentage.

**INTEREST RATE RISK:** The risk of gain or loss in market values of securities due to changes in interest-rate levels. For example, rising interest rates will cause the market value of portfolio securities to decline.

**INVESTMENT AGREEMENTS:** A contract providing for the lending of issuer funds to a financial institution which agrees to repay the funds with interest under predetermined specifications.

**INVESTMENT GRADE (LONG TERM RATINGS):** The minimum, high quality ratings for long term debt such as corporate notes. Investment Grade ratings are as follows: A3 (Moody's), A- (S&P), and A- (Fitch).

**INVESTMENT PORTFOLIO:** A collection of securities held by a bank, individual, institution or government agency for investment purposes.

**LIQUIDITY:** A liquid asset is one that can be converted easily and rapidly into cash with minimum risk of principal.



# FINANCIAL POLICIES

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**LOCAL AGENCY INVESTMENT FUND (LAIF):** An investment pool sponsored by the State of California and administered/managed by the State Treasurer. Local government units, with consent of the governing body of that agency, may voluntarily deposit surplus funds for the purpose of investment. Interest earned is distributed by the State Controller to the participating governmental agencies on a quarterly basis.

**LOCAL AGENCY INVESTMENT POOL:** A pooled investment vehicle sponsored by a local agency or a group of local agencies for use by other local agencies.

**MARKET RISK:** The risk that the value of securities will fluctuate with changes in overall market conditions or interest rates. Systematic risk of a security that is common to all securities of the same general class (stocks, bonds, notes, money market instruments) and cannot be eliminated by diversification (which may be used to eliminate non-systematic risk).

**MARKET VALUE:** The price at which a security is currently being sold in the market. See FAIR VALUE.

**MASTER REPURCHASE AGREEMENT:** A written contract covering all future transactions between the parties to repurchase agreements and reverse repurchase agreements that establish each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

**MATURITY:** The date that the principal or stated value of a debt instrument becomes due and payable.

**MEDIUM-TERM NOTES (MTNs):** Unsecured, investment-grade senior debt securities of major corporations which are sold in relatively small amounts either on a continuous or an intermittent basis. MTNs are highly flexible debt instruments that can be structured to respond to market opportunities or to investor preferences.

**MODIFIED DURATION:** The percent change in price for a 100 basis point change in yields. This is a measure of a portfolio's or security's exposure to market risk.

**MONEY MARKET:** The market in which short term debt instruments (Treasury Bills, Discount Notes, Commercial Paper, Banker's Acceptances and Negotiable Certificates of Deposit) are issued and traded.

**MORTGAGED BACKED SECURITIES:** A type of security that is secured by a mortgage or collection of mortgages. These securities typically pay principal and interest monthly.

**MUNICIPAL BONDS:** Debt obligations issued by states and local governments and their agencies, including cities, counties, government retirement plans, school districts, state universities, sewer districts, municipally owned utilities and authorities running bridges, airports and other transportation facilities

**MUTUAL FUND:** An entity that pools money and can invest in a variety of securities which are specifically defined in the fund's prospectus.

**NEGOTIABLE CERTIFICATE OF DEPOSIT:** A large denomination certificate of deposit which can be sold in the open market prior to maturity.

**NET PORTFOLIO YIELD:** Calculation in which the 365-day basis equals the annualized percentage of the sum of all Net Earning during the period divided by the sum of all Average Daily Portfolio Balances.

**NATIONALLY RECOGNIZED RATING ORGANIZATION (NRSRO):** is a credit rating agency that issues credit rating that U.S Securities and Exchange Commission permits other financial firms to use for certain regulatory purposes.

**OPEN MARKET OPERATIONS:** Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; Sales have the opposite effect. Open market operations are the Federal Reserve's most important and most flexible monetary policy tool.

**PAR VALUE:** The amount of principal which must be paid at maturity. Also referred to as the face amount of a bond. See FACE VALUE.

**PORTFOLIO:** The collection of securities held by an individual or institution.

**PREMIUM:** The difference between the par value of a bond and the cost of the bond, when the cost is above par.

**PRIMARY DEALER:** A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. These dealers are authorized to buy and sell government securities in direct dealing with the Federal Reserve Bank of New York in its execution of market operations to carry out U.S. monetary policy. Such dealers must be qualified in terms of reputation, capacity, and adequacy of staff and facilities.

**PRIME (SHORT TERM RATING):** High quality ratings for short term debt such as commercial paper. Prime ratings are as follows: P1 (Moody's), A1 (S&P), and F1 (Fitch).

**PRINCIPAL:** The face value or par value of a debt instrument, or the amount of capital invested in a given security.

**PRIVATE PLACEMENTS:** Securities that do not have to be registered with the Securities and Exchange Commission because they are offered to a limited number of sophisticated investors.

**PROSPECTUS:** A legal document that must be provided to any prospective purchaser of a new securities offering registered with the Securities and Exchange Commission that typically includes information on the issuer, the issuer's business, the proposed use of proceeds, the experience of the issuer's management, and certain certified financial statements (also known as an "official statement").

**PRUDENT INVESTOR STANDARD:** A standard of conduct for fiduciaries. Investments shall be made with judgment and care--under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

**PUBLIC DEPOSITS:** A bank that is qualified under California law to accept a deposit of public funds.

# FINANCIAL POLICIES

**PURCHASE DATE:** The date in which a security is purchased for settlement on that or a later date. Also known as the “trade date”.

**RATE OF RETURN:** 1) The yield which can be attained on a security based on its purchase price or its current market price. 2) Income earned on an investment, expressed as a percentage of the cost of the investment.

## RATING SCALE:

Moody's		S&P		Fitch		Rating description	
Long-term	Short-term	Long-term	Short-term	Long-term	Short-term		
Aaa	P-1	AAA	A-1+	AAA	F1+	Prime	Investment-grade
Aa1		AA+		AA+			
Aa2		AA		AA			
Aa3		AA-		AA-			
A1		A+	A+	F1	Upper medium grade		
A2		A	A				
A3	P-2	A-	A-2	A-	F2	Lower medium grade	Non-investment grade aka high-yield bonds aka junk bonds
Baa1		BBB+		BBB+			
Baa2	P-3	BBB	A-3	BBB	F3		
Baa3		BBB-		BBB-			
Ba1	Not prime	BB+	B	BB+	B	Non-investment grade speculative	
Ba2		BB		BB			
Ba3		BB-		BB-			
B1		B+		B+			
B2		B		B			
B3		B-		B-			
Caa1		CCC+	C	CCC	C	Substantial risks	
Caa2		CCC				Extremely speculative	
Caa3		CCC-				Default imminent with little prospect for recovery	
Ca		CC					
C		C					
/		D	/	DDD	/	In default	
				DD			
				D			

**REALIZED GAIN (OR LOSS):** Gain or loss resulting from the sale or disposal of a security.

**REGIONAL DEALER:** A financial intermediary that buys and sells securities for the benefit of its customers without maintaining substantial inventories of securities and that is not a primary dealer.

**REPURCHASE AGREEMENT (RP or REPO):** A transaction in which a counterparty or the holder of securities (e.g. investment dealer) sells these securities to an investor (e.g. the City) with a simultaneous agreement to repurchase them at a fixed date. The security "buyer" (e.g. the City) in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate the "buyer" for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money, that is, increasing bank reserves.

**REVERSE REPURCHASE AGREEMENT (REVERSE REPO):** The opposite of a repurchase agreement. A reverse repo is a transaction in which the City sells securities to a counterparty (e.g. investment dealer) and agrees to repurchase the securities from the counterparty at a fixed date. The counterparty in effect lends the seller (e.g. the City) money for the period of the agreement with terms of the agreement structured to compensate the buyer.

**RISK:** Degree of uncertainty of return on an asset.

**SAFEKEEPING:** A service which banks offer to clients for a fee, where physical securities are held in the bank's vault for protection and book-entry securities are on record with the Federal Reserve Bank or Depository Trust Company in the bank's name for the benefit of the client. As agent for the client, the safekeeping bank settles securities transactions, collects coupon payments, and redeems securities at maturity or on call date, if called.

**SECURITIES AND EXCHANGE COMMISSION (SEC):** Agency created by Congress to protect investors in securities transactions by administering securities legislation.

**SECONDARY MARKET:** A market for the repurchase and resale of outstanding issues following the initial distribution.

**SECURITIES:** Investment instruments such as notes, bonds, stocks, money market instruments and other instruments of indebtedness or equity.

**SETTLEMENT DATE:** The date on which a trade is cleared by delivery of securities against funds.

**SPREAD:** The difference between two figures or percentages. It may be the difference between the bid (price at which a prospective buyer offers to pay) and asked (price at which an owner offers to sell) prices of a quote, or between the amount paid when bought and the amount received when sold.

**STRUCTURED NOTE:** A complex, fixed income instrument, which pays interest, based on a formula tied to other interest rates, commodities or indices. Examples include "inverse floating rate" notes which have coupons that increase when other interest rates are falling, and which fall when other interest rates are rising and "dual index floaters", which pay interest based on the relationship between two other interest rates, for example, the yield on the ten-year Treasury note minus the Libor rate. Issuers of such notes lock in a reduced cost of borrowing by purchasing interest rate swap agreements.

# FINANCIAL POLICIES

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**SUPRANATIONALS:** are international institutions that provide development financing, advisory services and/or financial services to their member countries to achieve the overall goal of improving living standards through sustainable economic growth. The Government Code allows local agencies to purchase the United States dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by the International Bank for Reconstruction and Development, International Finance Corporation, or Inter-American Development Bank.

**TIME DEPOSIT:** A deposit with a California bank or savings and loan association for a specific amount and with a specific maturity date and interest rate. Deposits of up to \$250,000 are insured by FDIC. Deposits over \$250,000 are collateralized above the insurance with either government securities (at 110% of par value), first trust deeds (at 150% of par value), or letters of credit (at 105% of par value).

**TOTAL RATE OF RETURN:** A measure of a portfolio's performance over time. It is the internal rate of return which equates the beginning value of the portfolio with the ending value, and includes interest earnings and realized and unrealized gains and losses on the portfolio. For bonds held to maturity, total return is the yield to maturity.

**TRUSTEE OR TRUST COMPANY OR TRUST DEPARTMENT OF A BANK:** A financial institution with trust powers which acts in a fiduciary capacity for the benefit of the bondholders in enforcing the terms of the bond contract.

**UNDERWRITER:** A dealer which purchases a new issue of municipal securities for resale.

**UNIFORM NET CAPITAL RULE:** Securities and Exchange Commission requirement that member firms as well as nonmember broker/dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

**U.S. GOVERNMENT AGENCY SECURITIES:** Securities issued by U.S. government agencies, most of which are secured only by the credit worthiness of the particular agency. See AGENCIES.

**U.S. TREASURY OBLIGATIONS:** Securities issued by the U.S. Treasury and backed by the full faith and credit of the United States. Treasuries are the benchmark for interest rates on all other securities in the U.S. The Treasury issues both discounted securities and fixed coupon notes and bonds. The income from Treasury securities is exempt from state and local, but not federal, taxes.

**TREASURY BILLS:** Securities issued at a discount with initial maturities of one year or less. The Treasury currently issues three-month and six-month Treasury bills at regular weekly auctions. It also issues very short-term "cash management" bills as needed to smooth out cash flows.

**TREASURY NOTES:** Intermediate-term coupon-bearing securities with initial maturities of one year to ten years.

**TREASURY BOND:** Long-term coupon-bearing securities with initial maturities of ten years or longer.

**UNREALIZED GAIN (OR LOSS):** Gain or loss that has not become actual. It becomes a realized gain (or loss) when the security in which there is a gain or loss is actually sold. See REALIZED GAIN (OR LOSS).

**VOLATILITY:** Characteristic of a security, commodity or market to rise or fall sharply in price within a short-term period.

**WEIGHTED AVERAGE MATURITY:** The average maturity of all the securities that comprise a portfolio that is typically expressed in days or years.

**YIELD:** The annual rate of return on an investment expressed as a percentage of the investment. See CURRENT YIELD; YIELD TO MATURITY.

**YIELD CURVE:** Graph showing the relationship at a given point in time between yields and maturity for bonds that are identical in every way except maturity.

**YIELD TO MATURITY:** Concept used to determine the rate of return if an investment is held to maturity. It takes into account purchase price, redemption value, time to maturity, coupon yield, and the time between interest payments. It is the rate of income return on an investment, minus any premium or plus any discount, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond, expressed as a percentage.





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2019 FEB 21 PM 2:20

## AGENDA REPORT

**TO:** Sabrina B. Landreth  
City Administrator

**FROM:** Katano Kasaine  
Director of Finance

**SUBJECT:** FY 2019-21 Budget Briefing

**DATE:** February 14, 2019

City Administrator  
Approval

Date

2/20/19

### RECOMMENDATION

Staff Recommends That The City Council Receive An Informational Budget Briefing On The Following Fiscal Year (FY) 2019-21 Biennial Budget Development Topics: 1) Budget Priorities Poll Results; 2) Capital Improvement Program (CIP); 3) Preliminary Estimates Of Baseline Revenues And Expenditures; 4) Overview Of The City's Budgeting Process And Timeline.

### EXECUTIVE SUMMARY

Pursuant to the adoption of the Consolidated Fiscal Policy ("CFP") Ordinance No. 13487 C.M.S., the Mayor and City Council are required to hold a biennial budget workshop in February to receive briefings on estimated baseline expenditures, revenue projections, and an overview of the City's budgeting process.

### BACKGROUND / LEGISLATIVE HISTORY

On December 9, 2014, the City Council adopted the CFP (Ordinance No. 13279 C.M.S.). The CFP was amended on May 15, 2018, by the City Council (Ordinance No. 13487 C.M.S.) as part of a regular review of the City's financial policies and to amend the definition of "excess" Real Estate Transfer Taxes.

Section 3.2 of the CFP requires the Council to hold a budget workshop in February (excerpt below). One purpose of the budget workshop is to provide the Mayor and Council with an informational briefing on estimated expenditures, revenue projections, and an overview of the City's budgeting process.

#### **2. Council Initial Budget Briefing and Priorities Discussion**

**Timeline:** February

Item: \_\_\_\_\_  
Special City Council Meeting  
February 25, 2019



# FINANCIAL POLICIES

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Sabrina B. Landreth, City Administrator

Subject: FY 2019-21 Budget Briefing

Date: February 14, 2019

Page 2

**Requirements:** The Mayor and City Council will hold a bi-annual budget workshop soon after the commencement of the Council term. The workshop will include briefings on estimated baseline expenditures, revenue projections and an overview of the City's budgeting process. The workshop will provide the Mayor and Council with the opportunity to begin discussing priorities for the next budget year based on the Assessment of Stakeholder Needs, Concerns and Priorities.

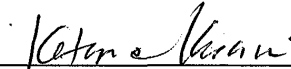
**Attachment A** contains the results of the Budget Priorities Community Survey. **Attachment B** includes an overview of the City's CIP. **Attachment C** provides a summary overview of the City's revenues and expenditures. **Attachment D** provides a high-level overview of the City's budget process and timeline.

## ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Receive An Informational Budget Briefing On The Following Fiscal Year (FY) 2019-21 Biennial Budget Development Topics: 1) Budget Priorities Poll Results; 2) Capital Improvement Program (CIP); 3) Preliminary Estimates Of Baseline Revenues And Expenditures; 4) Overview Of The City's Budgeting Process And Timeline.

For questions regarding this report, please contact Adam Benson, Budget Administrator, at (510) 238-2026.

Respectfully submitted,



KATANO KASAINE

Director of Finance

Attachment (4):

- (1) Attachment A – Budget Survey Results
- (2) Attachment B – Capital Improvement Program Presentation
- (3) Attachment C – FY 2019-21 Baseline Revenues & Expenditures Summary
- (4) Attachment D – FY 2019-21 Budget Timeline

Item: \_\_\_\_\_  
Special City Council Meeting  
February 25, 2019



## 2018 City of Oakland Budget Priorities Survey

*Key findings from a survey of Oakland residents  
conducted December 7-20, 2018*



OPINION  
RESEARCH  
& STRATEGY

320-829

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## Summary Findings

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## Summary Findings

- ✓ Overall, Oakland residents continue to largely enjoy the City's quality of life, though a bit less than in recent years.
- ✓ Housing and homelessness are overwhelmingly the top concerns for residents, outstripping any other priority by a wide margin.
- ✓ Residents prefer paying more to maintain or improve a wide variety of City services and programs, with street repairs, youth programs, and services for the homeless at the top of the list.
- ✓ When it comes to communities of color, top-tier City investments have to do with reducing violence and police use of force, and improving health outcomes for children.



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## Survey Specifications



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- ✓ The CFP states that the Budget Survey is basis and tool for the Mayor and Council to begin discussing priorities for the coming biennial budget cycle
- ✓ 1,595 interviews with randomly selected Oakland residents conducted in English, Spanish and Chinese (target of 1,200 interviews, but we had a particularly robust online response)
- ✓ Margin of sampling error of  $\pm 2.5\%$  at the 95% confidence interval ( $\pm 6.3\%$  -  $\pm 6.6\%$  in each City Council District)
- ✓ Survey conducted using a random a list of residential addresses.
- ✓ Participants were invited to participate by phone call, an email, or a postcard and respond via phone interviews or online.



Profile of Survey Respondents



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Age, Race/Ethnicity, Language, and Gender

Age		Race/Ethnicity	
60+	22%	Asian or Pacific Islander	17%
50-59	15%	Latino	21%
40-49	17%	African American	25%
30-39	23%	White	29%
18-29	20%	Mixed/Other/Refused	9%
Refused	3%		

Gender		Survey Language	
Male	48%	English	88%
Female	50%	Spanish	8%
Something Else/Refused	2%	Chinese	3%



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## Education, Household Income, and National Origin

Education		Household Income	
Post-Graduate Educated	21%	\$150,000 and over	20%
Four-year College Graduates	24%	\$100,001-\$150,000	14%
Some College/ Business/Associates Degree	27%	\$60,001-\$100,000	19%
High School or Less	27%	\$30,001-\$60,000	17%
Refused	1%	\$30,000 and under	20%
		Refused	11%

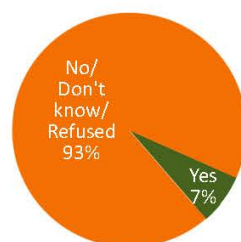
National Origin	
Immigrated	23%
Born in US	76%
Don't Know/NA	1%

**FM3**  
RESEARCH Q0.

6

## 7% of respondents reported lack of permanent housing in the last year; and 6% live with a currently of formerly incarcerated person.

*In the last year, have you been without permanent housing, that is, have you slept in a car, outdoors, or stayed temporarily with friends or family?*



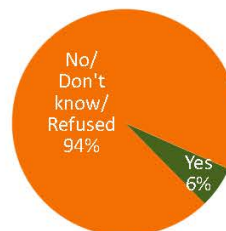
**Who Has a Close Tie to an Incarcerated Person?**

- Housing insecure in the last year
- Men without a college education
- Latino residents
- 21 to 40 years in Oakland
- African-Americans
- Unmarried men

**Who were most likely to lack permanent housing?**

- A family member has been incarcerated
- Household incomes under \$30,000 annually
- Part-time workers
- Single adults
- Residents under 30
- Mothers
- Residents with less than a college education

*Is anyone in your household currently or formerly incarcerated in jail or prison?*



**FM3**  
RESEARCH Q11.

7



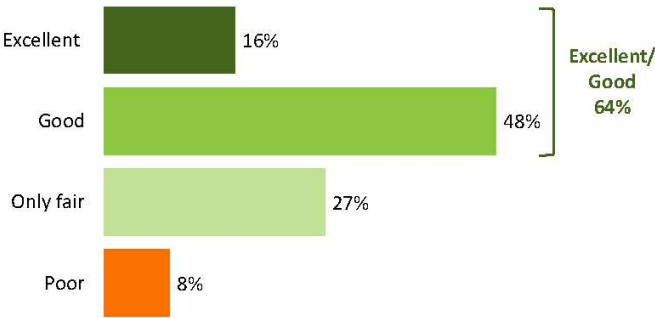
# Impressions of Life in Oakland and City Government



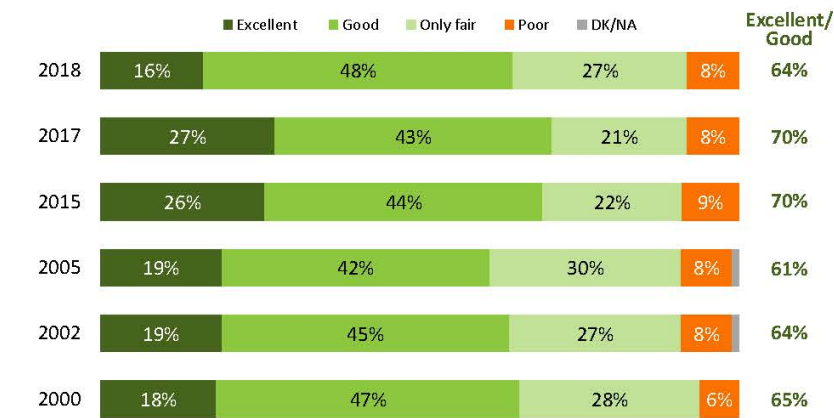
8

## Nearly two-thirds of residents rate Oakland as an “excellent” or “good” place to live.

Generally speaking, how would you rate Oakland as a place to live:  
Is it an excellent place to live, a good place, only fair, or a poor place to live?



These ratings are more consistent with 2000 and 2002 than with 2015 and 2017.



**FM3**  
RESEARCH Q1. Generally speaking, how would you rate Oakland as a place to live: Is it an excellent place to live, a good place, only fair, or a poor place to live?

10



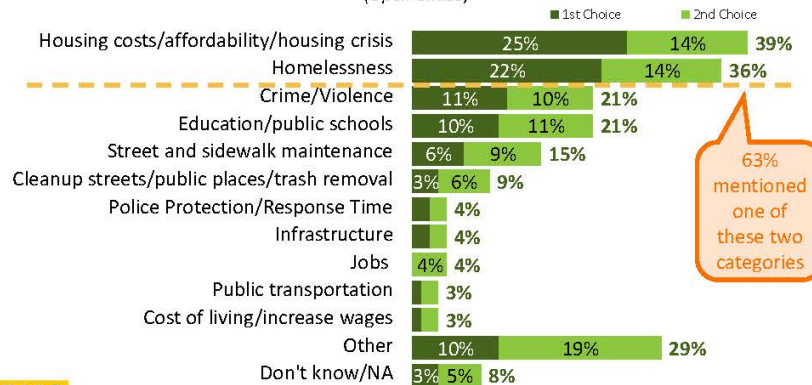
Specific Budget Priorities



11

## Homelessness and housing are clearly the top issues residents want to see prioritized.

In the upcoming two-year budget, what are the two most important issues facing Oakland residents that you would like to see prioritized in the City government budget?  
(Open-Ended)



**FM3**  
RESEARCH Q2

12

## Housing emerged as a key concern in 2017 and has remained one; homelessness is now named a top issue by three times as many.

(1<sup>st</sup> Choice; 3% and Above Shown)

Issues	2000	2002	2005	2015	2017	2018
Housing costs/ Affordability/Housing crisis	8%	12%	5%	10%	26%	25%
Homelessness	3%	4%	2%	2%	7%	22%
Crime/Violence	19%	26%	22%	20%	15%	11%
Education/Public schools	33%	14%	35%	17%	13%	10%
Street and sidewalk maintenance	3%	4%	4%	8%	6%	6%
Jobs/Keeping businesses	5%	3%	4%	7%	3%	0%

**FM3**  
RESEARCH Q2

In the upcoming two-year budget, what are the two most important issues facing Oakland residents that you would like to see prioritized in the City government budget?

13



## Next, respondents were presented with a list of services and asked to make trade-offs.

*I am going to mention some of the services the City provides its residents. Every two years, the City faces hard choices about these services in order to balance its budget. After you hear each one, please tell me whether you think cuts should be made to that service in order to balance the budget, or whether you would be willing to pay additional taxes or fees to maintain or improve that service.*

*If they were...*

Willing to pay additional taxes or fees to maintain or improve a service

*If they thought...*

Cuts should be made to a service in order to balance the budget

*They were then asked if they would be willing to pay...*

Significantly more to improve that service

OR

A little more to maintain that service

*They were then asked if they would you be willing to make...*

Just some cuts to that service

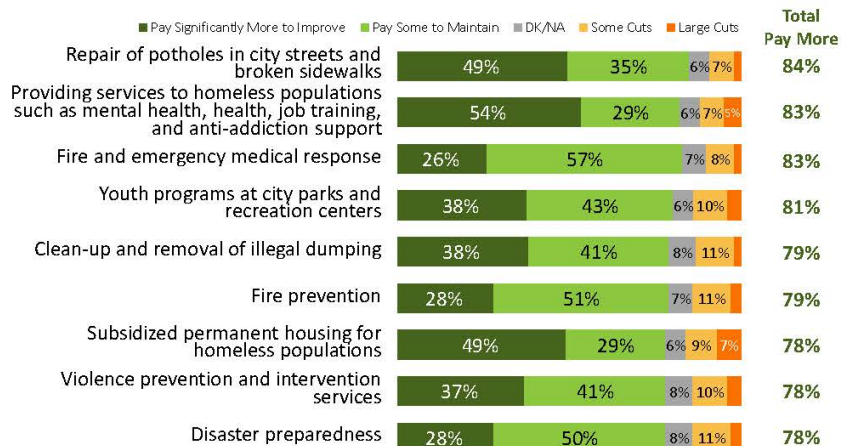
OR

Large cuts to that service

**FM3**  
RESEARCH Q5

14

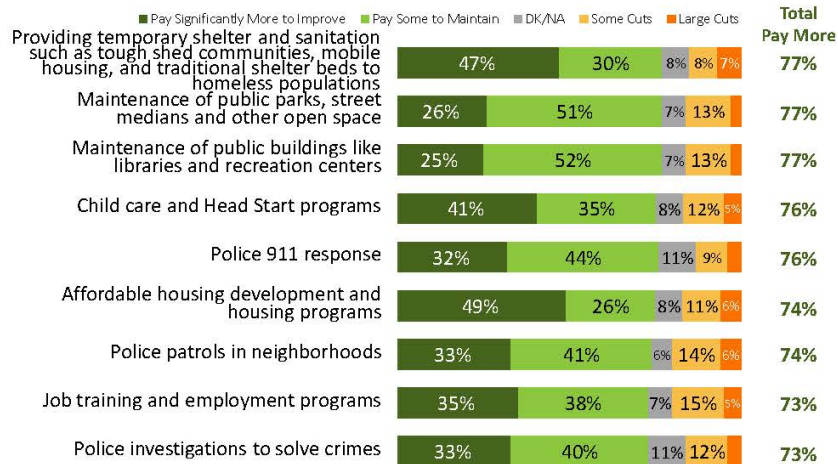
## Key areas of desired investment included street repairs and homeless services.



**FM3**  
RESEARCH Q5

15

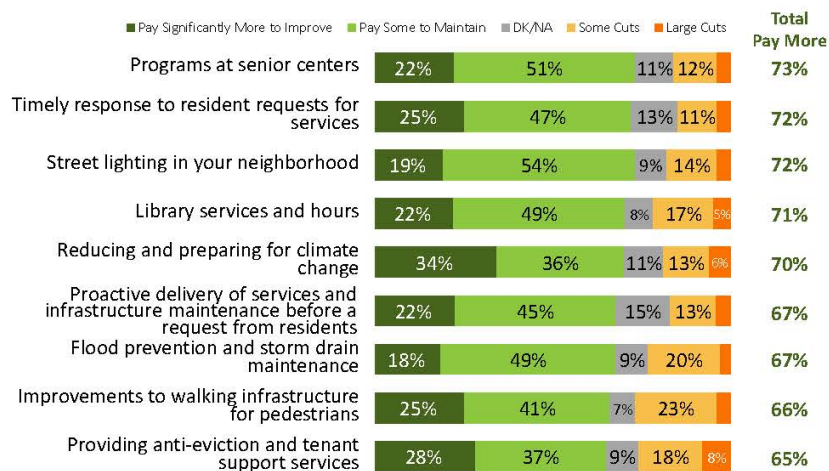
## Nearly half would pay significantly more to support other housing investments.



**FM3**  
RESEARCH Q5

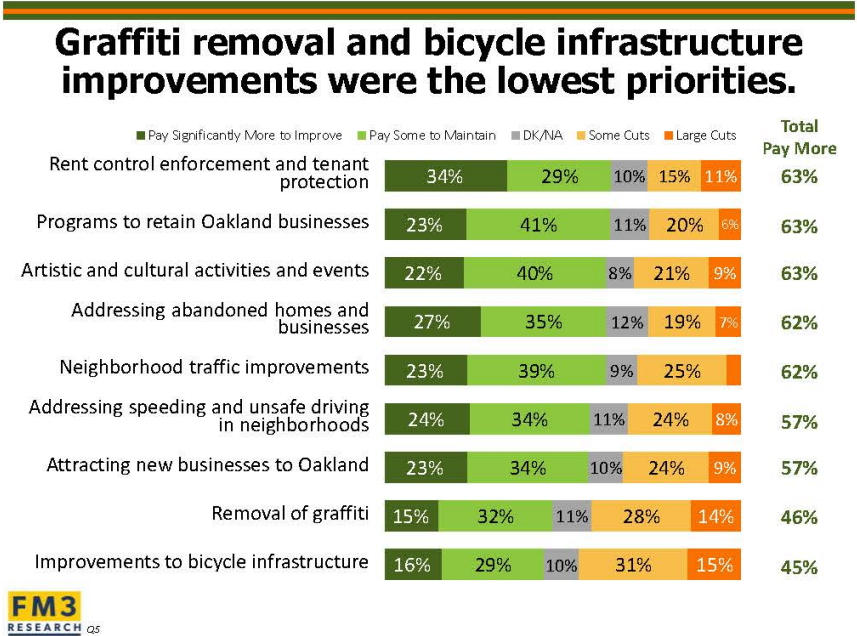
16

## One-third would pay more to improve climate change reduction/preparation.



**FM3**  
RESEARCH Q5

17



18



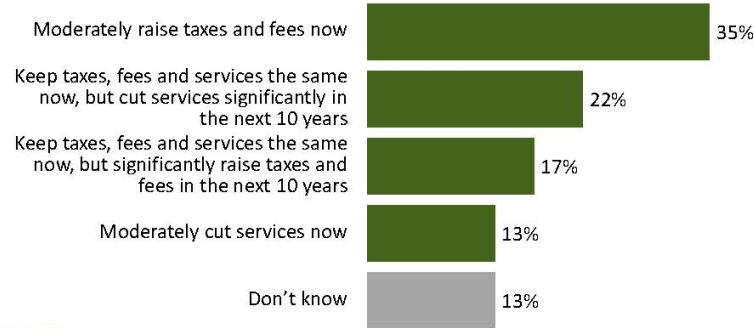
**Balancing Long Term Budget Challenges**



19

**Given the choice, a plurality preferred moderately raising taxes and fees now to cutting services or putting off action.**

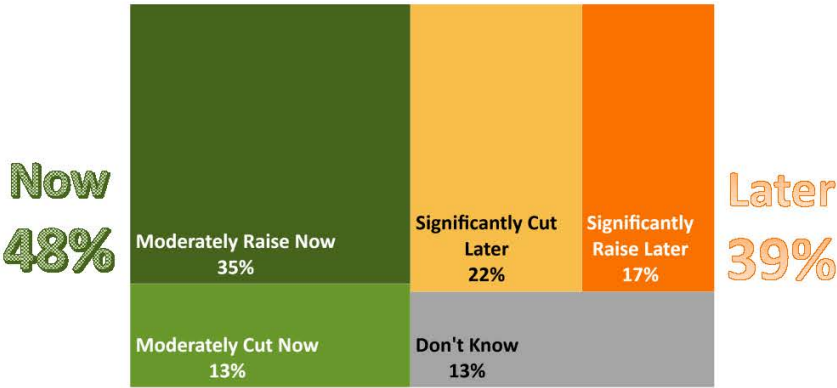
*Over the next ten years, the City of Oakland will face tens of millions of dollars in budget shortfalls for employee health and retirement benefits. To keep a balanced budget, the City will have to raise taxes and fees or make cuts to City services. I am going to read you four potential options, and I would like you to tell me which comes closest to what you would prefer.*



FM3  
RESEARCH Q&A

20

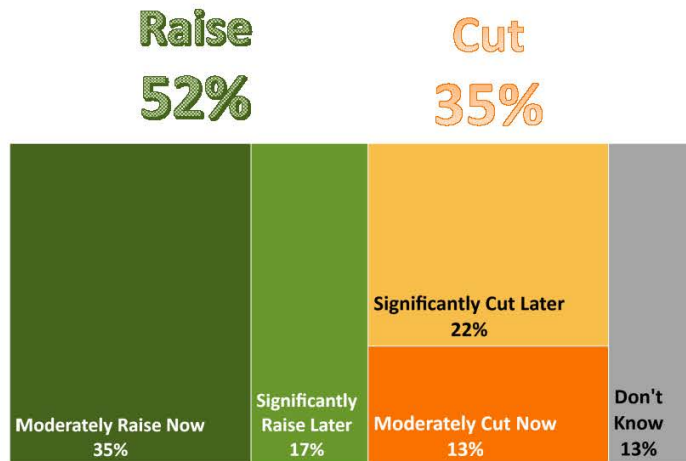
**Taken together, a plurality favored acting now, whether making cuts or raising taxes.**



FM3  
RESEARCH

21

**By 17 points, Oakland residents would rather the City raise taxes and fees.**



**FM3**  
RESEARCH

22

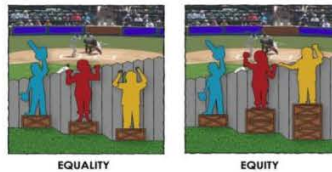
## Race and Equity



23

## Next, residents were given a brief bit of context about the City's equity efforts, and asked to prioritize selected outcomes.

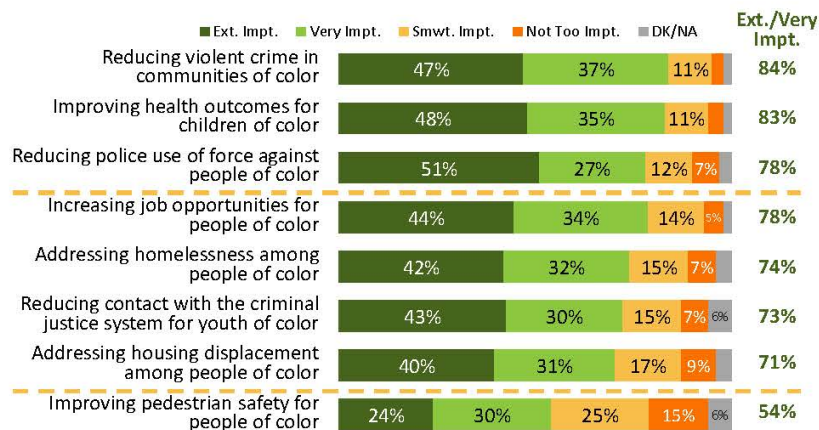
Through its budget, the City can invest more in equity for communities of color, that is, people who are African-American, Latino, Asian or Pacific Islander, American Indian or Native American, or some other identity that is not white. I am going to read you a list of different categories of City programs and services, and I would like you to tell me whether you think it is extremely important, very important, somewhat important, or not too important to invest in improving equity for each one.



**FM3**  
RESEARCH Q7

24

## Reducing violent crime and police use of force, and improving health outcomes for children, were the most important priorities.



**FM3**  
RESEARCH Q7

25

**For more information, contact:**



1999 Harrison St., Suite 2020  
Oakland, CA 94612  
Phone (510) 451-9521  
Fax (510) 451-0384

**Curt Below**

Curt@FM3research.com

**Miranda Everitt**

Miranda@FM3research.com



# FINANCIAL POLICIES

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

## OAKLAND CITY COUNCIL

Approved as to Form and Legality

*Macaulay*  
City Attorney

2019 JAN 18 AM 9:00 RESOLUTION NO. 87551 = C.M.S.

Introduced by Councilmember \_\_\_\_\_

### RESOLUTION ADOPTING THE OTHER POST-EMPLOYMENT BENEFITS FUNDING POLICY OF THE CITY OF OAKLAND

**WHEREAS**, the City of Oakland ("City") has three programs in place to partially pay health insurance premiums for certain classes of retirees from City employment meeting certain requirements relating to age and service pursuant to labor agreements between the City and local unions and in City resolutions; and

**WHEREAS**, beginning in the fiscal year ending June 30, 2018, the City must recognize the Other Post-Employment Benefits ("OPEB") unfunded liabilities in its Comprehensive Annual Financial Report due to the implementation of Governmental Accounting Standards Board Statement No. 74 and 75; and

**WHEREAS**, the City's current pay-as-you-go ("pay-go") funding approach for OPEB is not financially sustainable over the long-term; and

**WHEREAS**, Resolution No. 87208 C.M.S., which was approved by the City Council on May 29, 2018, directed the City Administrator to develop an OPEB Funding Policy for the City Council's consideration; and

**WHEREAS**, an OPEB Funding Policy provides guidance to the City Council by establishing pre-funding targets that will improve the long-term viability of the retiree health benefit program; now, therefore be it

**RESOLVED:** That the City of Oakland OPEB Funding Policy, in substantially the form attached to the staff report accompanying this resolution, is hereby approved and adopted; and be it

**FURTHER RESOLVED:** That this Resolution shall take effect immediately upon its passage.

IN COUNCIL, OAKLAND, CALIFORNIA, FEB 26 2019

#### PASSED BY THE FOLLOWING VOTE:

AYES - FORTUNATO BAS, GALLO, GIBSON MCELHANEY, KALB, ~~LEE~~, TAYLOR, THAO, AND PRESIDENT KAPLAN →

NOES 0

ABSENT 0

ABSTENTION 0

*Excused - Reid - 1*

ATTEST:

*LaTonda Simmons*  
LaTonda Simmons  
City Clerk and Clerk of the Council  
of the City of Oakland, California

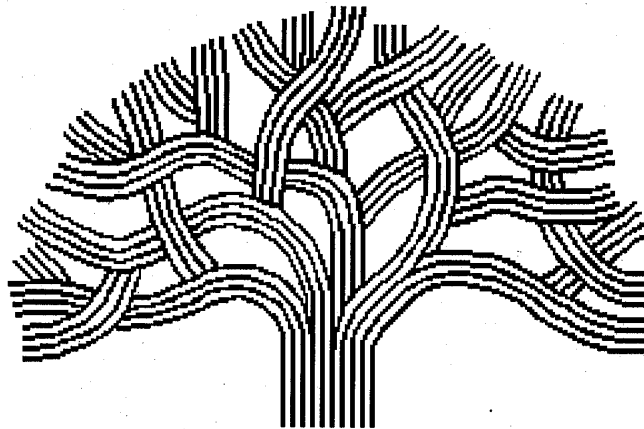




FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

2019 FEB 21 AM 11:16

**City of Oakland  
Other Post-Employment Benefits (OPEB)  
Funding Policy**



Prepared by  
Finance Department  
Adopted by the City Council  
February XX, 2019

## *Table of Contents*

<u>Topic</u>	<u>Page Number</u>
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OPEB Program Objectives	2
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Benefit Program	3
Funding Policy for Sustainable Benefits	4
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Transparency and Reporting	6
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## 1.0 POLICY

This policy details the City of Oakland's funding approach for Other Post-Employment Benefits (OPEB) as provided to retirees in addition to pensions. The purpose of this funding policy is to set forth the City's overall OPEB funding and benefit goals, the benchmarks that will be used to measure progress, and the methods and assumptions that will be used to develop and maintain these benchmarks.

## 2.0 OPEB PROGRAM OBJECTIVES

The primary objectives of the City's overall OPEB program goals are to provide benefits that are:

- **Affordable** in the near-term, without crowding out the City's capacity to deliver quality services to the public or to provide reasonable salary increases to active employees;
- **Sustainable** over the long-term, ensuring that benefits will be secure and reliable for career employees throughout retirement, with substantial intergenerational equity for taxpayers in regard to the funding of benefit costs; and,
- **Competitive**, to support effective recruitment and retention of a strong municipal workforce.

The specific elements of this funding policy are intended to provide a balanced approach for addressing these goals within the parameters of the City's resources.

## 3.0 OPEB FUNDING GOALS

3.1 The City of Oakland funds OPEB in two primary ways.

- Explicit Subsidy

First, the City provides a benefit payment to eligible City retirees that is used to offset some or all of the cost of participation in health coverage. Prior to attaining Medicare eligibility, City retirees participate in the same health plans offered to active employees, and parallel plans integrated with Medicare are provided for retirees who have reached the age of Medicare eligibility. The City's benefit payment toward coverage in these plans is referred to in accounting terms as an explicit subsidy, because it is structured as a contribution toward the stated premium costs for these plans.

- Implicit Subsidy

Second, the City also provides an implicit subsidy toward retiree medical coverage. This cost to the City results from the pooled approach to the health plans in which the City participates administered by the California Public Employees' Retirement System (CalPERS) pursuant to the Public Employees' Medical & Hospital Care Act (PEMHCA). Under these PEMHCA plans, the same rates are charged for active and retired employee participants on a blended basis. In turn, because the underlying cost for retirees, on average, will be higher than the underlying costs for active employees, this blended CalPERS rate effectively leads to a subsidy of the true costs for retirees in the aggregate. This implicit subsidy takes the form of the higher payments by the City for active employee premiums than would otherwise be required if retirees were not covered under the same PEMHCA pool with blended rates. As of the initial

# FINANCIAL POLICIES

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adoption of this OPEB Funding Policy, PEMHCA does not offer the option of using separate rates for active employees and retirees, such that this implicit subsidy is unavoidable under the PEMHCA program.

## 3.2 Explicit Subsidy Funding Goals

To fund the explicit subsidy, the City participates in an irrevocable Section 115 Trust (hereinafter “OPEB Trust”). The objective in providing employer contributions to this OPEB Trust is to accumulate sufficient assets during a member’s period of active employment to fully finance the benefits the member receives throughout retirement.

Toward this objective, the City establishes the following OPEB Trust funding and related goals:

- Maintain a stable or increasing ratio of trust assets to accrued liabilities, with the goal of reaching a 100% funded ratio (full funding) for all explicit subsidy benefits. For this purpose, the funded ratio is defined as the actuarial value of trust assets divided by the trust’s actuarial accrued liability for explicit subsidy benefits.
- Develop a pattern of stable and regular contribution rates when expressed as a percentage of member payroll as measured by valuations prepared in accordance with the principles of practice prescribed by the Actuarial Standards Board, ultimately reaching a minimum employer contribution level at least equal to the Actuarially Determined Contribution (ADC) associated with explicit subsidy benefits.
- Manage the cost of benefits through labor-management partnership and collective bargaining to reach and maintain an affordable and sustainable level of coverage.

## 3.3. Implicit Subsidy Funding Goals

For any implicit subsidy, the City’s objective will be to ensure that combined employer and employee/retiree contributions are made in full for annual premiums, such that this funding requirement will consistently be met on a yearly basis.

## **4.0 BENEFIT PROGRAM**

The City’s goal is to provide an affordable, sustainable, and competitive level of retiree healthcare benefits for career employees.

### 4.1 Labor-Management Partnership

Specific benefit structures are subject to collective bargaining for represented employees, and the City respects the negotiation process and values its labor-management partnerships.

In parallel with each biennial OPEB actuarial valuation, and in advance of any rounds of collective bargaining, the City should seek to review its retiree healthcare benefits relative to offerings among other Bay Area governments and large California cities.

As retiree healthcare benefits are periodically reviewed and renegotiated, the following principles will serve as guidelines for pursuit of any adjustments:

- Until the City's OPEB Trust is fully funded, the affordability and sustainability of the City's retiree medical benefits offerings will be evaluated on the basis of whether the City's ADC for explicit subsidy benefits can be fully funded with a combination of full Pay-Go Funding ("pay-go") plus a supplemental employer contribution of no higher than 2.5% of payroll.
- Periodic adjustments to benefits will be pursued as required to ensure full funding and plan sustainability under the terms of this policy.
- Any proposed OPEB changes shall be accompanied by an actuarial valuation projecting the impact on the ADC, funded ratio, and overall OPEB actuarial liability.

#### 4.2 CalPERS Policies and Practices

The City will also partner with its employee groups' representatives to explore and potentially advocate for appropriate policy changes by CalPERS, to the extent the City continues to provide retiree healthcare benefits through the CalPERS system. Such policy changes may include, but are not limited to the development of plan design changes that do not incur penalty costs under the Affordable Care Act, and the separation of rates for active and retiree healthcare plans to eliminate the implicit subsidy.

### 5.0 FUNDING POLICY FOR SUSTAINABLE BENEFITS

#### 5.1 Pay-Go Funding

At a minimum, the City will fully fund its pay-go commitments to eligible retirees and beneficiaries for the benefits they receive each year, inclusive of any implicit subsidy resulting from the blending of active and retiree healthcare rates.

#### 5.2 OPEB Trust Funding

The City will continue to make contributions to its OPEB Trust. Once full funding has been achieved on an actuarially sound basis, and as full funding is sustained thereafter, all explicit subsidy payments on behalf of retirees and beneficiaries shall be made from the Trust, with the City also contributing the full ADC associated with explicit subsidy payments each year to ensure the continued health and sustainability of the Trust. Once full funding of the explicit subsidy is achieved, the annual City contribution will represent the actuarial normal cost for the explicit subsidy benefits, reflecting the dollars required to be set aside on a current basis so that active members' benefits will be fully funded upon retirement.

Until the Trust is 100% funded for explicit subsidy benefits, the City will make contributions in excess of the annual pay-go cost for current retirees and beneficiaries toward achieving full funding, under the policy outlined below.

- Beginning in FY2020, the City will contribute an additional 2.5% of payroll above pay-go into the OPEB Trust on an annual basis until the liability associated with the explicit subsidy is fully funded.

# FINANCIAL POLICIES

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For the purposes of the above calculations, the ADC will be calculated with regard to retiree benefits exclusive of future implicit subsidy payments, as the City is committed to funding the implicit subsidy component of the OPEB liability on an ongoing basis through its general employee healthcare rates.

## 5.3 OPEB Trust Funding Adjustments

In addition to the above annual contributions, the City will continue to make further one-time contributions to the OPEB Trust when Excess Real Estate Transfer Tax (RETT) thresholds are met as provided in the City of Oakland Consolidated Fiscal Policy. This approach will help to build OPEB funding more rapidly, thereby improving plan stability and reducing future contribution requirements.

**In the event of a severe economic downturn the City will seek to continue the above payment structure in full, but, if authorized via Council Resolution, may temporarily reduce or defer its supplemental payments above pay-go until the City's revenues have recovered.**

For the purpose of this provision: a severe downturn shall be defined as a fiscal year in which aggregate General Purpose revenues are projected to be negative and/or less than 50% of forecast growth in the Consumer Price Index for the ensuring fiscal year; and recovery shall be defined as the next fiscal year following a fiscal year when General Purpose revenues are estimated to have again been positive and exceeded 50% of forecast growth in the Consumer Price Index.

In no event shall the City draw down from its OPEB Trust to meet pay-go costs if the ADC is not made in full for that same fiscal year.

## 6.0 ACTUARIAL APPROACH

### 6.1 Biennial Valuations

An OPEB actuarial valuation will be performed at least biennially.

### 6.2 Actuarial Method and Assumptions

The actuarial funding method used to develop the benchmarks will be the entry age normal actuarial cost method. Any unfunded liability will be amortized over a closed 30-year period.

Other actuarial assumptions used will be those adopted by the City Finance Department based on the advice and recommendation of the OPEB actuary. The actuary shall conduct an investigation into each system's experience at least every five (5) years, and use the results of the investigation to form the basis for those recommendations, consistent with Actuarial Standards of Practice (ASOP) and Government Finance Officers Association (GFOA) guidance.

## **7.0 TRANSPARENCY AND REPORTING**

Funding of the City's OPEB program should be transparent to all stakeholders, including City employees, retirees, employee organizations, elected officials, and Oakland residents and taxpayers. In support of this transparency, the following information shall be available:

### **7.1 Report to City Council**

When each actuarial valuation for the City's OPEB plan is completed, typically on a biennial basis, a copy shall be transmitted to City Council along with a Finance Department report regarding progress toward full funding of the plan and ADC, and overall advancement of this policy's OPEB plan goals of affordability, sustainability, and competitiveness.

### **7.2 Website Publication**

These OPEB actuarial valuations and the City's Comprehensive Annual Financial Report (CAFR) shall be published on the City's website. The CAFR includes information regarding the City's OPEB plan, contributions to the OPEB Trust, and the funded status of the plan.

### **7.3 Budget Transparency**

The City's annual operating budget shall include clear and specific appropriations for contributions to the OPEB Trust and pay-go costs.

## **8.0 REVIEW OF FUNDING POLICY**

Sustainable OPEB funding requires a long-term commitment. To ensure that adequate resources are being accumulated to meet the City's OPEB goals, the City will review this policy biennially in conjunction with completion of its OPEB actuarial valuations.

## **9.0 GLOSSARY**

Definitions of key OPEB-related terms are listed in Exhibit A.



# FINANCIAL POLICIES

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## EXHIBIT A

### GLOSSARY

**ACTUARIAL ASSUMPTIONS:** Assumptions as to the occurrence of future events affecting costs, such as: mortality, withdrawal, disablement and retirement; changes in compensation and Government provided benefits; rates of investment earnings and asset appreciation or depreciation; and other relevant items.

**ACTUARIAL COST METHOD:** A procedure for determining the Actuarial Present Value of Plan benefits and expenses and for developing an actuarially equivalent allocation of such value to time periods, usually in the form of a Normal Cost and an Actuarial Liability. This policy specifies use of the Entry Age Normal Actuarial Cost Method.

**ACTUARIALLY DETERMINED CONTRIBUTION (ADC):** The amount actuarially calculated each year required to be contributed by an employer to a retirement trust to ensure sufficient funds to pay future benefits. This amount is a combination of the employer's share of Normal Cost plus the unfunded liability amortization payment. In past years, annual contributions to a plan were known as the ARC for "actuarially required contribution" or "annual required contribution." For most purposes, the terminology of "ARC," "ADC," and Actuarially Determined Employer Contribution (ADEC) is similar.

**ACTUARIAL GAIN (LOSS)** (Called Actuarial Experience Gain and Loss): A measure of the difference between actual experience and that expected based upon a set of Actuarial Assumptions during the period between two Actuarial Valuation dates, as determined in accordance with a particular Actuarial Cost Method.

**ACTUARIAL LIABILITY:** That portion, as determined by a particular Actuarial Cost Method, of the Actuarial Present Value of projected benefits which will not be paid by future Normal Costs.

**ACTUARIAL PRESENT VALUE** (Present Value): The value of an amount or series of amounts payable or receivable at various times, determined as of a given date by the application of a particular set of Actuarial Assumptions. For purposes of this standard, each such amount or series of amounts is: adjusted for the probable financial effect of certain intervening events (such as changes in compensation levels, Social Security, marital status, etc.); multiplied by the probability of the occurrence of the event (such as survival, death, disability, termination of employment, etc.) on which the payment is conditioned; and discounted according to an assumed rate (or rates) of return to reflect the time value of money.

**ACTUARIAL VALUATION:** The determination, as of a valuation date, of the Normal Cost, Actuarial Liability, Actuarial Value of Assets, and related Actuarial Present Values for the Plan. The Actuarial Valuation is presented in the form of a detailed report prepared by professional actuaries.

**ACTUARIAL VALUE OF ASSETS:** The value of cash, investments and other property belonging to a Plan, as used by the actuary for the purpose of an Actuarial Valuation. The purpose of an Actuarial Value of Assets is to smooth out fluctuations in market values. This way, long-term costs are not distorted by short-term fluctuations in the market. Currently, the City's OPEB Actuarial Valuation relies on the Market Value of Assets.

**AMORTIZATION:** The portion of the Plan contribution which is designed to pay interest on and to amortize the Unfunded Actuarial Liability.

**CALIFORNIA PUBLIC EMPLOYEES' RETIREMENT SYSTEM (CalPERS):** CalPERS is a California state agency that administers pensions, active employee healthcare benefits, and retiree healthcare benefits for participating public employers.

**DISCOUNT RATE:** The estimated long-term interest yield on the investments that are expected to be used to finance the payment of benefits, with consideration given to the nature and mix of current and expected investments and the basis used to determine the Actuarial Value of Assets.

**ENTRY AGE NORMAL COST METHOD:** An Actuarial Cost Method under which the Actuarial Present Value of the projected benefits of each individual included in an Actuarial Valuation is allocated in a manner that produces a level annual cost over the earnings of the individual between entry age and assumed retirement age. This is the Actuarial Cost Method to be used for the City's OPEB Actuarial valuation pursuant to this policy.

**EXPLICIT SUBSIDY:** The Explicit Subsidy component of the City's post-employment healthcare program involves those direct payments to retirees used to offset some or all of the cost of participation in their health plans, exclusive of any Implicit Subsidy that may reduce retiree healthcare premium costs.

**FUNDED RATIO:** The Actuarial Value of Assets expressed as a percentage of the Actuarial Liability.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB) STATEMENTS NO. 74 AND NO. 75:** GASB establishes the accounting standards used in U.S. state and local government financial statements. Issued in June 2015, GASB Statements No. 74 and No. 75 set forth the accounting standards for public sector post-employment benefit retirement plans and the governments that sponsor them. GASB Statement No. 74 applies to OPEB plans that administer benefits for governments, and GASB Statement No. 75 applies to governments that participate in OPEB plans. Under GASB Statement No. 75, which is initially required for the City's FY2019 Comprehensive Annual Financial Report, the City must now reflect its full unfunded OPEB liability on its balance sheet.

**IMPLICIT SUBSIDY:** An Implicit Subsidy for retiree medical coverage may occur when the rates charged for active and retired employees are blended for all participants under a common plan. Because the underlying cost for retirees, on average, will be higher than the underlying costs for actives, this blended rate effectively leads to an Implicit Subsidy of the true costs for retirees in the aggregate.

**NORMAL COST:** That portion of the Actuarial Present Value of the Plan benefits and expenses which is allocated to a valuation year by the Actuarial Cost Method. In general terms, this represents the funding that should be set aside in each year of current service for a plan participant to ensure full funding of their post-employment benefits by the time of retirement, assuming all actuarial assumptions are met.

**PAY-GO FUNDING:** Also sometimes referred to as Pay-as-You-Go funding, Pay-Go Funding in the context of OPEB is the practice of paying only for the costs of benefits for those who have already retired, in contrast to prefunding post-employment benefits during a plan participant's years of active service.

**PUBLIC EMPLOYEES' MEDICAL & HOSPITAL CARE ACT (PEMHCA):** The PEMCHA law governs the CalPERS health programs, and includes certain requirements regarding the continuation of healthcare benefits into retirement for participating public employers.

# FINANCIAL POLICIES

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**SECTION 115 TRUST:** Established under Section 115 of the Internal Revenue Code, this is an irrevocable trust dedicated for specific retirement benefits. The City's structure for prefunding OPEB is a Section 115 Trust administered by CalPERS.

**UNFUNDED ACTUARIAL LIABILITY:** The excess of the Actuarial Liability over the Actuarial Value of Assets.

Insert Tab



## FY 2019-21 PROPOSED POLICY BUDGET LEGISLATION

Legislative Item	Approval Date	Resolution / Ordinance	Page
<b>FINANCIAL POLICIES</b>			
Appropriations Limit for FY 2019-20	June 4, 2019	Resolution No. _____	I - 3
Budget Adoption and City Council Budget Amendments	June 18, 2019	Resolution No. _____	I - 5
<b>LOCAL ASSESSMENTS</b>			
Landscaping and Lighting Assessment District	June 4, 2019	Resolution No. _____	I - 11
<b>LOCAL MEASURES</b>			
Emergency Medical Services (Measure M) Paramedic Emergency Services (Measure N) Library Services (Measure Q) Public Safety and Services Violence Prevention Act of 2014 (Measure Z)	June 4, 2019	Ordinance No. 13441	I - 15
<b>OTHER MEASURES &amp; MANDATES</b>			
Sugar-Sweetened Beverage Tax (Measure HH)	May 3, 2016	Resolution No. 86161	I - 19
Oakland Police Commission and Community Police Review Agency (Measure LL)	July 26, 2016	Resolution No. 86333	I - 33
Oakland Infrastructure and Affordable Housing (Measure KK)	July 19, 2016	Resolution No. 86335	I - 41
Parcel Tax for Library Services (Measure D)	March 6, 2018	Resolution No. 87085	I - 55
Parcel Tax on Vacant Properties (Measure W)	July 24, 2018	Resolution No. 87319	I - 69

# LEGISLATION

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## NOTES

Approved as to Form and Legality

\_\_\_\_\_  
City Attorney's Office

**OAKLAND CITY COUNCIL**

**RESOLUTION NO. \_\_\_\_\_ C.M.S.**

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**RESOLUTION ESTABLISHING AN APPROPRIATIONS LIMIT FOR  
FISCAL YEAR 2019-20 PURSUANT TO ARTICLE XIII B OF THE  
CALIFORNIA CONSTITUTION**

**WHEREAS**, Article XIII B of the California Constitution (Limitation of Government Appropriations) was passed by the California electorate on November 6, 1979, and became effective on July 1, 1980; and

**WHEREAS**, the Chapter 1205, Statute of 1980, Section 7900 of the Government Code, formally implements methods for governmental entities to establish and define annual appropriations limits, based on annual appropriations for the prior fiscal year, which is fiscal year 2018-19, for fiscal year 2019-20; now therefore be it

**RESOLVED:** That the annual appropriations limit for the City of Oakland for FY 2019-20 is \$XXX,XXX,XXX as reflected in Exhibit A; and be it

**FURTHER RESOLVED:** That That the growth factors used to calculate the limit are the county population change and the increase in the California per capita income.

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

AYES - FORTUNATO BAS, GALLO, GIBSON MCELHANEY, KALB, REID, TAYLOR, THAO AND  
PRESIDENT KAPLAN

NOES -

ABSENT -

ABSTENTION -

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





Approved as to Form and Legality

\_\_\_\_\_  
City Attorney's Office

## **OAKLAND CITY COUNCIL**

**RESOLUTION NO. \_\_\_\_\_ C.M.S.**

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**RESOLUTION:**

- 1) **AUTHORIZING THE BIENNIAL BUDGET FOR FISCAL YEARS 2019-2021 AND APPROPRIATING CERTAIN FUNDS TO PROVIDE FOR THE EXPENDITURES PROPOSED BY SAID BUDGET;**
- 2) **AUTHORIZING THE USE OF ONE-TIME REVENUES TO SUSTAIN ONGOING MAINTENANCE OF CITY PARKS, RECREATION FACILITIES, PROGRAMS, TREES AND OPEN SPACES;**
- 3) **AUTHORIZING THE USE OF ONE-TIME REVENUES TO SUSTAIN ONGOING PARAMEDIC SERVICES PROVIDED BY THE OAKLAND FIRE DEPARTMENT; AND**
- 4) **AUTHORIZING THE CITY ADMINISTRATOR TO ENTER INTO GRANT AGREEMENTS WITH FAMILY BRIDGES, SPANISH SPEAKING UNITY COUNCIL OF ALAMEDA COUNTY, INC., VIETNAMESE AMERICAN COMMUNITY CENTER OF THE EAST BAY, VIETNAMESE COMMUNITY DEVELOPMENT INC., SERVICE OPPORTUNITY FOR SENIORS/MEALS ON WHEELS, EDEN I&R INC., YOUTH TOGETHER, OAKLAND CHILDREN'S FAIRYLAND INC., CHABOT SPACE & SCIENCE CENTER, OAKLAND PARKS AND RECREATION FOUNDATION, FRIENDS OF PERALTA HACIENDA HISTORICAL PARK, EAST BAY ZOOLOGICAL SOCIETY, OAKLAND ASIAN CULTURAL CENTER AND OAKLAND PROMISE IN A TOTAL AMOUNT NOT TO EXCEED \$1,963,115.00 FOR FISCAL YEAR 2019-2020 AND \$1,819,115.00 FOR FISCAL YEAR 2020-2021 AS SET FORTH IN DETAIL IN EXHIBIT A TO THIS RESOLUTION, ATTACHED HERETO.**

**WHEREAS**, Section 801 of the Charter of the City of Oakland requires that the Oakland City Council adopt by resolution a budget of proposed expenditures and appropriations necessary for the ensuing year; and

# LEGISLATION

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**WHEREAS**, the City Council has a longstanding policy of adopting a two-year budget; and

**WHEREAS**, Section 806 of the City Charter provides that all monies received by the City shall be deposited in the City Treasury, and no monies shall be disbursed from the treasury without the approval of the City Administrator or of another officer duly authorized by him/her and that no expenditure of City funds shall be made except for the purposes and in the manner specified by an appropriation of the Council; and

**WHEREAS**, the City Council has reviewed departmental and non-departmental budgets in public hearings in view of estimated resources available for Fiscal Years 2019-2021; and

**WHEREAS**, the City Council has determined it is necessary to use one-time revenues during Fiscal Years 2019-2021 to sustain the ongoing maintenance of City parks, recreation facilities, programs, trees, and open spaces to ensure they remain safe and available to residents while a new permanent source of funding is explored; and

**WHEREAS**, the City Council has determined it is necessary to use one-time revenues during Fiscal Years 2019-2021 to sustain ongoing paramedic services provided by the Oakland Fire Department which have been defunded by Alameda County so that the Oakland Fire Department can continue to provide adequate emergency medical response while a new permanent source of funding is explored; and

**WHEREAS**, the City Council wishes to provide grant funding and authorize the City Administrator to execute grant agreements with the following organizations and non-profit programs without returning to Council, subject to the City Attorney's approval of such grant agreements as to form and legality: Family Bridges, Spanish Speaking Unity Council of Alameda County, Inc., Vietnamese American Community Center of the East Bay, Vietnamese Community Development Inc., Service Opportunity for Seniors/Meals on Wheels, Eden I&R Inc., Youth Together, Oakland Children's Fairyland Inc., Chabot Space & Science Center, Oakland Parks and Recreation Foundation, Friends of Peralta Hacienda Historical Park, East Bay Zoological Society, Oakland Asian Cultural Center and Oakland Promise; and

**WHEREAS**, funds have been appropriated for said grant funding in the General Purpose Fund for the proposed budget for Fiscal Years 2019-2021; and

**WHEREAS**, the General Purpose Fund grant funding allocation is separate from any other City of Oakland funding that the above-named organizations and non-profits may be receiving, including funds allocated from other funding sources, through separate grant or contractual agreements, or through voter-approved measures; and

**WHEREAS**, the City Council recommends grant agreements for the above-

named organizations and non-profit programs for Fiscal Years 2019-2020 and 2020-2021 in the amounts set forth in **Exhibit A** attached hereto; and

**WHEREAS**, the City Council has given careful consideration to the proposed budget for the use of funds for Fiscal Years 2019-2021 as set forth in the FY 2019-2021 Proposed Policy Budget document; and

**WHEREAS**, the City Council has agreed on modifications to the proposed budget as shown in **Exhibits** \_\_, which together with the proposed budget constitute the Fiscal Years 2019-2021 Adopted Policy Budget; now therefore be it

**RESOLVED**: That the City Administrator is authorized to expend in accordance with the laws of the State of California and the City of Oakland on behalf of the City Council new appropriations for departments and activity programs as incorporated in the FY 2019-2021 Adopted Policy Budget attached hereto; and be it

**FURTHER RESOLVED**: That the City Administrator may transfer operating appropriations between activity programs during the fiscal year provided that such funds remain within the departments in which the funds were approved by City Council; and be it

**FURTHER RESOLVED**: That the City Administrator may transfer capital appropriations between the Capital Improvement Program and operating departments to the extent that such transfers are necessary to fund capital-related activities of the operating departments; and be it

**FURTHER RESOLVED**: That the City Administrator may transfer operating appropriations and positions between the Department of Transportation, Oakland Public Works, and the 311 Call Center in the Office of the City Administrator during Fiscal Years 2019-2021 to facilitate the establishment and operations of those organizational units; and be it

**FURTHER RESOLVED**: That the City Administrator must obtain approval from the City Council before (1) substantially or materially altering the relative department allocations of funding set out in the Adopted Policy Budget, (2) substantially or materially changing the levels of service expressly prioritized and funded by the Adopted Policy Budget including but not limited to layoffs and/or freezes that would substantially or materially (a) change levels of service, or (b) affect programs, or (3) eliminates or suspends entire programs funded by the Adopted Policy Budget; and be it

**FURTHER RESOLVED**: That the City Administrator is hereby authorized to periodically transfer funds between Departments and completed projects as needed in order to clean-up negative budget balances within the same Fund; and be it

**FURTHER RESOLVED**: That the City Council hereby authorizes the use of one-time funds to sustain the ongoing maintenance of City parks, recreation facilities,



# LEGISLATION

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programs, trees, and open spaces to ensure they remain safe and available to residents while a new permanent source of funding is explored; and be it

**FURTHER RESOLVED:** That the City Administrator is hereby authorized and directed to explore and provide options for submitting a new revenue measure to the electorate that will provide permanent and ongoing funding for the maintenance of the City's parks, recreation facilities, programs, trees, and open spaces and related City services so that use of one-time revenues is no longer necessary for this purpose and the City can return to using one-time revenues in a manner consistent with the Consolidate Fiscal Policy; and be it

**FURTHER RESOLVED:** That the City Council hereby authorizes the use of one-time funds for ongoing paramedic services provided by the Oakland Fire Department which have been defunded by Alameda County so that the Oakland Fire Department can continue to provide adequate emergency medical response while new permanent sources of funding are explored; and be it

**FURTHER RESOLVED:** That the City Administrator is hereby authorized and directed to: 1) explore and provide options for revenue enhancements; 2) engage in negotiations with Alameda County; and 3) propose additional fiscal adjustments to provide permanent and ongoing revenue for paramedic services so that use of one-time revenues is no longer necessary for this purpose and to the City can return to using one-time revenues in a manner consistent with the Consolidate Fiscal Policy; and be it

**FURTHER RESOLVED:** That the City Administrator is hereby authorized and directed to calculate all required set-asides and make appropriate adjustments, based on the final adopted budget amendments, as legally required, such as Kid's First!, the Vital Services Stabilization Fund and the 7.5 percent Emergency Reserve; and be it

**FURTHER RESOLVED:** That the City Administrator may periodically transfer unexpended funds from the Unclaimed Cash Fund (Fund 7440) to the General Purpose Fund (Fund 1010); and be it

**FURTHER RESOLVED:** That upon the Council's adoption of the proposed budget for Fiscal Years 2019-2021, the City Administrator or her designee, without returning to Council, hereby is authorized to execute on behalf of the City grant agreements with Family Bridges, Spanish Speaking Unity Council of Alameda County, Inc., Vietnamese American Community Center of the East Bay, Vietnamese Community Development Inc., Service Opportunity for Seniors/Meals on Wheels, Eden I&R Inc., Youth Together, Oakland Children's Fairyland Inc., Chabot Space & Science Center, Oakland Parks and Recreation Foundation, Friends of Peralta Hacienda Historical Park, East Bay Zoological Society, Oakland Asian Cultural Center and Oakland Promise to provide programs and services for the residents of Oakland for Fiscal Years 2019-2020 and 2020-2021 in the amounts set forth in **Exhibit A** attached hereto, subject to the review and approval as to form and legality of each such grant agreements by the City Attorney; and be it

**FURTHER RESOLVED:** That the City Administrator is authorized to conduct all negotiations, execute and submit all documents, including but not limited to applications, agreements, amendments, modifications, payment requests, and related actions which may be necessary in accordance with the basic purpose of this resolution, with the entities and organizations to whom this FY 2019-2021 budget or prior Adopted Budgets provides specific allocations, without increasing the amount of the agreements beyond the amounts authorized, without returning to City Council; and be it

**FURTHER RESOLVED:** That this Resolution shall take effect immediately upon its passage.

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

AYES - FORTUNATO BAS, GALLO, GIBSON MCELHANEY, KALB, REID, TAYLOR, THAO AND  
PRESIDENT KAPLAN

NOES –

ABSENT –

ABSTENTION –

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



Approved as to Form and Legality

\_\_\_\_\_  
City Attorney's Office

## **OAKLAND CITY COUNCIL**

**RESOLUTION NO. \_\_\_\_\_ C.M.S.**

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**RESOLUTION CONFIRMING THE INFORMATION IN THE ENGINEER'S  
REPORT FOR THE CITY OF OAKLAND LANDSCAPING AND LIGHTING  
ASSESSMENT DISTRICT FOR FISCAL YEAR (FY) 2019-20 AND THE  
LEVYING OF ASSESSMENTS**

**WHEREAS**, pursuant to the California Streets and Highways code, Sections 22500, et seq known as the Landscaping and Lighting Act of 1972 (Act of 1972), the City Administrator filed with the City Clerk and presented before Council, on April 16, 2019, reports for the continuation of the Landscape and Lighting Assessment District in order to raise funds for the installation, maintenance and servicing of public landscaping and lighting; and

**WHEREAS**, pursuant to Sections 22500 and following of the Act of 1972, the City took a series of actions preliminary to ordering the establishment of the Landscape and Lighting Assessment District ("District") and did establish such District of June 23, 1989; and

**WHEREAS**, pursuant to Sections 22500 and following of the Act of 1972, the City has renewed the District each subsequent year; and

**WHEREAS**, the voters of the City of Oakland previously approved the continuation of the District, in accordance with Article XIID, Section 5, of the California Constitution (Proposition 218); and

**WHEREAS**, the District Engineer has filed an Engineer's Report for the District confirming the applicability of the existing assessment rates for Fiscal Year 2019-20; and

**WHEREAS**, Tuesday, May 21, 2019, at the hour of 6:30 p.m. was fixed and properly noticed as the day and hour for the City Council to hear and pass on said reports, together with any objections or protests which may be raised by any of the property owners liable to be assessed for the costs of certain public maintenance and improvements equitably only among those citizens and businesses benefiting from such city programs; and

**WHEREAS**, the Engineer's Report was prepared in accordance with the provisions of Article XIII of the California Constitution and state law; and



# LEGISLATION

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**WHEREAS,** the Engineer's Report, incorporated by this reference, provides for services of particular benefit to the properties located within the District (as more specifically identified in the Engineer's Report); now, therefore be it

**RESOLVED:** The City Council finds that the City Clerk gave notice of these proceedings as required by Government Code Section 53753 and in compliance with state law, and Article XIII of the California Constitution, and gave all other notices and took all other actions required by law with regard thereto, and be it

**FURTHER RESOLVED:** That a Public Hearing was held on May 21, 2019, (at 6:30 p.m. in the City Council Chambers in City Hall, located at 1 Frank H. Ogawa Plaza, Oakland California) to hear all public comments, protests, and thereafter to take final action as to the annual assessment for the District; and be it

**FURTHER RESOLVED:** That at the Public Hearing the testimony of all interested persons for or against the furnishing of the specified types of improvements or activities and the imposition of the annual assessment for the District was heard. All protests, both written and oral, are overruled and denied, and the City Council finds that there is not a majority protest within the meaning of the law; and be it

**FURTHER RESOLVED:** That the City Council finds, determines and declares that the District and each parcel therein is benefited by the improvements, maintenance, and activities funded by the assessment to be levied, including all expenses incurred incidentally thereto, upon the lots and parcels of real property in proportion to the estimated benefits to be received as specified in the Engineer's Report; and be it

**FURTHER RESOLVED:** That the Engineer's Report for the District and the proposed assessment district boundary description, assessment roll and map is accepted and approved, and the assessments shall be as provided for in the Engineer's Report and assessment roll. The reasons for the assessments and the types of improvements, activities and services proposed to be funded and provided by the levy of assessments on property in the District and the time period for which the proposed assessments are to be made are those specified in the Engineer's Report; and be it

**FURTHER RESOLVED:** That the City's Budget shall annually appropriate funds from non-District funds to pay for a low-income rebate; and be it

**FURTHER RESOLVED:** That the City's and Successor Agency's budgets shall annually appropriate funds from non-district funds to pay for the district's assessment on City and Successor Agency properties; and be it

**FURTHER RESOLVED:** That the report which the District Engineer filed with the City Clerk and scheduled before Council on May 21, 2019 at the hour of 6:30 p.m. for the continuation of the Landscape and Lighting Assessment District for the FY 2019-20, and the diagram and assessment as set forth in the annual report of the Engineering Work and each component part of it, including each exhibit incorporated by reference in the report and the levying of each individual assessment as stated in the Assessment Roll described therein, as modified to reflect no increases in the assessment, is hereby accepted and confirmed; and be it

**FURTHER RESOLVED:** That upon approval of the Landscape and Lighting Assessments, the City Administrator shall present an itemized report to the Alameda County Auditor-Controller Agency, State of California, to be placed on the Fiscal Year 2019-20 County Tax Roll and take whatever other action necessary to collect the assessments.

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

AYES - FORTUNATO BAS, GALLO, GIBSON MCELHANEY, KALB, REID, TAYLOR, THAO AND  
PRESIDENT KAPLAN

NOES -

ABSENT -

ABSTENTION -

ATTEST: \_\_\_\_\_

LATONDA SIMMONS  
City Clerk and Clerk of the Council of the  
City of Oakland, California



Approved as to Form and Legality

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City Attorney's Office**OAKLAND CITY COUNCIL****ORDINANCE NO. \_\_\_\_\_ C.M.S.**

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**ORDINANCE AUTHORIZING A FISCAL YEAR 2019-20 INCREASE IN ACCORDANCE WITH THE CONSUMER PRICE INDEX, FIXING THE RATE OF PROPERTY TAX, AND LEVYING A TAX ON REAL AND PERSONAL PROPERTY IN THE CITY OF OAKLAND FOR FISCAL YEAR 2019-20 FOR VOTER APPROVED MEASURE M (THE EMERGENCY MEDICAL SERVICES RETENTION ACT OF 1997), MEASURE N (THE PARAMEDIC SERVICES ACT OF 1997), MEASURE Q (THE LIBRARY SERVICES RETENTION AND ENHANCEMENT ACT), AND MEASURE Z (THE 2014 OAKLAND PUBLIC SAFETY AND SERVICES VIOLENCE PREVENTION ACT**

**WHEREAS**, the City of Oakland must annually set the property tax levy rates and inform the County of Alameda of these rates by August 14<sup>th</sup> for inclusion on that year's property tax bill for Measures M, N, Q, and Z; and

**WHEREAS**, the passage of this ordinance will provide additional documentation needed for the City to levy and collect the Fiscal Year 2019-20 revenues included in the Fiscal Year 2019-2021 Adopted Policy Budget related to Measures M, N, Q, and Z; and

**WHEREAS**, in 1997 the voters of Oakland approved Measure M, a special tax to fund emergency medical services, to impose a special tax on all parcels in the City of Oakland, except where the parcels are otherwise exempt from taxation by Section 3 of the Ordinance, and provided that beginning in Fiscal Year 1998-1999 and each fiscal year thereafter, the Oakland City Council may increase the tax only upon a finding that the cost of living in the immediate San Francisco Bay Area, as shown by the Consumer Price Index (CPI) for all items, has increased since the 1997 index year;

**WHEREAS**, in 1997 Oakland voters approved Measure N, a special tax to fund paramedic emergency services, to impose a special tax on all parcels in the City of Oakland, except where the parcels are otherwise exempt from taxation by Section 3 of the Ordinance, and provided that beginning in Fiscal Year 2000-2001 and each fiscal year thereafter, the Oakland City Council may increase the tax only upon a finding that the cost of living in the immediate San Francisco Bay Area, as shown by the CPI for all items, has increased since the 1997 index year; and

**WHEREAS**, the voters of Oakland in 2004 approved Measure Q, the Library Services Retention and Enhancement Act of 2004, which extended the original Measure O Library Services Retention and Enhancement Act of 1994, through June 30, 2024 imposing this special tax on all parcels in the City of Oakland, except where the parcels are otherwise exempt from taxation by Section 6 of the Ordinance, allowing the City

# LEGISLATION

Council to increase the tax annually upon a finding that the cost of living in the immediate San Francisco Bay Area, as shown on the Consumer Price Index (CPI) for all items, has increased since the 1994 index year; and

**WHEREAS**, the City of Oakland voters passed Measure Z, the 2014 Oakland Public Safety and Services Violence Prevention Act ("Measure Z"), in November 2014, approving a series of taxes to support violence intervention objectives, including police services and programs and services that provide support for at-risk youth and young adults to interrupt the cycle of violence and recidivism, and for youth and young adults at highest risk of violence as guided by data analysis; and

**WHEREAS**, Measure Z imposes the same special tax from the Violence Prevention and Public Safety Act of 2004 (Measure Y) on all parcels in the City of Oakland, except where the parcels are otherwise exempt from taxation by Part 3 Section 4 of the Ordinance, and provides that beginning in Fiscal Year 2015-2016 and each fiscal year thereafter, the Oakland City Council may increase the tax only upon a finding that the cost-of-living in the immediate San Francisco Bay Area, as shown by the Consumer Price Index (CPI) for all items, has increased since the 2014-15 index year; now, therefore,

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

**Section 1.** The City Council hereby finds that the Consumer Price Index for all items in the San Francisco Bay Area was 274.924 for calendar year 2017 and 285.550 for calendar year 2018. Thus, the cost-of-living in the immediate San Francisco Bay Area, as shown by the Consumer Price Index (CPI) for all items, has increased 3.9 percent from calendar year 2017 to calendar year 2018 and the increases set forth in the Ordinance conform to that increase.

**Section 2.** The Measure M, N, Q, and Z special tax rates upward adjustments shall be 3.9 percent, effective July 1, 2019. The following rates shall be levied, effective July 1, 2019, for Fiscal Year 2019-2020 for Measures M, N, Q, and Z as set forth below by Measure and parcel type:

Measure	Parcel Type	RATES		
		Current Parcel Rate	Proposed Increase	FY 2019-20 Parcel Rate
Measure M	Single Family Residential Parcels	\$14.87	\$0.58	\$15.45
	Multiple Residential (2 to 4 units)	\$29.74	\$1.17	\$30.91
	Multiple Residential (5+ units)	\$74.37	\$2.93	\$77.30
	Commercial	\$29.74	\$1.17	\$30.91
	Industrial	\$59.49	\$2.34	\$61.83
	Rural	\$14.87	\$0.58	\$15.45
	Institutional	\$14.87	\$0.58	\$15.45

Measure	Parcel Type	RATES		
		Current Parcel Rate	Proposed Increase	FY 2019-20 Parcel Rate
Measure N	Single Family Residential Parcels	\$11.84	\$0.46	\$12.30
	Multiple Residential (2 to 4 units)	\$23.67	\$0.93	\$24.60
	Multiple Residential (5+ units)	\$59.20	\$2.33	\$61.53
	Commercial	\$23.67	\$0.93	\$24.60
	Industrial	\$47.36	\$1.87	\$49.23
	Rural	\$11.84	\$0.46	\$12.30
	Institutional	\$11.84	\$0.46	\$12.30
Measure Q	Single Family Residential Parcels	\$104.90	\$4.10	\$109.00
	Multiple Residential	\$71.66	\$2.79	\$74.45
	Non-Residential Parcels	\$53.73	\$2.10	\$55.83
Measure Z	Single Family Residential Parcels	\$108.80	\$4.24	\$113.04
	Multiple Residential	\$74.32	\$2.90	\$77.22
	Non-Residential Parcels	\$55.72	\$2.17	\$57.89
Measure D	Single Family Residential Parcels	\$75.00	\$2.93	\$77.93
	Multiple Residential	\$51.24	\$2.00	\$53.24
	Non-Residential Parcels	\$38.41	\$1.50	\$39.91

**Section 3.** The provisions of this Ordinance are severable, and if any clause, sentence, paragraph, provision, or part of this Ordinance, or the application of this Ordinance to any person, is held to be invalid, such holding shall not impair or invalidate the remainder of this Ordinance. It is hereby declared to be the legislative intent that this Ordinance would have been adopted had such provisions not been included.

**Section 4.** This Ordinance shall be in full force and effect immediately upon its passage as provided by Section 216 of the City Charter if adopted by at least six members of the City Council, or upon the seventh day after final adoption if adopted by fewer votes.

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

AYES - FORTUNATO BAS, GALLO, GIBSON MCELHANEY, KALB, REID, TAYLOR, THAO AND PRESIDENT KAPLAN

NOES -

ABSENT -

ABSTENTION -


ATTEST:

LATONDA SIMMONS  
City Clerk and Clerk of the Council of the  
City of Oakland, California



**REVISED: APRIL 28, 2016**

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND  
2016 APR 28 PM 3:16

APPROVED AS TO FORM AND LEGALITY  
  
CITY ATTORNEY

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**OAKLAND CITY COUNCIL****RESOLUTION NO. 86161 C.M.S.**

INTRODUCED BY VICE MAYOR CAMPBELL WASHINGTON,  
AND COUNCILMEMBERS BROOKS AND KAPLAN

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**ADOPT A RESOLUTION ON THE CITY COUNCIL'S OWN MOTION SUBMITTING TO THE NOVEMBER 8, 2016 STATEWIDE GENERAL ELECTION, A PROPOSED ORDINANCE TO IMPOSE A ~~4%~~ 1 CENT PER OUNCE TAX ON THE DISTRIBUTION OF SUGAR-SWEETENED BEVERAGES; AND DIRECTING THE CITY CLERK TO FIX THE DATE FOR SUBMISSION OF ARGUMENTS AND PROVIDE FOR NOTICE AND PUBLICATION IN ACCORDANCE WITH THE NOVEMBER 8, 2016 STATEWIDE GENERAL ELECTION**

**WHEREAS**, we are currently facing a public health crisis in Oakland and across the country; and,

**WHEREAS**, one third of all children and nearly half of African-American and Latino children are predicted to develop diabetes in their lifetimes; and,

**WHEREAS**, more than 37% of Oakland adolescents are overweight or obese, which puts them at risk of developing diabetes and other chronic diseases; and,

**WHEREAS**, the costs for diabetes related healthcare in Alameda County alone was estimated at \$560 million dollars in 2010; and,

**WHEREAS**, soda and sugary drinks are the number one source of added sugar in the American diet, they account for half of all consumed sugar but have no nutritional value and there is growing scientific evidence that it is the most dangerous way to consume added sugar ; and,

**WHEREAS**, drinking just one 12-oz can of soda per day can increase your risk of dying from heart disease by nearly one-third, people who drink one to two sugar-sweetened beverages per day have a 26% higher risk of developing Type 2 diabetes, and every additional sugary beverage consumed daily increases a child's risk for obesity by 60%; and,

**WHEREAS**, more than any category of food, rigorous scientific studies have shown that consumption of Sugar Sweetened Beverages contributes to poor diet, and risk for obesity, diabetes and a number of other serious health problems.; and



# LEGISLATION

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**WHEREAS**, since a tax on sugary drinks was adopted in Mexico, there has already been a 12% decline in overall consumption, and a 17% decline in consumption in low income communities; and

**WHEREAS**, the tax will help to offset the extra costs borne by society for extra medical and dental care, waste, pollution and even greenhouse gases associated with the production of sugary drinks; and,

**WHEREAS**, taxing Sugar Sweetened Beverages is considered by many public health experts and policymakers to be one of the best strategies to improve the nation's nutrition, raise revenue for health programs and recover the medical and insurance costs of treating diet-related diseases; and,

**WHEREAS**, since 2009, policymakers in approximately 24 states and 6 cities have proposed Sugar Sweetened Beverages taxes, more than 25 national and state organizations have recommended or endorsed them and some countries, including Denmark, Finland, France, and Hungary, have taxes on Sugar Sweetened Beverages; and,

**WHEREAS**, in 2014, 76% of Berkeley voters supported the sugar sweetened beverages tax on the ballot and the Measure was supported by the Berkeley NAACP, Latinos Unidos de Berkeley, Berkeley Federation of Teachers, the California Nurses Association, the Heart Association and many others; and,

**WHEREAS**, as of November 2015, after nine months of tax implementation, \$1,093,778 revenue was paid to the City of Berkeley from the Sugar Sweetened Beverage Tax and funds generated have been allocated for school based nutrition education and community programs; and,

**WHEREAS**, the ordinance proposes the formation of a Community Advisory Board which will advise and make recommendations on how the City Council should establish and/or fund programs to prevent or reduce the consequences of the consumption of sugar sweetened beverages on health in Oakland communities and will evaluate the impact of the Tax on beverage prices, consumer purchasing behavior, and public health impacts; and,

**WHEREAS**, programs funded by the excise tax can improve community nutrition, reduce childhood obesity and tooth decay, increase physical activity and prevent diabetes in children and families, especially those most affected by health disparities; now, therefore be it

**RESOLVED**, that the Oakland City Council finds and determines the forgoing recitals are true and correct and hereby adopts and incorporates them into this Resolution; and be it

**FURTHER RESOLVED**, that the Oakland City Council does hereby submit to the voters, at the November 8, 2016, Statewide General Election, an Ordinance that reads as follows:

The people of the City of Oakland do ordain as follows:

Section 1. TITLE.

Title. This Ordinance shall be referred to as the "Sugar-Sweetened Beverage Distribution Tax Ordinance."

Section 2. The Municipal Code is hereby amended to add, delete, or modify sections as set forth below (chapter and 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. Code Amendment. —That a new ArticleChapter 4.52, Sugar-Sweetened Beverage Distribution Tax Ordinance —is added to Title 4, Revenue And Finance the Oakland Municipal Code to read as follows:

**Chapter 4.52 – SUGAR-SWEETENED BEVERAGE DISTRIBUTION TAX ORDINANCE**

**4.52.010 – Short Title.**

This chapter shall be known as the "Sugar-Sweetened Beverage Distribution Tax Ordinance."

**4.52.020 – Definitions.**

Except where the context otherwise requires, the following definitions govern the construction of this chapter:

- A. "Alcoholic Beverage" means any beverage that is subject to taxation as an Alcoholic beverage under California Revenue and Taxation Code, Sections 32001 et seq., as may be amended from time to time.
- B. "Beverage for Medical Use" means a beverage suitable for human consumption and manufactured for use as an oral nutritional therapy for persons who cannot absorb or metabolize dietary nutrients from food or beverages, or for use as an oral rehydration electrolyte solution formulated to prevent or treat dehydration due to illness. "Beverage for Medical Use" also means a "medical food" as defined in Section 109971 of the California Health and Safety Code. "Beverage for Medical Use" shall not include beverages commonly referred to as "sports drinks" or any other common names that are derivations thereof.
- C. "Business Entity" means any Person except for a natural person.
- D. "Caloric Sweetener" means any substance or combination of substances meeting all of the following criteria:

# LEGISLATION

(1) Is suitable for human consumption.

(2) Adds calories to the diet when consumed.

(3) Is perceived as sweet when consumed, and

(4) Is used for making, mixing, or compounding Sugar-Sweetened beverages by combining the substance or substances with one or more ingredients including, but not limited to, water, ice, powder, coffee, tea, fruit juice, vegetable juice, or carbonation or other gas.

“Caloric Sweetener” includes, but is not limited to, sucrose, fructose, glucose, other sugars, and high fructose corn syrup.

E. “City” means the City of Oakland, California.

F. “Community Advisory Board” means the Sugar-Sweetened Beverage Distribution Tax Advisory Board described in Section 4.52.070.

G. “Consumer” or “Consumers” means a natural person or persons who purchase a Sugar-Sweetened Beverage Product(s) in the City for a purpose other than resale in the ordinary course of business.

H. “Distribution”, ~~or~~ “Distribute” or “Distributing” means the transfer of title or possession: (a) from one Business Entity to another for consideration; or (b) within a single Business Entity, such as by a wholesale or warehousing unit to a retail outlet or between two or more employees or contractors of said Business Entity. “Distribution” or “Distribute” shall not mean the retail sale to a consumer.

I. “Distributor” means any Person who Distributes Sugar-Sweetened Beverage Product(s) within the City.

~~I.~~ J. “General Tax” means any tax imposed for general governmental purposes.

~~J.~~ K. “Milk Product” means: (a) any beverage whose principal ingredient by weight is natural milk secreted by an animal; and (b) any plant-based substance or combination of substances in which (i) water and (ii) grains, nuts, legumes, or seeds, constitute the two greatest ingredients by volume. For purposes of this definition, “natural milk” includes natural milk concentrate and dehydrated natural milk, whether or not reconstituted. For purposes of this definition, “Milk Product” includes, but is not limited to, soy milk, almond milk, rice milk, coconut milk, hemp milk, oat milk, hazelnut milk, flax milk.

~~K.~~ L. “Natural Common Sweetener” means: granulated white sugar, brown sugar, honey, molasses, xylem sap of maple trees, or agave nectar.

~~L.~~ M. “Person” means any natural person, partnership, cooperative, association, Limited Liability Company, corporation, personal representative, receiver, trustee, assignee, or any other legal entity.



~~M.N.~~ "Powder" means any solid mixture containing one or more Caloric Sweeteners as an ingredient intended to be used in making, mixing or compounding a Sugar-Sweetened Beverage by combining the Powder with one or more other ingredients.

~~N.O.~~ "Retailer" means any Person serves Sugar-Sweetened Beverage Product(s) to Consumer(s).

~~O.P.~~ "Small Business" means any Business Entity with less than \$100,000 in annual gross receipts in the most recent calendar year that distributes, sells, serves or provides Sugar- Sweetened Beverage Product(s) directly to final Consumers.

~~P.Q.~~ "Sugar-Sweetened Beverage" means any beverage intended for human consumption to which one or more caloric sweeteners has been added and that contains 25 or more calories per 12 fluid ounces of beverage.

1. "Sugar-Sweetened Beverage" includes, but is not limited to, drinks and beverages commonly referred to as "soda," "pop," "cola," "soft drinks," "sports drinks," "energy drinks," "slushies," "sweetened ice teas," or any other common names that are derivations thereof.
2. "Sugar-Sweetened Beverage" shall not include: (a) any beverage sold for consumption by infants, which is commonly referred to as "infant formula" or "baby formula," or oral rehydration fluids for children; (b) any Beverage for Medical Use; (c) any beverage designed as supplemental, meal replacement, or sole-source nutrition that includes proteins, carbohydrates, and multiple vitamins and minerals; (d) Milk Products; (e) 100 percent natural fruit or vegetable juice with no added caloric sweetener; or (f) alcoholic beverage .

~~Q.R.~~ "Sugar-Sweetened Beverage Distribution Tax" or "Tax" is the general excise tax imposed under Section 4.52.030.

~~R.S.~~ "Sugar-Sweetened Beverage Product(s)" means a Sugar-Sweetened Beverage or caloric sweetener.

~~S.T.~~ "Syrup" means any liquid or frozen mixture, containing one or more Caloric Sweeteners as an ingredient, intended to be used in making, mixing, or compounding a Sugar-Sweetened Beverage by combining the Syrup with one or more other ingredients.

~~T.U.~~ "Tax Administrator" means the Director of Finance for the City of Oakland or the designee of the Director of Finance.

## **4.52.030 – Excise Tax.**

- A. In addition to any other taxes imposed by the City, the City hereby levies a General Tax of one cent (\$0.01) per fluid ounce on the privilege of Distributing Sugar-Sweetened Beverage Products in the City.
- B. For the purposes of this Chapter, the volume, in ounces, of a Sugar-Sweetened Beverage product shall be calculated as follows:
  - 1. For a Sugar-Sweetened Beverage, the volume, in fluid ounces, of Sugar-Sweetened Beverages distributed to any Person in the course of business in the City.
  - 2. For added Caloric Sweeteners, the largest volume, in fluid ounces, of Sugar-Sweetened Beverages that could be produced from the added Caloric Sweeteners. In accordance with rules and regulations promulgated by the City pursuant to Section 4.52.040, the largest volume, in fluid ounces, that would typically be produced from the added Caloric Sweeteners shall be determined based on the manufacturer's instructions or, if the Distributor uses that added Caloric Sweeteners to produce a Sugar-Sweetened Beverage, the regular practice of the Distributor.
  - 3. The Tax shall be paid upon the first nonexempt Distribution of a Sugar-Sweetened Beverage product in the City. To the extent that there is a chain of Distribution within Oakland involving more than one Distributor, the tax shall be levied on the first Distributor subject to the jurisdiction of the City. To the extent the Tax is not paid as set forth above for any reason, it shall be payable on subsequent Distributions and by subsequent Distributors; provided, that the Distribution of Sugar-Sweetened Beverage products may not be taxed more than once in the chain of commerce.
- C. The Tax shall not apply to:
  - 1. To any Distributor that is not subject to taxation by the City under the laws of the United States or the State of California.
  - 2. The Distribution of any Sugar-Sweetened Beverage Product by a Small Business as defined in this chapter.
  - 3. To any Distribution of Natural or Common sweeteners.

## **4.52.040 – Administration of Tax.**

- A. It shall be the duty of the Tax Administrator to collect and receive all taxes imposed by this Chapter, and to keep an accurate record thereof.
- B. The Tax Administrator is hereby charged with the enforcement of this Chapter, except as otherwise provided herein, and may prescribe, adopt, and enforce

rules and regulations relating to the administration and enforcement of this Chapter. Such rules and regulations shall include, but are not limited to:

1. The reexamination and correction of returns and payments, and for reporting.
  2. Prescribing the methods, frequency, and schedules for the calculation, collection and payment of the tax.
  3. The manner and form in which a Distributor must register with the City, and shall report and remit the tax.
  4. How a Distributor or a Retailer who receives, in the City, Sugar-Sweetened Beverage Product(s) from a Distributor must report to the City the name of that Distributor and the volume of Sugar-Sweetened Beverage Product(s).
  5. The documentation to be created or maintained by a Distributor or a Retailer.
  6. The administrative process and procedures for any Person against whom a determination is made by the Tax Administrator under this Chapter or any Person directly interested in such determination, shall follow to dispute or otherwise challenge a determination, and the form, manner and time within which a determination may be disputed or challenged.
- C. Adoption and implementation by the Tax Administrator of rules and regulations authorized by this Section shall not constitute new or increased tax requiring approval by the voters of the City.
- D. The Tax Administrator shall annually verify that the taxes owed under this Chapter have been properly applied, exempted, collected and remitted.

#### **4.52.050 – Collection of Tax and Registration of Distributors.**

- A. Every Person engaged in or about to engage in business as a Distributor in the City shall immediately register with the City in the manner and form determined by the Tax Administrator. Persons engaged in such business must be registered no later than thirty (30) days after the date the tax imposed by this Chapter becomes effective on July 1, 2017, but such privilege of such registration after the date of imposition of such tax shall not relieve any person from the obligation or payment or collection of tax on and after the date of imposition thereof, regardless of registration.
- B. Any person who fails to pay the tax to the City or any amount of tax required to be collected and paid to the City within the time required by the rules and regulations established by the Tax Administrator shall pay a penalty of twenty-five (25) percent of the tax or amount of the tax, in addition to the tax or amount of delinquent tax, plus interest, computed on the amount of delinquent tax, inclusive of penalties, at the rate of one percent per month, or fraction thereof.

from the date on which the tax or the amount of tax required to be collected became due and payable to the City and until the date of payment.

- C. The amount of any tax, penalty, and interest imposed by this Chapter shall be deemed a debt to the City. Any Distributor owing money under the provisions of this Chapter shall be liable in an action brought in the name of the City for the recovery of such amount.
- D. In order to aid in the collection of taxes due to the City under this Chapter, any Distributor or Retailer that distributes, receives or sells Sugar-Sweetened Beverage Product(s) shall provide information to the City regarding the Distribution of these products in accordance with rules and regulations adopted by the Tax Administrator.
- E. The City Council is authorized to have the taxes imposed by this Chapter collected by the County of Alameda or the California Board of Equalization in conjunction with the collection of other taxes for the City. If the City Council exercises this authorization, the duties and responsibilities of the Tax Administrator shall be given, as appropriate, to the County of Alameda or the California Board of Equalization, which may delegate such duties and responsibilities as necessary and as authorized by law.

#### **4.52.060 – Credits and Refunds.**

- A. Any tax under this Chapter that has been paid more than once or has been erroneously or illegally collected or received by the City shall be refunded as determined by the Tax Administrator.
- B. Any tax under this Chapter that has been returned to the Distributor within six (6) months of the initial Distribution and for which the entire purchase price has been refunded in cash or credit shall be refunded as determined by the Tax Administrator.
- C. Claims must be filed with the Tax Administrator and determined in accordance with the rules and regulations to be established by the Tax Administrator within one year from the date of payment of the tax to the City. No refund shall be paid under this Section unless claimant establishes entitlement thereto by written documentation.

#### **4.52.070 – Examination of books, records, witnesses—Confidentiality of Information—Penalty.**

The Tax Administrator or any authorized employee is authorized to examine the books, papers, tax returns and records of any Person subject to this chapter for the purpose of verifying the accuracy of any declaration made, or if no declaration was made, to ascertain the tax due.

Every Person subject to the provisions of this chapter is directed and required to furnish to the Tax Administrator or duly authorized agent or employee, the means,

facilities and opportunity for making such examination and investigations. The Tax Administrator is authorized to examine a person under oath, for the purpose of verifying the accuracy of any declaration made, or if no declaration was made, to ascertain the business tax or registration fees due under this chapter. In order to ascertain the business tax or registration fees due under this chapter, the Tax Administrator may compel, by administrative subpoena, the production of relevant books, papers and records and the attendance of all persons as parties or witnesses.

Except for disclosures to agents, attorneys, or employees of the City necessary to the purpose of administering or enforcing the tax, or in compliance with a court order, or in connection with an appeal, hearing or court action, City employees shall maintain the confidentiality of all business and personal information and documents furnished to or obtained by the Tax Administrator in connection with the collection or administrative proceedings relating to the determination and assessment of taxes.

The refusal to submit to such examination or production by any employer or person subject to the provisions of this chapter shall be deemed a violation of this chapter, and administrative subpoenas shall be enforced pursuant to applicable state law.

#### **4.52.080 – Community Advisory Board.**

There is hereby established a Community Advisory Board.

- A. The Community Advisory Board shall advise and make recommendations on how and to what extent the City Council should establish and/or fund programs to prevent or reduce the health consequences of the consumption of sugar-sweetened beverages in Oakland communities, including but not limited to programs and projects to improve community nutrition, reduce childhood obesity and tooth decay, increase physical activity and prevent diabetes in children and families, especially those most affected by health disparities.
- B. The Community Advisory Board shall consist of nine (9) members who are all residents of the City. City Councilmembers shall make recommendations for members to the Mayor. Members of the Advisory Board shall be appointed by the Mayor and confirmed by the City Council in accordance with City Charter section 601.
  1. At least three (3) members will be residents who live in areas, as defined by the most current census tracts, which are disproportionately impacted by diseases related to the consumption of sugar, as measured by the most recent data available to the Alameda County Department of Public Health.
  2. At least two (2) members will be one medical and one dental professional who have public health experience or who engage in whole or in part in the prevention, diagnosis, treatment, or research of, or education about, chronic diseases linked to the consumption of sugar.



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3. At least two (2) parents of students currently enrolled in an Oakland Unified School District (OUSD). The parent representatives shall have a student enrolled in an OUSD school at the commencement of the initial term and any subsequent term.
4. At least two (2) members will have experience in addressing public health issues, related to diabetes, obesity and sugary drink consumption, community-based youth food and nutrition programs, school-based food and nutrition programs, oral health or early childhood nutrition.
- C. Members shall serve three (3) year terms. No member shall serve more than two (2) consecutive three (3) year terms. The initial two (3) year term for each of the initial members shall commence as of the date that six (6) members have been appointed, which is when the Advisory Board may begin its work. A quorum of the Advisory Board shall be five (5) members. Absence from three (3) consecutive regular meetings, or four (4) regular meetings during a single fiscal year, shall constitute resignation from the Advisory Board.
- D. Members of the Community Advisory Board shall serve without pay.
- E. The City Administrator shall provide clerical assistance and administrative support and technical assistance to the Community Advisory Board. All City departments, boards, and commissions shall reasonably assist and cooperate with the Community Advisory Board.
- F. The Community Advisory Board shall meet at least four (4) times per fiscal year.
- G. Unless otherwise reauthorized by the City Council, this Section shall expire by operation of law, and the Community Advisory Board shall terminate, as of December 31, 2028. After that date, the City Attorney shall cause this Section to be removed from the Administrative Code.
- H. The Community Advisory Board shall publish an annual report that includes the following: 1) Recommendations on how to allocate the City's general funds to reduce the consumption of sugar sweetened beverages in Oakland and to address the results of such consumption; 2) How and to what extent the City Council and Mayor have implemented the recommendations presented by the Board; 3) Information, if available, concerning the impact of this Chapter on the public health of the residents of the City; and 4) Any additional information that the Panel deems appropriate..
- I. Within 15 days of receipt of the publication of the Advisory Board's annual report, the City Administrator shall cause the report to be published on the City's Internet website and to be transmitted to the City Council.

## **4.52.090 – Collection Date.**

Collection of the tax shall begin on July 1, 2017.

## 4.52.100 – General Fund Revenue.

All tax revenue collected and remitted to the City pursuant to this Chapter shall be deposited in the City of Oakland unrestricted general fund to be used for any lawful government purpose.

### Section 4. Conflicting Measures.

This measure is intended to be comprehensive. It is the intent of the people of the City of Oakland that in the event this measure and one or more measures relating to the taxation of Sugar-Sweetened Beverages shall appear on the same ballot, the provisions of the other measure or measures shall be deemed to be in conflict with this measure. In the event that this measure receives a greater number of affirmative votes, the provisions of this measure shall prevail in their entirety, and all provisions of the other measure or measures shall be null and void. If this measure is approved by a majority of the voters but does not receive a greater number of affirmative votes than any other measure appearing on the same ballot regarding taxation of Sugar-Sweetened Beverages, this measure shall take effect to the extent not in conflict with said other measure or measures.

### Section 5. Liberal Construction.

This measure shall be liberally construed to effectuate its purposes.

### Section 6. Municipal Affair.

The People of the City of Oakland hereby declare that the taxation of the Distribution of Sugar-Sweetened Beverage Products and the public health impact of Sugar-Sweetened Beverages separately and together constitute municipal affairs. The People of the City of Oakland hereby further declare their desire for this measure to coexist with any similar tax adopted at the county or state levels.

### Section 7. Not a Sales and Use Tax.

The tax imposed by this chapter is a general excise tax on the privilege of conducting business within the City of Oakland. It is not a sales tax or use tax or other excise tax on the sale, consumption, or use of sugar-sweetened beverages.

### Section 8. Effective Date.

This Ordinance shall be effective only if approved by a majority of the voters voting thereon and shall go into effect ten (10) days after the vote is declared by the City Council.

### Section 9. Council Amendments.

The City Council of the City of Oakland is hereby authorized to amend Chapter 4.52 of the Oakland Municipal Code as adopted by this Ordinance in any manner that does not increase the rate of the Sugar-Sweetened Beverage Distribution Tax or

# LEGISLATION

otherwise constitute a tax increase for which voter approval is required by Article XIII C of the California Constitution.

## Section 10. Savings Clause.

If any provision, sentence, clause, section or part of this Ordinance is found to be unconstitutional, illegal or invalid by a court of competent jurisdiction, such unconstitutionality, illegality, or invalidity shall affect only such provision, sentence, clause, section or part of this Ordinance and shall not affect or impair any of the remaining provisions, sentences, clauses, sections or parts of this Ordinance. It is hereby declared that this Ordinance would have adopted had such unconstitutional, illegal or invalid provision, sentence, clause, section or part thereof not been included herein.

; and be it

**FURTHER RESOLVED**, that each ballot used at said election shall have printed therein, in addition to any other matter required by law, the following:

AN ORDINANCE IMPOSING A TAX OF ONE CENT PER FLUID OUNCE  
ON THE DISTRIBUTION OF SUGAR-SWEETENED BEVERAGES IN  
THE CITY OF OAKLAND.

MEASURE \_\_\_\_\_

Measure _____. Shall the City of Oakland impose a 1 <del>cent</del> ¢ per ounce general tax on the distribution of sugar-sweetened beverages, including products such as sodas, sports drinks, sweetened teas, energy drinks, but exempting: milk products, 100% juice, baby formula, diet drinks, or drinks taken for medical reasons; and providing an exemption for small businesses?  [FINAL BALLOT QUESTION SUBJECT TO FINAL CITY ATTORNEY APPROVAL]	Yes	
	No	

; and be it

**FURTHER RESOLVED**, that the City Council does hereby submit to the qualified voters of the City, at the November 8, 2016 election, the ordinance and ballot measure set forth herein. The City proposes to impose a tax on the distribution of sugar-sweetened beverages in the City of Oakland if a majority of all qualified voters voting on the ballot measure vote in favor thereof; and be it

**FURTHER RESOLVED**, that the City Council hereby authorizes and directs the City Clerk of the City of Oakland (the "City Clerk") at least 88 days prior to November 8, 2016, to file with the Alameda County Clerk certified copies of this Resolution; and be it

**FURTHER RESOLVED**, that the City Council does hereby request that the Board of Supervisors of Alameda County include on the ballots and sample ballots recitals and measure language to be voted on by the voters of the qualified electors of the City of Oakland; and be it

**FURTHER RESOLVED**, that the City Clerk is hereby directed to cause the posting, publication and printing of notices, pursuant to the requirements of the Charter of the City of Oakland, Chapter 3 of the Oakland Municipal Code, the Government Code and the Election Code of the State of California; and be it

**FURTHER RESOLVED**, that in accordance with the Elections Code and the Oakland Municipal Code, the City Clerk shall fix and determine a date for submission of arguments for or against said proposed Ordinance and rebuttals, and said date shall be posted in the Office of the City Clerk; and be it

**FURTHER RESOLVED**, that certain sections of this Ordinance may be codified into the City of Oakland Municipal Code at the direction of the City Clerk upon approval by the voters; and be it

**FURTHER RESOLVED**, that this resolution shall be effective immediately upon approval by five members of the Council.

1891020v1

IN COUNCIL, OAKLAND, CALIFORNIA MAY 03 2016, 2016

PASSED BY THE FOLLOWING VOTE:

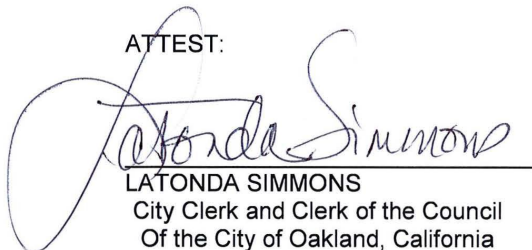
AYES- BROOKS, GALLO, GUILLEN, KALB, KAPLAN, REID, CAMPBELL WASHINGTON,  
PRESIDENT GIBSON MCELHANEY - 8

NOES - 0

ABSENT - 0

ABSTENTION - 0

ATTEST:

  
LATONDA SIMMONS  
City Clerk and Clerk of the Council  
Of the City of Oakland, California





Approved as to Form and Legality  
  
 City Attorney's Office

2016 AUG -1 AM 11:37

16 AUG 11 PM 2:54

## OAKLAND CITY COUNCIL

**RESOLUTION NO. 86333 C.M.S.**

INTRODUCED BY COUNCILMEMBERS NOEL GALLO AND DAN KALB

**ADOPT A RESOLUTION ON THE CITY COUNCIL'S OWN MOTION SUBMITTING TO THE VOTERS AT THE NOVEMBER 8, 2016 STATEWIDE GENERAL ELECTION A PROPOSED AMENDMENT TO THE CITY CHARTER TO CREATE THE OAKLAND POLICE COMMISSION, THE COMMUNITY POLICE REVIEW AGENCY, AND DIRECTING THE CITY CLERK TO TAKE ANY AND ALL ACTIONS NECESSARY UNDER LAW TO PREPARE FOR AND CONDUCT THE ELECTION**

**WHEREAS**, on April 15, 1980, the City Council established the Citizens' Police Review Board (hereinafter, Board) with jurisdiction to review certain complaints alleging Oakland Police Department officer and park ranger misconduct, to conduct fact-finding investigations, and to make advisory reports to the City Administrator. On July 30, 1996, the City Council expanded the Board's jurisdiction to include complaints involving the excessive use of force, and bias based on an individual's legally protected status (race, gender, national origin, religion, sexual orientation or disability). In 2002, the City Council further expanded the Board's jurisdiction to include all complaints filed against police officers and park rangers, and expanded the Board's size from nine (9) members to twelve (12) members. The City Council also granted the Board the option of holding evidentiary hearings using three-member panels and permitted Board members to review confidential Oakland Police Department (hereinafter, Department) records in closed session. On November 12, 2002, the City Council passed Ordinance No. 12454 C.M.S., which further refined the Board's powers to include making recommendations to the City Administrator regarding litigated cases, and enlarged the amount of time for the Board to complete its investigations. The Board, however, is not empowered to oversee Department policy, impose discipline or adjudicate disciplinary appeals; and

**WHEREAS**, in January 2003, the City entered into a Negotiated Settlement Agreement (hereinafter, NSA) with multiple plaintiffs who sued the City, alleging that Police Department officers violated plaintiffs' civil rights. Since implementation of the NSA, a federal monitoring team has audited – and continues to audit – the Department's progress in complying with each of the fifty-one (51) tasks identified in the NSA; and

**WHEREAS**, while some important progress has been made in recent years, public perception persists that the Department and the City do not adequately hold its officers accountable for misconduct, as indicated, in part, by a February 8, 2016 notice



of intent to circulate a petition for placing before the voters an initiative to amend the City Charter "for the purpose of creating a more robust and credible system of holding the Oakland Police Department accountable for providing the highest level of service to the residents of Oakland." The public perception that the Department does not effectively hold its officers accountable stems, in part, from the inconsistent and unpredictable results obtained in police officer discipline proceedings under the current administrative appeal process; moreover, such varied results lead to an erosion of public trust in this process; and

**WHEREAS**, maintaining public trust and confidence in the Police Department is essential for the Department to be able to provide the highest level of service to the community. In order to increase the public trust and confidence in the Department, improvements should be made to the processes for providing Department oversight and accountability. Appointing qualified members of the public to a Police Commission (hereinafter, Commission), entrusting the Commission with oversight of the Department and requiring the Commission to hold public hearings all would increase public transparency, which in turn would build a higher level of trust and confidence in the services provided by the Department; and

**WHEREAS**, major cities across the country, including New York City, Los Angeles, and San Francisco, as well as medium-size cities such as Berkeley, Albuquerque, and Honolulu have civilian police commissions with varying degrees of oversight authority over their police departments. In recent years, more and more municipal jurisdictions have involved citizens in their law enforcement review systems, and highly publicized incidents of alleged or actual police misconduct and the years-in-the-making widespread public outrage over police misconduct, especially in African American communities, has brought the issue of civilian oversight to center stage in the United States; and

**WHEREAS**, The National Association for Civilian Oversight of Law Enforcement, a nonprofit organization dedicated to promoting greater police accountability through the establishment or improvement of citizen oversight agencies, provides various resources on its website, including recommended standards and practices, which include the Police Oversight Principles of European Partners Against Corruption, which provides numerous recommendations for police oversight bodies including that they: (1) have independence from the executive branch of government; (2) are sufficiently separate from the hierarchy of the police subject to their oversight; (3) are governed by persons who are not currently serving as police officers; (4) have adequate finances and resources to perform their functions; (5) have full investigative powers regarding police misconduct allegations; and (6) are representative of a diverse population; and

**WHEREAS**, while the Department currently has an in-house sworn Inspector General, one of the best models for on-going oversight of police discipline can be found in the City of Los Angeles' Office of Inspector General. The Los Angeles Inspector General is a civilian who is charged with conducting systemic reviews of the disciplinary process and reports directly to the City of Los Angeles' Police Commission to ensure a necessary level of independence; and

**WHEREAS**, while creating a Police Commission will enhance accountability and improve the public's trust, it is equally important that these accountability measures and structure be adopted and implemented with appropriate checks and balances; now therefore, be it

**RESOLVED**: That the City Council hereby authorizes and directs the City Clerk, at least 88 days prior to the next general municipal election date, to file with the Alameda County Board of Supervisors and the Registrar of Voters certified copies of this resolution; and be it

**FURTHER RESOLVED**: That the City Council intends for this proposed Amendment to Article VI of the Charter, Section 604 to address independent oversight of the Oakland Police Department, with appropriate checks and balances; and be it

**FURTHER RESOLVED**: That the City Charter hereby is amended, to add, delete, or modify sections as set forth below (section numbers and titles are indicated in capitalized **bold type**; additions are indicated by underscoring, deletions are indicated by strike-through type; portions of the provisions not cited or not shown in underscoring or strike-through type are not changed).

The people of the City of Oakland do ordain as follows:

Section 1. Amendment to the Charter of the City of Oakland.

## **SECTION 604 – POLICE COMMISSION**

### **(a) Creation and Role.**

1. There hereby is established the Oakland Police Commission (hereinafter, Commission), which shall oversee the Oakland Police Department (hereinafter, Department) in order to ensure that its policies, practices, and customs conform to national standards of constitutional policing. The Commission shall have the functions and duties enumerated in this Section, as well as those assigned to the Commission by Ordinance.
2. There hereby is established a Community Police Review Agency (hereinafter, Agency), which shall have the functions and duties enumerated in this Section, as well as those assigned to the Agency by Ordinance.
3. Nothing herein shall prohibit the Chief of Police or a commanding officer from investigating the conduct of a Department sworn employee under his or her command, nor shall anything herein prohibit the Chief of Police from taking disciplinary or corrective action with respect to complaints investigated solely by the Department.
4. No later than two (2) years after the City Council has confirmed the first set of Commissioners and alternates, the City Auditor shall conduct a performance audit and a financial audit of the Commission and the Agency. Nothing herein shall limit the City Auditor's authority to conduct future performance and financial audits of the Commission and the Agency.



**(b) Powers and Duties.**

The powers and duties of the Commission are as follows:

1. Organize, reorganize and oversee the Agency.
2. Conduct public hearings at least once a year on Department policies, rules, practices, customs, and General Orders. The Commission shall determine which Department policies, rules, practices, customs, or General Orders shall be the subject of the hearing.
3. Consistent with state law and in accordance with Section 1207 of the City Charter, entitled "Oaths and Subpoenas," issue subpoenas to compel the production of books, papers and documents and take testimony on any matter pending before it. If any person subpoenaed fails or refuses to appear or to produce required documents or to testify, the majority of the members of the Commission may find him in contempt, and shall have power to take proceedings in that behalf provided by the general law of the State.
4. Propose changes, including modifications to the Department's proposed changes, to any policy, procedure, custom, or General Order of the Department which governs use of force, use of force review boards, profiling based on any of the protected characteristics identified by federal, state, or local law, or First Amendment assemblies, or which contains elements expressly listed in federal court orders or federal court settlements which pertain to the Department and are in effect at the time this Charter Section 604 takes effect for so long as such federal court orders and settlements remain in effect. All such proposed changes and modifications shall be submitted to the City Council for approval or rejection. If the City Council does not approve, modify and approve, or reject the Commission's proposed changes or modifications within one hundred and twenty (120) days of the Commission's vote on the proposed changes, the changes or modifications will become final.
5. Approve or reject the Department's proposed changes to all policies, procedures, customs, and General Orders of the Department which govern use of force, use of force review boards, profiling based on any of the protected characteristics identified by federal, state, or local law, or First Amendment assemblies, or which contains elements expressly listed in federal court orders or federal court settlements which pertain to the Department and are in effect at the time this Charter Section 604 takes effect for so long as such federal court orders and settlement remain in effect. If the Commission does not approve or reject the Department's proposed changes within one hundred and twenty (120) days of the Department's submission of the proposed changes to the Commission, the Department's proposed changes will become final. If the Commission rejects the Department's proposed changes, notice of the Commission's rejection, together with the Department's proposed changes, shall be submitted to the City Council for review. If the City Council does not approve or reject the Commission's decision within one hundred and twenty (120) days of the Commission's vote on the Department's proposed changes, the Commission's decision will become final.

6. Review and comment, at its discretion, on all other policies, procedures, customs, and General Orders of the Department. All such comments shall be submitted to the Chief of Police who shall provide a written response to the Commission upon request.
  7. Review the Mayor's proposed budget to determine whether budgetary allocations for the Department are aligned with the Department's policies, procedures, customs, and General Orders. The Commission shall conduct at least one public hearing on the Department budget per budget cycle and shall forward to the City Council any recommendations for change.
  8. Require the Chief of Police to submit an annual report to the Commission regarding such matters as the Commission shall require.
  9. Report at least once a year to the Mayor, the City Council, and to the public to the extent permissible by law, the information contained in the Chief's report in addition to such other matters as are relevant to the functions and duties of the Commission.
  10. Acting separately or jointly with the Mayor, remove the Chief of Police by a vote of not less than five affirmative votes. If acting separately, the Commission may remove the Chief of Police only after adopting a finding or findings of cause, which shall be defined by City ordinance. The Commission must make its finding of just cause by no less than five affirmative votes. Upon removal, by the Commission, by the Mayor, or by the Mayor and the Commission acting jointly, or upon the notice of vacancy of the position of Chief of Police, the Mayor, in consultation with the Chair of the Commission, shall immediately appoint an Interim Chief of Police. Such appointment shall not exceed six (6) months in duration unless approved by a majority vote of the Commission. The Commission, with the assistance of the City Administrator, shall prepare and distribute a job announcement, and prepare a list of at least four candidates and transmit the names and relevant background materials to the Mayor. The Mayor shall appoint one person from this list, or reject the list in its entirety and request a new list from the Commission. This provision shall not apply to any recruitment for the position of Chief of Police that is pending at the time of the Commission's first meeting.
  11. Send the Chairperson of the Commission or another Commissioner appointed by the Chairperson to serve as a non-voting member of any level one Oakland Police Force Review Board.
  12. Perform such other functions and duties as may be prescribed by this Charter or by City ordinance.
- (c) **Appointment, Terms, Vacancies, Removal.**
1. The Commission shall consist of seven (7) regular members and two (2) alternate members, all of whom shall be Oakland residents of at least eighteen (18) years of age. To the extent practicable, appointments shall be broadly representative of Oakland's diversity and shall include members with knowledge and/or experience in the fields of human resources practices, management, policy development, auditing, law, investigations, law enforcement, youth representation, civil rights and civil liberties, as

well as representation from communities experiencing the most frequent contact with the Department. Background checks shall be required for all Commission members and alternates. Such background checks shall not be performed by the Department. The following shall not be eligible to serve as a Commissioner:

- a. current sworn police officer;
  - b. current City employee;
  - c. former Department sworn employee; or
  - d. current or former employee, official or representative of an employee association representing sworn police officers.
2. Within two hundred and ten (210) days of the enactment of this Section, the Mayor shall appoint three (3) Oakland residents as Commissioners, at least one of whom shall be a retired judge or lawyer with trial experience in criminal law or police misconduct, and one (1) Oakland resident as an alternate, and submit the names of these appointees to the Council for confirmation. The Council shall have sixty (60) days after the completion of the background checks and from the date of receipt of the Mayor's submission to accept or reject each of the Mayor's appointees as Commissioners. The Mayor shall appoint an Oakland resident to fill any Commission vacancies that were previously filled by a Mayor's appointee. If the City Council does not accept or reject the Mayor's appointee within sixty (60) days after the completion of the background check and receipt of the Mayor's submission, the appointee shall be deemed appointed.
3. All other Commissioners and the other alternate shall be appointed as follows:
  - a. There is hereby established a nine (9) member Selection Panel. Within ninety (90) days of the enactment of this Section, each City Council member shall appoint one (1) person, and the Mayor shall appoint one (1) person, to the Selection Panel. No current Department employee is eligible to be a member of the Selection Panel. The Selection Panel, with the assistance of the City Administrator, will solicit applications from those willing to serve on the Commission. The Selection Panel will review the applications, and interview applicants to serve as members of the Commission.
  - b. Within one hundred and twenty days (120) of its formation, the Selection Panel, by a two-thirds vote, shall submit a slate of four (4) regular members and one (1) alternate member to the City Council. The City Council may require the nominees to appear before the Council or a Committee of the Council. If the City Council does not accept or reject the slate in its entirety within sixty (60) days after the completion of the background checks and submission by the Selection Panel, the four (4) regular members and one (1) alternate member shall be deemed appointed.
  - c. Each year the Selection Panel shall re-convene, as needed, to designate replacements for the five (5) Commissioner (four (4) regular members and one (1) alternate) vacancies initially filled by the Selection Panel and shall submit a slate of names of such designated persons to the City Council for acceptance or rejection. If the City Council does not accept or reject the entire slate within sixty (60) days after the completion of the background checks and submission by the Selection Panel, all designated replacements shall be deemed appointed.

- d. Each year the Mayor and each Councilmember may replace her or his assigned person on the Selection Panel. Selection Panel members may serve up to five (5) years.
- 4. With the exception of the first group of Commissioners which shall serve staggered terms, the term for each Commissioner shall be three (3) years.
- 5. Commission members are limited to no more than two (2) consecutive terms, except that a Commissioner serving a term of no more than one (1) year shall be allowed to serve two (2) additional consecutive terms.
- 6. To effect a staggering of terms among the Commissioners, the duration of the first group of Commissioners shall be determined by the Selection Panel as follows: Three (3) regular members, including one (1) of the mayoral appointees, shall have an initial term of three (3) years; two (2) regular members, including one (1) of the mayoral appointees, shall have an initial term of two (2) years; two (2) regular members, including one (1) of the mayoral appointees, shall have an initial term of four (4) years. The alternate member appointed by the Selection Panel shall have an initial term of two (2) years and the alternate member appointed by the Mayor shall have an initial term of three (3) years.
- 7. A vacancy on the Commission shall exist whenever a member dies, resigns, ceases to be a resident of the City, is convicted of a felony, or is removed.
- 8. For vacancies occurring for reasons other than the expiration of a regular member's term, the Commission shall select one of the alternates to replace the regular member for that regular member's remaining term of office. If the alternate chosen to replace the regular member was appointed by the Selection Panel, the Selection Panel shall appoint another alternate. If the alternate chosen to replace the regular member was appointed by the Mayor, the Mayor shall appoint another alternate.
- 9. All Commission members shall receive orientation regarding Department operations, policies and procedures, including but not limited to discipline procedures for police officer misconduct and failure to act. All Commission members shall receive training regarding Procedural Justice, conflict resolution, national standards of constitutional policing, best practices for conducting investigations, and other subject matter areas which are specified by City ordinance.
- 10. The City Council may remove members of the Commission for cause as provided in Section 601 of the Charter, or members of the Commission may be removed by a majority vote of the Commission only for conviction of a felony, conviction of a misdemeanor involving moral turpitude, a material act of dishonesty, fraud, or other act of moral turpitude, substantial neglect of duty, gross misconduct in office, inability to discharge the powers and duties of office, absence from three consecutive regular Commission meetings or five regular meetings in a calendar year except on account of illness or when absent by permission.

**(d) Meetings, Rules and Procedures**

# LEGISLATION

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1. The Commission shall meet at least twice each month unless it determines that one meeting is sufficient in a particular month. The Commission shall notify the public of the time and place of the meeting and provide time for public comment at each meeting. The Commission shall meet at least twice each year in locations other than City Hall.
2. The Commission shall establish rules and procedures for the conduct and operations of its business. Such rules shall be made available to the public.
3. Five (5) members shall constitute a quorum. If a quorum is not established by the regular members in attendance, the Chairperson of the Commission may designate one or more alternate members to establish a quorum and cast votes. Motions on all matters may be approved by a majority of those Commission members present.

## **(e) Budget and Staffing**

1. The City shall allocate a sufficient budget for the Commission, including the Agency, to perform its functions and duties as set forth in this section, including budgeting at least one full-time-equivalent non-City Attorney legal advisor that is specifically charged with providing legal services to the Agency related to investigations and recommended discipline. The one full-time-equivalent non-City Attorney legal advisor shall be assigned by the City Attorney after consultation with the Chair of the Commission. The non-City Attorney legal advisor shall not in the regular course of his or her legal practice defend law enforcement officers and shall not participate in, nor serve as counsel to the City or any of its Council members or employees in defense of any lawsuit arising from any incident involving an Oakland police officer.
2. Within sixty (60) days of the City Council's confirmation of the first group of Commissioners and alternates, the Oakland Citizens' Police Review Board (hereinafter Board) shall be disbanded and its pending business transferred to the Commission and to the Agency. The Executive Director of the Board shall become the Interim Director of the Agency, and all other staff will be transferred to the Agency.
3. After the effective date of this Charter section, the Commission may identify special qualifications and experience that candidates for Agency staff positions must have. Candidates for future vacancies may be selectively certified in accordance with the Civil Service Personnel Manual, as may be amended from time to time; said selective certification shall be subject to discretionary approval by the City Administrator or his or her designee.
4. The staff of the Agency shall consist of no fewer than one line investigator for every one hundred (100) sworn officers in the Department, rounded up or down to the nearest one hundred (100). The number of investigators shall be determined at the beginning of each budget cycle based on the number of sworn officers employed by the Department the previous June 1. At least one investigator shall be a licensed attorney. The budget set-aside for such minimum staffing may be suspended for a fiscal year or two-year budget cycle upon a finding in the budget resolution that the City is facing an extreme fiscal necessity, as defined by City Council resolution.

5. The City Administrator shall assign a staff member to act as liaison to the Commission and to provide administrative support to the Commission.
6. Upon a vacancy, the Director of the Agency shall be hired by the City Administrator from among two (2) or three (3) candidates submitted by the Commission. By an affirmative vote of at least five (5) members, or by an affirmative vote of four (4) members with the approval of the City Administrator, the Commission may terminate the Director of the Agency. The Commission shall periodically conduct a performance review of the Agency Director. The Agency Director shall be classified as a Department head, and shall have the authority to hire and fire Agency staff, in consultation with the City Administrator.
7. Agency and Commission staff, with the exception of the Agency Director, shall be civil service employees in accordance with Article IX of the City Charter. Background checks shall be required for all Agency investigator applicants before they are hired by the Agency. Such background checks shall not be performed by the Department. Staff of the Board who are transferred to the Agency as discussed in section (e)(2) above shall not be subject to background checks.
8. No current or former sworn employee of the Department, or current official, employee or representative of an employee association representing sworn police officers, is eligible for any staff position in the Agency or the Commission.

**(f) Investigations**

1. Beginning sixty (60) days after the City Council's confirmation of the first group of Commissioners and alternates, the Agency shall receive, review and prioritize all public complaints concerning the alleged misconduct or failure to act of all Department sworn employees, including complaints from Department non-sworn employees. The Agency shall not be required to investigate each public complaint it receives, beyond the initial intake procedure, but shall investigate public complaints involving uses of force, in-custody deaths, profiling based on any of the protected characteristics identified by federal, state, or local law, and First Amendment assemblies. The Agency shall also investigate any other possible misconduct or failure to act of a Department sworn employee, whether or not the subject of a public complaint, as directed by the Commission. The Agency shall forward a copy of each complaint received to the Internal Affairs Division of the Oakland Police Department within one business day of receipt.
2. Subject to applicable law, the Agency shall have the same access to all Department files and records, with the exception of personnel records, in addition to all files and records of other City departments and agencies, as the Department's Internal Affairs Division (IAD). Access to personnel records shall be limited to the Agency Director who shall maintain confidentiality as required by law. The Department and other City departments and agencies shall make every reasonable effort to respond to the Agency's requests for files and records within ten (10) days.

3. The Agency shall make every reasonable effort to complete its investigations within one hundred and eighty (180) days of the filing of the complaint with the Agency. Within thirty (30) days of completion of the investigation, the Director of the Agency shall issue written findings and proposed discipline regarding the allegations stated in the complaint to the Commission and the Chief of Police. The City Administrator shall not have the authority to reject or modify the Agency's findings and proposed discipline.
4. To the extent allowed by law and after consultation with the Commission, the Agency shall forward information to other enforcement agencies, including but not limited to the Alameda County District Attorney, when such information establishes a reasonable basis for believing that a crime may have been committed by a sworn Department employee.

## **(g) Adjudication**

1. If the Chief of Police agrees with the Agency's findings and proposed discipline, he or she shall send to the subject officer notification of findings and intent to impose discipline. The Chief of Police may send such notification to the subject officer before IAD has begun or completed its investigation.
2. If the Chief of Police disagrees with the Agency's findings and/or proposed discipline, the Chief of Police shall prepare his or her own findings and/or proposed discipline which shall be submitted to a Discipline Committee comprised of three Commissioners. The City Administrator shall not have authority to reject or modify the Chief of Police's findings and proposed discipline. The Agency's findings and proposed discipline shall also be submitted to the Discipline Committee which shall review both submissions and resolve any dispute between the Agency and the Chief of Police. Based solely on the record presented by the Agency and the Chief of Police, the Discipline Committee shall submit its final decision regarding the appropriate findings and proposed discipline to the Chief of Police who shall notify the subject officer. The City Administrator shall not have the authority to reject or modify the Discipline Committee's final decision regarding the appropriate findings and level of discipline. The Discipline Committee shall not have the authority to conduct its own investigation.
3. If the Chief of Police prepares his or her own findings and proposed discipline and provides it to the Agency before the Agency's investigation is initiated or completed, the Agency may close its investigation or may choose not to conduct its own investigation in order to allow final discipline to proceed as proposed by the Chief, except that if the Agency is required to conduct an investigation by subsection (f) above, the Commission must approve the Agency's decision by a majority vote. If the Agency chooses not to close its investigation, imposition of final discipline shall be delayed until the Agency's investigation is completed and the Agency makes its findings and recommendations for discipline. The Agency shall notify the Chief of its final decision regarding how it will proceed within five (5) business days of the Chief's notice of completion of his or her investigation.
4. All employees are afforded their due process and statutory rights including *Skelly* rights. After the findings and imposition of discipline have become final, the subject officer shall

have the right to grieve/appeal the findings and imposition of discipline if such rights are prescribed in a collective bargaining agreement.

**(h) Enabling Legislation**

The Commission may make recommendations to the City Council for enacting legislation or regulations that will further the goals and purposes of this section 604. The City Council may, on its own initiative, enact legislation or regulations that will further the goals and purposes of this section 604. Once the Commission is seated, subsequent legislation or regulations shall be submitted to the Commission for review and comment. The Commission shall have forty-five (45) days to submit its comments to the City Council, such time to be extended only by agreement of the City Council.

**Section 2. Severability.** If any section, subsection, sentence, clause or phrase of this Measure is for any reason held to be invalid or unconstitutional by decision of any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions of the Measure. The voters hereby declare that they would have passed this Measure and each section, subsection, clause or phrase thereof irrespective of the fact that one or more other sections, subsections, clauses or phrases may be declared invalid or unconstitutional.

and be it

**FURTHER RESOLVED:** That in accordance with the Elections Code and Chapter 3.08 of the Oakland Municipal Code, the City Clerk shall fix and determine a date for submission of arguments for or against said proposed Charter amendment, and said date shall be posted by Office of the City Clerk; and be it

**FURTHER RESOLVED:** That in accordance with the Elections Code and Chapter 3.08 of the Oakland Municipal Code, the City Clerk shall provide for notice and publication as to said proposed Charter amendment in the manner provided for by law; and be it

**FURTHER RESOLVED:** That each ballot used at said municipal election shall have printed therein, in addition to any other matter required by law the following:

**PROPOSED CHARTER AMENDMENT  
MEASURE \_\_\_\_\_**

Measure _____. Shall Oakland's City Charter be amended to establish: (1) a Police Commission of civilian commissioners to oversee the Police Department by reviewing and proposing changes to Department policies and procedures, requiring the Mayor to appoint any new Chief of Police from a list of candidates provided by the Commission, and having the authority to terminate the Chief of Police for cause; and (2) a Community Police Review Agency to investigate complaints of police misconduct and recommend discipline?	Yes	
	No	



# LEGISLATION

and be it

**FURTHER RESOLVED:** That the City Clerk and City Administrator hereby are authorized and directed to take any and all actions necessary under law to prepare for and conduct the next municipal election and appropriate all monies necessary for the City Administrator and City Clerk to prepare for and conduct the next municipal election, consistent with law.

IN COUNCIL, OAKLAND, CALIFORNIA,

JUN 26 2016

PASSED BY THE FOLLOWING VOTE:

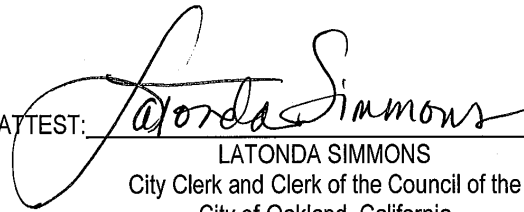
AYES – BROOKS, CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID, AND  
PRESIDENT GIBSON MCELHANEY - 8

NOES – 0

ABSENT – 0

ABSTENTION – 0

ATTEST:

  
LATONDA SIMMONS  
City Clerk and Clerk of the Council of the  
City of Oakland, California

1944550v2

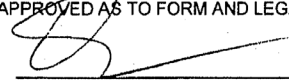
12

16 AUG 11 PM 2:54

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

2016 AUG -5 AM 9: 27

APPROVED AS TO FORM AND LEGALITY



CITY ATTORNEY

## OAKLAND CITY COUNCIL

### RESOLUTION NO. 86395 C.M.S.

INTRODUCED BY VICE MAYOR CAMPBELL WASHINGTON  
AND COUNCILMEMBER GUILLEN

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RESOLUTION ON THE CITY COUNCIL'S OWN MOTION SUBMITTING TO THE NOVEMBER 8, 2016 STATEWIDE GENERAL ELECTION, A PROPOSED ORDINANCE TO AUTHORIZE ISSUANCE OF \$600 MILLION GENERAL OBLIGATION BONDS TO FUND VARIOUS CITY INFRASTRUCTURE AND AFFORDABLE HOUSING PROJECTS; AND DIRECTING THE CITY CLERK TO FIX THE DATE FOR SUBMISSION OF ARGUMENTS AND PROVIDE FOR NOTICE AND PUBLICATION IN ACCORDANCE WITH THE NOVEMBER 8, 2016 STATEWIDE GENERAL ELECTION; ACTION TAKEN IN RELIANCE ON PREVIOUSLY CERTIFIED ENVIRONMENTAL IMPACT REPORTS AND CEQA EXEMPTIONS WITHOUT LIMITATION, CEQA GUIDELINES 15162, 15183, 15183.3 and 15378

**WHEREAS**, the City of Oakland has identified critically needed investment in streets and roads, public facilities and affordable housing as integral to ensuring public safety, quality of life for all Oaklanders and the City's long-term economic vitality; and,

**WHEREAS**, the City Council recognizes the need to enhance the City's streets, bike lanes, and related infrastructure in order to create a system that is more safe, reliable, and efficient, and meets future demands; and,

**WHEREAS**, the City Council recognizes that investment in the City's infrastructure, including parks, libraries, public safety buildings, recreation and senior centers is necessary to preserve and enhance the quality of life for all Oaklanders; and,

**WHEREAS**, Oakland is the one of the most expensive housing markets in the country, just behind San Francisco, New York and Boston, and with rising rents outpacing the increase in incomes faster than any other place in the country, protecting Oakland residents from displacement and providing affordable housing opportunities is necessary to preserve the quality of life for all City residents, to protect the City's low income families, seniors and persons with disabilities, and to ensure the City's long term economic vitality; and,

**WHEREAS**, pursuant to Article 34 of the California Constitution, voter approval is necessary in some cases to authorize the City to develop, construct and/or acquire "low rent housing", including housing that will be funded by a City general obligation bond; and

# LEGISLATION

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**WHEREAS**, the City has an unfunded capital need of approximately \$2.5 billion; and

**WHEREAS**, the City Council proposes a \$600 million general obligation bond to invest in vital infrastructure projects to improve public safety, protect and provide affordable housing, and preserve the quality of life in all neighborhoods throughout Oakland; and

**WHEREAS**, section 902(e) of the Charter of the City of Oakland provides that contracts for service shall not result in the loss of employment or salary by any person having permanent status in the City's competitive service and such Charter provisions remain applicable to projects funded by this bond measure; and

**WHEREAS**, this bond measure provides enhanced resources for the City's Public Works, Transportation and Parks & Recreation Departments, thereby creating the opportunity to expand the capacity of City staff to undertake various types of capital improvement work; and

**WHEREAS**, in compliance with the California Environmental Quality Act (CEQA), section 15162, the City has completed a review of the proposed projects (the "Projects") and

**WHEREAS**, the proposal relies on previously certified Final Environmental Impact Reports (EIRs) in accordance with, among other provisions CEQA Guidelines section 15162, prepared for planning-level policy documents including, without limitation, the City's General Plan, the Lake Merritt Station Area, Broadway-Valdez, West Oakland, and Central Estuary Specific Plans, and various Redevelopment Plans, and each as a separate and independent basis, is also exempt from CEQA on numerous bases, including, without limitation CEQA Guidelines sections 15183, 15183.3 and 15378, and,

**WHEREAS**, the City Council finds and determines that completion of the Projects is in the public interest and the cost of the Projects will require expenditures of at least \$600 million, an amount greater than the amount allowed by the annual tax levy of the City; and

**WHEREAS**, the City Council finds and determines it is in the best interests of the City of Oakland to submit to the voters this proposed ordinance to incur bonded indebtedness not to exceed \$600 million for the purpose of financing the Projects; now, therefore be it

**RESOLVED**, that the Oakland City Council finds and determines the forgoing recitals are true and correct and hereby adopts and incorporates them into this resolution; and be it

**FURTHER RESOLVED**, that the Oakland City Council does hereby submit to the voters, at the November 8, 2016, Statewide General Election, an Ordinance that reads as follows:

The people of the City of Oakland do ordain as follows:

Section 1. TITLE AND PURPOSE.

(A) Title. This Ordinance shall be referred to as the "2016 Infrastructure Bond."

(B) Purpose. The object and purpose of the authorized indebtedness will be to acquire and make improvements to real property such as improvement and rehabilitation of streets, sidewalks and related infrastructure, renovation and rehabilitation of City facilities including libraries, public safety, recreation, and other buildings, and acquisition, improvement, rehabilitation, preservation, construction and repair of affordable housing.

Section 2. IMPROVEMENT PROJECT PLAN.

(A) Projects to be funded by the total \$600 million in bonds include the following:

1. Streets and Roads Projects, in the amount of \$350 million, including projects consistent with:

- (a) Street paving and reconstruction
- (b) Bicycle and pedestrian improvements; bikeways, sidewalks, paths, stairs, streetscape, curb ramps
- (d) Traffic calming improvements

2. Facilities Projects in the amount of \$150 million, including projects consistent with:

- (a) Fire facilities (in the amount of \$40 million)
- (b) Police facilities (in the amount of \$40 million)
- (c) Libraries (in the amount of \$15 million)
- (d) Parks, Recreation and Senior Facilities (in the amount of \$35 million)
- (e) Water, energy and seismic improvements consistent with the City's Energy and Climate Action Plan (in the amount of \$20 million)

3. Anti-Displacement and Affordable Housing Preservation Projects in the amount of \$100 million:

- (a) Funds may be spent on the acquisition, rehabilitation, or new construction of affordable housing as set forth in the Affordable Housing Bond Law Ordinance.

# LEGISLATION

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(B) Proceeds from the sale of the bonds authorized by this measure shall be used only for the purposes and projects set forth in Section 1. Proceeds of the bonds may be used to pay or reimburse the City for the costs of City staff when they are performing work on or necessary and incidental to the bond projects. The City may apply bond proceeds designated for affordable housing projects directly to acquire, rehabilitate, preserve or construct affordable housing and/or indirectly as loans, grants, or other disbursements to qualified individuals, non-profit business entities, corporations, partnerships, associations, and government agencies for such affordable housing projects.

(C) The City proposes to finance some or all of the projects described above with proceeds of the bonds. Projects will be completed as needed according to City Council established priorities, including those set forth within the City's Capital Improvement Plan and additionally, prior to each issuance of bonds, the City Council shall identify for the specific projects included in such issuance:

1. How the projects address social and geographic equity, provide greater benefit to under-served populations and in geographic areas of greatest need;

2. How the projects address improvements to the City's existing core capital assets;

3. How the projects maintain or decrease the City's existing operations and maintenance costs; and

4. How the projects address improvements to energy consumption, resiliency and mobility.

5. The order in which the projects appear in Section A above is not an indication of priority for funding or completion. The final cost of each project will be determined as plans are finalized, construction bids are awarded, and projects are completed. Certain construction funds expected from non-bond sources, including state or other grants for eligible projects, have not been secured. Until sources of funding and the costs of all projects are known, the City Council cannot determine the amount of bond proceeds that will be available to spend on each project, nor guarantee that the bonds will provide sufficient funds to allow completion of all described projects. Completion of some projects may be subject to additional environmental or other government approvals by state or local officials. For these reasons, inclusion of a project in the description above is not a guarantee that the project will be funded or completed.

(D) Contractors and City departments shall comply with all applicable City laws when awarding contracts or performing work funded with the proceeds of Bonds authorized by this measure.

(E) After ten (10) years from enactment of this measure, if the remaining funds designated in any of the categories set forth in Section 2(A) above have not been obligated or expended, a maximum of ten percent (10%) of the funds within each category can be transferred to any other categories included in this measure through a City Council Resolution.

Section 3. TAX AND INDEBTEDNESS.

To provide financing for the purposes and projects identified in Section 1 of this Ordinance, the City shall be authorized to issue and sell bonds in an amount up to Six Hundred Million Dollars (\$600,000,000) in aggregate principal amount subject to the accountability safeguards specified in Section 6. The City's first bond issuance will be for an amount no more than \$200 million.

The City's best estimate of the ad valorem tax rate required to be levied on all taxable property in the City to pay debt service on the total amount of the proposed bonds (\$600 million) is projected to average no more than \$69 per year per \$100,000 of assessed property valuation. Such estimation shall not be construed to limit the power and duty of the City Council to cause to be levied and collected a tax sufficient to pay debt service on the bonds in any fiscal year.

Section 4. DEPOSIT OF BOND PROCEEDS.

The net proceeds of the bonds shall be deposited into a special trust account with or established by the treasury of the City of Oakland and shall be allocated and expended at the direction of the City Council for purposes set forth in Section 1 of this Ordinance.

Section 5. FINANCIAL AUDITS AND CITIZEN OVERSIGHT.

As long as any authorized bond proceeds have not been spent, an annual audit shall be performed to ensure accountability and proper disbursement of the bond proceeds in accordance with the objectives stated herein and in compliance with California Government Code sections 53410(c), 53410(d) and 53411.

The City Council shall establish a new Board or Commission or assign to an existing Board or Commission the responsibility for citizen oversight of this measure. This Board or Commission shall review relevant financial and operational reports related to the expenditure of bond proceeds and provide reports to the City Council when necessary. In addition, the Board or Commission should evaluate the impacts and outcomes of bond expenditures on the bond measure's stated goals, including social equity, anti-displacement and affordable housing.

Section 6. DEBT-SERVICE FUND.

For the purpose of paying the principal and interest on the bonds, the City shall, annually levy and collect a tax sufficient to pay the annual interest on such bonds as it becomes due and such part of the principal that will become due before the proceeds of the next general tax levy is available for the payment of such principal. The City shall establish and separately maintain such collected tax revenues in a Debt-Service fund until the bonds and the interest thereon are fully paid, or until a sum is set apart to pay all amounts that will be due to cover the principal and interest on the bonds in the Treasury of the City of Oakland or held on behalf of the City.

# LEGISLATION

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## Section 7. Blank

## Section 8. ARTICLE 34 AUTHORIZATION.

Pursuant to Article 34 of the California Constitution, the City is authorized to develop, construct and/or acquire up to 2000 rental housing units for low-income households throughout the City if the City is assisting the development, construction and/or acquisition of such units in whole or in part using proceeds from the bonds authorized by this measure.

## Section 9. CITY AFFORDABLE HOUSING BOND LAW.

The City shall issue the bonds pursuant to the rules and procedures established by City Affordable Housing Bond Law.

## Section 10. EFFECTIVE DATE.

The taxes imposed by this Ordinance shall become effective on January 1, 2017.

## Section 11. DUTIES OF THE DIRECTOR OF FINANCE.

It shall be the duty of the Director of the Finance to collect and receive all taxes imposed by this Ordinance. The Director of Finance is charged with the enforcement of this Ordinance and may adopt rules and regulations relating to such enforcement.

## Section 12. TERM OF TAX IMPOSITION.

The ad valorem taxes enacted by this Ordinance shall be imposed and levied until the authorized indebtedness is fully paid. The City shall place delinquencies on subsequent tax bills.

## Section 13. SAVINGS CLAUSE.

If a court of competent jurisdiction finds that any provision, sentence, clause, section or part of this Ordinance is unconstitutional, illegal or invalid, such unconstitutionality, illegality, or invalidity shall affect only such provision, sentence, clause, section or part of this Ordinance, and shall not affect or impair any of the remaining provisions, sentences, clauses, sections or parts of this Ordinance. It is hereby declared that the Council would have adopted this Ordinance if such unconstitutional, illegal or invalid provision, sentence, clause, section or part thereof was not included herein.

## Section 14. COMPLIANCE

Under Section 53410 of the California Government Code, the bonds shall be for the specific purposes authorized in this Ordinance and the proceeds of such bonds will be applied only for such specific purposes. The City will comply with the requirements of Sections 53410(c) and 53410(d) of the California Government Code.

Section 15. REIMBURSEMENTS

The City shall be reimbursed for expenditures the City incurred or expected to incur prior to the issuance and sale of any series of the Bonds in connection with the Project. The City Council hereby declares the City's intent to reimburse the City with the proceeds of the bonds for expenditures with respect to the Project (the "Expenditures" or "Expenditure") that are made on and after the date that is no more than 60 days prior to the passage of the Ordinance. The City reasonably expects on the date hereof that it will reimburse the eligible Expenditures with the proceeds of the Bonds.

Each Expenditure was and will be either (a) of a type properly chargeable to a capital account under general federal income tax principles (determined in each case as of the date of the Expenditure), (b) a cost of issuance with respect to the bonds, (c) a nonrecurring item that is not customarily payable from current revenues, or (d) a grant to a party that is not related to or an agent of the City so long as such grant does not impose any obligation or condition (directly or indirectly) to repay any amount to or for the benefit of the City. The maximum aggregate principal amount of the Bonds expected to be issued for the Project is \$600 million. The City shall make a reimbursement allocation, which is a written allocation by the City that evidences the City's use of proceeds of the applicable series of bonds to reimburse an Expenditure, no later than 18 months after the later of the date on which the Expenditure is paid or the related portion of the Project is placed in service or abandoned, but in no event more than three years after the date on which the Expenditure is paid. The City may make exceptions for certain "preliminary expenditures," costs of issuance, certain de minimis amounts, expenditures by "small issuers" (based on the year of issuance and not the year of expenditure) and Expenditures for construction projects of at least 5 years.

Section 16. EFFECTIVE DATE.

This Ordinance shall be effective only if it is approved by two-thirds of the voters voting thereon and shall go into effect ten (10) days after the vote is declared by the City Council.

; and be it



# LEGISLATION

**FURTHER RESOLVED**, that each ballot used at said election shall have printed therein, in addition to any other matter required by law, the following:

A PROPOSED ORDINANCE AUTHORIZING THE ISSUANCE OF  
INFRASTRUCTURE BONDS IN AN AMOUNT NOT TO EXCEED \$600  
MILLION TO IMPROVE PUBLIC SAFETY AND INVEST IN  
NEIGHBORHOODS.

MEASURE \_\_\_\_\_

Measure _____. To improve public safety and invest in neighborhoods throughout Oakland by re-paving streets to remove potholes, rebuilding cracked and deteriorating sidewalks, funding bicycle and pedestrian safety improvements, funding affordable housing for Oaklanders, and providing funds for facility improvements, such as, neighborhood recreation centers, playgrounds, and libraries, shall the City of Oakland issue \$600 million in bonds, subject to independent citizen oversight and regular audits?	Yes	
	No	

; and be it

**FURTHER RESOLVED**, that the City Council does hereby submit to the qualified voters of the City, at the November 8, 2016 election, the ordinance and ballot measure set forth herein; and be it

**FURTHER RESOLVED**, that the City proposes to rehabilitate, renovate, acquire or construct the real property and real property improvements herein and to issue and sell general obligation bonds of the City of Oakland, in one or more series, in the maximum amount and for the objects and purposes set forth herein if two-thirds of all qualified voters voting on the ballot measure vote in favor thereof; and be it

**FURTHER RESOLVED**, that the bonds are to be general obligations of the City of Oakland payable and secured by taxes levied and collected in the manner prescribed by the laws of the State of California; and that all said bonds are to be equally and ratably secured, without priority, by the taxing power of the City; and be it

**FURTHER RESOLVED**, that the City Council hereby authorizes and directs the City Clerk of the City of Oakland (the "City Clerk") to file certified copies of this Resolution with the Alameda County Clerk at least 88 days prior to November 8, 2016; and be it

**FURTHER RESOLVED**, that the City Council does hereby request that the Board of Supervisors of Alameda County include on the ballots and sample ballots the

foregoing recitals and measure language to be voted on by the voters of the qualified electors of the City of Oakland; and be it

**FURTHER RESOLVED**, that the City Clerk hereby is directed to cause the posting, publication and printing of notices, pursuant to the requirements of the Charter of the City of Oakland, Chapter 3 of the Oakland Municipal Code, the Government Code and the Elections Code of the State of California; and be it

**FURTHER RESOLVED**, that in accordance with the Elections Code and the Oakland Municipal Code, the City Clerk shall fix and determine a date for submission of arguments for or against said proposed Ordinance and rebuttals, and said date shall be posted in the Office of the City Clerk; and be it

**FURTHER RESOLVED**, that upon approval by the voters certain sections of this Ordinance may be codified into the City of Oakland Municipal Code at the direction of the City Clerk; and be it

**FURTHER RESOLVED**, that this resolution shall be effective immediately upon approval by five members of the Council.

IN COUNCIL, OAKLAND, CALIFORNIA JUL 19 2016, 2016

PASSED BY THE FOLLOWING VOTE:

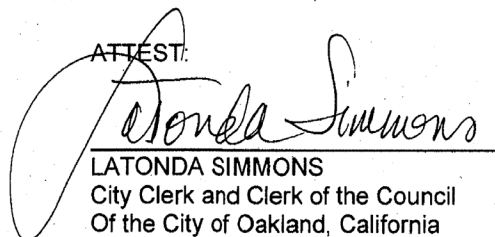
AYES - BROOKS, GALLO, GUILLEN, KALB, KAPLAN, REID, CAMPBELL WASHINGTON,  
PRESIDENT GIBSON MCELHANEY -- 8

NOES - 0

ABSENT - 0

ABSTENTIONS - 0

ATTEST:

  
LATONDA SIMMONS  
City Clerk and Clerk of the Council  
Of the City of Oakland, California

1948537v2



APPROVED AS TO FORM AND LEGALITY

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

  
CITY ATTORNEY

18 MAR -8 PM 2:42

OAKLAND CITY COUNCIL

RESOLUTION NO. 87085 -C.M.S.

INTRODUCED BY COUNCILMEMBERS  
CAMPBELL WASHINGTON, KALB, GIBSON MCELHANEY AND REID

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RESOLUTION ON THE CITY COUNCIL'S OWN MOTION SUBMITTING TO THE JUNE 5, 2018 MUNICIPAL NOMINATING ELECTION, A PROPOSED ORDINANCE TO ADOPT A SPECIAL PARCEL TAX TO PROTECT AND IMPROVE DIRECT LIBRARY SERVICES THROUGHOUT OAKLAND; AND REQUESTING THE CONSOLIDATION OF THE OAKLAND MUNICIPAL ELECTION CALLED FOR HEREIN WITH THE STATE PRIMARY ELECTION OF JUNE 5, 2018, CONSISTENT WITH PROVISIONS OF STATE LAW, AND DIRECTING THE CITY CLERK TO FIX THE DATE FOR SUBMISSION OF ARGUMENTS AND PROVIDE FOR NOTICE AND PUBLICATION IN ACCORDANCE WITH THE JUNE 5, 2018 STATEWIDE PRIMARY ELECTION

**WHEREAS**, in 2004 the City of Oakland voters approved Measure Q by more than a two-thirds majority which reauthorized the Library Services Retention and Enhancement Act, a dedicated parcel tax to be used exclusively to provide services, materials and programs for the City of Oakland Public Library ("Library"); and

**WHEREAS**, Measure Q authorized a 20 year, annual parcel tax (\$75 annually for single family parcels and different rates for other parcel types);

**WHEREAS**, the City's main and branch libraries serve as community centers that offer a broad selection of services including teen and early literacy programs, internet and wireless access, online reference and databases, as well as public instruction; and

**WHEREAS**, the library system is among the City's most widely used services and provides the community with public meeting spaces; and

**WHEREAS**, the Library, now is operating at an annual deficit estimated at more than \$2.0 million dollars annually; and

**WHEREAS**, the deficit is projected to exceed more than \$4.0 million dollars in this current budget cycle (July 2017 through June 30, 2019 (Fiscal Year ("FY") 2017-2019)); and

# LEGISLATION

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**WHEREAS**, the deficit will impact every facet of the Library's operation if it is not addressed, including but not limited to branch libraries remaining open for children and students, evening hours, collections, technology, programs, adult literacy, veterans' and immigration assistance, and community spaces; and

**WHEREAS**, the City and its residents value its public library system and its commitment and significant contributions to community education programs, literacy programs, lifelong learning, information technology and the literary heritage of our City; and

**WHEREAS**, effective January 1, 2018, California Assembly Bill 195 amended Section 13119 of the California Elections Code ("New Law"), to require that the ballot statement, also known as the ballot question, for all local ballot measures that impose a tax or raise the rate of a tax include specified language and the amount to be raised annually by the tax, and the rate and duration of the tax; and

**WHEREAS**, the ballot resolution that the Oakland City Council approved on February 6, 2018 (Item 13) did not comply with the New Law; and

**WHEREAS**, the Oakland City Council desires to rescind and replace the resolution included as Item 13 on the February 6, 2018 agenda with this ballot resolution, which fully complies with the New Law; and

**WHEREAS**, the City Council on its own motion, desires to submit to the qualified electors of the City a proposed ordinance to adopt a special parcel tax dedicated to direct Library services; and

**WHEREAS**, all revenues received from the tax will be expended exclusively for direct Library services; now therefore be it

**RESOLVED:** That the Oakland City Council finds and determines the forgoing recitals are true and correct and hereby adopts and incorporates them into this resolution; and be it

**FURTHER RESOLVED:** That the Oakland City Council hereby rescinds the ballot resolution included as Item 13 approved by City Council vote on February 6, 2018, and be it

**FURTHER RESOLVED:** That the Oakland City Council hereby calls for a municipal election and submits to the voters, at the June 5, 2018, Statewide Primary Election, an Ordinance that shall read as follows:

## **PART 1. GENERAL**

### **Section 1. TITLE AND PURPOSE.**

(A) **TITLE.** This Ordinance may be cited as the "The 2018 Oakland Public Library Preservation Act".

(B) **PURPOSE.** The taxes imposed under this Ordinance are solely for the purpose of raising revenue necessary to maintain, protect and improve direct library services throughout Oakland.

Because the proceeds of the parcel tax will be deposited in a special fund restricted for the services and programs specified in Section 3, the tax is a special tax.

### **Section 2. FINDINGS.**

This Ordinance is exempt from the California Environmental Quality Act, Public Resources Code section 21000 *et seq.* ("CEQA"), since in accordance with CEQA Guidelines Section 15061, subd. (b)(3), it can be seen with certainty that there is no possibility that the activity authorized herein may have a significant effect on the environment.

### **Section 3. USE OF PROCEEDS.**

(A) **Objectives.** The tax proceeds raised by this special tax may be used only to pay for costs or expenses relating to or arising from efforts to achieve the stabilization of funding for the Library and allow for Library service enhancements, following desired outcomes and objectives:

1. Increase Public Library availability and resources for Oakland's students and residents;
2. Enhance direct Library services providing regular open hours at City libraries, maintaining staffing at levels to retain and expand hours at libraries;
3. Upgrade and enhance existing library facilities expanding free access to computers, the internet and technology; and
4. Maintain and protect existing direct library services and provide future improvements for library operations and resources that directly serve Oakland Public Library patrons.
5. Support the equitable disbursement of Library services, programs, staffing, facilities and resources in order to decrease disparities in life outcomes of marginalized communities and to facilitate equity of opportunity throughout Oakland.

# LEGISLATION

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(B) Uses. Taxes collected pursuant to the special taxes imposed herein shall be used only in connection with programs and services that further the objectives set forth in Section 3(A), such as the following:

1. Direct Library services. Includes costs associated with maintaining, protecting, and improving library services throughout Oakland, such as:
  - (a) Providing a wide range of programs for children, teens, and adults including early childhood literacy and student homework support;
  - (b) Employee staffing costs sufficient to maintain current hours and expand library hours;
  - (c) Community outreach to promote community awareness of the full range of services available at Oakland public libraries;
  - (d) Acquisition of furniture, fixtures, and equipment costs associated with enhancing direct library services; and
  - (e) Improving Library collections, services, programs and access that support Oakland students, especially outside of school hours, weekends and geographically near schools lacking school libraries.
2. Library materials and resources that enrich the exploration, connection and growth of the Oakland community, its children, teens and adults, such as:
  - (a) Acquisition of books, magazines, newspapers, e-Resources, eBooks, and streaming media;
  - (b) Acquisition of technology necessary to provide the full range of discovery tools for the patrons of Oakland;
  - (c) Acquisition of items necessary to create and maintain a modern learning and library experience for the residents of Oakland. This could include, but is not limited to, non-structural interior library makeovers to support learning labs, makerspaces, specialized areas tailored to the needs of children, teens, and adults to create a more welcoming environment and to allow the Library to keep up with changing technology and community needs. This does not include acquisition or construction of new facilities or structural changes, additions or construction on existing facilities.

(C) Authorized Uses of Tax Revenues: Except as otherwise expressly authorized by this Ordinance, the special taxes authorized and collected pursuant to this Ordinance shall be used only for the purposes and projects set forth in Section 3.

Section 4. ANNUAL AUDIT AND CITIZEN OVERSIGHT.

The City Auditor shall perform an annual audit to ensure accountability and proper disbursement of all revenue collected by the City from the special tax imposed by this Ordinance, in accordance with the objectives stated herein and in compliance with provisions of State Law.

The City Council shall assign to an existing Board or Commission, the responsibility for citizen oversight of this measure. This Board or Commission shall review reports related to the expenditure of all revenue collected by the City from the special tax imposed by this Ordinance and provide reports to the City Council when necessary.

Section 5. SPECIAL FUND.

All funds collected by the City from the special tax imposed by this Ordinance shall be deposited into a special fund in the City treasury and appropriated and expended only for the purposes and uses authorized by this Ordinance.

Section 6. EFFECTIVE DATE.

The taxes imposed by this Ordinance shall be effective only if approved by two-thirds of the voters in the election held on June 5, 2018 and shall go into effect ten (10) days after the vote is declared by the City Council.

Section 7. TERM OF TAX IMPOSITION.

The taxes enacted by this Ordinance shall be imposed and levied for a period of twenty (20) years. The City shall place delinquencies on subsequent tax bills.

Section 8. SAVINGS CLAUSE.

If any provision, sentence, clause, section or part of this Ordinance is found to be unconstitutional, illegal or invalid by a court of competent jurisdiction, such unconstitutionality, illegality, or invalidity shall affect only such provision, sentence, clause, section or part of this Ordinance and shall not affect or impair any of the remaining provisions, sentences, clauses, sections or parts of this Ordinance. It is hereby declared that the City would have adopted this Ordinance had such unconstitutional, illegal or invalid provision, sentence, clause, section or part thereof not been included herein.

If any tax imposed by this Ordinance is found to be unconstitutional, illegal or invalid by a court of competent jurisdiction, the amounts, services, programs and personnel



# LEGISLATION

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required to be funded from such tax shall be reduced proportionately by any revenues lost due to such unconstitutionality, illegality or invalidity.

## Section 9. REIMBURSEMENT.

At the discretion of the City Council, special tax revenues collected by the City pursuant to this Ordinance may be used to reimburse the City for costs incurred in connection with the election seeking voter approval of this Ordinance.

## Section 10. NO AMENDMENT.

Except as otherwise expressly provided herein, the tax rates set forth herein may not be increased by action of the City Council without the applicable voter approval but the City Council may make any other changes to this Ordinance as are consistent with its purpose.

## **PART 2. PARCEL TAX**

### Section 1. DEFINITIONS.

For purposes of this Ordinance, the following terms shall be defined as set forth below:

(A) "Building" shall mean any structure having a roof supported by columns or by walls and designed for the shelter or housing of any person, chattel or property of any kind. The word "Building" includes the word "structure."

(B) "Direct library services" shall mean any Library program, project, service, or initiative that is provided by the Library Department and directly benefits Library patrons. "Direct library services" shall not include general, ongoing, or preventative maintenance and repairs.

(C) "Family" shall mean one or more persons related by blood, marriage, domestic partnership, or adoption, who are living together in a single residential unit and maintaining a common household. Family shall also mean all unrelated persons who live together in a single Residential Unit and maintain a common household.

(D) "Hotel" shall mean as defined by Oakland Municipal Code section 4.24.020.

(E) "Multiple Residential Unit Parcel" shall mean a parcel zoned for a Building, or those portions thereof, which accommodates or is intended to contain two or more residential units.

(F) "Non-Residential" shall mean all parcels that are not classified by this Ordinance as Residential Parcels, and shall include, but not be limited to, parcels for industrial, commercial and institutional improvements, whether or not currently developed.

(G) "Occupancy" shall be as defined by Oakland Municipal Code section 4.24.020.

(H) "Operator" shall be as defined by Oakland Municipal Code section 4.24.020.

(I) "Owner" shall mean the Person having title to real estate as shown on the most current official assessment role of the Alameda County Assessor.

(J) "Parcel" shall mean a unit of real estate in the City of Oakland as shown on the most current official assessment role of the Alameda County Assessor.

(K) "Person" shall mean an individual, firm, partnership, joint venture, association, social club, fraternal organization, joint stock company, corporation, estate, trust, business trust, receiver, trustee, syndicate, or any other group or combination acting as a unit.

(L) "Possessory Interest" as it applies to property owned by any agency of the government of the United States, the State of California, or any political subdivision thereof, shall mean possession of, claim to, or right to the possession of, land or Improvements and shall include any exclusive right to the use of such land or Improvements.

(M) "Residential Unit" shall mean a Building or portion of a Building designed for or occupied exclusively by one Family.

(N) "Single Family Residential Parcel" shall mean a parcel zoned for single-family residences, whether or not developed.

(O) "Transient" shall mean any individual who exercises Occupancy of a hotel or is entitled to Occupancy by reason of concession, permit, right of access, license or other agreement for a period of thirty (30) consecutive calendar days or less, counting portions of calendar days as full days. Any individual so occupying space in a Hotel shall be deemed to be a Transient until the period of thirty (30) consecutive days has elapsed.

#### Section 2. IMPOSITION OF PARCEL TAX.

There is hereby imposed a special tax on all Owners of parcels in the City of Oakland for the privilege of using municipal services and the availability of such services. The tax imposed by this Section shall be assessed on the Owner unless the Owner is by law exempt from taxation, in which case, the tax imposed shall be assessed to the holder of any Possessory Interest in such parcel, unless such holder is also by law exempt from taxation. The tax is imposed as of July 1 of each year on the person who owned the parcel on that date. The tax shall be collected at the same time, by the same officials, and pursuant to the same procedures as the one percent property tax imposed pursuant to Article XIII A of the California Constitution.

# LEGISLATION

Base Amount of Tax. The tax hereby imposed shall be set as follows subject to adjustment as provided in Section 4 below:

(A) For owners of all Single Family Residential Parcels, the tax shall be at the annual rate of \$75.00 per parcel.

(B) For owners of all Multiple Residential Unit Parcels, the tax is the annual rate of \$51.24 multiplied by the total number of Residential Units located on the parcel.

Owners of Multiple Residential Unit Parcels that have units that are vacant for six months or more per year may apply to the Director of Finance to have the annual rate per vacant Residential Unit located on the Parcel, reduced to \$25.62, 50% of the annual rate for an occupied Residential Unit located on the parcel.

(C) The tax for Non-Residential Parcels is calculated using both frontage and square footage measurements to determine total Single Family Residential Unit Equivalents (SFE). A frontage of 80 feet for a commercial/industrial parcel, for example, is equal to one (1) single family resident unit equivalent. (See matrix.) An area of 6,400 square feet for the commercial industrial parcel is equal to one (1) single family resident unit equivalent. The tax is the annual rate of \$38.41 multiplied by the total number of Single Family Equivalents (determined by the frontage and square footage).

LAND USE CATEGORY	FRONTAGE	AREA (SF)
Commercial Institutional	80	6,400
Industrial	100	10,000
Public Utility	1,000	100,000
Golf Course	500	100,000
Quarry	1,000	250,000

Example: assessment calculation for a Commercial Institutional Parcel with a Frontage of 160 feet and an Area of 12,800 square feet:

Frontage      160 feet ÷ 80 = 2 SFE

Area            12,800 square feet ÷ 6,400 = 2 SFE

2 SFE + 2 SFE = 4 SFE

4 SFE x \$38.41 = \$153.64 tax

(D) An Owner of An Undeveloped Parcel is exempt from this parcel tax if the owner can prove that the parcel was undeveloped for at least six months of the year in question.

(E) The tax imposed by this Ordinance shall be imposed on each Hotel within the City as follows:

1. Residential Hotels. Rooms in a Hotel occupied by individuals who were not Transients for 80% or more of the previous Fiscal Year shall be deemed Residential Units and the parcel on which they are located shall be subject to the Parcel tax imposed on Multiple Residential Unit Parcels. The remainder of the Building shall be subject to the applicable tax computed in accordance with the Single Family Residential Unit Equivalent formula set forth in Section 2(C).

2. Transient Hotels. Notwithstanding the previous subsection, if 80% or more of the Operator's gross receipts for the previous Fiscal Year were reported as rent received from Transients on a return filed by the Operator in compliance with section 4.24.010 of the Oakland Municipal Code (commonly known as the Uniform Transient Occupancy Tax of the City of Oakland), such Hotel shall be deemed a Transient Hotel. The entire Building shall be deemed a Non-Residential Parcel, categorized as Commercial/Institutional, and shall be subject to the applicable tax computed in accordance with the Single Family Residential Unit Equivalent formula set forth in Section 2(C), and the parcel tax imposed on Multiple Residential Units shall not apply.

### Section 3. EXEMPTIONS

(A) Very Low income household exemption. The following is exempt from this tax: an Owner of a single family residential unit (1) who resides in such unit and (2) whose combined family income, from all sources for the previous fiscal year, is at or below the income level qualifying as "very low income" for a Family of such size under Section 8 of the United States Housing Act of 1937 (42 U.S.C.A. Sections 1437 et. seq.,) for such fiscal year. Owners must apply for the exemption provided for in this section annually by petition to the Director of the Finance of the City of Oakland ("Director of Finance") or City Administrator designee in the manner and time set forth in procedures established by the Director of Finance. Such petitions shall be on forms provided by the Director of Finance and shall provide such information as the Director of Finance shall require, including, but not limited to, federal income tax returns and W-2 forms of owner-occupants eligible for this exemption.

(B) Fifty percent reduction for affordable housing projects. Rental housing owned by nonprofit corporations and nonprofit-controlled partnerships for senior, disabled and low income households that are exempt from ad valorem property tax pursuant California Revenue and Taxation Code 214(f), (g) and (h) shall be liable for only 50% of the parcel tax. The exemption shall apply in the same proportion that is exempted from ad valorem property tax.

(C) Senior household exemption. The following is exempt from this tax: an Owner and Occupier of a single family residential unit (1) who is 65 years of age or older and (2) whose combined family income, from all sources for the previous fiscal year, is at or below the income level qualifying as "low income" for a Family of such size under Section 8 of the United States Housing Act of 1937 (42 U.S.C.A. Sections 1437 et. seq.,) for such fiscal year. Owners must apply for the exemption provided for in this section annually by petition to the Director of the Finance of the City of Oakland ("Director of Finance") or City Administrator designee in the manner and time set forth in procedures

established by the Director of Finance. Such petitions shall be on forms provided by the Director of Finance and shall provide such information as the Director of Finance shall require, including, but not limited to, federal income tax returns and W-2 forms of owner-occupants eligible for this exemption.

## Section 4.      REDUCTION IN TAX; RATE ADJUSTMENT

- (A) Subject to paragraph (B) of this section, the tax rates imposed by this Ordinance are maximum rates and may not be increased by the City Council above such maximum rates. The tax imposed by the Ordinance may be suspended, reduced or eliminated by the City Council for a subsequent fiscal year upon a vote of the City Council on or before June 30th of the year in which the City Council determines that after such suspension, reduction or elimination, there will be sufficient revenues available to balance the City Council's Adopted Policy Budget and provide the services and programs described in Part I, Section 3 above. Such suspension, reduction or elimination shall be effective the fiscal year following such vote.
- (B) Beginning in the Fiscal Year 2019-2020, and each year thereafter, the City Council may increase the tax imposed hereby only upon making one of the following findings:
  - 1) That the cost of living in the immediate San Francisco Bay Area, as determined by the 12-month Annual Percentage Change in the Consumer Price Index (CPI) for all items in the San Francisco Bay Area as published by the Bureau of Labor Statistics of the U.S. Department of Labor, has increased; or
  - 2) That the fiscal year change in California per capita personal income, as determined by the California State Department of Finance and shown in the Price Factor and Population Information Report issued each May, has increased.

The increase of the taxes imposed hereby shall not exceed the verified increase in either 1) the cost of living in the immediate San Francisco Bay Area, using 2018 as the index year, or 2) California per capita personal income, using Fiscal Year 2018-2019 as the index year, whichever is greater.

## Section 5.      PARCEL TAX NOT TO REPLACE GENERAL FUND APPROPRIATIONS

The City's current General Fund appropriation for Library services may not be replaced by this parcel tax. The Library Department's adopted General Fund appropriation for fiscal year 2017-2018 is \$12,992,267.

For any year during which this tax is in effect, if the City's General Fund appropriation to the Library Department is reduced below \$12,992,267, the parcel tax

shall not be levied; provided, however, that if a severe and unanticipated financial or other event occurs that so adversely impacts the General Purpose Fund as to prevent the City from budgeting for and maintaining the Library's General Purpose Fund at the appropriation for fiscal year 2017-2018, the City's reduction to the Library Department's General Fund appropriation shall be no more than the same proportion of reduction that is imposed on the City's net General Fund budget for non-safety departments (which are all operating departments, except police and fire), then the tax nonetheless may be levied. This exception shall apply only if the City Administrator submits a report to the City Council explaining the severe and unanticipated event, the steps that were taken by the City to avoid the need to reduce the Library's General Fund and the steps that will be taken by the City in the future to restore the Library's General Fund. Such actions must be taken for each fiscal year in which the City fails to meet the FY 2017-18 appropriation requirements of this Ordinance for the reasons described in this section.

(The City's net General Fund budget for non-safety departments is the total General Fund appropriation to their operating budgets excluding expenditures that are offset by fees or other non-tax revenues.) Following any Library Department General Fund appropriation reduction from the minimum level of \$12,992,267 and for the parcel tax to be levied in any subsequent year, the Library Department must receive increases in its General Fund appropriation proportional to the increases in the non-safety departments' net General Fund budgets up to at least the minimum level of \$12,992,267.

**Section 6. DUTIES OF THE DIRECTOR OF FINANCE**

It shall be the duty of the Director of the Finance to collect and receive all taxes imposed by this Ordinance. The Director of Finance is charged with the enforcement of this Ordinance and may adopt rules and regulations relating to such enforcement.

**Section 7. EXAMINATION OF BOOKS, RECORDS, WITNESSES; PENALTIES.**

The Director of Finance or his/her designee is hereby authorized to examine assessment rolls, property tax records, records of the Alameda County Recorder and any other records of the County of Alameda deemed necessary in order to determine ownership of Parcels and computation of the tax imposed by this Ordinance.

The Director of Finance or his/her designee is hereby authorized to examine the books, papers and records of any person subject to the tax imposed by this Ordinance for the purpose of verifying the accuracy of any petition, claim or return filed and to ascertain the tax due. The Director of Finance, or his/her designee is hereby authorized to examine any person, under oath, for the purpose of verifying the accuracy of any petition, claim or return filed or to ascertain the tax due under this Ordinance and for this purpose may compel the production of books, papers and records before him/her, whether as parties or witnesses, whenever s/he believes such persons have knowledge of such matters. The refusal of such examination by any person subject to the tax shall be deemed a violation of

this Ordinance and of the Oakland Municipal Code and subject to any and all remedies specified therein.

## Section 8. COLLECTION OF TAX; INTEREST AND PENALTIES.

The tax shall be delinquent if the City does not receive it on or before the delinquency date set forth in the notice mailed to the Owner's address as shown on the most current assessment roll of the Alameda County Tax Collector; and the tax shall be collected in such a manner as the City Council may decide. The City may place delinquencies on a subsequent tax bill.

A one-time penalty at a rate set by the City Council, which in no event shall exceed 25% of the tax due per fiscal year, is hereby imposed by this ordinance on all taxpayers who fail to timely pay the tax provided by this ordinance; in addition, the City Council may assess interest at the rate of 1% per month on the unpaid tax and the penalty thereon.

Every penalty imposed and such interest as accrues under the provisions of this ordinance shall become a part of the tax herein required to be paid.

The City may authorize the County of Alameda to collect the taxes imposed by this ordinance in conjunction with and at the same time and in the same manner as the County collects property taxes for the City. If the City elects to authorize the County of Alameda to collect the tax, penalties and interest shall be those applicable to the nonpayment of property taxes.

## Section 9. COLLECTION OF UNPAID TAXES.

The amount of any tax, penalty, and interest imposed under the provisions of this ordinance shall be deemed a debt to the City. Any person owing money under the provisions of this ordinance shall be liable to an action brought in the name of the City for the recovery for such amount.

## Section 10. REFUND OF TAX, PENALTY, OR INTEREST PAID MORE THAN ONCE; OR ERRONEOUSLY OR ILLEGALLY COLLECTED.

Whenever the amount of any tax, penalty, or interest imposed by this ordinance has been paid more than once, or has been erroneously or illegally collected or received by the City it may be refunded provided a verified written claim for refund, stating the specific ground upon which such claim is founded, is received by the Director of Finance within one (1) year of the date of payment. The claim shall be filed by the person who paid the tax or such person's guardian, conservator, or the executor of her or his estate. No representative claim may be filed on behalf of a taxpayers or a class of taxpayers. The claim shall be reviewed by the Director of Finance and shall be made on forms provided by the Director of Finance. If the claim is approved by the Director of Finance, the excess amount collected or paid may be refunded or may be credited against any amounts then due and payable from the Person from whom it was collected or by whom paid, and the balance may be refunded to such Person, his/her administrators or executors. Filing a

claim shall be a condition precedent to legal action against the City for a refund of the tax; and be it,

**FURTHER RESOLVED:** That the City Council of the City of Oakland does hereby request that the Board of Supervisors of Alameda County order the consolidation of the Oakland Municipal election called for herein with the state primary election of June 5, 2018, consistent with provisions of State Law; and be it

**FURTHER RESOLVED,** that each ballot used at said election shall have printed therein, in addition to any other matter required by law, the following:

AN ORDINANCE APPROVING A PARCEL TAX TO MAINTAIN, PROTECT AND IMPROVE LIBRARY SERVICES THROUGHOUT OAKLAND.

<p><b>Measure ____.</b> "Shall the Measure to protect and improve library services throughout Oakland, including: providing safe places for youth after school; preventing library closures; providing youth reading and senior programs, evening/weekend hours for students/families, and adult literacy services; establishing a 20 year annual parcel tax, \$75 for single family parcels, other parcel types at specified rates; and providing about \$10,000,000 annually, with audits, citizens' oversight and exemptions for low income seniors and residents, be adopted?"</p>	<p><b>Yes</b></p>	
	<p><b>No</b></p>	

**FURTHER RESOLVED:** That the City Council hereby authorizes and directs the City Clerk of the City of Oakland (the "City Clerk") at least 88 days prior to June 5, 2018, to file with the Alameda County Clerk certified copies of this resolution; and be it

**FURTHER RESOLVED:** That the City Council does hereby request that the Board of Supervisors of Alameda County include on the ballots and sample ballots recitals and measure language to be voted on by the voters of the qualified electors of the City of Oakland; and be it



# LEGISLATION

**FURTHER RESOLVED:** That the City Clerk is hereby directed to cause the posting, publication and printing of notices, pursuant to the requirements of the Charter of the City of Oakland, Chapter 3 of the Oakland Municipal Code, the Government Code and the Election Code of the State of California; and be it

**FURTHER RESOLVED:** That the City Council does hereby request that the Registrar of Voters of the County of Alameda perform necessary services in connection with said election; and be it

**FURTHER RESOLVED:** That in accordance with the Elections Code and Chapter 11 of the Oakland Municipal Code, the City Clerk shall fix and determine a date for submission of arguments for or against said proposed Ordinance and rebuttals, and said date shall be posted in the Office of the City Clerk; and be it

**FURTHER RESOLVED:** That the City Clerk and City Administrator are hereby authorized and directed to take any and all actions necessary under law to prepare for and conduct the 2018 state primary election and appropriate all monies necessary for the City Administrator and City Clerk to prepare and conduct the June 5, 2018 state primary election, consistent with law.

IN COUNCIL, OAKLAND, CALIFORNIA

PASSED BY THE FOLLOWING VOTE: MAR 06 2018


AYES - ~~Brooks~~, CAMPBELL WASHINGTON, GALLO, ~~McElhenny~~, GUILLEN,  
KALB, KAPLAN, AND ~~Reid~~ - 5

Excused - Brooks, McElhenny, Reid - 3  
NOES

ABSENT

ABSTENTION

ATTEST:

  
LATONDA SIMMONS  
City Clerk and Clerk of the Council  
Of the City of Oakland, California

Date:

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

18 JUL 31 PM 3:13

REVISED

Approved as to Form and Legality

*[Signature]*  
City Attorney's Office

INTRODUCED BY COUNCILMEMBER KAPLAN, KALB AND GUILLEN

**OAKLAND CITY COUNCIL**

RESOLUTION NO. **87319** C.M.S.

**RESOLUTION ON THE CITY COUNCIL'S OWN MOTION SUBMITTING TO THE VOTERS AT THE GENERAL MUNICIPAL ELECTION ON NOVEMBER 6, 2018, A PROPOSED ORDINANCE TO ADOPT A SPECIAL PARCEL TAX ON VACANT PROPERTIES TO FUND SOLUTIONS FOR HOMELESSNESS, ILLEGAL DUMPING REMEDIATION, AND SPECIFIED PROGRAMS; AND DIRECTING THE CITY CLERK TO TAKE ANY AND ALL ACTIONS NECESSARY UNDER LAW TO PREPARE FOR AND CONDUCT THE NOVEMBER 6, 2018 GENERAL MUNICIPAL ELECTION**

**WHEREAS**, Oakland is suffering from a serious housing crisis as housing costs in the City increase drastically, making housing at all levels of affordability and particularly affordable housing scarce and unavailable for many Oakland residents; and

**WHEREAS**, the lack of sufficient housing generally and affordable housing in particular in Oakland is contributing to a large and growing crisis of homelessness, which is increasing human suffering throughout the community, creating public health risks, and negatively affecting economic activity, which deprives residents of income and opportunity. The housing crisis is also causing displacement of long-term Oakland residents, diminishing the richness of the community that contributes to making the City a desirable place to live; and

**WHEREAS**, Oakland is also experiencing significant vacancy of property, including residential and commercial land and buildings left unused for long periods of time; and

**WHEREAS**, there are a number of properties in the City that are being kept vacant, undeveloped, and unoccupied by any legal use; and

**WHEREAS**, properties that are vacant or undeveloped deprive the community of the economic opportunity and housing that could be provided if those properties were put into use, reducing the supply of units available to house people and businesses, thus making it more difficult for people to find space to live or operate businesses within the City; and

**WHEREAS**, properties that are vacant also deprive the City of the revenue needed to provide public services, by reducing the tax revenue that is generated when properties provide space for active uses or are developed for housing or businesses; and

**WHEREAS**, when properties are kept in a vacant state they have negative impacts on the community, including encouraging blight, crime, and illegal dumping; and

**WHEREAS**, properties that are vacant contribute to a negative and unpleasant atmosphere, deterring economic and community activity from locating in the area; and

**WHEREAS**, traditional funding sources have not kept up with the rising homeless crisis, resulting in increasing numbers of people living in problematic conditions on sidewalks and beneath underpasses; and

**WHEREAS**, in order to help remedy homelessness and the affordable housing crisis, it is important both to reduce the number of properties that are kept vacant or undeveloped, and to provide a funding source for homeless and affordable housing solutions; and

**WHEREAS**, the City Council desires to submit to the qualified electors of the City a proposed ordinance to adopt a special parcel tax on vacant properties to support affordable housing and services for homeless people; and

**WHEREAS**, such a special tax will also discourage property owners from keeping properties vacant; and

**WHEREAS**, the proposed tax will have a hardship exemption process, so that people with financial difficulty or other valid reason the property had to be vacant can have the tax waived, and non-profits are exempt; and

**WHEREAS**, the special tax imposed by the proposed ordinance is authorized by Article XIII A of the California Constitution and section 50075 of the California Government Code; and now therefore be it

**RESOLVED**, that the Oakland City Council finds and determines the forgoing recitals are true and correct and hereby adopts and incorporates them into this Resolution; and be it

**FURTHER RESOLVED**, that the Oakland City Council does hereby call for a general municipal election and submit to the voters, at the November 6, 2018, General Election, an Ordinance that reads as follows:

Be it ordained by the People of the City of Oakland:

**Section 1. Title.**

This Ordinance may be referred to as the "Oakland Vacant Property Tax Act."

**Section 2. Purpose.**

The taxes imposed under this Ordinance are solely for the purpose of raising revenue necessary to support and fund services for homeless people and affordable housing, and related programs, described below. Because the proceeds of the parcel tax will be deposited into a special fund restricted for the services and programs specified in this Ordinance, the tax is a special tax.

**Section 3. Code Amendment.**

A new Chapter is hereby added to the Oakland Municipal Code to read as follows:

**Chapter 4.56 Vacant Property Tax**

<b>Section 4.56.010</b>	<b>Definitions</b>
<b>Section 4.56.020</b>	<b>Determination of Vacancy</b>
<b>Section 4.56.030</b>	<b>Imposition of Parcel Tax on Vacant Property</b>
<b>Section 4.56.040</b>	<b>Vacant Property Tax Fund</b>
<b>Section 4.56.050</b>	<b>Use of Vacant Property Tax Act Revenue</b>
<b>Section 4.56.060</b>	<b>Commission on Homelessness</b>
<b>Section 4.56.070</b>	<b>Accountability</b>

**Section 4.56.010. Definitions**

"City" means the City of Oakland.

"Commission" means the Commission on Homelessness authorized by this Ordinance.

"County" means Alameda County.

"Heavily Impacted Neighborhoods" means the geographic area defined by the boundaries of 2010 Census Tracts 4007, 4008, 4009, 4010, 4014, 4015, 4016, 4017, 4018, 4022, 4024, 4025, 4026, 4027, 4030, 4033, 4057, 4053.02, 4054.01, 4054.02, 4055, 4056, 4058, 4059.01, 4059.02, 4060, 4061, 4062.01, 4062.02, 4063, 4064, 4065, 4071.01, 4071.02, 4072, 4073, 4074, 4075, 4076, 4077, 4085, 4086, 4087, 4088, 4089, 4090, 4091, 4092, 4093, 4094, 4095, 4096, 4097, 4102, 4103, 4104, and 4105. See Map (Attachment A) below.

"Mixed use parcel" means a parcel that is improved with both: i) at least one residential unit, and ii) uses other than a residential unit.

"Multifamily residential parcel" means all parcels that are improved with more than one residential unit.

"Owner" means the owner or owners of the real property located within the City of Oakland.

"Net General Purpose Fund budget for non-safety departments" means the total General Purpose Fund appropriation to the operating budgets of the non-safety departments, excluding expenditures that are offset by fees or other non-tax revenues.

"Nonresidential parcel" means all parcels that are improved with uses other than residential units.

"Non-safety departments" means all operating departments of the City, except police and fire.

"Parcel" shall mean a unit of real property in the City of Oakland as shown on the most current official assessment role of the Alameda County Assessor.

"Residential parcel" means all parcels that are improved with one or more residential units.

"Residential unit" means a building or structure, or portion thereof, designed for or occupied exclusively by one household, including unrelated persons who live together and maintain a common household.

"Single-family residential parcel" means all parcels which are improved with only one residential unit.

"Tax" or "Oakland Vacant Property Tax" means the special tax authorized by this Ordinance.

"Undeveloped parcel" means all parcels, regardless of zoning or other land use designation, upon which no permanent improvements have been constructed or placed.

"Use" means the performance of a function or operation.

## **Section 4.56.020. Determination of Vacancy**

A. For the purposes of this ordinance, a parcel of real property shall be deemed "vacant" and subject to the tax imposed by Section 4.56.030 below if the parcel is any of the following:

1. A parcel of land, whether undeveloped, residential (including multifamily residential), or non-residential, that is in use less than fifty (50) days during a calendar year.
  2. A condominium, duplex, or townhouse unit under separate ownership that is in use less than fifty (50) days during a calendar year.
  3. A parcel of land where ground floor commercial activities are allowed by the applicable zoning (with or without a use permit) or are a legal nonconforming use and all of the ground floor space that could be lawfully occupied by commercial activities is in use less than fifty (50) days in a calendar year.
- B. The City Council shall establish, by ordinance, a method for determining and identifying the use and vacancy status of each parcel of real property in the City.

**Section 4.56.030.**                    **Imposition of Parcel Tax on Vacant Property**

- A. A special tax in the amounts set forth below is hereby imposed on every vacant parcel of real property within the City, other than those exempted, as described below.
- B. The tax constitutes a debt owed by the Owner of each parcel to the City.
- C. Unless the City Council selects another method for collection of the tax, the County shall levy and collect the tax on each parcel of real property in the City for which the Owner receives a separate ad valorem property tax bill, at the same time and manner, and subject to the same penalties and procedures as ad valorem property taxes collected by the County except as otherwise set forth in this Ordinance.
- D. If the City Council selects collection of the tax by the County, the tax shall be imposed on the ad valorem property tax bill for the fiscal year that begins July 1 following the end of the calendar year in which the parcel was vacant. The special tax shall first be imposed no sooner than the ad valorem property tax bill for fiscal year 2020-2021 for parcels that were vacant in the previous calendar year.

# LEGISLATION

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## E. Tax Rates.

1. The maximum tax rates for each property type shall be as set forth in the table below. The City Council may lower, but not increase, the rates, and may by Ordinance adopt further categories of exemption. The City shall be responsible for assigning a tax rate for each parcel.

PROPERTY TYPE	ANNUAL TAX RATE
Residential	\$6,000 per parcel
Condominium, duplex, or townhouse unit under separate ownership	\$3,000 per vacant residential unit
Nonresidential	\$6,000 per parcel
Parcel with ground floor commercial activity allowed but vacant	\$3,000 per parcel
Undeveloped	\$6,000 per parcel

2. For parcels with multiple units, whether residential or non-residential, the parcel is not vacant if any unit on it is not vacant. A condominium, duplex, or townhouse unit under separate ownership is treated as a separate parcel for the purposes of this Chapter, and if it is vacant, is subject to the tax regardless of the status of any other unit on the same lot or that is part of the same development.

3. For parcels where ground floor commercial activities are allowed by the applicable zoning (with or without a use permit) or are a legal nonconforming use, if all of the ground floor space that could be lawfully occupied by commercial activities is vacant, then the parcel shall be subject to the tax regardless of whether any other portion of the structures on the parcel are occupied.

F. Real property otherwise wholly exempt from ad valorem tax by state law shall also be exempted from the tax imposed by this Ordinance.

## G. Adjustment in Tax Rate

The City Council may, by resolution, establish an annual tax rate less than the maximum amount then authorized. Following any such decrease in the annual tax rate, the City Council may, by resolution, increase the annual tax rate to the maximum rate then permitted, or to any other amount less than the maximum rate then permitted, without obtaining voter approval.

H. For parcels divided by Tax Rate Area lines, the payment for the portion of the parcel within Alameda County shall be calculated at the same rates as set forth above. For properties wholly within Alameda County and divided by Tax Rate Area lines into

multiple parcels, the property shall be taxed as a single parcel at the rates set forth above.

## I. Imposition of Tax by Zones

The City Council may, by ordinance, establish zones or areas within the City and may restrict the levy of the tax to properties within the zones or areas established.

## J. Exemptions

1. The following shall be exempt from the tax imposed by this Ordinance:

a. An Owner who qualifies as very low-income, as the term "very low income" is defined by the United States Department of Housing and Urban Development.

b. An Owner for whom the payment of the tax imposed by this Ordinance would be a financial hardship due to specific factual circumstances.

c. An Owner whose property is vacant as a result of a demonstrable hardship that is unrelated to the Owner's personal finances.

d. An Owner who can demonstrate that exceptional specific circumstances prevent the use or development of the property. By way of example only and without limiting the generality of the foregoing, exceptional specific circumstances that prevent the use or development of property include property damage by a recent natural disaster, an undeveloped parcel adjoining a developed residential parcel and used by the occupants as part of the yard, and property with physical conditions that prevent development. The details of this exemption shall be further defined by separate ordinance of the City Council.

e. An Owner of a property that is under active construction. To qualify for this exemption, an Owner must call for inspections of the construction with sufficient frequency to keep the building permit or permits active.

f. An Owner of property for which an active building permit application is being processed by the City.

g. An Owner (1) who is 65 years of age or older and (2) who qualifies as "low income," as the term "low income" is defined by the United States Department of Housing and Urban Development.

h. An Owner who, regardless of age, (i) receives Supplemental Security Income for a disability or (ii) Social Security Disability Insurance benefits, regardless of age and whose yearly income does not exceed 250 percent of the 2012 federal poverty guidelines issued by the United States Department of Health and Human Services.



i. An Owner that is a non-profit organization or entity owned or controlled by a non-profit organization.

j. An Owner of a parcel included in a substantially complete application for planning approvals that has not yet received approval. An Owner of a parcel for which a project with development entitlements have been approved but needing time for completion may apply for and receive an administrative two-year exemption.

2. The City Administrator's Designee (which if not otherwise designated shall be the Finance Director) shall establish the procedures and guidelines for owners to apply for, and grant, the exemptions identified in this section. Owners who claim an exemption may be required to submit information annually to substantiate their continuing qualification for the exemption.

3. The City Council may, by ordinance, establish such other exemptions to the tax imposed by this Ordinance and the authorized methods of collection of the tax, as it determines to be appropriate.

4. The City Council may, by ordinance, provide supplemental definitions for the exemptions in this section and for the administration of the exemptions as part of the collection of the tax.

## **Section 4.56.040.**

## **Vacant Property Tax Fund**

The "Vacant Property Tax Fund" ("Fund") is hereby created as a special revenue fund. Proceeds from the Oakland Vacant Property Tax Act, including penalties and interest earned on such proceeds, shall be deposited into the Fund and used only for the purposes listed in Section 4.56.050.

## **Section 4.56.050.**

## **Use of Vacant Property Tax Act Revenue**

A. Monies deposited in the Vacant Property Tax Fund shall be used solely for those purposes identified in this Section.

B. Tax funds may be used to provide services and programs to homeless people, to reduce homelessness, and to support the protection of existing and production of new housing affordable to lower income households as defined in California Health and Safety Code Section 50079.5 at an affordable housing cost or affordable rent as defined in Health and Safety Code Sections 50052.5 and 50053. Examples of such uses include, but are not limited to:

1. Job training, apprenticeship, pre-apprenticeship, drug treatment, and job readiness assistance programs for homeless people or those at risk of becoming homeless;

2. Assistance connecting homeless people or those at risk of becoming homeless with available services and resources, including assistance applying for housing or public benefit programs;
  3. Housing assistance, including the provision of temporary housing or move-in expenses, such as first-month's rent and a security deposit, and emergency rental assistance;
  4. Sanitation, bathroom, and cleaning services related to homeless encampments, and programs to supplement remedying and deterring blight and illegal dumping throughout the City;
  5. Incentive programs to encourage property owners to make space available for low-income housing, including making funds available for physical improvements to enable a unit to be used for a voucher-based housing program;
  6. Relocation assistance funding for low-income households facing displacement;
  7. Financial assistance for the design, development, construction or operation of affordable housing units, including housing alternatives such as, without limitation, shipping container homes, accessory dwelling units and small homes.
  8. Accessibility support to provide or maintain housing, and make needed improvements for accessibility, for seniors and persons with disabilities; and
  9. Displacement prevention, tenant education and assistance, emergency rent assistance; and
  10. Navigation centers to provide space for people to stay, along with on-site support services for the homeless. Funding may be used for both capital and operating costs related to navigation centers; and
  11. Code enforcement and cleanup of blighted vacant properties, other blight elimination, and remedying illegal dumping, including legal action to address any of the foregoing as necessary, no less than twenty-five percent (25%) of the revenue deposited into the Vacant Parcel Tax Fund in any single year shall be used to pay for the uses listed in this paragraph.
- C. Monies in the Vacant Property Tax Fund may be used to pay the costs of audits of the use of monies in the Fund.
- D. Monies in the Vacant Property Tax Fund may be used to pay for the City's costs of the election required to obtain voter approval of the tax authorized by this Ordinance, including City Attorney costs to prepare this Ordinance and related documents. City

Attorney costs shall be deposited in a Revenue account for sole use by the Office of the City Attorney.

E. Monies in the Vacant Property Tax Fund may be used to pay for the costs of administering the special tax, regardless of how or by what entity those administrative services are provided. No more than fifteen percent (15%) of the revenue deposited into the Vacant Parcel Tax Fund in any single year may be used to pay for such administrative costs, except that revenue used to pay for the costs of the Commission on Homelessness established by Section 4.56.060 shall not count toward the fifteen percent (15%). Notwithstanding the foregoing, the City shall be reimbursed for its actual costs of establishing the program for collecting the tax, which costs shall be confirmed by the City Auditor. Administrative costs include, but are not limited to:

1. The costs to the City of determining and identifying the use and vacancy status of every parcel in the City;

2. The costs to the City associated with monitoring and enforcing compliance with this Ordinance. Authorized costs include, but are not limited to, any expenses, including attorneys' fees, associated with any proceedings needed to enforce the requirements of this Ordinance;

3. The costs to the City associated with developing ordinances and regulations to implement this Ordinance;

4. The costs to the City associated with the operations of the Commission on Homelessness established by Section 4.56.060 of this Ordinance; and

5. Reimbursement to the County for the costs it incurs in collecting the tax.

F. If this Ordinance or the use of tax funds is legally challenged, tax funds may be used to reimburse the City for its costs of legal defense, including attorneys' fees and other expenses.

## **Section 4.56.060.**

## **Commission on Homelessness**

A. The Commission on Homelessness is hereby established for citizen oversight of the Oakland Vacant Property Tax.

B. The Commission shall meet at least four (4) times per fiscal year.

C. The Commission shall review relevant financial and operational reports related to the expenditure of the Homeless Services Fund. The Commission shall publish an annual report regarding how and to what extent the City Council and Mayor have implemented this Ordinance. Additionally, the Commission shall be requested to publish reports regarding the following: 1) recommendations from the Commission on how to prioritize the

allocation of funds in accordance with the requirements of this Ordinance, including for: services and programs for homeless people, reduction of homelessness, and supporting the provision of Affordable Housing to households qualifying as at least low-income households; and 2) information, if available, concerning the impacts of this Ordinance on homelessness and illegal dumping outcomes in the City. The City Council may assign other duties to the Commission as provided for by Ordinance. Within 15 days of receipt of a Commission report, the City Administrator or designee shall cause the report to be published on the City's Internet website and to be transmitted to the City Council. Any recommendations from the Commission on prioritization of funds in accordance with the requirements of this Ordinance shall be approved no later than February 1st for incorporation into the City budget for the following fiscal year, and such report shall be transmitted to the Council and public for informational purposes in the budget or as an informational report at the meeting at which the City Council appropriates funds generated by the Special Supplemental Business Tax.

D. The Commission shall consist of nine (9) members who are all residents of the City. No less than half of the members must be residents of Heavily Impacted Neighborhoods. No less than two members must be currently homeless, formerly homeless or low-income, as the term "low income" is defined by the United States Department of Housing and Urban Development. No less than three members must have professional expertise in, or be providers of, homeless services or housing. No less than one representative must have financial expertise. Members may fulfill more than one of these criteria for the purposes of meeting these requirements. City Councilmembers shall make recommendations for members to the Mayor. Members of the Commission shall be appointed by the Mayor and confirmed by the City Council in accordance with City Charter section 601. Members of the Commission shall receive no salary for serving.

E. Members shall serve three (3) year terms, as provided for in this subsection. No member shall serve more than two (2) consecutive three (3) year terms. Of the initial members of the Commission, three (3) appointments shall be for one-year terms, three (3) appointments shall serve for two-year terms, and three (3) appointments shall be for three-year terms. Thereafter, all terms shall be for three (3) years. All terms of members shall begin as of the date that six (6) members have been appointed, which is when the Commission may begin its work. All future terms shall begin and end on that date. A quorum of the Commission shall be a majority of appointed members, but shall never be fewer than three (3) members. A member may be removed for cause pursuant to City Charter section 601. Absence from three (3) consecutive regular meetings, or four (4) non-consecutive regular meetings during a single fiscal year, may constitute cause for removal from the Commission, in accordance with City Charter section 601.

F. The City Administrator or designee shall provide clerical assistance and administrative support and technical assistance to the Commission.

## **Section 4.56.070.**

## **Accountability**

A. In accordance with the requirements of California Government Code Sections 50075.1 and 50075.3, the following accountability measures, among others, shall apply to the tax:

1. A separate, special account, referred to as the Vacant Property Tax Fund, shall be created, into which the proceeds of the tax must be deposited.
2. The specific purposes of the tax are for the funding of programs and services for homeless people, to reduce homelessness, and to support the provision of affordable housing and for as the other purposes set forth in Section 4.56.050 of this Ordinance. The proceeds of the tax shall be applied only to these specific purposes.
3. The Commission established by Section 4.56.060 shall perform the oversight functions listed in that Section to ensure that the revenue from the tax is spent solely for the purposes listed in Section 4.56.050.
4. The City Auditor shall perform regular audits to ensure accountability and proper disbursement of all revenue collected by the City from the tax imposed by this Ordinance, in accordance with the objectives stated herein and in compliance with provisions of California law.

B. The City's current General Purpose Fund expenditures for illegal dumping remediation may not be replaced by this tax. For any year during which this tax is in effect, if the City's General Purpose Fund expenditures on illegal dumping remediation are less than the amount expended in the 2016-2017 fiscal year, this tax shall not be levied and collected. In the event that a severe and unanticipated financial or other event occurs that so adversely impacts the General Purpose Fund as to prevent the City from budgeting for and maintaining the level of General Purpose Fund expenditures on illegal dumping remediation at the fiscal year 2016-2017 level, then the tax may nevertheless be levied and collected, if both of the following two conditions are met: (1) The City's reduction to General Purpose fund illegal dumping remediation expenditures is no more than the same proportion of reduction that is imposed on the City's net General Purpose Fund budget for non-safety departments; and (2) The City Administrator submits a report to the City Council explaining the severe and unanticipated event, the steps that were taken by the City to avoid the need to reduce General Purpose Fund expenditures on illegal dumping remediation, and the steps that will be taken by the City in the future to restore the fiscal year 2016-2017 level of General Purpose Fund expenditures on illegal dumping remediation. Such actions must be taken for each fiscal year in which the City fails to meet the level of General Purpose fund illegal dumping remediation spending required by this paragraph. Following any General Purpose Fund reduction in illegal dumping remediation from the 2016-2017 fiscal year level and for the tax to be levied in any subsequent year, the level of General Purpose Fund expenditures on illegal dumping remediation must be increased

proportional to the increases in the non-safety departments' net General Purpose Fund budgets up to at least the fiscal year 2016-2017 level of General Purpose Fund expenditures on illegal dumping.

**Section 4. Severability.**

Should any provision of this Ordinance, or its application to any person or circumstance, be determined by a court of competent jurisdiction to be unlawful, unenforceable or otherwise void, that determination shall have no effect on any other provision of this Ordinance or the application of this Ordinance to any other person or circumstance and, to that end, the provisions hereof are severable.

**Section 5. California Environmental Quality Act Requirements.**

The City Council hereby determines that this Ordinance is not in-and-of-itself a "project" pursuant to the California Environmental Quality Act, Public Resources Code section 21000 et seq., including without limitation CEQA Guidelines 15378(b)(4) and 15061(b)(3), as it can be seen with certainty that there is no possibility that the adoption of the ordinance itself may have a significant effect on the environment. To the extent that vacant property tax revenues generated by the Ordinance may in the future be used to fund the construction of capital improvements, the Ordinance may assist in the financing of future "projects" that will be subject to environmental review pursuant to CEQA at the "earliest feasible time" prior to "approval" consistent with CEQA Guidelines Sections 15004 and 15352.

**Section 6. Approval; Effective Date.**

This Ordinance, and all the provisions thereof, shall become effective only upon affirmative passage by a two-thirds majority vote of the voters voting on the Ordinance. This Ordinance shall be considered adopted on the date that the City Council declares the results of the election at which it was voted upon and shall be effective ten days thereafter.

**Section 7. Council Amendments.**

This Ordinance may only be amended by a vote of the people if the amendment would result in the special tax being imposed, extended, or increased in a manner not authorized by this Ordinance as originally approved by the voters. The City Council of the City of Oakland is hereby authorized to amend Chapter 4.56 of the Oakland Municipal Code as adopted by this Ordinance in any manner that does not increase the tax rates, or otherwise constitute a tax increase for which voter approval is required by Article XIII C of the California Constitution.

# LEGISLATION

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## **Section 8. City of Oakland Vacant Property Tax Collection Law.**

The City shall collect the tax pursuant to rules and procedures established by the Vacant Property Parcel Tax Collection Law.

## **Section 9. Expiration of Tax.**

This Ordinance shall expire 20 years after it is first levied. By way of example only and without limiting the generality of the foregoing, if the tax were first levied in the 2020-21 tax year, the 2040-41 tax year would be the last year in which it may be levied. The voters of the City of Oakland may amend the term of the tax at any time prior to its expiration.

; and be it

**FURTHER RESOLVED:** that each ballot used at said general municipal election shall have printed therein, in addition to any other matter required by law, the following:

<b>Shall the Measure, to fund homeless services and resources to address illegal dumping, and discourage vacant properties, by enacting a Vacant Property Tax on parcels used less than 50 days per year, at annual rates of \$6,000 per parcel, \$3,000 for condominium units, and other specified rates; raising about \$10,000,000 annually for 20 years; with community oversight and exemptions for very low income, low-income seniors and hardship, be adopted?</b>	<b>Yes</b>	
	<b>No</b>	

; and be it

**FURTHER RESOLVED:** that the City Council hereby authorizes and directs the City Clerk of the City of Oakland (the "City Clerk") at least 88 days prior to November 6, 2018, to file with Alameda County certified copies of this Resolution; and be it

**FURTHER RESOLVED:** that the City Council does hereby request that the Board of Supervisors of Alameda County include on the ballots and sample ballots recitals and measure language to be voted on by the voters of the qualified electors of the City of Oakland; and be it

**FURTHER RESOLVED:** that the City Council does hereby request that the Registrar of Voters of the County of Alameda perform necessary services in connection with said election; and be it

**FURTHER RESOLVED:** that the City Clerk is hereby directed to cause the posting, publication and printing of notices, pursuant to the requirements of the Charter of the City of Oakland, Chapter 3 of the Oakland Municipal Code, the Government Code and the Election Code of the State of California; and be it

**FURTHER RESOLVED:** that in accordance with the Elections Code and the Oakland Municipal Code, the City Clerk shall fix and determine a date for submission of arguments for or against said proposed Ordinance and rebuttals, and said date shall be posted in accordance with legal requirements; and be it

**FURTHER RESOLVED:** that the City Clerk and City Administrator are hereby authorized and directed to take any and all actions necessary under law to prepare for and conduct the 2018 general municipal election and appropriate all monies necessary for the City Administrator and City Clerk to prepare and conduct the November 6, 2018 general municipal election; and be it

**FURTHER RESOLVED:** that this resolution shall be effective immediately upon approval by five members of the Council.

IN COUNCIL, OAKLAND, CALIFORNIA JUL 24, 2018

PASSED BY THE FOLLOWING VOTE:

AYES: *Brooks, Campbell, Washington, Gallo, Gillen, Kolb and Kaplan*

NOES: *2 - McElhenny and Reid*

ABSENT *[initials]*

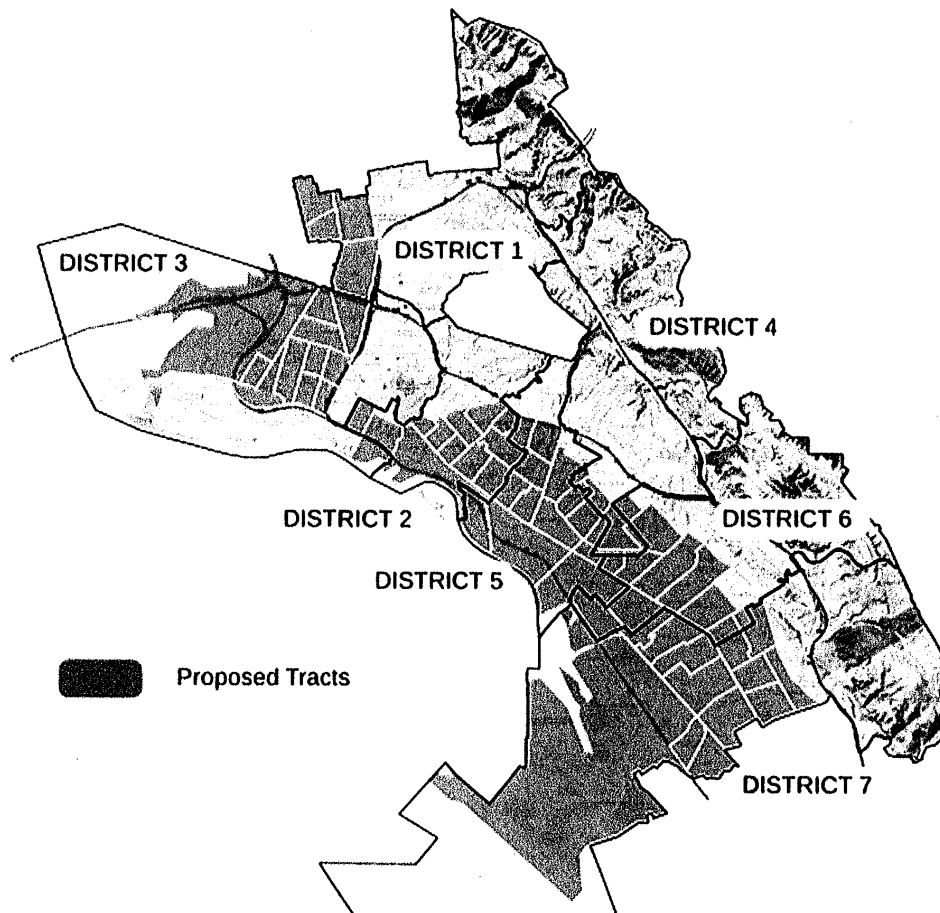
ABSTENTION *[initials]*

ATTEST:

*[Signature of Latonda Simmons]*  
LATONDA SIMMONS  
City Clerk and Clerk of the Council  
Of the City of Oakland, California



## ATTACHMENT A



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>	Distinct from cash basis accounting, accrual basis accounting records the financial effects of transactions in the periods in which those transactions occur, regardless of the timing of related cash flows. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.
<b>ACS</b>	Automated Collection System
<b>ACTC</b>	Alameda County Transportation Commission, created in July 2010 by the merger of the Alameda County Congestion Management Agency (ACCMA) and the Alameda County Transportation Improvement Authority (ACTIA).
<b>Actual</b>	Actual refers to the expenditures and/or revenues that are actually realized; as opposed to those that are forecasted or budgeted.
<b>ADA</b>	Americans with Disabilities Act
<b>ADC</b>	The Actuarially Determined Contribution refers to an amount that, if contributed consistently and combined with investment earnings, would be sufficient to pay promised benefits in full over the long-term.
<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 (budgeted expenditures) approved by the City Council in June immediately preceding the new fiscal period.
<b>Affordable Housing Trust Fund (AHTF)</b>	The Affordable Housing Trust Fund was established to provide assistance in developing and maintaining affordable housing in the City. Per Ordinance No. 13193 C.M.S., 25 percent of funds distributed to the City as a taxing entity under the redevelopment dissolution law is to be allocated to the AHTF.
<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 resolution adopted by the City Council to establish legal authority for City officials to obligate and expend funds.

# GLOSSARY

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<b>ARC</b>	The Annual Required Contribution, or ARC, refers to the amount an employer needs to contribute to adequately fund a pension plan in accordance with actuarial and other parameters.
<b>Asset</b>	Tangible and intangible items that hold value, such as City cash, investments, buildings, land and equipment.
<b>ASSETS Senior Program</b>	ASSETS Senior Employment Opportunities Program helps to train and prepare mature adults for entry or re-entry into the competitive labor market. Eligible participants can receive paid work experience as a Senior Aide at training sites in non-profit or government agencies.
<b>BAC</b>	Budget Advisory Committee
<b>Balanced Budget</b>	Budgeted revenues are equivalent to budgeted expenditures.
<b>BART</b>	Bay Area Rapid Transit
<b>Baseline Budget</b>	Projected revenue and expenditure budgets created as part of the budget development process, based on the assumption that current policies will continue unchanged for the upcoming fiscal period.
<b>BID</b>	Business Improvement District
<b>Biennial Budget</b>	Budget lasting or enduring for two fiscal years.
<b>Bond</b>	A form of loan in which the City borrows funds for a defined period of time at a fixed interest rate. Bonds are used by finance capital projects or long-term obligations.
<b>Bond Rating/Credit Rating</b>	A rating given to bonds the City issues that indicates their credit quality, meaning the borrower's ability to pay the bond principal and interest in a timely fashion. Private independent rating services include Standard & Poor's, Moody's and Fitch. Bond ratings are expressed as letters ranging from 'AAA', which is the highest grade, to 'C' ("junk"), which is the lowest grade.
<b>BRT</b>	Bus Rapid Transit. Includes bus-only lanes, timed traffic lights, state-of-the-art buses, and rail-like stations.
<b>Budget</b>	A financial plan for a specific fiscal period that documents anticipated revenues and associated authorized expenditures.
<b>Budget Adjustment</b>	A procedure governed by accounting controls and City policies through which City staff revises budget appropriations. City staff has the prerogative to adjust expenditures within departmental budgets. Council approval is required for transfers between departments, between funds, and for additional appropriations from fund balances 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 document that reflects the proposed (and later adopted) revenues and appropriations (authorized expenditures) for the City, including operating and capital, historical financial information, and organizational structure and goals.
<b>Budgetary Control</b>	The use of controls and monitoring of a governmental unit or enterprise for the purpose of keeping expenditures within the approved limits and achieving revenue targets.
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CalPERS</b>	California Public Employees' Retirement System
<b>Capital Budget</b>	A budget for capital expenditures, as opposed to operating expenditures.
<b>Capital Improvement Program (CIP)/Capital Plan</b>	A plan that identifies an organization's capital project needs, prioritizes the projects, estimates costs, and proposes specific revenues, expenditures, and timeline to complete priority capital projects.
<b>Capital Project</b>	Projects generally costing \$100,000 or more designed to upgrade and repair existing facilities and infrastructure; purchase technology-related equipment and service contracts; and purchase other major equipment.
<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>COIN</b>	Caring for Oaklanders in Need
<b>Consolidated Fiscal Policy</b>	The City's fiscal policies that include the City's policies on budgeting practices, reserve funds, budget process, fiscal planning, transparency, and public participation.
<b>Contingency Reserve</b>	An appropriation of funds to cover unforeseen events, such as emergencies, newly required programs, shortfalls in revenue, or other unforeseen eventualities. For example, the City Council has set a policy for the General Fund reserve of 7.5 percent.
<b>Contractual Services</b>	Operating expenditures for services provided by outside organizations and businesses, including maintenance contracts, consulting services, etc.
<b>Core Services</b>	Key City lines of business.
<b>CORE</b>	Citizens of Oakland Respond to Emergencies Program
<b>CPRB</b>	Citizen's Police Review Board

# GLOSSARY

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<b>CSO</b>	Central Service Overhead. Expenditures that are incurred by central service organizations, such as information technology, human resources, legal, accounting, and management, that are recovered through cost allocation to user departments and funds.
<b>Debt Service</b>	The expenditure required to pay (“service”) interest and principal on outstanding debt.
<b>Deferred Capital Investments/ Deferred Maintenance</b>	The practice of deferring capital maintenance or renewal activities that would be required to minimize a capital asset’s total cost of ownership in order to reduce short term expenditures.
<b>Deficit/Shortfall</b>	The amount by which budgeted or actual expenditures exceed revenues.
<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>Department of Race &amp; Equity</b>	The Department of Race and Equity was created by city ordinance in 2015. The Department is tasked with integrating, on a city-wide basis, the principle of ensuring that Oakland is a “fair and just” city, by eliminating systemic inequities caused by past and current decisions, systems of power and privilege, and policies.
<b>DOT</b>	Department of Transportation
<b>HSD</b>	Human Services Department
<b>Discretionary Funds</b>	Funds that are not restricted to specific purposes.
<b>Division</b>	A unit of the municipal organization which reports to a department.
<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 cover all necessary expenditures.

<b>EOC</b>	Emergency Operations Center
<b>EWD</b>	Economic & Workforce Development
<b>Expenditure</b>	The actual expending (payment/disbursement) 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 (O&M); 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.
<b>Finance Department</b>	The Finance Department consists of the following bureaus: Treasury, Controller, Revenue Management, and Budget.
<b>Five-Year Financial Forecast</b>	Each Budget Cycle the City is required to prepare a Five-Year Financial Forecast pursuant to Resolution No. 81399 C.M.S. The Forecast contains the two-year baseline budget for the forthcoming two-year budget period, clearly reflecting projected expenditures to maintain existing service levels and obligations, plus an additional three-year forecast of revenues and expenditures. The Five-Year Financial Forecast is not a budget and does not include any proposed balancing solutions or service levels changes.
<b>FMS</b>	Financial Management System
<b>Forecast</b>	An estimate of future conditions, particularly related to financial conditions.
<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 financial transactions for specific activities or government functions. As required by governmental accounting standards, 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 a fund's 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.



# GLOSSARY

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<b>GAAP</b>	Generally Accepted Accounting Principles
<b>General Obligation (GO) Bond</b>	A type of bond that is repaid and backed by the City's full financial resources. These are distinct from revenue bonds, which are repaid using the revenue generated by the specific project the bonds are issued to fund.
<b>General Purpose Fund (GPF)</b>	One specific fund within the General Fund group of funds. Revenues from many of the City's taxes, fees and service charges are deposited into the General Purpose Fund. It is the fund from which the City has the most flexibility in making expenditures.
<b>GIS</b>	Geographic-based Information System
<b>Grant</b>	A contribution by a government, other organization, private entity or individual, to support a particular activity. Grants may be classified as either categorical or block grants, depending upon the amount of discretion allowed for the grantee. Grants may be competitive or based on allocation.
<b>HAAB</b>	Housing Advisory and Appeals Board
<b>HCD</b>	Housing and Community Development
<b>Head Start</b>	Federal formula grant program to promote the school readiness and comprehensive development of children ages 0 – 5 from low-income families through agencies and childcare providers in their own communities.
<b>HJKCC</b>	Henry J. Kaiser Convention Center
<b>HMIP</b>	Home Maintenance & Improvement Program
<b>HOPWA</b>	Housing Opportunities for Persons with AIDS
<b>HR/HRM</b>	Human Resources Management Department
<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 Department
<b>ISF</b>	Internal Service Fund
<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 Mayor and City Administrator.
<b>Liabilities</b>	Amounts that the City is obligated to pay based upon prior events or transactions. Current liabilities are those that the City expects to pay within a one-year period. Long-term liabilities are obligations that the City will pay out over time, such as pensions, retiree medical obligations, and long-term debt service.
<b>LLAD</b>	Landscaping and Lighting Assessment District
<b>LMIHF</b>	Low and Moderate Income Housing Fund
<b>Measure D</b>	The 2018 Oakland Public Library Preservation Act. Approved by voters in June 2018.
<b>Measure M</b>	Emergency Medical Service Retention Act of 1997
<b>Measure N</b>	Paramedic Services Act of 1997
<b>Measure Q</b>	Library Services Retention and Enhancement Act. Approved in 2004, Measure Q is an extension of Measure O, which was approved by voters in 1994.
<b>Measure W</b>	Oakland Vacant Property Tax Act. Approved by voters in November 2018.
<b>Measure Y</b>	Violence Prevention and Public Safety Act of 2004. Funding from this Measure Y ended in 2014.
<b>Measure Z</b>	Police Services Parcel Tax and Parking Tax of 2014
<b>Measure HH</b>	Approved in 2016, the measure established a one cent per ounce tax on sugar-sweetened beverages.
<b>Measure JJ</b>	Approved in 2016, the measure expands “just cause” eviction protections and expands the powers of the Rent Board and Rent Adjustment Board.
<b>Measure KK</b>	Approved in 2016, the measure is a general obligation bond to invest \$600 million in streets and sidewalk repair, city facilities, and anti-displacement and affordable housing efforts.
<b>Measure LL</b>	Approved in 2016, the measure establishes a Civilian Police Commission and Community Police Review Agency.
<b>MIC</b>	Municipal Improvement Capital Fund

# GLOSSARY

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<b>Midcycle Budget</b>	The City adopts a two-year budget (Biennial Budget). At the end of the first year, a Mid-Cycle Budget is adopted if any significant changes in circumstances warrant changes from the original adopted two-year budget.
<b>Modified Accrual Basis</b>	Modified Accrual Basis accounting recognizes an economic transaction as revenue in the operating statement when the resources are both measurable and available (i.e. collectible). Similarly, expenditures are generally recognized when an event or transaction is expected to draw on current spendable resources.
<b>MSSP</b>	Multi Purpose Senior Services Program
<b>MSC</b>	Municipal Service Center
<b>MTC</b>	Metropolitan Transportation Commission
<b>NCR</b>	Neighborhood Commercial Revitalization
<b>Negative Fund Balance</b>	The situation in which a fund's balance is negative, meaning that its liabilities exceed its assets.
<b>NEH</b>	National Endowment for the Humanities
<b>NOFA</b>	Notice of Funding Availability
<b>NSC</b>	Neighborhood Service Coordinator
<b>Oakland Promise</b>	Oakland Promise is a cradle-to-career initiative designed to triple the number of Oakland public school students who complete college over the next decade.
<b>OAS</b>	Oakland Animal Services
<b>OBRA</b>	Oakland Base Reuse Authority
<b>OCA</b>	Office of the City Attorney
<b>OFD</b>	Oakland Fire Department
<b>OMCF</b>	Oakland Museum of California Foundation
<b>On-Going</b>	Expenditures or revenues that are recurring. On-going revenues can be spent on both one-time and on-going expenditures. Some examples include expenditure of funds for salaries, or property tax revenues.
<b>One-Time</b>	Expenditures or revenues that are non-recurring. As a best practice, one-time revenues should be spent on one-time expenditures. Some examples include the expenditure of funds for road repaving, or real estate transfer tax revenue from a large property sale.
<b>OOB</b>	Oakland Oversight Board, consists of representatives from the local taxing entities; exercises oversight functions over ORSA.

<b>OPACT</b>	Oakland Police and Clergy Together
<b>OPL</b>	Oakland Public Library Department
<b>OPEB</b>	Other Post-Employment Benefits, or OPEB, refers to benefits (other than pensions) that local governments provide to their retired employees, such as medical benefits.
<b>OPED</b>	Oakland Paratransit for the Elderly & Disabled
<b>Operating Budget</b>	A financial plan for the provision of direct services and support functions, as distinct from a capital budget.
<b>Operations and Maintenance (O&amp;M)</b>	Expenditures related to operating costs, such as supplies, commodities, contractual services, materials, utilities and educational services.
<b>OPOA</b>	Oakland Police Officers' Association
<b>OPR</b>	Oakland Parks & Recreation Department
<b>ORSA</b>	Oakland Redevelopment Successor Agency is the successor to the former Oakland Redevelopment Agency and is tasked with winding down all former redevelopment obligations.
<b>OSCAR</b>	Open Space, Conservation and Recreation
<b>OSHA</b>	Occupational Safety & Health Administration
<b>OUSD</b>	Oakland Unified School District
<b>Overhead</b>	Managerial, administrative, and support costs, such as finance, human resources, legal, and others, that are critical to operating the City but that are not associated with a specific direct service provided to the public. These costs are subject to a citywide overhead cost allocation plan to distribute costs on an equitable basis to departments and funds that are the beneficiaries of such activities.
<b>PAL</b>	Police Athletic League
<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
<b>Program Budget</b>	Programs, and associated program codes, are created to identify cross division or departmental efforts that have a common purpose. Using program codes, the budget (both revenues and expenditures) can be described in programmatic terms.

# GLOSSARY

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<b>Public Ethics Commission</b>	The Public Ethics Commission (PEC) ensures compliance with the City of Oakland's government ethics, campaign finance, transparency, and lobbyist registration laws that aim to promote fairness, openness, honesty, and integrity in City government.
<b>OPD</b>	Oakland Police Department
<b>OPRCA</b>	Oakland Parks and Recreation Cultural Advisory
<b>PSB</b>	Public Sector Budgeting, an Oracle module currently used in the City of Oakland to develop the biennial policy budget.
<b>OPW</b>	Oakland Public Works
<b>RAP</b>	Rent Adjustment Program. The program addresses concerns and disputes between owners and renters through mediation.
<b>ROPS</b>	Recognized Obligation Payment Schedule, a six-month schedule of estimated payments for the Oakland Redevelopment Successor Agency which serves as its budget.
<b>Reserve</b>	A portion of a fund's balance or a separate fund that is restricted for a specific purpose and is, therefore, not available for general appropriation.
<b>Restricted Funds</b>	Funds that can be spent only for the specific purposes stipulated by external source providers, constitutionally or through enabling legislation. Restrictions may effectively be changed or lifted only with the consent of resource providers. Restricted funds may also include a legally enforceable requirement that the resources can only be used for specific purposes enumerated in the law.
<b>RETT</b>	Real Estate Transfer Tax
<b>Revenue</b>	Funds that the City receives as income. Includes such items as taxes, licenses, user fees/charges for services, fines/penalties, grants, and internal revenue.
<b>RLF</b>	Revolving Loan Fund
<b>RPTTF</b>	Redevelopment Property Tax Trust Fund
<b>SBE</b>	Small Business Enterprise
<b>SCDI</b>	Sustainable Community Development Initiative
<b>SHP</b>	Supportive Housing Program
<b>SLBE</b>	Small Local Business Enterprise
<b>Special Purpose Funds</b>	Funds, exclusive of the General Fund and capital funds, which are separately administered because they are associated with a distinct function or enterprise.

<b>Structural Deficit</b>	A situation in which a fund's expenditures are expected to routinely exceed its revenues, creating a regular shortfall/deficit.
<b>THP</b>	Transitional Housing Program
<b>Transfer</b>	A movement of revenues or expenditures—either budgetary or actual—between organizational units, accounts, projects, programs or funds. Transfers between funds are reported as an expenditure ("transfer out") in one fund and as 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 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>Unaudited</b>	Unaudited financial figures are figures reported prior to the completion of a financial audit of an organization's financial statements. The City has an independent financial audit conducted following the close of each fiscal year to provide an independent opinion as to whether the City's financial statements are stated in accordance with GAAP. The audited financials are presented in the City's CAFR.
<b>Long-term Liability (also referred to as Unfunded Liability)</b>	A liability for which there is no offsetting asset and/or is not due within one year, often used in reference to pension liabilities (OPEB) and other long-term debt instruments such as bonds.
<b>USAR</b>	Urban Search and Rescue
<b>VLF</b>	Vehicle License Fee
<b>WIOA</b>	Workforce Investment & Opportunity Act

