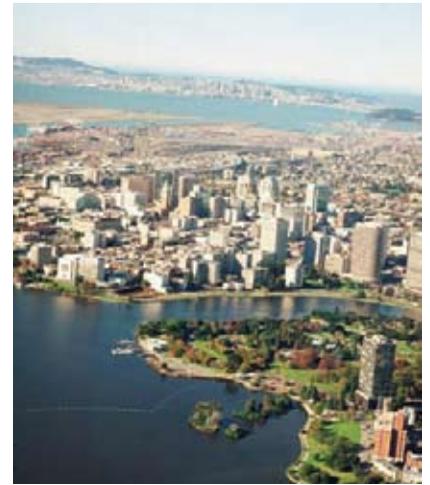




# City of Oakland

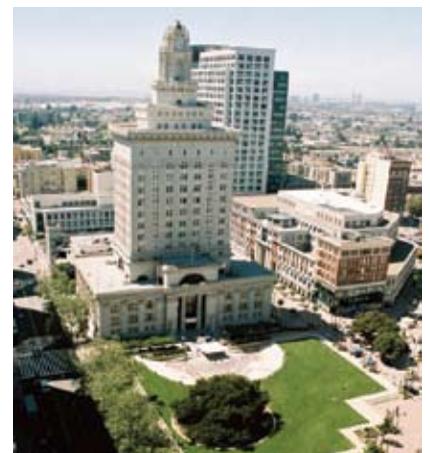
CALIFORNIA



## FY 2011-13 Adopted Policy Budget



Facing Our  
Challenges,  
Revitalizing Our  
Community





# CITY OF OAKLAND

## FY 2011-13 ADOPTED POLICY BUDGET

**Mayor**

**Jean Quan**

### Members of the City Council

**Larry Reid (District 7)**  
Council President

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

**Jane Brunner (District 1)**

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

**Rebecca Kaplan (At-Large)**

**Pat Kernighan (District 2)**

**Nancy Nadel (District 3)**

**Libby Schaaf (District 4)**

**City Administrator**

**Deanna J. Santana**

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**Support Staff**  
Debbie Comeaux



## **Elected Officers**

**Barbara Parker**, Interim City Attorney

**Courtney Ruby**, City Auditor

## **Administration**

**Deanna J. Santana**, City Administrator

**Fred Blackwell**, Assistant City Administrator

**Scott Johnson**, Assistant City Administrator

## **City Clerk**

**LaTonda Simmons**

## **Agency and Department Directors**

**Fred Blackwell (Acting)**

Community & Economic Development

**Joseph Yew**

Finance & Management

**Mark Hoffmann (Interim)**

Fire Services

**Andrea Gourdine**

Human Resources

**Andrea Youngdahl**

Human Services

**Ken Gordon (Interim)**

Information Technology

**Carmen Martinez**

Library Services

**Audree Jones-Taylor**

Parks & Recreation

**Howard A. Jordan (Interim)**

Police Services

**Vitaly Troyan**

Public Works

## **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.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Oakland  
California**

For the Biennium Beginning

**July 1, 2009**

President

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 2009-10 and 2010-11.

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 2011-12 and 2012-13, continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# CITY OF OAKLAND



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

Office of the City Administrator  
Deanna J. Santana  
City Administrator

(510) 238-3301  
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December 2011  
Oakland, CA

## FISCAL YEAR 2011-13 ADOPTED POLICY BUDGET FOR THE CITY OF OAKLAND

Honorable Mayor Quan, City Council and Residents of Oakland:

On behalf of the entire City Administration, I am transmitting the City of Oakland's Adopted Policy Budget for the period of July 1, 2011 through June 30, 2013. It is important to note that approval of this two-year budget took place before I assumed my responsibilities as City Administrator in August 2011.

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

### **BUDGET SUMMARY**

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The FY 2011-13 Adopted Budget contains two-year appropriations of approximately \$2 billion, comprised of approximately \$1 billion for FY 2011-12 and approximately \$1 billion for FY 2012-13, across all funding sources. The General Purpose Fund accounts for approximately 40% of the City's total budget. Funds comprising the remainder of the City's budget are restricted for special purposes, such as grant programs, sewer services, bond-funded projects, capital projects, and debt payments.

## **BUDGET BALANCING PRINCIPLES**

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

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

## **KEY BUDGET CONSIDERATIONS**

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

Despite having addressed over \$170 million in shortfalls over the last several years, stagnant revenues and increasing expenditures continue to cause budget deficits which were projected to continue to grow in each of the next five years, if corrective action was not taken. This condition, where revenues are less than expenditures, suggests that there is a structural budget problem that requires long-term correction.

Continuation of the FY 2010-11 level of services in the GPF into FY 2011-13, given revenue and expenditure estimates, would have resulted in a shortfall of \$58 million in FY 2011-12 and \$76 million in FY 2012-13, as reflected in the table below.

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

The baseline shortfall was caused by both decreased revenues due to the recession and increased costs of providing current programs. Declines in fund transfers and one-time transactions, as well as drops in parking citation revenue and real estate transfer taxes were responsible for the largest portion of the drop in projected general fund revenue. The City is also experiencing continued stagnation in its property tax, and flat or slight decreases in revenues in many other categories.

On the expenditure side, employee salaries were projected to increase primarily due to removal of the business shutdown days (since the non-sworn employee contracts expired June 30, 2011) and position step increases. Employee benefit costs were projected to increase due to higher projected CalPERS retirement and medical rates. Other factors contributing to the projected baseline expenditure increases included Internal Service Fund charges and a budgeted subsidy to Measure Y from the GPF. The Measure Y Fund has a structural shortfall as the revenue (from parcel and parking taxes) is insufficient to cover the required expenses. The City was able to use fund balance to cover the shortfall in prior years; however, those funds have been exhausted.

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

Many non-GPF City funds have serious financial issues. Some result from historical overspending and/or under collection. Others stem from more recent operational shortfalls. At the close of FY 2010-11, approximately \$120 million remained in negative fund balances, with much of that caused by Internal Service Funds (ISF), such as Equipment and Facilities. The FY 2009-11 Budget included a repayment plan for the City to repay itself for the use of pooled cash for both programs and ISFs. The plan has been monitored closely by staff and to date millions of dollars in payments towards reducing the negative balances and mitigating the accumulation of negative interest have been made. Continued commitment to repayment, especially while interest rates are low, is needed to ensure the necessary financial progress. **The FY 2011-13 Adopted Policy Budget maintains this commitment and adheres to these repayment plans.**

### **Other Budget Challenges**

#### *Pension and Medical Benefits*

Like many other states and municipalities, Oakland is grappling with the growing cost of retiree pensions and medical plans. In the coming years, Oakland will need to further address the rising liabilities of pension and medical costs. The City maintains three pension systems, of which two are closed systems and one is its medical fund. The Oakland Municipal Employees Retirement System (OMERS) has a modest unfunded liability of \$743,000. The California Public Employees Retirement System (PERS) for both Public Safety and civilian employees is approximately 77% funded with an unfunded liability of \$677 million. For Other Post-Employment Benefits (OPEB), the retiree healthcare benefit plan, the City has opted to employ a pay-as-you go strategy. As of the June 30, 2011 actuarial study, the accrued liability is over \$520 million.

The Police and Fire Retirement System (“PFRS”) provides pension, disability and beneficiary payments to retired Police and Fire sworn members who were hired prior to 1976 (since that time

all retired sworn staff has been covered under the PERS retirement system). Under Article XXVI of the City's Charter, the City is obligated to fund these retirement benefits until 2026. PFRS is currently funded at only 37.6% (actuarial value of assets/actuarial liabilities) or unfunded by \$494 million. Given the low funding level, a one-time or ongoing investment into the system has become a matter of fiscal urgency. Moreover, the payment holiday that the City negotiated with PFRS expired July 2011. The City is required to deposit to PFRS an annual contribution of approximately \$45.6 million. Continued annual contributions of this magnitude to PFRS will ultimately place extreme pressure on the City's General Fund.

### *Capital Improvement Projects*

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

### *Equipment*

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

### **Budget Constraints**

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

### **The Approach**

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

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

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

**Budget Scenario C:** Budget C assumed voter-approval of a new \$80 parcel tax, in addition to employee contributions – greatly reducing the necessary departmental reductions. This scenario was introduced prior to a decision by the Council on whether to hold a special election or not.

The City was able to work in active partnership with our City employees and they once again made significant sacrifices to help balance the budget and preserve services and jobs. The City was able to adopt a final budget very similar to the proposed Budget Scenario B above. This partnership with our public employee unions prevented hundreds of layoffs that would otherwise have been necessary.

### **BALANCING MEASURES**

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	<u>FY 2011-12</u>	<u>FY 2012-13</u>
Adopted GPF Revenues	\$414.7 million	\$397.5 million
Adopted GPF Expenditures	<u>\$391.6 million</u>	<u>\$397.5 million</u>
<b><i>Adopted GPF Surplus</i></b>	<b><i>\$23.1 million</i></b>	<b><i>\$0 million</i></b>

### **Organizational Changes**

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

- Department of Contracting and Purchasing: the Department has been merged with other departments. The Purchasing function has been moved to the Finance and Management Agency; the Contract Administration function has been absorbed within the Public Works Agency, Department of Engineering and Construction; the Contract Compliance function has been moved to the City Administrator's Office.
- Parking Division: the functions have been moved to the Finance and Management Agency, Revenue Division. In the second year, the Parking Payment Center will be relocated to the 1<sup>st</sup> Floor of 250 Frank H. Ogawa Plaza, from the 6<sup>th</sup> Floor. The coordination of on-street and off-street parking will remain under the Parking Division. Parking policy and transportation planning will continue to function under the Public Works Agency, Department of Engineering and Construction.

- **Budget Office:** the Office is reorganized such that the budget policy, revenue and expenditure analysis functions are housed in the City Administrator's Office and fund management, budget development, and day-to-day budgetary transactions operate from the Controller's Office within the Finance and Management Agency.
- **Central Stores:** the unit has been eliminated and City agencies/departments will now manage their supplies on a just-in-time basis. Some large, emergency equipment stored at the facility for the Public Works and the Oakland Fire Department remain.
- **Department of Human Services, Oakland Public Library, and Office of Parks & Recreation:** in order to better collaborate on funding streams, programming, facilities, wrap-around services, partnerships with the County, and providing community services, the departments will be reorganized into a Life Enrichment Agency in year two, FY 2012-13. An interdepartmental taskforce is working on the restructuring details which will be brought forward during the FY 2012-13 Midcycle Budget process.

### Revenue Adjustments

Adopted revenue increases include:

- One-Time or Limited-Duration Revenues (\$1.9 million)  
**\$1.9 million** in one-time revenue or fund transfers are anticipated from unclaimed cash and transfer from other funds balances, such as the Golf and False Alarm Funds.
- Ongoing Revenues (\$2.6 million)  
**\$.50 million** will be generated in FY 11-12 through an increase in the number of commercial fire inspections (**\$.75 million** in FY 12-13). Approximately **\$.60 million** is anticipated in increased service charges in various departments (including Parks & Recreation and City Administrator's Office). **\$1.0 million** in revenue is anticipated from the lease of billboard space. An additional **\$.50 million** is anticipated from the installation of new parking meters.
- Property Sales  
Sale of the Kaiser Convention Center for \$28.3 million. **\$5.2 million** from the sale has been applied in FY 11-12 and **\$5.2 million** in FY 12-13, with the remaining in fund balance, a portion of which is recommended for the repayment of negative Internal Service Fund balances. The Adopted Budget also includes the receipt of an additional **\$3.4 million** in FY 12-13 from the sale of other properties.

### Expenditure Adjustments

For FY 2011-12, 169.57 FTEs were eliminated from the GPF and 154.92 FTEs from All Funds. The number of positions eliminated from the GPF is higher than the number eliminated in All Funds due to positions that were transferred from the GPF to other funds. Adopted position changes in FY 2011-12 by department are summarized in the table below, listed by both All Funds and the GPF:

Honorable Mayor Quan, City Council, Residents of Oakland  
 Subject: FY 2011-13 Adopted Policy Budget – Transmittal Letter  
 December 2011

Agency/Department	FTE Change	FTE Change	GPF Expenditures	
	FY 2011-12	FY 2011-12	FY 2011-12	FY 2012-13
	All Funds	GPF		
Mayor	-	(0.90)	1,140,011	1,168,566
City Council	-	(2.00)	1,998,443	2,048,936
City Administrator*+	3.00	0.83	12,255,415	14,069,553
City Clerk	(1.00)	(2.19)	1,394,452	1,814,826
City Attorney	(5.00)	(4.50)	4,070,869	4,197,692
City Auditor	-	-	954,745	988,376
Contracting & Purchasing*	(22.50)	(14.50)	-	-
Information Technology	(6.00)	(9.00)	7,489,612	6,649,450
Finance & Management*	(3.60)	(5.29)	19,382,469	19,671,516
Human Resources	(4.50)	(4.50)	3,977,754	3,949,757
Police Services	(30.00)	(32.00)	155,082,878	158,846,631
Fire Services	(5.10)	(5.10)	91,666,666	95,209,445
Museum+	(44.95)	(42.95)	-	-
Library	1.00	(1.00)	8,922,973	8,921,757
Parks & Recreation	(12.81)	(15.66)	12,193,111	12,787,886
Human Services	(3.69)	(2.81)	4,527,780	4,663,526
Public Works	(15.27)	(25.50)	-	-
Community & Economic Development	(4.50)	(2.50)	472,759	475,840
Non-Departmental	-	-	65,658,476	61,568,465
Capital Improvement Program	-	-	252,000	252,000
<b>Total:</b>	<b>(154.92)</b>	<b>(169.57)</b>	<b>\$391,440,413</b>	<b>\$397,284,222</b>

\*Department of Contracting and Purchasing & Budget Office Reorganizations

+Lease Agreement and Professional Services Agreement for Conservatorship with the Oakland Museum of California Foundation

## **Mayor**

- ❖ A fifteen percent (15%) reduction was adopted for all elected offices.

## **City Council**

- ❖ A fifteen percent (15%) reduction was adopted for all elected offices.

## **City Administrator**

- ❖ CPRB & Administrative Assistant - personnel costs and O&M shifted to JAG grant (Fund 2112)
- ❖ Reductions to Equal Access, Public Ethics and other units within the City Administrator's Office
- ❖ Budget Office was reduced and reorganized such that the budget policy, revenue and expenditure analysis functions are housed in the City Administrator's Office and fund management, budget development, and day-to-day budgetary transactions operate from the Controller's Office within the Finance and Management Agency.
- ❖ City Administrator's Office budget increased due to the Lease Agreement and Professional Services Agreement for Conservatorship with the Oakland Museum of California Foundation.

## **City Attorney**

- ❖ A fifteen percent (15%) reduction was adopted for all elected offices.

## **City Auditor**

- ❖ A fifteen percent (15%) reduction was adopted for all elected offices.<sup>1</sup>

## **City Clerk**

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

## **Contracting & Purchasing**

- ❖ Purchasing function was moved to the Finance and Management Agency; Contract Administration function was absorbed within other departments; Contract Compliance function was moved to the City Administrator's Office.

## **Information Technology**

- ❖ 2.0 FTEs were eliminated and 5.0 FTEs were frozen for two years, with the duties to be absorbed by remaining staff and/or reduced service level.

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<sup>1</sup> The City Auditor's Office has not implemented reductions, citing a legal opinion from the Office of the City Attorney which states budgeted reductions would prevent the City Auditor's Office from carrying out its charter-mandated duties.

## **Finance & Management Agency**

- ❖ Consolidation of the Parking Division into the Revenue Division; in the second year, the Parking Payment Center will be relocated to the 1st Floor of 250 Frank H. Ogawa Plaza, from the 6th Floor. The coordination of on-street and off-street parking remain under the Parking Division. Parking policy and transportation planning continue to function under the Public Works Agency, Department of Engineering and Construction.
- ❖ Reduction in Accounting, Treasury and Administration positions; increased Treasury Recoveries
- ❖ Elimination of Central Stores unit. City agencies/departments to manage their supplies on an as-needed basis.

## **Human Resources**

- ❖ 4.5 FTEs eliminated, with the duties to be absorbed by remaining staff and/or reduced service level.

## **Police Services**

- ❖ Elimination of administrative positions
- ❖ Grounding of the helicopter program; elimination of take-home vehicles
- ❖ Elimination of 1.0 Neighborhood Services Coordinator
- ❖ Reduced Overtime
- ❖ Full Academy budgeted in FY 12-13
- ❖ Budgeted sworn strength at 636 FTE in FY 11-12 and 588 FTE in FY 12-13 (no layoff, reduce workforce thru attrition)

## **Fire Services**

- ❖ Vegetation Management program reduced from year round to seasonal (6 months)
- ❖ Restructuring of Arson Investigation program in FY 12-13
- ❖ Elimination of take-home vehicles and the fire boat

## **Museum**

- ❖ Cease operating the Oakland Museum of California. Lease the Museum to the Oakland Museum of California Foundation, which will become sole operator of the Museum and serve as conservator of the City's collection.

## **Library**

- ❖ General Fund reduced to Measure Q baseline level

## **Parks & Recreation**

- ❖ The programs for the Brookdale Recreation Center and the Discovery Center are consolidated and merged under one facility.
- ❖ The Tassafaronga and Campbell Village Recreation Centers were transferred to other agencies.
- ❖ Live Oak Pool closed during the summer.

### **Human Services**

- ❖ Senior Center services reduced to 5 days per week, 6 hours a day

### **Public Works Agency**

- ❖ Elimination of all direct GPF for Agency. Reduction of 25.5 FTEs in Tree Services and Park Maintenance.

### **Community & Economic Development Agency**

- ❖ Reduction of Film Office and Cultural Arts & Marketing support.

### **Non-Departmental**

- ❖ Transfer of City Physician to Workers Compensation Fund (1150)
- ❖ Elimination of MOU Negotiation Contract
- ❖ Elimination of City/County Collaboration on Children & Youth
- ❖ Reduction of transfer to Kids' First Fund
- ❖ Some reductions in subsidies provided to outside agencies

### **Employee Contributions**

- ❖ Contributions by all employee unions, totaling more than **\$24 million** in GPF savings in FY 2011-12 and **\$32 million** in FY 2012-13. Reductions include combinations of furloughs, pension contributions, and other salary decreases.

## **BUDGETING FOR THE FUTURE**

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

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

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

## **CONCLUSION**

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

This budget document is the outcome of a team effort by City staff. I praise their hard work and diligent efforts.

Respectively submitted,



Deanna J. Santana  
City Administrator



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# MAYOR/COUNCIL PRIORITIES

FY 2011-13

## CITY OF OAKLAND PRIORITIES

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

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

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

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

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

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

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

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

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

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

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

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

# MAYOR/COUNCIL PRIORITIES

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## NOTES

## City's Two-Year Budget

Local governments use budgets for a variety of reasons, but most importantly for accountability, planning, information and evaluation. The City of Oakland is on a two year budget cycle, with FY 2011-13 being Oakland's eighth biennial budget. The 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.



The City of Oakland first adopted a program-based budget format for FY 2003-05. The advantage of a program-based budget is that it focuses on the product of the budgeting effort rather than the line items that go into those programs. The various programs in the City's budget are linked to the overarching goals and priorities of the Mayor and City Council. Budgets are identifiable at a program level where actual financials are captured (for revenues, expenditures, and positions); performance measures and targets can also be linked to programs.

The City's budget is adopted for a 24-month period; however, appropriations are divided into two one-year spending plans. During the second year of the two-year cycle, the Mayor and Council conduct a Midcycle budget review limited to significant variances in estimated revenue and revised mandates arising from Federal, State or Court actions. The Mayor, Council and staff also use the first year of the two-year budget cycle to review, refine, and enhance the utility of agency/departmental performance measures.

## The Five-Year Financial Plan

In anticipation of longer term needs, the City develops a Five Year Financial Plan for the General Purpose Fund. The Five-Year Financial Plan is management's best assessment of future revenue, expenditures, and operating results over the five-year forecast period. The compilation and review of the Plan provides an opportunity to put current funding decisions in context with longer-term economic conditions while affording City management a realistic projection of the ongoing financial impact of policy decisions. Major goals of the Five-Year Financial Plan include the following:

1. To put the City's two-year budget-making process into a five-year planning horizon, to facilitate prudent financial management.
2. To set revenue and expenditure targets, and evaluate budget priorities in light of fiscal conditions projected over the longer term.
3. To present a picture of the long-term strategic financial issues facing the City, while highlighting funding priorities for budget planning.
4. To identify potential structural budget surpluses or shortfalls.
5. To demonstrate to policy-makers the likely impact of short-term capital investment and financing decisions on the City's longer-term financial capacity.
6. To provide a useful framework for reviewing and refining the City's financial forecasts, as well as its financial goals and priorities.



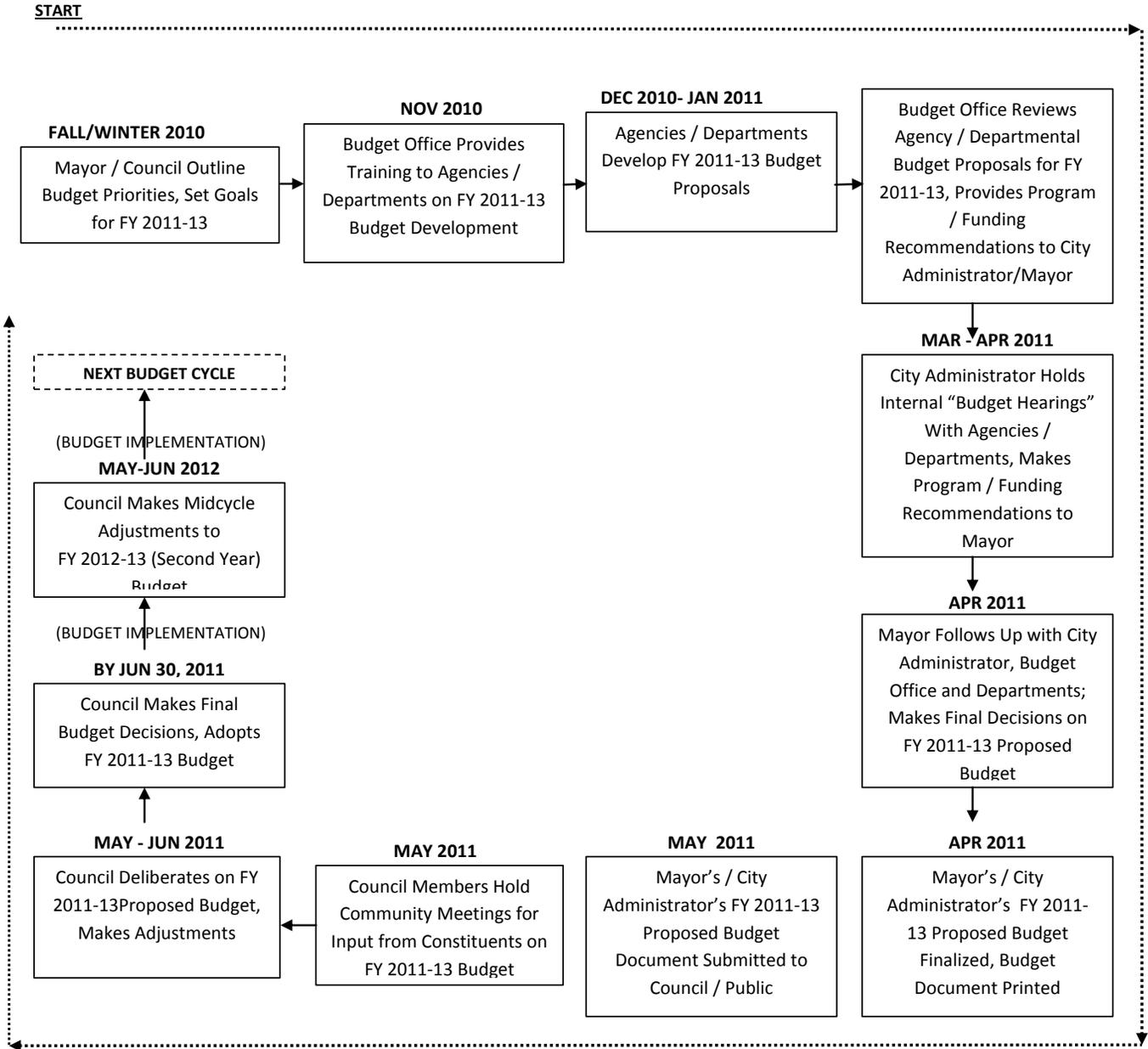
In preparing the Plan, City staff take into account historical experience, as well as the economic uncertainties underlying the revenue and expenditure outlook over the five-year period. The Plan also considers major demographic and legislative changes.

# BUDGET GUIDE

## The Budget Process

The budget process is the formal method through which the City establishes its goals, program priorities and desired service levels for the upcoming fiscal period, and identifies the resources necessary to achieve them. Essentially, it is a process through which policy is made, programs are articulated, and resources are identified in order to put them into effect. The chart below summarizes the process, with details provided on the following pages.

### Budget Process Flowchart – FY 2011-13



The budget process consists of several important stages: 1) Budget Development, 2) Budget Adoption, and 3) Budget Amendment.

## **Budget Development**

### **Nov 2010:**

#### **Baseline Development**

The Budget Development process for the FY 2011-13 cycle began in the fall of 2010, when the Budget Office began working in conjunction with departments and agencies on baseline revenue and expenditures—taking into account the latest economic projections, and information on employee cost-of-living-allowances and fringe benefit rates such as for retirement and health care.

### **Nov 2010-Dec 2010:**

#### **Departmental Training**

During November–December 2010, training was provided to all Agencies / Departments on the process for developing the FY 2011-13 budget, and on the budgeting software.

### **Feb-Mar 2011:**

#### **Budget Office Analysis**

Upon receipt of Agency / Departmental budget submittals, the Budget Office provided in-depth analysis of each budget request. Based on the initial analysis and subsequent follow-up with departments to resolve issues and answer questions, recommendations were provided to the Mayor and City Administrator regarding the proposed programs, any new initiatives, and budget balancing measures.

### **Mar 2011:**

#### **Internal Budget Hearings**

Internal budget hearings were held among the City Administrator and his staff, the Budget Office, and Agency Directors and their staff. At these internal meetings, program priorities and resource requirements for the next two years were discussed, as well as questions from the Mayor, City Administrator and Budget Office. Based on the outcomes of the internal hearings and follow-up discussions with Agencies / Departments, preliminary budget decisions were made by the Mayor and City Administrator.

### **Apr 2011:**

#### **Proposed Budget Finalized**

Based on decisions following the internal budget hearings—subsequent discussions with the Agencies / Departments, additional analysis by the Budget Office, and a series of wrap-up meetings with the Mayor and City Administrator—the FY 2011-13 Proposed Budget was finalized in April of 2011.

### **Apr-May 2011:**

#### **Community Input**

City Council members held community meetings to obtain input from constituents on the FY 2011-13 budget priorities, and to understand questions and concerns pertaining to the Administration's budget proposal.

### **May 2011:**

#### **Proposed Budget Release**

In May 2011, the Mayor and City Administrator presented their FY 2011-13 Proposed Budget to the City Council.

### **May-June 2011:**

#### **Council Deliberations**

Upon presentation of the Proposed Budget, the Mayor and City Council conducted a series of public hearings to review the FY 2011-13 budget.

# BUDGET GUIDE

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## **Budget Adoption**

### **June 2011: Council Budget Adoption**

As required by the City Charter, the City Council adopted a balanced budget by June 30, preceding the start of the fiscal year commencing July 1. The Adopted Budget provides 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 2011-13.

## **Budget Amendment**

### **Apr-June 2012: Midcycle Budget Amendment**

During the second year of the two-year budget cycle, the Mayor and Council conduct a Midcycle budget review limited to significant variances in estimated revenue and/or revised mandates arising from Federal, State or Court actions. For the FY 2011-13 budget cycle, the Midcycle Review will take place in April-June 2012, and will pertain to revenues and expenditures for FY 2012-13 (i.e. the second year of the biennial budget).

## **Year-Round Budget Amendments**

The budget is a flexible document that provides a comprehensive framework of resource allocations for implementation of the City's goals, priorities and program activities covering the two-year fiscal period. Amendments to the budget may be made throughout the two-year period. Appropriation of new money or transfers between funds and Agencies/Departments requires formal action through Council resolution. Transfers between departments / divisions within an agency, accounts or projects may be made at the administrative level. These transfers can be authorized by the City Administrator, Budget Office or Agency Directors, depending on the nature of the transfer.

## **Format of Budget Document**

This section provides the reader with a brief explanation of the format and contents of the FY 2011-13 Adopted Policy Budget document. The budget document is presented in two dimensions: 1) consistent with the organizational structure of the City (i.e., by Agency / Department), and 2) according to the Mayor / Council goals. A description of major sections of this document, with an explanation of contents, is provided below.

<b>Letter of Transmittal</b>	This is the City Administrator’s budget message to the Mayor and City Council. It outlines the FY 2011-13 overall budgetary plan of the City, including major budget / program changes and anticipated challenges.
<b>Table of Contents</b>	This outlines the order and page number of each section of the budget document.
<b>Mayor/Council Priorities</b>	This section summarizes goals and priorities of the Mayor and City Council and illustrates linkages to departmental programs.
<b>Budget Guide</b>	This section contains an overview of the budget process. In addition, it outlines the organization of the budget.
<b>City Facts</b>	This section provides the reader with general information about the City, including a description of the City’s history, form of government, transportation modes, attractions and miscellaneous statistics.
<b>Financial Summaries</b>	This section provides the reader with tables and graphs summarizing current and historical data on the City’s expenditures, revenue and staffing levels.
<b>Organizational Summary</b>	This section presents the citywide organization chart and a summary of historical and current staffing levels by agency and department.
<b>Agency Programmatic Budgets</b>	The agency and department programmatic budgets are one of two major components of the City’s total budget. The other major component is the Capital Improvement Program budget. Each agency/department budget contains both summaries and detailed budgets, including details by program.
<b>Financial Policies</b>	This section includes budget and financial policies, including the City’s policy on balanced budgets, the City’s reserve policy, the City’s long-term planning policy, the City’s investment policy, and the City’s debt management policy.
<b>Legislation</b>	Copies of the legislation approved by the City Council as part of the adoption of the FY 2011-13 Budget are included in this section.
<b>Glossary</b>	This section includes full spellings of commonly used acronyms and initializations throughout the budget document, as well as explanations of frequently used budget terminology.
<b>Index</b>	This section serves as a reference guide.

# BUDGET GUIDE

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## Format of Agency and Department Budgets

The budgets presented for each agency/department of the City have been prepared to provide a large amount of information in a brief and easily understandable format. Adopted budget data reflecting the City Council's action on June 30, 2011 is presented. This section outlines the information presented by each agency and department.

<b>Mission Statement</b>	Each agency/department budget begins with its mission statement and organization chart.
<b>Business Goals</b>	The second section lists the agency/departmental goals for FY 2011-13. Typically, these goals represent the business purpose of an agency/department, in support of its mission statement. Each department in the City fulfills particular needs of the community, and this section outlines those responsibilities.
<b>Programs Included in the FY 2011-13 Budget</b>	This section lists all programs, along with their descriptions, for each agency/department.
<b>Appropriations</b>	<p>The next several pages display summary information for revenue, expenditures, and positions -- both historical and FY 2011-13 adopted -- associated with operating the agency/department.</p> <p><b>Summary of Historical Expenditure by Fund</b> outlines which funds (i.e., revenue sources) each department uses to carry out its programs. The sources and uses of the City's various funds are described in the Financial Summaries section.</p> <p><b>Summary of Authorized Positions by Program</b> summarizes all positions by program.</p> <p><b>Summary of Amended Budget by Program/Division</b> summarizes revenue and expenditures by program or division depending according to department preference.</p>
<b>Significant Changes to Budget</b>	Following the Organizational Charts is a table highlighting major changes to the agency/department's appropriations included in the FY 2011-13 Adopted Policy Budget. Changes are presented for the General Purpose Fund and other funds.
<b>Organizational Chart</b>	This section presents agency/departmental organizational charts by budget program (explained below) and includes a count of full time equivalent positions.

**GENERAL INFORMATION**

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

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

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

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

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

\*US Census 2010

# CITY FACTS

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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 Council members are evenly divided.

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

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

## OAKLAND'S ECONOMIC BASE

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

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

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

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

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

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

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

**A BRIEF HISTORY**

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

# CITY FACTS

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## TRANSPORTATION

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

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

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

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

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

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

### Roadways, Bicycles, Car Sharing

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

## **EDUCATION**

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

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

### **Colleges**

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

## **LIBRARY SYSTEM**

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

## **MEDICAL FACILITIES**

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

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

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

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

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

## **PUBLIC SAFETY**

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

# CITY FACTS

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

## RECREATION

The Office of Parks and Recreation (OPR) offers critical quality of life programming in areas of enrichment, cultural arts, prevention and intervention, sports and physical activities, health and wellness, youth violence abatement, 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. We preserve the best of Oakland and connect communities.

OPR also operates:

- ◆ 28 recreation centers
- ◆ 140 parks and playgrounds
- ◆ 66 ball fields
- ◆ 6 swimming pools
- ◆ 44 tennis courts
- ◆ 11 community gardens
- ◆ 10 rental facilities
- ◆ 5 dog play areas
- ◆ 3 public golf courses
- ◆ 2 skate parks; and a host of other public facilities

## OTHER ATTRACTIONS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# CITY FACTS

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

### *Industrial*

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

### *Residential Rental*

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

### *Retail*

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

### *Commercial*

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

### *Rankings*

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

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

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

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

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

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

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

## INTRODUCTION TO FINANCIAL SUMMARIES

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

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

### CITY REVENUE AND EXPENDITURE FORECAST METHODOLOGY

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

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

#### Forecasting Techniques

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

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

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

# FINANCIAL SUMMARIES

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## Revenue Forecast

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

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

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

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

Revenue during the FY 2011-12 portion of the two-year biennial budget has been forecasted to decline by 0.5% percent from the FY 2010-11 Midcycle Revised Budget. The decline in revenue is substantially offset by a high value property sale. Absent this property sale the decline would be roughly 4.4%. The revenue forecast is consistent with economists' forecasts of a slow recovery from a severe recession that is currently gripping the nation and creating major financial challenges to government agencies at all levels. The decline in revenue is also consistent with collections and revenue trends observed throughout FY 10-11.

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

- Business License Tax is projected to decline by \$0.6 million (roughly 1%), due to a struggling local economy resulting in lower gross receipts and numerous business closures. The real estate crisis has adversely affected the rental market causing a larger number of commercial real estate vacancies; local landlords are significant contributors of business tax. Between FY11-12 and FY 12-13 Business License Tax is projected to grow 1%.
- Utility Consumption Tax is projected to decline by \$2.25 million (roughly 4.2%) largely due to continued erosion of the tax base. Technological innovations such as voice over internet protocol and pre-paid cell phones are not subject to the City's tax. As these products grow in market share they decrease tax collections. Price wars and market consolidation have also decreased the price of telecommunications and thus the tax base. Energy efficiency measures and a sluggish economy also decrease the energy component of the City's utility consumption tax. Revenues are expected to remain constant in FY 12-13.
- Real Estate Transfer Tax is projected to decline by \$3.2 million (roughly 10%) in FY 2011-12, due to the absence of the onetime large transaction that took place in FY 2010-11. RETT revenue will continue to be affected by the foreclosure crisis, and will remain roughly constant in FY 2012-13.
- Fines & Penalties are expected to decline by \$0.2 million due principally to lower collections of parking citations. It is expected to remain at this level in FY 2012-13.

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## FINANCIAL SUMMARIES

- Interfund Transfers for FY 2011-12 are projected to decrease by approximately \$14.6 million, which largely due to the termination of the receipt of one-time revenues to the City's General Purpose Fund.

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

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

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

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

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

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

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

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

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

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

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

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

# FINANCIAL SUMMARIES

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

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

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

## Expenditure Forecast

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

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

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

## BASIS OF BUDGETING

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

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

The City's basis of budgeting is the same as the basis of accounting used in the City's audited financial statement, the 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 Budget Office identifies factors (known or anticipated) that may have a significant effect on future revenues, expenditures or staffing levels, and makes projections for the coming budget cycle.

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

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

**FINANCIAL SUMMARIES**

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**NOTES**

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

### Significant Organization Changes

- This budget makes the following organizational changes to reduce expenditures and maintain the effectiveness of individual programs and services by aligning them closely with other related functions:
  - The Department of Contracting and Purchasing has been merged with other departments. The Purchasing function has been moved to the Finance and Management Agency. The Contract Administration function has been absorbed within the Public Works Agency and other departments. The Contract Compliance function has been moved to the City Administrator's Office.
  - The Parking Division has been moved to the Finance and Management Agency, Revenue Division. In the second year, the Parking Payment Center will be relocated to the 1<sup>st</sup> Floor of 250 Frank H. Ogawa Plaza, from the 6<sup>th</sup> Floor. The coordination of on-street and off-street parking will remain under the Parking Division. Parking policy and transportation planning will continue to function under the Public Works Agency, Department of Engineering and Construction.
  - The Budget Office is reorganized such that the budget policy, revenue and expenditure analysis functions are housed in the City Administrator's Office and fund management, budget development, and day-to-day budgetary transactions operate from the Controller's Office within the Finance and Management Agency.
  - The Central Stores unit has been eliminated and City agencies/departments will now manage their supplies on a just-in-time basis. Some large, emergency equipment stored at the facility for the Public Works and the Oakland Fire Department will remain.
  - The Department of Human Services, Oakland Public Library, and Office of Parks & Recreation will be reorganized into a Life Enrichment Agency in year two, FY 2012-13, in order to better collaborate on funding streams, programming, facilities, wrap-around services, partnerships with the County, and providing community services. A taskforce will come forward with restructuring details during the 2012-13 Midcycle Budget process.
- To reduce expenditures and minimize the reduction of service levels, this budget includes the closure and/or consolidation of facilities, as well as the transfer of program operations to other agencies.
  - The City will cease operating the Oakland Museum of California and will lease the Museum to the Oakland Museum of California Foundation, which will become sole operator of the Museum and serve as conservator of the City's collection.
  - The programs for the Brookdale Recreation Center and the Discovery Center will be consolidated and merge under one facility.
  - The Tassafaronga and Campbell Village will reduce programming and operations will be transferred to other agencies.
  - Live Oak Pool will be closed during the summer.
  - Senior Center services will be reduced to 6 hours/day, 5 days per week.

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2011-13**

(continued)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2011-12 Savings (in millions)	FY 2012-13 Savings (in millions)
<b>Significant Revenue Changes</b>			
SERVICE CHARGES			
Revenue from increased fire inspections of commercial buildings.		\$0.50	\$0.75
Additional revenue from increased taxi cab fees; Lake Merritt extended parking hours, aquatic fees; additional billboard revenue.		\$1.56	\$1.56
Add Parking Meters at East Lake and 580 Underpass Lot		\$0.57	\$0.68
Use of unclaimed cash (one-time).		\$0.30	-
FUND TRANSFERS			
Transfer from Fund 2411 - False Alarm Reduction Program fund balance.		-	\$1.00
Transfer from Fund 1770 - Telecommunications Land Use fund balance.		\$0.20	\$0.20
Transfer from Fund 3200 - Golf Course fund balance.		\$0.40	\$0.40
MISCELLANEOUS			
Sale of City-owned properties to third parties		\$5.20	\$8.60
<b>Significant Expenditure Changes</b>			
Employee contributions		(\$24.5)	(\$32.0)
Reduce City-paid cell phones		(\$0.15)	(\$0.15)
Department of Human Services, Oakland Public Library, and Office of Parks & Recreation reorganized into a Life Enrichment Agency in Midcycle Budget		\$0.00	(\$1.00)
Lower Worker's Compensation Accrual Rates		(\$1.00)	(\$1.00)
MAYOR			
15% overall GPF Reduction, including 25% pay reduction for Mayor		(\$0.20)	(\$0.21)
CITY COUNCIL			
15% overall GPF Reduction		(\$0.38)	(\$0.39)
CITY ADMINISTRATOR			
CPRB & Administrative Assistant - shift personnel costs and O&M to JAG grant	(0.75)	(\$0.11)	(\$0.12)

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2011-13**

(continued)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2011-12 Savings (in millions)	FY 2012-13 Savings (in millions)
<b>CITY ADMINISTRATOR (CONT'D)</b>			
Reductions to Equal Access, Public Ethics and CAO Administration	(3.00)	(\$0.43)	(\$0.45)
<u>Budget Office</u> : reduce and reorganize such that the budget policy, revenue and expenditure analysis functions are housed in the City Administrator's Office and fund management, budget development, and day-to-day budgetary transactions operate from the Controller's Office within the Finance and Management Agency	(4.90)	(\$0.69)	(\$0.73)
Consolidation of Complaint Investigation at CPRB		\$0.00	\$1.46
<b>CITY ATTORNEY</b>			
15% overall GPF Reduction		(\$0.71)	(\$0.74)
<b>CITY AUDITOR</b>			
15% overall GPF Reduction		(\$0.21)	(0.22)
<b>CITY CLERK</b>			
Transfer budget to Oakland Redevelopment Agency (Fund 7780) to reflect the actual level of ORA-related activities performed the Office of the City Clerk	(1.02)	(\$0.13)	(\$0.14)
Realignment of annual election costs		(\$0.36)	\$0.02
Elimination of Agenda Duplication for City Staff (Reports available online for print)		(\$0.08)	(\$0.08)
Reduction of front desk services and position downgrade	(1.00)	(\$0.12)	(\$0.13)
<b>CONTRACTING AND PURCHASING</b>			
Purchasing function moved to the Finance and Management Agency; Contract Administration function absorbed within the Public Works Agency, Department of Engineering and Construction; Contract Compliance function moved to the City Administrator's Office.	(1.50)	(\$0.25)	(\$0.26)
<b>INFORMATION TECHNOLOGY</b>			
Eliminate 2.0 FTE's and freeze 5.0 FTE's, duties will be absorbed by remaining staff and/or reduce service level	(7.00)	(\$0.95)	(\$0.97)
Transfer 1.0 FTE Information Systems Supervisor to False Alarm Fund (Fund 2411)	(1.00)	(\$0.18)	(\$0.18)

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2011-13**

(continued)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2011-12 Savings (in millions)	FY 2012-13 Savings (in millions)
<b>INFORMATION TECHNOLOGY (CONT'D)</b>			
Transfer 1.0 FTE Systems Programmer II to Telecommunications Reserve (Fund 1760), Development Services Fund (Fund 2415) and Oakland Redevelopment Agency (Fund 7780)	(1.00)	(\$0.12)	(\$0.13)
<b>FINANCE &amp; MANAGEMENT</b>			
Consolidate Parking Division into Revenue Division and reorganize division; in the second year, the Parking Payment Center will be relocated to the 1st Floor of 250 Frank H. Ogawa Plaza, from the 6th Floor. The coordination of on-street and off-street parking will remain under the Parking Division. Parking policy and transportation planning will continue to function under the Public Works Agency, Department of Engineering and Construction; Reduce Accounting, Treasury and Administration positions; increased Treasury Recoveries	(8.79)	(\$1.28)	(\$1.43)
Reductions in Central Stores (decrease City Accounting Services Appropriations across multiple departments)		(\$0.25)	(\$0.25)
<b>HUMAN RESOURCES</b>			
Transfer 0.05 FTE Human Resources Manager to Police and Fire Retirement System Fund (Fund 7100)	(0.05)	(\$0.01)	(\$0.01)
Eliminate 2.0 FTEs Assistant Human Resource Analyst; 1.0 FTE Senior Human Resource Analyst; 0.50 FTE Employee Assist Svcs Coordinator; 1.00 FTE Human Resource Analyst (CONF)	(4.50)	(\$0.51)	(\$0.69)
<b>POLICE SERVICES</b>			
Eliminate 1.0 FTE Police Records Specialist, 1.0 FTE Payroll Personnel Clerk II (Jan 2012), 1.0 FTE Payroll Personnel Clerk III (Jan 2012), 1.0 FTE Management Assistant	(4.00)	(\$0.28)	(\$0.37)
Add Crime Analysis unit (5 Crime Analysts; 1 Pol. Svcs. Mgr. I)	6.00	\$0.66	\$0.67
Budget Sworn Staff at 636.00 FTE in FY 11-12 and 588.00 FTE in FY 12-13 (no layoff, reduce workforce through attrition)		(\$5.76)	(\$14.40)
Ground helicopter program; reduce take-home vehicles		(\$0.16)	(\$0.16)
Eliminate 1.00 FTE vacant Neighborhood Services Coordinators; functions will be performed by Beat Officers. Eliminate 1 Police Services Technician II	(2.00)	(\$0.17)	(\$0.17)
Transfer 2.0 FTE Police Communications Supervisors to False Alarm Fund (Fund 2411)	(2.00)	(\$0.29)	(\$0.29)

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2011-13**

(continued)

<b>GENERAL PURPOSE FUND (GPF)</b>	<b>FTE</b>	<b>FY 2011-12 Savings (in millions)</b>	<b>FY 2012-13 Savings (in millions)</b>
<b>POLICE SERVICES (CONT'D)</b>			
Reduced Overtime		(\$1.80)	(\$1.80)
Full Police Academy in FY 12-13		-	\$3.60
<b>FIRE SERVICES</b>			
Change Vegetation Management group to Permanent Part Time (6.0 FTE Fire Suppression District Inspectors reduced to 3.0 FTE); the program will be reduced from year round to 6 months	(3.00)	(\$0.29)	(\$0.30)
Transfer 1.0 FTE Emergency Services Manager to US Dept of Homeland Security (Fund 2123) in FY 12-13	(1.00)	-	(\$0.25)
Eliminate 1.0 FTE Fire Division Manager and 0.60 FTE Emergency Planning Coord; Eliminate 2.0 FTE Fire Investigators in FY 12-13; revert 2 Investigators to Firefighters	(3.60)	(\$0.25)	(\$0.66)
Reduce take-home vehicles and the Fire Boat		(\$0.06)	(\$0.06)
<b>MUSEUM</b>			
Cease operating the Oakland Museum of California and lease the Museum to the Oakland Museum of California Foundation, which will become sole operator of the Museum and serve as conservator of the City's collection.	(42.95)	(\$0.97)	(\$1.00)
<b>LIBRARY SERVICES</b>			
Reduce Library's GPF budget to the minimum Measure Q required amount (\$9.06 million)		(\$0.37)	(\$0.64)
<b>PARKS &amp; RECREATION</b>			
Reduce funding for Studio One, Cultural Arts programming, Zookeeper	(2.75)	(\$0.16)	(\$0.16)
Transfer Malonga costs and Sports Coordinator position to Self Sustaining Fund (1820)	(2.85)	(\$0.23)	(\$0.24)
Closure of the Live Oak pool in summer months (lost revenue of approximately \$25k)	(1.92)	(\$0.07)	(\$0.07)
Merge Brookdale/Discovery Recreation Center	(1.00)	(\$0.08)	(\$0.08)
East Oakland Sports Complex delay hiring staff	(6.00)	(\$0.37)	\$0.00
Transfer to another agency or reduce programming at Tassafaronga and Campbell Village; and reduce other staffing	(3.14)	(\$0.27)	(\$0.28)

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS

**FY 2011-13**

(continued)

<b>GENERAL PURPOSE FUND (GPF)</b>	<b>FTE</b>	<b>FY 2011-12 Savings (in millions)</b>	<b>FY 2012-13 Savings (in millions)</b>
<b>HUMAN SERVICES</b>			
Reduce Youth Commission	(0.50)	(\$0.04)	(\$0.05)
Senior Center services reduced to 6 hours/day, 5 days per week	(3.36)	(\$0.28)	(\$0.29)
Minor allocation changes to align with grant funding	(0.12)	-	-
<b>PUBLIC WORKS</b>			
Eliminate all General Fund support: Eliminate 5.0 FTE Tree Trimmer, transfer 2.0 FTE to Landscaping and Lighting Assessment District Fund (LLAD); Eliminate 2.0 FTE Tree Worker Driver; Transfer 1.0 FTE Gardener Crew Leader to LLAD; Eliminate 1.0 FTE Gardener II; Transfer Park Attendant (PT), 1.0 FTE Park Supervisor I, 1.0 FTE Park Supervisor II to LLAD	(25.50)	(\$2.16)	(\$2.19)
Eliminate O&M from GPF		(\$0.32)	(\$0.32)
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>			
Eliminate Cultural Arts & Marketing from GPF	(1.50)	(\$0.17)	(\$0.17)
Reduce Film Office	(1.00)	(\$0.11)	(\$0.12)
Reduce Real Estate Operating Costs		(\$0.10)	(\$0.10)
<b>NON-DEPARTMENTAL</b>			
Reduce Zoo Subsidy by 15% & transfer to Parks & Recreation Department		(\$0.10)	(\$0.10)
Reduce Asian Cultural Center Subsidy by 15% and transfer to Parks & Recreation Dept		(\$0.01)	(\$0.01)
Reduce Hacienda Peralta Subsidy by 15% & transfer to Parks & Recreation Dept		(\$0.01)	(\$0.01)
Eliminate Women's Business Initiative Subsidy		(\$0.05)	(\$0.05)
Reduce Symphony in the Schools Program Subsidy by 15%		(\$0.00)	(\$0.00)
Transfer City Physician to Workers Compensation Fund (1150)		(\$0.25)	(\$0.25)
Eliminate MOU Negotiation Contract		(\$0.24)	(\$0.24)
Eliminate City/County Collaboration on Children & Youth		(\$0.10)	(\$0.10)
Reduced Transfer to Kids' First Fund		(\$0.59)	(\$0.56)

## FUND SOURCES AND DESCRIPTIONS

Fund	Fund Description	Source of Funds	Uses of Funds
1010	General Purpose Fund	Revenues from most of the City's taxes, fees and service charges.	Discretion of the City Council. Most City departments receive General Purpose Fund support.
1100	Self-Insurance Liability	Transfer of funds from the General Purpose Fund, Sewer Fund, and other miscellaneous funds.	Self-insurance liability claims and settlements, outside legal services and court costs.
1150	Workers' Compensation Insurance Claims	City payroll deductions for Workers' Compensation Insurance.	Workers' Compensation Insurance claims and administration.
1200	Pension Override Tax Revenue	Property tax override	Payment to the Police and Fire Retirement System.
1600	Underground District Revolving Fund	Repayments from homeowners.	Undergrounding of homeowner connections to telephone, electricity and cable; usually in concert with street light undergrounding.
1700	Mandatory Refuse Collection	Assessments on delinquent refuse collection customers.	Collection of delinquent refuse collection bills.
1710	Recycling Program	Special surcharge on refuse collection bills.	City's recycling program and related activities.
1720	Comprehensive Clean-Up	Special surcharge on refuse collection bills.	Illegal dumping enforcement; street sweeping, custodial services and other clean-up related activities.
1730	Henry J. Kaiser Convention Center	Transfers from General Purpose Fund, in accordance with repayment plan.	Reduce negative fund balance, in accordance with repayment plan.
1740	Hazardous Materials Inspection	Fees from inspections by Emergency Service Hazardous Materials Unit.	Hazardous Materials Inspection Program.
1750	Multi-Purpose Reserve	Fees from City-owned off-street parking facilities, other revenues at Council discretion.	Off-street parking facilities revenue is restricted by Council policy to parking facility construction and operation. All other revenue may be spent at Council discretion.
1760	Telecommunications Reserve	Cable television franchise fees.	Operation of the City's cable television station (KTOP) and other telecommunications-related operations.
1770	Telecommunications Land Use	Fee revenue generated from use of public property for telecommunications equipment.	Uses related to real estate.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
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.
1791	Contract Administration Fee	Transfers from General Purpose Fund, in accordance with repayment plan.	Reduce negative fund balance, in accordance with repayment plan.
1820	OPRCA Self-Sustaining Revolving Fund	Fees for recreation-related program.	Self-funded recreation programs for Parks & Rec. Dept.
2102	Department of Agriculture	Department of Agriculture.	Year-round lunch program for school children.
2103	Department of Housing and Urban Development (HUD) -- Emergency Shelter Grant (ESG)/ Supportive Housing Program (SHP)/ Housing Opportunities for Persons with AIDS (HOPWA)	U.S. Department of Housing and Urban Development	Emergency shelters, housing for persons with AIDs and transitional housing programs.
2104	Department of Commerce	Economic Development Administration	Traffic and road improvements for the Del Monte Cannery shopping center.
2105	Department of Housing and Urban Development (HUD) -- Economic Development Initiative (EDI) Grants	U.S. Department of Housing and Urban Development	Commercial grants and loans and associated operational costs to promote economic development.
2107	Department of Housing and Urban Development (HUD) -- 108	U.S. Department of Housing and Urban Development.	Loan guarantees for commercial and residential loans.
2108	Department of Housing and Urban Development (HUD) -- Community Development Block Grant (CDBG)	U.S. Department of Housing and Urban Development.	Grants to non-profit organizations for housing and community development in low- and moderate-income areas.
2109	Department of Housing and Urban Development (HUD) -- HOME Investment Partnerships (HOME)	U.S. Department of Housing and Urban Development.	Support for first-time homebuyers, housing rehabilitation and housing development.
2112	Department of Justice	Asset forfeitures, State and Federal grants.	Law enforcement activities, particularly drug law enforcement.
2114	Department of Labor	Federal funds administered by Calif. Employment Development Dept.	Employment training programs.
2116	Department of Transportation	State pass-through of Federal Aid for Urban Systems Act funds.	Construction and improvements of streets and highways.
2117	Department of Treasury	U.S. Department of the Treasury.	Miscellaneous programs.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
2118	National Foundation of the Arts and Humanities	National Endowment for the Arts	Support the presentation of traditional folk artists and artisans in the Oakland Chinese community.
2120	Federal Action Agency	Federal Government.	Various social services programs.
2123	US Dept. of Homeland Security	FY04 Urban Area Security Initiative Grant funds	Offset the state and city's costs of grant management and administration to support the newly established Homeland Security Unit.
2124	Federal Emergency Management Agency	Federal Government.	Disaster recovery activities.
2125	Environmental Protection Agency	US Environmental Protection Agency	Support the revitalization of neglected urban land project.
2128	Department of Health and Human Services (DHHS)	Federal funds administered by California Department of Economic Opportunity.	Various social services programs for low-income residents.
2132	California Department of Aging	California Department of Aging.	Health and social case management services for frail elderly residents.
2134	California Parks and Recreation	State of California.	Capital projects related to park and recreation acquisition and development.
2136	California Water Resource Board	State of California.	Capital projects related to watershed and waterways
2138	California Department of Education	State of California.	Library programs.
2140	California Department of Transportation	State of California.	Capital projects related to transportation.
2141	State Traffic Congestion Relief Fund	Alameda County	Transportation-related projects.
2144	California Housing and Community Development	US Dept of Housing and Urban Development (HUD)	Provide grants for Emergency Housing Program and Winter Relief Program.
2146	California State Emergency Service	State of California	Pay for emergency-related services such as seismic retrofitting of buildings.
2148	California Library Services	State Public Library Commission and Foundation.	Library operations.
2150	California Department of Fish and Games	State of California	Fish and Game Oil Spill response.
2152	California Board of Corrections	Federal Bureau of Justice Assistance, US Dept of Justice	Narcotics Enforcement Research.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
2154	California Integrated Waste Mgmt. Board	State of California.	Used oil recycling programs.
2158	5th Year, State COPS Grant	Alameda County	Special Revenue Fund for the 5th year State COPS Grant; AB 1913, Chapter 353, Statutes of 2000.
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	Metropolitan Transportation Commission - Transportation Development Act (TDA)	Metropolitan Transportation Commission.	Projects that benefit pedestrians and bicyclists.
2163	Metropolitan Transportation Commission - Transportation Program Grant	Metropolitan Transportation Commission.	Projects that benefit pedestrians and bicyclists.
2165	Prop 1B Nov 2006 CA Trans Bond	State of California	Local street and road repairs.
2166	Bay Area Air Quality Management District	State of California.	Projects and activities that promote clean air.
2172	Alameda County Vehicle Abatement Authority	Vehicle registration surcharge.	Removal of abandoned vehicles from City streets.
2175	Alameda County Source Reduction & Recycling	Alameda County Source Reduction and Recycling Board	Purchase products and supplies with recycled content.
2185	Oakland Redevelopment Agency Grants	Oakland Redevelopment Agency.	Loans to qualified businesses within the Central District.
2190	Private Grants	Corporations and private individuals.	Restricted to specific programs.
2195	Workforce Investment Act	U.S. Department of Labor	Employment and training services for Oakland residents; overseen by Oakland Workforce Investment Board and the Mayor.
2210	Measure B - ACTA	Alameda County Transportation Authority (ACTA) - 1/2 percent Alameda County sales tax authorized by Measure B.	Traffic and transportation projects, including street and signal construction, maintenance and repair.
2211	Measure B - ACTIA	Alameda County Transportation Improvement Authority (ACTIA) - 1/2 percent Alameda County sales tax re-authorized by Measure B in 2002.	Traffic and transportation projects, including street and signal construction, maintenance and repair.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
2212	Measure B - Bicycle/Pedestrian Pass-Thru Funds	Alameda County Transportation Improvement Authority (ACTIA) - 1/2 percent Alameda County sales tax re-authorized by Measure B in 2002.	Bicycle and pedestrian projects.
2213	Measure B - Paratransit - ACTIA	Alameda County Transportation Improvement Authority (ACTIA) - 1/2 percent Alameda County sales tax re-authorized by Measure B in 2002.	Paratransit projects.
2214	ACTIA Reimbursable Grants	Alameda County Transportation Improvement Authority (ACTIA)	Represents Alameda County Transportation Improvement Authority competitive grant funds primarily on reimbursement basis.
2230	State Gas Tax	State of California - allocation of gasoline tax revenues.	Uses related to local streets and highways. Includes acquisition of real property, construction, improvement, repairs and maintenance of streets and lighting.
2231	State Gas Tax-Prop 42 Replacement Funds	State Proposition 42	For Local street and road rehabilitation
2240	Measure Q - Library Services Retention-Enhancement	Voter-approved special parcel tax authorized by Measure Q.	Maintenance of library operations.
2241	Measure Q-Library Services Retention & Enhancement	Voter-approved special parcel tax authorized by Measure Q.	Maintenance of library operations.
2250	Measure N Fund	Voter-approved special parcel tax authorized by Measure N.	To provide paramedic services on fire trucks.
2251	Public Safety Act / 2004 Measure Y	Special parcel and parking tax	Violence prevention through social-services intervention, long-term crime-prevention programs, police services, fire-safety and paramedic support.
2260	Measure WW: East Bay Regional Park District Location Grant	East Bay Regional Park District Grant	Parks and open space renovation projects.
2310	Landscaping & Lighting Assessment District	Landscape & Lighting Assessments (assessed on property tax bills).	Operation, construction, maintenance, repair of street lighting, landscaping, and related activities.
2321	Wildland Fire Prevention Assessment District Fund	Special voter-approved tax	Vegetation management services.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
2330	Werner Court Vegetation Management District	Special tax from parcels in a subdivision located in the Oakland Hills	Vegetation management services in that area.
2410	Link Handipark	Surcharge on handicap parking offenses.	Programs for the aged.
2411	False Alarm Reduction Program	Alarm Permit Revenue	For the False Alarm Reduction Program
2412	Alameda County Emergency Dispatch Service Supplemental Assessment	Voter-approved special parcel tax authorized by Measure M.	Emergency-related programs.
2413	Rent Adjustment Program Fund	Measure EE, the Just Cause Eviction Ordinance	The fees are dedicated for the payment of services and costs of the Rent Adjustment Program
2415	Development Service Fund	Licenses, fees, and permits from housing and commercial planning and construction-related activities.	Planning and zoning services; construction inspections, construction permit approvals; building code enforcement; plan checks, engineering services.
2416	Traffic Safety Fund	Fines and forfeitures of bail for violations of the State Vehicle Code.	Traffic safety projects including construction and improvement of streets, signs and signals.
2417	Excess Litter Fee	Fees from Litter Fee pick up program	Litter Fee pick up program.
2419	Transient Occupancy Tax (TOT) Surcharge	Three (3) % Surcharge to the City's Transient Occupancy Tax (Hotel Tax)	To provide funding to the Oakland Convention and Visitors Bureau (OCVB), the Oakland Zoo, Oakland Museum of California, Chabot Space & Science Center and the Cultural Arts Programs and Festivals
2511	Local Law Enforce Block Grant (LLEBG) 2001	Federal government - Department of Justice	Uses related to law enforcement.
2513	Local Law Enforce. Block Grant (LLEBG) 2003	LLEBG Grant Project funds	Reduce crime and improve public safety
2601	Workforce Investment Act (ARRA)	Federal stimulus funds	Provide for comprehensive education, training, employment and support services for unemployed youth.
2602	Department of Labor (ARRA)	Federal stimulus funds administered through Department of Labor	Senior AIDES funding.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
2603	HUD-ESG/SHP/HOPWA (ARRA)	Federal stimulus funds administered through the Department of Housing and Urban Developments	Emergency shelters, housing for persons with AIDs and transitional housing programs.
2604	Community Services Block Grant (ARRA)	Federal stimulus funds administered through the Department of Community Services	Expansion of Oakland Community Action Partnership (OCAP) training, education, and employment opportunities for Oakland's low-income residents.
2605	Dept of Health & Human Services (ARRA)	Federal stimulus funds administered through the Department of Health and Human Services	Funding for cost of living adjustments (COLA) and Quality Improvements (QI) for the HEAD START grantee and its delegate agency.
2606	Metro Transportation Commission (ARRA)	Federal stimulus funds administered through the Metropolitan Transportation Commission (MTC)	Street resurfacing and curb ramp/sidewalk repairs.
2608	Environmental Protection Agency (ARRA)	Federal stimulus funds administered through the Environmental Protection Agency (EPA)	Assessment of hazardous substances in soil and groundwater.
2609	Dept of Energy-EECBG Program (ARRA)	Federal stimulus funds administered through the Department of Energy(DOE)	Improvements to energy efficiency and reduction of energy use.
2610	State Water Control Board (ARRA)	Federal stimulus funds administered through State Water State Revolving Fund (CWSRF)	Removal of storm water pollutants at Lake Merrit and the Oakland Estuary.
2611	HUD-CDBG (ARRA)	Federal stimulus funds administered through the Department of Housing and Urban Developments	Community and Development Block Grant (CDBG) program
2612	CA Community Svcs Weatherization Asst (ARRA)	Federal stimulus funds administered through the Department of Energy(DOE) - California Services Department's Weatherization Assistance Program (WAP)	Provide weatherization services to low-income residents in Alameda County.
2826	Mortgage Revenue	Proceeds of Housing Revenue Bonds.	Housing development 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.
2916	Vice Crimes Protection - Court Ordered to Police	Vice Crime Offenders	Future vice investigations

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
2990	Public Works Grants	Various State and Federal grants.	Public Works projects.
2992	Parks and Recreation Grants	Proceeds of bonds authorized by Measure A and other grants.	Park and open space acquisition, capital improvement projects and programs; Year-Round Lunch Program.
2993	Library Grants	Library Grants	For Library related projects
2994	Social Services Grants	Grant from City of Berkeley	Temporary winter shelter at Oakland Army Base.
2995	Police Grants	Miscellaneous grants or contracts from other government entities.	Various reimbursable police activities.
2996	Parks & 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 and Federal grants not specified to other listed sources.	Restricted to specific activities approved by the granting source.
3100	Sewer Service Fund	Sewer service charges (charged on EBMUD bills).	Acquisition, construction, reconstruction, relocation, maintenance, operation and repair of sewer facilities.
3200	Golf Course	City golf course fees and concession charges.	City golf course operations, maintenance and capital improvements.
4100	Equipment Rental	Equipment rental charges to operating departments.	Maintenance and replacement of City vehicles and other motorized equipment.
4200	Radio Fund	Radio rental charges to operating departments.	Maintenance and replacement of City radios and other communications equipment.
4210	Telephone Equipment & Software	Telephone and software charges to operating departments.	Maintenance and replacement of City telephones and computer software.
4300	Reproduction	Reproduction equipment rental charges to operating departments.	Maintenance and replacement of City reproduction equipment.
4400	City Facilities	City facility rental charges to operating departments.	Operation and maintenance of City facilities, including custodial services.
4450	City Facilities Energy Conservation Loan	California Energy Commission	Implement energy conservation capital projects in city facilities.
4500	Central Stores	Reimbursements from departments.	Supplies, materials and equipment for City operations.

# FINANCIAL SUMMARIES

## 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 Dept. of Contracting & Purchasing
5014	2000 Measure K Series D Capital Projects Funds	Proceeds from General Obligation bonds authorized by Measure K.	Open space acquisition and development.
5055	Piedmont Pines Underground Assessment District	Special property tax assessment.	Underground utility improvements in Piedmont Pines.
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	Seismic retrofit; infrastructure projects, deferred maintenance and improvements to public facilities.
5310	Measure G Cap Imp-Zoo, Museum, Chabot	General obligation bonds	Capital Project: Oakland Zoo, Museum and Chabot Space & Science Center improvements.
5311	Measure G: 2006 Zoo, Museum	General obligation bonds	Capital Project: Oakland Zoo, Museum improvements.
5320	Measure DD Cap Imp-clean Water, Safe Parks & Open Space Trust Fund for Oakland	Proceeds from General Obligation bonds authorized by Measure DD in 2002.	Capital projects to improve water quality; provide educational and recreational facilities for children; clean up Lake Merritt; restore Oakland's creeks, waterfront, and Estuary; and renovate parks and open space.
5321	Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	Proceeds from General Obligation bonds authorized by Measure DD in 2009B.	Capital projects to improve water quality; provide educational and recreational facilities for children; clean up Lake Merritt; restore Oakland's creeks, waterfront, and Estuary; and renovate parks and open space.
5500	Municipal Improvement Capital	Interest on the sale of City property; funds accrued from insurance from loss of City Hall West.	Construction, purchase, lease, or improvements of City capital assets.
5502	CHW Insurance Proceeds	Insurance proceeds from the earthquake-damage City Hall West.	Applied to City Hall restoration.
5504	Parking Garage Access Improvement	Fees from City-owned off-street parking facilities, other revenues at Council discretion.	Financing for lease of the Parking Access and Revenue Control System for automation of City garages.
5505	Municipal Improvement Capital-Public Art	1.5% assessment on eligible City's capital projects.	Use for Public Art activities.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
5510	Capital Reserves	One-time revenues, mainly from bond refinancing / restructuring and financing deals	Capital projects
5550	Municipal Improvement - Revenue Bonds	Proceeds from municipal improvement revenue bonds.	Construction, purchase, lease, or improvements of City capital assets.
5999	Miscellaneous Capital Projects	One-time revenues, mainly from bond refinancing / restructuring and financing deals	Capital Projects
6014	CSCD Authority 1992	Fund transfer from Municipal Improvement Capital Fund	Bank and bond expenditure for both principal and interest.
6015	COP - Oakland Museum 2002 Series A	Certificates of Participation-Oakland Museum 2002 Series A	Bank and bond expenditure for both principal and interest.
6016	Civic Improvement Corp. 1985	Funds held by Trustee.	Payment of debt service and bond administration costs of Capital Improvement Construction monies.
6027	JPFA Capital Projects: Series 2005	Proceeds from Revenue Bonds 2005 Series	Payment of debt service and bond administration costs of Capital Improvement projects
6030	Taxable Pension Obligation Bonds 1997 Series A	Transfer from the General Purpose Fund.	Bank and bond expenditure for both principal and interest.
6032	Taxable Pension Obligation Bonds Series 2001	Tax override revenues	Principal, Interest and Bank and bond expenditures.
6036	JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt)	Proceeds from Revenue Bonds 2008 Series A (tax exempt)	Lease of Sewer System.
6037	JPFA Refunding Revenue Bonds: 2008 Series A-2 (Taxable)	Proceeds from Revenue Bonds 2008 Series A-2 (taxable)	Lease of Sewer System.
6063	General Obligation Bond: Series 2005	Proceeds from Revenue Bonds 2005 Series	JPFA-related debt service payments.
6310	Measure G 2002A Debt Srv-Zoo, Museum, Chabot	General obligation bonds	Debt Service: Oakland Zoo, Museum and Chabot Space & Science Center improvements.
6311	Measure G: 2006 Zoo, Museum	General obligation bonds	Educational facilities at the Oakland Museum of CA; the Oakland Zoo and the Chabot Space and Science center.
6320	Measure DD 2003A Debt Srv-Clean Water, Safe Parks & Open Space Trust Fund for Oakland	Voter-approved Measure DD bond proceeds	Principal and interest on long-term debt.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
6321	Measure DD: 2009B Clean Water	Second Series of Voter-approved Measure DD bond proceeds	Principal and interest on long-term debt.
6480	1997 JPFA Pooled Assessment District Rev. Bond - Reserve	Reserve Fund	Principal and interest.
6485	1999 JPFA Reassessment District - Reserve	Funds held by Trustee.	Principal and interest.
6520	Fire Area - Redemption	Special Assessments.	Pay for fire prevention-related services.
6530	Rockridge Area Water District - Redemption	Special Assessments.	Pay for street light undergrounding liability.
6540	Skyline Sewer District - Redemption	Repayment agreement with homeowners.	Pay for street light undergrounding liability.
6550	Proctor Utility Underground - Redemption	Repayment agreement with homeowners.	Pay for street light undergrounding liability.
6554	LaSalle Utility Underground - Redemption	Repayment agreement with homeowners.	Pay for street light undergrounding liability.
6555	Piedmont Pines 2010 Utility Underground Phase I	Special Assessments.	Debt service payments.
6558	Grizzly Peak Utility Underground - Redemption	Repayment agreement with homeowners.	Pay for street light undergrounding liability.
6570	1996 JPFA Pooled Assessment Revenue Bonds - Assessment Fund	Other special assessment districts.	Principal and interest.
6580	1997 JPFA Pooled Assessment Revenue Bonds - Revenue Fund	Other special assessment districts.	Principal and interest.
6585	1999 JPFA Reassessment District Debt Service	Other special assessment districts.	Principal and interest.
6612	JPFA Lease Revenue Refunding Bonds (Admin Building)	Proceeds from lease revenue bonds and other funding sources.	Construction of City Administration Building.
6999	Miscellaneous Debt Services	Revenue from sale of season tickets.	Debt service on the Coliseum and renovation Lease Revenue Bonds.
7100	Police and Fire Retirement System	City Police and Fire Retirement System contributions.	City administrative costs related to the Police and Fire Retirement System.
7120	Oakland Municipal Employees Retirement System (OMERS)	City Municipal Employees Retirement System contributions.	City administrative costs related to the Oakland Municipal Employees Retirement System.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
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
7350	Police and Fire Facility Trust	Fees for presenting public safety courses	Track receipts and expenditures related to an affiliation agreement with Peralta Community College District.
7390	Oakland Museum of CA Foundation Museum Renovations	Private monies from the Oakland Museum of California Foundation	Renovations at Oakland Museum.
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.
7530	Mayor International Committee	Gifts to the City	Mayor's Hunger Relief Program
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.
7750	Rehabilitation Trust: Accounts	Miscellaneous City revenues.	Grant funded loans.
7752	Rehabilitation Trust - City Funded	Miscellaneous City revenues.	Grant funded loans.
7760	Grant Clearing	Recoveries of departmental burden charges to other subordinate programs within departments.	Administrative costs in departments that are largely supported by grant and other restricted funding sources.
		Capital project funding for personnel expenditures.	Personnel costs that are directly supported by capital projects.
7780	Oakland Redevelopment Agency Projects (ORA)	Oakland Redevelopment Agency.	City staff and other costs related to Oakland Redevelopment Agency projects.
7999	Miscellaneous Trusts	Donations and endowments.	Miscellaneous programs and services.

# FINANCIAL SUMMARIES

## FY 2011-12 ADOPTED BUDGET SUMMARY BY FUND

Fund Description	FY 2010-11 Pre-Audit Ending Fund Balance	FY 2011-12 Adopted Revenues	FY 2011-12 Adopted Expenditures	Adopted Positions (FTEs)
<b>1010 - General Fund: General Purpose</b>	<b>31,663,130</b>	<b>414,678,935</b>	<b>391,609,934</b>	<b>1,951.39</b>
Mayor			1,140,011	6.10
City Council			1,998,443	16.70
City Administrator		940,540	12,255,415	37.67
City Attorney		87,030	4,070,869	20.45
City Auditor			885,773	10.00
City Clerk		34,260	1,394,452	6.50
Human Resources			3,977,754	31.45
Office of Communication and Information Services		2,388,740	7,489,612	45.65
Finance and Management Agency		365,112,153	19,503,491	158.03
Police Services Agency		5,127,694	155,082,878	816.32
Fire Services Agency		7,881,590	91,666,666	547.00
Library		766,240	9,061,135	75.72
Office of Parks and Recreation		2,040,118	12,193,111	150.11
Department of Human Services		125,830	4,527,780	24.41
Public Works Agency		2,210		
Community and Economic Development Agency		29,452,170	472,759	1.28
Non Departmental and Port		720,360	65,637,785	
Capital Improvement Projects			252,000	
<b>1100 - Self Insurance Liability</b>	<b>(28,885,586)</b>	<b>21,090,593</b>	<b>19,281,814</b>	<b>19.03</b>
City Attorney			3,366,874	19.03
Police Services Agency			7,374,480	
Fire Services Agency			1,491,890	
Office of Parks and Recreation			290,170	
Public Works Agency		1,529,471	2,060,090	
Non Departmental and Port		19,561,122	4,698,310	
<b>1150 - Worker's Compensation Insurance Claims</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8.04</b>
City Attorney			249,450	1.04
Finance and Management Agency			1,323,368	7.00
Non Departmental and Port			(1,572,818)	
<b>1200 - Pension Override Tax Revenue</b>	<b>109,496,267</b>	<b>58,571,162</b>	<b>53,378,387</b>	<b>-</b>
Finance and Management Agency		200,000		
Non Departmental and Port		58,371,162	53,378,387	
<b>1700 - Mandatory Refuse Program</b>	<b>(7,742,916)</b>	<b>2,354,328</b>	<b>2,033,692</b>	<b>15.66</b>
Finance and Management Agency		2,354,328	2,033,692	15.66
<b>1710 - Recycling Program</b>	<b>4,391,812</b>	<b>9,175,672</b>	<b>8,864,426</b>	<b>14.83</b>
City Attorney			169,992	1.00
Fire Services Agency			48,870	
Public Works Agency		9,175,672	8,450,293	12.83
Community and Economic Development Agency			195,271	1.00
<b>1720 - Comprehensive Clean-up</b>	<b>4,303,720</b>	<b>18,465,819</b>	<b>17,701,197</b>	<b>121.58</b>
Finance and Management Agency			626,179	12.28
Fire Services Agency			177,507	1.00
Public Works Agency		18,465,819	16,897,511	108.30
<b>1730 - Henry J Kaiser Convention Center</b>	<b>(4,062,136)</b>	<b>579,589</b>	<b>-</b>	<b>-</b>
Non Departmental and Port		579,589		
<b>1740 - Hazardous Materials Inspections</b>	<b>1,334,190</b>	<b>700,545</b>	<b>691,683</b>	<b>5.10</b>
Fire Services Agency		700,545	691,683	5.10

# FINANCIAL SUMMARIES

## FY 2011-12 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2010-11 Pre-Audit Ending Fund Balance	FY 2011-12 Adopted Revenues	FY 2011-12 Adopted Expenditures	Adopted Positions (FTEs)
<b>1750 - Multipurpose Reserve</b>	<b>(4,599,488)</b>	<b>5,160,796</b>	<b>5,051,505</b>	<b>8.60</b>
Finance and Management Agency		(14,737)	2,812,307	0.40
Public Works Agency		5,175,533	1,912,898	8.20
Community and Economic Development Agency			326,300	
<b>1760 - Telecommunications Reserve</b>	<b>567,646</b>	<b>1,374,724</b>	<b>1,374,724</b>	<b>8.97</b>
Mayor			69,163	0.50
City Administrator		1,374,724	1,210,568	7.73
Office of Communication and Information Services			94,993	0.74
<b>1770 - Telecommunications Land Use</b>	<b>626,470</b>	<b>509,879</b>	<b>509,879</b>	<b>1.72</b>
Community and Economic Development Agency		509,879	509,879	1.72
<b>1780 - Kid's First Oakland Children's Fund</b>	<b>2,432,312</b>	<b>10,928,847</b>	<b>10,841,232</b>	<b>7.15</b>
Office of Parks and Recreation			107,566	1.25
Department of Human Services		10,928,847	10,733,666	5.90
<b>1791 - Contract Administration Fee</b>	<b>(3,515,594)</b>	<b>579,605</b>	<b>-</b>	<b>-</b>
Non Departmental and Port		579,605		
<b>1820 - OPRCA Self Sustaining Revolving Fund</b>	<b>979,057</b>	<b>3,670,339</b>	<b>3,647,866</b>	<b>72.73</b>
Office of Parks and Recreation		3,670,339	3,647,866	72.73
<b>2102 - Department of Agriculture</b>	<b>(169,913)</b>	<b>1,095,000</b>	<b>1,079,320</b>	<b>6.50</b>
Department of Human Services		1,095,000	1,079,320	6.50
<b>2103 - HUD-ESG/SHP/HOPWA</b>	<b>(3,346,704)</b>	<b>6,061,580</b>	<b>6,054,132</b>	<b>0.81</b>
Department of Human Services		6,061,580	6,054,132	0.81
<b>2105 - HUD-EDI Grants</b>	<b>(164,752)</b>	<b>-</b>	<b>(612)</b>	<b>1.80</b>
Community and Economic Development Agency			(612)	1.80
<b>2107 - HUD-108</b>	<b>3,236,453</b>	<b>2,032,000</b>	<b>2,032,000</b>	<b>-</b>
Community and Economic Development Agency		2,032,000	2,032,000	
<b>2108 - HUD-CDBG</b>	<b>121,068</b>	<b>9,779,837</b>	<b>9,438,248</b>	<b>23.10</b>
City Attorney			45,490	0.19
Finance and Management Agency			148,755	1.00
Department of Human Services			570,362	1.14
Community and Economic Development Agency		9,779,837	8,673,641	20.77
<b>2109 - HUD-Home</b>	<b>3,811,185</b>	<b>4,753,166</b>	<b>4,702,944</b>	<b>1.97</b>
Community and Economic Development Agency		4,753,166	4,702,944	1.97
<b>2112 - Department of Justice</b>	<b>860,174</b>	<b>585,374</b>	<b>585,374</b>	<b>3.75</b>
City Administrator			432,098	2.75
Police Services Agency		585,374	153,276	1.00
<b>2114 - Department of Labor</b>	<b>(46,084)</b>	<b>1,294,896</b>	<b>1,183,365</b>	<b>63.10</b>
Department of Human Services		1,294,896	1,183,365	63.10
<b>2116 - Department of Transportation</b>	<b>51,664</b>	<b>3,124,000</b>	<b>3,124,000</b>	<b>-</b>
Capital Improvement Projects		3,124,000	3,124,000	
<b>2120 - Federal Action Agency</b>	<b>(17,134)</b>	<b>329,801</b>	<b>323,448</b>	<b>0.78</b>
Department of Human Services		329,801	323,448	0.78
<b>2123 - US Dept of Homeland Security</b>	<b>(917,713)</b>	<b>188,160</b>	<b>187,898</b>	<b>9.10</b>
Police Services Agency		188,160		
Fire Services Agency			187,898	9.10
<b>2124 - Federal Emergency Management Agency (FEMA)</b>	<b>(1,236,157)</b>	<b>819,202</b>	<b>839,625</b>	<b>6.35</b>
Fire Services Agency		819,202	839,625	6.35

# FINANCIAL SUMMARIES

## FY 2011-12 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2010-11 Pre-Audit Ending Fund Balance	FY 2011-12 Adopted Revenues	FY 2011-12 Adopted Expenditures	Adopted Positions (FTEs)
<b>2128 - Department of Health and Human Services</b>	<b>(657,620)</b>	<b>17,753,149</b>	<b>16,843,633</b>	<b>145.20</b>
Department of Human Services		17,753,149	16,843,633	145.20
<b>2138 - California Department of Education</b>	<b>12,492</b>	<b>1,174,283</b>	<b>1,174,283</b>	<b>-</b>
Department of Human Services		1,174,283	1,174,283	
<b>2140 - California Department of Transportation</b>	<b>255,820</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>
Capital Improvement Projects		100,000	100,000	
<b>2148 - California Library Services</b>	<b>(594,074)</b>	<b>67,238</b>	<b>64,321</b>	<b>1.08</b>
Library		67,238	64,321	1.08
<b>2159 - State of California Other</b>	<b>(366,412)</b>	<b>250,000</b>	<b>229,562</b>	<b>1.62</b>
Department of Human Services		250,000	229,562	1.62
<b>2160 - County of Alameda: Grants</b>	<b>3,516,624</b>	<b>1,425,534</b>	<b>1,418,038</b>	<b>2.09</b>
Fire Services Agency		1,008,515	1,004,205	1.00
Department of Human Services		417,019	413,833	1.09
<b>2163 - Metro Transportation Com: Program Grant</b>	<b>(848,470)</b>	<b>3,563,914</b>	<b>3,563,067</b>	<b>0.27</b>
Library		71,914	71,067	0.27
Capital Improvement Projects		3,492,000	3,492,000	
<b>2172 - Alameda County: Vehicle Abatement Authority</b>	<b>183,269</b>	<b>380,000</b>	<b>348,656</b>	<b>2.00</b>
Police Services Agency		380,000	348,656	2.00
<b>2185 - Oakland Redevelopment Agency Grants</b>	<b>907,986</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>-</b>
Community and Economic Development Agency		2,500,000	2,500,000	
<b>2190 - Private Grants</b>	<b>(380,107)</b>	<b>35,280</b>	<b>24,732</b>	<b>0.20</b>
City Attorney		10,280		
Fire Services Agency		25,000	24,732	0.20
<b>2195 - Workforce Investment Act</b>	<b>259,434</b>	<b>6,494,000</b>	<b>6,283,163</b>	<b>8.66</b>
Finance and Management Agency			109,065	1.00
Department of Human Services			135,867	1.28
Community and Economic Development Agency		6,494,000	6,038,231	6.38
<b>2210 - Measure B: Fund</b>	<b>-</b>	<b>326,915</b>	<b>326,915</b>	<b>-</b>
Public Works Agency		326,915	326,915	
<b>2211 - Measure B: ACTIA</b>	<b>8,173,638</b>	<b>8,539,872</b>	<b>8,270,135</b>	<b>27.64</b>
City Administrator			93,907	0.70
Finance and Management Agency		50,000		
Public Works Agency		8,489,872	4,676,228	26.94
Capital Improvement Projects			3,500,000	
<b>2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds</b>	<b>2,893,567</b>	<b>1,010,000</b>	<b>1,010,000</b>	<b>-</b>
Public Works Agency		1,010,000	10,000	
Capital Improvement Projects			1,000,000	
<b>2213 - Measure B: Paratransit - ACTIA</b>	<b>61,841</b>	<b>966,080</b>	<b>931,429</b>	<b>4.41</b>
Department of Human Services		966,080	931,429	4.41
<b>2230 - State Gas Tax</b>	<b>2,780,703</b>	<b>6,798,635</b>	<b>6,432,716</b>	<b>27.89</b>
Public Works Agency		6,798,635	6,432,716	27.89
<b>2231 - State Gas Tax-Prop 42 Replacement Funds</b>	<b>1,745,978</b>	<b>4,184,333</b>	<b>3,799,464</b>	<b>15.18</b>
Public Works Agency		4,184,333	1,469,464	15.18
Capital Improvement Projects			2,330,000	

# FINANCIAL SUMMARIES

## FY 2011-12 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2010-11 Pre-Audit Ending Fund Balance	FY 2011-12 Adopted Revenues	FY 2011-12 Adopted Expenditures	Adopted Positions (FTEs)
<b>2241 - Measure Q-Library Services R</b>	<b>5,102,166</b>	<b>14,936,226</b>	<b>14,626,377</b>	<b>141.94</b>
City Administrator			277	
Office of Communication and Information Services			222,781	2.00
Finance and Management Agency			17,657	
Library		14,936,226	14,385,662	139.94
<b>2250 - Measure N: Fund</b>	<b>2,103,216</b>	<b>1,413,345</b>	<b>1,413,345</b>	<b>6.10</b>
City Administrator			89	
Finance and Management Agency			4,493	
Fire Services Agency		1,413,345	1,408,763	6.10
<b>2251 - Measure Y: Public Safety Act 2004</b>	<b>(8,844,637)</b>	<b>22,207,839</b>	<b>22,206,440</b>	<b>71.85</b>
Mayor			77,518	0.40
City Administrator			487,757	2.20
Finance and Management Agency		22,207,839	48,844	
Police Services Agency			11,357,992	63.00
Fire Services Agency			4,000,000	
Department of Human Services			6,234,329	6.25
<b>2310 - Lighting and Landscape Assessment District</b>	<b>(2,518,548)</b>	<b>18,711,097</b>	<b>18,302,655</b>	<b>82.69</b>
Finance and Management Agency		18,526,897	62,095	0.40
Office of Parks and Recreation			3,904,198	7.29
Public Works Agency		184,200	14,336,362	75.00
<b>2321 - Wildland Fire Prevention Assess District</b>	<b>1,411,558</b>	<b>1,850,518</b>	<b>1,850,518</b>	<b>1.00</b>
Fire Services Agency		1,850,518	1,850,518	1.00
<b>2330 - Werner Court Vegetation Mgmt District</b>	<b>15,737</b>	<b>6,200</b>	<b>6,200</b>	<b>-</b>
Fire Services Agency		6,200	6,200	
<b>2411 - False Alarm Reduction Program</b>	<b>1,459,727</b>	<b>1,116,066</b>	<b>1,112,990</b>	<b>6.50</b>
Office of Communication and Information Services			166,003	1.00
Police Services Agency		1,116,066	946,987	5.50
<b>2412 - Alameda County: Emergency Dispatch Service Supplemental Assessment</b>	<b>303,471</b>	<b>1,773,649</b>	<b>1,748,062</b>	<b>11.10</b>
Finance and Management Agency			4,542	
Fire Services Agency		1,773,649	1,743,520	11.10
<b>2413 - Rent Adjustment Program Fund</b>	<b>-</b>	<b>1,800,000</b>	<b>1,678,617</b>	<b>11.90</b>
City Attorney			322,864	1.90
Finance and Management Agency			256,960	3.00
Community and Economic Development Agency		1,800,000	1,098,793	7.00
<b>2415 - Development Service Fund</b>	<b>746,649</b>	<b>22,778,000</b>	<b>21,466,679</b>	<b>118.96</b>
City Administrator			42,356	0.33
City Attorney			320,617	1.50
Office of Communication and Information Services			35,046	0.33
Public Works Agency			211,336	1.00
Community and Economic Development Agency		22,778,000	20,857,324	115.80
<b>2416 - Traffic Safety Fund</b>	<b>1,671,909</b>	<b>3,033,144</b>	<b>3,014,420</b>	<b>23.37</b>
Police Services Agency		1,506,380	1,877,551	15.65
Public Works Agency		1,526,764	1,136,869	7.72
<b>2417 - Excess Litter Fee Fund</b>	<b>258,314</b>	<b>440,900</b>	<b>440,900</b>	<b>-</b>
City Administrator			440,900	
Finance and Management Agency		440,900		

# FINANCIAL SUMMARIES

## FY 2011-12 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2010-11 Pre-Audit Ending Fund Balance	FY 2011-12 Adopted Revenues	FY 2011-12 Adopted Expenditures	Adopted Positions (FTEs)
<b>2419 - Transient Occupancy Tax (TOT) Surcharge</b>	<b>256,030</b>	<b>2,604,743</b>	<b>2,604,743</b>	<b>-</b>
Community and Economic Development Agency		325,593	325,593	
Non Departmental and Port		2,279,150	2,279,150	
<b>2607 - Department of Justice-COPS Hiring Recovery Program (ARRA)</b>	<b>7,096</b>	<b>6,646,594</b>	<b>6,120,438</b>	<b>41.00</b>
Police Services Agency		6,646,594	6,120,438	41.00
<b>2609 - Dept of Energy-EECBG Program (ARRA)</b>	<b>38,877</b>	<b>-</b>	<b>-</b>	<b>1.00</b>
City Administrator				1.00
<b>2990 - Public Works Grants</b>	<b>(1,062,145)</b>	<b>280,000</b>	<b>280,000</b>	<b>1.47</b>
Public Works Agency		280,000	280,000	1.47
<b>2993 - Library Grants</b>	<b>606,644</b>	<b>250,000</b>	<b>250,000</b>	<b>-</b>
Library		250,000	250,000	
<b>2994 - Social Services Grants</b>	<b>129,284</b>	<b>56,000</b>	<b>56,000</b>	<b>-</b>
Department of Human Services		56,000	56,000	
<b>2995 - Police Grants</b>	<b>21,691</b>	<b>20,000</b>	<b>20,000</b>	<b>-</b>
Police Services Agency		20,000	20,000	
<b>2996 - Parks and Recreation Grants 2001</b>	<b>34,420</b>	<b>16,847</b>	<b>16,847</b>	<b>-</b>
Office of Parks and Recreation		16,847	16,847	
<b>2999 - Miscellaneous Grants</b>	<b>8,495,865</b>	<b>980,000</b>	<b>980,000</b>	<b>-</b>
Police Services Agency		800,000	800,000	
Capital Improvement Projects		180,000	180,000	
<b>3100 - Sewer Service Fund</b>	<b>137,243,508</b>	<b>49,957,380</b>	<b>48,779,712</b>	<b>134.16</b>
City Attorney			95,387	0.54
Finance and Management Agency		100,000	1,026,800	
Fire Services Agency			252,075	2.00
Public Works Agency		49,857,380	22,632,520	131.62
Non Departmental and Port			10,157,930	
Capital Improvement Projects			14,615,000	
<b>3150 - Sewer Rate Stabilization Fund</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>-</b>
Public Works Agency		500,000		
<b>3200 - Golf Course</b>	<b>4,945,994</b>	<b>757,450</b>	<b>756,094</b>	<b>0.75</b>
Office of Parks and Recreation		757,450	747,644	0.75
Community and Economic Development Agency			8,450	
<b>4100 - Equipment</b>	<b>(901,997)</b>	<b>17,980,428</b>	<b>15,701,006</b>	<b>57.00</b>
Finance and Management Agency		(35,000)	5,521	
Public Works Agency		18,015,428	15,695,485	57.00
<b>4200 - Radio / Telecommunications</b>	<b>1,042,368</b>	<b>3,539,151</b>	<b>3,313,455</b>	<b>8.95</b>
Office of Communication and Information Services		3,539,151	3,313,455	8.95
<b>4210 - Telephone Equipment and Software</b>	<b>1,089,088</b>	<b>513,327</b>	<b>513,327</b>	<b>-</b>
Office of Communication and Information Services		513,327	513,327	
<b>4300 - Reproduction</b>	<b>(421,569)</b>	<b>1,440,745</b>	<b>1,388,711</b>	<b>5.00</b>
Office of Communication and Information Services		1,440,745	1,388,711	5.00
<b>4400 - City Facilities</b>	<b>(28,811,316)</b>	<b>23,316,169</b>	<b>22,862,167</b>	<b>111.33</b>
Finance and Management Agency		(75,000)		
Public Works Agency		23,388,769	22,862,167	111.33
Community and Economic Development Agency		2,400		

# FINANCIAL SUMMARIES

## FY 2011-12 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2010-11 Pre-Audit Ending Fund Balance	FY 2011-12 Adopted Revenues	FY 2011-12 Adopted Expenditures	Adopted Positions (FTEs)
<b>4450 - City Facilities Energy Conservation</b>				
<b>Projects</b>	<b>3,065,375</b>	<b>-</b>	<b>-</b>	<b>0.50</b>
Community and Economic Development Agency				0.50
<b>4500 - Central Stores</b>	<b>(4,288,350)</b>	<b>421,968</b>	<b>302,639</b>	<b>2.50</b>
Finance and Management Agency		421,968	302,639	2.50
<b>4550 - Purchasing</b>	<b>(711,451)</b>	<b>754,090</b>	<b>713,588</b>	<b>7.50</b>
Finance and Management Agency		754,090	713,588	7.50
<b>5130 - Rockridge: Library Assessment District</b>	<b>656,585</b>	<b>134,420</b>	<b>3,387</b>	
Finance and Management Agency		134,420	3,387	
<b>5321 - Measure DD: 2009B Clean Water, Safe</b>				
<b>Parks &amp; Open Space Trust Fund for Oakland</b>	<b>47,515,310</b>	<b>-</b>	<b>-</b>	<b>4.50</b>
Public Works Agency				4.00
Community and Economic Development Agency				0.50
<b>5505 - Municipal Capital Improvement: Public</b>				
<b>Arts</b>	<b>392,214</b>	<b>256,018</b>	<b>256,018</b>	<b>1.25</b>
City Administrator			232	
Community and Economic Development Agency		256,018	255,786	1.25
<b>5510 - Capital Reserves</b>	<b>3,857,105</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>-</b>
Finance and Management Agency		1,000,000		
Capital Improvement Projects			1,000,000	
<b>6014 - Oakland Convention Center 1992</b>	<b>82,732</b>	<b>14,156,280</b>	<b>14,149,780</b>	<b>-</b>
Non Departmental and Port		14,156,280	14,149,780	
<b>6015 - COP-Oakland Museum 2002 Series A</b>	<b>57</b>	<b>4,095,610</b>	<b>4,095,610</b>	<b>-</b>
Non Departmental and Port		4,095,610	4,095,610	
<b>6027 - JPFA Capital Projects: Series 2005</b>	<b>89,325,043</b>	<b>11,127,760</b>	<b>11,127,760</b>	<b>-</b>
Non Departmental and Port		11,127,760	11,127,760	
<b>6032 - Taxable Pension Obligation: Series 2001</b>	<b>33,088</b>	<b>38,379,020</b>	<b>38,379,020</b>	<b>-</b>
Non Departmental and Port		38,379,020	38,379,020	
<b>6036 - JPFA Refunding Revenue Bonds: 2008</b>				
<b>Series A-1 (Tax-Exempt Bonds)</b>	<b>10,967,235</b>	<b>19,592,310</b>	<b>19,592,310</b>	<b>-</b>
Non Departmental and Port		19,592,310	19,592,310	
<b>6037 - JPFA Refunding Revenue Bonds: 2008</b>				
<b>Series A-2 (Taxable Bonds)</b>	<b>2,073,300</b>	<b>5,592,900</b>	<b>5,592,900</b>	<b>-</b>
Non Departmental and Port		5,592,900	5,592,900	
<b>6063 - General Obligation Bonds: Series 2005</b>	<b>1,978,278</b>	<b>11,125,760</b>	<b>11,125,760</b>	<b>-</b>
Finance and Management Agency		11,125,760		
Non Departmental and Port			11,125,760	
<b>6310 - Measure G: 2002A Zoo, Museum, Chabot</b>	<b>784,481</b>	<b>2,551,260</b>	<b>2,551,260</b>	<b>-</b>
Non Departmental and Port		2,551,260	2,551,260	
<b>6311 - Measure G: 2006 Zoo, Museum</b>	<b>424,168</b>	<b>1,329,360</b>	<b>1,328,770</b>	<b>-</b>
Non Departmental and Port		1,329,360	1,328,770	
<b>6320 - Measure DD: 2003A Clean Water, Safe</b>				
<b>Parks and Open Space Trust Fund for Oakland</b>	<b>1,328,001</b>	<b>4,429,390</b>	<b>4,429,390</b>	<b>-</b>
Non Departmental and Port		4,429,390	4,429,390	
<b>6321 - Measure DD: 2009B Clean Water, Safe</b>				
<b>Parks &amp; Open Space Trust Fund for Oakland</b>	<b>1,803,192</b>	<b>4,618,190</b>	<b>4,618,190</b>	<b>-</b>
Finance and Management Agency		4,618,190		
Non Departmental and Port			4,618,190	

# FINANCIAL SUMMARIES

## FY 2011-12 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2010-11 Pre-Audit Ending Fund Balance	FY 2011-12 Adopted Revenues	FY 2011-12 Adopted Expenditures	Adopted Positions (FTEs)
<b>6520 - Fire Area - Redemption</b>	<b>1,061,259</b>	<b>546,178</b>	<b>497,238</b>	<b>0.40</b>
Finance and Management Agency			48,817	0.40
Non Departmental and Port		546,178	448,421	
<b>6530 - Rockridge Area Water District - Redemption</b>	<b>427,563</b>	<b>67,845</b>	<b>57,829</b>	<b>-</b>
Non Departmental and Port		67,845	57,829	
<b>6540 - Skyline Sewer District - Redemption</b>	<b>52,316</b>	<b>32,266</b>	<b>29,090</b>	<b>-</b>
Non Departmental and Port		32,266	29,090	
<b>6555 - Piedmont Pines 2010 Utility Underground Phase I - Debt Service</b>	<b>134,732</b>	<b>461,252</b>	<b>232,748</b>	<b>-</b>
Non Departmental and Port		461,252	232,748	
<b>6570 - JPFA Pooled Assessment: 1996 Revenue Bonds - Assessment</b>	<b>(143,578)</b>	<b>23,200</b>	<b>23,200</b>	<b>-</b>
Non Departmental and Port		23,200	23,200	
<b>6585 - JPFA Reassessment District: 1999 Debt Service</b>	<b>131,625</b>	<b>482,170</b>	<b>482,170</b>	<b>-</b>
Non Departmental and Port		482,170	482,170	
<b>6612 - JPFA Lease Revenue Refunding Bonds (Admin Building): 2008 Series B</b>	<b>9,073,814</b>	<b>9,068,080</b>	<b>9,068,080</b>	<b>-</b>
Non Departmental and Port		9,068,080	9,068,080	
<b>6999 - Miscellaneous Debt Service</b>	<b>-</b>	<b>21,500,000</b>	<b>21,500,000</b>	<b>-</b>
Non Departmental and Port		21,500,000	21,500,000	
<b>7100 - Police and Fire Retirement System</b>	<b>284,869,902</b>	<b>2,647,633</b>	<b>2,645,731</b>	<b>4.10</b>
City Attorney			95,810	0.40
Human Resources			2,549,921	3.70
Non Departmental and Port		2,647,633		
<b>7120 - Oakland Municipal Employees' Retirement System OMERS</b>	<b>4,816,976</b>	<b>326,843</b>	<b>326,028</b>	<b>1.40</b>
City Attorney			23,953	0.10
Human Resources			302,075	1.30
Non Departmental and Port		326,843		
<b>7130 - Employee Deferred Compensation</b>	<b>291,908</b>	<b>200,522</b>	<b>200,522</b>	<b>1.05</b>
Human Resources		200,522	200,522	1.05
<b>7320 - Police and Fire Retirement System Refinancing Annuity Trust</b>	<b>109,439,531</b>	<b>10,185,843</b>	<b>10,185,843</b>	<b>-</b>
Non Departmental and Port		10,185,843	10,185,843	
<b>7440 - Unclaimed Cash</b>	<b>1,157,063</b>	<b>300,000</b>	<b>300,000</b>	<b>-</b>
Police Services Agency		300,000	300,000	
<b>7540 - Oakland Public Library Trust</b>	<b>1,822,697</b>	<b>111,012</b>	<b>111,012</b>	<b>-</b>
Library		111,012	111,012	
<b>7640 - Oakland Public Museum Trust</b>	<b>812,173</b>	<b>32,610</b>	<b>32,610</b>	<b>-</b>
City Administrator		32,610	32,610	
<b>7760 - Grant Clearing</b>	<b>24,965</b>	<b>-</b>	<b>(44,159)</b>	<b>151.76</b>
City Administrator			12,381	0.08
Finance and Management Agency			35,346	0.33
Public Works Agency			(88,399)	137.35
Community and Economic Development Agency			(3,487)	14.00

# FINANCIAL SUMMARIES

## FY 2011-12 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2010-11 Pre-Audit Ending Fund Balance	FY 2011-12 Adopted Revenues	FY 2011-12 Adopted Expenditures	Adopted Positions (FTEs)
<b>7780 - Oakland Redevelopment Agency Projects (ORA)</b>	<b>(670,573)</b>	<b>26,335,954</b>	<b>26,327,622</b>	<b>159.26</b>
Mayor			547,723	2.00
City Council			1,580,653	9.76
City Administrator			1,570,649	11.84
City Attorney			2,867,645	14.85
City Clerk			439,603	3.50
Office of Communication and Information Services			35,046	0.33
Finance and Management Agency			841,071	6.20
Police Services Agency			3,423,518	17.18
Department of Human Services			534,734	3.57
Public Works Agency			751,118	7.00
Community and Economic Development Agency			13,735,862	83.03
Non Departmental and Port		26,335,954		
<b>7999 - Miscellaneous Trusts</b>	<b>872,038</b>	<b>69,270</b>	<b>69,270</b>	<b>-</b>
Office of Parks and Recreation		69,270	69,270	
<b>Grand Total</b>	<b>833,844,446</b>	<b>1,024,353,914</b>	<b>980,677,114</b>	<b>3,754.59</b>

# FINANCIAL SUMMARIES

## FY 2012-13 ADOPTED BUDGET SUMMARY BY FUND

Fund Description	FY 2012-13 Adopted Revenues	FY 2012-13 Adopted Expenditures	Adopted Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>1010 - General Fund: General Purpose</b>	<b>397,478,468</b>	<b>397,478,468</b>	<b>1,938.54</b>	<b>54,732,131</b>
Mayor		1,168,566	6.10	
City Council		2,048,936	16.70	
City Administrator	940,540	14,069,553	37.67	
City Attorney	87,030	4,197,692	20.45	
City Auditor		917,733	10.00	
City Clerk	34,260	1,814,826	6.50	
Human Resources		3,949,757	31.45	
Office of Communication and Information Services	2,388,740	6,649,450	45.65	
Finance and Management Agency	367,179,165	19,795,473	158.18	
Police Services Agency	5,827,694	158,846,631	807.32	
Fire Services Agency	8,131,590	95,209,445	547.00	
Library	766,240	9,062,689	75.72	
Office of Parks and Recreation	2,040,118	12,787,886	150.11	
Department of Human Services	125,830	4,663,526	24.41	
Public Works Agency	2,210			
Community and Economic Development Agency	4,552,170	475,840	1.28	
Non Departmental and Port	5,402,881	61,568,465		
Capital Improvement Projects		252,000		
<b>1100 - Self Insurance Liability</b>	<b>21,014,627</b>	<b>19,205,849</b>	<b>18.03</b>	<b>(25,268,029)</b>
City Attorney		3,222,399	18.03	
Police Services Agency		7,374,480		
Fire Services Agency		1,491,890		
Office of Parks and Recreation		290,170		
Public Works Agency	1,560,060	2,060,090		
Non Departmental and Port	19,454,567	4,766,820		
<b>1150 - Worker's Compensation Insurance Claims</b>	<b>-</b>	<b>-</b>	<b>8.04</b>	<b>-</b>
City Attorney		254,838	1.04	
Finance and Management Agency		1,342,754	7.00	
Non Departmental and Port		(1,597,592)		
<b>1200 - Pension Override Tax Revenue</b>	<b>58,571,162</b>	<b>55,185,782</b>	<b>-</b>	<b>118,074,422</b>
Finance and Management Agency	200,000			
Non Departmental and Port	58,371,162	55,185,782		
<b>1700 - Mandatory Refuse Program</b>	<b>2,396,949</b>	<b>2,076,432</b>	<b>15.51</b>	<b>(7,101,763)</b>
Finance and Management Agency	2,396,949	2,076,432	15.51	
<b>1710 - Recycling Program</b>	<b>9,316,884</b>	<b>8,981,797</b>	<b>14.83</b>	<b>5,038,145</b>
City Attorney		173,594	1.00	
Fire Services Agency		48,870		
Public Works Agency	9,316,884	8,561,107	12.83	
Community and Economic Development Agency		198,226	1.00	
<b>1720 - Comprehensive Clean-up</b>	<b>18,474,544</b>	<b>18,004,589</b>	<b>121.58</b>	<b>5,538,297</b>
Finance and Management Agency		626,190	12.28	
Fire Services Agency		179,274	1.00	
Public Works Agency	18,474,544	17,199,125	108.30	
<b>1730 - Henry J Kaiser Convention Center</b>	<b>579,589</b>	<b>-</b>	<b>-</b>	<b>(2,902,958)</b>
Non Departmental and Port	579,589			
<b>1740 - Hazardous Materials Inspections</b>	<b>720,348</b>	<b>711,360</b>	<b>5.10</b>	<b>1,352,040</b>
Fire Services Agency	720,348	711,360	5.10	

# FINANCIAL SUMMARIES

## FY 2012-13 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2012-13 Adopted Revenues	FY 2012-13 Adopted Expenditures	Adopted Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>1750 - Multipurpose Reserve</b>	<b>5,360,533</b>	<b>5,193,582</b>	<b>8.60</b>	<b>(4,323,246)</b>
Finance and Management Agency	(25,000)	2,913,145	0.40	
Public Works Agency	5,385,533	1,954,137	8.20	
Community and Economic Development Agency		326,300		
<b>1760 - Telecommunications Reserve</b>	<b>1,404,364</b>	<b>1,404,364</b>	<b>8.97</b>	<b>567,646</b>
Mayor		70,549	0.50	
City Administrator	1,404,364	1,236,518	7.73	
Office of Communication and Information Services		97,297	0.74	
<b>1770 - Telecommunications Land Use</b>	<b>505,547</b>	<b>505,547</b>	<b>1.72</b>	<b>626,470</b>
Community and Economic Development Agency	505,547	505,547	1.72	
<b>1780 - Kid's First Oakland Children's Fund</b>	<b>10,954,613</b>	<b>10,866,230</b>	<b>7.15</b>	<b>2,608,310</b>
Office of Parks and Recreation		109,973	1.25	
Department of Human Services	10,954,613	10,756,257	5.90	
<b>1791 - Contract Administration Fee</b>	<b>579,605</b>	<b>-</b>	<b>-</b>	<b>(2,356,384)</b>
Non Departmental and Port	579,605			
<b>1820 - OPRCA Self Sustaining Revolving Fund</b>	<b>3,738,471</b>	<b>3,715,781</b>	<b>72.73</b>	<b>1,024,220</b>
Office of Parks and Recreation	3,738,471	3,715,781	72.73	
<b>2102 - Department of Agriculture</b>	<b>1,095,000</b>	<b>1,078,732</b>	<b>6.50</b>	<b>(137,965)</b>
Department of Human Services	1,095,000	1,078,732	6.50	
<b>2103 - HUD-ESG/SHP/HOPWA</b>	<b>6,061,580</b>	<b>6,053,421</b>	<b>0.89</b>	<b>(3,331,097)</b>
Department of Human Services	6,061,580	6,053,421	0.89	
<b>2105 - HUD-EDI Grants</b>	<b>-</b>	<b>(644)</b>	<b>1.80</b>	<b>(163,496)</b>
Community and Economic Development Agency		(644)	1.80	
<b>2107 - HUD-108</b>	<b>2,122,000</b>	<b>2,122,000</b>	<b>-</b>	<b>3,236,453</b>
Community and Economic Development Agency	2,122,000	2,122,000		
<b>2108 - HUD-CDBG</b>	<b>9,779,837</b>	<b>9,425,623</b>	<b>23.07</b>	<b>816,871</b>
City Attorney		46,395	0.19	
Finance and Management Agency		151,408	1.00	
Department of Human Services		572,190	1.11	
Community and Economic Development Agency	9,779,837	8,655,630	20.77	
<b>2109 - HUD-Home</b>	<b>4,753,166</b>	<b>4,695,346</b>	<b>1.97</b>	<b>3,919,227</b>
Community and Economic Development Agency	4,753,166	4,695,346	1.97	
<b>2112 - Department of Justice</b>	<b>596,635</b>	<b>596,635</b>	<b>3.75</b>	<b>860,174</b>
City Administrator		440,200	2.75	
Police Services Agency	596,635	156,435	1.00	
<b>2114 - Department of Labor</b>	<b>1,294,896</b>	<b>1,176,300</b>	<b>63.15</b>	<b>184,043</b>
Department of Human Services	1,294,896	1,176,300	63.15	
<b>2116 - Department of Transportation</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>-</b>	<b>51,664</b>
Capital Improvement Projects	1,250,000	1,250,000		
<b>2120 - Federal Action Agency</b>	<b>329,801</b>	<b>322,939</b>	<b>0.78</b>	<b>(3,919)</b>
Department of Human Services	329,801	322,939	0.78	
<b>2123 - US Dept of Homeland Security</b>	<b>188,160</b>	<b>187,893</b>	<b>10.10</b>	<b>(917,184)</b>
Police Services Agency	188,160			
Fire Services Agency		187,893	10.10	
<b>2124 - Federal Emergency Management Agency (FEMA)</b>	<b>429,417</b>	<b>429,150</b>	<b>3.35</b>	<b>(1,256,313)</b>
Fire Services Agency	429,417	429,150	3.35	

# FINANCIAL SUMMARIES

## FY 2012-13 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2012-13 Adopted Revenues	FY 2012-13 Adopted Expenditures	Adopted Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>2128 - Department of Health and Human Services</b>	<b>17,753,149</b>	<b>16,790,670</b>	<b>145.20</b>	<b>1,214,375</b>
Department of Human Services	17,753,149	16,790,670	145.20	
<b>2138 - California Department of Education</b>	<b>1,174,283</b>	<b>1,174,283</b>	<b>-</b>	<b>12,492</b>
Department of Human Services	1,174,283	1,174,283		
<b>2140 - California Department of Transportation</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>255,820</b>
Capital Improvement Projects	100,000	100,000		
<b>2148 - California Library Services</b>	<b>68,392</b>	<b>65,421</b>	<b>1.08</b>	<b>(588,186)</b>
Library	68,392	65,421	1.08	
<b>2159 - State of California Other</b>	<b>250,000</b>	<b>229,771</b>	<b>1.62</b>	<b>(325,745)</b>
Department of Human Services	250,000	229,771	1.62	
<b>2160 - County of Alameda: Grants</b>	<b>1,427,880</b>	<b>1,418,040</b>	<b>2.09</b>	<b>3,533,960</b>
Fire Services Agency	1,010,861	1,004,205	1.00	
Department of Human Services	417,019	413,835	1.09	
<b>2163 - Metro Transportation Com: Program Grant</b>	<b>1,332,719</b>	<b>1,328,713</b>	<b>0.27</b>	<b>(843,617)</b>
Library	72,719	68,713	0.27	
Capital Improvement Projects	1,260,000	1,260,000		
<b>2172 - Alameda County: Vehicle Abatement Authority</b>	<b>380,000</b>	<b>352,240</b>	<b>2.00</b>	<b>242,373</b>
Police Services Agency	380,000	352,240	2.00	
<b>2185 - Oakland Redevelopment Agency Grants</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>-</b>	<b>907,986</b>
Community and Economic Development Agency	2,500,000	2,500,000		
<b>2190 - Private Grants</b>	<b>35,280</b>	<b>24,732</b>	<b>0.20</b>	<b>(359,011)</b>
City Attorney	10,280			
Fire Services Agency	25,000	24,732	0.20	
<b>2195 - Workforce Investment Act</b>	<b>6,502,000</b>	<b>6,280,545</b>	<b>8.61</b>	<b>691,726</b>
Finance and Management Agency		111,415	1.00	
Department of Human Services		130,217	1.23	
Community and Economic Development Agency	6,502,000	6,038,913	6.38	
<b>2210 - Measure B: Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Public Works Agency				
<b>2211 - Measure B: ACTIA</b>	<b>8,634,380</b>	<b>8,246,879</b>	<b>27.64</b>	<b>8,830,876</b>
City Administrator		96,129	0.70	
Finance and Management Agency	50,000			
Public Works Agency	8,584,380	4,650,750	26.94	
Capital Improvement Projects		3,500,000		
<b>2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds</b>	<b>1,010,000</b>	<b>1,010,000</b>	<b>-</b>	<b>2,893,567</b>
Public Works Agency	1,010,000	10,000		
Capital Improvement Projects		1,000,000		
<b>2213 - Measure B: Paratransit - ACTIA</b>	<b>966,080</b>	<b>929,860</b>	<b>4.41</b>	<b>132,712</b>
Department of Human Services	966,080	929,860	4.41	
<b>2230 - State Gas Tax</b>	<b>6,798,635</b>	<b>6,258,343</b>	<b>27.89</b>	<b>3,686,914</b>
Public Works Agency	6,798,635	6,258,343	27.89	
<b>2231 - State Gas Tax-Prop 42 Replacement Funds</b>	<b>4,184,333</b>	<b>4,056,320</b>	<b>15.18</b>	<b>2,258,860</b>
Public Works Agency	4,184,333	1,506,320	15.18	
Capital Improvement Projects		2,550,000		

# FINANCIAL SUMMARIES

## FY 2012-13 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2012-13 Adopted Revenues	FY 2012-13 Adopted Expenditures	Adopted Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>2241 - Measure Q-Library Services R</b>	<b>15,483,178</b>	<b>15,169,134</b>	<b>141.94</b>	<b>5,726,059</b>
City Administrator		273		
Office of Communication and Information Services		228,183	2.00	
Finance and Management Agency		17,657		
Library	15,483,178	14,923,021	139.94	
<b>2250 - Measure N: Fund</b>	<b>1,413,345</b>	<b>1,413,345</b>	<b>6.10</b>	<b>2,103,216</b>
City Administrator		87		
Finance and Management Agency		4,493		
Fire Services Agency	1,413,345	1,408,765	6.10	
<b>2251 - Measure Y: Public Safety Act 2004</b>	<b>22,543,233</b>	<b>22,541,761</b>	<b>71.85</b>	<b>2,871</b>
Mayor		79,073	0.40	
City Administrator		491,653	2.20	
Finance and Management Agency	22,543,233	48,830		
Police Services Agency		11,636,551	63.00	
Fire Services Agency		4,000,000		
Department of Human Services		6,285,654	6.25	
<b>2310 - Lighting and Landscape Assessment District</b>	<b>18,711,097</b>	<b>18,520,571</b>	<b>82.69</b>	<b>(1,919,580)</b>
Finance and Management Agency	18,526,897	63,612	0.40	
Office of Parks and Recreation		4,091,501	7.29	
Public Works Agency	184,200	14,365,458	75.00	
<b>2321 - Wildland Fire Prevention Assess District</b>	<b>1,850,518</b>	<b>1,850,518</b>	<b>1.00</b>	<b>1,411,558</b>
Fire Services Agency	1,850,518	1,850,518	1.00	
<b>2330 - Werner Court Vegetation Mgmt District</b>	<b>6,200</b>	<b>6,200</b>	<b>-</b>	<b>15,737</b>
Fire Services Agency	6,200	6,200		
<b>2411 - False Alarm Reduction Program</b>	<b>2,128,319</b>	<b>2,125,243</b>	<b>6.50</b>	<b>1,465,879</b>
Office of Communication and Information Services		170,026	1.00	
Police Services Agency	2,128,319	1,955,217	5.50	
<b>2412 - Alameda County: Emergency Dispatch Service Supplemental Assessment</b>	<b>1,773,649</b>	<b>1,748,057</b>	<b>11.10</b>	<b>354,650</b>
Finance and Management Agency		4,542		
Fire Services Agency	1,773,649	1,743,515	11.10	
<b>2413 - Rent Adjustment Program Fund</b>	<b>1,800,000</b>	<b>1,689,327</b>	<b>11.90</b>	<b>232,056</b>
City Attorney		338,882	1.90	
Finance and Management Agency		263,714	3.00	
Community and Economic Development Agency	1,800,000	1,086,731	7.00	
<b>2415 - Development Service Fund</b>	<b>23,233,000</b>	<b>21,908,236</b>	<b>118.96</b>	<b>3,382,734</b>
City Administrator		43,383	0.33	
City Attorney		332,877	1.50	
Office of Communication and Information Services		35,896	0.33	
Public Works Agency		215,373	1.00	
Community and Economic Development Agency	23,233,000	21,280,707	115.80	
<b>2416 - Traffic Safety Fund</b>	<b>3,065,864</b>	<b>3,047,041</b>	<b>23.37</b>	<b>1,709,456</b>
Police Services Agency	1,539,100	1,889,177	15.65	
Public Works Agency	1,526,764	1,157,864	7.72	
<b>2417 - Excess Litter Fee Fund</b>	<b>440,900</b>	<b>440,900</b>	<b>-</b>	<b>258,314</b>
City Administrator		440,900		
Finance and Management Agency	440,900			

# FINANCIAL SUMMARIES

## FY 2012-13 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2012-13 Adopted Revenues	FY 2012-13 Adopted Expenditures	Adopted Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>2419 - Transient Occupancy Tax (TOT) Surcharge</b>	<b>2,604,743</b>	<b>2,604,743</b>	-	<b>256,030</b>
Community and Economic Development Agency	325,593	325,593		
Non Departmental and Port	2,279,150	2,279,150		
<b>2607 - Department of Justice-COPS Hiring Recovery Program (ARRA)</b>	-	-	-	<b>533,252</b>
<b>2609 - Dept of Energy-EECBG Program (ARRA)</b>	-	-	<b>1.00</b>	<b>38,877</b>
City Administrator			1.00	
<b>2990 - Public Works Grants</b>	<b>280,000</b>	<b>280,000</b>	<b>1.47</b>	<b>(1,062,145)</b>
Public Works Agency	280,000	280,000	1.47	
<b>2993 - Library Grants</b>	<b>250,000</b>	<b>250,000</b>	-	<b>606,644</b>
Library	250,000	250,000		
<b>2994 - Social Services Grants</b>	<b>56,000</b>	<b>56,000</b>	-	<b>129,284</b>
Department of Human Services	56,000	56,000		
<b>2995 - Police Grants</b>	<b>20,000</b>	<b>20,000</b>	-	<b>21,691</b>
Police Services Agency	20,000	20,000		
<b>2996 - Parks and Recreation Grants 2001</b>	<b>16,847</b>	<b>16,847</b>	-	<b>34,420</b>
Office of Parks and Recreation	16,847	16,847		
<b>2999 - Miscellaneous Grants</b>	<b>1,300,000</b>	<b>1,300,000</b>	-	<b>8,495,865</b>
Police Services Agency	1,300,000	1,300,000		
Capital Improvement Projects				
<b>3100 - Sewer Service Fund</b>	<b>53,501,800</b>	<b>49,008,219</b>	<b>134.16</b>	<b>142,914,757</b>
City Attorney		100,831	0.54	
Finance and Management Agency	100,000	1,078,022		
Fire Services Agency		256,388	2.00	
Public Works Agency	53,401,800	22,261,648	131.62	
Non Departmental and Port		10,161,330		
Capital Improvement Projects		15,150,000		
<b>3150 - Sewer Rate Stabilization Fund</b>	<b>500,000</b>	-	-	<b>1,000,000</b>
Public Works Agency	500,000			
<b>3200 - Golf Course</b>	<b>895,950</b>	<b>894,529</b>	<b>0.75</b>	<b>4,948,771</b>
Office of Parks and Recreation	895,950	886,079	0.75	
Community and Economic Development Agency		8,450		
<b>4100 - Equipment</b>	<b>18,232,718</b>	<b>15,898,426</b>	<b>57.00</b>	<b>3,711,717</b>
Finance and Management Agency	(35,000)	5,521		
Public Works Agency	18,267,718	15,892,905	57.00	
<b>4200 - Radio / Telecommunications</b>	<b>3,577,377</b>	<b>3,352,376</b>	<b>8.95</b>	<b>1,493,065</b>
Office of Communication and Information Services	3,577,377	3,352,376	8.95	
<b>4210 - Telephone Equipment and Software</b>	<b>308,530</b>	<b>87,376</b>	-	<b>1,310,242</b>
Office of Communication and Information Services	308,530	87,376		
<b>4300 - Reproduction</b>	<b>1,440,745</b>	<b>1,412,391</b>	<b>5.00</b>	<b>(341,181)</b>
Office of Communication and Information Services	1,440,745	1,412,391	5.00	
<b>4400 - City Facilities</b>	<b>24,426,382</b>	<b>22,995,797</b>	<b>110.33</b>	<b>(26,926,729)</b>
Finance and Management Agency	(75,000)			
Public Works Agency	24,498,982	22,995,797	110.33	
Community and Economic Development Agency	2,400			

# FINANCIAL SUMMARIES

## FY 2012-13 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2012-13 Adopted Revenues	FY 2012-13 Adopted Expenditures	Adopted Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>4450 - City Facilities Energy Conservation</b>				
<b>Projects</b>	-	-	<b>0.50</b>	<b>3,065,375</b>
Community and Economic Development Agency			0.50	
<b>4500 - Central Stores</b>	<b>425,838</b>	<b>309,140</b>	<b>2.50</b>	<b>(4,052,323)</b>
Finance and Management Agency	425,838	309,140	2.50	
<b>4550 - Purchasing</b>	<b>775,132</b>	<b>729,280</b>	<b>7.50</b>	<b>(625,097)</b>
Finance and Management Agency	775,132	729,280	7.50	
<b>5130 - Rockridge: Library Assessment District</b>	<b>134,420</b>	<b>3,387</b>	-	<b>918,651</b>
Finance and Management Agency	134,420	3,387		
<b>5321 - Measure DD: 2009B Clean Water, Safe</b>				
<b>Parks &amp; Open Space Trust Fund for Oakland</b>	-	-	<b>4.50</b>	<b>47,515,310</b>
Public Works Agency			4.00	
Community and Economic Development Agency			0.50	
<b>5505 - Municipal Capital Improvement: Public</b>				
<b>Arts</b>	<b>260,227</b>	<b>260,227</b>	<b>1.25</b>	<b>392,214</b>
City Administrator		229		
Community and Economic Development Agency	260,227	259,998	1.25	
<b>5510 - Capital Reserves</b>	<b>1,000,000</b>	<b>1,000,000</b>	-	<b>3,857,105</b>
Finance and Management Agency	1,000,000			
Capital Improvement Projects		1,000,000		
<b>6014 - Oakland Convention Center 1992</b>	<b>14,133,110</b>	<b>14,126,610</b>	-	<b>95,732</b>
Non Departmental and Port	14,133,110	14,126,610		
<b>6015 - COP-Oakland Museum 2002 Series A</b>	-	-	-	<b>57</b>
Non Departmental and Port				
<b>6027 - JPFA Capital Projects: Series 2005</b>	<b>11,164,010</b>	<b>11,164,010</b>	-	<b>89,325,043</b>
Non Departmental and Port	11,164,010	11,164,010		
<b>6032 - Taxable Pension Obligation: Series 2001</b>	<b>39,555,020</b>	<b>39,559,020</b>	-	<b>29,088</b>
Non Departmental and Port	39,555,020	39,559,020		
<b>6036 - JPFA Refunding Revenue Bonds: 2008</b>				
<b>Series A-1 (Tax-Exempt Bonds)</b>	<b>19,718,760</b>	<b>19,718,760</b>	-	<b>10,967,235</b>
Non Departmental and Port	19,718,760	19,718,760		
<b>6037 - JPFA Refunding Revenue Bonds: 2008</b>				
<b>Series A-2 (Taxable Bonds)</b>	<b>5,532,260</b>	<b>5,532,260</b>	-	<b>2,073,300</b>
Non Departmental and Port	5,532,260	5,532,260		
<b>6063 - General Obligation Bonds: Series 2005</b>	<b>11,162,090</b>	<b>11,162,090</b>	-	<b>1,978,278</b>
Finance and Management Agency	11,162,090			
Non Departmental and Port		11,162,090		
<b>6310 - Measure G: 2002A Zoo, Museum, Chabot</b>	<b>2,555,010</b>	<b>2,555,010</b>	-	<b>784,481</b>
Non Departmental and Port	2,555,010	2,555,010		
<b>6311 - Measure G: 2006 Zoo, Museum</b>	<b>1,329,360</b>	<b>1,326,370</b>	-	<b>427,748</b>
Non Departmental and Port	1,329,360	1,326,370		
<b>6320 - Measure DD: 2003A Clean Water, Safe</b>				
<b>Parks and Open Space Trust Fund for Oakland</b>	<b>4,430,300</b>	<b>4,430,300</b>	-	<b>1,328,001</b>
Non Departmental and Port	4,430,300	4,430,300		
<b>6321 - Measure DD: 2009B Clean Water, Safe</b>				
<b>Parks &amp; Open Space Trust Fund for Oakland</b>	<b>4,615,490</b>	<b>4,615,490</b>	-	<b>1,803,192</b>
Finance and Management Agency	4,615,490			
Non Departmental and Port		4,615,490		

# FINANCIAL SUMMARIES

## FY 2012-13 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2012-13 Adopted Revenues	FY 2012-13 Adopted Expenditures	Adopted Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>6520 - Fire Area - Redemption</b>	<b>566,610</b>	<b>496,080</b>	<b>0.40</b>	<b>1,180,729</b>
Finance and Management Agency		50,000	0.40	
Non Departmental and Port	566,610	446,080		
<b>6530 - Rockridge Area Water District - Redemption</b>	<b>69,552</b>	<b>58,039</b>	<b>-</b>	<b>449,092</b>
Non Departmental and Port	69,552	58,039		
<b>6540 - Skyline Sewer District - Redemption</b>	<b>29,821</b>	<b>24,300</b>	<b>-</b>	<b>61,013</b>
Non Departmental and Port	29,821	24,300		
<b>6555 - Piedmont Pines 2010 Utility Underground Phase I - Debt Service</b>	<b>460,579</b>	<b>231,528</b>	<b>-</b>	<b>592,287</b>
Non Departmental and Port	460,579	231,528		
<b>6570 - JPFA Pooled Assessment: 1996 Revenue Bonds - Assessment</b>	<b>22,400</b>	<b>22,400</b>	<b>-</b>	<b>(143,578)</b>
Non Departmental and Port	22,400	22,400		
<b>6585 - JPFA Reassessment District: 1999 Debt Service</b>	<b>484,080</b>	<b>484,080</b>	<b>-</b>	<b>131,625</b>
Non Departmental and Port	484,080	484,080		
<b>6612 - JPFA Lease Revenue Refunding Bonds (Admin Building): 2008 Series B</b>	<b>9,068,180</b>	<b>9,068,180</b>	<b>-</b>	<b>9,073,814</b>
Non Departmental and Port	9,068,180	9,068,180		
<b>6999 - Miscellaneous Debt Service</b>	<b>21,500,000</b>	<b>21,500,000</b>	<b>-</b>	<b>-</b>
Non Departmental and Port	21,500,000	21,500,000		
<b>7100 - Police and Fire Retirement System</b>	<b>2,661,077</b>	<b>2,659,174</b>	<b>4.10</b>	<b>284,873,707</b>
City Attorney		97,717	0.40	
Human Resources		2,561,457	3.70	
Non Departmental and Port	2,661,077			
<b>7120 - Oakland Municipal Employees' Retirement System OMERS</b>	<b>331,863</b>	<b>331,048</b>	<b>1.40</b>	<b>4,818,606</b>
City Attorney		24,429	0.10	
Human Resources		306,619	1.30	
Non Departmental and Port	331,863			
<b>7130 - Employee Deferred Compensation</b>	<b>202,685</b>	<b>202,685</b>	<b>1.05</b>	<b>291,908</b>
Human Resources	202,685	202,685	1.05	
<b>7320 - Police and Fire Retirement System Refinancing Annuity Trust</b>	<b>9,624,258</b>	<b>9,624,258</b>	<b>-</b>	<b>109,439,531</b>
Non Departmental and Port	9,624,258	9,624,258		
<b>7440 - Unclaimed Cash</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,157,063</b>
Police Services Agency				
<b>7540 - Oakland Public Library Trust</b>	<b>110,879</b>	<b>110,879</b>	<b>-</b>	<b>1,822,697</b>
Library	110,879	110,879		
<b>7640 - Oakland Public Museum Trust</b>	<b>32,610</b>	<b>32,610</b>	<b>-</b>	<b>812,173</b>
City Administrator	32,610	32,610		
<b>7760 - Grant Clearing</b>		<b>(44,257)</b>	<b>151.76</b>	<b>113,381</b>
City Administrator		12,673	0.08	
Finance and Management Agency		36,046	0.33	
Public Works Agency		(89,432)	137.35	
Community and Economic Development Agency		(3,544)	14.00	

# FINANCIAL SUMMARIES

## FY 2012-13 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2012-13 Adopted Revenues	FY 2012-13 Adopted Expenditures	Adopted Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>7780 - Oakland Redevelopment Agency Projects (ORA)</b>	<b>26,854,080</b>	<b>26,845,899</b>	<b>159.21</b>	<b>(654,060)</b>
Mayor		554,516	2.00	
City Council		1,609,091	9.76	
City Administrator		1,611,392	11.84	
City Attorney		2,981,021	14.85	
City Clerk		458,727	3.50	
Office of Communication and Information Services		35,896	0.33	
Finance and Management Agency		861,425	6.20	
Police Services Agency		3,482,040	17.18	
Department of Human Services		538,450	3.52	
Public Works Agency		768,651	7.00	
Community and Economic Development Agency		13,944,690	83.03	
Non Departmental and Port	26,854,080			
<b>7999 - Miscellaneous Trusts</b>	<b>69,270</b>	<b>69,270</b>	<b>-</b>	<b>872,038</b>
Office of Parks and Recreation	69,270	69,270		
<b>Grand Total</b>	<b>1,000,852,693</b>	<b>978,278,157</b>	<b>3,700.59</b>	<b>900,095,782</b>

**REVENUE TABLES**

**FINANCIAL SUMMARIES**

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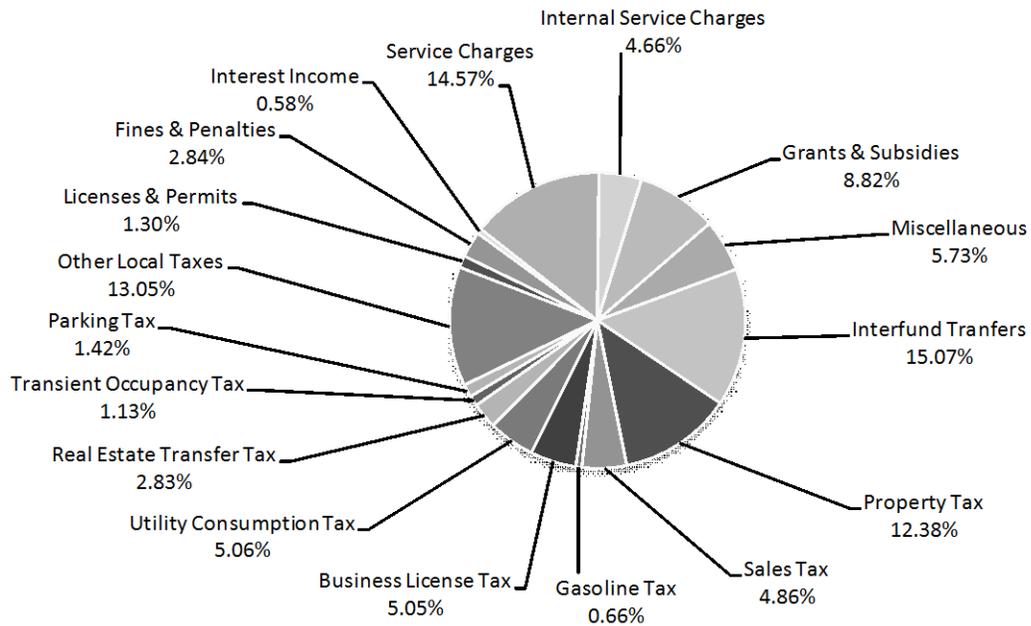
**NOTES**

## FINANCIAL SUMMARIES

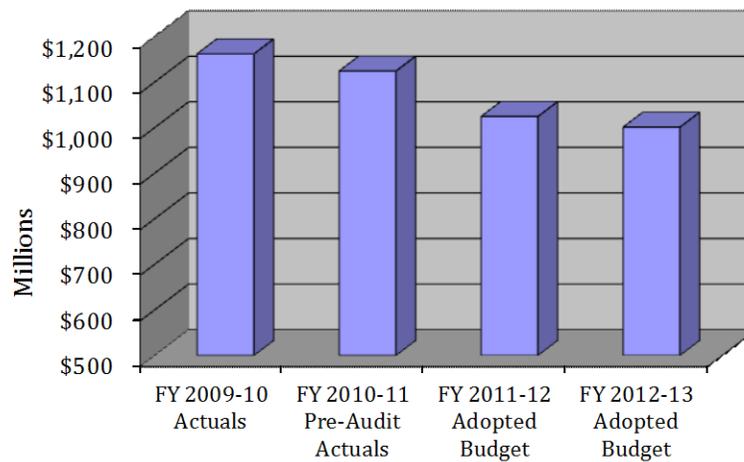
<b>ALL FUNDS REVENUE</b>				
<b>Revenue Type</b>	<b>FY 2009-10 Actuals</b>	<b>FY 2010-11 Pre-Audit Actuals</b>	<b>FY 2011-12 Adopted Budget</b>	<b>FY 2012-13 Adopted Budget</b>
Property Tax	\$131,825,198	\$125,001,736	\$125,354,813	\$125,354,813
Sales Tax	45,502,628	49,822,611	48,854,534	49,584,611
Vehicle License Fee	1,250,869	1,955,148	-	-
Gasoline Tax	7,123,936	9,750,368	6,637,535	6,637,535
Business License Tax	54,140,218	51,470,691	50,869,280	51,365,918
Utility Consumption Tax	51,106,503	53,440,475	51,176,611	51,199,282
Real Estate Transfer Tax	36,971,710	31,727,321	28,490,000	28,774,900
Transient Occupancy Tax	9,978,273	12,394,764	11,333,113	11,507,680
Parking Tax	13,885,221	13,390,188	14,188,296	14,472,062
Other Local Taxes	137,951,078	128,890,249	132,168,809	132,207,099
Licenses & Permits	13,564,441	14,820,553	13,189,090	13,189,090
Fines & Penalties	31,689,631	29,513,254	28,732,014	28,732,014
Interest Income	11,820,527	9,093,796	6,007,213	5,646,950
Service Charges	134,536,079	136,949,732	143,331,978	151,784,030
Internal Service Charges	49,664,321	49,776,007	46,404,703	48,025,547
Grants & Subsidies	151,028,208	164,661,172	94,698,167	83,899,545
Miscellaneous	140,335,954	91,445,918	71,116,042	45,008,345
Interfund Transfers	139,500,066	150,009,304	151,801,716	153,463,272
<b>Grand Total</b>	<b>\$1,161,874,861</b>	<b>\$1,124,113,287</b>	<b>\$1,024,353,914</b>	<b>\$1,000,852,693</b>

# FINANCIAL SUMMARIES

## BREAKDOWN OF FY 2011-13 (2 YEAR TOTAL) ALL FUNDS REVENUE BY TYPE



## HISTORICAL CHANGES IN ALL FUNDS REVENUE

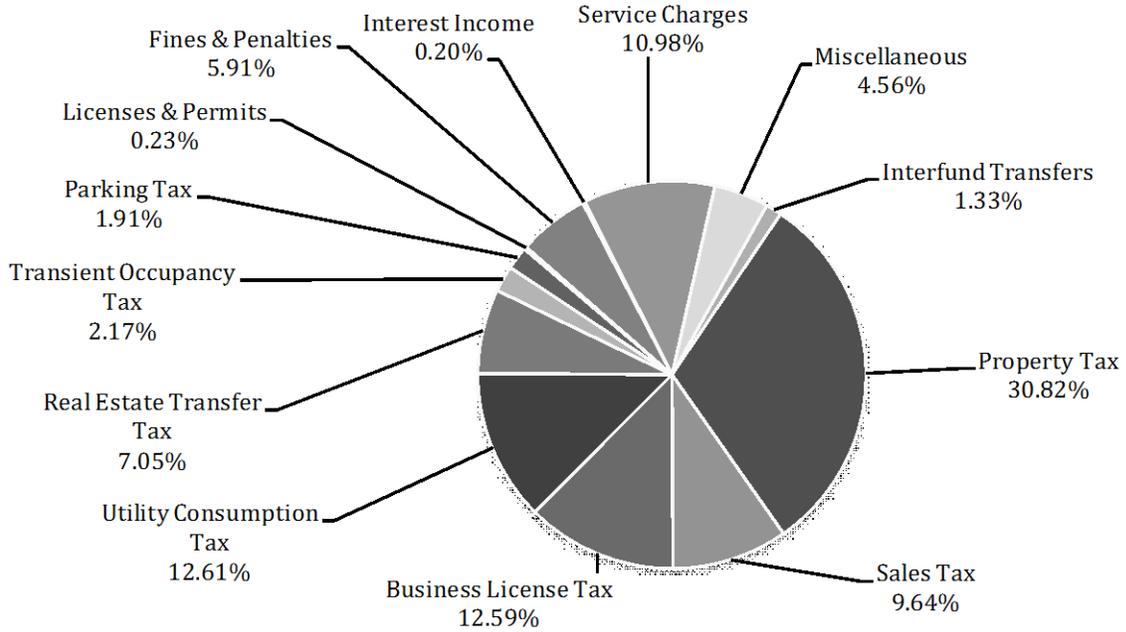


## FINANCIAL SUMMARIES

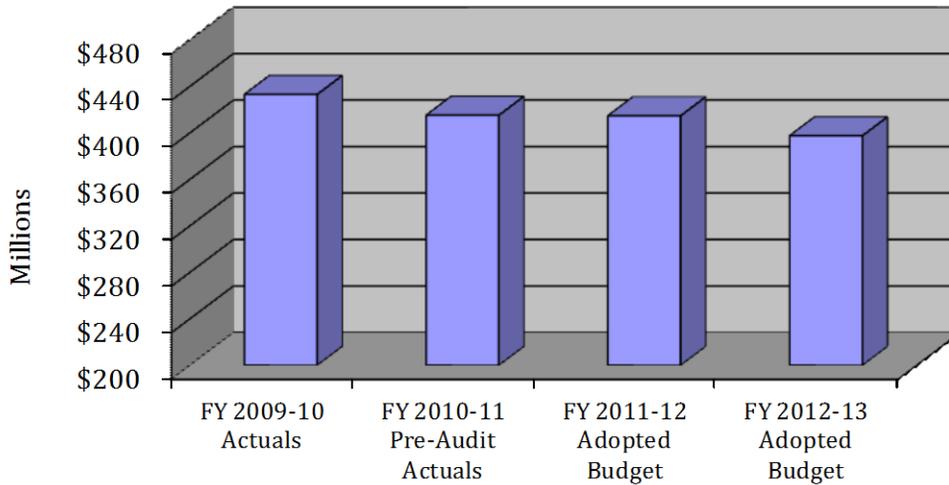
<b>GENERAL PURPOSE FUND REVENUE</b>				
<b>Revenue Type</b>	<b>FY 2009-10 Actuals</b>	<b>FY 2010-11 Pre-Audit Actuals</b>	<b>FY 2011-12 Adopted Budget</b>	<b>FY 2012-13 Adopted Budget</b>
Property Tax	\$131,781,702	\$124,958,348	\$125,166,501	\$125,166,501
Sales Tax	35,876,786	40,106,155	38,794,400	39,524,477
Vehicle License Fee	1,250,869	1,955,148	-	-
Business License Tax	54,137,582	51,470,691	50,869,280	51,365,918
Utility Consumption Tax	51,106,503	53,440,475	51,176,611	51,199,282
Real Estate Transfer Tax	36,971,710	31,727,321	28,490,000	28,774,900
Transient Occupancy Tax	8,471,713	9,544,822	8,728,370	8,902,937
Parking Tax	7,522,988	8,475,661	7,669,349	7,822,736
Licenses & Permits	720,436	888,147	939,660	939,660
Fines & Penalties	27,352,869	24,165,726	24,011,420	24,011,420
Interest Income	1,100,078	956,764	800,000	800,000
Service Charges	45,030,416	43,985,836	44,404,804	44,759,576
Internal Service Charges	9,550	(932)	-	-
Grants & Subsidies	1,950,469	82,346	-	-
Miscellaneous	7,886,296	6,295,883	31,128,540	5,928,540
Interfund Transfers	21,855,950	17,091,732	2,500,000	8,282,521
<b>Grand Total</b>	<b>\$433,025,920</b>	<b>\$415,144,123</b>	<b>\$414,678,935</b>	<b>\$397,478,468</b>

# FINANCIAL SUMMARIES

## BREAKDOWN OF FY 2011-13 (2 YEAR TOTAL) GPF REVENUE BY TYPE



## HISTORICAL CHANGES IN GPF REVENUE



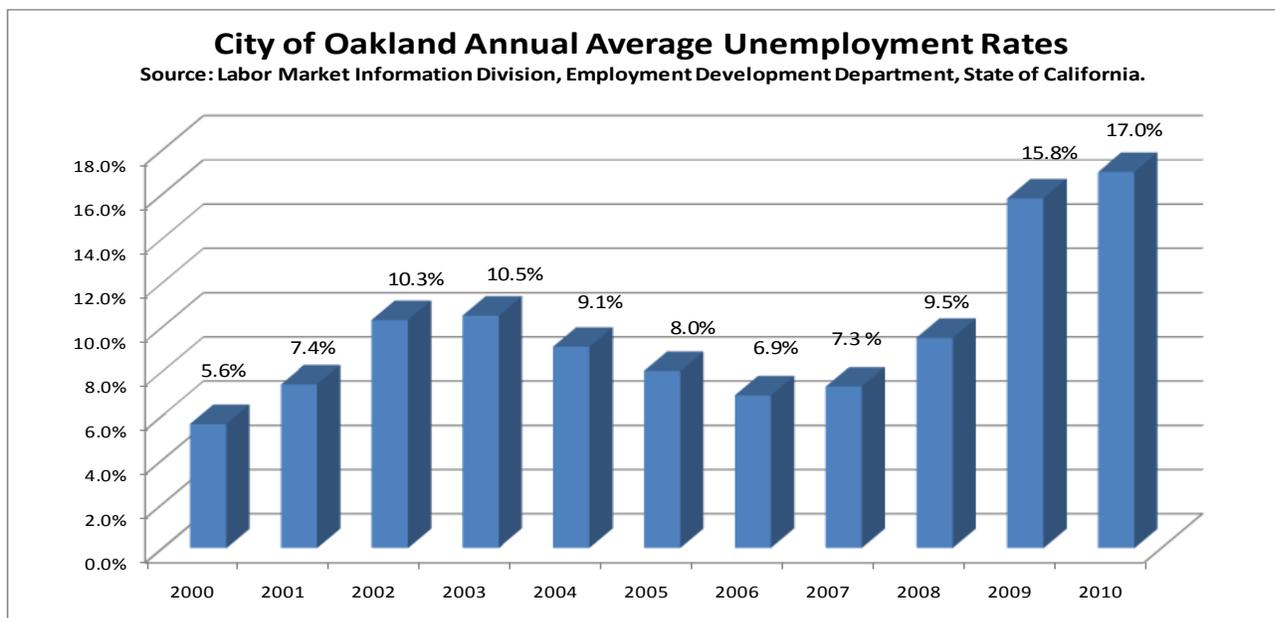
## GENERAL ECONOMIC OVERVIEW

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

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

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

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



## FINANCIAL SUMMARIES

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

## SUMMARY OF THE GENERAL PURPOSE FUND REVENUES

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

### Property Tax

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

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



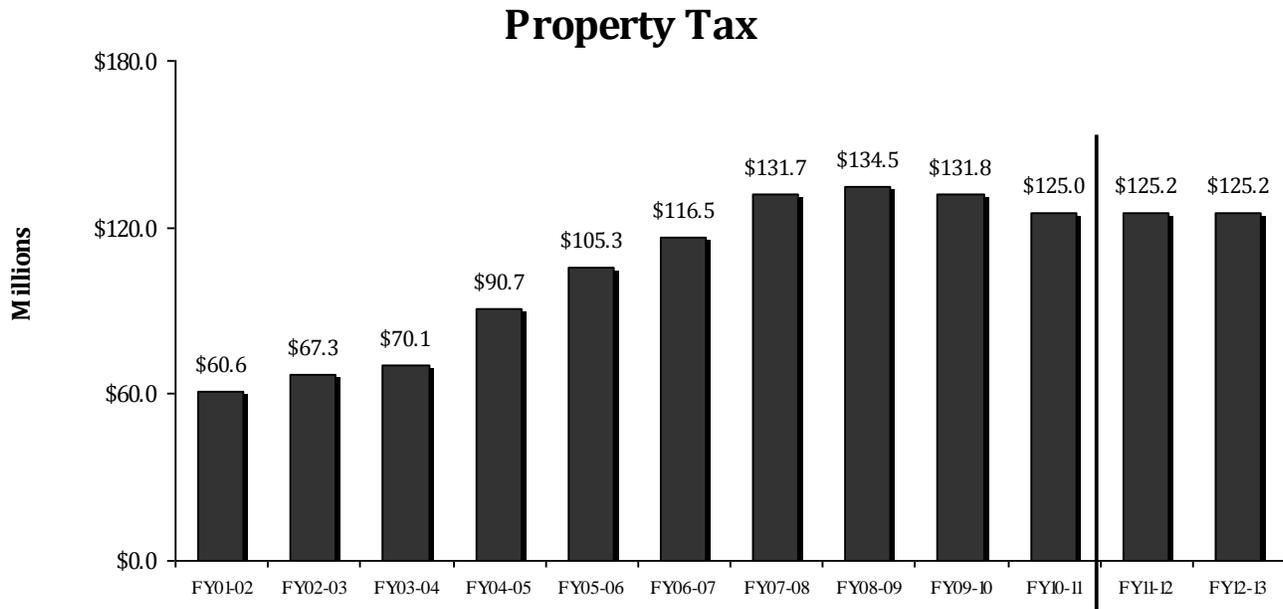
Over the last 10 years, property tax revenue has grown on average, year-over-year, at a steady pace of 9.8 percent, due primarily to robust increases in local housing values. The growth for that period was accelerated by a rapid run-up of housing demand, new construction, and developments that began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

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

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

# FINANCIAL SUMMARIES

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



## Sales & Use Tax

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

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

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

# FINANCIAL SUMMARIES

## SALES TAX ALLOCATION TABLE

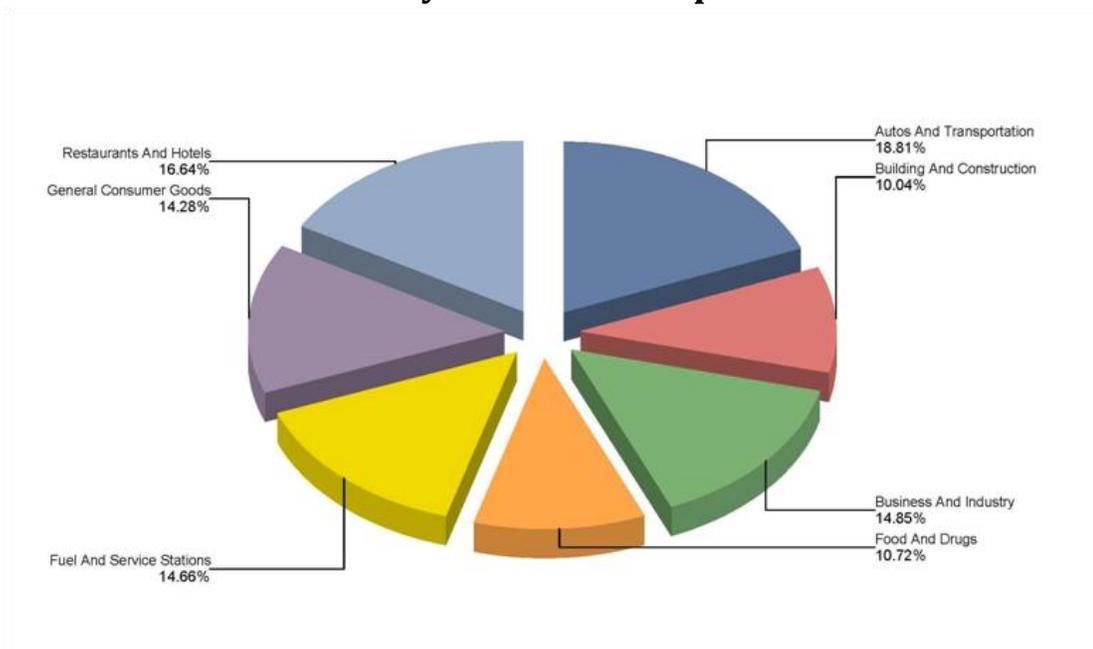
Sales Tax Component	Rate	Alameda		City of
		State	County	Oakland
State General Fund	5.25%	5.25%		
Temporary 1% Sales Tax Increase	1.00%	1.00%		
Local city allocation	0.75%	0.01%	0.05%	0.69%
County Mental Health/Welfare obligations	0.50%	0.00%	0.50%	
Public Safety Fund (Prop 172)	0.50%	0.00%	0.45%	0.05%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

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

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

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

## Sales Tax by Business Group - 2010



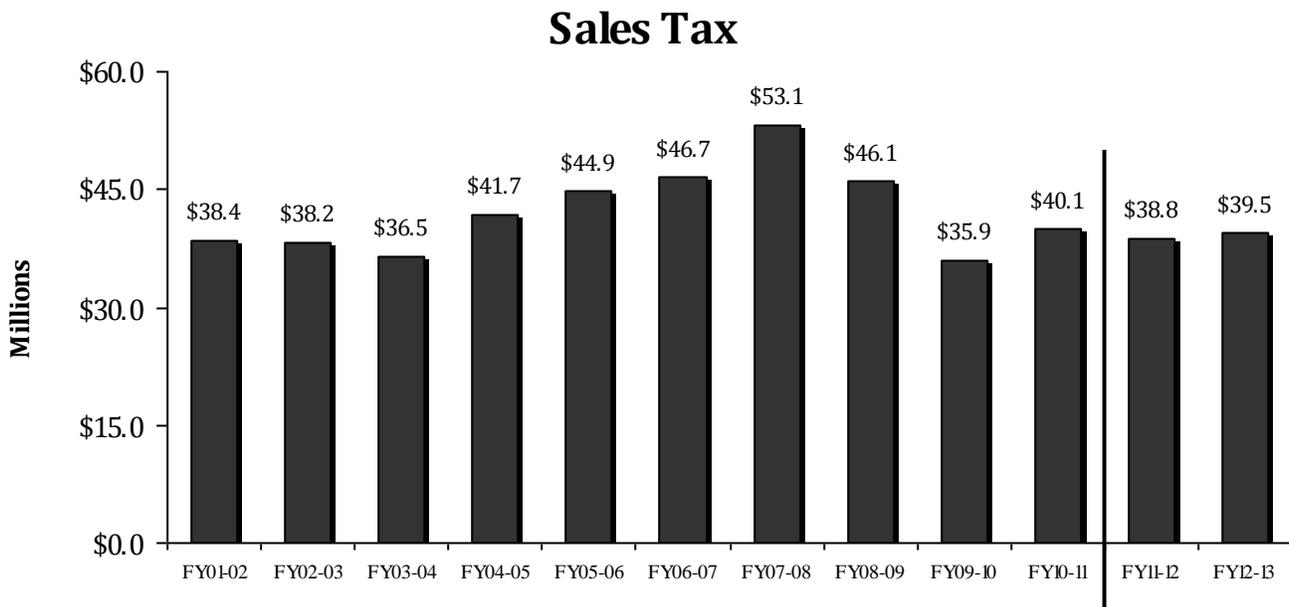
# FINANCIAL SUMMARIES

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

The Sales Tax revenue is budgeted at \$38.8million for FY 2011-12, and \$39.5 million for FY 2012-13.

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



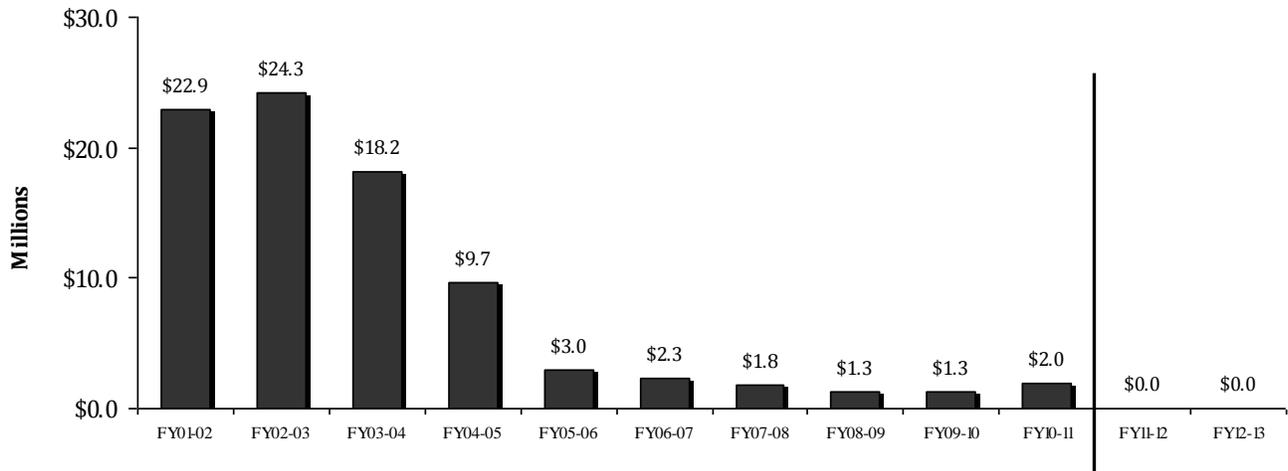
## Vehicle License Fee (VLF)

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

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

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

### Vehicle License Fees



# FINANCIAL SUMMARIES

## Business License Tax

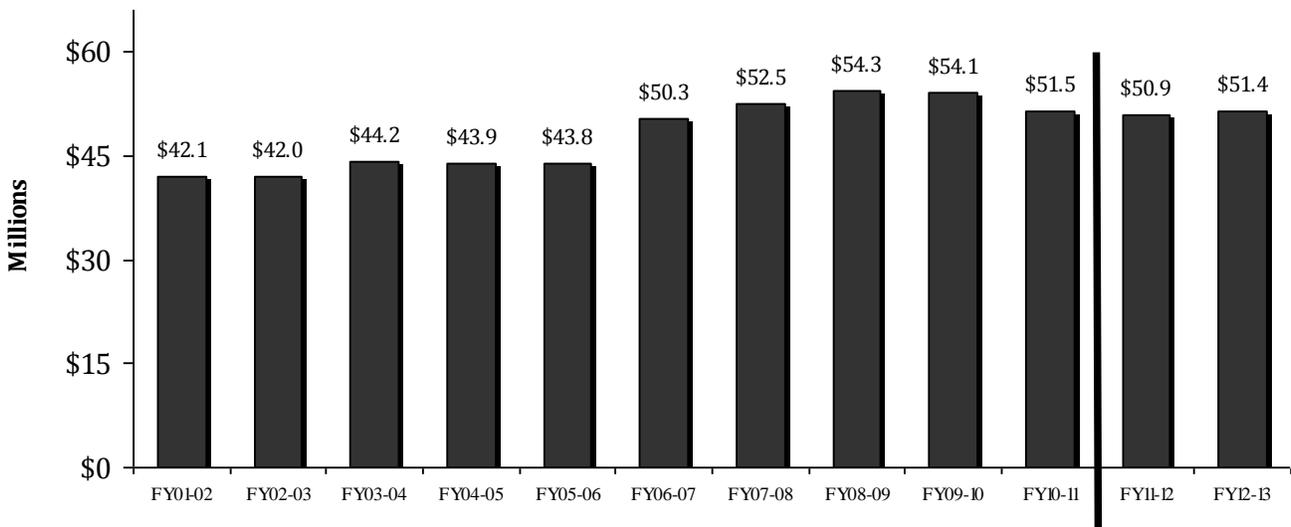
The Business License Tax (BLT) is charged annually to businesses based in the City and is primarily applied to either gross receipts (62 percent) or rental income (38 percent). The rate on gross receipts varies by type of business, ranging from a low of sixty cents per \$1,000 of receipts for grocers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

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

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

Based on these assumptions, Business License Tax is budgeted at \$50.9 million for FY 2011-12 and \$51.4 million in FY 2012-13.

### Business License Tax

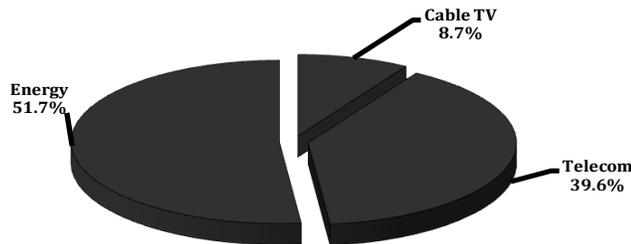


## Utility Consumption Tax

The Utility Consumption Tax (UCT) is imposed on the use of utilities, primarily electricity, natural gas, cable television, and telephone. The UCT applies to both residential and commercial users. It is collected by utility companies and remitted to the City each month. The tax rate in Oakland has been 7.5% 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% on energy use (gas and electricity).

The composition of FY 2009-10 UCT revenue totaled \$37 million and is shown below. The graph illustrates that in FY 2009-10, energy and telecommunications accounted for a major portion of UCT, at 51.7% and 39.6%, respectively. Cable television accounted for the remaining 8.7%.

**UCT Composition in FY 2009-10**



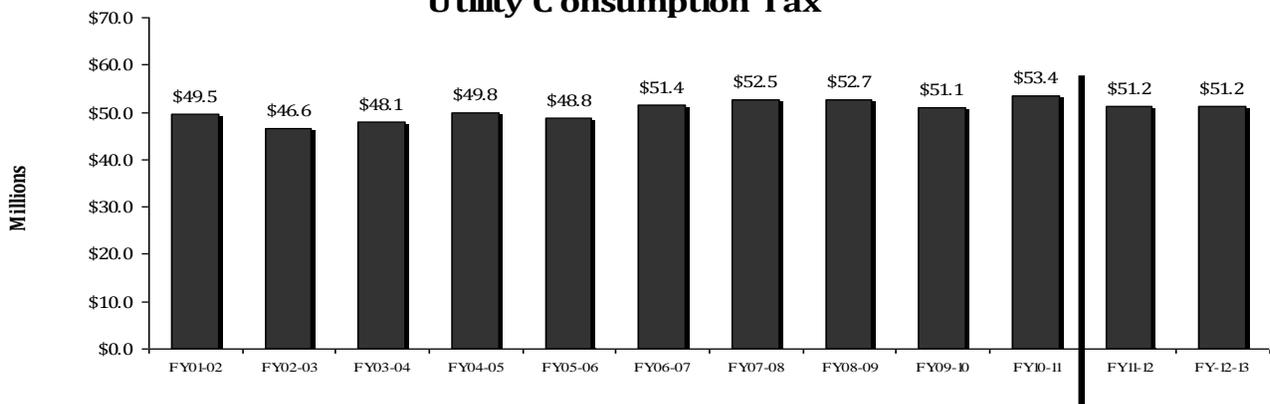
Historical growth in UCT revenue has been due in large part to increases in the tax rate and the prices of energy and services billed to customers. This tax has high variability due to industry restructuring, technological change, weather, dynamics of energy markets, price volatility, consumption patterns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

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

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

Utility Consumption Tax is budgeted at \$51.2 million for FY 2011-12 and \$51.2 million for FY 2012-13, a 4.2% decrease from FY 2010-11.

**Utility Consumption Tax**



# FINANCIAL SUMMARIES

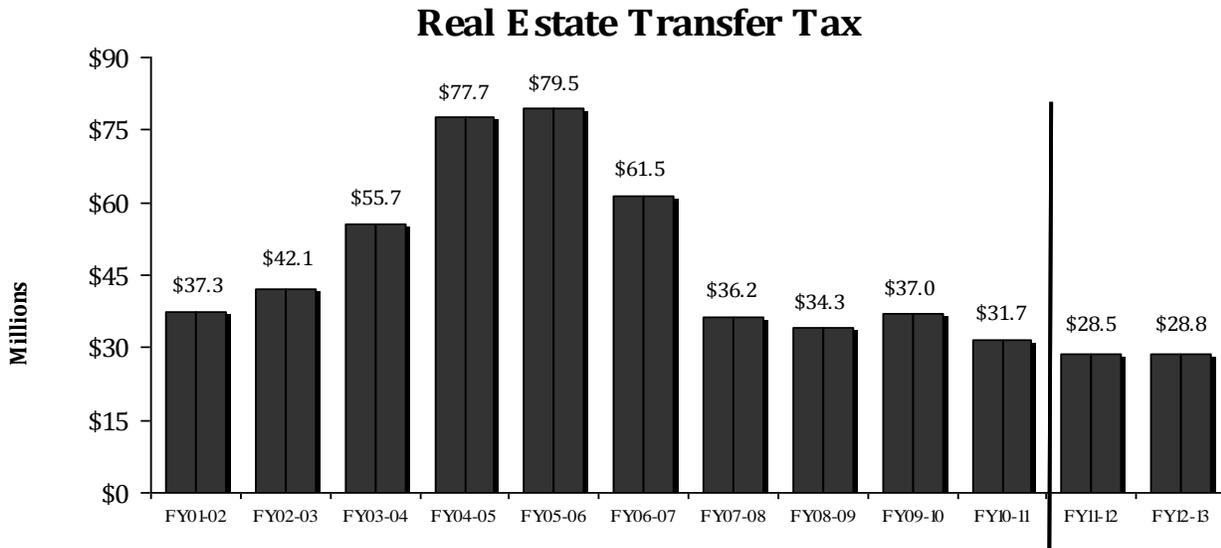
## Real Estate Transfer Tax (RETT)

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

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

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

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



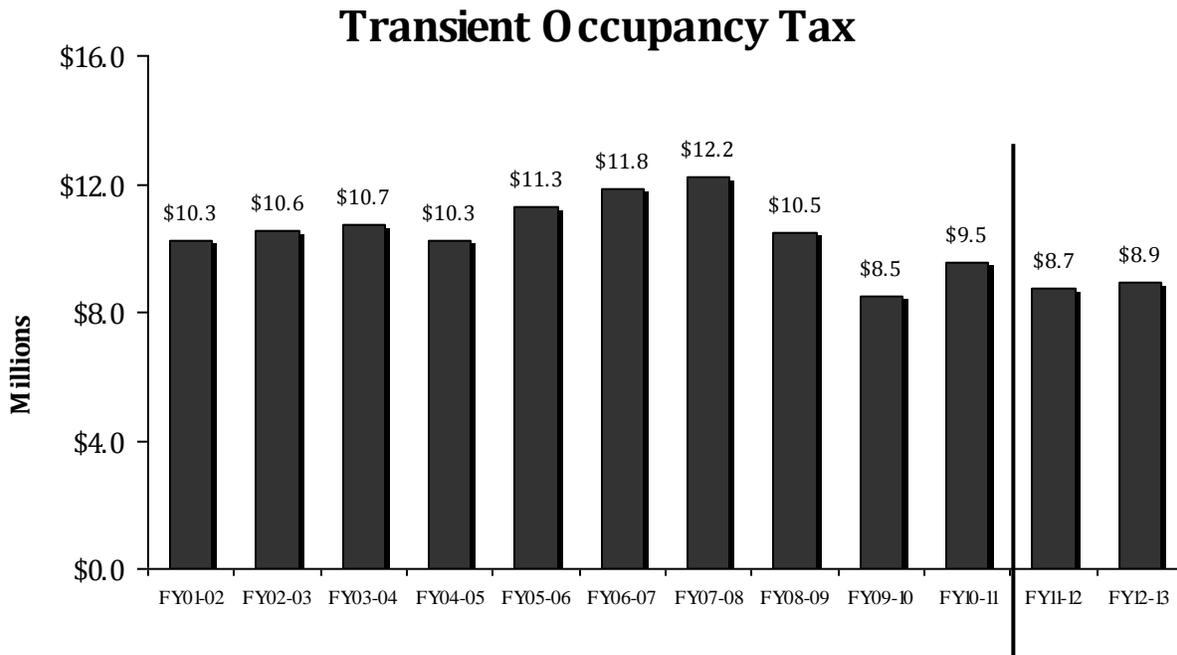
## Transient Occupancy Tax (TOT)

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

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

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

TOT is budgeted at \$8.7 million in FY 2011-12, and \$8.9 million in FY 2012-13; the chart below reflects the trend.



# FINANCIAL SUMMARIES

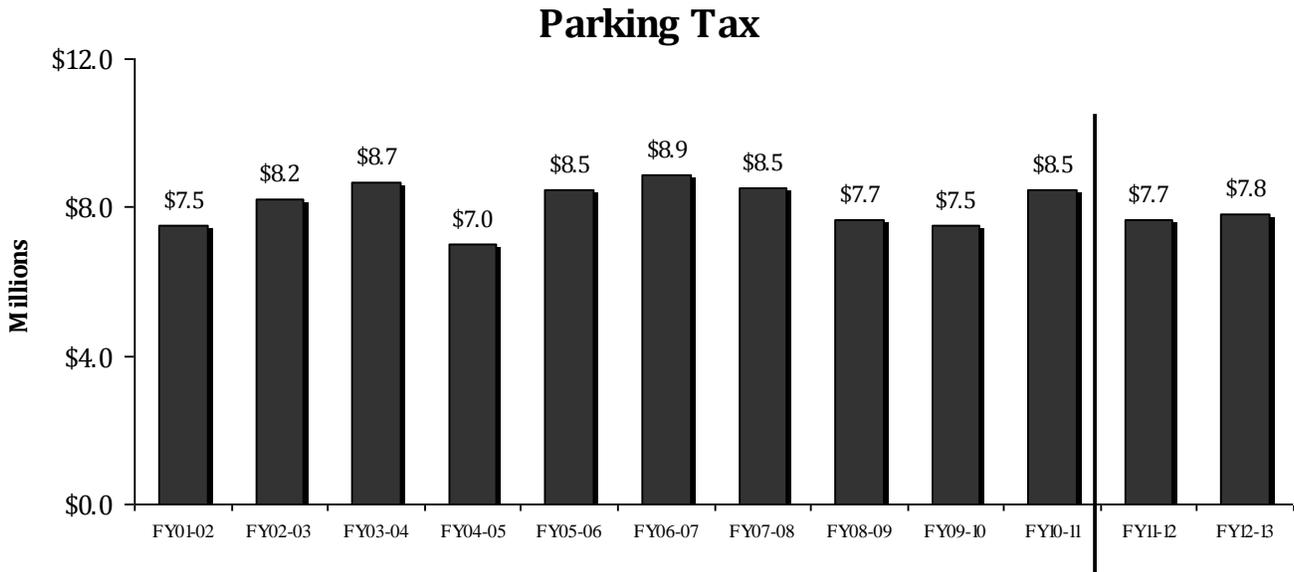
## Parking Tax

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

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

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

Parking Tax in FY 2008-09 and FY 2009-10 was down over a million dollars from previous years due to the decline in travel and loss of airlines at the Oakland International Airport. The FY 2011-13 Budget forecast assumes 2% growth (from the FY 2009-10 actual revenues) as the economy in tourism and business travel improves. Parking Tax is budgeted at \$7.7 million and \$7.8 million for FY 2011-12 and FY 2012-13, respectively. FY 2010-11 Actual Un-Audited parking revenue was \$1 million greater than anticipated in the proposed FY 2010-11 Budget.



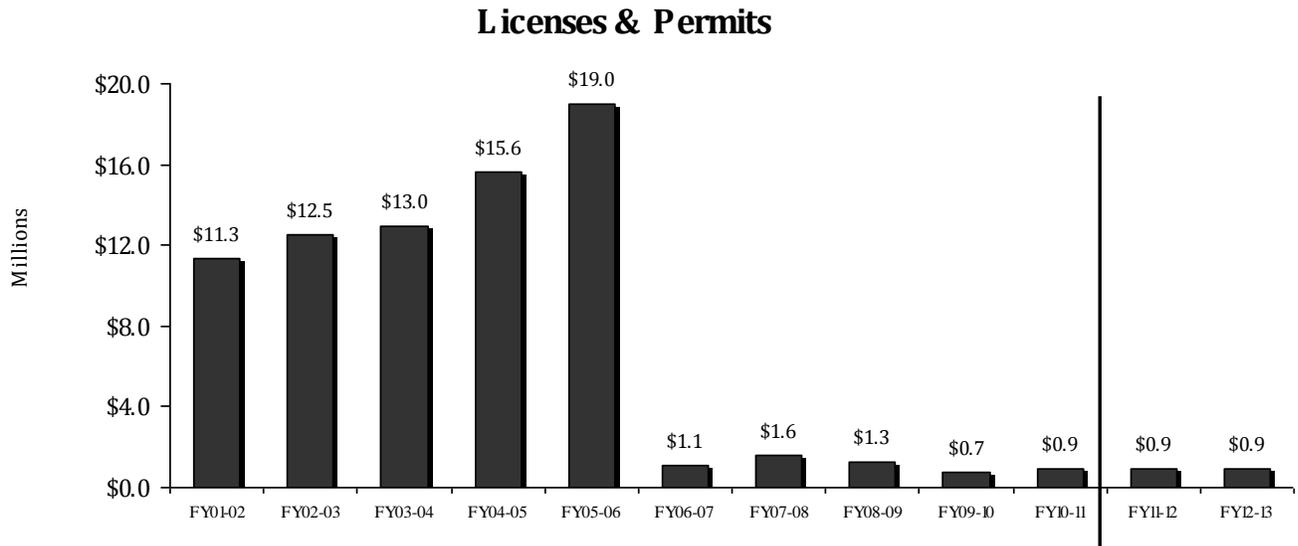
## Licenses & Permits

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

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

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

Licenses and Permits are assumed to remain flat and are budgeted at \$0.9 million in FY 2011-12 and FY 2012-13.



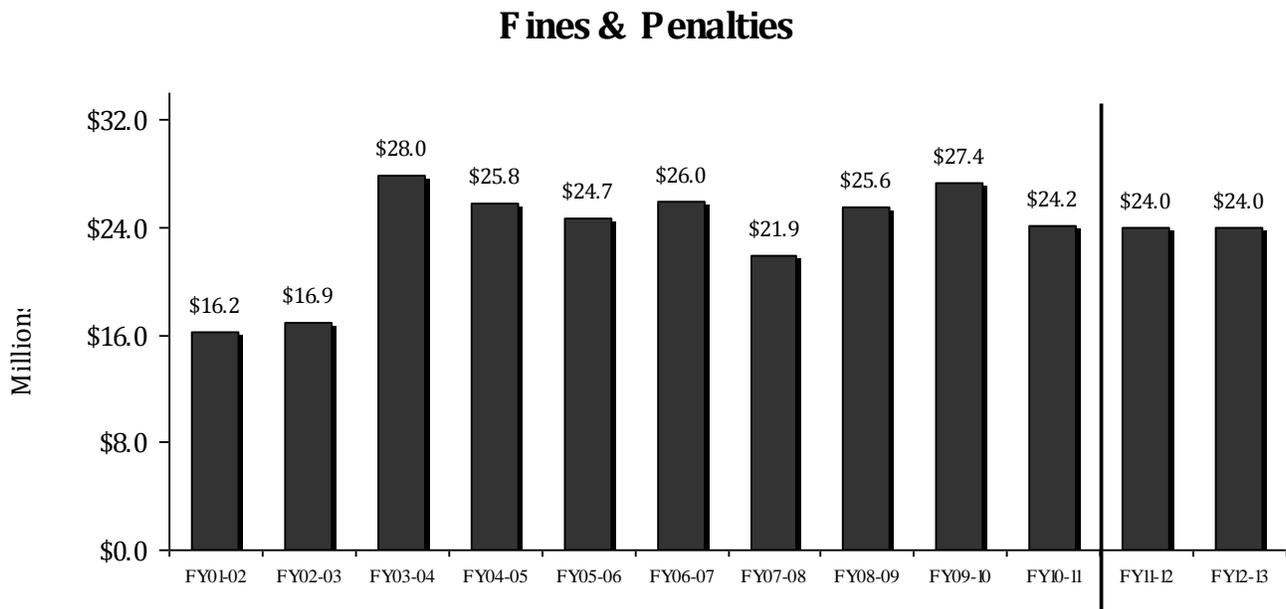
# FINANCIAL SUMMARIES

## Fines & Penalties

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

Parking citation revenue collected for FY 2010-11 (422.8 million) was approximately 12% below FY 2009-10 actuals (\$25.9 million). The decline is primarily due to lower parking citation revenue from decreased citation issuance. The FY 2011-13 Annual Budget of \$22.6 million assumes a less than 1% decline in actual parking citation revenues from FY 2010-11. The balance of Fines and Penalties revenues projected to be collected by other departments is assumed to be \$1.4 million, which is stable with minimal growth.

Fines and Penalties revenue, citation plus other revenue collected, is budgeted at \$24 million for FY 2011-12 and million FY 2012-13. The table below shows historical collection and forecast by category.

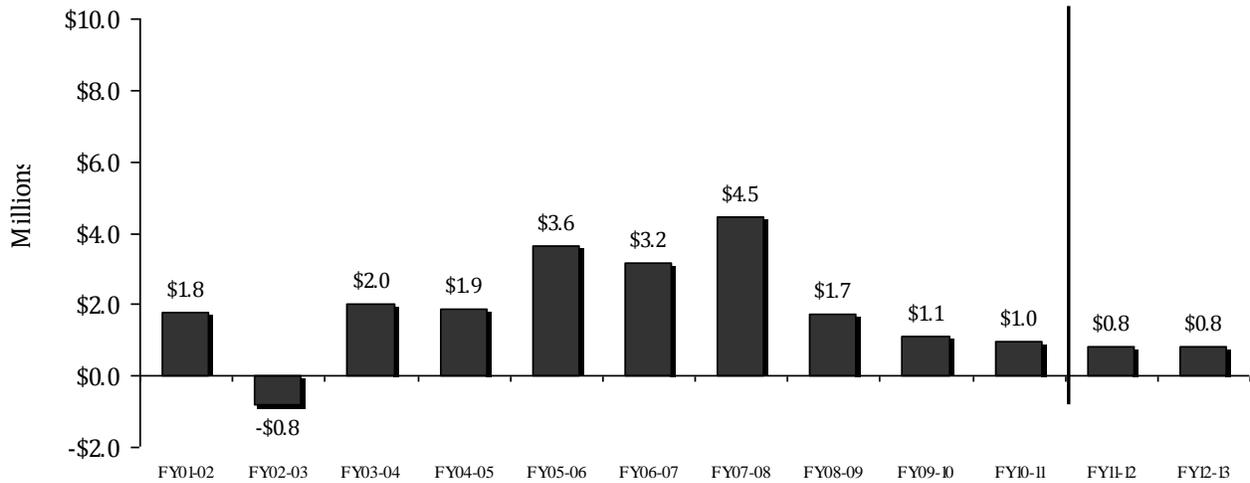


## Interest Income

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

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

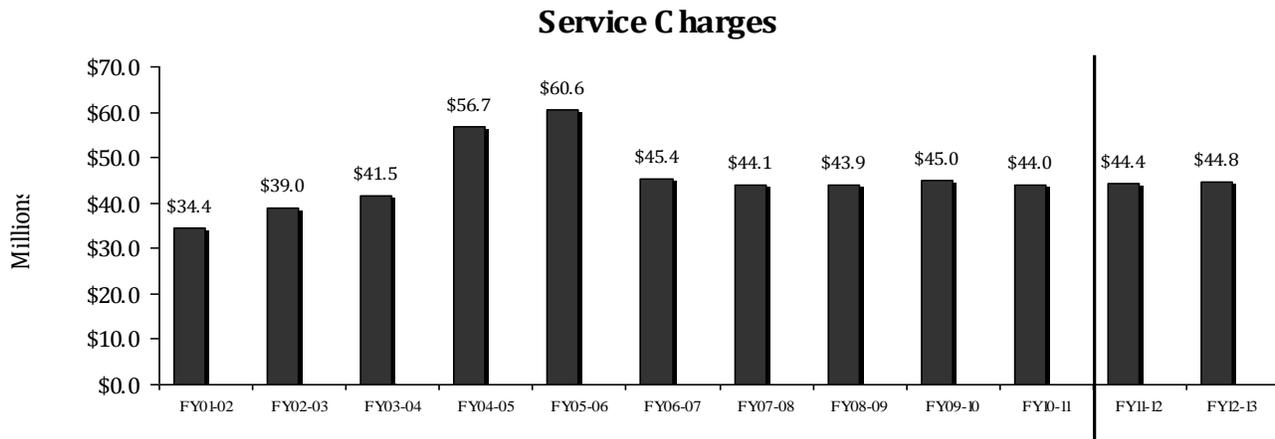
### Interest Income



# FINANCIAL SUMMARIES

## Service Charges

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



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

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

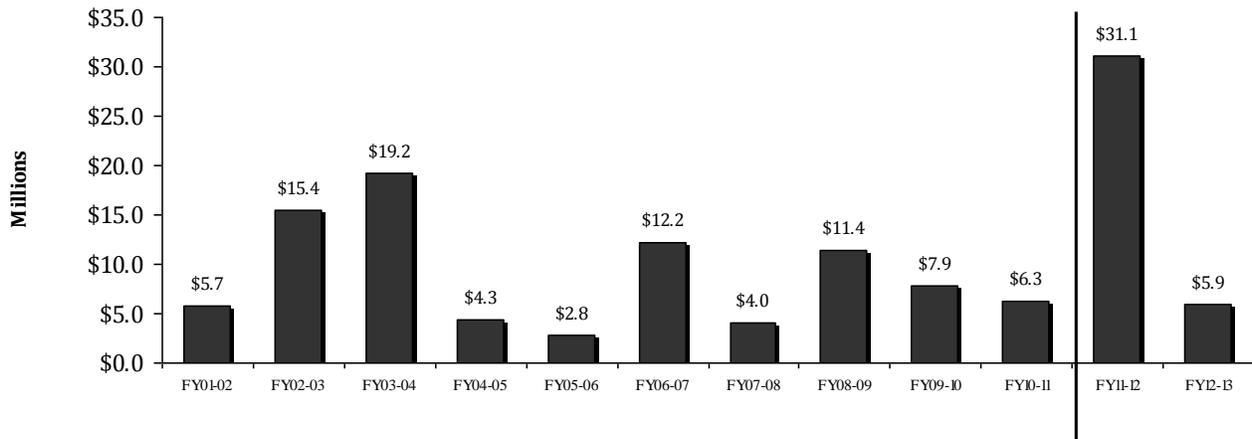
Service Charges revenue is budgeted at \$46.6 million in FY 2011-12, \$46.6 million in FY 2012-13.

## Miscellaneous

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

The table below shows Miscellaneous Revenue by category. Miscellaneous Revenue is projected at \$31.1 million in FY 2011-12 and is inclusive of one-time building sales (\$28.3 million). Miscellaneous Revenues in FY 2012-13 is projected at \$5.9 million and inclusive of one-time land sales of (\$3.4 million).

### Miscellaneous Revenue



# FINANCIAL SUMMARIES

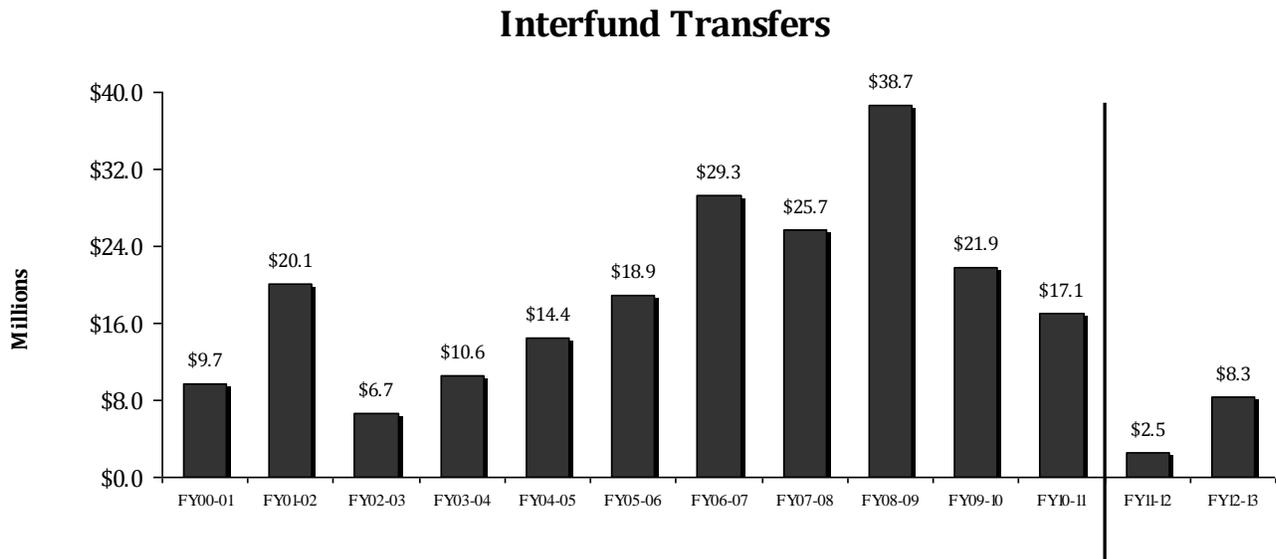
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## Interfund Transfers

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

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

There are only six Interfund Transfers at this time; three from the Multipurpose Fund, one from the Sewer Service Fund, one from the Golf Fund and one from the Telecommunications Land Use Fund. Interfund Transfers are projected to be \$2.5 million for FY 2011-12, and \$8.3 million for FY 2012-13, which is inclusive of the use of a transfer from undesignated fund balance.



**EXPENDITURE TABLES**

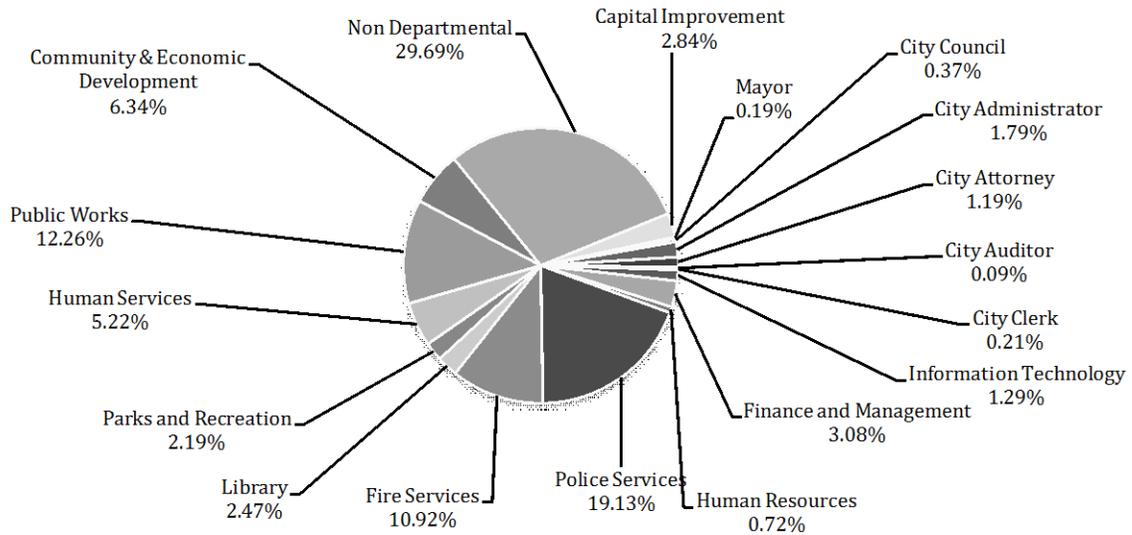
**NOTES**

## FINANCIAL SUMMARIES

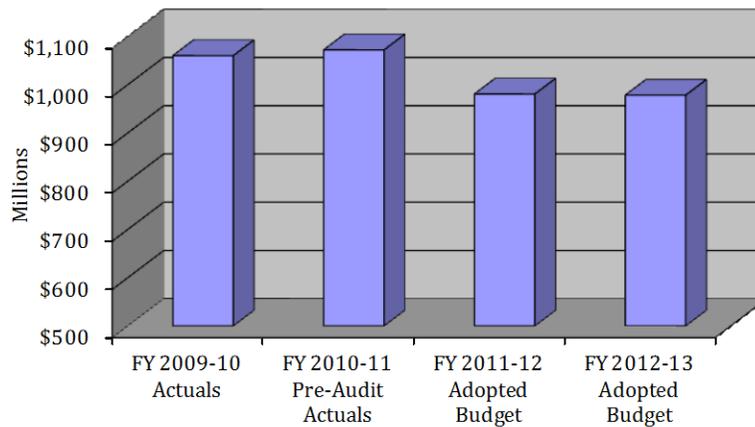
<b>ALL FUNDS EXPENDITURES</b>				
<b>Agency / Department</b>	<b>FY 2009-10 Actuals</b>	<b>FY 2010-11 Pre-Audit Actuals</b>	<b>FY 2011-12 Adopted Budget</b>	<b>FY 2012-13 Adopted Budget</b>
Mayor	\$2,278,355	\$2,191,183	\$1,834,415	\$1,872,704
City Council	4,571,228	3,856,034	3,579,096	3,658,027
City Administrator	11,113,448	10,786,659	16,579,239	18,475,600
City Attorney	13,515,503	12,398,706	11,628,951	11,770,675
City Auditor	1,452,224	1,523,836	885,773	917,733
City Clerk	2,663,960	3,031,537	1,834,055	2,273,553
Contracting and Purchasing	2,699,774	2,764,071	-	-
Information Technology	13,515,880	12,334,039	13,258,974	12,068,891
Finance and Management	33,552,177	29,561,458	29,928,617	30,492,486
Human Resources	7,264,012	6,777,544	7,030,272	7,020,518
Police Services	225,483,009	211,168,879	187,805,776	187,012,771
Fire Services	113,524,011	116,637,763	105,394,152	108,552,205
Museum	6,681,598	7,423,930	-	-
Library	20,867,197	26,507,490	23,943,197	24,480,723
Parks and Recreation	21,242,799	22,259,067	20,976,672	21,967,507
Human Services	59,600,797	62,252,517	51,025,743	51,172,105
Public Works	97,350,261	133,243,183	120,053,573	120,048,136
Community & Economic Development	90,544,109	82,249,928	61,728,734	62,419,783
Non-Departmental	259,806,693	257,010,451	293,596,875	288,012,740
<b>Subtotal Expenditures</b>	<b>\$987,727,035</b>	<b>\$1,003,978,277</b>	<b>\$951,084,114</b>	<b>\$952,216,157</b>
Capital Improvement Projects	72,455,651	68,115,597	29,593,000	26,062,000
<b>Grand Total</b>	<b>\$1,060,182,686</b>	<b>\$1,072,093,874</b>	<b>\$980,677,114</b>	<b>\$978,278,157</b>

# FINANCIAL SUMMARIES

## BREAKDOWN OF FY 2011-13 (2 YEAR TOTAL) ALL FUNDS EXPENDITURE BY DEPARTMENT



## HISTORICAL CHANGES IN ALL FUNDS

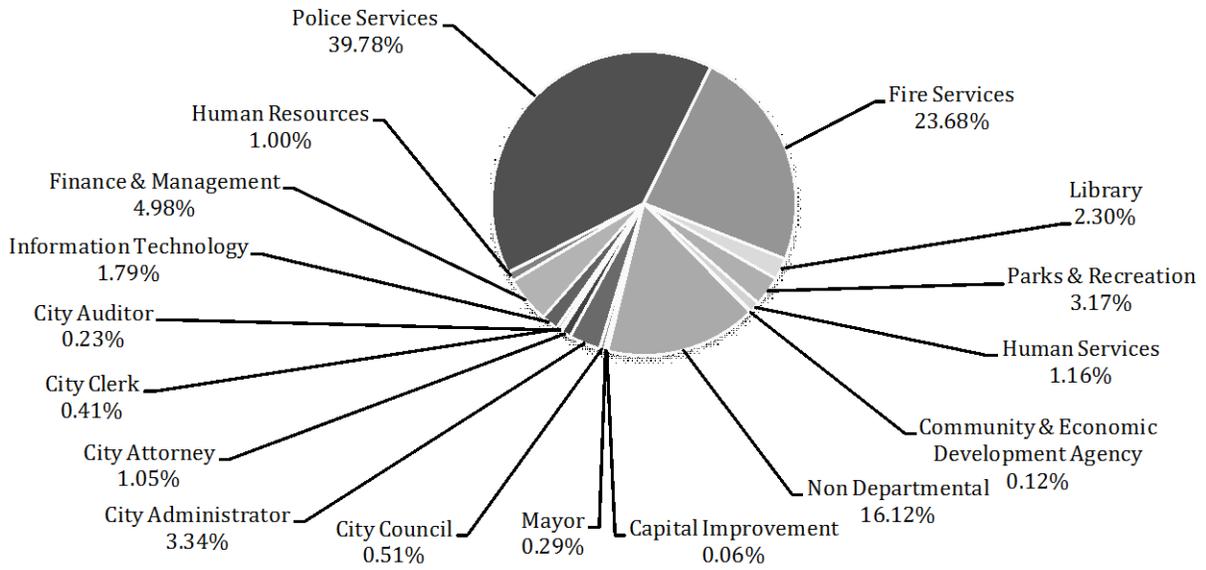


## FINANCIAL SUMMARIES

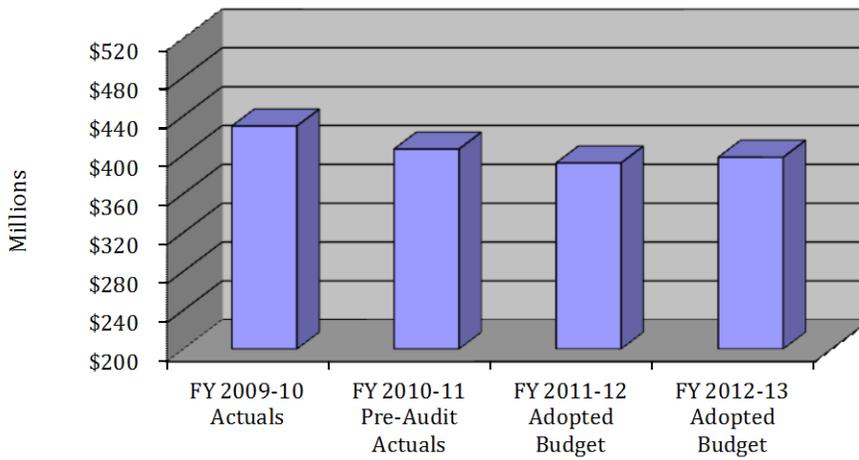
<b>GENERAL PURPOSE FUND EXPENDITURES</b>				
<b>Agency / Department</b>	<b>FY 2009-10 Actuals</b>	<b>FY 2010-11 Pre-Audit Actuals</b>	<b>FY 2011-12 Adopted Budget</b>	<b>FY 2012-13 Adopted Budget</b>
Mayor	\$1,760,397	\$1,393,988	\$1,140,011	\$1,168,566
City Council	2,997,219	2,522,438	1,998,443	2,048,936
City Administrator	5,930,615	6,211,958	12,255,415	14,069,553
City Attorney	3,706,734	3,874,833	4,070,869	4,197,692
City Auditor	1,312,137	1,482,586	885,773	917,733
City Clerk	2,421,075	2,749,982	1,394,452	1,814,826
Contracting & Purchasing	2,033,352	2,041,991	-	-
Information Technology	7,904,348	8,121,131	7,489,612	6,649,450
Finance & Management	20,833,702	18,224,553	19,503,491	19,795,473
Human Resources	4,245,340	4,244,462	3,977,754	3,949,757
Police Services	190,270,581	178,884,973	155,082,878	158,846,631
Fire Services	97,448,879	96,792,159	91,666,666	95,209,445
Museum	6,216,043	6,370,986	-	-
Library	8,925,466	8,978,088	9,061,135	9,062,689
Parks & Recreation	12,597,758	12,227,454	12,193,111	12,787,886
Human Services	5,396,724	5,482,204	4,527,780	4,663,526
Public Works	3,871,726	3,987,650	-	-
Community & Economic Development	2,058,147	3,194,156	472,759	475,840
Non-Departmental	49,192,576	38,655,633	65,637,785	61,568,465
<b>Subtotal Expenditures</b>	<b>\$429,122,821</b>	<b>\$405,441,223</b>	<b>\$391,357,934</b>	<b>\$397,226,468</b>
Capital Improvement Projects	488,803	450,117	252,000	252,000
<b>Grand Total</b>	<b>\$429,611,624</b>	<b>\$405,891,339</b>	<b>\$391,609,934</b>	<b>\$397,478,468</b>

# FINANCIAL SUMMARIES

## BREAKDOWN OF FY 2011-13 (2 YEAR TOTAL) GENERAL PURPOSE FUND EXPENDITURE BY DEPARTMENT



## HISTORICAL CHANGES IN GENERAL PURPOSE FUNDS



**OTHER BUDGET INFORMATION**

**FINANCIAL SUMMARIES**

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**NOTES**

### NEGATIVE FUNDS

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

*Funds with significant negatives* include: Self-Insurance Liability Fund (\$28.9 million), Mandatory Refuse Program (\$7.7 million), Municipal Capital Improvement (\$5.0 million), Kaiser Convention Center Fund (\$4.1 million), Landscaping & Lighting Assessment District Fund (\$2.5 million), and Facilities Fund (\$28.8 million). These negative balances harm the overall health of the City's assets by borrowing from the available positive funds, such as the General Purpose Fund, internal pension assets, deferred leave balances, etc. Except for the GPF, these other positive funds are mostly restricted, and funds borrowed from them will require repayment.

# FINANCIAL SUMMARIES

## SUMMARY OF NEGATIVE FUNDS

Fund	Fund Description	Assigned Agency/ Department	FY 2008-09 Fund Balance	FY 2009-10 Fund Balance	Pre-Audit FY 2010-11 Fund Balance
1100	Self Insurance Liability	Budget Office	(21,510,420)	(23,482,665)	(28,885,586)
1600	Underground District Revolving Fund	PWA	(2,478,269)	(2,484,901)	(963,705)
1700	Mandatory Refuse Program	FMA	(7,869,154)	(7,401,479)	(7,742,916)
1730	Henry J Kaiser Convention Center	Budget Office	(4,695,495)	(4,710,045)	(4,062,136)
1750	Multipurpose Reserve	FMA	(3,833,732)	(4,047,612)	(4,599,488)
1760	Telecommunications Reserve	CAO	(1,204,826)	(1,074,609)	(567,646)
1791	Contract Administration Fee	DCP	(4,118,987)	(4,131,840)	(3,515,594)
<b>General Government Fund Group Subtotal</b>			<b>(45,710,882)</b>	<b>(47,333,152)</b>	<b>(50,337,070)</b>
2061	2006 FEMA: 1628 Winter Storms	PWA	(436,379)	(235,261)	(235,102)
2062	2006 FEMA: 1646 Spring Storm	PWA	(548,737)	(547,880)	(547,509)
2102	Department of Agriculture	DHS	(85,576)	(100,264)	(169,913)
2103	HUD-ESG/SHP/HOPWA	DHS	(5,882,721)	(4,643,601)	(3,346,704)
2105	HUD-EDI Grants	CEDA	(130,518)	(252,675)	(164,752)
2114	Department of Labor	DHS	(173,990)	(106,599)	(46,084)
2118	National Foundation of the Arts and Humanities	OPR	(83,928)	(83,907)	-
2120	Federal Action Agency	DHS	(93,414)	(17,186)	(17,134)
2123	US Dept of Homeland Security	Fire	(921,636)	(2,133,256)	(917,713)
2124	Federal Emergency Management Agency (FEMA)	Fire	(3,563,429)	(3,721,008)	(1,236,157)
2126	Department of Education	Library	(155,302)	(155,263)	-
2128	Department of Health and Human Services	DHS	(968,955)	(974,408)	(657,620)
2134	California Parks and Recreation	CIP/PWA DEC	(854,165)	(369,418)	(526,383)
2144	California Housing and Community Development	CEDA	(4,342)	(1,376,467)	(21,645)
2148	California Library Services	CIP/PWA DEC	(1,201,905)	(1,156,376)	(594,074)
2152	California Board of Corrections	OPD	(15,527)	(49,451)	(47,708)
2154	California Integrated Waste Management Board	PWA	(344,366)	(317,590)	(108,773)
2159	State of California Other	CIP/PWA DEC	714,596	(424,599)	(366,412)
2162	Metro Transportation Com: TD	CIP/PWA DEC	-	-	(104,670)
2163	Metro Transportation Com: Program Grant	CIP/PWA DEC	(232,793)	(360,709)	(848,470)
2164	Congestion Mitigation & Air Quality (CMAQ)	CEDA	(841,153)	(218,576)	(218,428)
2166	Bay Area Air Quality Management District	CEDA	16,317	(210,974)	(566,752)
2185	Oakland Redevelopment Agency Grants	CEDA	(803,297)	(814,314)	907,986

# FINANCIAL SUMMARIES

## SUMMARY OF NEGATIVE FUNDS (CONT'D)

Fund	Fund Description	Assigned Agency/ Department	FY 2008-09 Fund Balance	FY 2009-10 Fund Balance	Pre-Audit FY 2010-11 Fund Balance
2185	Oakland Redevelopment Agency Grants	CEDA	(803,297)	(814,314)	907,986
2190	Private Grants	Various	(272,809)	(305,049)	(380,107)
2213	Measure B: Paratransit - ACTIA	DHS	(185,089)	5,793	61,841
2214	ACTIA Reimbursable Grants	CIP/CEDA	(379,679)	(100,645)	(88,159)
2260	Measure WW: East Bay Regional Parks District	CIP/PWA DEC	-	(698,364)	(283,596)
2310	Lighting and Landscape Assessment District	PWA	(5,982,803)	(4,620,719)	(2,518,548)
2511	Local Law Enforce Block Grant (LLEBG) 2001	OPD	(17,134)	(17,130)	-
2513	Local Law Enforce Block Grant (LLEBG) 2003	OPD	(239,813)	(239,753)	-
2822	Title I Loans: Revolving	CEDA	(30,515)	(30,507)	-
2824	FHA 203k Loan: Revolving	CEDA	(17,858)	(17,853)	-
2990	Public Works Grants	PWA	(1,164,641)	(837,789)	(1,062,145)
2992	Parks and Recreation Grants	OPR	(2,599,559)	(2,578,638)	(2,592,622)
7752	Rehabilitation Trust: City Funded	FMA	(1,042,869)	(1,042,610)	-
<b>Special Revenue Fund Group Subtotal</b>			<b>(28,543,991)</b>	<b>(28,753,046)</b>	<b>(16,697,356)</b>
6570	JPFA Pooled Assessment: 1996	Non-Departmental	(142,717)	(131,025)	(143,578)
6999	Miscellaneous Debt Service	Non-Departmental	(49,487)	(49,642)	-
<b>Debt Service Fund Group Subtotal</b>			<b>(192,204)</b>	<b>(180,667)</b>	<b>(143,578)</b>
5008	Emergency Response: GOB Series 1992	CIP/PWA DEC	122,711	(64,006)	(155,553)
5012	JPFA Admin Building: Series 1996	CIP/PWA DEC	(1,601,366)	(1,606,363)	(1,611,033)
5014	Measure K: Series 2000D	CIP/PWA DEC	2,224,970	722,443	(63)
5500	Municipal Capital Improvement	Budget Office	(5,415,838)	(5,660,261)	(4,969,515)
5550	Municipal Capital Improvement: Revenue Bonds	CIP/PWA DEC	41,342	(14,443)	(15)
5999	Miscellaneous Capital Projects	PWA	(3,978,308)	(3,979,340)	(3,381,533)
<b>Capital Projects Fund Group Subtotal</b>			<b>(8,606,489)</b>	<b>(10,601,970)</b>	<b>(10,117,713)</b>
4100	Equipment	PWA	(15,526,909)	(13,224,994)	(901,997)
4200	Radio / Telecommunications	DIT	(356,351)	109,262	1,042,368
4300	Reproduction	DIT	(124,494)	(187,543)	(421,569)
4400	City Facilities	PWA	(31,372,385)	(29,088,831)	(28,811,316)
4500	Central Stores	FMA	(5,329,701)	(5,209,132)	(4,288,350)
4550	Purchasing	FMA	(1,449,309)	(996,004)	(711,451)
<b>Internal Service Fund Group Subtotal</b>			<b>(54,159,149)</b>	<b>(48,597,242)</b>	<b>(35,047,210)</b>

# FINANCIAL SUMMARIES

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## SUMMARY OF NEGATIVE FUNDS (CONT'D)

<b>Fund</b>	<b>Fund Description</b>	<b>Assigned Agency/ Department</b>	<b>FY 2008-09 Fund Balance</b>	<b>FY 2009-10 Fund Balance</b>	<b>Pre-Audit FY 2010-11 Fund Balance</b>
7660	Museum Preservation Trust	Museum	(140,464)	(140,902)	-
7760	Grant Clearing	CEDA	(2,081,694)	(452,558)	24,965
7780	Oakland Redevelopment Agency Projects (ORA)	CEDA	(685,254)	(662,790)	(670,573)
<b>Expendable Trust Fund Group Subtotal</b>			<b>(2,907,412)</b>	<b>(1,256,251)</b>	<b>(645,608)</b>
<b>TOTAL NEGATIVE FUNDS</b>			<b>(140,120,128)</b>	<b>(136,722,328)</b>	<b>(112,988,535)</b>

# FINANCIAL SUMMARIES

## TEN-YEAR REPAYMENT PLAN FOR FUNDS WITH NEGATIVE BALANCES

Certain funds with negative fund balances, such as the Kaiser Convention Center Fund, Telecommunication Fund, and Contract Compliance Fund, were put on 10-year repayment schedules during FY 2005-07. The plan involves the GPF amortizing the negative balance in these funds and making annual transfers over a 10-year period.

### TEN-YEAR NEGATIVE FUND REPAYMENT SCHEDULES

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

Beginning Fund Deficit \$ (28,885,586)	Total Revenues	Total Expenditures	Change in Fund Balance	Year- End Fund Balance	Amount of Transfer		Change in Transfer	Increase in Subsidy
					GPF Portion	Non-GPF Portion		
	21,090,593	19,281,814	1,808,779	(27,076,807)	19,561,122	1,529,471	21,090,593	-
	21,014,627	19,205,849	1,808,778	(25,268,029)	19,480,559	1,534,068	(75,966)	0%
	21,366,211	18,604,470	2,761,741	(22,506,287)	19,806,478	1,559,733	351,584	2%
	22,197,210	19,435,469	2,761,741	(19,744,546)	20,576,814	1,620,396	830,999	4%
	23,022,988	20,261,247	2,761,741	(16,982,805)	21,342,310	1,680,678	825,778	4%
	23,981,535	21,219,794	2,761,741	(14,221,063)	22,230,883	1,750,652	958,547	4%
	25,043,622	22,281,881	2,761,741	(11,459,322)	23,215,438	1,828,184	1,062,087	4%
	26,001,743	23,240,002	2,761,741	(8,697,581)	24,103,616	1,898,127	958,121	4%
	27,001,063	24,239,322	2,761,741	(5,935,839)	25,029,986	1,971,078	999,320	4%
	28,043,354	25,281,613	2,761,741	(3,174,098)	25,996,189	2,047,165	1,042,291	4%
<b>2021-22</b>	29,130,463	26,368,722	2,761,741	(412,357)	27,003,940	2,126,524	1,087,109	4%

#### KAISER CONVENTION CENTER FUND (1730) FINANCIAL PROJECTION

Beginning Fund Deficit \$ (4,062,136)	Total Revenues	Total Expenditures*	Change in Fund Balance	Year- End Fund Balance	Amount of Subsidy	Change in Subsidy	Increase in Subsidy
2012-13	579,589	-	579,589	(2,250,458)	487,091	-	0%
2013-14	485,550	-	485,550	(1,764,908)	487,091	-	0%
2014-15	485,550	-	485,550	(1,279,358)	487,091	-	0%
2015-16	485,550	-	485,550	(793,808)	487,091	-	0%
2016-17	485,550	-	485,550	(308,259)	487,091	-	0%
<b>2017-18</b>	485,550	-	485,550	177,291	487,091	-	0%

#### TELECOMMUNICATIONS FUND (1760) FINANCIAL PROJECTION

Beginning Fund Deficit \$ (567,646)	Non-subsidy Revenue	Total Revenue	Total Expenditures	Change in Fund Balance	Year- End Fund Balance	Amount of Subsidy	Increase in Subsidy
<b>2012-13</b>	1,404,364	1,404,364	1,404,364	-	(567,646)	-	0%

# FINANCIAL SUMMARIES

## TEN-YEAR NEGATIVE FUND REPAYMENT SCHEDULES (CONT'D)

### EQUIPMENT FUND (4100) FINANCIAL PROJECTION

Beginning Cash Deficit \$(10,363,365)	ISF Revenues	non-ISF Revenue	Total Revenue	Total Expenditures	Change in Fund Balance			Year- End Fund Balance	Impact on GPF	Rate Inc.
					Non GPF	GPF	TOTAL			
2011-12	17,477,598	502,830	17,980,428	15,701,006	1,094,123	1,185,299	2,279,422	(7,071,165)	9,088,351	0%
2012-13	17,729,888	502,830	18,232,718	15,898,426	1,120,460	1,213,832	2,334,292	(4,736,873)	9,219,542	1%
2013-14	18,261,785	517,915	18,779,700	16,613,776	1,039,643	1,126,280	2,165,924	(2,570,949)	9,496,128	3%
2014-15	18,809,638	533,452	19,343,091	17,361,313	951,253	1,030,525	1,981,778	(589,171)	9,781,012	3%
<b>2015-16</b>	<b>19,373,927</b>	<b>549,456</b>	<b>19,923,383</b>	<b>18,142,485</b>	<b>854,831</b>	<b>926,067</b>	<b>1,780,898</b>	<b>1,191,727</b>	<b>10,074,442</b>	<b>3%</b>

### FACILITIES FUND (4400) FINANCIAL PROJECTION

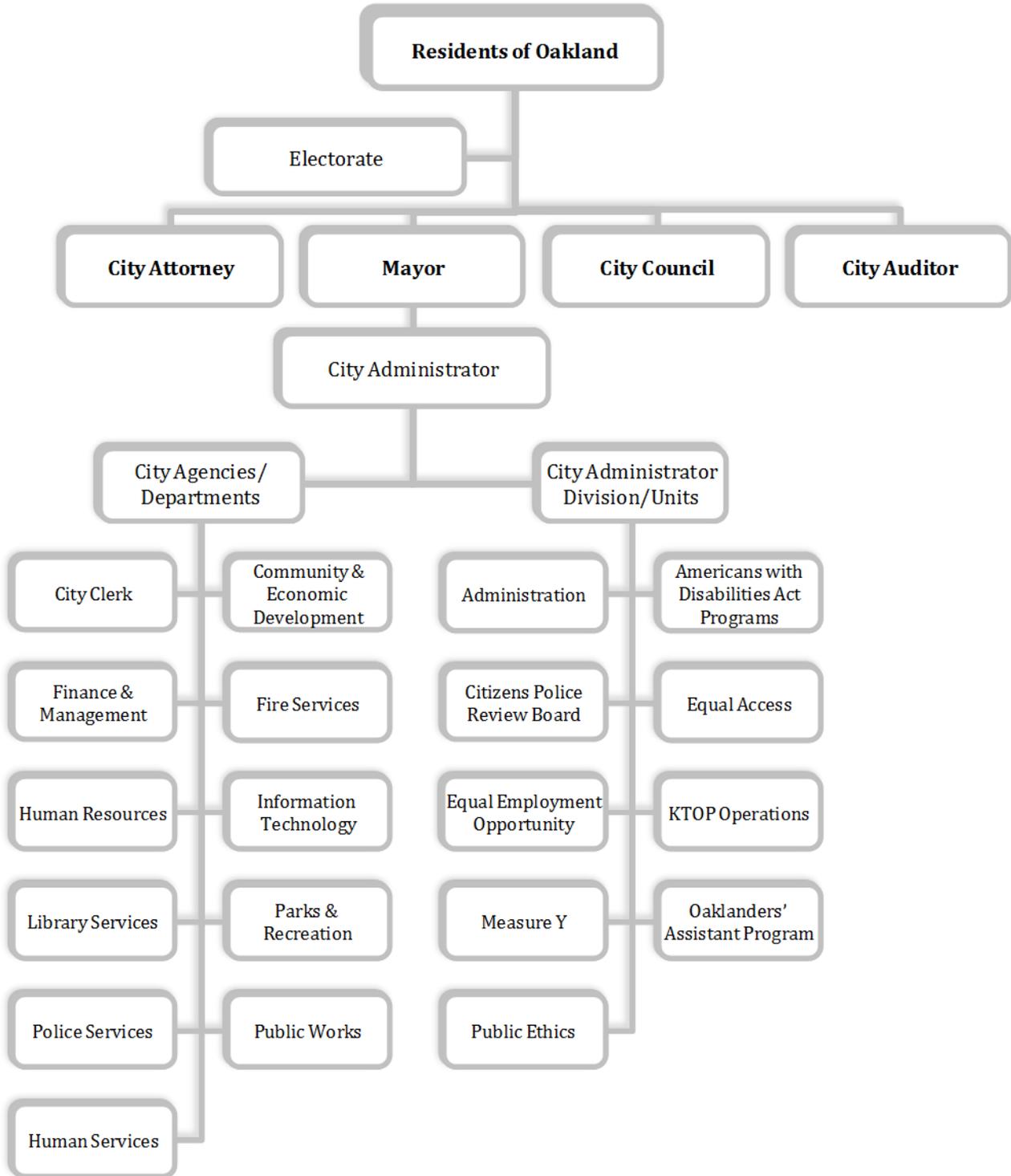
Beginning Cash Deficit \$(26,260,574)	ISF Revenues	non-ISF Revenue	Total Revenue	Total Expenditures	Change in Fund Balance			Year- End Fund Balance	Impact on GPF	Rate Inc.
					Non GPF	GPF	TOTAL			
2011-12	22,257,824	1,058,345	23,316,169	22,862,167	186,141	267,861	454,002	(19,718,027)	13,132,116	-6%
2012-13	23,768,037	658,345	24,426,382	22,995,797	586,540	844,045	1,430,585	(18,287,442)	14,023,142	7%
2013-14	25,194,119	697,846	25,891,965	24,030,493	763,204	1,098,269	1,861,472	(16,425,970)	14,864,530	6%
2014-15	26,705,766	732,738	27,438,504	25,111,745	953,971	1,372,788	2,326,759	(14,099,210)	15,756,402	6%
2015-16	28,308,112	769,375	29,077,487	26,241,648	1,162,694	1,673,145	2,835,839	(11,263,371)	16,701,786	6%
2016-17	30,006,599	807,844	30,814,443	27,422,391	1,390,741	2,001,311	3,392,052	(7,871,319)	17,703,893	6%
2017-18	31,806,995	856,314	32,663,309	28,656,261	1,642,890	2,364,158	4,007,048	(3,864,271)	18,766,127	6%
<b>2018-19</b>	<b>33,715,415</b>	<b>907,693</b>	<b>34,622,582</b>	<b>29,945,650</b>	<b>1,917,542</b>	<b>2,759,390</b>	<b>4,676,932</b>	<b>812,661</b>	<b>19,892,095</b>	<b>6%</b>

### PURCHASING FUND (4550) FINANCIAL PROJECTION

Beginning Cash Deficit \$ (764,866)	ISF Revenues	non-ISF Revenue	Total Revenue	Total Expenditures	Change in Fund Balance	Year- End Fund Balance	Impact on GPF	Rate Inc.
2012-13	775,132	-	775,132	729,280	45,852	(678,512)	80,687	1%
2013-14	800,324	-	800,324	736,573	63,751	(614,761)	83,309	1%
2014-15	826,334	-	826,334	743,939	82,396	(532,365)	86,017	1%
2015-16	853,190	-	853,190	751,378	101,812	(430,553)	88,813	1%
2016-17	880,919	-	880,919	758,892	122,027	(308,526)	91,699	1%
2017-18	909,549	-	909,549	766,481	143,068	(165,458)	94,679	1%
<b>2018-19</b>	<b>939,109</b>	<b>-</b>	<b>939,109</b>	<b>774,145</b>	<b>164,964</b>	<b>(494)</b>	<b>97,756</b>	<b>1%</b>

# ORGANIZATIONAL SUMMARIES

## CITY OF OAKLAND ORGANIZATIONAL SUMMARY



# ORGANIZATIONAL SUMMARIES

## SUMMARY OF POSITIONS BY AGENCY/DEPARTMENT FY 2000-01 THROUGH FY 2012-13 (In Full Time Equivalents)

Agency/Department	FY 2000-01 Adopted Budget FTE	FY 2001-02 Adopted Budget FTE	FY 2002-03 Adopted Budget FTE	FY 2003-04 Adopted Budget FTE	FY 2004-05 Midcycle Amended Budget FTE	FY 2005-06 Adopted Budget FTE
Mayor	13.50	13.50	13.50	17.00	17.00	17.00
City Council	33.00	33.00	33.00	31.50	31.50	31.50
City Administrator	67.00	76.50	77.50	76.40	88.05	89.30
City Attorney	65.85	79.18	91.00	79.00	79.65	77.65
City Auditor	12.00	12.00	12.00	10.00	10.00	10.00
City Clerk	13.00	13.00	13.00	12.00	14.00	12.00
Contracting & Purchasing*						
Information Technology*						
Finance & Management	256.50	287.00	290.00	292.00	293.00	306.05
Human Resources**	46.57	45.75	45.75	36.75	37.75	45.75
Police Service	1,215.70	1,284.69	1,293.19	1,181.21	1,175.63	1,153.63
Fire Service	557.50	566.00	582.00	586.67	587.67	587.00
Museum ***	88.91	91.06	91.06	83.85	73.54	61.77
Human Services	276.37	291.66	292.66	308.92	308.39	285.86
Parks & Recreation	352.13	411.93	413.18	362.66	220.64	210.15
Library Services	220.96	253.48	264.29	215.73	253.49	244.89
Public Works	653.68	691.00	692.50	652.42	839.59	838.16
Community & Economic Development Agency	346.71	410.76	425.21	301.50	297.30	295.22
<b>TOTAL FTE</b>	<b>4,225.38</b>	<b>4,564.51</b>	<b>4,633.84</b>	<b>4,247.61</b>	<b>4,327.20</b>	<b>4,265.93</b>

\*The Department of Contracting and Purchasing and Information Technology were divisions of the Finance and Management Agency through the end of FY 2006-07. These departments' position numbers are reflected within the Finance & Management Agency for FY 1997-98 through FY 2006-07. The Department of Contracting and Purchasing functions were absorbed by other departments in FY 2011-12.

\*\*Human Resources was a division of the Finance and Management Agency through the end of FY 2008-09.

\*\*\*City ceased operating the Oakland Museum of California in FY 2011-12

# ORGANIZATIONAL SUMMARIES

## SUMMARY OF POSITIONS BY AGENCY/DEPARTMENT FY 2000-01 THROUGH FY 2012-13 (In Full Time Equivalents)

FY 2006-07 Midcycle Amended FTE	FY 2007-08 Adopted Budget FTE	FY 2008-09 October Revise Budget FTE	FY 2009-10 Amended Budget FTE	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
16.00	24.00	23.00	13.50	10.00	9.00	9.00
31.50	35.50	35.50	35.50	26.46	26.46	26.46
93.80	84.80	79.30	66.60	61.50	64.30	64.30
78.65	79.35	77.00	74.00	67.00	61.00	60.00
10.00	10.00	10.00	10.00	10.00	10.00	10.00
12.00	13.00	11.50	11.50	11.00	10.00	10.00
	28.00	25.00	23.50	22.50		
	100.00	86.00	80.00	68.00	64.00	64.00
314.05	231.05	228.25	229.30	222.30	215.70	215.70
59.00	63.00	58.00	42.00	41.00	37.50	37.50
1,162.13	1,180.13	1,166.13	1,159.13	1,084.13	961.65	911.65
588.00	596.00	594.75	586.45	588.05	589.95	587.95
51.92	51.83	44.95	44.95	44.95		
289.56	286.63	284.27	276.75	273.09	266.06	266.06
211.83	241.32	237.93	220.99	218.49	232.13	232.13
249.06	232.24	217.29	211.00	215.04	217.01	217.01
852.81	686.81	644.03	587.35	723.05	732.83	731.83
304.72	457.72	464.62	451.60	263.50	257.00	257.00
<b>4,325.03</b>	<b>4,401.38</b>	<b>4,287.52</b>	<b>4,124.12</b>	<b>3,950.06</b>	<b>3,754.59</b>	<b>3,700.59</b>

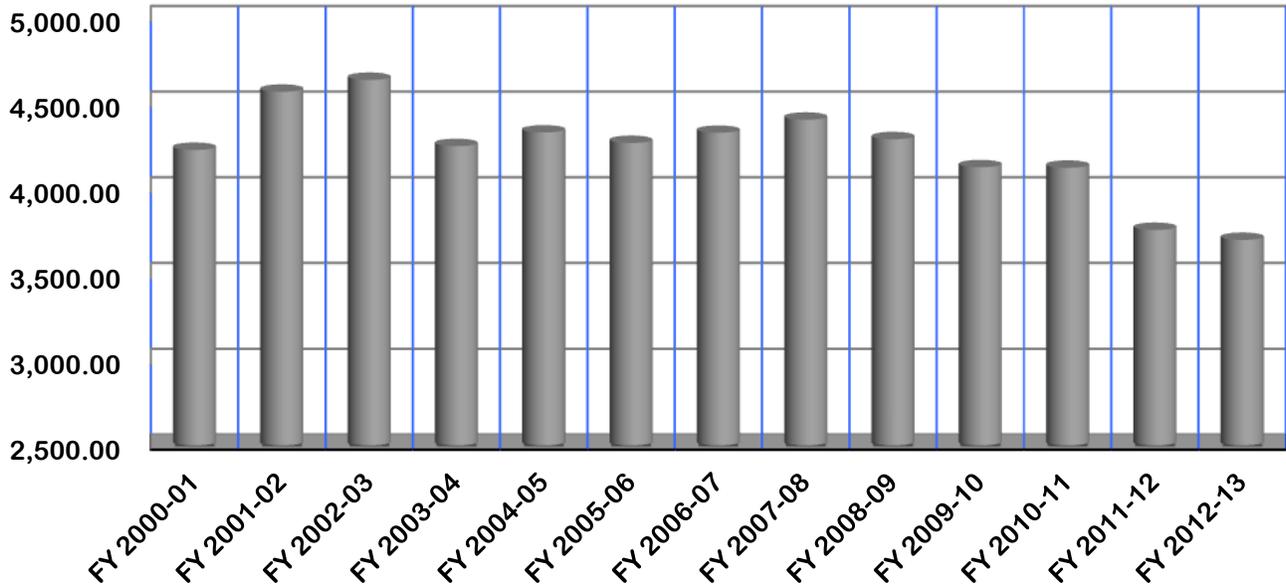
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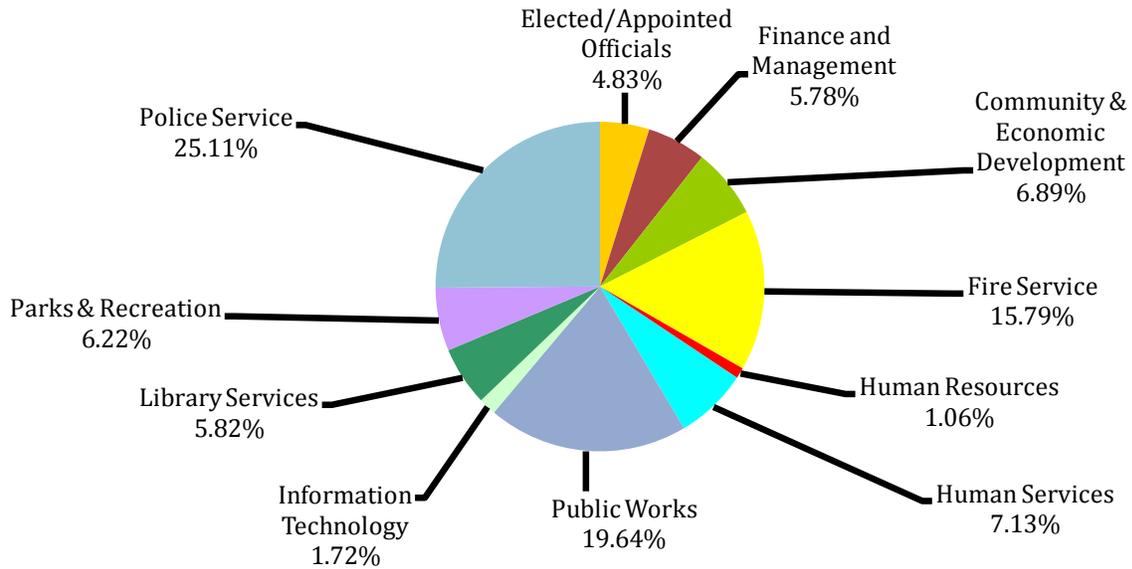
# ORGANIZATIONAL SUMMARIES

## CITYWIDE FTE\* CHANGE - 13-YEAR HISTORY



\*Full Time Equivalent

## Breakdown of FY 2011-13 Authorized FTEs (2-Year Total) by Agency / Department



**MAYOR**

**DUTIES AND RESPONSIBILITIES**

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

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

**PRIORITIES**

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

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

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$1,760,397	\$1,393,988	\$1,140,011	\$1,168,566
1720 Comprehensive Clean-up	120	120	-	-
1760 Telecommunications Reserve	-	40,194	69,163	70,549
2159 State of California Other	-	112,890	-	-
2251 Measure Y: Public Safety Act	120,316	59,629	77,518	79,073
4450 City Facilities Energy Conservation Projects	(198,378)	18,376	-	-
7530 Mayor's International Committee	-	4,058	-	-
7780 Oakland Redevelopment Agency Projects (ORA)	524,761	546,893	547,723	554,516
7999 Miscellaneous Trusts	71,138	15,035	-	-
<b>TOTAL</b>	<b>\$2,278,355</b>	<b>\$2,191,183</b>	<b>\$1,834,415</b>	<b>\$1,872,704</b>
GPF Percent to Total Department	77.3%	63.6%	62.1%	62.4%
GPF Percent to Citywide GPF Expenditures	0.4%	0.3%	0.3%	0.3%

**AUTHORIZED POSITIONS BY PROGRAM**

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Mayor's Support</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>
1010 - General Fund: General Purpose	7.35	6.10	6.10
1760 - Telecommunications Reserve	-	0.50	0.50
2251 - Measure Y: Public Safety Act 2004	1.00	0.40	0.40
7780 - Oakland Redevelopment Agency Projects (ORA)	1.65	2.00	2.00
<b>TOTAL</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>

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

<b>Revenue</b>			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Mayor's Support	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenditure</b>			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Mayor's Support	\$1,765,160	\$1,834,415	\$1,872,704
<b>TOTAL</b>	<b>\$1,765,160</b>	<b>\$1,834,415</b>	<b>\$1,872,704</b>

# MAYOR

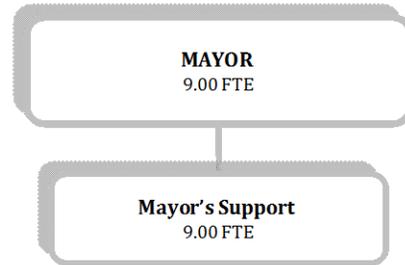
## PRIORITIES (CONT'D)

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

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

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

## ORGANIZATIONAL CHART BY PROGRAM



## PRIOR REDUCTIONS

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

## PROGRAM DESCRIPTIONS

### MAYOR'S SUPPORT

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

# CITY COUNCIL

## DUTIES AND RESPONSIBILITIES

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

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

## BUSINESS GOALS

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

## PRIOR REDUCTIONS

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

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

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$2,997,219	\$2,522,438	\$1,998,443	\$2,048,936
7760 Grant Clearing	22	-	-	-
7780 Oakland Redevelopment Agency Projects (ORA)	1,573,987	\$1,333,596	\$1,580,653	1,609,091
<b>TOTAL</b>	<b>\$4,571,228</b>	<b>\$3,856,034</b>	<b>\$3,579,096</b>	<b>\$3,658,027</b>
GPF Percent to Total Department	65.6%	65.4%	55.8%	56.0%
GPF Percent to Citywide GPF Expenditures	0.7%	0.6%	0.5%	0.5%

### AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Constituent Affairs</b>	<b>4.47</b>	<b>4.34</b>	<b>4.34</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	4.47	4.34	4.34
<b>Policy Analysis</b>	<b>21.99</b>	<b>22.12</b>	<b>22.12</b>
1010 - General Fund: General Purpose	18.70	16.70	16.70
7780 - Oakland Redevelopment Agency Projects (ORA)	3.29	5.42	5.42
<b>TOTAL</b>	<b>26.46</b>	<b>26.46</b>	<b>26.46</b>

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

#### Revenue

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Policy Analysis	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### Expenditure

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Constituent Affairs	\$653,580	\$613,759	\$622,547
Policy Analysis	2,899,490	2,965,337	3,035,480
<b>TOTAL</b>	<b>\$3,553,070</b>	<b>\$3,579,096</b>	<b>\$3,658,027</b>

# CITY COUNCIL

## PROGRAM DESCRIPTIONS

### CONSTITUENT AFFAIRS

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

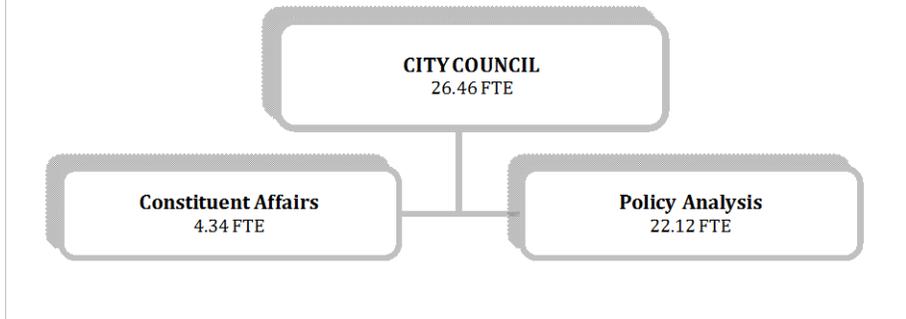
### POLICY ANALYSIS

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

### SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

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

### ORGANIZATIONAL CHART BY PROGRAM



## CITY ADMINISTRATOR

### MISSION STATEMENT

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

### BUSINESS GOALS

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

### PRIOR REDUCTIONS

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

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

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$5,930,615	\$6,211,958	\$12,255,415	\$14,069,553
1750 Multipurpose Reserve	1,068	22	-	-
1760 Telecommunications Reserve	1,167,014	1,185,346	1,210,568	1,236,518
2108 HUD-CDBG	55,685	29,882	-	-
2112 Department of Justice	176,165	382,152	432,098	440,200
2211 Measure B: ACTIA	122,315	104,180	93,907	96,129
2240 Library Services Retention-Enhancement	18,492	-	277	273
2241 Measure Q-Library Services Retention & Enhancement	-	10,104	-	-
2250 Measure N: Fund	5,021	3,227	89	87
2251 Measure Y: Public Safety Act *	951,287	646,053	487,757	491,653
2310 Lighting and Landscape Assessment	70,780	5,743	-	-
2412 Measure M: Emergency Dispatch Service	4,909	3,227	-	-
2415 Development Service Fund	208,331	220	42,356	43,383
2417 Excess Litter Fee Fund	433,953	367,287	440,900	440,900
2419 Transient Occupancy Tax (TOT) Surcharge	-	-	-	-
5130 Rockridge: Library Assessment	3,643	2,423	-	-
5320 Measure DD: 2003A Clean Water	58	-	-	-
5505 Municipal Capital Improvement	-	-	232	229
7640 Oakland Public Museum Trust	-	-	32,610	32,610
7760 Grant Clearing	318,406	14,947	12,381	12,673
7780 Oakland Redevelopment Agency Projects (ORA)	1,645,707	1,819,888	1,570,649	1,611,392
<b>TOTAL **</b>	<b>\$11,113,448</b>	<b>\$10,786,659</b>	<b>\$16,579,239</b>	<b>\$18,475,600</b>
GPF Percent to Total Department	53.4%	57.6%	73.9%	76.2%
GPF Percent to Citywide GPF Expenditures	2.6%	2.7%	4.2%	4.6%

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

\*\*Includes transfer of Budget staff out of CAO to FMA and transfer of Department of Contracting and Purchasing (Administration, Contract Compliance and Employment Services and Contract Administration) and Professional & Service Lease Agreements from Museum to CAO (Administration)

### AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Administration **</b>	<b>15.90</b>	<b>33.50</b>	<b>33.50</b>
1010 - General Fund: General Purpose	9.45	24.95	24.95
1760 - Telecommunications Reserve	-	0.84	0.84
2108 - HUD-CDBG	0.15	-	-
2112 - Department of Justice	0.75	-	-
2415 - Development Service Fund	-	0.33	0.33
2609 - Dept of Energy - EECBG Program (ARRA)	-	1.00	1.00
7780 - Oakland Redevelopment Agency Projects (ORA)	5.55	6.38	6.38
<b>Americans with Disabilities Act</b>	<b>3.05</b>	<b>2.75</b>	<b>2.75</b>
1010 - General Fund: General Purpose	1.97	1.72	1.72
2108 - HUD-CDBG	0.30	-	-
2112 - Department of Justice	-	0.25	0.25
2211 - Measure B: ACTIA	0.70	0.70	0.70
7760 - Grant Clearing	0.08	0.08	0.08
<b>Budget, Analysis, and Operations Support *</b>	<b>13.50</b>	<b>-</b>	<b>-</b>
1010 - General Fund: General Purpose	11.92	-	-
7780 - Oakland Redevelopment Agency Projects (ORA)	1.58	-	-
<b>Citizens Police Review Board</b>	<b>3.00</b>	<b>5.00</b>	<b>5.00</b>
1010 - General Fund: General Purpose	3.00	2.50	2.50
2112 - Department of Justice	-	2.50	2.50
<b>Equal Access Office</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>
1010 - General Fund: General Purpose	3.00	2.00	2.00
<b>Equal Employment Opportunity</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
1010 - General Fund: General Purpose	3.00	3.00	3.00

# CITY ADMINISTRATOR

## PRIOR REDUCTIONS (CONT'D)

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

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

## PROGRAM DESCRIPTIONS

### ADMINISTRATION

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

### - CONTRACT COMPLIANCE & EMPLOYMENT SERVICES

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

### - BUDGET, ANALYSIS, AND OPERATIONS SUPPORT

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

## AUTHORIZED POSITIONS BY PROGRAM (CONT'D)

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>KTOP Operations</b>	<b>11.85</b>	<b>11.85</b>	<b>11.85</b>
1760 - Telecommunications Reserve	6.89	6.89	6.89
7780 - Oakland Redevelopment Agency Projects (ORA)	4.96	4.96	4.96
<b>Measure Y</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>
2251 - Measure Y: Public Safety Act 2004	2.20	2.20	2.20
<b>Oaklanders' Assistance Center</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>
1010 - General Fund: General Purpose	3.50	2.50	2.50
7780 - Oakland Redevelopment Agency Projects (ORA)	0.50	0.50	0.50
<b>Public Ethics Commission</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>
1010 - General Fund: General Purpose	2.00	1.00	1.00
<b>TOTAL</b>	<b>61.50</b>	<b>64.30</b>	<b>64.30</b>

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

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

## SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY PROGRAM

### Revenue

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Administration *	\$327,760	\$973,150	\$973,150
KTOP Operations	1,143,720	1,374,724	1,404,364
<b>TOTAL</b>	<b>\$1,471,480</b>	<b>\$2,347,874</b>	<b>\$2,377,514</b>

### Expenditure

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Administration *	\$3,766,640	\$12,451,031	\$12,794,135
Americans with Disabilities Act	450,490	415,087	422,549
Budget, Analysis, and Operations Support **	1,976,590	-	-
Citizens Police Review Board	476,490	699,426	2,183,248
Equal Access	332,620	229,545	235,204
Equal Employment Opportunity	427,720	424,856	436,092
KTOP Operations	1,454,000	1,461,852	1,492,234
Measure Y	125,990	487,757	491,653
Oaklanders' Assistance Center	363,790	256,961	263,127
Public Ethics Commission	260,260	152,724	157,358
<b>TOTAL</b>	<b>\$9,634,590</b>	<b>\$16,579,239</b>	<b>\$18,475,600</b>

\*Administration includes Budget Office, Department of Contracting and Purchasing and Museum Professional & Service Lease Agreements transfer to CAO

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

### AMERICANS WITH DISABILITIES ACT

This program coordinates citywide compliance with the ADA, excluding employment; serves the disability, business and non-profit communities as well as City agencies and departments; investigates complaints of disability

discrimination (except employee or applicant complaints), creates disability policies and implements access compliance programs, administers ADA capital improvement programs, reviews other City capital projects for ADA compliance, provides technical

## PROGRAM DESCRIPTIONS

(CONT'D)

### AMERICANS WITH DISABILITIES ACT

(CONT'D)

assistance and training, staffs the Commission on Persons with Disabilities; and coordinates public events and programs that promote the advancement of youth with disabilities and celebrate disability art and culture.

### CITIZENS POLICE REVIEW BOARD

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

### EQUAL ACCESS

This program monitors and facilitates City Agencies' compliance with the Equal Access to Services Ordinance; develops translation quality control guidelines; coordinates with Agencies' to provide vital documents and recorded telephonic main messages in language shared with substantial number of limited English speaking persons group; and recommends the number of bilingual personnel needed in Agencies' public contact areas.

### EQUAL EMPLOYMENT OPPORTUNITY

This program mandated by federal, state, and local laws and regulations, performs the following functions: investigates Equal Employment Opportunity (EEO) claims of discrimination and harassment via a neutral fact finding process; receives and responds to informal EEO mediation and dispute resolution requests from employees; provides and administers an ADA/FEHA workplace accommodations process for City employees and job applicants; develops and submits EEO statistical reports; conducts sexual harassment education and EEO training programs; monitors hiring practices for EEO compliance and conducts outreach to the Oakland community.

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
CPRB & Administrative Assistant - shift personnel costs and O&M to JAG grant (Fund 2112)	(0.75)	(\$114,332)	(\$116,123)
Downgrade Asst to the City Administrator (Equal Access) to City Administrator Analyst and eliminate 1.00 FTE Program Analyst I	(1.00)	(\$145,862)	(\$157,785)
Reduce Analyst and Accounting positions in Budget Office, 4.70 FTE	(4.70)	(\$541,427)	(\$566,965)
Transfer 0.20 FTE to Fund 7780 (Budget Director)	(0.20)	(\$55,982)	(\$59,895)
Transfer 0.50 FTE Assistant to the City Administrator to Fund 1760	(0.50)	(\$96,953)	(\$99,768)
Budget Public Ethics Director at Step 1	-	(\$28,048)	(\$28,610)
Eliminate Public Ethics Executive Assistant	(1.00)	(\$102,480)	(\$107,218)
Eliminate Administrative Assistant to the Mayor	(0.50)	(\$82,184)	(\$85,834)
Increase Taxi Cab Inspection Fees	-	\$300,000	\$300,000
State & Federal Lobbyist Contracts Transferred from Non-Departmental	-	\$280,000	\$280,000
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
CPRB & Administrative Assistant - shift personnel costs and O&M to JAG grant (Fund 2112)	0.75	\$114,332	\$116,123
Eliminate 0.30 FTE Accountant II in Budget Office in ORA (Fund 7780)	(0.30)	(\$33,785)	(\$34,463)
Transfer 0.20 FTE to Fund 7780 (Budget Director)	0.20	\$55,982	\$59,895
Transfer Assistant to the City Administrator from GPF (1010) to Fund 1760	0.50	\$96,953	\$99,768
Eliminate Administrative Assistant to the Mayor (Fund 7780)	(0.50)	(\$82,184)	(\$85,834)
Organizational Changes	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer Budget Office Analysts and O&M to Finance & Management Agency - All Funds	(4.00)	(\$683,936)	(\$694,906)
Transfer Budget Office Analysts and O&M to CAO (Administration) - All Funds	4.50	\$764,066	\$790,550
Transfer of DCP (Administration, Contract Compliance & Employment Services, and Contract Administration) to CAO Administration - All Funds	14.00	\$1,812,896	\$1,870,615
Professional Services and Lease Agreements with the Oakland Museum of California Foundation - All Funds	-	\$6,336,814	\$6,527,660
Consolidate Complaint Intake at Citizen Police Review Board (CPRB)	-	-	\$1,468,158

### KTOP OPERATIONS

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

### MEASURE Y

This program provides approximately \$20 million annually for violence prevention and public safety programs managed by the Department of Human Services and the Police Services Agency.

Currently, the City Administrator's Office manages the evaluation portion of the program. In addition, the Department of Human Services contracts with Neighborhood Services to manage the City/County Neighborhood Initiative Program.

### OAKLANDERS' ASSISTANCE CENTER

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

# CITY ADMINISTRATOR

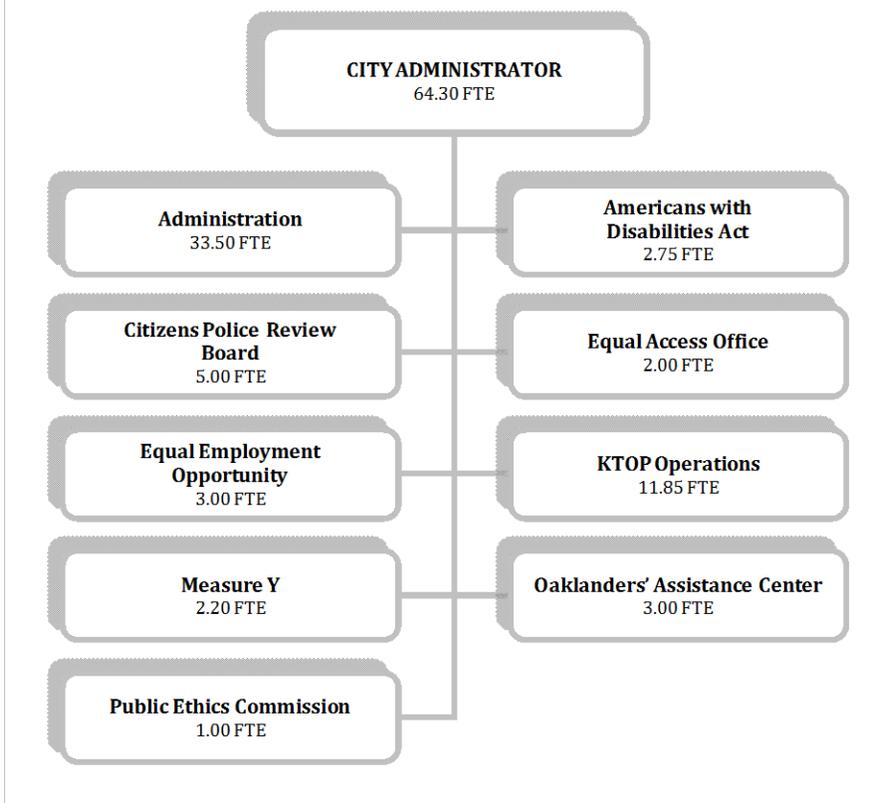
## PROGRAM DESCRIPTIONS

(CONT'D)

### PUBLIC ETHICS COMMISSION

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

## ORGANIZATIONAL CHART BY PROGRAM



CITY ATTORNEY

MISSION STATEMENT

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

BUSINESS GOALS

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

PRIOR REDUCTIONS

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

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$3,706,734	\$3,874,833	\$4,070,869	\$4,197,692
1100 Self Insurance Liability	3,437,507	3,463,977	3,366,874	3,222,399
1150 Worker's Compensation Insurance	338,510	347,410	249,450	254,838
1710 Recycling Program	197,082	242,079	169,992	173,594
1720 Comprehensive Clean-up	56,701	40	-	-
1750 Multipurpose Reserve	60	60	-	-
2108 HUD-CDBG	63,492	64,726	45,490	46,395
2190 Private Grants	-	-	-	-
2310 Lighting and Landscape Assessment	170,506	228	-	-
2413 Rent Adjustment Program Fund	-	-	322,864	338,882
2415 Development Service Fund	1,369,142	410,753	320,617	332,877
3100 Sewer Service Fund	142,013	145,552	95,387	100,831
7100 Police and Fire Retirement System	101,423	103,830	95,810	97,717
7120 Oakland Municipal Employees' Retirement	25,583	26,264	23,953	24,429
7760 Grant Clearing	196,907	26	-	-
7780 Oakland Redevelopment Agency Projects (ORA)	3,709,845	3,718,929	2,867,645	2,981,021
<b>TOTAL</b>	<b>\$13,515,503</b>	<b>\$12,398,706</b>	<b>\$11,628,951</b>	<b>\$11,770,675</b>
GPF Percent to Total Department	27.4%	31.3%	35.0%	35.7%
GPF Percent to Citywide GPF Expenditures	0.9%	1.0%	1.0%	1.1%

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

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Advisory</b>	<b>25.00</b>	<b>28.00</b>	<b>28.00</b>
1010 - General Fund: General Purpose	8.22	8.92	8.92
1100 - Self Insurance Liability	4.69	2.99	2.99
1150 - Worker's Compensation Insurance Claims	0.05	0.05	0.05
1710 - Recycling Program	0.50	0.50	0.50
2108 - HUD-CDBG	0.19	0.19	0.19
2413 - Rent Adjustment Program Fund	-	1.90	1.90
2415 - Development Service Fund	1.15	1.15	1.15
3100 - Sewer Service Fund	0.25	0.25	0.25
7100 - Police and Fire Retirement System	0.40	0.40	0.40
7120 - Oakland Municipal Employees' Retirement System	0.10	0.10	0.10
7780 - Oakland Redevelopment Agency Projects (ORA)	9.45	11.55	11.55
<b>City Attorney: Administration</b>	<b>30.00</b>	<b>10.00</b>	<b>10.00</b>
1010 - General Fund: General Purpose	16.63	8.53	8.53
1100 - Self Insurance Liability	8.78	0.27	0.27
1710 - Recycling Program	0.50	-	-
2413 - Rent Adjustment Program Fund	-	-	-
3100 - Sewer Service Fund	0.29	-	-
7780 - Oakland Redevelopment Agency Projects (ORA)	3.80	1.20	1.20
<b>Litigation</b>	<b>12.00</b>	<b>23.00</b>	<b>22.00</b>
1010 - General Fund: General Purpose	3.00	3.00	3.00
1100 - Self Insurance Liability	6.56	15.77	14.77
1150 - Worker's Compensation Insurance Claims	0.99	0.99	0.99
1710 - Recycling Program	-	0.50	0.50
2415 - Development Service Fund	0.35	0.35	0.35
3100 - Sewer Service Fund	-	0.29	0.29
7780 - Oakland Redevelopment Agency Projects (ORA)	1.10	2.10	2.10
<b>TOTAL</b>	<b>67.00</b>	<b>61.00</b>	<b>60.00</b>

# CITY ATTORNEY

## PRIOR REDUCTIONS (CONT'D)

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

## DIVISION DESCRIPTIONS

### ADVISORY SERVICES DIVISION

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

### LEGAL SUPPORT & OPERATIONS DIVISION

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

### LITIGATION SERVICES DIVISION

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

## SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY DIVISION

### Revenue

Division	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Advisory	\$10,280	\$10,280	\$10,280
Litigation	87,030	87,030	87,030
<b>TOTAL</b>	<b>\$97,310</b>	<b>\$97,310</b>	<b>\$97,310</b>

### Expenditure

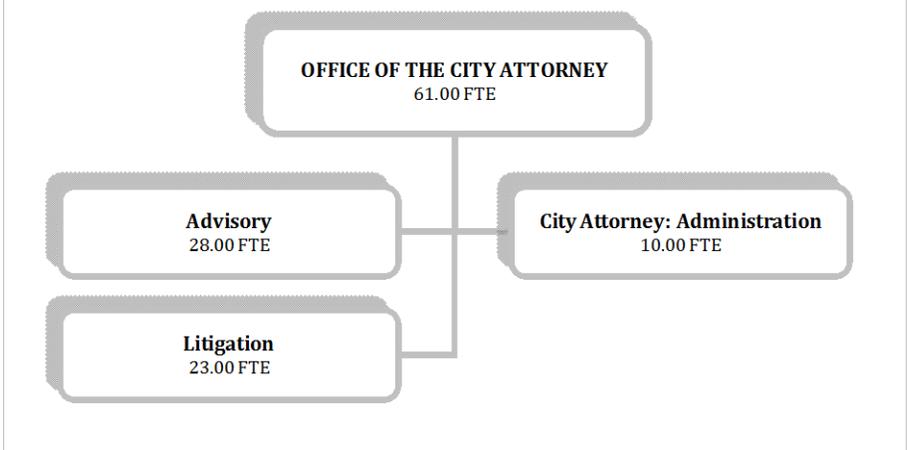
Division	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Advisory	\$6,701,710	\$5,247,341	\$5,426,364
City Attorney: Administration	3,150,040	2,738,740	2,834,992
Litigation	2,514,310	3,642,870	3,509,319
<b>TOTAL</b>	<b>\$12,366,060</b>	<b>\$11,628,951</b>	<b>\$11,770,675</b>

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

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
15% Reduction Target- Met by the reduction of two attorneys, one legal administrative assistant, one legal communications officer and the elimination of the Prosecution Program.	-	(\$713,326)	(\$735,539)
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Reduction of 1.00 FTE Claims Investigator III from Self Insurance Liability Fund (Fund 1100)	(1.00)	(\$126,356)	(\$128,888)

## ORGANIZATIONAL CHART BY DIVISION



CITY AUDITOR

MISSION STATEMENT

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

BUSINESS GOALS

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

PRIOR REDUCTIONS

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

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$1,312,137	\$1,482,586	\$885,773	\$917,733
1750 Multipurpose Reserve	53,429	180	-	-
2240 Library Services Retention-Enhancement	13,686	-	-	-
2241 Measure Q-Library Services Retention & Enhancement	-	41,070	-	-
7780 Oakland Redevelopment Agency Projects	72,972	-	-	-
<b>TOTAL</b>	<b>\$1,452,224</b>	<b>\$1,523,836</b>	<b>\$885,773</b>	<b>\$917,733</b>
GPF Percent to Total Department	90.4%	97.3%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.3%	0.4%	0.2%	0.2%

AUTHORIZED POSITIONS BY PROGRAM

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

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY PROGRAM

Revenue				
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget	
Auditing	\$0	\$0	\$0	
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Expenditure				
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget	
Auditing	\$1,217,900	\$885,773	\$917,733	
<b>TOTAL</b>	<b>\$1,217,900</b>	<b>\$885,773</b>	<b>\$917,733</b>	

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

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

# CITY AUDITOR

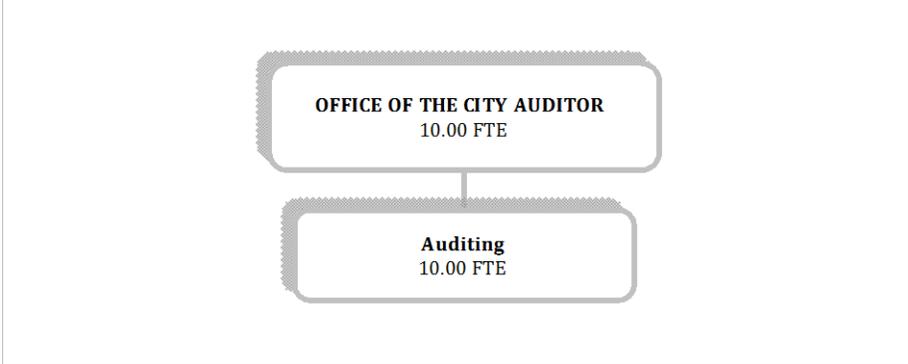
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## PROGRAM DESCRIPTIONS

### AUDITING

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

## ORGANIZATIONAL CHART BY PROGRAM



**CITY CLERK**

**MISSION STATEMENT**

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

**BUSINESS GOALS**

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

**PRIOR REDUCTIONS**

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

**PROGRAM DESCRIPTIONS**

**AGENDA MANAGEMENT**

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

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

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF) *	\$2,421,075	\$2,749,982	\$1,394,452	\$1,814,826
7780 Oakland Redevelopment Agency Projects (ORA)	242,885	281,555	439,603	458,727
<b>TOTAL</b>	<b>\$2,663,960</b>	<b>\$3,031,537</b>	<b>\$1,834,055</b>	<b>\$2,273,553</b>
GPF Percent to Total Department	90.9%	90.7%	76.0%	79.8%
GPF Percent to Citywide GPF Expenditures	0.6%	0.7%	0.4%	0.5%

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

**AUTHORIZED POSITIONS BY PROGRAM**

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

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

<b>Revenue</b>			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Agenda Management	\$30,420	\$30,420	\$30,420
Customer Services/Public Relations	26,450	3,840	3,840
<b>TOTAL</b>	<b>\$56,870</b>	<b>\$34,260</b>	<b>\$34,260</b>

**Expenditure**

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Agenda Management	\$1,028,700	\$1,005,514	\$1,040,551
Customer Services/Public Relations	355,720	332,919	341,927
Elections & Political Compliance *	1,479,560	136,851	518,900
Records Management	317,410	358,771	372,175
<b>TOTAL</b>	<b>\$3,181,390</b>	<b>\$1,834,055</b>	<b>\$2,273,553</b>

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

# CITY CLERK

## PROGRAM DESCRIPTIONS (CONT'D)

### AGENDA MANAGEMENT (CONT'D)

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

### CUSTOMER SERVICE AND PUBLIC RELATIONS

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

### ELECTIONS & POLITICAL COMPLIANCE

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

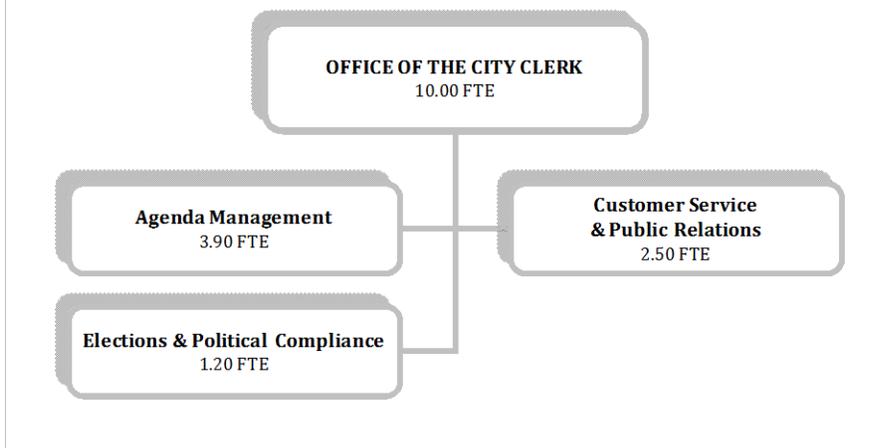
### RECORDS MANAGEMENT

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

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Realignment of Annual Election Costs	-	(\$364,080)	\$15,420
Elimination of Agenda Packet Duplication for City Staff (Reports Available Online for Print)	-	(\$78,190)	(\$78,190)
Reduction of Front Desk Services including Elimination of Passport Processing (Elimination of 1.00 FTE Public Service Representative)	(1.00)	(\$81,437)	(\$83,047)
Transfer 0.17 FTE to Oakland Redevelopment Agency Projects Fund (Fund 7780) for 0.67 FTE Administrative Analyst I; 0.67 FTE City Clerk; 0.67 FTE Citywide Records Manager; 2.01 FTEs Legislative Recorder	(1.02)	\$162,473	\$167,168
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer 0.17 FTE from General Purpose Fund (Fund 1010) to Oakland Redevelopment Agency Projects Fund (Fund 7780) for 0.33 FTE Administrative Analyst; 0.33 FTE City Clerk; 0.33 FTE Citywide Records Manager; 0.99 FTE Legislative Recorder	1.02	\$162,473	\$167,168

## ORGANIZATIONAL CHART BY PROGRAM



## INFORMATION TECHNOLOGY

### MISSION STATEMENT

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

### BUSINESS GOALS

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

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

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$7,904,348	\$8,121,131	\$7,489,612	\$7,649,450
1700 Mandatory Refuse Program	1,923	60	-	-
1760 Telecommunications Reserve	67,292	73,715	94,993	97,297
2240 Library Services Retention-Enhancement	4,850	-	222,781	228,183
2411 False Alarm Reduction Program	1,863	-	166,003	170,026
2415 Development Service Fund	343,829	720	35,046	35,896
2999 Miscellaneous Grants	-	79,651	-	-
4100 Equipment	135,276	120	-	-
4200 Radio / Telecommunications	2,481,461	2,015,786	3,313,455	3,352,376
4210 Telephone Equipment and Software	581,782	661,283	513,327	87,376
4300 Reproduction	1,309,509	1,369,727	1,388,711	1,412,391
4400 City Facilities	32,078	120	-	-
5200 JPFA Capital Projects: Series 2005	-	(599)	-	-
7760 Grant Clearing	-	12,327	-	-
7780 Oakland Redevelopment Agency Projects (ORA)	651,069	-	35,046	35,896
<b>TOTAL</b>	<b>\$13,515,281</b>	<b>\$12,334,039</b>	<b>\$13,258,974</b>	<b>\$13,068,891</b>
GPF Percent to Total Department	58.5%	65.8%	56.5%	58.5%
GPF Percent to Citywide GPF Expenditures	1.8%	2.0%	1.9%	1.9%

### AUTHORIZED POSITIONS BY DIVISION

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Administration &amp; Customer Service Division</b>	<b>31.00</b>	<b>28.00</b>	<b>28.00</b>
1010 - General Fund: General Purpose	22.25	19.05	19.05
2240 - Library Services Retention/Enhancement	-	2.00	2.00
4200 - Radio / Telecommunications	2.35	1.95	1.95
4300 - Reproduction	6.40	5.00	5.00
<b>Enterprise Application Services</b>	<b>16.00</b>	<b>18.00</b>	<b>18.00</b>
1010 - General Fund: General Purpose	16.00	17.00	17.00
1760 - Telecommunications Reserve	-	0.33	0.33
2415 - Development Service Fund	-	0.33	0.33
7780 - Oakland Redevelopment Agency Projects (ORA)	-	0.33	0.33
<b>Enterprise Network &amp; Computing Services</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>
1010 - General Fund: General Purpose	7.00	4.60	4.60
1760 - Telecommunications Reserve	-	0.40	0.40
4200 - Radio / Telecommunications	-	1.00	1.00
<b>Public Safety Systems Services</b>	<b>14.00</b>	<b>12.00</b>	<b>12.00</b>
1010 - General Fund: General Purpose	9.00	5.00	5.00
2411 - False Alarm Fund	-	1.00	1.00
4200 - Radio / Telecommunications	5.00	6.00	6.00
<b>TOTAL</b>	<b>68.00</b>	<b>64.00</b>	<b>64.00</b>

# INFORMATION TECHNOLOGY

## PRIOR REDUCTIONS

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

## DIVISION DESCRIPTIONS

### ADMINISTRATION & CUSTOMER SERVICE DIVISION

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

### ENTERPRISE APPLICATION SERVICES

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

## SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY DIVISION

<b>Revenue</b>			
<b>Division</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Adopted Budget</b>	<b>FY 2012-13 Adopted Budget</b>
Administration & Customer Service Division	7,626,910	7,877,213	7,710,642
Public Safety Systems Services	-	4,750	4,750
<b>TOTAL</b>	<b>\$7,626,910</b>	<b>\$7,881,963</b>	<b>\$7,715,392</b>
<b>Expenditure</b>			
<b>Division</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Adopted Budget</b>	<b>FY 2012-13 Adopted Budget</b>
Administration & Customer Service Division	7,154,980	7,500,841	7,173,487
Enterprise Application Services	3,157,170	3,166,869	3,235,204
Enterprise Network & Computing Services	870,060	1,007,928	1,032,365
Public Safety Systems Services	1,883,120	1,583,336	1,627,835
<b>TOTAL</b>	<b>\$13,065,330</b>	<b>\$13,258,974</b>	<b>\$13,068,891</b>

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

<b>General Purpose Fund (GPF)</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
Eliminate 2.0 FTEs and freeze 5.0 FTE's. Duties will be absorbed by remaining staff and/or reduce service level	(7.00)	(\$946,438)	(\$967,431)
Transfer 1.0 FTE Information Systems Supervisor to False Alarm Fund (Fund 2411)	(1.00)	(\$179,772)	(\$183,376)
Transfer 1.0 FTE Systems Programmer II to Telecommunications Reserve (Fund 1760), Development Services Fund (Fund 2415) and Oakland Redevelopment Agency (Fund 7780)	(1.00)	(\$121,584)	(\$130,566)
<b>ALL Other Funds</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
Eliminate 1.0 FTE Reproduction Offset Supervisor from Copy and Reprographics Services (Fund 4300)	(1.00)	(\$84,693)	(\$86,391)
Transfer 1.0 FTE Information Systems Supervisor from GPF (Fund 1010) to False Alarm Fund (Fund 2411)	1.00	\$241,264	\$246,099
Transfer 1.0 FTE Systems Programmer II from GPF (1010) to Telecommunications Reserve (Fund 1760), Development Services Fund (Fund 2415) and Oakland Redevelopment Agency (Fund 7780)	1.00	\$179,772	\$183,376

### ENTERPRISE NETWORK & COMPUTING SERVICES

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

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

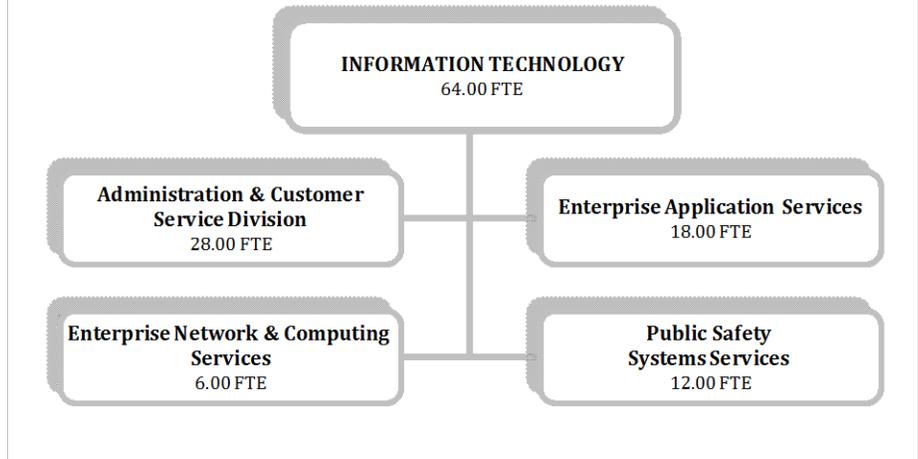
# INFORMATION TECHNOLOGY

## DIVISION DESCRIPTIONS (CONT'D)

### PUBLIC SAFETY SYSTEMS SERVICES

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

## ORGANIZATIONAL CHART BY DIVISION





# FINANCE & MANAGEMENT AGENCY

## FINANCE AND MANAGEMENT AGENCY

### MISSION STATEMENT

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

### BUSINESS GOALS

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

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

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$20,833,702	\$18,224,553	\$19,503,491	\$19,795,473
1100 Self Insurance Liability	99	-	-	-
1150 Worker's Compensation Insurance	896,612	936,774	1,323,368	1,342,754
1700 Mandatory Refuse Program	1,884,210	1,836,534	2,033,692	2,076,432
1720 Comprehensive Clean-up	497,937	404,273	626,179	626,190
1750 Multipurpose Reserve	1,725,233	2,036,850	2,812,307	2,913,145
2108 HUD-CDBG	164,013	143,133	148,755	151,408
2195 Workforce Investment Act	110,764	85,160	109,065	111,415
2230 State Gas Tax	163,272	2,877	-	-
2240 Library Services Retention-Enhancement	-	-	17,657	17,657
2250 Measure N: Fund	-	-	4,493	4,493
2251 Measure Y: Public Safety Act	248,204	20,265	48,844	48,830
2310 Lighting and Landscape Assessment	156,749	1,370	62,095	63,612
2390 Street Improvement Bonds	-	2,493	-	-
2412 Measure M: Emergency Dispatch Service	-	-	4,542	4,542
2413 Rent Adjustment Program Fund	-	-	256,960	263,714
2601 Workforce Investment Act (ARRA)	21,555	51,743	-	-
3100 Sewer Service Fund	949,376	791,577	1,026,800	1,078,022
4100 Equipment	-	358,081	5,521	5,521
4400 City Facilities	-	289	-	-
4500 Central Stores	1,940,820	2,004,690	302,639	309,140
4550 Purchasing	-	-	713,588	729,280
5130 Rockridge: Library Assessment	-	-	3,387	3,387
5502 CHW Insurance Proceeds	3,219,730	-	-	-
5504 Parking Garage Access Improvement	-	306,939	-	-
6520 Fire Area - Redemption	45,036	56,066	48,817	50,000
7100 Police and Fire Retirement System	41,177	-	-	-
7120 Oakland Municipal Employees' Retirement	41,177	-	-	-
7130 Employee Deferred Compensation	1,403	-	-	-
7320 Police and Fire Retirement System Refinancing	-	1,500,000	-	-
7760 Grant Clearing	34,512	39,409	35,346	36,046
7780 Oakland Redevelopment Agency Projects (ORA)	576,596	758,380	841,071	861,425
<b>TOTAL</b>	<b>\$33,552,177</b>	<b>\$29,561,458</b>	<b>\$29,928,617</b>	<b>\$30,492,486</b>
GPF Percent to Total Department	62.1%	61.6%	65.2%	64.9%
GPF Percent to Citywide GPF Expenditures	4.8%	4.5%	5.0%	5.0%

### AUTHORIZED POSITIONS BY DIVISION

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

# FINANCE & MANAGEMENT AGENCY

## BUSINESS GOALS (CONT'D)

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

## PRIOR REDUCTIONS

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

## DIVISION DESCRIPTIONS

### ADMINISTRATION DIVISION

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

## AUTHORIZED POSITIONS BY DIVISION (CONT'D)

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Revenue Division**</b>	<b>53.00</b>	<b>150.20</b>	<b>150.20</b>
1010 - General Fund: General Purpose	37.33	118.13	118.28
1700 - Mandatory Refuse Program	15.47	15.66	15.51
1720 - Comprehensive Clean-up	-	12.28	12.28
1750 - Multipurpose Reserve	-	0.40	0.40
2310 - Lighting and Landscape Assessment District	0.20	0.40	0.40
2413 - Rent Adjustment Program Fund	-	3.00	3.00
7760 - Grant Clearing	-	0.33	0.33
<b>Risk Management Division</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
1150 - Worker's Compensation Insurance Claims	7.00	7.00	7.00
<b>Treasury Division</b>	<b>22.00</b>	<b>20.00</b>	<b>20.00</b>
1010 - General Fund: General Purpose	21.60	19.60	19.60
6520 - Fire Area - Redemption	0.40	0.40	0.40
<b>TOTAL</b>	<b>222.30</b>	<b>215.70</b>	<b>215.70</b>

\*The Budget Office and the Purchasing Unit have been reorganized into the Controller's Office (formerly the Accounting Division).

\*\*The Parking Division has been consolidated into the Revenue Division.

## SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY DIVISION

### Revenue

Division	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Controller's Office*	\$2,630,190	\$1,177,678	\$1,202,590
Finance and Management: Administration	-	2,732,593	2,937,608
Revenue Division**	4,223,530	2,988,828	3,031,449
Treasury Division	420,456,000	420,022,709	422,243,467
<b>TOTAL</b>	<b>\$427,309,720</b>	<b>\$426,921,808</b>	<b>\$429,415,114</b>

### Expenditure

Division	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Controller's Office*	\$5,595,480	\$4,638,753	\$4,742,626
Finance and Management: Administration	1,415,610	1,762,198	1,848,430
Parking Division**	12,109,470	-	-
Revenue Division**	7,038,250	19,092,817	19,362,540
Risk Management Division	1,069,540	1,284,225	1,304,353
Treasury Division	953,880	3,150,624	3,234,537
<b>TOTAL</b>	<b>\$28,182,230</b>	<b>\$29,928,617</b>	<b>\$30,492,486</b>

\*The Budget Office and the Purchasing Unit have been reorganized into the Controller's Office (formerly the Accounting Division).

\*\*The Parking Division has been consolidated into the Revenue Division.

# FINANCE & MANAGEMENT AGENCY

## DIVISION DESCRIPTIONS (CONT'D)

### ACCOUNTING DIVISION

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

### REVENUE DIVISION

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

### RISK MANAGEMENT

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

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Downgrade Agency Administrative Manager to Administrative Services Manager II (0.70 FTE Fund 1010)	-	(\$29,062)	(\$29,153)
Accounting Division Reductions (Elimination of 1.00 FTE Accounting Technician; 1.00 FTE Principal Financial Analyst)	(2.00)	(\$276,986)	(\$262,459)
Unfreeze Assistant Controller (0.60 FTE Fund 1010)	0.60	\$97,315	\$99,674
Revenue Division Reductions (Elimination of 0.50 FTE Revenue Assistant)	(0.50)	(\$38,392)	(\$39,161)
Reclassify Tax Auditor II to Revenue Analyst (0.84 FTE Fund 1010); City Administrator Analyst to Tax Auditor III (1.00 FTE Fund 1010)	(0.16)	(\$95,478)	(\$96,185)
Transfer 0.50 FTE Revenue Assistant to Mandatory Refuse Program Fund (Fund 1700) and 0.20 FTE to Lighting and Landscape Assessment District Fund (Fund 2310)	(0.70)	(\$57,064)	(\$61,260)
Transfer 0.93 FTE Revenue Assistant to Mandatory Refuse Program Fund (Fund 1700) in FY 2011-12	(0.93)	(\$77,884)	-
Transfer 0.78 FTE Revenue Assistant to Mandatory Refuse Program Fund (Fund 1700) in FY 2012-13	(0.78)	-	(\$69,022)
Parking Division Reductions (Elimination of 1.00 FTE Account Clerk III; 1.00 FTE Administrative Assistant I; 0.10 FTE Parking Enforcement Supervisor I)	(2.10)	(\$201,462)	(\$203,855)
Add 1.00 FTE City Administrator Analyst	1.00	\$91,812	\$94,800
Treasury Division Reductions (Elimination of 1.00 FTE Revenue Assistant; 1.00 FTE Principal Financial Analyst; 1.00 FTE Payroll Personnel Clerk III)	(3.00)	(\$354,024)	(\$373,957)
Downgrade Accountant III to Accountant II (1.00 FTE Fund 1010); Accountant II to Accountant I (1.00 FTE Fund 1010)	-	(\$40,778)	(\$41,503)
Decrease Agency Operations and Maintenance Appropriations	-	(\$351,089)	(\$327,869)
Increase Agency Recoveries	-	(\$110,777)	(\$172,759)
Reductions in Central Stores (decrease City Accounting Services Appropriations across multiple departments)	-	(\$245,485)	(\$253,431)
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Downgrade Agency Administrative Manager to Administrative Services Manager II (0.30 FTE Fund 7780)	-	(\$12,455)	(\$12,494)
Unfreeze Assistant Controller (0.40 FTE Fund 7780)	0.40	\$64,876	\$66,448
Revenue Division Reductions in Mandatory Refuse Program Fund (Fund 1700) (Elimination of 1.00 FTE Collections Officer; 0.50 FTE Revenue Assistant)	(1.50)	(\$131,860)	(\$134,502)
Reclassify Tax Auditor II to Revenue Analyst (0.16 FTE Fund 1700); Tax Enforcement Officer II to Tax Enforcement Officer III (1.00 FTE Fund 1700); Tax Representative II to Tax Auditor II (1.00 FTE Fund 1700)	0.16	\$12,849	\$13,746
Transfer 0.50 FTE Revenue Assistant from General Purpose Fund (Fund 1010) to Mandatory Refuse Program Fund (Fund 1700) and 0.20 FTE to Lighting and Landscape Assessment District Fund (Fund 2310)	0.70	\$51,514	\$55,341
Transfer 0.93 FTE Revenue Assistant from General Purpose Fund (Fund 1010) Mandatory Refuse Program Fund (Fund 1700) in FY 2011-12	0.93	\$77,476	-
Transfer 0.78 FTE Revenue Assistant from General Purpose Fund (Fund 1010) to Mandatory Refuse Program Fund (Fund 1700) in FY 2012-13	0.78	-	\$62,977

# FINANCE & MANAGEMENT AGENCY

## DIVISION DESCRIPTIONS (CONT'D)

### TREASURY DIVISION

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

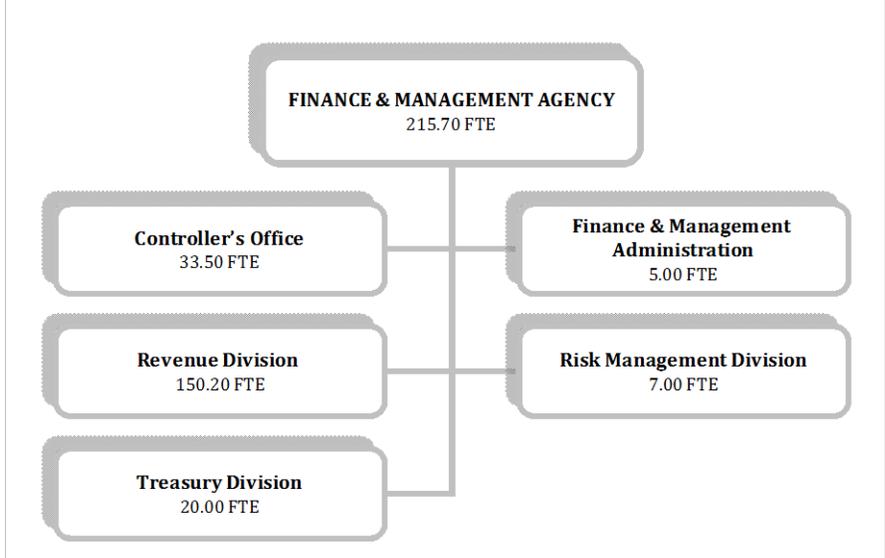
### PARKING DIVISION

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

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

ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Reductions in Central Stores (decrease City Accounting Services Appropriations across multiple departments; decrease Operations and Maintenance Appropriations)	-	(\$376,394)	(\$379,244)
Eliminations in Central Stores staff (Fund 4500) (1.00 FTE Administrative Assistant I; 5.00 FTE Storekeeper II; 1.00 FTE Storekeeper III)	(7.00)	(\$617,692)	(\$630,072)
Organizational Changes	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Consolidate Parking Division into Revenue Division			
Transfer Budget Office from the Office of the City Administrator to the Finance and Management Agency Controller's Office	4.00	\$683,936	\$694,906
Transfer Purchasing Unit from the Department of Contracting and Purchasing to the Finance and Management Agency Controller's Office	7.50	\$782,306	\$807,547

## ORGANIZATIONAL CHART BY DIVISION



## HUMAN RESOURCES

### MISSION STATEMENT

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

### BUSINESS GOALS

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

### PRIOR REDUCTIONS

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

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

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$4,245,340	\$4,244,462	\$3,977,754	\$3,949,757
1150 Worker's Compensation Insurance	7,450	7,460	-	-
1750 Multipurpose Reserve	708	-	-	-
2211 Measure B: ACTIA	6	-	-	-
2251 Measure Y: Public Safety Act	(564)	-	-	-
7100 Police and Fire Retirement System	1,821,939	1,536,199	2,549,921	2,561,457
7120 Oakland Municipal Employees' Retirement System	914,095	835,410	302,075	306,619
7130 Employee Deferred Compensation	135,327	154,014	200,522	202,685
7760 Grant Clearing	139,710	-	-	-
<b>TOTAL</b>	<b>\$7,264,012</b>	<b>\$6,777,544</b>	<b>\$7,030,272</b>	<b>\$7,020,518</b>
GPF Percent to Total Department	58.4%	62.6%	56.6%	56.3%
GPF Percent to Citywide GPF Expenditures	1.0%	1.0%	1.0%	1.0%

### AUTHORIZED POSITIONS BY DIVISION

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Administration Division</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>
1010 - General Fund: General Purpose	4.54	6.00	6.00
7100 - Police and Fire Retirement System	0.23	-	-
7120 - Oakland Municipal Employees' Retirement System	0.23	-	-
<b>Benefits &amp; Retirement Division</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
1010 - General Fund: General Purpose	3.15	2.95	2.95
7100 - Police and Fire Retirement System	3.70	3.70	3.70
7120 - Oakland Municipal Employees' Retirement System	1.40	1.30	1.30
7130 - Employee Deferred Compensation	0.75	1.05	1.05
<b>Employee/Labor Relations Division</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>
1010 - General Fund: General Purpose	5.00	4.00	4.00
<b>Recruitment &amp; Classification Division</b>	<b>22.00</b>	<b>18.50</b>	<b>18.50</b>
1010 - General Fund: General Purpose	22.00	18.50	18.50
<b>TOTAL</b>	<b>41.00</b>	<b>37.50</b>	<b>37.50</b>

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

Revenue			
Division	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Administration Division	\$168,630	\$200,522	\$202,685
<b>TOTAL</b>	<b>\$168,630</b>	<b>\$200,522</b>	<b>\$202,685</b>
Expenditure			
Division	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Administration Division	781,770	907,314	901,605
Benefits & Retirement Division	3,210,690	3,217,541	3,242,751
Employee/Labor Relations Division	724,040	912,894	906,367
Recruitment & Classification Division	2,257,460	1,992,523	1,969,795
<b>TOTAL</b>	<b>\$6,973,960</b>	<b>\$7,030,272</b>	<b>\$7,020,518</b>

# HUMAN RESOURCES

## PRIOR REDUCTIONS (CONT'D)

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

## DIVISION DESCRIPTIONS

### ADMINISTRATION DIVISION

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

### BENEFITS & RETIREMENT DIVISION

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

### EMPLOYEE/LABOR RELATIONS DIVISION

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

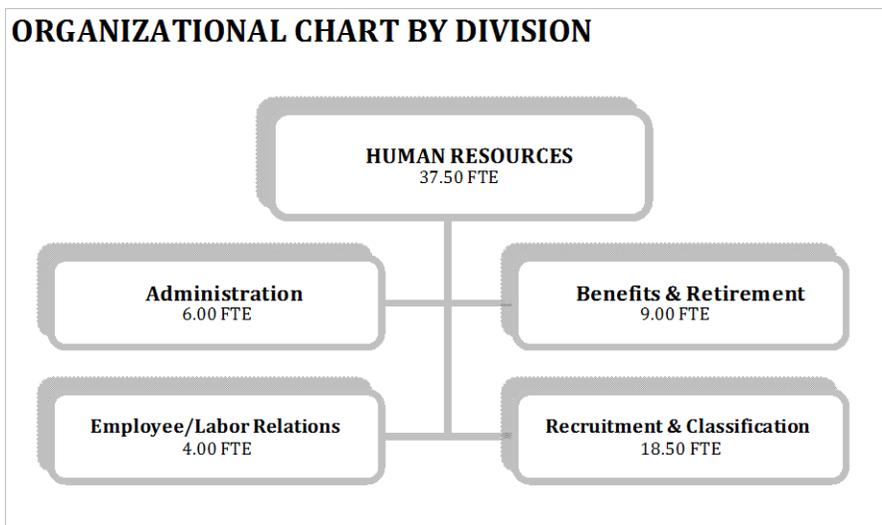
### RECRUITMENT AND CLASSIFICATION DIVISION

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

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer 0.05 FTE Human Resources Manager to Police and Fire Retirement System Fund (Fund 7100)	(0.05)	(\$11,891)	(\$12,338)
Eliminate 2.0 FTEs Assistant Human Resource Analyst; 1.0 FTE Senior Human Resource Analyst; 0.50 FTE Employee Assist Svcs Coordinator; 1.00 FTE Human Resource Analyst (CONF)	(4.50)	(\$513,306)	(\$685,261)
Add Operations & Maintenance for Recruitment & Classification Automation System	-	\$15,000	\$15,000
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer 0.05 FTE HR Manager from General Purpose Fund (Fund 1010) to Police and Fire Retirement System Fund (Fund 7100)	0.05	\$11,891	\$12,338

## ORGANIZATIONAL CHART BY DIVISION



**POLICE SERVICES  
AGENCY**

**MISSION STATEMENT**

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

**BUSINESS GOALS**

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

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

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$190,270,581	\$178,884,973	155,082,878	158,846,631
1100 Self Insurance Liability	7,647,668	10,570,793	7,374,480	7,374,480
1720 Comprehensive Clean-up	19	-	-	-
2112 Department of Justice	2,712,088	3,437,712	153,276	156,435
2117 Department of Treasury	16,086	-	-	-
2123 US Dept of Homeland Security	136,275	430	-	-
2141 State Traffic Congestion Relief	8,418	-	-	-
2146 California State Emergency Services	-	100,000	-	-
2152 California Board of Corrections	559,524	105,073	-	-
2158 5th Year State COPS Grant	278,369	236,968	-	-
2159 State of California Other	100,782	263,713	-	-
2160 County of Alameda: Grants	15,000	-	-	-
2172 Alameda County: Vehicle Abatement Authority	423,155	354,082	348,656	352,240
2212 Measure B: Bicycle/Pedestrian	168	-	-	-
2251 Measure Y: Public Safety Act	11,009,841	5,007,961	11,357,992	11,636,551
2411 False Alarm Reduction Program	373,080	842,033	946,987	1,955,217
2416 Traffic Safety Fund	1,572,296	1,553,727	1,877,551	1,889,177
2513 Local Law Enforce Block Grant (LLEBG) 2003	-	(5,331)	-	-
2607 Department of Justice-COPS Grant	5,054,513	4,945,283	6,120,438	-
2910 Federal Asset Forfeiture: 15% Set-aside	236,991	77,061	-	-
2912 Federal Asset Forfeiture: City Share	137,983	133,792	-	-
2914 State Asset Forfeiture	5,356	89,647	-	-
2916 Vice Crimes Protection	984	-	-	-
2995 Police Grants	117,639	97,625	20,000	20,000
2999 Miscellaneous Grants	1,085,911	1,036,269	800,000	1,300,000
4400 City Facilities	7,428	230	-	-
5500 Municipal Capital Improvement	(258)	-	-	-
5510 Capital Reserves	1,979	-	-	-
7130 Employee Deferred Compensation	1,065	-	-	-
7350 Police and Fire Facility Trust	24,725	-	-	-
7420 State Asset Trust	114,538	271,621	-	-
7440 Unclaimed Cash	1,840	11,332	300,000	-
7780 Oakland Redevelopment Agency Projects (ORA)	3,568,964	3,153,884	3,423,518	3,482,040
<b>TOTAL</b>	<b>\$225,483,009</b>	<b>\$211,168,879</b>	<b>\$187,805,776</b>	<b>\$187,012,771</b>
GPF Percent to Total Department	84.4%	84.7%	82.6%	84.9%
GPF Percent to Citywide GPF Expenditures	44.3%	44.1%	39.6%	40.0%

contemporary technologies to solve crimes and apprehend perpetrators.

- Effectively address crime and public safety issues by increasing police personnel's capacity to provide a higher quality of service to the community by providing basic and in-service training to improve their skills and abilities.
- Provide targeted investigation of prostitution activity with a priority on intervention with minors and the prosecution of adults involved in human trafficking. Collaborate with the Department of Human Services, Alameda County judges, the District Attorney's Office, and the Alameda County Probation Department to establish a process to place juvenile offenders into a Measure Y Program or

Juvenile Hall and to develop system to monitor all referrals and outcomes for juvenile offenders.

- Reduce violence caused by career criminals and maintain involvement in youth development.
- Improve traffic safety and community safety through enforcement of traffic codes, public education, and the removal of traffic hazards and abandoned vehicles from City streets.

**REDUCTIONS**

- Since the FY 2007-08 Adopted Budget, the Oakland Police Department has seen a reduction of 218.5 FTEs. Due to these reductions the department has

# POLICE SERVICES

## REDUCTIONS (CONT'D)

- had to limit the types of calls they respond to, for example no longer responding to non-violent calls until an officer becomes available.
- The OPOA gave concessions in the current budget balancing cycle, deferring their scheduled COLA of 4% on 1/1/13 to a 2% increase on 7/1/14 and another 2% on 1/1/15. In addition OPOA agreed to reduce entry-level Police Officer pay by 10%, and Police Officer trainee pay, by 15%.
- The helicopter program was grounded except for emergencies and maintenance flights.

## DIVISION DESCRIPTIONS

### BUREAU OF ADMINISTRATION

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

### BUREAU OF FIELD OPERATIONS

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

### BUREAU OF INVESTIGATION

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

### BUREAU OF SERVICES

This division provides Animal Control/Shelter, Records, Warrants,

## AUTHORIZED POSITIONS BY DIVISION

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Bureau of Administration</b>	<b>39.00</b>	<b>33.00</b>	<b>30.00</b>
1010 - General Fund: General Purpose	35.50	28.50	25.50
2112 - Department of Justice	-	1.00	1.00
2411 - False Alarm Reduction Program	-	3.50	3.50
2995 - Police Grants	3.50	-	-
<b>Bureau of Field Operations</b>	<b>626.13</b>	<b>530.65</b>	<b>503.65</b>
1010 - General Fund: General Purpose	530.82	391.82	405.82
2123 - US Dept of Homeland Security	1.00	-	-
2172 - Alameda County: Vehicle Abatement Authority	3.00	2.00	2.00
2251 - Measure Y: Public Safety Act 2004	-	63.00	63.00
2416 - Traffic Safety Fund	30.13	15.65	15.65
2607 - Department of Justice-COPS Hiring Recovery	39.00	41.00	-
2999 - Miscellaneous Grants	5.00	-	-
7780 - Oakland Redevelopment Agency Projects (ORA)	17.18	17.18	17.18
<b>Bureau of Investigation</b>	<b>170.00</b>	<b>173.00</b>	<b>157.00</b>
1010 - General Fund: General Purpose	169.00	173.00	157.00
2607 - Department of Justice-COPS Hiring Recovery Program (ARRA)	1.00	-	-
<b>Bureau of Services</b>	<b>185.00</b>	<b>165.00</b>	<b>164.00</b>
1010 - General Fund: General Purpose	161.00	163.00	162.00
2112 - Department of Justice	15.00	-	-
2411 - False Alarm Reduction Program	-	2.00	2.00
2910 - Federal Asset Forfeiture: 15% Set-aside	9.00	-	-
<b>Office of the Chief of Police</b>	<b>64.00</b>	<b>60.00</b>	<b>57.00</b>
1010 - General Fund: General Purpose	63.00	60.00	57.00
2607 - Department of Justice-COPS Hiring Recovery Program (ARRA)	1.00	-	-
<b>TOTAL</b>	<b>1,084.13</b>	<b>961.65</b>	<b>911.65</b>

## SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY DIVISION

Revenue			
Division	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Bureau of Administration	\$2,304,460	\$1,116,256	\$3,128,509
Bureau of Field Operations	6,011,420	12,623,464	6,009,590
Bureau of Investigation	448,500	49,170	49,170
Bureau of Services	1,153,960	878,475	878,475
Office of the Chief of Police	10,119,220	2,002,903	1,914,164
<b>TOTAL</b>	<b>\$20,037,560</b>	<b>\$16,670,268</b>	<b>\$11,979,908</b>
Expenditure			
Division	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Bureau of Administration	\$5,315,170	\$4,909,934	\$5,764,069
Bureau of Field Operations	96,700,300	97,294,830	94,369,800
Bureau of Investigation	28,998,820	29,455,405	27,273,602
Bureau of Services	21,425,760	18,735,187	18,927,910
Office of the Chief of Police	45,713,330	37,410,420	40,677,390
<b>TOTAL</b>	<b>\$198,153,380</b>	<b>\$187,805,776</b>	<b>\$187,012,771</b>

# POLICE SERVICES

**DIVISION DESCRIPTIONS (CONT'D)**

**BUREAU OF SERVICES (CONT'D)**

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

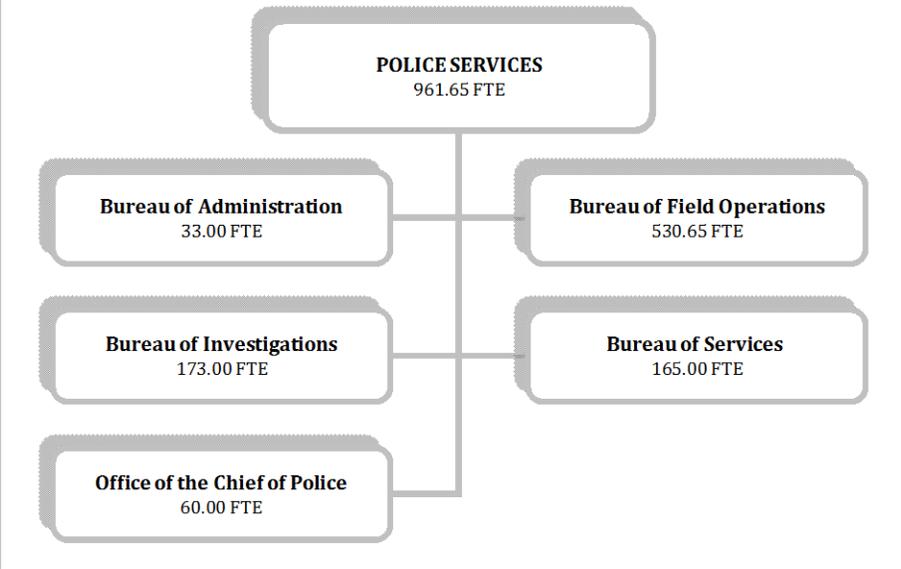
**OFFICE OF THE CHIEF OF POLICE**

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

**SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE**

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Eliminate 1.00 FTE Police Records Specialist, 1.00 FTE Payroll Personnel Clerk II (Jan 2012), 1.00 FTE Payroll Personnel Clerk III (Jan 2012), 1.00 FTE Management Assistant	(4.00)	(\$282,720)	(\$365,456)
Add Crime Analysis unit (5 Crime Analysts; 1 Pol. Svcs. Mgr. I)	6.00	\$658,396	\$674,359
Eliminate 1.00 FTE vacant Neighborhood Services Coordinators; functions will be performed by Beat Officers. Eliminate 1 Police Services Technician II	(1.00)	(\$171,407)	(\$173,590)
Transfer 2.00 FTE Police Communications Supervisors to False Alarm Fund (Fund 2411)	(2.00)	(\$285,083)	(\$290,778)
Budget Sworn Staff to 636.00 FTE in FY 11-12 and 588.00 FTE (no layoff, reduce workforce through attrition) in FY12-13	-	(\$5,760,000)	(\$14,400,000)
Eliminate Take Home Vehicles	-	(\$100,000)	(\$100,000)
Eliminate Helicopter	-	(\$63,000)	(\$63,000)
Reduce Overtime	-	(\$1,719,720)	(\$1,719,720)
Add Full Police Academy	-	-	\$3,600,000
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer 2.00 FTE Police Communications Supervisors from GPF (Fund 1010) to False Alarm Fund (Fund 2411)	2.00	\$285,083	\$290,778

**ORGANIZATIONAL CHART BY DIVISION**



**NOTES**

## FIRE SERVICES

### MISSION STATEMENT

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

### BUSINESS GOALS

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

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

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$97,448,879	\$96,792,159	\$91,666,666	95,209,445
1100 Self Insurance Liability	223,216	600,217	1,491,890	1,491,890
1200 Pension Override Tax Revenue	1,960	(1,960)	-	-
1710 Recycling Program	48,870	48,870	48,870	48,870
1720 Comprehensive Clean-up	12,523	310	177,507	179,274
1740 Hazardous Materials Inspections	994,062	857,601	691,683	711,360
1750 Multipurpose Reserve	-	178,149	-	-
2123 US Dept of Homeland Security	2,608,392	4,316,277	187,898	187,893
2124 Federal Emergency Management Agency	1,797,761	2,030,428	839,625	429,150
2128 Department of Health and Human Services	3,002	1,899	-	-
2146 California State Emergency Services	91,918	471,911	-	-
2150 California Department of Fish and Games	8,740	2,801	-	-
2159 State of California Other	76,080	707	-	-
2160 County of Alameda: Grants	1,589,376	2,146,296	1,004,205	1,004,205
2190 Private Grants	38,817	30,233	24,732	24,732
2211 Measure B: ACTIA	-	89	-	-
2230 State Gas Tax	-	394	-	-
2250 Measure N: Fund	1,114,074	1,487,118	1,408,763	1,408,765
2251 Measure Y: Public Safety Act	4,000,000	4,000,000	4,000,000	4,000,000
2321 Wildland Fire Prevention Assessment	1,309,758	1,549,360	1,850,518	1,850,518
2330 Werner Court Vegetation Mgmt District	3,050	3,251	6,200	6,200
2412 Measure M: Emergency Dispatch Service	1,890,153	1,868,327	1,743,520	1,743,515
3100 Sewer Service Fund	236,888	253,327	252,075	256,388
5130 Rockridge: Library Assessment	26,493	-	-	-
<b>TOTAL</b>	<b>\$113,524,011</b>	<b>\$116,637,763</b>	<b>\$105,394,152</b>	<b>\$108,552,205</b>
GPF Percent to Total Department	85.8%	83.0%	87.0%	87.7%
GPF Percent to Citywide GPF Expenditures	22.7%	23.8%	23.4%	24.0%

### AUTHORIZED POSITIONS BY DIVISION

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>911 Dispatch Communication</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>
1010 - General Fund: General Purpose	11.00	12.00	12.00
2412 - Alameda County: Emergency Dispatch Service Supplemental Assessment	11.00	10.00	10.00
3100 - Sewer Service Fund	1.00	1.00	1.00
<b>Emergency Medical Services</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
2124 - Federal Emergency Management Agency (FEMA)	-	1.00	1.00
2146 - California State Emergency Services	1.00	-	-
2250 - Measure N: Fund	6.00	6.00	6.00
2412 - Alameda County: Emergency Dispatch Service Supplemental Assessment	1.00	1.00	1.00
<b>Emergency Response Support Services</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
1010 - General Fund: General Purpose	2.00	2.00	2.00
<b>Fire Department Administration</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
1010 - General Fund: General Purpose	8.50	8.50	8.50
1740 - Hazardous Materials Inspections	0.10	0.10	0.10
2123 - US Dept of Homeland Security	0.10	0.10	0.10
2124 - Federal Emergency Management Agency (FEMA)	0.10	0.10	0.10
2250 - Measure N: Fund	0.10	0.10	0.10
2412 - Alameda County: Emergency Dispatch Service Supplemental Assessment	0.10	0.10	0.10

# FIRE SERVICES

## BUSINESS GOALS (CONT'D)

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

## AUTHORIZED POSITIONS BY DIVISION (CONT'D)

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Fire Department Safety, Education and Training</b>	<b>5.00</b>	<b>3.00</b>	<b>3.00</b>
1010 - General Fund: General Purpose	5.00	3.00	3.00
<b>Fire Prevention Bureau</b>	<b>30.00</b>	<b>29.50</b>	<b>27.50</b>
1010 - General Fund: General Purpose	22.00	21.50	19.50
1720 - Comprehensive Clean-up	1.00	1.00	1.00
1740 - Hazardous Materials Inspections	5.00	5.00	5.00
2321 - Wildland Fire Prevention Assess District	1.00	1.00	1.00
3100 - Sewer Service Fund	1.00	1.00	1.00
<b>Fire Suppression/Field Operations</b>	<b>471.20</b>	<b>474.00</b>	<b>474.00</b>
1010 - General Fund: General Purpose	471.00	471.00	474.00
2124 - Federal Emergency Management Agency (FEMA)	-	3.00	-
2190 - Private Grants	0.20	-	-
<b>Office of Emergency Svcs/Dept. of Homeland Sec.</b>	<b>10.60</b>	<b>13.00</b>	<b>13.00</b>
1010 - General Fund: General Purpose	3.60	3.00	2.00
2123 - US Dept of Homeland Security	6.00	9.00	10.00
2160 - County of Alameda: Grants	1.00	1.00	1.00
<b>Personnel, Safety, and Liability</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>
1010 - General Fund: General Purpose	1.00	2.00	2.00
<b>Special Operation-Emergency Response</b>	<b>28.25</b>	<b>26.45</b>	<b>26.45</b>
1010 - General Fund: General Purpose	25.00	24.00	24.00
2123 - US Dept of Homeland Security	1.00	-	-
2124 - Federal Emergency Management Agency (FEMA)	2.25	2.25	2.25
2190 - Private Grants	-	0.20	0.20
<b>TOTAL</b>	<b>588.05</b>	<b>589.95</b>	<b>587.95</b>

## SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY DIVISION

### Revenue

Division	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
911 Dispatch Communication	\$1,876,860	\$1,823,649	\$1,823,649
Emergency Medical Services	2,402,290	2,448,975	2,450,966
Fire Department Administration	1,934,760	384,344	53,050
Fire Prevention Bureau	4,638,730	5,325,193	5,594,996
Fire Suppression/Field Operations	35,610	416,403	10,610
Office of Emergency Svcs/Dept. of Homeland Sec.	-	55,000	57,346
Special Operation-Emergency Response	5,000,000	5,025,000	5,370,311
<b>TOTAL</b>	<b>\$15,888,250</b>	<b>\$15,478,564</b>	<b>\$15,360,928</b>

### Expenditure

Division	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
911 Dispatch Communication	\$3,558,940	\$4,199,836	4,236,687
Emergency Medical Services	2,215,370	2,588,355	2,593,687
Emergency Response Support Services	2,917,700	3,384,087	3,415,611
Fire Department Administration	5,650,480	3,839,823	3,979,798
Fire Department Safety, Education and Training	955,730	554,081	561,274
Fire Prevention Bureau	5,586,370	5,858,905	5,575,332
Fire Suppression/Field Operations	83,980,220	79,237,360	82,622,800
Office of Emergency Svcs/Dept. of Homeland Sec.	1,009,350	760,016	549,322
Personnel, Safety, and Liability	314,080	517,392	523,651
Special Operation-Emergency Response	4,544,600	4,454,297	4,494,043
<b>TOTAL</b>	<b>\$110,732,840</b>	<b>\$105,394,152</b>	<b>\$108,552,205</b>

## BUSINESS GOALS (CONT'D)

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

## PRIOR REDUCTIONS

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

## DIVISION DESCRIPTIONS

### 911 DISPATCH COMMUNICATION

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

### EMERGENCY MEDICAL SERVICES

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

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Increase Revenue by increasing the number of Commercial Inspections from 1,500 to 8,000 in Year 1 and to 10,000 in Year 2	-	\$500,000	\$750,000
Change Vegetation Management group to Permanent Part Time (6.0 FTE Fire Suppression District Inspectors reduced to 3.0 FTE); the program will be reduced from year round to 6 months	(3.00)	(\$288,881)	(\$296,571)
Transfer 1.0 FTE Emergency Services Manager to US Dept of Homeland Security (Fund 2123) in FY 12-13	(1.00)	-	(\$249,948)
Eliminate 1.0 FTE Fire Division Manager and .60 FTE Emergency Planning Coord.	(1.60)	(\$251,160)	(\$256,194)
Eliminate 2.0 FTE Fire Investigators in FY 12-13; revert 2 Investigators to Firefighters	(2.00)	-	(\$402,584)
Eliminate Take-home Cars	-	(\$40,000)	(\$40,000)
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer 1.0 FTE Emergency Services Manager from GPF (Fund 1010) to US Dept of Homeland Security (Fund 2123) in FY 12-13	1.00	-	\$249,948

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

### EMERGENCY RESPONSE SUPPORT SERVICES

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

### FIRE DEPARTMENT ADMINISTRATION

Provides effective leadership to the Agency's operation, including strategic planning, financial reporting, performance measures, payroll and benefits, staff development and training; serves as liaison among citizens, departmental staff, city management, Mayor and City Council.

### FIRE DEPARTMENT SAFETY, EDUCATION AND TRAINING

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

### FIRE PREVENTION BUREAU

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

### OFFICE OF EMERGENCY SERVICES/HOMELAND SECURITY

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

# FIRE SERVICES

## DIVISION DESCRIPTIONS (CONT'D)

### OFFICE OF EMERGENCY SERVICES/HOMELAND SECURITY (CONT'D)

readiness to respond during major emergencies; responsible for the City's Homeland Security Program.

### PERSONNEL, SAFETY AND LIABILITY

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

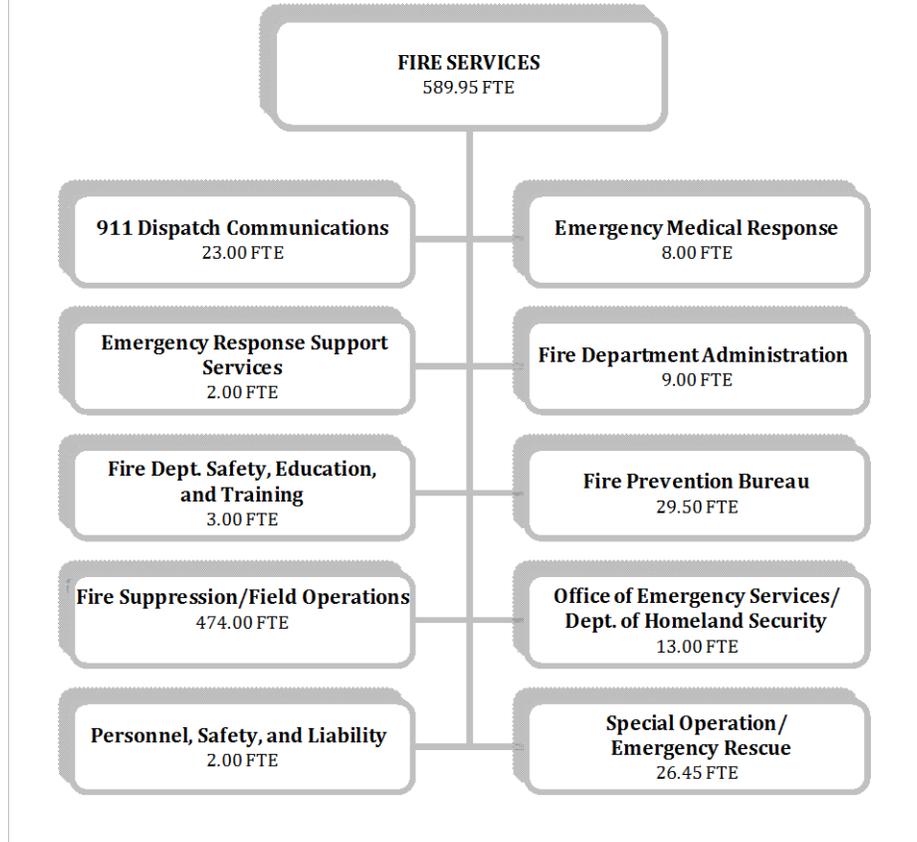
### FIRE SUPPRESSION/FIELD OPERATIONS

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

### SPECIAL OPERATION-EMERGENCY RESPONSE

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

## ORGANIZATIONAL CHART BY DIVISION



## OAKLAND PUBLIC LIBRARY

### MISSION STATEMENT

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

### BUSINESS GOALS

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

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

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$8,925,466	\$8,978,088	\$9,061,135	\$9,062,689
1760 Telecommunications Reserve	22,003	25,141	-	-
2148 California Library Services	115,251	118,265	64,321	65,421
2160 County of Alameda: Grants	22,457	45,698	-	-
2163 Metro Transportation Com: Program Grant	55,346	49,677	71,067	68,713
2210 Measure B: Fund	-	359	-	-
2230 State Gas Tax	-	(41)	-	-
2240 Library Services Retention-Enhancement	11,415,258	4,754,206	-	-
2241 Measure Q-Library Services Retention & Enhancement	-	12,205,275	14,385,662	14,923,021
2400 Senior Citizens Bonds	1,388	(1,388)	-	-
2993 Library Grants	17,599	120,972	250,000	250,000
2995 Police Grants	-	32	-	-
2999 Miscellaneous Grants	(8,625)	-	-	-
5500 Municipal Capital Improvement	-	4,452	-	-
7540 Oakland Public Library Trust	301,055	206,753	111,012	110,879
<b>TOTAL</b>	<b>\$20,867,197</b>	<b>\$26,507,490</b>	<b>\$23,943,197</b>	<b>\$24,480,723</b>
GPF Percent to Total Department	42.8%	33.9%	37.8%	37.0%
GPF Percent to Citywide GPF Expenditures	2.1%	2.2%	2.3%	2.3%

### AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>African American Museum &amp; Library at Oakland</b>	<b>3.40</b>	<b>5.40</b>	<b>5.40</b>
1010 - General Fund: General Purpose	1.00	1.00	1.00
2240 - Library Services Retention-Enhancement	2.40	4.40	4.40
<b>Branch Library Services</b>	<b>97.78</b>	<b>96.78</b>	<b>96.78</b>
1010 - General Fund: General Purpose	37.72	36.45	36.45
2160 - County of Alameda: Grants	0.27	-	-
2163 - Metro Transportation Com: Program Grant	-	0.27	0.27
2240 - Library Services Retention-Enhancement	59.79	60.06	60.06
<b>Library Systemwide Support</b>	<b>62.74</b>	<b>61.41</b>	<b>61.41</b>
1010 - General Fund: General Purpose	24.60	25.07	25.07
2240 - Library Services Retention-Enhancement	38.14	36.34	36.34
<b>Literacy Programs</b>	<b>5.08</b>	<b>5.08</b>	<b>5.08</b>
1010 - General Fund: General Purpose	1.00	1.00	1.00
2148 - California Library Services	1.08	1.08	1.08
2240 - Library Services Retention-Enhancement	3.00	3.00	3.00
<b>Main Library Services</b>	<b>46.04</b>	<b>48.34</b>	<b>48.34</b>
1010 - General Fund: General Purpose	11.20	12.20	12.20
1760 - Telecommunications Reserve	1.22	-	-
2240 - Library Services Retention-Enhancement	33.62	36.14	36.14
<b>TOTAL</b>	<b>215.04</b>	<b>217.01</b>	<b>217.01</b>

# OAKLAND PUBLIC LIBRARY

## BUSINESS GOALS (CONT'D)

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

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

## PRIOR REDUCTIONS

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

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

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

## PROGRAM DESCRIPTIONS

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

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

## SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY PROGRAM

### Revenue

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Branch Library Services	\$18,010	\$71,914	\$72,719
Library Systemwide Support	14,463,510	16,063,478	16,610,297
Literacy Programs	16,880	67,238	68,392
<b>TOTAL</b>	<b>\$14,498,400</b>	<b>\$16,202,630</b>	<b>\$16,751,408</b>

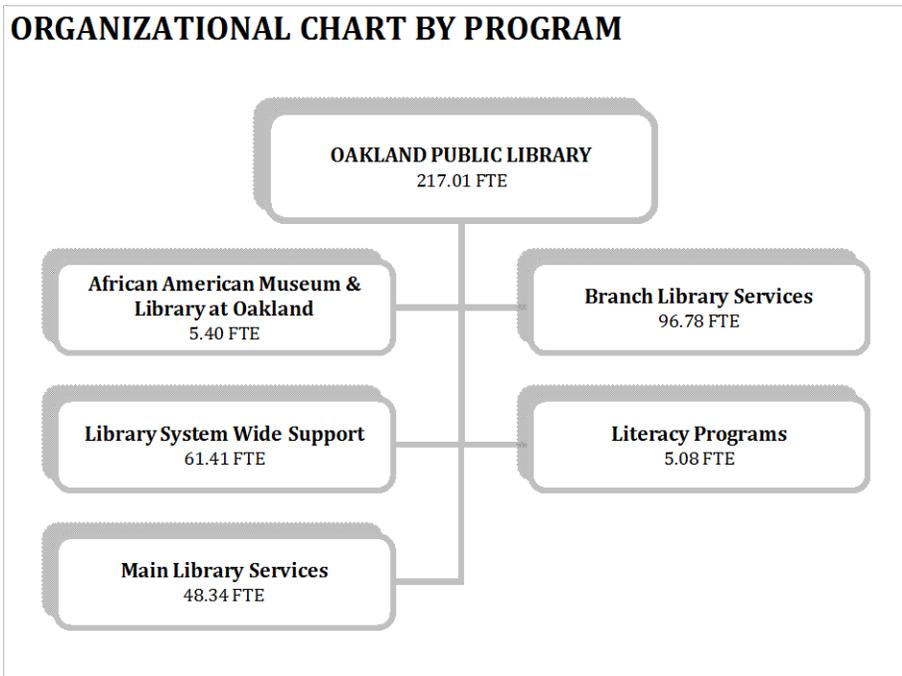
### Expenditure

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
African American Museum & Library at Oakland	\$526,330	\$778,101	\$790,559
Branch Library Services	9,705,290	9,433,046	9,707,022
Library Systemwide Support	9,166,280	9,128,416	9,265,190
Literacy Programs	367,800	363,276	370,155
Main Library Services	3,851,750	4,240,358	4,347,797
<b>TOTAL</b>	<b>\$23,617,450</b>	<b>\$23,943,197</b>	<b>\$24,480,723</b>

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
The Library's GPF budget was reduced to the minimum Measure Q required amount (\$9.06 million)	-	(\$373,067)	(\$642,700)

## ORGANIZATIONAL CHART BY PROGRAM



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

### **BRANCH LIBRARY SERVICES**

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

### **LIBRARY SYSTEMWIDE SUPPORT**

This program represents the system-wide services provided by the Finance

and Administrative Unit, Teen Services, Children's Services, Community Relations, Materials Unit, Computer Services Unit, and the Acquisitions and Cataloging Unit.

### **LITERACY PROGRAMS**

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

### **MAIN LIBRARY SERVICES**

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

**NOTES**

## PARKS AND RECREATION

### MISSION STATEMENT

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

### BUSINESS GOALS

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

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

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$12,597,758	\$12,227,454	\$12,193,111	\$12,787,886
1100 Self Insurance Liability	82,433	30,746	290,170	290,170
1780 Kid's First Oakland Children's Fund	670,848	461,036	107,566	109,973
1820 OPRCA Self Sustaining Revolving Fund	3,008,905	4,251,210	3,647,866	3,715,781
2108 HUD-CDBG	1,078	3,500	-	-
2112 Department of Justice	179,520	1,354	-	-
2134 California Parks and Recreation	150	-	-	-
2251 Measure Y: Public Safety Act	(12,419)	-	-	-
2310 Lighting and Landscape Assessment	4,177,341	4,339,512	3,904,198	4,091,501
2992 Parks and Recreation Grants	40,797	15,698	-	-
2996 Parks and Recreation Grants 2001	25,127	45,166	16,847	16,847
3200 Golf Course	399,763	782,345	747,644	886,079
4100 Equipment	2,099	1,924	-	-
5500 Municipal Capital Improvement	25,642	62,662	-	-
5510 Capital Reserves	21,700	-	-	-
7100 Police and Fire Retirement System	66	-	-	-
7780 Oakland Redevelopment Agency Projects	21,971	-	-	-
7999 Miscellaneous Trusts	20	36,461	69,270	69,270
<b>TOTAL</b>	<b>\$21,242,799</b>	<b>\$22,259,067</b>	<b>\$20,976,672</b>	<b>\$21,967,507</b>
GPF Percent to Total Department	59.3%	54.9%	58.1%	58.2%
GPF Percent to Citywide GPF Expenditures	2.9%	3.0%	3.1%	3.2%

### AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Adult &amp; Community Sports</b>	<b>5.34</b>	<b>23.47</b>	<b>23.47</b>
1010 - General Fund: General Purpose	4.25	21.88	21.88
1820 - OPRCA Self Sustaining Revolving Fund	1.09	1.59	1.59
<b>After School Sports</b>	<b>10.11</b>	<b>16.58</b>	<b>16.58</b>
1010 - General Fund: General Purpose	9.36	15.83	15.83
3200 - Golf Course	0.75	0.75	0.75
<b>Aquatics Boating</b>	<b>7.18</b>	<b>8.18</b>	<b>8.18</b>
1010 - General Fund: General Purpose	3.25	4.25	4.25
1820 - OPRCA Self Sustaining Revolving Fund	3.93	3.93	3.93
<b>Aquatics Pools</b>	<b>22.85</b>	<b>21.93</b>	<b>21.93</b>
1010 - General Fund: General Purpose	22.15	21.23	21.23
1820 - OPRCA Self Sustaining Revolving Fund	0.70	0.70	0.70
<b>Ball Fields</b>	<b>8.10</b>	<b>8.10</b>	<b>8.10</b>
1010 - General Fund: General Purpose	1.81	1.81	1.81
2310 - Lighting and Landscape Assessment District	6.29	6.29	6.29
<b>Camp</b>	<b>1.70</b>	<b>1.00</b>	<b>1.00</b>
1010 - General Fund: General Purpose	1.70	1.00	1.00
<b>Central Administration</b>	<b>15.38</b>	<b>15.38</b>	<b>15.38</b>
1010 - General Fund: General Purpose	15.38	15.38	15.38
<b>Central Reservations</b>	<b>10.65</b>	<b>14.65</b>	<b>14.65</b>
1820 - OPRCA Self Sustaining Revolving Fund	10.65	14.65	14.65
<b>Contract Management</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>
1010 - General Fund: General Purpose	2.00	1.00	1.00
<b>Cultural Arts</b>	<b>15.79</b>	<b>14.04</b>	<b>14.04</b>
1010 - General Fund: General Purpose	10.62	6.27	6.27
1820 - OPRCA Self Sustaining Revolving Fund	5.17	7.77	7.77

# PARKS AND RECREATION

## BUSINESS GOALS (CONT'D)

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

- The Office of Parks and Recreation aspires to ensure that all citizens have an opportunity to explore the arts. Art forms should include: Drama, Dance, Fine Arts, Crafts, Music, Architecture Drawing, Painting, and Sculpting.
- Increase department revenue in self sustaining programs and services through our Enterprise Centers with the development of a one shop concept, offering preferred caterers, rentals, and/or specialized consultation in addition to partnering with Corporations.

## PRIOR REDUCTIONS

- Parks & Recreation has reduced baseline budget by 40% and FTEs by 45 in the last two years.
- The reduction in budget and staffing has resulted in elimination and reduction of programs and activities for children, youth and adults (e.g., 4 hour reduction of Saturday hours, elimination of programs at playground sites, elimination of Oakland Fine Art Summer Session, elimination of Homework club at San Antonio Rec Center, elimination of the Radical Roving reductions of the citywide tennis program, etc.).
- Administrative staff reductions have impacted monitoring of collections, outstanding payable and program tracking.

## PROGRAM DESCRIPTIONS

### ADULT & COMMUNITY SPORTS

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

## AUTHORIZED POSITIONS BY PROGRAM (CONT'D)

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Davies Tennis &amp; Citywide Tennis</b>	<b>10.75</b>	<b>4.28</b>	<b>4.28</b>
1010 - General Fund: General Purpose	8.50	2.03	2.03
1820 - OPRCA Self Sustaining Revolving Fund	2.25	2.25	2.25
<b>Recreation, Cultural Civic</b>	<b>108.64</b>	<b>103.52</b>	<b>103.52</b>
1010 - General Fund: General Purpose	65.55	59.43	59.43
1780 - Kid's First Oakland Children's Fund	-	1.25	1.25
1820 - OPRCA Self Sustaining Revolving Fund	42.09	41.84	41.84
2310 - Lighting and Landscape Assessment District	1.00	1.00	1.00
<b>TOTAL</b>	<b>218.49</b>	<b>232.13</b>	<b>232.13</b>

## SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY PROGRAM

### Revenue

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Adult & Community Sports	\$42,650	\$42,650	\$42,650
After School Sports	75,490	162,080	300,580
Aquatics Boating	255,430	227,767	227,767
Aquatics Pools	183,390	162,140	162,140
Central Administration	623,140	69,270	69,270
Central Reservations	613,980	1,029,589	1,097,721
Contract Management	16,770	1,018,000	1,018,000
Cultural Arts	723,850	528,330	528,330
Davies Tennis & Citywide Tennis	149,750	147,250	147,250
Recreation, Cultural Civic	1,762,910	3,166,948	3,166,948
<b>TOTAL</b>	<b>\$4,447,360</b>	<b>\$6,554,024</b>	<b>\$6,760,656</b>

### Expenditure

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Adult & Community Sports	\$657,730	\$1,406,110	\$1,534,757
After School Sports	483,440	741,890	759,846
Aquatics Boating	493,730	514,236	522,018
Aquatics Pools	1,434,210	1,569,506	1,616,703
Ball Fields	452,220	434,511	442,160
Camp	132,370	105,302	107,856
Central Administration	4,739,460	4,402,841	4,866,581
Central Reservations	571,770	872,828	896,904
Contract Management	855,410	1,306,986	1,307,017
Cultural Arts	1,027,510	1,139,057	1,161,031
Davies Tennis & Citywide Tennis	427,180	171,200	174,114
Recreation, Cultural Civic	8,479,820	8,312,205	8,578,520
<b>TOTAL</b>	<b>\$19,754,850</b>	<b>\$20,976,672</b>	<b>\$21,967,507</b>

# PARKS AND RECREATION

## PROGRAM DESCRIPTIONS (CONT'D)

### AFTER SCHOOL PROGRAMS

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

### AQUATICS - BOATING

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

### AQUATICS - POOLS

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

### BALL FIELDS

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

### CAMPS

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

### CENTRAL ADMINISTRATION

Serve as the departmental management infrastructure including fiscal oversight, staff training and development that enables OPR to increase visibility to be recognized as an essential service and community resource, with the end result of increasing revenue, public trust and services.

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Eliminate Zoo Keeper position	(1.00)	(\$73,056)	(\$74,520)
Close Live Oak Pool in Summer	(1.92)	(\$65,000)	(\$65,000)
Transfer Malonga Costs to Self Sustaining Fund (1820)	(2.35)	(\$169,990)	(\$175,403)
Reduce Studio One Costs	(1.20)	(\$60,000)	(\$60,000)
Transfer Sports Program Coordinator to Fund 1820	(0.50)	(\$60,621)	(\$61,639)
Reduce Cultural Arts Part-time Budget	(0.55)	(\$30,000)	(\$30,000)
Merger of Brookdale/Discovery- Eliminate Recreation Center Director	(1.00)	(\$75,336)	(\$80,889)
Transfer Tassfronga Operations to outside agency	(0.75)	(\$75,000)	(\$75,000)
Transfer Campbell Village Operations to outside agency	(1.39)	(\$62,777)	(\$65,427)
Eliminate Recreation General Supervisor	(1.00)	(\$132,049)	(\$134,696)
East Oakland Sports Complex delay hiring certain staff	(6.00)	(\$368,827)	-
<b>Change / Transfer of Revenue:</b>			
Transfer In Revenue from Golf Fund	-	\$400,000	\$400,000
Increase Lake Chalet Renal	-	\$40,000	\$40,000
Increase Lake Merritt Extended Parking Hours	-	\$200,000	\$200,000
Increase OPR Benefits Card	-	\$51,438	\$51,438
Increase Online Credit Card Fee	-	\$10,000	\$10,000
Decrease Revenue from Live Oak Pool	-	(\$25,565)	(\$25,565)
<b>Transfer In Reduced Subsidies from Non-Department to OPR:</b>			
Oakland Zoo	-	\$539,895	\$539,895
Chabot Space and Science Center	-	\$303,450	\$303,450
Hacienda Peralta	-	\$45,900	\$45,900
Asian Cultural Center	-	\$51,000	\$51,000
Jack London Aquatic Center	-	\$53,000	\$53,000
Fairyland	-	\$136,500	\$136,500
<b>ALL Other Funds</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
Transfer Malonga Costs to Self Sustaining Fund (1820)	2.35	(\$169,990)	(\$175,403)
Transfer Sports Program Coordinator to Fund 1820	0.50	(\$60,621)	(\$61,639)
Transfer Revenue from Golf Fund (3200) to GPF	-	(\$400,000)	(\$400,000)

### CENTRAL RESERVATIONS

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

### CONTRACT MANAGEMENT

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

### CULTURAL ARTS

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

### DAVIES TENNIS AND CITYWIDE TENNIS

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

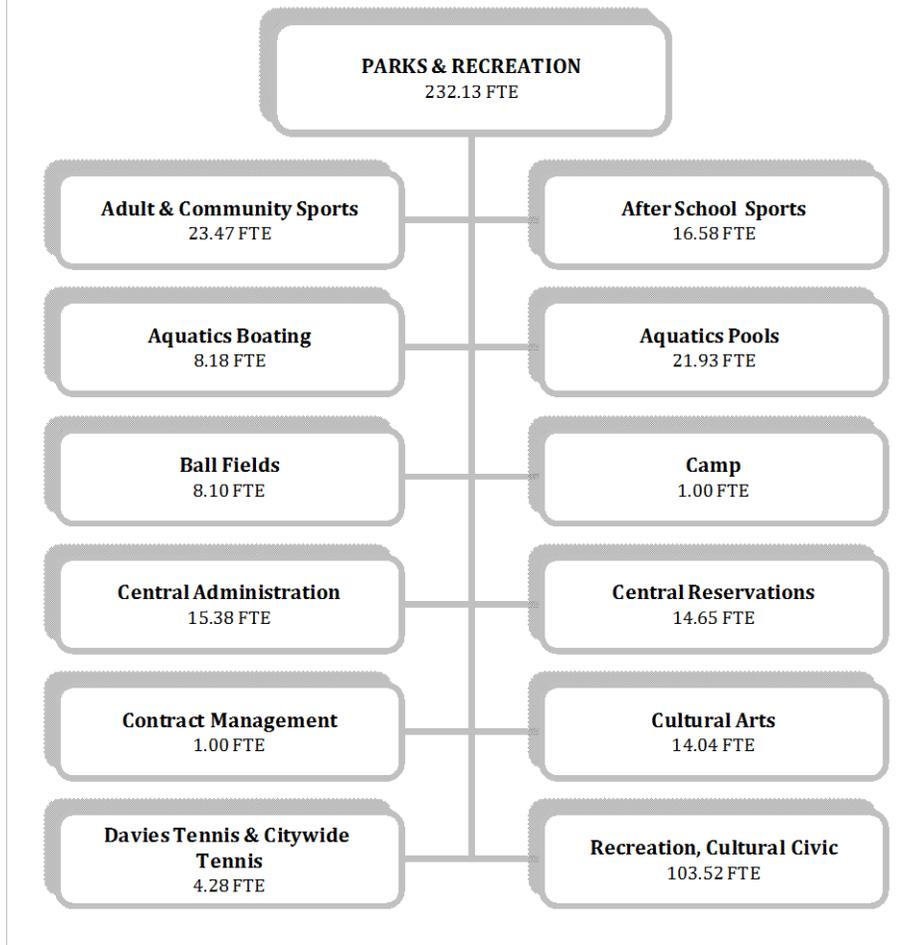
# PARKS AND RECREATION

## PROGRAM DESCRIPTIONS (CONT'D)

### RECREATION PROGRAMS

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

## ORGANIZATIONAL CHART BY PROGRAM



## DEPARTMENT OF HUMAN SERVICES

### MISSION STATEMENT

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

### BUSINESS GOALS

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

### PRIOR REDUCTIONS

- Reduction in support for OUSD Academies has lead to 440 fewer high school students annually participating in job training.
- Elimination of the Senior Services Set-Aside program reduced the availability of services to meet the

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

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$5,396,724	\$5,482,204	\$4,527,780	\$4,663,526
1780 Kid's First Oakland Children's Fund	12,353,182	10,441,633	10,733,666	10,756,257
2102 Department of Agriculture	855,887	848,540	1,079,320	1,078,732
2103 HUD-ESG/SHP/HOPWA	6,384,239	4,784,682	6,054,132	6,053,421
2108 HUD-CDBG	770,813	1,904,638	570,362	572,190
2112 Department of Justice	(4,316)	533,007	-	-
2114 Department of Labor	1,303,583	2,507,764	1,183,365	1,176,300
2120 Federal Action Agency	348,946	341,511	323,448	322,939
2123 US Dept of Homeland Security	-	(214)	-	-
2128 Department of Health and Human Services	16,663,352	18,766,225	16,843,633	16,790,670
2132 California Department of Aging	142,200	(77,561)	-	-
2138 California Department of Education	1,196,618	1,173,620	1,174,283	1,174,283
2144 California Housing and Community	891,482	81,793	-	-
2158 5th Year State COPS Grant	(602)	-	-	-
2159 State of California Other	974,007	361,125	229,562	229,771
2160 County of Alameda: Grants	647,391	585,404	413,833	413,835
2190 Private Grants	25,677	24,287	-	-
2195 Workforce Investment Act	85,028	213,249	135,867	130,217
2213 Measure B: Paratransit - ACTIA	1,034,587	1,218,810	931,429	929,860
2251 Measure Y: Public Safety Act	5,971,249	5,218,139	6,234,329	6,285,654
2410 Link Handipark	19,781	71,566	-	-
2601 Workforce Investment Act (ARRA)	128,510	71,489	-	-
2602 Department of Labor (ARRA)	270,740	-	-	-
2603 HUD-ESG/SHP/HOPWA (ARRA)	736,519	1,645,355	-	-
2604 Community Service Block Grant (ARRA)	477,207	735,490	-	-
2605 Dept of Health & Human Services (ARRA)	1,518,835	3,860,652	-	-
2826 Mortgage Revenue	20,952	4,767	-	-
2994 Social Services Grants	754,468	871,811	56,000	56,000
2999 Miscellaneous Grants	58,895	34,520	-	-
4450 City Facilities Energy Conservation Projects	20,396	-	-	-
7760 Grant Clearing	905	-	-	-
7780 Oakland Redevelopment Agency Projects (ORA)	553,541	548,010	534,734	538,450
<b>TOTAL</b>	<b>\$59,600,797</b>	<b>\$62,252,517</b>	<b>\$51,025,743</b>	<b>\$51,172,105</b>
GPF Percent to Total Department	9.1%	8.8%	8.9%	9.1%
GPF Percent to Citywide GPF Expenditures	1.3%	1.4%	1.2%	1.2%

unmet needs of Oakland's frail and low-income seniors.

- Reduction in programming for 5,000 seniors who use Oakland Senior Centers each year.

### PROGRAM DESCRIPTIONS

#### EMPOWERING SENIORS AND PEOPLE WITH DISABILITIES

Provides a comprehensive and coordinated network of support services, information and referrals, and activities for seniors and persons with disabilities. Programs include: the Multipurpose Senior Services Program (MSSP) which supports frail seniors and persons with disabilities to remain

independent; Senior Companion and Foster Grandparent (SC/FG) Programs which offer volunteer opportunities for seniors to work with frail-elderly and at-risk children; and the ASSETS program which provides low income seniors with employment training services and job placement. 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. 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.

# HUMAN SERVICES

## PROGRAM DESCRIPTIONS (CONT'D)

### FOSTERING SAFE AND HEALTHY COMMUNITIES

Encompasses DHS services specifically designed to make residents safer and to support individuals and families in key areas such as housing and income supports that contribute to the overall well-being of the Oakland community. Included is A Safe Walk to School program which provides neighborhood monitors at select schools to ensure children travel safely to/from school; Youth Leadership and Development program which gives youth the opportunity to build leadership skills and participate in civic activities; Community Housing Services which serves people in Oakland who are homeless, hungry, HIV/AIDS positive, or living on extremely low incomes by providing food and hot meal programs, housing (both emergency and transitional), and support services. The Community Action Partnership (CAP) provides funding and staff support to programs designed to eliminate poverty in the community. The OUSD Academies program provides on-the-job work experience for high school students.

### MEASURE Y-PREVENTION

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

## AUTHORIZED POSITIONS BY PROGRAM

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Empowering Seniors &amp; People with Disability</b>	<b>104.96</b>	<b>100.70</b>	<b>100.70</b>
1010 - General Fund: General Purpose	18.38	16.35	16.35
2114 - Department of Labor	63.28	63.10	63.15
2120 - Federal Action Agency	0.78	0.78	0.78
2128 - Department of Health and Human Services	12.60	12.10	12.10
2159 - State of California Other	0.95	1.62	1.62
2160 - County of Alameda: Grants	3.27	1.06	1.06
2195 - Workforce Investment Act	1.10	1.28	1.23
2213 - Measure B: Paratransit - ACTIA	4.41	4.41	4.41
2410 - Link Handipark	0.19	-	-
<b>Fostering Safe and Healthy Communities</b>	<b>17.38</b>	<b>14.58</b>	<b>14.58</b>
1010 - General Fund: General Purpose	7.51	6.03	6.03
2103 - HUD-ESG/SHP/HOPWA	0.80	0.81	0.89
2108 - HUD-CDBG	1.38	1.14	1.11
2128 - Department of Health and Human Services	-	3.00	3.00
2159 - State of California Other	3.44	-	-
2160 - County of Alameda: Grants	0.10	0.03	0.03
7780 - Oakland Redevelopment Agency Projects (ORA)	4.15	3.57	3.52
<b>Measure Y</b>	<b>5.55</b>	<b>6.25</b>	<b>6.25</b>
2251 - Measure Y: Public Safety Act 2004	5.55	6.25	6.25
<b>Oakland Fund for Children &amp; Youth</b>	<b>7.82</b>	<b>6.71</b>	<b>6.71</b>
1010 - General Fund: General Purpose	0.92	0.81	0.81
1780 - Kid's First Oakland Children's Fund	6.90	5.90	5.90
<b>Strengthening Children, Youth &amp; Families</b>	<b>137.38</b>	<b>137.82</b>	<b>137.82</b>
1010 - General Fund: General Purpose	1.39	1.22	1.22
2102 - Department of Agriculture	6.50	6.50	6.50
2128 - Department of Health and Human Services	128.49	130.10	130.10
2159 - State of California Other	1.00	-	-
<b>TOTAL</b>	<b>273.09</b>	<b>266.06</b>	<b>266.06</b>

## SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY PROGRAM

### Revenue

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Empowering Seniors & People with Disability	\$4,704,750	\$4,478,716	\$4,478,716
Fostering Safe and Healthy Communities	6,613,000	7,322,113	7,322,113
Oakland Fund for Children & Youth	15,344,500	10,928,847	10,954,613
Strengthening Children, Youth & Families	17,766,340	17,722,809	17,722,809
<b>TOTAL</b>	<b>\$44,428,590</b>	<b>\$40,452,485</b>	<b>\$40,478,251</b>

### Expenditure

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Empowering Seniors & People with Disability	\$7,596,660	\$9,505,611	\$7,078,708
Fostering Safe and Healthy Communities	9,181,540	9,535,284	9,599,602
Measure Y	2,820,440	6,245,769	6,297,094
Oakland Fund for Children & Youth	15,455,600	10,860,985	10,886,162
Strengthening Children, Youth & Families	17,886,530	14,878,094	17,310,539
<b>TOTAL</b>	<b>\$52,940,770</b>	<b>\$51,025,743</b>	<b>\$51,172,105</b>

## PROGRAM DESCRIPTIONS

(CONT'D)

### OAKLAND FUND FOR CHILDREN AND YOUTH

The Oakland Fund for Children & Youth (OFCY) fosters the development of young people ages 0 to 20 by providing grant funds for services and programs that improve the quality of life and well-being of children and youth in Oakland. A 19-member 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 calculated at 2.5% of the General Purpose revenues annually with 92% of the funds allocated to private non-profit and public agencies “to help young people become healthy, productive, and honorable adults,” and 8% for administration and evaluation of OFCY. . In November 2008, Oakland voters passed Measure OO, the Kids First 2 initiative, to take effect July 1, 2009. Measure OO changed the required funding amount from 2.5% of unrestricted General Fund revenues to 1.5% (July 2009 – June 2011) and 2.5% (after July 2011) of revenues, with the funding coming solely from the unrestricted General Fund. Measure D modified Measure OO, which requires a 3% set-aside of City unrestricted general fund revenues for children's programs. Legislation requires completion of an OFCY Strategic Plan every four years and a comprehensive evaluation of OFCY annually.

### STRENGTHENING CHILDREN, YOUTH AND THEIR FAMILIES

Provides services that improve the health, development and quality of life for children, youth and their families. Head Start, Early Head Start and Summer Food Service programs offer opportunities for comprehensive early child development and education;

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Reduce funding for Youth Commission	(0.50)	(\$46,721)	(\$51,994)
<b>Reduce Senior Centers to 6.5 hours/day, 5 days/week</b>			
Reduce Administrative Assistant I, PPT	(0.48)	(\$44,857)	(\$47,248)
Reduce Custodian	(0.99)	(\$76,661)	(\$78,331)
Reduce Senior Center Director	(0.56)	(\$75,524)	(\$75,876)
Reduce Office Assistant II, PT	(0.16)	(\$13,843)	(\$14,094)
Reduce Family Bridges Senior Center	-	(\$10,000)	(\$10,000)
Reduce Fruitvale Senior Center	-	(\$22,000)	(\$22,000)
Adjustments to Community Housing Division to align with grant funding; elimination of 0.31 FTE Administrative Assistant II	(0.12)	(\$1,313)	(\$878)
<b>Transfer contracts from Non-Departmental to Human Services:</b>			
Vietnamese Senior Services	-	\$36,720	\$36,720
211 Helpline	-	\$100,000	\$100,000
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
<b>1780 - Kid's First Oakland Children's Fund</b>			
Eliminate 2.0 FTE Program Analyst I	(2.00)	(\$179,798)	(\$188,291)
Add Program Analyst II	1.00	\$95,064	\$97,370
<b>2103 - HUD-ESG/SHP/HOPWA</b>			
Allocation changes and 0.09 FTE elimination of Administrative Assistant II to align with grant funding (Community Housing division (Accountant II, Community Housing Services Manager, Housing Development Coordinator III, Program Analyst I, Program Analyst II)	(0.18)	(\$26,362)	(\$20,610)
<b>2108 - HUD-CDBG</b>			
Allocation changes and 0.40 FTE elimination of Administrative Assistant II to align with grant funding (Community Housing division (Accountant II, Housing Development Coordinator III, Program Analyst I, Program Analyst II)	(0.13)	(\$10,035)	(\$21,249)
<b>2128 - Department of Health and Human Services</b>			
Reduce Case Manager, Supervising	(0.30)	(\$35,323)	(\$36,642)
Eliminate Case Manager II	(0.61)	(\$66,050)	(\$67,374)
Eliminate Case Manager I	(0.80)	(\$77,459)	(\$78,963)
Eliminate Senior Services Program Assistant	(1.00)	(\$81,363)	(\$87,364)
Increase Program Analyst I, PPT	0.50	\$49,274	\$50,260
<b>2160 - County of Alameda: Grants</b>			
Allocation changes to align with grant funding (Community Housing division (Accountant II, Housing Development Coordinator III, Program Analyst II)	(0.02)	(\$5,492)	(\$2,902)
<b>2410 - Link Handipark</b>			
Eliminate Case Manager II	(0.19)	(\$20,857)	(\$21,275)
<b>7780 - Oakland Redevelopment Agency Projects (ORA)</b>			
Allocation changes and 0.20 FTE elimination of Administrative Assistant II to align with grant funding (Community Housing division (Accountant II, Community Housing Services Manager, Housing Development Coordinator III, Program Analyst I, Program Analyst II)	(0.55)	(\$102,332)	(\$101,561)

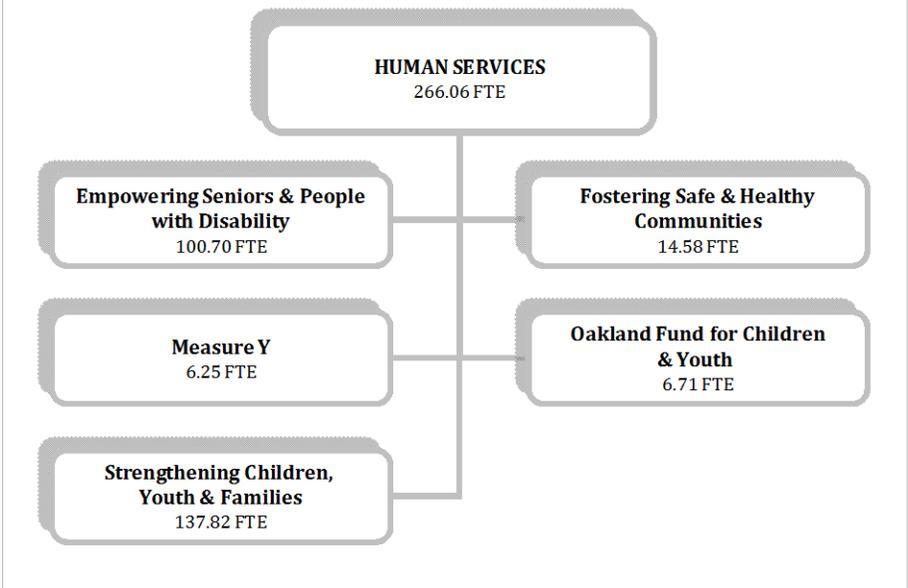
# HUMAN SERVICES

## PROGRAM DESCRIPTIONS (CONT'D)

### STRENGTHENING CHILDREN, YOUTH AND THEIR FAMILIES (CONT'D)

parenting support and parent/child interactive literacy activities; healthy nutritious lunches for low income school-aged children during the summer months; and other ancillary services to food program, and must comply with applicable federal and state regulations regarding funded activities and facilities.

## ORGANIZATIONAL CHART BY PROGRAM



**PUBLIC WORKS AGENCY**

**MISSION STATEMENT**

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

**BUSINESS GOALS**

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

**PRIOR REDUCTIONS**

- Over 120.00 FTE eliminated across all funds, (17.5%) since the October 2008-09 mid-cycle budget.
- Landscaped assets have been compromised by staffing decreases, resulting in increased

<b>SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND</b>				
<b>Expenditures by Fund</b>	<b>FY 2009-10 Actuals</b>	<b>FY 2010-11 Pre-Audit Actuals</b>	<b>FY 2011-12 Adopted Budget</b>	<b>FY 2012-13 Adopted Budget</b>
1010 General Purpose Fund (GPF)	\$3,871,726	\$3,987,650	\$0	\$0
1100 Self Insurance Liability	4,272,558	4,696,935	2,060,090	2,060,090
1600 Underground District Revolving	(1,097)	-	-	-
1710 Recycling Program	9,146,111	7,783,579	8,450,293	8,561,107
1720 Comprehensive Clean-up	15,697,333	14,754,206	16,897,511	17,199,125
1740 Hazardous Materials Inspections	(179)	-	-	-
1750 Multipurpose Reserve	333,532	2,184,587	1,912,898	1,954,137
1770 Telecommunications Land Use	331,641	5,958	-	-
2104 Department of Commerce	3,000	-	-	-
2108 HUD-CDBG	6,769	27,545	-	-
2112 Department of Justice	(0)	-	-	-
2116 Department of Transportation	(268)	709,786	-	-
2123 US Dept of Homeland Security	98,896	(98,896)	-	-
2125 Environmental Protection Agency	178,490	99,180	-	-
2128 Department of Health and Human Services	-	2,726	-	-
2134 California Parks and Recreation	46,395	217,423	-	-
2136 California Water Resource Board	-	82,992	-	-
2139 California Department of Conservation	1,722	47,515	-	-
2140 California Department of Transportation	9,783	274,186	-	-
2141 State Traffic Congestion Relief	1,812,744	1,208,197	-	-
2144 California Housing and Community	453	-	-	-
2154 California Integrated Waste Management	111,250	101,261	-	-
2159 State of California Other	143	221,533	-	-
2160 County of Alameda: Grants	-	(359)	-	-
2162 Metro Transportation Com: TDA	1,905	88,799	-	-
2163 Metro Transportation Com: Program Grant	113,907	443,266	-	-
2165 Prop 1B Nov 2006 CA Trans Bond	-	299,715	-	-
2166 Bay Area Air Quality Mgmt District	-	14,147	-	-
2175 Alameda County: Source Reduction & Recycling	396,856	119,890	-	-
2190 Private Grants	-	11,660	-	-
2210 Measure B: Fund	1,136	(140)	326,915	-
2211 Measure B: ACTIA	3,404,835	6,365,564	4,676,228	4,650,750
2212 Measure B: Bicycle/Pedestrian	87,770	288,936	10,000	10,000
2214 ACTIA Reimbursable Grants	-	34,342	-	-
2230 State Gas Tax	5,152,121	5,591,750	6,432,716	6,258,343
2231 State Gas Tac Replacement Funds	-	2,171,572	1,469,464	1,506,320
2260 Measure WW: EBRPD	1,013	358,834	-	-
2310 Lighting and Landscape Assesment	12,878,639	12,490,165	14,336,362	14,365,458
2415 Development Service Fund	-	120,804	211,336	215,373
2416 Traffic Safety Fund	1,017,962	1,438,540	1,136,869	1,157,864
2606 Metro Transportation Commission (ARRA)	-	76,583	-	-
2608 Environmental Protection Agency (ARRA)	21,609	168,031	-	-
2609 Dept of Energy-EECBG Program (ARRA)	260,511	572,548	-	-
2610 State Water Control Board (ARRA)	-	279,885	-	-
2990 Public Works Grants	69,098	294,510	280,000	280,000
2999 Miscellaneous Grants	1,085	13,989	-	-
3100 Sewer Service Fund	(2,451,037)	21,313,507	22,632,520	22,261,648
3200 Golf Course	-	5,214	-	-
4100 Equipment	19,221,305	17,439,658	15,695,485	15,892,905
4400 City Facilities	21,156,798	21,196,273	22,862,167	22,995,797
4450 City Facilities Energy Conservation Projects	127,738	22,349	-	-
5006 Measure K: GOB Series 1997C	(15)	-	-	-
5008 Emergency Response: GOB Series 1992	(29)	-	-	-
5010 Measure I: GOB Series 1997	(44)	-	-	-
5014 Measure K: Series 2000D	397	120,711	-	-
5055 Piedmont Pines Underground Assessment	24,242	85,467	-	-
5130 Rockridge: Library Assessment	-	10,557	-	-
5200 JPFA Capital Projects: Series 2005	40,531	241,802	-	-
5320 Measure DD: 2003A Clean Water	18,134	267,601	-	-
5321 Measure DD: 2009B Clean Water	-	1,638,628	-	-
5500 Municipal Capital Improvement	91,522	14,971	-	-

# PUBLIC WORKS AGENCY

## PRIOR REDUCTIONS (CONT'D)

blight, weeds, litter and a generally unkempt appearance.

- The Department currently maintains 805 miles of City streets and major road repairs have been postponed until funding is available.

## PROGRAM DESCRIPTIONS

### AGENCY ADMINISTRATION

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

### BUILDINGS AND FACILITIES

#### MANAGEMENT AND MAINTENANCE

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

### ELECTRICAL PROJECTS

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

### ENGINEERING DESIGN AND INFRASTRUCTURE PLANS AND PROGRAMMING

Engineering Design facilitates program, project management, engineering and inspection services for City activities including sanitary sewer rehabilitation, major street improvement, pavement rehabilitation, bridge rehabilitation,

## SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND (CONT'D)

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
5510 Capital Reserves	56,132	194,278	-	-
5550 Municipal Capital Improvement: Revenue Bonds	(430)	-	-	-
5999 Miscellaneous Capital Projects	11,212	-	-	-
7390 Oakland Museum of CA Foundation Museum	36,371	58,875	-	-
7540 Oakland Public Library Trust	-	201,992	-	-
7750 Rehabilitation Trust: Accounts	-	(45,489)	-	-
7760 Grant Clearing	(1,565,948)	(383,250)	(88,399)	(89,432)
7780 Oakland Redevelopment Agency Projects (ORA)	1,253,933	3,310,646	751,118	768,651
<b>TOTAL</b>	<b>\$97,350,261</b>	<b>\$133,243,183</b>	<b>\$120,053,573</b>	<b>\$120,048,136</b>
GPF Percent to Total Department	4.0%	3.0%	0.0%	0.0%
GPF Percent to Citywide GPF Expenditures	0.9%	1.0%	0.0%	0.0%

## AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Agency Administration</b>	<b>49.00</b>	<b>53.00</b>	<b>53.00</b>
1720 - Comprehensive Clean-up	2.00	2.00	2.00
2230 - State Gas Tax	1.00	1.00	1.00
2310 - Lighting and Landscape Assessment District	1.00	-	-
3100 - Sewer Service Fund	1.52	2.00	2.00
4100 - Equipment	1.00	-	-
4400 - City Facilities	2.48	1.00	1.00
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	1.00	1.00	1.00
7760 - Grant Clearing	39.00	46.00	46.00
<b>Buildings &amp; Facilities Management &amp; Maint</b>	<b>123.58</b>	<b>126.83</b>	<b>125.83</b>
2310 - Lighting and Landscape Assessment District	21.00	21.00	21.00
4400 - City Facilities	102.58	105.83	104.83
<b>Electrical Projects</b>	<b>4.36</b>	<b>4.02</b>	<b>4.02</b>
2211 - Measure B: ACTIA	3.00	3.00	3.00
2416 - Traffic Safety Fund	1.36	1.02	1.02
<b>Engineering Design &amp; Infrastructure Plans &amp;</b>	<b>52.50</b>	<b>59.00</b>	<b>59.00</b>
2211 - Measure B: ACTIA	15.50	4.15	4.15
2230 - State Gas Tax	2.00	-	-
2415 - Development Service Fund	-	1.00	1.00
3100 - Sewer Service Fund	33.00	20.40	20.40
7760 - Grant Clearing	2.00	33.45	33.45
<b>Fleet &amp; Equipment Management &amp; Maint</b>	<b>59.00</b>	<b>57.00</b>	<b>57.00</b>
4100 - Equipment	59.00	57.00	57.00
<b>Keep Oakland Clean &amp; Beautiful</b>	<b>87.50</b>	<b>84.50</b>	<b>84.50</b>
1710 - Recycling Program	2.00	-	-
1720 - Comprehensive Clean-up	77.50	76.30	76.30
2310 - Lighting and Landscape Assessment District	1.00	-	-
3100 - Sewer Service Fund	-	1.20	1.20
7780 - Oakland Redevelopment Agency Projects (ORA)	7.00	7.00	7.00
<b>Parks, Grounds &amp; Medians</b>	<b>74.77</b>	<b>69.00</b>	<b>69.00</b>
1010 - General Fund: General Purpose	16.50	-	-
1720 - Comprehensive Clean-up	29.00	30.00	30.00
2310 - Lighting and Landscape Assessment District	29.27	39.00	39.00

# PUBLIC WORKS AGENCY

## PROGRAM DESCRIPTIONS (CONT'D)

### ENGINEERING DESIGN AND INFRASTRUCTURE PLANS AND PROGRAMMING (CONT'D)

storm drainage, sidewalks and utilities. This program also provides project management services on a wide variety of technical projects in support of the Community and Economic Development Agency, City Council, Parks and Recreation and others.

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

### FLEET AND EQUIPMENT MANAGEMENT AND MAINTENANCE

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

## AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Project Delivery</b>	<b>50.20</b>	<b>47.00</b>	<b>47.00</b>
1750 - Multipurpose Reserve	1.00	-	-
2211 - Measure B: ACTIA	2.00	0.60	0.60
3100 - Sewer Service Fund	29.20	3.50	3.50
4400 - City Facilities	-	0.50	0.50
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	3.00	1.00	1.00
5510 - Capital Reserves	6.60	-	-
7760 - Grant Clearing	8.40	41.40	41.40
<b>Recycling &amp; Solid Waste</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>
1710 - Recycling Program	10.16	9.00	9.00
1720 - Comprehensive Clean-up	0.34	-	-
7760 - Grant Clearing	-	1.50	1.50
<b>Sanitary Sewer Management &amp; Maint</b>	<b>50.50</b>	<b>65.50</b>	<b>65.50</b>
3100 - Sewer Service Fund	50.50	65.50	65.50
<b>Street &amp; Sidewalk Management &amp; Maint</b>	<b>36.00</b>	<b>40.00</b>	<b>40.00</b>
2141 - State Traffic Congestion Relief - Proposition 42	20.00	-	-
2230 - State Gas Tax	16.00	11.90	11.90
2231 - State Gas Tax-Prop 42 Replacement Funds	-	15.18	15.18
3100 - Sewer Service Fund	-	12.92	12.92
<b>Street Light Management &amp; Maint</b>	<b>7.32</b>	<b>8.99</b>	<b>8.99</b>
2211 - Measure B: ACTIA	6.00	7.50	7.50
2230 - State Gas Tax	1.32	1.49	1.49
<b>Sustainable Oakland Program</b>	<b>11.50</b>	<b>11.50</b>	<b>11.50</b>
1710 - Recycling Program	2.90	3.83	3.83
1720 - Comprehensive Clean-up	1.13	-	-
2990 - Public Works Grants	0.47	0.47	0.47
4400 - City Facilities	3.80	4.00	4.00
5510 - Capital Reserves	3.20	-	-
7760 - Grant Clearing	-	3.20	3.20
<b>Traffic Signal Management &amp; Maint</b>	<b>8.32</b>	<b>7.99</b>	<b>7.99</b>
2211 - Measure B: ACTIA	8.32	7.49	7.49
2230 - State Gas Tax	-	0.50	0.50
<b>Traffic Signs &amp; Markings Management &amp; Maint</b>	<b>17.00</b>	<b>18.00</b>	<b>18.00</b>
2230 - State Gas Tax	12.00	13.00	13.00
2416 - Traffic Safety Fund	5.00	5.00	5.00
<b>Transportation &amp; Pedestrian Safety</b>	<b>29.50</b>	<b>24.50</b>	<b>24.50</b>
1750 - Multipurpose Reserve	12.00	8.20	8.20
2211 - Measure B: ACTIA	9.00	4.20	4.20
2415 - Development Service Fund	1.00	-	-
2416 - Traffic Safety Fund	3.00	1.70	1.70
3100 - Sewer Service Fund	1.00	-	-
7760 - Grant Clearing	3.50	10.40	10.40
<b>Tree Management &amp; Maint</b>	<b>19.00</b>	<b>15.00</b>	<b>15.00</b>
1010 - General Fund: General Purpose	9.00	-	-
2310 - Lighting and Landscape Assessment District	10.00	15.00	15.00
<b>Watershed &amp; Storm Drain Management &amp; Maint</b>	<b>27.50</b>	<b>30.50</b>	<b>30.50</b>
2230 - State Gas Tax	1.00	-	-
2990 - Public Works Grants	-	1.00	1.00
3100 - Sewer Service Fund	26.50	26.10	26.10
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	-	2.00	2.00
7760 - Grant Clearing	-	1.40	1.40

# PUBLIC WORKS AGENCY

## PROGRAM DESCRIPTIONS (CONT'D)

### KEEP OAKLAND CLEAN AND BEAUTIFUL

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

### PARKS, GROUNDS AND MEDIANS

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

### PROJECT DELIVERY

Project Delivery manages and implements capital improvement projects in a professional, comprehensive, efficient, and cost effective manner. These projects serve the community and city employees in the forms of new facilities, expanded facilities, increased comfort, safety, and modernization of facilities, improved access for the disabled, improved storm and sewer services and long-term maintenance, street beautification, and improved traffic and pedestrian safety.

### RECYCLING AND SOLID WASTE

Recycling and Solid Waste oversees City facility recycling and manages the City's solid waste collection franchise. Residential services for over 161,000 homes include weekly

## AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Watershed &amp; Waterways</b>	<b>5.00</b>	<b>-</b>	<b>-</b>
2990 - Public Works Grants	1.00	-	-
3100 - Sewer Service Fund	1.00	-	-
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	3.00	-	-
<b>TOTAL</b>	<b>723.05</b>	<b>732.83</b>	<b>731.83</b>

## SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY PROGRAM

### Revenue

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Buildings & Facilities Management & Maint	\$23,682,750	\$23,267,824	\$24,378,037
Engineering Design & Infrastructure Plans & Fleet & Equipment Management & Maint	2,008,000	2,508,000	2,508,000
Fleet & Equipment Management & Maint	17,757,050	18,015,428	18,267,718
Keep Oakland Clean & Beautiful	17,823,640	18,376,619	18,385,344
Project Delivery	129,200	456,115	129,200
Recycling & Solid Waste	9,826,910	9,175,122	9,316,334
Safety and Liability	3,109,580	1,529,471	1,560,060
Sanitary & Storm Sewer Management & Maintenance	35,331,240	-	-
Sanitary Sewer Management & Maint	89,100	47,873,480	51,417,900
Street & Sidewalk Management & Maint	6,637,540	6,637,535	6,637,535
Street Light Management & Maint	123,360	123,350	123,350
Sustainable Oakland Program	70,550	191,495	191,495
Traffic Signal Management & Maint	123,360	123,350	123,350
Traffic Signs & Markings Management & Maint	19,210	19,210	19,210
Transportation & Pedestrian Safety	31,577,740	20,386,502	20,691,010
Tree Management & Maint	17,500	17,500	17,500
Watershed & Storm Drain Management & Maint	-	210,000	210,000
Watershed & Waterways	210,000	-	-
<b>TOTAL</b>	<b>\$148,536,730</b>	<b>\$148,911,001</b>	<b>\$153,976,043</b>

### Expenditure

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Agency Administration	(\$1,867,750)	(\$2,194,418)	(\$2,215,313)
Buildings & Facilities Management & Maint	22,407,300	23,682,363	23,831,453
Electrical Projects	678,300	939,429	953,740
Engineering Design & Infrastructure Plans & Fleet & Equipment Management & Maint	3,361,750	6,420,695	6,376,077
Fleet & Equipment Management & Maint	15,218,310	15,506,670	15,699,813
Keep Oakland Clean & Beautiful	14,986,010	14,763,102	15,042,278
Parks, Grounds & Medians	8,707,230	8,379,716	8,463,199
Project Delivery	6,129,020	3,021,500	2,737,316
Recycling & Solid Waste	8,304,980	7,972,401	8,077,140
Safety & Liability	5,169,660	3,589,560	3,620,150
Sanitary & Storm Sewer Management & Maintenance	60,350	-	-
Sanitary Sewer Management & Maint	7,672,890	10,613,465	10,024,105
Street & Sidewalk Management & Maint	6,161,450	6,249,906	6,105,635
Street Light Management & Maint	4,951,540	4,814,033	4,837,954
Sustainable Oakland Program	2,226,030	1,794,019	1,811,100
Traffic Signal Management & Maint	1,999,330	1,676,429	1,723,463
Traffic Signs & Markings Management & Maint	2,734,090	2,791,528	2,828,947
Transportation & Pedestrian Safety	5,064,070	3,453,406	3,514,123
Tree Management & Maint	3,047,850	2,468,552	2,409,153
Watershed & Storm Drain Management & Maint	3,669,520	4,111,217	4,207,803
Watershed & Waterways	673,260	-	-
<b>TOTAL</b>	<b>\$121,355,190</b>	<b>\$120,053,573</b>	<b>\$120,048,136</b>

**PROGRAM DESCRIPTIONS (CONT'D)**

**RECYCLING AND SOLID WASTE (CONT'D)**

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

**SANITARY SEWER MANAGEMENT AND MAINTENANCE**

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

**STREET AND SIDEWALK MANAGEMENT AND MAINTENANCE**

Street and Sidewalk Management and Maintenance provides for safe and comfortable road surface conditions through resurfacing, base repair, and pot hole repair on 805 lane miles of asphalt pavement and 16 lane miles of concrete pavement roadway. Other street maintenance activities include speed bump installation, crack and joint sealing, repair of eight miles of guard rails, four miles of fencing, repair and/or removal of 404 cross culverts, and 150 blocks of pedestrian paths and stairways and soil removal. Sidewalk maintenance activities include preliminary and permanent repairs

**SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE**

<b>General Purpose Fund (GPF)</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
<b>Eliminate General Fund support</b>			
<b>Tree Services</b>			
Eliminate 5.0 FTE Tree Trimmer, transfer 2.0 FTE to Landscaping and Lighting Assessment District Fund (LLAD)	(7.00)	(\$744,188)	(\$773,006)
Eliminate 2.0 FTE Tree Worker Driver	(2.00)	(\$187,659)	(\$191,000)
<b>Park Maintenance</b>			
Transfer Gardener Crew Leader to LLAD	(3.00)	(\$319,623)	(\$325,185)
Eliminate Gardener II	(3.00)	(\$269,858)	(\$274,544)
Transfer Park Attendant (PT) to LLAD	(8.50)	(\$359,445)	(\$337,758)
Transfer Park Supervisor I to LLAD	(1.00)	(\$127,855)	(\$135,243)
Transfer Park Supervisor II to LLAD	(1.00)	(\$155,433)	(\$158,212)
Eliminate O&M		(\$321,821)	(\$324,486)
<b>ALL Other Funds</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
<b>1720 - Comprehensive Clean-up</b>			
Eliminate (Litter Enforcement Program - 3.00 FTE):			
Eliminate 2.0 FTE Litter/Nuisance Enforcement Officer	(2.00)	(\$248,648)	(\$252,598)
Eliminate 1.0 FTE Public Service Representative	(1.00)	(\$91,288)	(\$92,737)
O&M Reductions		(\$412,798)	(\$393,144)
<b>1750 - Multipurpose Reserve</b>			
Transfer 1.50 FTE Engineering Intern, PT to Capital Projects	(1.50)	(\$97,243)	(\$99,727)
Transfer 0.50 FTE Student Trainee, PT to Capital Projects	(0.50)	(\$35,116)	(\$36,575)
Transfer 2.30 FTE Transportation Engineer to Capital Projects	(2.30)	(\$472,390)	(\$478,291)
O&M Reductions		(\$194,591)	(\$179,591)
<b>2211 - Measure B: ACTIA</b>			
Add 1.0 FTE Electrician	1.00	\$118,060	\$119,935
Add 0.80 FTE Engineer, Assistant II (Office)	0.80	\$137,046	\$139,678
<b>2230 - State Gas Tax</b>			
Add 1.0 FTE Traffic Painter	1.00	\$118,012	\$119,886
Add 0.32 FTE Heavy Equipment Operator	0.32	\$25,083	\$25,488
Eliminate 1.0 FTE Construction Inspector (Field)/Transfer 1.0 FTE to Sewer Service Fund	(2.00)	(\$279,870)	(\$283,752)
Transfer 3.06 FTE Public Works Maintenance Worker to Sewer Service Fund	(3.06)	(\$330,497)	(\$339,162)
Transfer 0.34 FTE Concrete Finisher to Sewer Service Fund	(0.34)	(\$48,935)	(\$49,712)
Transfer 0.68 FTE Public Works Supervisor I to Sewer Service Fund	(0.68)	(\$125,716)	(\$126,891)
Transfer 0.34 FTE Street Maintenance Leader to Sewer Service Fund	(0.34)	(\$47,409)	(\$48,136)
<b>2231 - State Gas Tax-Prop 42 Replacement Funds</b>			
Transfer to 0.68 FTE Concrete Finisher to Sewer Service Fund	(0.68)	(\$65,931)	(\$67,485)
Add 0.32 FTE Heavy Equipment Operator	0.32	\$39,498	\$39,903
Transfer 1.72 FTE Public Works Maintenance Worker to Sewer Service Fund	(1.72)	(\$113,563)	(\$117,253)
Transfer 2.74 FTE Street Maintenance Leader to Sewer Service Fund	(2.74)	(\$238,372)	(\$248,817)
<b>2310 - Landscaping and Lighting Assessment District</b>			
Eliminate 1.0 FTE Tree Supervisor I	(1.00)	(\$130,073)	(\$131,907)
Transfer 6.0 FTE Tree Trimmer from General Fund	6.00	\$606,403	\$627,335
Add 1.0 FTE Gardener Crew Leader / Transfer 3.0 from General Fund	4.00	\$385,587	\$392,342
Eliminate 11.0 FTE Gardener II	(11.00)	(\$988,529)	(\$1,005,754)
Add 11.73 Park Attendant (PT)	11.73	\$463,563	\$463,563
Transfer 1.0 FTE Park Supervisor I from General Fund	1.00	\$110,712	\$113,176
Transfer 1.0 FTE Park Supervisor II from General Fund	1.00	\$143,654	\$146,815
Reduce Overtime	0.00	(\$70,000)	(\$70,000)
Increase O&M		\$376,375	\$72,548

# PUBLIC WORKS AGENCY

## PROGRAM DESCRIPTIONS (CONT'D)

### STREET AND SIDEWALK MANAGEMENT AND MAINTENANCE (CONT'D)

of 1,500 miles sidewalks and 1,198 mile curb and gutter repair. The program also includes repairs to an estimated 72 miles of concrete median strips.

### STREET LIGHT MANAGEMENT AND MAINTENANCE

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

### SUSTAINABLE OAKLAND PROGRAM

Sustainable Oakland Program leads the protection of Oakland's natural resources and the health of our community through, energy efficiency, pollution prevention, environmental clean-up and promotion of sustainability. The program tracks Oakland's progress toward becoming a model sustainable city and is spearheading Oakland's Energy and Climate Action Plan efforts and internal sustainability teams. The program is dedicated to improving the environmental quality of the City of Oakland facilities, open spaces, rights-of-way, waterways and redevelopment projects through professional environmental assessment and cleanups, energy efficiency, implementation of best management practices, and coordination of creek volunteer restoration efforts. The program aggressively seeks grants to support these efforts enabling Oakland to be a top 10 green city in the nation.

### TRAFFIC SIGNAL MANAGEMENT AND MAINTENANCE

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

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

ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
<b>3100 - Sewer Service Fund</b>			
Increase 15.00 FTE, O&M, Equipment and Capital funding to implement enhanced sewer maintenance activities supported by sewer service fee effective January 1, 2011. Transferred 13.76 FTE from other funds to align with work performed on sewer activities.			
Eliminate 0.50 FTE Construction Coordinator	(0.50)	(\$91,201)	(\$92,164)
Eliminate 1.0 FTE Construction Inspector (Field)	(1.00)	(\$87,397)	(\$89,149)
Eliminate 1.0 FTE Construction Inspector, Sr (Field)	(1.00)	(\$153,671)	(\$155,802)
Add 1.0 FTE Electrical Const & Maint Planner	1.00	\$145,816	\$148,742
Add 1.00 FTE Heavy Equipment Operator	1.00	\$111,200	\$112,967
Transfer 6.68 FTE Public Works Maintenance Worker	6.68	\$558,681	\$570,393
Transfer 1.02 FTE Concrete Finisher	1.02	\$128,571	\$130,614
Add 1.00 FTE Public Works Supervisor I / Transfer 1.68 FTE	2.68	\$271,614	\$275,140
Add 6.0 FTE Sewer Maintenance Leader	6.00	\$590,559	\$597,974
Add 5.0 FTE Sewer Maintenance Worker	5.00	\$327,186	\$334,928
Add 1.0 FTE Spatial Data Analyst III	1.00	\$168,817	\$172,205
Transfer 4.38 FTE Street Maintenance Leader	4.38	\$469,400	\$481,431
Increase O&M		\$3,724,490	\$2,935,269
<b>4100 - Equipment</b>			
Eliminate 1.0 FTE Auto Equipment Service Worker	(1.00)	(\$108,493)	(\$111,149)
Eliminate 1.0 FTE Heavy Equipment Service Worker	(1.00)	(\$125,457)	(\$127,465)
Increase O&M		\$18,379	\$30,884
<b>4400 - City Facilities</b>			
Maintenance for the East Oakland Sports Center, African-American Museum and Library, and Fire Station 18			
Add 0.50 FTE Admin Assistant I, PT	0.50	\$29,906	\$29,906
Add 3.0 FTE Custodian	3.00	\$122,405	\$124,214
Add 0.50 FTE Maintenance Mechanic, PT	0.50	\$42,615	\$42,615
Eliminate 1.00 FTE Management Intern, PT	(1.00)	(\$67,497)	(\$67,497)
Eliminate 1.0 FTE Museum Guard	(1.00)	(\$90,782)	(\$92,173)
Eliminate 1.0 FTE Painter	(1.00)	(\$142,623)	(\$144,888)
Add 0.25 FTE Stationary Engineer	0.25	\$29,503	\$29,972
Transfer 0.50 FTE Capital Improvement Project Coordinator from 7760	0.50	\$101,487	\$103,320
<b>7760 - Grant Clearing</b>			
Add 2.0 FTE Microcomputer Systems Specialist II	2.00	\$244,785	\$250,232
Eliminate 1.0 FTE Office Assistant II	(1.00)	(\$88,665)	(\$90,136)
Add 1.0 FTE Spatial Data Analyst III	1.00	\$148,414	\$151,718
Eliminate 0.20 FTE Surveying Technician, Sr (Field)	(0.20)	(\$24,896)	(\$25,281)
Transfer 0.50 FTE Capital Improvement Project Coordinator to Facilities Fund (4400) / Eliminate 1.0 FTE	(1.50)	(\$351,768)	(\$356,363)

### TRAFFIC SIGNS AND MARKINGS MANAGEMENT AND MAINTENANCE

Traffic Signs and Markings Management and Maintenance is responsible for maintaining all traffic and street signs, striping and safety devices, including 200,000 traffic signs, 3,600 miles of lane striping, 400,000 linear feet of crosswalks and 6,000 legends. Activities include fabrication or purchasing, installing, repairing and replacing damaged traffic signs and poles. Replacing worn or faded street striping such as crosswalks, reflectors, center lines, lane lines, stop

stencils, stop bars, and all curb markings. All work is performed according to the California Department of Transportation standards in conjunction with Article 3 of Chapter 2 of Division 11 of the California Vehicle Code.

### TRANSPORTATION AND PEDESTRIAN SAFETY

The Transportation and Pedestrian Safety program enhances vehicular and pedestrian safety on City streets and

# PUBLIC WORKS AGENCY

## PROGRAM DESCRIPTIONS (CONT'D)

### TRANSPORTATION AND PEDESTRIAN SAFETY (CONT'D)

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

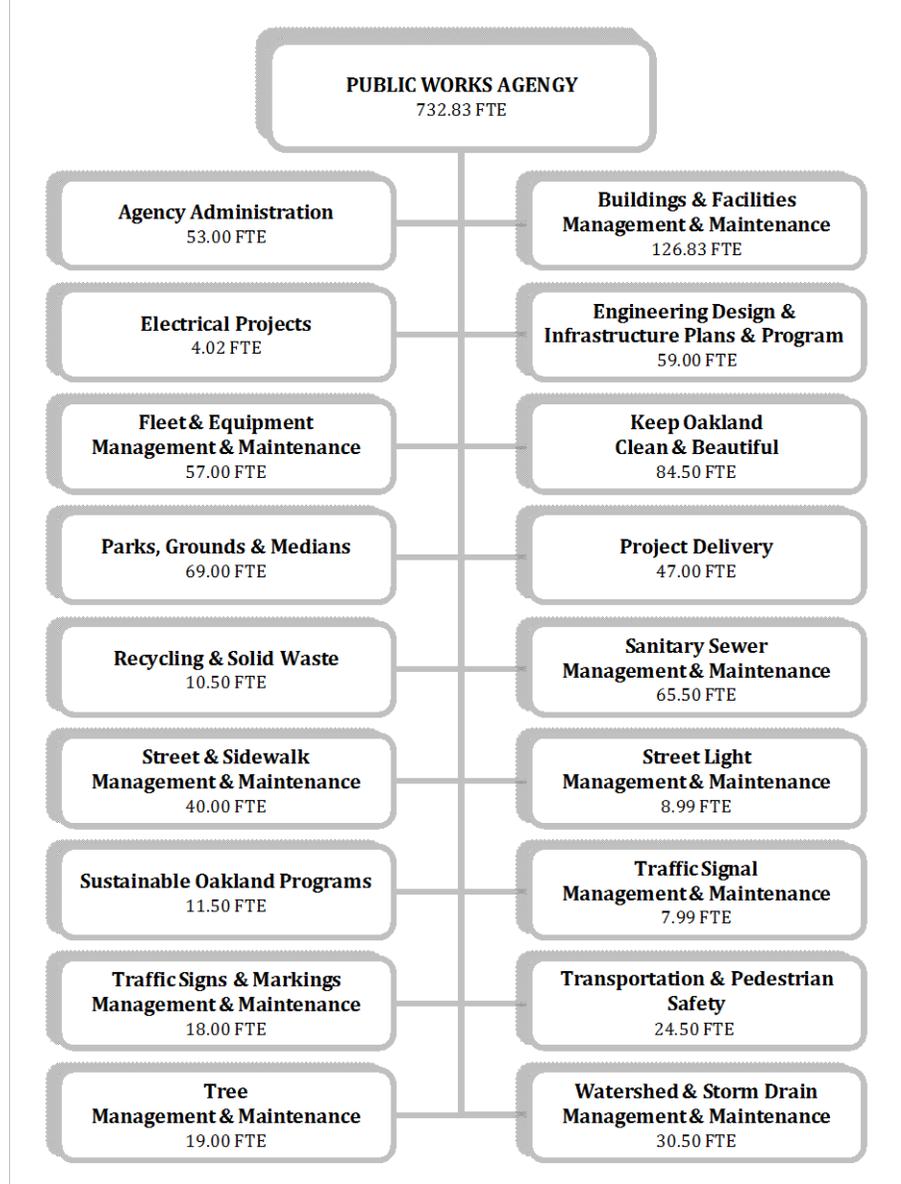
### TREE MANAGEMENT AND MAINTENANCE

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

### WATERSHED AND STORM DRAIN MANAGEMENT AND MAINTENANCE

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

## ORGANIZATIONAL CHART BY PROGRAM



**NOTES**

# COMMUNITY & ECONOMIC DEVELOPMENT

## COMMUNITY & ECONOMIC DEVELOPMENT

### MISSION STATEMENT

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

### BUSINESS GOALS

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

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

- Build on the new residential housing successes by continuing to attract new residents, focusing efforts on retail and mixed use projects.
- Promote quality affordable housing citywide through rehabilitation, construction, homebuyer assistance, code enforcement, enhanced community services, and the

completion of a citywide affordable housing strategy

- Continue to increase overall effectiveness of code enforcement through establishing clear priorities, fostering better coordination with City departments, and promoting high property maintenance standards with community partners.
- Provide internal and external customer service that is responsive,

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

Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$2,033,173	\$3,194,156	\$472,759	\$475,840
1710 Recycling Program	200,607	220,614	195,271	198,226
1750 Multipurpose Reserve	327,234	323,126	326,300	326,300
1770 Telecommunications Land Use	176,419	283,180	509,879	505,547
2104 Department of Commerce	190,916	45,625	-	-
2105 HUD-EDI Grants	419,676	469,263	-	-
2107 HUD-108	2,784,571	2,686,858	2,031,388	2,121,356
2108 HUD-CDBG	10,569,491	10,083,834	8,673,641	8,655,630
2109 HUD-Home	1,589,579	10,884,752	4,702,944	4,695,346
2114 Department of Labor		(5,555)	-	-
2116 Department of Transportation	229	(229)	-	-
2125 Environmental Protection Agency	3,086	-	-	-
2128 Department of Health and Human Services	34,802	(35,000)	-	-
2134 California Parks and Recreation		8,000	-	-
2140 California Department of Transportation	78,125	79,217	-	-
2144 California Housing and Community	526,500	473,500	-	-
2163 Metro Transportation Com: Program Grant	143,024	83,580	-	-
2166 Bay Area Air Quality Mgmt District	-	418,854	-	-
2185 Oakland Redevelopment Agency Grants	3,227,032	2,937,707	2,500,000	2,500,000
2190 Private Grants	4,953	5,000	-	-
2195 Workforce Investment Act	5,945,418	3,088,330	6,038,231	6,038,913
2211 Measure B: ACTIA	-	27,303	-	-
2212 Measure B: Bicycle/Pedestrian	16,178	320	-	-
2214 ACTIA Reimbursable Grants	-	(1,656)	-	-
2413 Rent Adjustment Program Fund	-	-	1,098,793	1,086,731
2415 Development Service Fund	23,071,604	26,705,295	20,857,324	21,280,707
2419 Transient Occupancy Tax (TOT) Surcharge	41,020	334,473	325,593	325,593
2601 Workforce Investment Act (ARRA)	2,513,230	3,512,596	-	-
2611 HUD-CDBG (ARRA)	103,905	421,251	-	-
2612 CA Community Svcs Weatherization Asst	-	229,027	-	-
2826 Mortgage Revenue	180,719	167,584	-	-
2999 Miscellaneous Grants	189,882	360,397	-	-
3200 Golf Course	5,848	1,002	8,450	8,450
4200 Radio / Telecommunications	69,028	-	-	-
4450 City Facilities Energy Conservation Projects	-	240,833	-	-
5200 JPPFA Capital Projects: Series 2005	-	102,134	-	-
5321 Measure DD: 2009B Clean Water	51,533	54,749	-	-
5505 Municipal Capital Improvement: Public Arts	360,105	282,975	255,786	259,998
7760 Grant Clearing	(728,828)	(174,296)	-	-
7780 Oakland Redevelopment Agency Projects (ORA)	-	14,740,194	13,732,375	13,941,146
7999 Miscellaneous Trusts	15,280,414	937	-	-
<b>TOTAL</b>	<b>\$69,409,472</b>	<b>\$82,249,928</b>	<b>\$61,728,734</b>	<b>\$62,419,783</b>
GPF Percent to Total Department	2.9%	3.9%	0.8%	0.8%
GPF Percent to Citywide GPF Expenditures	0.5%	0.8%	0.1%	0.1%

# COMMUNITY & ECONOMIC DEVELOPMENT

## BUSINESS GOALS (CONT'D)

timely, and accurate. Streamline processes to deliver results while including appropriate community involvement. Improve communication with residential and business communities to enhance knowledge of and access to services.

## PRIOR REDUCTIONS

Since FY 2007-08, CEDA reduced 61 positions (19%). Most reductions consisted of inspectors and administrative support within Building Services as private development stalled. Other reductions included major projects and administrative support for Planning and Zoning. More recent reductions occurred within Economic Development and Redevelopment due to a drop in tax increment revenue and continued shifts from GFP.

## PROGRAM DESCRIPTIONS

### BROADWAY/MACARTHUR/SAN PABLO

Manages projects for the Oakland Redevelopment Agency's Broadway/MacArthur/San Pablo Redevelopment Project Area. This project area was adopted in July 2000 and consists of two district sub-areas. The Broadway/MacArthur sub-area incorporates Auto Row on Broadway and Telegraph Avenue between 27th and 42nd streets. The San Pablo sub-area incorporates the portion of San Pablo from 53rd to 67th streets. The objective of this program is to eliminate blight; encourage in-fill development; and support key catalyst projects, including the MacArthur Transit Village.

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

Consists of comprehensive business development programs to attract, retain and expand businesses and targeted industries in Oakland. Strategies include industry development services and

## AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Broadway/MacArthur/San Pablo</b>	<b>2.55</b>	<b>2.50</b>	<b>2.50</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	2.55	2.50	2.50
<b>Business Creation, Attraction, Retention, &amp; Expansion</b>	<b>17.00</b>	<b>14.00</b>	<b>14.00</b>
1710 - Recycling Program	1.00	1.00	1.00
2108 - HUD-CDBG	2.98	2.60	2.60
2195 - Workforce Investment Act	1.28	1.38	1.38
7780 - Oakland Redevelopment Agency Projects (ORA)	11.74	9.02	9.02
<b>Ceda Director's Office</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>
2415 - Development Service Fund	2.50	2.00	2.00
7760 - Grant Clearing	13.50	14.00	14.00
<b>Central City East</b>	<b>4.99</b>	<b>4.19</b>	<b>4.19</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	4.99	4.19	4.19
<b>Coliseum</b>	<b>8.65</b>	<b>8.35</b>	<b>8.35</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	8.65	8.35	8.35
<b>Commercial Lending</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
2105 - HUD-EDI Grants	1.80	1.80	1.80
2108 - HUD-CDBG	0.70	0.70	0.70
7780 - Oakland Redevelopment Agency Projects (ORA)	0.50	0.50	0.50
<b>Community Development (CDBG)</b>	<b>6.20</b>	<b>6.70</b>	<b>6.70</b>
2108 - HUD-CDBG	6.20	6.70	6.70
<b>Cultural Funding Program</b>	<b>1.50</b>	-	-
1010 - General Fund: General Purpose	1.50	-	-
<b>Development Permit Inspections</b>	<b>56.50</b>	<b>54.50</b>	<b>54.50</b>
2415 - Development Service Fund	56.00	54.00	54.00
7780 - Oakland Redevelopment Agency Projects (ORA)	0.50	0.50	0.50
<b>Development Review/Zoning</b>	<b>19.00</b>	<b>18.00</b>	<b>18.00</b>
2415 - Development Service Fund	19.00	18.00	18.00
<b>Downtown Redevelopment</b>	<b>10.91</b>	<b>10.71</b>	<b>10.71</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	10.91	10.71	10.71
<b>Engineering &amp; Architectural Plan Approval</b>	<b>25.00</b>	<b>27.00</b>	<b>27.00</b>
2415 - Development Service Fund	25.00	27.00	27.00
<b>General Plan, Zoning Update &amp; Strategic Analysis</b>	<b>14.00</b>	<b>16.00</b>	<b>16.00</b>
2415 - Development Service Fund	10.60	13.60	13.60
4450 - City Facilities Energy Conservation Projects	-	0.50	0.50
7780 - Oakland Redevelopment Agency Projects (ORA)	3.40	1.90	1.90
<b>Historic Preservation</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
2415 - Development Service Fund	1.20	1.20	1.20
7780 - Oakland Redevelopment Agency Projects (ORA)	0.80	0.80	0.80
<b>Home Ownership &amp; Rehabilitation</b>	<b>21.80</b>	<b>21.30</b>	<b>21.30</b>
2108 - HUD-CDBG	11.77	10.77	10.77
2109 - HUD-Home	0.65	0.65	0.65
7780 - Oakland Redevelopment Agency Projects (ORA)	9.38	9.88	9.88
<b>Housing Development</b>	<b>16.10</b>	<b>16.20</b>	<b>16.20</b>
2109 - HUD-Home	1.32	1.42	1.42
7780 - Oakland Redevelopment Agency Projects (ORA)	14.78	14.78	14.78
<b>Marketing &amp; Special Events</b>	<b>7.50</b>	<b>6.50</b>	<b>6.50</b>
1010 - General Fund: General Purpose	2.00	1.00	1.00
7780 - Oakland Redevelopment Agency Projects (ORA)	5.50	5.50	5.50
<b>Oak Knoll</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	1.00	1.00	1.00
<b>Oarb-Bay Bridge Gateway</b>	<b>4.10</b>	<b>4.55</b>	<b>4.55</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	4.10	4.55	4.55

# COMMUNITY & ECONOMIC DEVELOPMENT

## PROGRAM DESCRIPTIONS

(CONT'D)

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

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

### CEDA DIRECTOR'S OFFICE

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

### CENTRAL CITY EAST

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

## AUTHORIZED POSITIONS BY PROGRAM (CONT'D)

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Adopted Budget FTE
<b>Public Art Program</b>	<b>2.50</b>	<b>2.00</b>	<b>2.00</b>
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	0.50	0.50	0.50
5505 - Municipal Capital Improvement: Public Arts	1.75	1.25	1.25
7780 - Oakland Redevelopment Agency Projects (ORA)	0.25	0.25	0.25
<b>Real Estate</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
1010 - General Fund: General Purpose	0.28	0.28	0.28
1770 - Telecommunications Land Use	1.72	1.72	1.72
7780 - Oakland Redevelopment Agency Projects (ORA)	5.00	5.00	5.00
<b>Residential Rent Adjustment</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>
2413 - Rent Adjustment Program Fund	8.00	7.00	7.00
<b>West Oakland Redevelopment</b>	<b>4.20</b>	<b>3.60</b>	<b>3.60</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	4.20	3.60	3.60
<b>Workforce Development</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>
2195 - Workforce Investment Act	4.00	5.00	5.00
<b>TOTAL</b>	<b>263.50</b>	<b>257.10</b>	<b>257.10</b>

within transit commercial corridors, and a Homeownership Rehabilitation Program. quality

### COLISEUM

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

### COMMERCIAL LENDING

Provides tools and resources for Oakland's business owners and entrepreneurs through commercial loans funded by HUD and the Oakland Redevelopment Agency. These resources promote business attraction, retention and expansion leading to the creation of jobs and economic development

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

### COMMUNITY DEVELOPMENT BLOCK GRANTS

Manages and implements the City of Oakland's Community Development Block Grant (CDBG) program. The City utilizes CDBG funds to rebuild and revitalize depressed areas and sustain neighborhoods with full access to life enhancing services. CDBG program provides funding for housing, economic development and a variety of neighborhood improvement/public service projects for low and moderate income residents in the seven Community Development areas. Distribution of CDBG funds undergo an

# COMMUNITY & ECONOMIC DEVELOPMENT

## PROGRAM DESCRIPTIONS (CONT'D)

### COMMUNITY DEVELOPMENT BLOCK GRANTS (CONT'D)

extensive citizen participation process resulting in approximately 50 contracts with non-profit organizations and several city departments for the provision of services. The CDBG program staff provides technical assistance to the seven Community Development District Boards and monitors the contracts and programs funded with CDBG funds.

### CULTURAL FUNDING

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

### DEVELOPMENT PERMIT & CODE ENFORCEMENT INSPECTIONS

This program assures conformance with the California Building, Electrical, Plumbing Mechanical Codes, and the Oakland Municipal Code regulating the construction of residential and non-residential buildings and structures, public and private infrastructure, and earthwork; and land use conditions. In addition, enforces the California Housing Law and the Oakland Municipal Code regulating the maintenance of buildings used for human occupancy and the surrounding property, remediation of geo-technical instabilities; land use activities on private property, and the vending of food and newspapers and the use of public telephones in the public right-of-way.

### DEVELOPMENT REVIEW/ZONING

Provides information on zoning regulations and reviews proposed development applications for approximately 20,000 people seeking information or application sign-offs at the Zoning Counter. Approximately 1,200 development applications are processed each year. Development applications have doubled over the past five years and fall into three main categories: 1) major cases, which are reviewed by the Planning

## SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY PROGRAM

### Revenue

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Business Creation, Attraction, Retention, & Expansion	\$0	\$444,000	\$452,000
Ceda Director's Office	1,155,000	1,077,027	1,193,004
Coliseum	-	-	-
Commercial Lending	2,201,500	2,032,000	2,122,000
Community Development (CDBG)	9,109,360	9,109,357	9,109,357
Cultural Funding Program	-	214,891	214,891
Development Permit Inspections	10,824,640	10,706,971	11,040,951
Development Review/Zoning	2,194,000	2,253,002	2,258,045
Engineering & Architectural Plan Approval	8,741,000	8,741,000	8,741,000
Home Ownership & Rehabilitation	2,170,480	3,170,480	3,170,480
Housing Development	4,753,170	4,753,166	4,753,166
Marketing & Special Events	16,830	127,532	127,532
Public Art Program	-	256,018	260,227
Real Estate	4,281,820	29,947,619	5,043,287
Residential Rent Adjustment	1,890,990	1,800,000	1,800,000
Workforce Development	5,724,390	6,050,000	6,050,000
<b>TOTAL</b>	<b>\$53,063,180</b>	<b>\$80,683,063</b>	<b>\$56,335,940</b>

### Expenditure

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Broadway/MacArthur/San Pablo	\$447,180	\$481,659	\$438,820
Business Creation, Attraction, Retention, & Expansion	2,823,790	2,450,550	2,495,919
Ceda Director's Office	1,318,370	1,388,277	1,495,515
Central City East	984,000	835,234	848,308
Coliseum	710,290	1,436,485	1,461,287
Commercial Lending	2,626,650	2,455,821	2,549,975
Community Development (CDBG)	3,588,240	3,119,664	3,168,734
Cultural Funding Program	201,770	214,891	214,891
Development Permit Inspections	10,395,710	9,697,723	9,850,583
Development Review/Zoning	2,705,060	2,537,303	2,581,098
Downtown Redevelopment	1,818,990	1,744,488	1,774,847
Engineering & Architectural Plan Approval	4,814,290	4,988,824	5,075,759
General Plan, Zoning Update & Strategic Analysis	2,241,990	2,476,478	2,515,194
Historic Preservation	200,980	196,732	199,687
Home Ownership & Rehabilitation	6,787,590	8,032,236	7,986,122
Housing Development	7,628,280	7,380,942	7,411,428
Major Projects	(37,380)	-	-
Marketing & Special Events	1,602,910	1,409,635	1,440,066
Oak Knoll	213,970	204,416	208,398
OARB-Bay Bridge Gateway	749,370	778,079	793,034
Public Art Program	389,150	303,999	308,808
Real Estate	2,274,390	2,082,888	2,097,184
Residential Rent Adjustment	1,305,630	1,098,793	1,086,731
West Oakland Redevelopment	640,090	704,216	715,746
Workforce Development	5,170,310	5,709,401	5,701,649
<b>TOTAL</b>	<b>\$61,601,620</b>	<b>\$61,728,734</b>	<b>\$62,419,783</b>

# COMMUNITY & ECONOMIC DEVELOPMENT

## PROGRAM DESCRIPTIONS (CONT'D)

### DEVELOPMENT REVIEW/ZONING (CONT'D)

Commission - 10%; 2) administrative cases decided by the Zoning Administrator after public notice and comments - 40%; and 3) residential design review cases decided by staff 50%.

### DOWNTOWN REDEVELOPMENT

The Downtown Development Program manages the Oakland Redevelopment Agency's Central District Redevelopment Project Area. Activities focus on attracting private investment into economically depressed areas, eliminating physical and economic blight conditions by redeveloping abandoned, unsafe or underutilized properties throughout the downtown; encouraging rehabilitation of historic buildings; building housing for all income levels, encouraging excellent urban design; investing in strategic public infrastructure projects to support existing or to attract new commercial real estate projects (office, retail/restaurants, hotels and entertainment venues). Completing the 10K Housing Initiative to attract 10,000 new residents to downtown; expanding public parking to replace surface parking lost through other redevelopment activities; implementing streetscape and public infrastructure projects; and continuing the Façade and Tenant Improvement Program to provide funding assistance to upgrade and/or reoccupy vacant and underutilized buildings and retail spaces. The program includes implementation of the Broadway Retail Strategy, as well as the operation and maintenance of the Agency-owned Oakland Ice Center, Franklin 88 garage, UCOP garage and City Center Garage West.

### ENGINEERING & ARCHITECTURAL PLAN APPROVAL

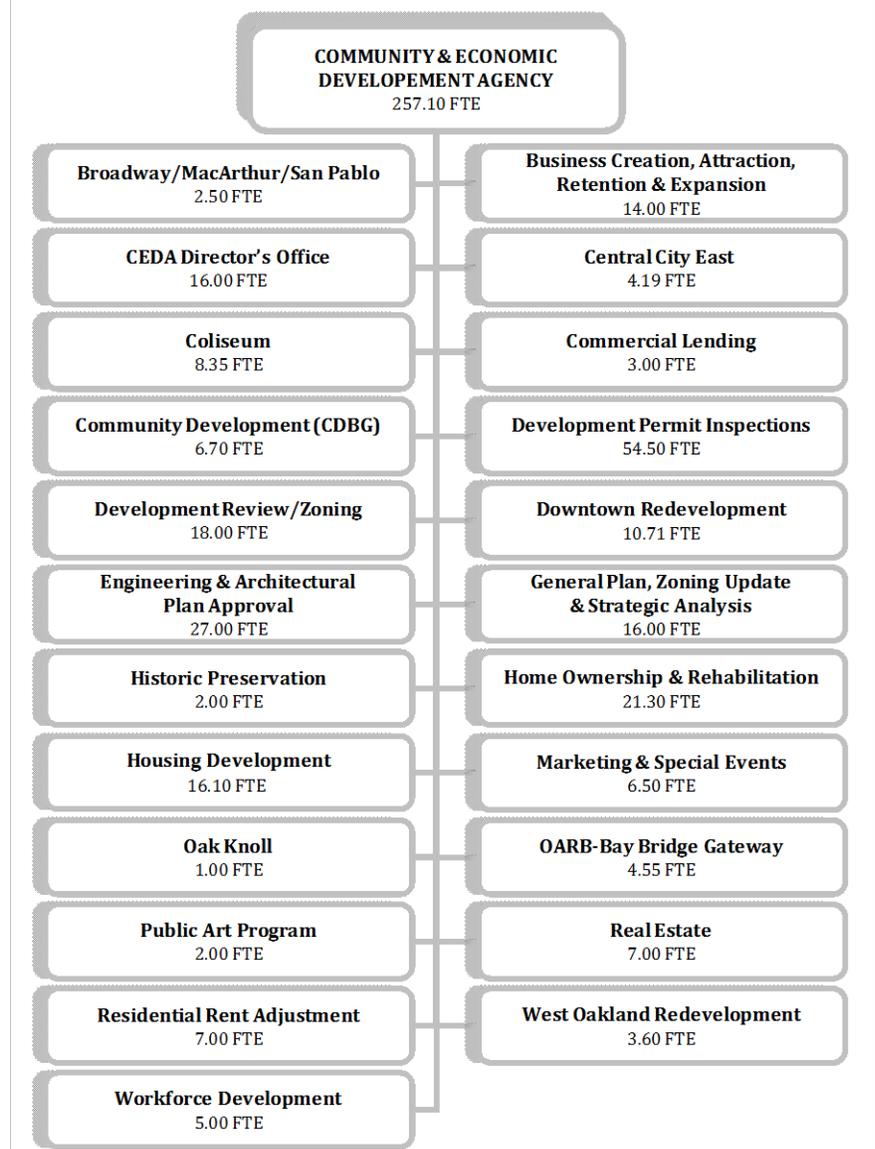
This program assists builders, property owners, architects, engineers, and realtors in understanding and processing appropriate construction permits related to buildings and infrastructure with applicable state

health and safety codes, regional environmental regulations, and city

### SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

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

### ORGANIZATIONAL CHART BY PROGRAM



# COMMUNITY & ECONOMIC DEVELOPMENT

## PROGRAM DESCRIPTIONS (CONT'D)

### ENGINEERING & ARCHITECTURAL PLAN APPROVAL (CONT'D)

development and land subdivision ordinances, and provides records cataloging, archive retrieval, and interpretation services.

### HISTORIC PRESERVATION

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

### HOME OWNERSHIP & REHABILITATION

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

## HOUSING DEVELOPMENT

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

### MAJOR PROJECTS & STRATEGIC PLANNING

This program manages large development projects (over 50 units or 50,000 square feet). Performs complex environmental reviews (environmental impact reports or EIRs) including EIRs for new development areas of the Redevelopment Agency and comments on EIRs for other public agencies' projects. It works closely with applicants to expedite projects to the maximum extent feasible while ensuring good quality development, sensitivity to community issues, and legal defensibility. Completes 10 to 125 new projects each year (pre-application review and full project review), with a full caseload of active projects in various stages of review. Some of the most notable major projects include the Jack London Square, Leona Quarry, Wood Street, Uptown, Oak Knoll, MacArthur BART, and the Mandela Grand Mixed Use Project.

### MARKETING & SPECIAL EVENTS

This program is designed to position Oakland as a desirable place to live, work, visit, celebrate and do business. It supports economic development, redevelopment, commercial revitalization and cultural enrichment through the production of vital tools aimed at attracting business, development and investment; creates and conveys a clear, coordinated message about Oakland when communicating to the public, target audiences, and the media; oversees all

of the City's multimedia communications, including citywide and economic development marketing, special events and walking tours, graphics, the Oakland film office, and tourism/visitor marketing through administration of the Oakland Convention & Visitors Bureau contract; produces the City's flagship annual Art & Soul Festival.

### OAK KNOLL

This program manages projects for the Oak Knoll Redevelopment Project Area with boundaries selected to include all of the federal lands subject to closure as part of the former Naval Medical Center Oakland, consisting of 183 acres, of which approximately 135 acres are developable. The Redevelopment Agency was conveyed 5.45 acres from the Department of the Navy, on which are 18 abandoned duplex family housing units. In March, 2006, SunCal Oak Knoll, LLC purchased 167 acres of the site from the Department of the Navy for \$100,500,000. SunCal's master plan included 960 units of housing, including affordable and clustered apartments, single family units, and estate homes. The project also was to include up to 82,000 square feet of commercial retail. In October 2008, SunCal Oak Knoll, LLC filed for bankruptcy shortly following the collapse of the financial market and Lehman Brothers. Most of the more than 100 buildings on the site have been abated, but remain in place and blighted.

### PUBLIC ART

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

### REAL ESTATE

This program provides acquisition, disposal, property management, commercial/residential relocation, and leasing for all City of Oakland and Redevelopment Agency property. It provides real estate consultation services; conducts real estate

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# COMMUNITY & ECONOMIC DEVELOPMENT

## PROGRAM DESCRIPTIONS (CONT'D)

### REAL ESTATE (CONT'D)

appraisals; and acquires, manages, and disposes of City and Redevelopment Agency property. In addition, this program negotiates and monitors lease agreements with renters of City / Agency-owned property, leases property on behalf of the City/Agency, facilitates the assemblage of parcels for City / Agency projects, and advises the City Council and Redevelopment Agency of real estate aspects of major development projects.

### RESIDENTIAL RENT ADJUSTMENT

This program helps maintain decent, safe, affordable, and sanitary residential rental housing in the City of Oakland by limiting rent increases, monitoring removal of rental units

from the market, and limiting evictions. Administers the Rent Adjustment Ordinance, the Just Cause for Eviction Ordinance and the Ellis Act Tenant Protection Ordinance. Additional responsibilities include processing appeals of Housing Code citations and appeals of denials of relocation benefits for tenants of buildings vacated by the Code Compliance section of the Building Services Department.

### WEST OAKLAND REDEVELOPMENT

This program manages projects for the West Oakland district including the West Oakland, Oak Center and Acorn Project Areas; provides funding that aids the City's efforts to stimulate commercial revitalization and local economic development; increase housing resources; funds public infrastructure investments; removes

physical and economic blight throughout the district; allows the Redevelopment Agency to initiate various long-desired community revitalization activities in the West Oakland district.

### WORKFORCE DEVELOPMENT

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

**COMMUNITY & ECONOMIC DEVELOPMENT**

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**NOTES**

## NON-DEPARTMENTAL

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

### PRIOR REDUCTIONS

- Grants to local artists and art groups have declined from \$1.1 million in FY 2007-08 to \$730,000 in FY 2011-12.
- During the same period, citywide programs and subsidies in the GPF have declined from a total of \$5.6 million to \$1.8 million. This category includes organizations such as:
  - Symphony in the Schools – decrease from \$100,000 to \$25,500
  - Women’s Business Initiative - decrease from \$150,000 to receiving no funding in FY 2011-12
  - The Oakland Convention and Visitor’s Bureau has declined in funding from \$650,000 in FY 2007-08 to receiving no funding in FY 2011-12.
  - Funding for the training of city staff has declined from \$227,000 in FY 2007-08 to \$0 in FY 2011-12.

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND				
Expenditures by Fund	FY 2009-10 Actuals	FY 2010-11 Pre-Audit Actuals	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
1010 General Purpose Fund (GPF)	\$49,192,576	\$38,655,633	\$65,637,785	\$61,568,465
1100 Self Insurance Liability	4,013,881	4,977,240	4,698,310	4,766,820
1150 Worker's Compensation Insurance	(1,198,620)	(1,234,990)	(1,572,818)	(1,597,592)
1200 Pension Override Tax Revenue	60,926,739	61,773,888	53,378,387	55,185,782
1780 Kid's First Oakland Children's Fund	-	1,410	-	-
1791 Contract Administration Fee	-	4,131,840	-	-
2118 National Foundation of the Arts and Humanities	-	(83,971)	-	-
2128 Department of Health and Human Services	-	(3,880)	-	-
2310 Lighting and Landscape Assessment	15,005	-	-	-
2419 Transient Occupancy Tax (TOT) Surcharge	975,074	2,322,060	2,279,150	2,279,150
2511 Local Law Enforce Block Grant (LLEBG) 2001	-	(53,861)	-	-
2513 Local Law Enforce Block Grant (LLEBG) 2003	-	(234,422)	-	-
3100 Sewer Service Fund	7,537,591	7,345,206	10,157,930	10,161,330
4100 Equipment	(1,797,657)	(856,086)	-	-
4210 Telephone Equipment and Software	(381,417)	(398,603)	-	-
4400 City Facilities	(349,628)	(365,553)	-	-
5055 Piedmont Pines Underground Assessment District	314,141	-	-	-
5130 Rockridge: Library Assessment	2,269	2,264	-	-
5310 Measure G: 2002A Zoo, Museum, Chabot	21,865	-	-	-
5311 Measure G: 2006 Zoo, Museum	575,967	1,287,411	-	-
5321 Measure DD: 2009B Clean Water	968,172	-	-	-
5999 Miscellaneous Capital Projects	-	(607,608)	-	-
6014 Oakland Convention Center 1992	13,918,031	14,160,275	14,149,780	14,126,610
6015 COP-Oakland Museum 2002 Series A	3,675,125	3,678,500	4,095,610	-
6016 Civic Improvement Corp. 1985	937,907	-	-	-
6027 JPFA Capital Projects: Series 2005	11,062,250	11,090,750	11,127,760	11,164,010
6030 Taxable Pension Obligation: 1997 Series A	39,184,314	40,308,000	-	-
6032 Taxable Pension Obligation: 2001 Series	-	-	38,379,020	39,559,020
6036 JPFA Refunding Revenue Bonds: 2008 Series A-1	19,221,413	18,940,903	\$19,592,310	\$19,718,760
6037 JPFA Refunding Revenue Bonds: 2008 Series A-2	2,574,541	2,530,483	5,592,900	5,532,260
6063 General Obligation Bonds: Series 2005	11,065,588	11,086,570	11,125,760	11,162,090
6310 Measure G: 2002A Zoo, Museum, Chabot	2,543,522	2,541,022	2,551,260	2,555,010
6311 Measure G: 2006 Zoo, Museum	1,319,363	1,320,863	1,328,770	1,326,370
6320 Measure DD: 2003A Clean Water	4,419,768	4,419,755	4,429,390	4,430,300
6321 Measure DD: 2009B Clean Water	2,115,439	4,609,581	4,618,190	4,615,490
6480 JPFA Pooled Assessment District: 1997 Rev. Bond - Reserve	12,000	13,500	-	-
6485 1999 JPFA Reassessment District:	7,168	(747)	-	-
6520 Fire Area - Redemption	494,912	481,772	448,421	446,080
6530 Rockridge Area Water District	64,428	62,254	57,829	58,039
6540 Skyline Sewer District - Redemption	24,305	11,532	29,090	24,300
6550 Proctor Utility Underground - Redemption	-	1,731	-	-
6554 LaSalle Utility Underground	49,782	45,248	-	-
6555 Piedmont Pines 2010 Utility Underground Phase I	-	173,679	\$232,748	\$231,528
6558 Grizzly Peak Utility Underground	14,930	49,924	-	-
6570 JPFA Pooled Assessment: 1996	21,833	21,198	23,200	22,400
6580 JPFA Pooled Assessment: 1997	71,498	78,619	-	-
6585 JPFA Reassessment District: Debt Service	705,035	510,024	482,170	484,080
6612 JPFA Lease Revenue Refunding Bonds	9,058,553	9,062,134	9,068,080	9,068,180
6999 Miscellaneous Debt Service	-	-	21,500,000	21,500,000
7200 Health Insurance Premium Trust: Unrepresented Retirees	(1,144)	(1,688)	-	-
7220 Health Insurance Premium Trust: Local 790 Retirees	(1,075)	(1,522)	-	-
7260 Health Insurance Premium Trust: Western Council of Engineers	(50)	(136)	-	-
7280 Health Insurance Premium Trust: I.B.E.W.	(10)	(14)	-	-
7300 Health Insurance Premium Trust: Local 21 Retirees	(1,957)	(3,656)	-	-
7320 Police and Fire Retirement System	16,431,933	15,857,417	10,185,843	9,624,258
7750 Rehabilitation Trust: Accounts	-	173,952	-	-
7752 Rehabilitation Trust: City Funded	-	(869,445)	-	-
7760 Grant Clearing	1,335	-	-	-
<b>TOTAL</b>	<b>\$259,806,693</b>	<b>\$257,010,451</b>	<b>\$293,596,875</b>	<b>\$288,012,740</b>
GPF Percent to Total Department	18.9%	15.0%	22.4%	21.4%
GPF Percent to Citywide GPF Expenditures	11.5%	9.5%	16.8%	15.5%

# NON-DEPARTMENTAL

## PROGRAM DESCRIPTIONS

### CITYWIDE ACTIVITIES

Includes a wide variety of city-wide costs and programs. The other major component is subsidies to organizations outside City governments. Examples of city-wide programs, and their annual costs, include the Clean Water Program (\$410,000); Joint Powers Authority Membership (\$150,000).

Examples of subsidies include City-wide Arts Grants (\$730,120).

### DEBT/LEASE PAYMENTS

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

### FISCAL MANAGEMENT

Fiscal Management includes a variety of fiscal items such as fund transfers, overhead cost recoveries, citywide insurance premiums, and contingency line items. The largest item is a cost recovery into the General Purpose Fund for \$13.9 million from other funds. This represents a reimbursement for services provided by General Government departments such as Personnel, the City Administrator, the City Attorney and Finance. Also included in Fiscal Management are payments from the General Purpose Fund to other funds with negative balances.

## SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY PROGRAM

### Revenue

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Citywide Grants, Programs and Subsidies	(\$276,700)	\$2,996,510	\$2,296,510
Debt Service	203,849,310	201,991,886	198,614,472
Fiscal Management	44,933,660	50,033,746	55,846,302
<b>TOTAL</b>	<b>\$248,506,270</b>	<b>\$255,022,142</b>	<b>\$256,757,284</b>

### Expenditure

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget
Citywide Grants, Programs and Subsidies	\$6,755,840	\$9,006,250	\$9,083,750
Debt Service	260,181,640	257,277,600	251,600,369
Fiscal Management	16,036,270	27,313,025	27,328,621
<b>TOTAL</b>	<b>\$282,973,750</b>	<b>\$293,596,875</b>	<b>\$288,012,740</b>

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FY 2011-12 Changes	FY 2012-13 Changes
Eliminate MOU Negotiation Funding	(\$235,000)	(\$235,000)
Eliminate City/County Collaboration on Children & Youth	(\$100,000)	(\$100,000)
Reduce Zoo Subsidy by 85% & transfer to Parks & Recreation Department	(\$539,895)	(\$539,895)
Transfer Chabot Space & Science Center to Parks & Recreation Department	(\$303,450)	(\$303,450)
Reduce Asian Cultural Center Subsidy by 85% and transfer to Parks Dept	(\$51,000)	(\$51,000)
Transfer Countywide 211 Helpline Subsidy to DHS	(\$100,000)	(\$100,000)
Transfer Vietnamese Senior Services Subsidy to DHS	(\$36,720)	(\$36,720)
Transfer Jack London Aquatic Center subsidy to Parks Dept.	(\$53,000)	(\$53,000)
Transfer Fairyland subsidy to Parks Dept	(\$136,500)	(\$136,500)
Reduce Hacienda Peralta Subsidy by 85% & transfer to Parks Dept	(\$45,900)	(\$45,900)
Eliminate Women's Business Initiative Subsidy	(\$45,000)	(\$45,000)
Transfer AIDS Prevention and Education Initiative Subsidy to DHS	(\$37,675)	(\$37,675)
Reduce Symphony in the Schools Program Subsidy by 15%	(\$4,500)	(\$4,500)
Transfer City Physician to Workers Compensation Fund (1150)	(\$250,000)	(\$250,000)
Decreased Transfer to Kids' First Fund	(\$586,860)	(\$561,094)
<b>ALL Other Funds</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
Transfer City Physician from General Purpose Fund (1010) to Workers Compensation Fund (1150)	\$250,000	\$250,000

<b>Direct Debt Outstanding as of 7/1/2011 (in thousands)</b>		
<b>City of Oakland Debt</b>		
	<b>Principal Outstanding</b>	<b>FY 11-12 Debt Service</b>
<b>General Obligation Debt</b>		
2002A General Obligation Bonds, Series 2002A (Measure G)	32,735	2,542
2003A General Obligation Bonds, Series A (Measure DD)	58,720	4,418
2005 JPFA Revenue Bonds, (General Obligation Bond Program)	87,735	11,122
2005 General Obligation Bonds, (Baby Bonds) <sup>1</sup>	88,011	11,120
2006 General Obligation Bonds, Series 2006 (Measure G)	19,220	1,323
2009 General Obligation Bonds, Series 2009 (Measure DD)	63,010	4,612
<b>Subtotal</b>	<b>349,431</b>	<b>35,137</b>
<b>Pension Obligation Bonds</b>		
2001 Taxable Pension Obligation Bonds, Series 2001	195,636	38,375
<b>Subtotal</b>	<b>195,636</b>	<b>38,375</b>
<b>Lease Revenue Bonds and Certificates of Participation</b>		
2001 Oakland Joint Powers Financ. Auth. Lease Revenue Refunding, Series 2001	50,705	14,143
2002 City of Oakland, Refunding COP (Oakland Museum), Series 2002A	3,895	4,090
2008B Oakland Joint Powers Financ. Auth. Lease Revenue Refunding, 2008 Series B	100,935	9,058
2008A1/A2 Oakland Joint Powers Financ. Auth. Lease Revenue Refunding, 2008 Series A1/A2	91,160	20,164
<b>Subtotal</b>	<b>246,695</b>	<b>47,455</b>
<b>Oakland-Alameda County Coliseum Authority (50% City share)</b>		
1996A1/A2 Variable Rate Lease Revenue Bonds (Taxable), Oakland Coliseum Arena Project <sup>2</sup>	50,098	5,307
2000C1/C2 Variable Rate Lease Revenue Bonds, Oakland Coliseum Arena Project <sup>2</sup>	72,450	7,329
	122,548	12,636
<b>Total Direct Debt</b>	<b>\$ 914,310</b>	<b>\$ 133,603</b>

<sup>1</sup> Property tax received from these "Baby" bonds goes towards paying debt service for the Oakland JPFA Revenue Bonds, Series 2005 (City of Oakland General Obligation Bond Program) and are listed solely for Accounting purposes.

<sup>2</sup> Debt service payments could differ due to variable rate financing structure.

# NON-DEPARTMENTAL

## CITY OF OAKLAND'S LEGAL DEBT MARGIN June 30, 2011

As of June 30, 2011, the City's legal debt limit (3.75% of valuation subject to taxation) was \$1,110,343,736. The total amount of debt applicable to the debt limit was \$349,430,620<sup>1</sup> (i.e. General Obligation Debt). The resulting legal debt margin was \$760,913,116.

Total assessed valuation (net of exemptions)	\$	38,856,434,508
Less redevelopment tax increments	\$	(9,247,268,210)
Basis of levy	\$	<u>29,609,166,298</u>
Debt Limit:		
3.75 percent of valuation subject to taxation	\$	1,110,343,736
Less amount of debt applicable to debt limit	\$	<u>(349,430,620)</u> <sup>1</sup>
Legal debt margin	\$	<u>760,913,116</u>

<sup>1</sup> This number includes \$88,010,620 outstanding on the 2005 General Obligation Bonds.

A copy of the City of Oakland's debt policy can be found in the "Financial Policies" section.

*Source: County of Alameda and City of Oakland Treasury Division*

## NON-DEPARTMENTAL

*The City of Oakland has undertaken responsibility for gathering information relating to debt issuances for which the City of Oakland, the Oakland Joint Powers Financing Authority, the Oakland-Alameda County Coliseum Authority, and the Redevelopment Agency of the City of Oakland have Continuing Disclosure Obligations.*

**GENERAL OBLIGATION BONDS.** As of June 30, 2011, the City had outstanding a total of \$261,420,000 aggregate principal amount of general obligation bonds. The bonds are general obligations of the City, approved by at least two-thirds of the voters. The City has the power and is obligated to levy *ad valorem* taxes upon all property within the City, subject to taxation without limitation, as to the rate or the amount (except certain property taxable at limited rates) for the payment of principal and interest on these bonds.

**City of Oakland  
General Obligation Bonds  
As of June 30, 2011  
(in \$000s)**

<u>Issue Name</u>	<u>Purpose</u>	<u>Issuance Date</u>	<u>Final Maturity</u>	<u>Original Par</u>	<u>Par Outstanding</u>
General Obligation Bonds, Series 2002A (Measure G)	Museum, Zoo and Chabot Space & Science Center	11/6/2002	2032	\$38,000	\$32,735
General Obligation Bonds, Series 2003A (Measure DD)	Lake Merritt	8/6/2003	2033	71,450	58,720
Oakland Joint Powers Authority Revenue Bonds, Series 2005 (City of Oakland General Obligation Bond Program)	General obligation refunding bonds, refunding Measure I and K bonds, which were used on various recreational and educational projects	6/16/2005	2025	122,170	87,735
General Obligation Bonds (Series 2006, Measure G)	Museum and Zoo	6/28/2006	2036	21,000	19,220
General Obligation Bonds (Series 2009B, Measure DD)	Lake Merritt and other Oakland Waterfronts	7/22/2009	2039	64,545	63,010
<b>Total</b>					<b><u>\$ 261,420</u></b>

**SEWER REVENUE DEBT.** The City has also issued bonds secured by revenues of its sewer system. These bonds, issued on December 14, 2004 in the par amount of \$62,330,000, mature serially through June 2029.

**City of Oakland  
Sewer Revenue Bonds  
June 30, 2011  
(in \$000s)**

<u>Issue Name</u>	<u>Issuance Date</u>	<u>Final Maturity</u>	<u>Original Par</u>	<u>Par Outstanding</u>
City of Oakland Sewer Revenue Bonds 2004 Series A	12/14/2004	2029	\$62,330	<b><u>\$52,580</u></b>

# NON-DEPARTMENTAL

**LEASE OBLIGATIONS.** The City has entered into various long-term lease arrangements that secure lease revenue bonds or certificates of participation, under which the City must make lease payments, payable by the City from its General Fund, to occupy public buildings or use equipment. The table below summarizes the City's outstanding long-term lease obligations.

City of Oakland Lease Obligations As of June 30, 2011 (in \$000s)					
<u>Issue Name</u>	<u>Issuance Date</u>	<u>Final Maturity</u>	<u>Original Par</u>	<u>Par Outstanding</u>	<u>Leased Asset</u>
Oakland – Alameda County Coliseum Authority Lease Revenue Bonds (Arena Project), Series 1996 Series A1 & A2 <sup>(1)</sup>	8/2/1996	2026	35,000	24,903	Coliseum Arena
	8/2/1996	2026	35,000	25,195	
Oakland – Alameda County Coliseum Authority Lease Revenue Bonds, Series 2000 C-1, C-2, & D <sup>(1)</sup>	5/25/2000	2025	37,700	36,250	Coliseum Stadium
		2025	37,700	36,200	
Oakland Joint Powers Financing Authority Lease Revenue Bonds, (Oakland Convention Center) Series 2001	5/15/2001	2014	134,890	50,705	Oakland Convention Center
City of Oakland Refunding Certificates of Participation, Series 2002	3/21/2002	2012	16,295	3,895	Oakland Museum
Oakland Joint Powers Financing Authority Lease Revenue Refunding Bonds, (Oakland Administration Buildings), 2008 Series B	5/1/2008	2026	113,450	100,935	Oakland Administration Buildings
Oakland Joint Powers Financing Authority Lease Revenue Bonds, 2008 Series A-1, A-2	4/16/2008	2017	107,630	75,965	Portion of sewer system
	4/16/2008	2014	20,330	15,195	
<b>Total</b>				<b><u>\$369,243</u></b>	

<sup>(1)</sup> The lease payments securing these bonds are joint and several obligations of both the City and the County of Alameda. Each entity has covenanted to budget and appropriate one-half of the annual lease payments, and to take supplemental budget action if required to cure any deficiency. Principal amounts shown represent half of total original and outstanding par, representing the amount that is directly attributable to the City.

## NON-DEPARTMENTAL

**PENSION OBLIGATION BONDS.** The City has one series of pension obligation bonds outstanding to fund a portion of the current balance of the City's Unfunded Actuarial Accrued Liability ("UAAL") for retirement benefits to members of the Oakland Police and Fire Retirement System ("PFRS"). The table below summarizes the current outstanding pension obligation bond issue:

City of Oakland Pension Obligation Bonds As of June 30, 2011 (in \$000s)				
<u>Issue Name</u>	<u>Issuance Date</u>	<u>Final Maturity</u>	<u>Original Par</u>	<u>Par Outstanding</u>
City of Oakland Taxable Pension Obligation Bonds, Series 2001	10/17/2001	2023	\$195,636	195,636
<b>Total</b>				<b><u>\$195,636</u></b>

**OTHER LONG-TERM BORROWINGS.** The City has debt outstanding for three bond issues supported by assessment districts. Debt service on each of these assessment and reassessment bond issues is paid solely from assessments levied on real property within the respective districts. The City is not responsible for debt service on the bonds in the event that assessment collections are not sufficient. The table below summarizes the City's outstanding assessment bonds.

City of Oakland Special Assessments As of June 30, 2011 (in \$000s)				
<u>Issue Name</u>	<u>Issuance Date</u>	<u>Final Maturity</u>	<u>Original Par</u>	<u>Par Outstanding</u>
Oakland Joint Powers Financing Authority Special Assessment Pooled Revenue Bonds, Series 1996A	8/22/1996	2020	\$ 465	\$ 165
Oakland Joint Powers Financing Authority Reassessment Revenue Bonds, Series 1999	7/27/1999	2024	7,255	4,650
Utility Underground Assessment District, Piedmont Pines Phase I, 2010	2/23/2010	2039	3,148	3,148
<b>Total</b>				<b><u>\$7,963</u></b>

# NON-DEPARTMENTAL

**REDEVELOPMENT AGENCY OF THE CITY OF OAKLAND.** The City's Redevelopment Agency has issued several series of tax allocation bonds to provide funding for blight alleviation and economic development in parts of the City, or for the construction of low-income housing. The bonds are payable from the tax increment received from the specific redevelopment project areas which they support. Tax allocation bonds have been issued for the Acorn Redevelopment Project Area, the Central District Redevelopment Project Area, the Coliseum Area Redevelopment Project Area, the Central City East Redevelopment Project Area and the Broadway-MacArthur Redevelopment Project Area. In addition, bonds have been issued that are secured by dedicated housing set-aside revenues from all the City's redevelopment project areas.

The tables below summarize the Redevelopment Agency's outstanding tax allocation debt and other financings, including the final maturity date, original par amounts and amounts outstanding. All information below is presented as of June 30, 2011.

TAX ALLOCATION BONDS (In \$000s) As of June 30, 2011				
<b>Central District Redevelopment Project Area</b>				
<u>Issue Name</u>	<u>Issuance Date</u>	<u>Final Maturity</u>	<u>Original Par</u>	<u>Par Outstanding</u>
Central District Redevelopment Project Senior Tax Allocation Refunding Bonds, Series 1992	11/15/1992	2014	97,655	18,900
Central District Redevelopment Project Subordinated Tax Allocation Bonds, Series 2003	1/9/2003	2019	120,605	92,810
Central District Redevelopment Project Subordinated Tax Allocation Bonds, Series 2005	2/8/05	2022	44,360	31,970
<b>City-wide Housing</b>				
<u>Issue Name</u>	<u>Issuance Date</u>	<u>Final Maturity</u>	<u>Original Par</u>	<u>Par Outstanding</u>
Subordinated Housing Set-Aside Revenue Bonds, Series 2006A and 2006A-T	4/4/06	2037	84,840	81,755
Subordinated Housing Set-Aside Revenue Bonds, Series 2011A-T	3/8/2011	2041	46,980	46,980
<b>General Obligation Bonds</b>				
<u>Issue Name</u>	<u>Issuance Date</u>	<u>Final Maturity</u>	<u>Original Par</u>	<u>Par Outstanding</u>
General Obligation, Series 1998 (Tribune Towers Restoration)	4/1/98	2018	600	60

# NON-DEPARTMENTAL

The table below summarizes the Redevelopment Agency's outstanding tax allocation debt.

TAX ALLOCATION BONDS (In \$000s) As of June 30, 2011				
Central District Redevelopment Project Area				
<u>Issue Name</u>	<u>Issuance Date</u>	<u>Final Maturity</u>	<u>Original Par</u>	<u>Par Outstanding</u>
Central District Redevelopment Project Senior Tax Allocation Refunding Bonds, Series 1992	11/15/1992	2014	97,655	18,900
Central District Redevelopment Project Subordinated Tax Allocation Bonds, Series 2003	1/9/2003	2019	120,605	92,810
Central District Redevelopment Project Subordinated Tax Allocation Bonds, Series 2005	2/8/05	2022	44,360	31,970
City-wide Housing				
<u>Issue Name</u>	<u>Issuance Date</u>	<u>Final Maturity</u>	<u>Original Par</u>	<u>Par Outstanding</u>
Subordinated Housing Set-Aside Revenue Bonds, Series 2006A and 2006A-T	4/4/06	2037	84,840	81,755
Subordinated Housing Set-Aside Revenue Bonds, Series 2011A-T	3/8/2011	2041	46,980	46,980
General Obligation Bonds				
<u>Issue Name</u>	<u>Issuance Date</u>	<u>Final Maturity</u>	<u>Original Par</u>	<u>Par Outstanding</u>
General Obligation, Series 1998 (Tribune Towers Restoration)	4/1/98	2018	600	60

# NON-DEPARTMENTAL

## City of Oakland Five-Year Forecast of Total Debt Service Obligations as of July 1, 2011

(\$ in thousands)

Series Name	Original Par Amount	Outstanding Par Amount	Fiscal Year 2011-2012				Total Debt Service	Fiscal Year 2012-2013			
			Principal	Interest	Other	Principal		Interest	Other	Total Debt Service	
<b>General Obligation Bonds</b>											
Series 2002A (Measure G)	\$ 38,000	\$ 32,735	\$ 905	\$ 1,637	\$ -	\$ 2,542	\$ 950	\$ 1,592	\$ -	\$ 2,542	
Series 2003A (Measure DD)	71,450	58,720	1,630	2,788	-	4,418	1,690	2,729	-	4,419	
Series 2005 (GO Bond Program)	122,170	87,735	6,775	4,347	-	11,122	7,150	4,008	-	11,158	
Series 2006 (Measure G)	21,000	19,220	435	888	-	1,323	450	870	-	1,320	
Series 2009B (Measure DD)	64,545	63,010	1,090	3,522	-	4,612	1,120	3,489	-	4,609	
GO Bonds Subtotal	\$ 317,165	\$ 261,420	\$10,835	\$13,181	\$ -	\$ 24,016	\$11,360	\$12,688	\$ -	\$ 24,048	
<b>Lease Revenue Bonds</b>											
Series 2001 (Oakland Conv. Ctr.)	\$ 134,890	\$ 50,705	\$11,700	\$ 2,443	\$ -	\$ 14,143	\$12,320	\$ 1,800	\$ -	\$ 14,120	
Series 2002A (Oakland Museum)	16,295	3,895	3,895	195	-	4,090	-	-	-	-	
Series 2008B (Admin. Bldg.)	113,450	100,935	4,560	4,498	-	9,058	4,685	4,373	-	9,058	
Series 2008A (Ref'ding Rev. Bond)	127,960	91,160	16,010	4,154	-	20,164	16,675	3,555	-	20,230	
Lease Rev. Bonds Subtotal	\$ 392,595	\$ 246,695	\$36,165	\$11,290	\$ -	\$ 47,455	\$33,680	\$ 9,728	\$ -	\$ 43,408	
<b>Master Lease Agreements</b>											
2001, Eastmont Town Center	\$ 11,333	\$ 4,475	\$ 718	\$ 235	\$ -	\$ 953	\$ 758	\$ 195	\$ -	\$ 953	
2002, Master Lease (5-8)	14,923	891	891	29	-	920	-	-	-	-	
2004, Solar Panel Lease	4,139	2,166	202	90	-	292	211	81	-	292	
2005, Master Lease (Shoretel)	1,397	226	226	7	-	234	-	-	-	-	
2005, Master Lease (Enterasys)	1,140	186	186	6	-	192	-	-	-	-	
2006 Lancaster Building	4,940	3,980	275	204	-	479	290	189	-	479	
2007 Parking Meter Financing	4,520	2,421	659	88	-	747	684	62	-	747	
2010 Parking Access and Revenue	2,500	2,500	303	66	-	369	315	54	-	369	
Master Lease Subtotal	\$ 44,892	\$ 16,845	\$ 3,460	\$ 725	\$ -	\$ 4,186	\$ 2,258	\$ 581	\$ -	\$ 2,839	
<b>Pension Obligation Bonds</b>											
Series 2001 (Taxable POB)	\$ 195,636	\$ 195,636	\$20,860	\$17,515	\$ -	\$ 38,375	\$19,923	\$19,632	\$ -	\$ 39,555	
POB Subtotal	\$ 195,636	\$ 195,636	\$20,860	\$17,515	\$ -	\$ 38,375	\$19,923	\$19,632	\$ -	\$ 39,555	
<b>Sewer Revenue Bonds</b>											
Series 2004A (Sewer Rev. Bond)	\$ 62,330	\$ 52,580	\$ 1,885	\$ 2,595	\$ -	\$ 4,480	\$ 1,985	\$ 2,499	\$ -	\$ 4,484	
Sewer Rev. Bonds Subtotal	\$ 62,330	\$ 52,580	\$ 1,885	\$ 2,595	\$ -	\$ 4,480	\$ 1,985	\$ 2,499	\$ -	\$ 4,484	
<b>Special Assessment Bonds</b>											
Series 1996A (Pooled Revenue)	\$ 465	\$ 165	\$ 10	\$ 11	\$ -	\$ 21	\$ 10	\$ 10	\$ -	\$ 20	
Series 1999 (Reassessment Rev.)	7,255	4,650	415	242	-	657	240	225	-	465	
Series 2010 (Piedmont Pines)	3,148	3,148	53	174	-	227	55	172	-	227	
Special Assessment Subtotal	\$ 10,868	\$ 7,963	\$ 478	\$ 426	\$ -	\$ 905	\$ 305	\$ 407	\$ -	\$ 712	
<b>OACCA Bonds</b>											
Series 1996A (Coliseum Arena)	\$ 70,000	\$ 50,098	\$ 1,900	\$ 3,018	\$ 390	\$ 5,307	\$ 2,075	\$ 2,891	\$ 373	\$ 5,339	
Series 2000C & D (Colisum Proj.)	100,650	72,450	3,750	2,854	726	7,329	3,950	2,691	685	7,326	
OACCA Bonds Subtotal	\$ 170,650	\$ 122,548	\$ 5,650	\$ 5,871	\$1,115	\$ 12,637	\$ 6,025	\$ 5,582	\$1,058	\$ 12,665	
<b>Oakland Redev. Agency</b>											
---Tax Allocation Bonds---											
Series 1992 (Central District)	\$ 97,655	\$ 18,900	\$ 5,925	\$ 1,040	\$ -	\$ 6,965	\$ 6,295	\$ 714	\$ -	\$ 7,009	
Series 2003 (Central District)	120,605	92,810	4,945	4,956	-	9,901	5,145	4,691	-	9,836	
Series 2005 (Central District)	44,360	31,970	-	1,599	-	1,599	-	1,599	-	1,599	
Series 2006 (Central City East)	76,300	71,240	1,310	3,812	-	5,122	1,380	3,741	-	5,121	
Series 2006 (Coliseum)	102,590	95,540	1,820	5,025	-	6,845	1,910	4,933	-	6,843	
Series 2006 (Broadway/MacArthur)	17,270	16,130	295	858	-	1,153	310	842	-	1,152	
Series 2006 (Central District)	33,135	23,060	2,450	1,164	-	3,614	2,595	1,031	-	3,626	
Series 2009 (Central District)	38,755	38,070	700	3,014	-	3,714	1,000	2,964	-	3,964	
Series 2010 (RZED - Broad/MacA)	7,390	7,390	-	544	-	544	50	542	-	592	
---General Obligation Bonds---											
Series 1998 (Tribune Towers)	600	60	60	3	-	63	-	-	-	-	
---Housing Set-Aside Bonds---											
Series 2006	84,840	81,755	2,860	4,570	-	7,430	3,010	4,415	-	7,425	
Series 2011 A-T	46,980	46,980	-	3,780	-	3,780	850	3,841	-	4,691	
ORA Bonds Subtotal	\$ 670,480	\$ 523,905	\$20,365	\$30,363	\$ -	\$ 50,728	\$22,545	\$29,313	\$ -	\$ 51,858	
<b>TOTAL Direct Debt Obligations</b>	<b>\$ 1,076,046</b>	<b>\$ 826,299</b>	<b>\$73,510</b>	<b>\$47,858</b>	<b>\$1,115</b>	<b>\$122,483</b>	<b>\$70,988</b>	<b>\$47,629</b>	<b>\$1,058</b>	<b>\$119,676</b>	
<b>TOTAL Debt Obligations</b>	<b>\$ 1,864,617</b>	<b>\$ 1,427,593</b>	<b>\$99,699</b>	<b>\$81,968</b>	<b>\$1,115</b>	<b>\$182,782</b>	<b>\$98,081</b>	<b>\$80,429</b>	<b>\$1,058</b>	<b>\$179,568</b>	

# CAPITAL IMPROVEMENT PROGRAM

## CAPITAL IMPROVEMENT PROGRAM

### DEFINITION

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

### CATEGORIES

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

#### BUILDINGS AND FACILITIES

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

#### PARKS AND OPEN SPACE

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

#### SEWERS AND STORM DRAINS

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

### CAPITAL IMPROVEMENT PROGRAM FY 2011-13

#### Summary by Source

Source	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget	FY 2011-13 Total Budget
<b>City</b>			
1010 - General Fund: General Purpose	\$252,000	\$252,000	\$504,000
2116 - Department of Transportation	3,124,000	1,250,000	4,374,000
2140 - California Department of Transportation	100,000	100,000	200,000
2163 - Metro Transportation Com: Program	3,492,000	1,260,000	4,752,000
2211 - Measure B: ACTIA	3,500,000	3,500,000	7,000,000
2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds	1,000,000	1,000,000	2,000,000
2231 - State Gas Tax-Prop 42 Replacement Funds	2,330,000	2,550,000	4,880,000
2999 - Miscellaneous Grants	180,000	-	180,000
3100 - Sewer Service Fund	14,615,000	15,150,000	29,765,000
5510 - Capital Reserves	1,000,000	1,000,000	2,000,000
<b>Subtotal City</b>	<b>\$29,593,000</b>	<b>\$26,062,000</b>	<b>\$55,655,000</b>
<b>Oakland Redevelopment Agency</b>			
9450 - Coliseum: Operations	\$90,000	\$90,000	\$180,000
9504 - 1986 Bonds	516,700	-	516,700
9510 - Central District: Operations	1,331,317	1,360,397	2,691,714
9513 - City Center: Garage West Subsidy	2,705,000	2,750,000	5,455,000
9515 - Chinatown: Parking Lot	27,624	27,624	55,248
9516 - 1989 Bonds	2,031,400	-	2,031,400
9522 - Multi Service Center / Rent - County	98,113	98,113	196,226
9526 - Liability / Contingency / Finance	(19,000)	-	(19,000)
9529 - Broadway / MacArthur / San Pablo: Operations	50,000	50,000	100,000
9532 - Central District: TA Bond Series 2003	1,519,660	-	1,519,660
9533 - Central District: TA Bond Series 2005	1,500,000	260,900	1,760,900
9535 - Central District Tax Allocation Bonds Series 2006T (Taxable)	15,500	-	15,500
9536 - Central District Tax Allocation Bond Series 2009T (Taxable)	1,000,000	-	1,000,000
9540 - Central City East: Operations	50,000	50,000	100,000
9543 - Central City East: Tax Allocation Bonds	2,000,000	-	2,000,000
9546 - Oak Knoll: Operation	25,000	25,000	50,000
9553 - Unrestricted Land Sales Proceeds	1,816,066	5,505,000	7,321,066
9562 - Preservation Park: Loan Repayment Fund	546,630	-	546,630
9570 - OBRA: Operations	200,000	200,000	400,000
9572 - Joint Army Base Infrastructure Fund	1,500,000	1,500,000	3,000,000
9580 - Low Mod Operations	150,000	150,000	300,000
9590 - West Oakland Operations	25,000	25,000	50,000
<b>Subtotal ORA</b>	<b>\$17,179,010</b>	<b>\$12,092,034</b>	<b>\$29,271,044</b>
<b>TOTAL</b>	<b>\$46,772,010</b>	<b>\$38,154,034</b>	<b>\$84,926,044</b>

# CAPITAL IMPROVEMENT PROGRAM

## CATEGORIES (CONT'D)

### SEWERS AND STORM DRAINS (CONT'D)

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

### STREETS AND SIDEWALKS

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

### TECHNOLOGY ENHANCEMENTS

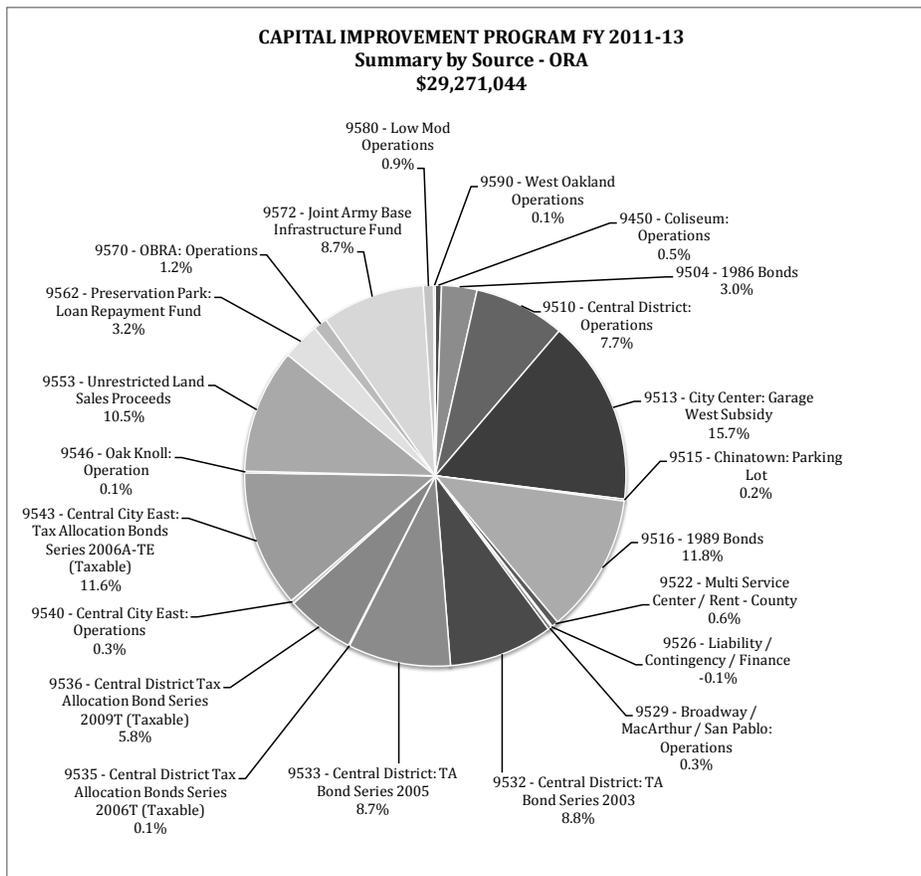
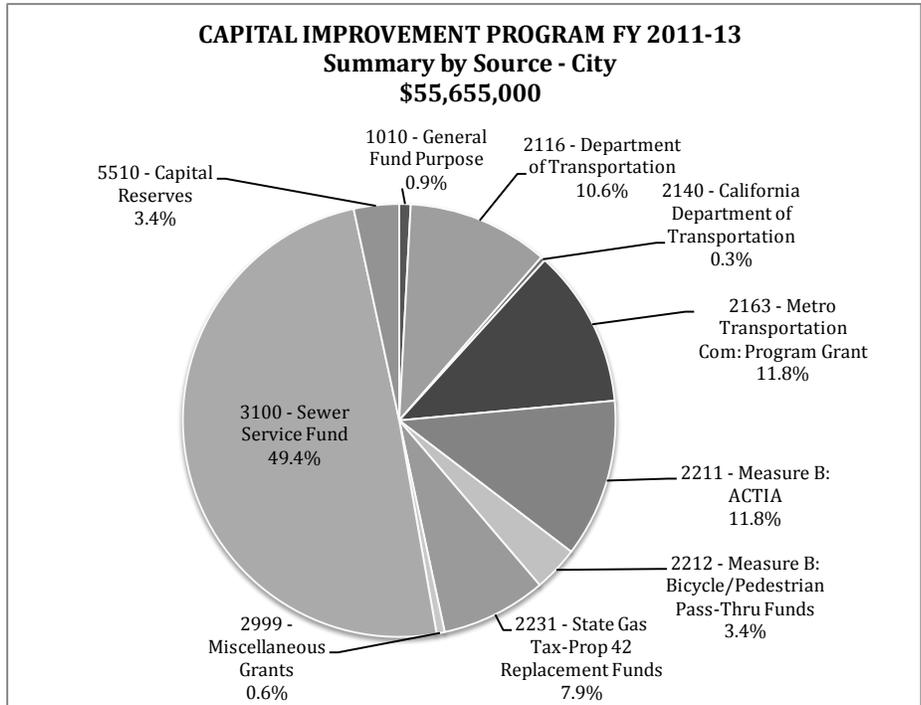
Projects in this category include all technology-related projects, including investments in hardware and software, and related service contracts.

### TRAFFIC IMPROVEMENTS

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

### MISCELLANEOUS

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

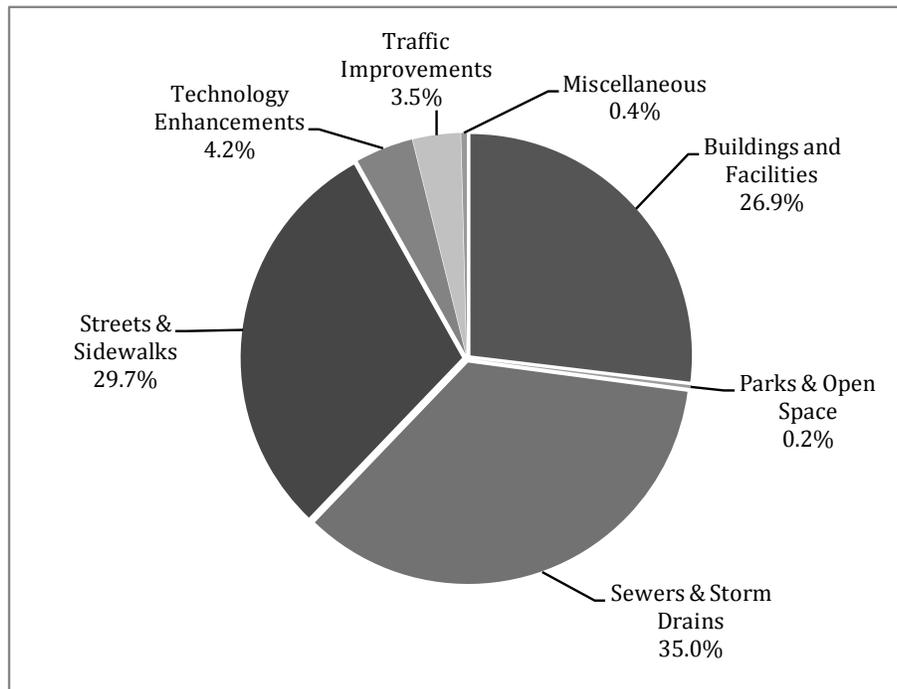


# CAPITAL IMPROVEMENT PROGRAM

## CAPITAL IMPROVEMENT PROGRAM FY 2011-13

### Summary by Category

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



# CAPITAL IMPROVEMENT PROGRAM

<b>CAPITAL IMPROVEMENT PROGRAM FY 2011-13</b>			
<b>Projects By Category</b>			
<b>Category, Project</b>	<b>FY 2011-12 Adopted Budget</b>	<b>FY 2012-13 Adopted Budget</b>	<b>FY 2011-13 Total Budget</b>
<b>Parks &amp; Open Space</b>			
LINCOLN SQ-ALICE ST RECREATION CORRIDOR	180,000	-	180,000
<b>Parks &amp; Open Space Total</b>	<b>180,000</b>	<b>0</b>	<b>180,000</b>
<b>Sewers &amp; Storm Drains</b>			
RHS TELEGRAPH AVE. 24TH ST. ( 52-05 )	-	4,000,000	4,000,000
SHATTUCK, 66TH, TELEGRAPH, 59TH AVE (50-10)	-	2,951,000	2,951,000
CITYWIDE EMERGENCY SEWER REPAIRS	2,000,000	2,000,000	4,000,000
GOLF LINKS RD, FONTAINE ST, CRST AVE (85-012)	-	3,279,000	3,279,000
LINCOLN, MACARTHUR, RHODA, COOLIDGE TRC (80-113)	4,208,000	-	4,208,000
LOCHARD ST, EDMNTWY, KERRIGAN DR SR(85-232)	3,087,000	-	3,087,000
MOUNTN BLVD, GRNLY DR, LONG, KELLER DR(85-502)	-	2,110,000	2,110,000
RHS DENNISON ST., EMBARCADERO, KING ST., AND FEDER	-	360,000	360,000
RHS MACARTHUR BLVD, MAPLE AVE., BARNER AVE. AND F	510,000	450,000	960,000
SR SAN LEANDRO, EDES, 85TH	4,810,000	-	4,810,000
<b>Sewers &amp; Storm Drains Total</b>	<b>14,615,000</b>	<b>15,150,000</b>	<b>29,765,000</b>
<b>Streets &amp; Sidewalks</b>			
STREETS & SIDEWALKS (CONT'D)	750,000	750,000	1,500,000
MATCHING FUNDS FOR GRANT FUNDED PROJECTS	660,000	660,000	1,320,000
ADA CURB RAMP 30-YEAR TRANSITION PLAN	712,000	-	712,000
ADELINE SEISMIC RETROFIT	1,500,000	1,500,000	3,000,000
ARMY BSE JOINT INFRA DEV PRJ ORA (7780-C415710)	2,412,000	1,250,000	3,662,000
BRIDGE PREVENTIVE MAINTENANCE	500,000	-	500,000
CCE E 18TH STSCPE 9543(7780-C429810)	500,000	-	500,000
CCE FTHLL-FRTVLE STSCPE 9543(7780-C429710)	500,000	-	500,000
CCE FTHLL-SEM STSCPE 9543(7780-C429610)	500,000	-	500,000
CCE MAC STSCPE 9543(7780-C429510)	310,000	310,000	620,000
CITY SIDEWALK REPAIR - MEASURE B	250,000	250,000	500,000
CITY SIDEWALK REPAIR FUND - MEASURE B BICYCLE &	400,000	400,000	800,000
CITYWIDE EMERGENCY ROADWAY REPRS ' CONTINGENCY	550,000	550,000	1,100,000
CITYWIDE STREET RESURFACING - MEASURE B	2,330,000	2,550,000	4,880,000
CITYWIDE STREET RESURFACING - PROP 42	3,492,000	1,260,000	4,752,000
CITYWIDE STREET RESURFACING - FEDERAL LSF FUNDS	200,000	200,000	400,000
<b>Streets &amp; Sidewalks Total</b>	<b>15,566,000</b>	<b>9,680,000</b>	<b>25,246,000</b>
<b>Technology Enhancements</b>			
ORACLE CORP SOFTWARE LICENSE	790,000	790,000	180,000
ORACLE CORP SOFTWARE LICENSE-ORA 9553	200,000	200,000	400,000
MOTOROLA IPSS SUPPORT AND MAINTENANCE COSTS	1,000,000	1,000,000	2,000,000
ORACLE CORP S/W LICENSE ARMYBASE 9570	200,000	200,000	400,000
ORACLE CORP S/W LICENSE-9546	25,000	25,000	50,000
ORACLE CORP S/W LICENSE-9580	150,000	150,000	300,000
ORACLE CORP S/W LICENSE-9590	25,000	25,000	50,000
ORACLE CORP SOFTWARE LICENSE-ORA 9529	50,000	50,000	100,000
ORACLE CORP SOFTWARE LICENSE-ORA 9540	50,000	50,000	100,000
<b>Technology Enhancements Total</b>	<b>1,790,000</b>	<b>1,790,000</b>	<b>3,580,000</b>

# CAPITAL IMPROVEMENT PROGRAM

<b>CAPITAL IMPROVEMENT PROGRAM FY 2011-13</b>			
<b>Projects By Category (Cont'd)</b>			
Category, Project	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget	FY 2011-13 Total Budget
<b>Traffic Improvements</b>			
BICYCLE FACILITIES DESIGN AND IMPLEMENTATION	350,000	350,000	700,000
I-880 NORTHBOUND / 29TH AVE - 23RD AVE	100,000	100,000	200,000
INTELLIGENT TRANSPORTATION ITS ITS	300,000	300,000	600,000
PEDESTRIAN FACILITIES DESIGN AND IMPLEMENTATION	150,000	150,000	300,000
PEDESTRIAN/BIKE SAFETY	250,000	250,000	500,000
TRAFFIC SIGNAL MANAGEMENT	330,000	330,000	660,000
<b>Traffic Improvements Total</b>	<b>1,480,000</b>	<b>1,480,000</b>	<b>2,960,000</b>
<b>Buildings &amp; Facilities</b>			
9TH & FRANKLIN BLOCK	27,624	27,624	55,248
1800 SAN PABLO ORA	6,400,000	-	6,400,000
CENTRAL DISTRICT PLANNING	1,331,317	1,360,397	2,691,714
CITY CENTER GARAGE WEST OPER 9513	2,055,000	2,055,000	4,110,000
DOWNTOWN FACADE IMPRVMT PRG FY07-09	1,500,000	695,000	2,195,000
FOX COURTS DDA	(100,000)	-	(100,000)
MALONGA PUB FAC (CITY MR P338110)	300,000	-	300,000
OAKLAND ICE CENTER	(64,934)	2,010,000	1,945,066
ON-CALL CAPITAL IMPROVEMENT PROJECT	252,000	252,000	504,000
RETAIL/ENT DIST CATALYST DEV FY01	(100,000)	-	(100,000)
RETAIL/ENTERTAINMENT CATALYST PROJ	805,000	-	805,000
SCOTLAN CNVNTN CTR OPERATIONS	2,517,000	2,638,000	5,155,000
TELEGRAPH PLAZA GARAGE	305,000	305,000	610,000
TEN K RESIDENTS FOR DOWNTOWN	(19,000)	-	(19,000)
THOMAS L BERKLEY SQUARE RESIDENTIAL	(1,500,000)	-	(1,500,000)
TOURAIN HOTEL/HENRY ROBINSON MULTI SERVICE	98,113	98,113	196,226
UC-OFFICE OF THE PRESIDENT	180,000	180,000	360,000
UPTOWN FOREST CITY	(1,090,500)	-	(1,090,500)
UPTOWN FORESTCITY DDA 9532	-	-	-
UPTOWN GARAGE	65,390	260,900	326,290
UPTOWN GARAGE ORA 9535	-	-	-
UPTOWN GARAGE ORA 9536	-	-	-
UPTOWN-FOREST CITY RESIDENTIAL	-	-	-
<b>Buildings &amp; Facilities Total</b>	<b>12,962,010</b>	<b>9,882,034</b>	<b>22,844,044</b>
<b>Miscellaneous</b>			
BROADWAY CORRIDOR REV LOAN FUND	179,000	172,000	351,000
<b>Miscellaneous Total</b>	<b>179,000</b>	<b>172,000</b>	<b>351,000</b>
<b>Grand Total</b>	<b>\$46,772,010</b>	<b>\$38,154,034</b>	<b>\$84,926,044</b>

# CAPITAL IMPROVEMENT PROGRAM

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## NOTES

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# FINANCIAL POLICIES

## CITY OF OAKLAND BUDGET AND FINANCIAL POLICIES

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

# FINANCIAL POLICIES

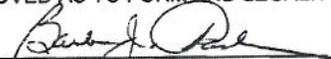
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# FINANCIAL POLICIES

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

INTRODUCED BY COUNCIL MEMBER \_\_\_\_\_  
2010 APR 22 PM 5:36

Amended 4-20-10  
APPROVED AS TO FORM AND LEGALITY

  
CITY ATTORNEY

## OAKLAND CITY COUNCIL ORDINANCE NO. ~~12946~~ 13008 C.M.S.

ORDINANCE AMENDING ORDINANCE NO. 12496 C.M.S. WHICH SETS FORTH THE CITY COUNCIL'S GENERAL PURPOSE FUND (GPF) FINANCIAL POLICIES TO ADD A FISCAL POLICY REQUIRING THAT BEFORE THE CITY COUNCIL TAKES ANY ACTION THAT HAS A FISCAL IMPACT OR COST, THE COUNCIL MUST (1) IDENTIFY AND APPROVE THE FUNDING SOURCE TO FULLY FUND THE COST OF THE PROPOSED COUNCIL ACTION, SUCH AS THE APPROVAL OF OR CHANGES TO A POLICY, PROGRAM, SERVICES, OR POSITIONS AND (2) MAKE ANY ADJUSTMENTS TO THE BUDGET THAT ARE NECESSARY TO MAINTAIN A BALANCED BUDGET; AND SETTING FORTH THE COUNCIL'S GPF FINANCIAL POLICIES IN THEIR ENTIRETY, AS AMENDED.

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

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

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

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

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

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

#### A. General Purpose Fund Reserve Policy

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

# FINANCIAL POLICIES

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

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

## **B. Capital Improvements Reserve Fund**

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

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

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

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

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

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

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## FINANCIAL POLICIES

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

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

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

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

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

Previously approved but unspent project appropriations ("carryforwards"), as well as funding reserved to pay for purchases or contracts that are entered into in the current year but are not

# FINANCIAL POLICIES

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paid for until the following year ("encumbrances"), draw down funding from reserves. Fiscal prudence requires that such drawdowns be limited in the General Purpose Fund (GPF). Therefore:

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

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

From time to time, the City Council may present changes to existing City policy, programs and/or services that may have a cost not anticipated in the most recently adopted or amended policy budget. Fiscal prudence requires that prior to City Council approval of such changes in policy, program, and/or services, the following occur:

- 1) Identification of existing, viable funding source to fully fund the cost of the proposed actions. If new programs and/or initiatives are presented as cost-covering, an analysis of

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## FINANCIAL POLICIES

such cost-coverage be conducted prior to approval of the proposed changes to program, policies or services, and that such analysis of cost-coverage be conducted annually through the life of said program, policy or service change. If cost-coverage of said program, policy and/or services changes is deemed not to be cost-covering in any year per audited financials, it must be re-presented for City Council approval in order for its appropriation to continue. Such program, policy and/or service may be suspended until the City Council re-approves appropriation at the Council's own discretion; and

- 2) Propose any adjustments to the most recently adopted/amended budget necessary to maintain a balanced budget for City Council approval in concert with approval of the proposed changes to program, policies and/or services.

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

**H. Requirement that the City Administrator submit an annual report to identify all grant-funded positions with mandatory retention clauses, showing proposed transfers of said positions and/or related services to the General Purpose Fund in the next fiscal year.**

Grant awards received by City agencies/departments may contain retention clauses requiring the City to retain grant-funded staff, services and/or programs for a specified period after the end of the grant term. Such retention clauses may have a fiscal impact on the General Purpose Fund. This fiscal impact must be disclosed. Each year, during the biennial and mid-cycle budget review and prior to approval of the proposed or amended budgets, staff must provide a report to the City Council delineating possible impacts on the General Purpose Fund of such retained positions, programs, and/or services. Staff must indicate the period of time for which the retention clause applies and must present estimated fiscal impacts for each fiscal year affected.

# FINANCIAL POLICIES

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

IN COUNCIL, OAKLAND, CALIFORNIA, MAY 4 2010, 2010

PASSED BY THE FOLLOWING VOTE:

AYES-- BROOKS, ~~DE LA FUENTE~~, KAPLAN, KERNIGHAN, NADEL, QUAN, REID and PRESIDENT BRUNNER -7

NOES-- 0

ABSENT-- 0

ABSTENTION-- 0

Excuse - 1 - De La Fuente

Introduction Date: APR 20 2010

ATTEST:

  
LATONDA SIMMONS  
City Clerk and Clerk of the Council of  
the City of Oakland, California

Date of Attestation: May 21, 2010

# FINANCIAL POLICIES

[INCLUDING EXHIBIT A AND EXHIBIT B]

INTRODUCED BY COUNCIL MEMBER \_\_\_\_\_

APPROVED AS TO FORM AND LEGALITY

  
DEPUTY CITY ATTORNEY

2011 JUN 13 PM 1:18

## OAKLAND CITY COUNCIL

RESOLUTION NO. 83423 C. M. S.

### RESOLUTION ADOPTING THE CITY OF OAKLAND'S DEBT MANAGEMENT POLICY AND SWAP POLICY FOR FISCAL YEAR 2011-2012

**WHEREAS**, an annual 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 would be beneficial to the City; and

**WHEREAS**, an annual swap policy which provides guidance to City staff and the Council by identifying parameters for issuing "swaps" and for managing the City's swap agreements would be beneficial to the City; and

**WHEREAS**, the proposed debt management policy and swap policy are to be effective for the 2011-2012 fiscal year and until subsequent policies are adopted; and

**WHEREAS**, the proposed debt management policy and swap policy have been considered at a public meeting of the Council; and now, therefore, be it

**RESOLVED**, that the Debt Management Policy of the City for fiscal year 2011-2012, in substantially the form attached hereto as Exhibit A, is hereby approved and adopted, with such changes, additions, amendments or modifications as are approved by the City Administrator, in consultation with the City Attorney; and be it

**FURTHER RESOLVED**, that the Swap Policy of the City for fiscal year 2011-2012, in substantially the form attached hereto as Exhibit B, is hereby approved and adopted, with such changes, additions, amendments or modifications as are approved by the City Administrator, in consultation with the City Attorney; and be it

# FINANCIAL POLICIES

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**FURTHER RESOLVED**, that this Resolution shall take effect immediately upon its passage.

IN OAKLAND, COUNCIL, CALIFORNIA, JUN 21 2011, 2011

**PASSED BY THE FOLLOWING VOTE:**

AYES: - DE LA FUENTE, KERNIGHAN, NADEL, SCHAAF, BROOKS, ~~BROOKS~~, KAPLAN, AND  
PRESIDENT REID - 7

NOES - 0

ABSENT - 0

ABSTENTION - Brunner - 1

ATTEST:

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

# FINANCIAL POLICIES

[INCLUDING EXHIBIT A AND EXHIBIT B]

INTRODUCED BY COUNCIL MEMBER \_\_\_\_\_

APPROVED AS TO FORM AND LEGALITY

  
AGENCY ATTORNEY

2011 JUN 13 10:13

**REDEVELOPMENT AGENCY  
OF THE CITY OF OAKLAND**  
RESOLUTION NO. 2011-0049 C. M. S.

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**RESOLUTION ADOPTING THE OAKLAND REDEVELOPMENT AGENCY'S DEBT  
MANAGEMENT POLICY AND SWAP POLICY FOR FISCAL YEAR 2011-2012**

**WHEREAS**, an annual debt management policy which provides guidance to the Oakland Redevelopment Agency (the "Agency") staff and the Agency by identifying parameters for issuing debt and for managing the Agency's debt portfolio would be beneficial to the Agency; and

**WHEREAS**, an annual swap policy which provides guidance to Agency staff and the Agency by identifying parameters for issuing "swaps" and for managing the Agency's swap agreements would be beneficial to the Agency; and

**WHEREAS**, the proposed debt management policy and swap policy are to be effective for the 2011-2012 fiscal year and until subsequent policies are adopted; and

**WHEREAS**, the proposed debt management policy and swap policy have been considered at a public meeting of the Agency; and now, therefore, be it

**RESOLVED**, that the Debt Management Policy of the Agency for fiscal year 2011-2012, in substantially the form attached hereto as Exhibit A, is hereby approved and adopted, with such changes, additions, amendments or modifications as are approved by the Agency Administrator, in consultation with the Agency Attorney; and be it

**FURTHER RESOLVED**, that the Swap Policy of the Agency for fiscal year 2011-2012, in substantially the form attached hereto as Exhibit B, is hereby approved and adopted, with such changes, additions, amendments or modifications as are approved by the Agency Administrator, in consultation with the Agency Attorney; and be it

# FINANCIAL POLICIES

---

FURTHER RESOLVED, that this Resolution shall take effect immediately upon its passage.

IN AGENCY, OAKLAND, CALIFORNIA, JUN 21 2011, 2011

**PASSED BY THE FOLLOWING VOTE:**

AYES: - DE LA FUENTE, KERNIGHAN, NADEL, SCHAAF, BROOKS, ~~BRUNNER~~, KAPLAN, AND  
PRESIDENT REID - 7

NOES - 0

ABSENT - 0

ABSTENTION - Brunner - 1

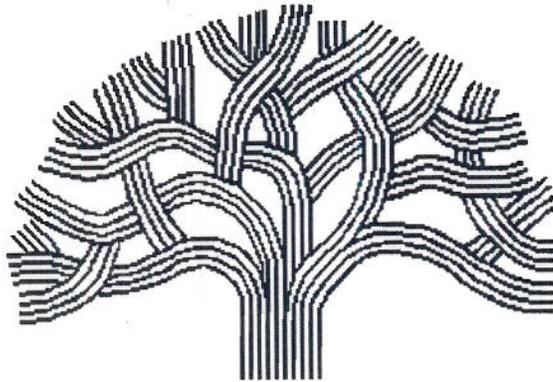
ATTEST:

  
\_\_\_\_\_  
LATONDA SIMMONS  
Secretary of the Redevelopment Agency of the  
City of Oakland, California

**Exhibit A**

**City of Oakland  
&  
Oakland Redevelopment Agency**

**Debt Policy  
*for*  
Fiscal Year 2011-2012**



**Prepared by  
Treasury Division, Finance and Management Agency**

**Adopted by the City Council and Oakland Redevelopment Agency  
On June 21, 2011**



## Executive Summary of Debt Management Policy

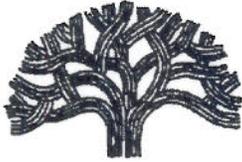
- I. **Goals and Objectives.** In implementing a formal debt management policy, the goal of the City of Oakland and the Oakland Redevelopment Agency (collectively, the “City”) is to maintain long-term financial flexibility while ensuring that the City’s capital needs are adequately supported.
  
- II. **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 floating 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 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.
- 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. Consultants.** 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. 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-evaluation of performance.

**City of Oakland  
Debt Policy**



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## Introduction

So as to maintain the highest quality debt management program possible, the City of Oakland and the Oakland Redevelopment Agency (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. 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 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
- assure access to credit markets, and
- preserve financial flexibility

**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:

1. Qualified capital projects
2. Description of all sources of funds
3. Availability of current revenues (non-debt sources) which are reflected in the City's multi-year forecast
4. Timing of capital projects
5. 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 Finance Director and Budget Director 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%

**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 Division. 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 Division will maintain all available documentation for outstanding debt and will develop a standard procedure for archiving transcripts for any new debt.
- E. 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.** 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 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** 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.

## I. 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:

- 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.
- 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 10 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. 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.

## **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 Finance Director or his/her 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 Director or the Treasury Manager 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 Finance Director or the Treasury Manager shall prepare (or cause to be prepared) and distribute to qualified financial institutions as described in paragraph 2 below, a request for qualifications 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, and short-term ratings of VMIG 1/A-1 F1, by Moody's Investors Service, Standard & Poor's Ratings Services and 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 Treasury Manager shall have the responsibility to analyze outstanding bond issues for refunding opportunities that may be presented by underwriting and/or financial advisory firms. The Treasury Manager 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 of the refunded bond principal amount or at least \$500,000 in present value savings (including foregone interest earnings) unless there are legal or restructuring reasons for defeasance. 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 the Finance Director.
- 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 financial advisor sell escrow securities to the City from its own account.

- E. Arbitrage.** 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 true interest cost as long as the bid adheres to the requirements set forth in the official notice of sale.
- B. Negotiated Sale.** 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 sophisticated 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.

**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. Report of Final Sale.** Existing law requires the issuer of any new debt issue of state or local government to submit a report of final sale, within 45 days after the signing of the bond purchase contract or acceptance of a bid in a competitive offering, to the California Debt and Advisory Commission, as specified. This bill would also require the issuer of any proposed new debt issue of state or local government to give written notice of a proposed sale, no later than 30 days prior to the sale of any debt issue at private or public sale, to the commission, as specified.

## IX. Market Relationships

**A. Rating Agencies and Investors.** The City Administrator, Assistant City Administrator, the Finance Director, and the Treasury Manager 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, Assistant City Administrator, the Finance Director and the Treasury Manager shall: (1) meet with credit analysts at least once each fiscal year, and (2) prior to each competitive or negotiated sale, 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 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



Treasury Manager will ensure the City's timely filing with each Nationally Recognized Municipal Securities Information Repository.

**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 Treasury Manager 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 Finance Director and the Treasury Manager will ensure that the highest quality financings are done and that the City is insulated from all risks. The City shall require that all conduit financings achieve a rating at least equal to the City's ratings or that credit enhancement is obtained.

**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 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 Director of Finance can select a consultant without using the RFP process.

**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 Finance Director and/or the Treasury Manager shall recommend to the City Administrator 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 Finance Director and/or the Treasury Manager 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.**

- The Finance Director and/or the Treasury Manager will evaluate the proposed underwriter's discount against comparable issues in the market. If there are multiple underwriters in the transaction, the Director and/or the Treasury Manager will determine the allocation of fees with respect to the management fee. The determination will be based upon participation in the structuring phase of the transaction.
- 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 Treasury Manager. 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 FA will evaluate each bond sale after its completion to assess the following: costs of issuance including underwriters' compensation, pricing of the 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 Treasury Manager or Financial 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 10 working days after the sale date, submit to the Finance Director or Treasury Manager 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.

**Selection of Financial Advisor:** The City shall conduct a request for qualifications from potential candidates every three years to establish a pool of qualified financial advisors for each of the following areas:

The City Administrator and/or the Finance Director will make recommendations for financial 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. The recommended pool has to be approved by finance committee.



Selection of the City's financial advisor(s) and financial 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. Financial Advisory Services.** Financial 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

**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 constitution 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 and fees before forwarding the recommendations and fees to council. Compensation will be based on a fixed fee schedule and 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 financial 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.



## Glossary

**Arbitrage.** The difference between the interest paid on the tax-exempt securities and the interest earned by investing the security 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).** A bond from an issue, which is secured by lease payments made by the party leasing the facilities, financed by the issue. Typically certificates of participation ("COPs") 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.

**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.

**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.

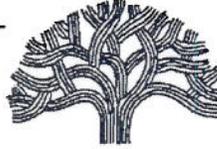
**Rebate.** A requirement imposed by Tax Reform Act of 1986 whereby the issuer of the bonds must pay the IRS an amount equal to its profit earned from investment of bond proceeds at a yield above the bond yield calculated pursuant to the IRS code together with all income earned on the accumulated profit 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.

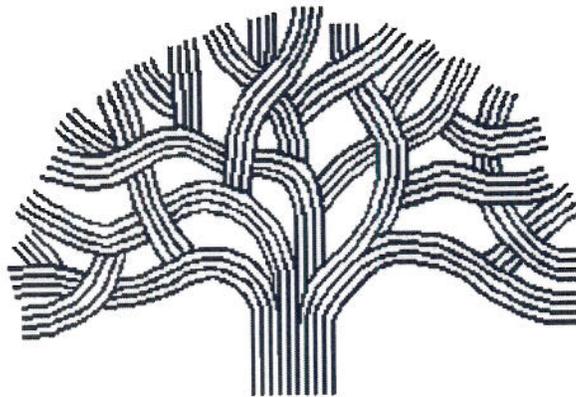
***Underwriter's Discount.*** The difference between the price at which bonds are bought by the Underwriter from the Issuer and the price at which they are reoffered to investors.

***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.

**Exhibit B**

**City of Oakland  
&  
Oakland Redevelopment Agency**

**Swap Policy  
*for*  
Fiscal Year 2011-2012**



**Prepared by  
Treasury Division, Finance and Management Agency**

**Adopted by the City Council and Oakland Redevelopment Agency  
On June 21, 2011**

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**I. Introduction**

The purpose of the Swap Policy (the "Policy") of the City of Oakland (the "City") is to establish guidelines for the use and management of interest rate swaps. This Policy will provide the appropriate internal framework to ensure that consistent objectives, practices, controls and authorizations are maintained throughout the City in terms of debt related risks and the management of hedging thereof.

The City is authorized under California Government Code Section 5922 to enter into interest rate swaps to reduce the amount and duration of rate, spread, or similar risk when used in combination with the issuance of bonds.

**II. Scope and Authority**

This Policy shall govern the City's use and management of all interest rate swaps. While adherence to this Policy is required in applicable circumstances, the City maintains the right to modify this Policy and make exceptions to certain guidelines at any time to the extent that it achieves one or more of the City's overall financial and/or policy goals.

In conjunction with the City's Debt Policy, this Policy shall be reviewed and updated at least annually and presented to the City Council (the "Council") for approval. The City Administrator, in conjunction with the Finance Director, are the designated administrators of this Policy. The Finance Director and/or the Treasury Manager shall have the day-to-day responsibility and authority for structuring, implementing, and managing interest rate swaps.

Council shall approve any transaction involving an interest rate swap. The City shall be authorized to enter into interest rate swap or derivative hedging transactions only with qualified counterparties. The Finance Director, in consultation with the City Administrator, shall have the authority to select the counterparties, so long as the criteria set forth in this Policy are met.

**III. Conditions for the Use of Interest Rate Swaps****A. General Usage**

The City will use interest rate swaps or derivative hedging products (collectively referred to as "swap products") to produce debt service savings, limit or hedge overall interest rate exposure, enhance investment returns within prudent risk guidelines, achieve market flexibility not available in the traditional market, optimize capital structure (i.e., alter the pattern of debt service payments), or for asset/liability matching purposes.

In connection with the use of any swap products, Council shall make a finding that the authorized swap product will be used in a beneficial manner that when

implemented in combination with new or outstanding bonds, the swap product will enhance the relationship between risk and return, or achieve other policy objectives of the City.

Any agreement implementing the use of swap product will only be entered into after the careful assessment of all inherent risks. Swap products will not be used for speculative purposes.

**B. Maximum Notional Amount**

The City will limit the total notional amount of any interest rate swaps based on criteria set forth in this Policy regarding the proper management of risks, calculation of termination exposure, and development of a contingency plan for mandatory termination. As outlined in this Policy, the total "net notional amount" of all swaps related to a bond issue should not exceed the amount of outstanding bonds.

**C. Interest Rate Swap Considerations**

When considering the relative advantage of an interest rate swap versus traditional fixed rate or variable rate bonds, the City, among other things, will consider the impact of all associated up-front costs, ongoing support costs, and potential impact of market fluctuation.

## IV. Interest Rate Swap Features

**A. Interest Rate Swap Agreement**

To the extent possible, any interest rate swap agreements entered into by the City will contain the terms and conditions as set forth in the International Swap and Derivatives Association, Inc. ("ISDA") Master Agreement, including the Schedule to the Master Agreement, the Credit Support Annex, and any other related document. The swap agreement between the City and each counterparty shall include payment, term, security, collateral, default, remedy, termination, and other terms, conditions, provisions and safeguards as the City, in consultation with its legal counsel, deems necessary or desirable.

Subject to the provisions contained herein, the terms of any City swap agreement shall use the following guidelines:

1. Downgrade provisions triggering termination shall in no event be worse than those affecting the counterparty.
2. Governing law for swaps will be New York, but should reflect California authorization provisions.
3. The specified indebtedness related to credit events in any swap agreement should be narrowly defined and refer only to indebtedness of the City that could have a materially adverse effect on City's ability to perform its

obligations under the swap. Debt should typically only include obligations within the same lien as the swap obligation.

4. Collateral thresholds stipulating when collateral will be required to be posted by the swap provider are designated in the policy and are based on credit ratings of the swap provider. Collateral requirements setting out the amount and types of collateral will be established for each swap based upon the credit ratings of the swap provider and any guarantor.
5. Eligible collateral should generally be limited to U.S. Treasury securities and obligations of Federal Agencies where the principal and interest are guaranteed by the full faith and credit of the United States government. At the discretion of the Finance Director and/or the Treasury Manager, other high-quality obligations of Federal agencies, not secured by the full faith and credit of the U.S. government, may be used as collateral.
6. City shall have the right to optionally terminate a swap agreement at "market," at any time over the term of the agreement.
7. Termination value should be set by a "market quotation" methodology, unless the City deems an alternate methodology appropriate.

#### **B. Interest Rate Swap Counterparties**

##### **1. Credit Criteria**

The City will make its best efforts to work with qualified swap counterparties that have a general credit rating of:

- a. at least "Aa3" or "AA-" by at least two of the three nationally recognized rating agencies, which are Moody's, S&P and Fitch, and not rated lower than "A2" or "A" by any of these rating agencies, or
- b. have a "AAA" subsidiary that is appropriately rated by at least one of the three nationally recognized rating agencies.

For lower rated counterparties, where two of the three ratings from the nationally recognized firms is below "AA-" or "Aa3", the City will seek credit enhancement in the form of:

- a. Contingent credit support or enhancement;
- b. Collateral consistent with the policies contained herein;
- c. Ratings downgrade triggers;
- d. Guaranty of parent, if any.

In addition, qualified swap counterparties must have a demonstrated record of successfully executing swap transactions as well as creating and implementing innovative ideas in the swap market.

## 2. Counterparty Termination Exposure

In order to diversify City's counterparty credit risk, and to limit the City's credit exposure to any one counterparty, limits will be established for each counterparty based upon both the credit rating of the counterparty as well as the relative level of risk associated with each existing swap transaction. The risk measure will be calculated based upon the mark-to-market sensitivity of each transaction to an assumed shift in interest rates. Assuming a 25 basis point movement in the swap rate, the maximum net exposure (termination payment) per counterparty shall not exceed the following amounts based on the lowest credit rating assigned by any of the three nationally recognized rating agencies unless fully collateralized:

Credit Rating	Maximum Net Sensitivity to a 25 Basis Point Shift in Yield Curve*
Fully Collateralized	\$10,000,000
AAA	\$10,000,000
AA Category	\$ 8,000,000

The calculation of net interest rate sensitivity per counterparty will take into consideration multiple transactions, some of which may offset market interest rate risk thereby reducing overall exposure to City. In addition, additional exposure provisions are as follows:

- a. The sum total notional amount per swap counterparty may not exceed 25 percent of City's total revenue bond indebtedness. The appropriate collateral amount will be determined on a case by case basis, and approved by the Finance Director and/or the Treasury Manager in consultation with the City Administrator.
- b. If the sensitivity limit is exceeded by a counterparty, City shall conduct a review of the exposure sensitivity limit calculation of the counterparty. The Finance Director and/or the Treasury Manager shall evaluate appropriate strategies in consultation with the City Administrator to mitigate this exposure.

### C. Term and Notional Amount

The City shall determine the appropriate term for an interest rate swap agreement on a case-by-case basis. In connection with the issuance or carrying of bonds, the term of the swap agreement between the City and a qualified swap provider shall not extend beyond the final maturity date of the related bonds. The total "net notional amount" of all swaps related to a bond

\* The maximum net exposure limitations establish guidelines with respect to whether City should enter into an additional swap agreement with an existing counterparty. For example, assume City executed a fifteen-year \$400 million notional amount swap with a "AAA" rated counterparty. If the yield curve moved 25 basis points, City could have a significant market exposure to that swap counterparty (i.e. in order to terminate the swap City would have to make a payment of up to \$10 million dollars). The same scenario would apply to a fully collateralized counterparty. If such event occurred, the Finance Director and/or the Treasury Manager would evaluate whether it is prudent and advisable to enter into additional swap transactions with such counterparties in order to mitigate the exposure to such counterparty. For "AA" rated counterparties, the maximum net exposure limitation would be reduced to \$8 million given its lower credit rating.

issue should not exceed the amount of outstanding bonds. For purposes of calculating the net notional amount, credit shall be given in situations where there are off-setting fixed rate and variable rate swaps. In addition, for variable rate transactions, credit may also be given for any assets that are used to hedge a transaction as long as in the City's judgment such assets are reasonably expected to remain in place on a co-terminus basis with the swap.

**D. Collateral Requirements**

As part of any swap agreement, the City will seek to include terms imposing collateral requirements based on credit ratings of the counterparty, requiring collateralization or other forms of credit enhancements to secure any or all swap payment obligations. The City will determine the collateral requirements in consultation with its counsel and its financial advisor, if applicable, and may require the posting of securities, surety bonds, letters of credit or other credit enhancement if the highest credit rating of the counterparty, parent, or guarantor falls below a rating of "AA-" or "Aa3". Additional collateral for further decreases in credit ratings of the counterparty shall be posted by the counterparty in accordance with the provisions contained in the collateral support agreement to the counterparty with the City.

Threshold collateral amounts shall be determined by the City on a case-by-case basis. The City will determine the reasonable threshold limits for the initial deposit and for increments of collateral posting thereafter. Collateral shall be deposited with a third party trustee, or as mutually agreed upon between the City and the counterparty. A list of acceptable securities that may be posted as collateral and the valuation of such collateral will be determined and mutually agreed upon during negotiation of the swap agreement with each swap counterparty. The market value of the collateral shall be determined on a monthly basis or more frequently if the City determines it is in its best interest given the specific nature of the swap(s) and/or collateral security.

**E. Security and Source of Repayment**

The City will generally use the same security and source of repayment (pledged revenues) for interest rate swaps as is used for the bonds that are hedged or carried by the swap, if any, but shall consider the economic costs and benefits of subordinating the City's payments under the swap and/or termination payment.

**F. Prohibited Interest Rate Swap Features**

The City will not use interest rate swaps that are:

1. speculative or create extraordinary leverage or risk,
2. lacking in adequate liquidity to terminate without incurring a significant bid/ask spread,
3. providing insufficient price transparency to allow reasonable valuation, or
4. used as investments.

## V. Evaluation and Management of Interest Rate Swap Risks

Prior to the execution of any swap transaction, the City Administrator, the Finance Director, the Treasury Manager and Bond Counsel shall evaluate the proposed transaction and recommend the findings to Council. Such a review shall include the identification of the proposed benefit and potential risks inherent in the transaction. As part of this evaluation, the City shall compute the Maximum Net Termination Exposure to the proposed swap counterparty.

### A. Evaluation Methodology

The City will review the following areas of potential risk for new and existing interest rate swaps:

Type of Risk	Description	Evaluation Methodology
Basis Risk	The risk where there is a mismatch between actual variable rate debt service and variable rate indices used to determine swap payment.	The City will review historical trading differentials between the variable rate bonds and the variable rate index.
Credit Risk	The occurrence of an event modifying the credit quality or credit rating of the City or its counterparty.	The City will actively monitor the ratings of its counterparties, insurers and guarantors, if applicable.
Counterparty Risk	The failures of the counterparty to make required payments or otherwise comply with the terms of the swap agreement.	The City will monitor exposure levels, ratings thresholds and collateralization requirements.
Rollover Risk	The risk that the City can not secure a cost-effective renewal of a line or letter of credit.	The City will evaluate the expected availability of liquidity support for hedged (swapped) and unhedged variable rate debt.
Tax Event Risk	The risk that the spread between taxable and tax-exempt rates will change as a result of changes in income tax laws or other conditions.	The City will review the tax events proposed in swap agreements and evaluate the impact of potential changes in tax law on LIBOR-based swaps.
Termination Risk	The risk that a swap has a negative value and the City will owe a "breakage" fee is the contract has to be liquidated for any reason.	The City will compute is termination exposure for all existing and proposed swaps at market value and under an expected worst-case scenario. A contingency plan will be periodically updated specifying how much the City would finance a termination payment and/or replace the hedge.

**B. Managing Interest Rate Swap Risks****1. Annual Reporting**

The City will evaluate the risks associated with outstanding interest rate swaps at least annually and provide a written report along with the updated Swap Policy to Council. This evaluation will include the following information:

- a. A description of all outstanding interest rate swaps, including related bond series, types of swaps, rates paid and received by the City, existing notional amount, the mark-to-market value of each swap, and the average life and remaining term of each swap agreement.
- b. The credit rating of each swap counterparty, parent, guarantor, and credit enhancer insuring swap payments, if any.
- c. Actual collateral posting by swap counterparty, if any, per swap agreement and in total by swap counterparty.
- d. Information concerning any material event involving outstanding swap agreements, including a default by a swap counterparty, counterparty downgrade, or termination.
- e. An updated contingency plan to replace, or fund a termination payment in the event an outstanding swap is terminated.
- f. The status of any liquidity support used in connection with interest rate swaps, including the remaining term and current fee.

The Finance Director and/or the Treasury Manager shall update this Policy in accordance with its Debt Policy at least annually and submit the update to Council for approval.

**2. Contingency Plan for Mandatory Termination**

The City shall compute the termination exposure of each of its swaps and its total swap termination payment exposure at least annually and prepare a contingency plan to either replace the swaps or fund the termination payments, if any, in the event one or more outstanding swaps are terminated. The City shall assess its ability to obtain replacement swaps and identify revenue sources to fund potential termination payments.

**C. Terminating Interest Rate Swaps****1. Optional Termination**

All swap transactions shall contain provisions granting the City the right to optionally terminate the agreement at its market value at any time. The City, in consultation with its counsel, may terminate a swap if it is determined that it is financially advantageous, or will further other policy objectives, such as management of exposure to swaps or variable rate debt.

In general, except in the event of the counterparty's ratings being downgraded below the ratings required by this Policy, the counterparty will not have the right to assign or optionally terminate the agreement.

## 2. Mandatory Termination

In the event a swap is terminated as a result of a termination event, such as a default or a decrease in credit rating of either the City or the counterparty, the City will evaluate whether it is financially advantageous to obtain a replacement swap, or, depending on market value, make or receive a termination payment.

*It is the intent of the City not to make a termination payment to a counterparty that does not meet its contractual obligations.*

In the event the City makes a swap termination payment, the City shall attempt to follow the process identified in its contingency plan for mandatory termination. The City shall also evaluate the economic costs and benefits of incorporating a provision into the swap agreement that will allow the City to make termination payments over time.

## 3. Events of Default

The City will incorporate into any swap contract the right to terminate the agreement upon an event of default by the counterparty. Such right may be conditioned on the consent of any person providing credit enhancement or liquidity to any transaction. Upon such termination, the counterparty will be the "defaulting party" for the purposes of calculating the termination payment owed. Events of default of a counterparty will include the following:

- a. Failure to make payments when due
- b. Material breach of representations and warranties
- c. Illegality
- d. Failure to comply with downgrade provisions, and
- e. Failure to comply with any other provisions of the agreement after a specified notice period.

## VI. Selecting and Procuring Interest Rate Swaps

### A. Financing Team

The City will retain the services of a nationally recognized municipal bond counsel firm, and will consider the use of a qualified financial advisor and/or swap advisor for all interest rate swaps.

**B. Underwriter Selection**

In the event bonds are issued in connection with interest rate swaps and/or hedging products, the City will price the bonds according to the guidelines set forth in its approved Debt Policy.

**C. Counterparty Selection**

The City will determine, on a case-by-case basis, whether to select a counterparty (or counterparties, if applicable) through a competitive bid process or on a negotiated basis.

**VII. Disclosure and Financial Reporting**

The City will take steps to ensure that there is full and complete disclosure of all interest rate swaps to rating agencies and in disclosure documents. Disclosure in marketing documents shall provide a clear summary of the special risks involved with swaps and any potential exposure to interest rate volatility or unusually large and rapid changes in market value. With respect to its financial statements, the City will adhere to the reporting and disclosure guidelines for derivative products as set forth by the Government Accounting Standards Board ("GASB").

## Glossary of Terms

**Asset/Liability Matching** - Matching the term and amount of assets and liabilities in order to mitigate the impact of changes in interest rates.

**Bid/Ask Spread** - The difference between the bid price (at which a market maker is willing to buy) and the ask price (at which a market maker is willing to sell).

**Collateral** – Assets pledged to secure an obligation. The assets are potentially subject to seizure in the event of default.

**Downgrade** - A negative change in credit ratings.

**Hedge** - A transaction that reduces the interest rate risk of an underlying security.

**Interest Rate Swap** - The exchange of a fixed interest rate and a floating interest rate between counterparties.

**Liquidity Support** - An agreement by a bank to make payment on a variable rate security to assure investors that the security can be sold.

**LIBOR** - London Interbank Offer Rate. Often used as an index to compute the variable rate on an interest rate swap.

**Notional Amount** - The amount used to determine the interest payments on a swap.

**Termination Payment** - A payment made by a counterparty that is required to terminate the swap. The payment is commonly based on the market value of the swap, which is computed using the rate on the initial swap and the rate on a replacement swap.

**FINANCIAL POLICIES**

INTRODUCED BY COUNCIL MEMBER

APPROVED AS TO FORM AND LEGALITY

*Katherine Helen Boyle*  
CITY ATTORNEY

**OAKLAND CITY COUNCIL**

**83422**  
RESOLUTION NO. \_\_\_\_\_ C.M.S.

**RESOLUTION ADOPTING THE CITY OF OAKLAND INVESTMENT POLICY FOR FISCAL YEAR 2011-2012**

**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 2010-2011; and

**WHEREAS**, a proposed City of Oakland Investment Policy for fiscal year 2011-12 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 2011-2012 is adopted.

In Council, Oakland, California,         JUN 21 2011        , 2011

**PASSED BY THE FOLLOWING VOTE:**

AYES- BROOKS, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, SCHAAF, BRUNNER, AND

PRESIDENT REID - 8

NOES- 0

ABSENT- 0

ABSTENTION- 0

ATTEST: *[Signature]*  
LATONDA SIMMONS

City Clerk and Clerk of the Council of the  
City of Oakland, California



INTRODUCED BY AGENCY MEMBER

APPROVED AS TO FORM AND LEGALITY

*Katherine Salas Boyd*  
AGENCY COUNSEL

**REDEVELOPMENT AGENCY  
OF THE CITY OF OAKLAND**  
2011-0048  
RESOLUTION NO. \_\_\_\_\_ C.M.S.

**RESOLUTION ADOPTING THE OAKLAND REDEVELOPMENT AGENCY'S  
INVESTMENT POLICY FOR FISCAL YEAR 2011-2012**

**WHEREAS**, the Oakland Redevelopment Agency may annually render to the Agency's legislative body a statement of its investment policy; and

**WHEREAS**, as part of best practice and sound financial management the Agency will continue to submit its annual investment policy to the Agency's legislative body; and

**WHEREAS**, last year, the Agency revised and adopted an Investment Policy for fiscal year 2010-2011; and

**WHEREAS**, a proposed Oakland Redevelopment Agency Investment Policy for fiscal year 2011-12 is presented herewith, to be in effect until a subsequent policy is adopted; now therefore be it

**RESOLVED**, that the proposed Oakland Redevelopment Agency Investment Policy for fiscal year 2011-2012 is adopted.

IN AGENCY, OAKLAND, CALIFORNIA, JUN 21 2011, 2011

**PASSED BY THE FOLLOWING VOTE:**

AYES- BROOKS, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, SCHAAF, BRUNNER, AND  
PRESIDENT REID — 8

NOES - 0

ABSENT - 0

ABSTENTION - 0

ATTEST: *[Signature]*  
LAFONDA SIMMONS  
Secretary of the Redevelopment Agency  
of the City of Oakland, California

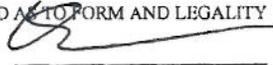


# FINANCIAL POLICIES

INTRODUCED BY COUNCILMEMBER \_\_\_\_\_

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

APPROVED AS TO FORM AND LEGALITY

  
CITY ATTORNEY

08 JUN 12 PM 3:41  
OAKLAND CITY COUNCIL

RESOLUTION No. 81399 C. M. S.

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**RESOLUTION AMENDING RESOLUTION NO. 77923 C.M.S. REGARDING THE CITY OF OAKLAND LONG-TERM FINANCIAL PLANNING POLICY TO ADD A SPECIFIC DATE WHEN THE FIVE-YEAR FINANCIAL PLAN IS TO BE PROVIDED TO THE CITY COUNCIL**

**WHEREAS**, the City of Oakland's Five-Year Financial Plan is the City Administrator's best assessment of future revenues, expenditures and operating results over a five year forecast period; and

**WHEREAS**, the Five-Year Financial Plan includes analysis of economic and demographic data at the national, local and state level, and analyzes revenue and expenditure trends for the General Purpose Fund and other major funds such as the Landscape and Lighting Assessment District and the Oakland Redevelopment Agency; and

**WHEREAS**, the Five-Year Financial Plan forecasts major revenue and expenditure components of the aforementioned funds; and

**WHEREAS**, a long-term financial planning policy is intended to help the City make prudent and informed financial decisions on matters such as economic development, tax policy and labor negotiations; and

**WHEREAS**, the implementation of a long-term financial planning policy will help the City attain a favorable rating from credit rating agencies; and

**WHEREAS**, the implementation of a long-term financial planning policy should not result in significant increases in staff costs; now, therefore, be it

**RESOLVED**, that the City Council of the City of Oakland hereby finds, determines, declares and resolves as follows:

**Section 1.** All of the recitals set forth above are true and correct.

**Section 2.** In order to insure that City of Oakland decision makers have the information to allow them to prudently manage the City's fiscal resources, the City Council hereby adopts the financial policy, as set forth below:

# FINANCIAL POLICIES

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## CITY OF OAKLAND LONG-TERM FINANCIAL PLANNING POLICY

### *I. Purpose/Definition*

The Five-Year Financial Plan ("Plan") forecasts the City's revenues and expenditures over a five-year period. The Plan focuses on the General Purpose Fund, and other major funds such as the Landscape and Lighting Assessment District and the Oakland Redevelopment Agency. The intent of the Plan is to allow the City Council and the City Administrator to put current funding decisions in the context of forecasted economic conditions. Specifically, long-term financial planning improves the City's ability to make informed decisions regarding labor negotiations, economic development projects and tax policy. The Plan shall incorporate economic and demographic data at the national, local and state level, as well as other data that aids in forecasting.

Credit rating agencies are likely to favor the City's intention to plan ahead because such planning provides for greater financial stability, and signals a prudent approach to financial management. Five-Year planning also brings the City into compliance with current "best practices" of other governmental entities.

### *II. General Responsibilities*

#### Budget Office

The City Administrator, shall be responsible for producing an updated Five-Year Financial Plan on ~~an annual~~ a biennial basis. The Plan shall be produced and distributed by October 1 of ~~each~~ every other year, prior to the beginning of any ~~annual~~ budget deliberations by the Council.

#### Other Departments

Other departments shall be responsible for providing such information as the City Administrator requires to produce the Plan in a timely manner.

#### The City Council and the City Administrator

The City Council and City Administrator shall make use of the information contained in the Plan as they consider any action that would have a significant impact on the City's revenue or expenditures over a five-year period.

# FINANCIAL POLICIES

**FURTHER RESOLVED**, that this Resolution shall take effect immediately upon its passage.

In Council, Oakland, California, JUN 17 2008, 2008

PASSED BY THE FOLLOWING VOTE:

Ayes- BRUNNER, KERNIGHAN, NADEL, QUAN, BROOKS, REID, CHANG, AND  
PRESIDENT DE LA FUENTE - 8

Noes- 6

Absent- 0

Abstention- 0

Attest:



LATANDA SIMMONS  
City Clerk and Clerk of the  
Council of the City of  
Oakland, California



# FINANCIAL POLICIES

INTRODUCED BY COUNCILMEMBER \_\_\_\_\_

APPROVED AS TO FORM AND LEGALITY

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND  
CITY ATTORNEY

OAKLAND CITY COUNCIL

2003 JUN 12 PM 5:07

RESOLUTION NO. 77922 C. M. S.

## RESOLUTION ADOPTING THE CITY OF OAKLAND'S POLICY ON BALANCED BUDGETS

**WHEREAS**, the Government Finance Officers Association (GFOA) recommends that jurisdictions adopt policies that define a balanced budget, encourage commitment to balanced budgets under normal circumstances, and provide for disclosure when a deviation from a balanced budget is planned, or when it occurs; and

**WHEREAS**, unbalanced budgets can lead to increased interest charges, which reduces monies available for operations and services; and

**WHEREAS**, balanced budgets ensure responsible use of the taxpayers' dollars to provide City services; now therefore, be it

**RESOLVED**: that the City Council of the City of Oakland hereby finds, determines, declares and resolves as follows:

**Section 1.** All of the recitals set forth above are true and correct.

**Section 2.** The City Council hereby adopts a balanced budget policy, as set forth below:

### CITY OF OAKLAND'S POLICY ON BALANCED BUDGETS

#### *I. Purpose/Definition*

The City shall adopt balanced budgets, i.e., containing appropriated revenues equal to appropriated expenditures. This policy entails the following additional definitions and qualifications:

1. The budget must be balanced at an individual fund level.
2. City policies on reserve requirements for individual funds must be taken into account. The appropriated expenditures to be included in the balanced budget equation must include the appropriations necessary to achieve or maintain an individual fund's reserve target.
3. Appropriated revenues can include transfers from fund balance where such fund balance is reasonably expected to exist by the end of the fiscal year preceding the year of the adopted budget. Transfers from fund balance are not to be counted as revenue if the fund balance is not reasonably expected to exist by the end of the fiscal year preceding the year of the adopted budget. (Note: The precise definition of 'fund balance'

# FINANCIAL POLICIES

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will vary from fund to fund, depending on the fund's characteristics and accounting treatment.)

## II. General Responsibilities

The City Manager, shall be responsible for ensuring that the budget proposed to the City Council by the Mayor / City Manager adheres to the balanced budget policy. Currently, the Budget Office under the supervision and direction of the City Manager, performs this function.

## III. Annual Monitoring & Reporting

Each fiscal year, once prior year information has been made available by the Controller's Office, the City Manager, shall produce a balanced budget report to the Council. The report shall state, for each fund in which current year appropriations exist, whether the actual year-end data from the prior year has caused any individual fund to be in violation of the balanced budget policy. If so, the the City Manager, shall recommend steps to be taken to bring that fund back into compliance with the policy. Currently, the Budget Office, under the supervision and direction of the City Manager performs these functions.

JUL 15 2003

In Council, Oakland, California, \_\_\_\_\_, 2003

### PASSED BY THE FOLLOWING VOTE:

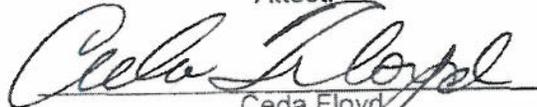
Ayes- BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID, WAN AND  
PRESIDENT DE LA FUENTE - 8

Noes- 0

Absent- 0

Abstention- 0

Attest:

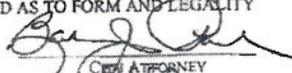


Ceda Floyd  
City Clerk and Clerk of the  
Council of the City of  
Oakland, California

# FINANCIAL POLICIES

INTRODUCED BY COUNCILMEMBER \_\_\_\_\_

APPROVED AS TO FORM AND LEGALITY

  
CITY ATTORNEY  
OFFICE OF THE CITY CLERK  
OAKLAND

## OAKLAND CITY COUNCIL

RESOLUTION NO. 77924 C. M. S.

2003 JUN 12 PM 5:07

### RESOLUTION ADOPTING A POLICY ON CHARGES FOR THE CITY OF OAKLAND'S SERVICES

**WHEREAS**, a Master Fee Schedule for the City of Oakland was established in 1976 and has been maintained since that date, with changes approved by Council; and

**WHEREAS**, the Master Fee Schedule allows the public and City staff to obtain a better understanding of all fees, rates and permits charged by the City of Oakland; and

**WHEREAS**, existing procedures and responsibilities regarding the Master Fee Schedule are contained in the City's Administrative Instruction 19, but have never been formally adopted by the City Council; and

**WHEREAS**, it is the goal of the City that all financial policies of the City of Oakland be consolidated and formally approved by the City Council; now therefore be it

**RESOLVED**: that the City Council of the City of Oakland hereby finds, determines, declares and resolves as follows:

**Section 1.** All of the recitals set forth above are true and correct

**Section 2.** The City Council hereby adopts a policy on fees and charges as set forth below:

#### POLICY ON CHARGES FOR THE CITY OF OAKLAND'S SERVICES

*I. Purpose*

This policy states procedures and regulations to be followed regarding charges for the City of Oakland services.

*II. Applicable Legislation*

The Master Fee Schedule was established by the City Council in Ordinance No. 9336 C.M.S. on June 29, 1976, in order to:

1. Provide easier access to and a better understanding by the public of all the City of Oakland's charges for service;

# FINANCIAL POLICIES

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2. Provide equity in distributing the cost burden for City services on the beneficiary and the taxpayer, consistent with sound fiscal and management principles;
3. Provide for charges that reflect the cost, when deemed appropriate by the City Council, of services provided by the City of Oakland. Services include personnel, facilities, or equipment.
4. Provide for annual revision of charges.

At the same meeting, the Council passed Ordinance No. 9337, C.M.S. which amended or repealed certain sections of Oakland City Codes and certain ordinances and resolutions, as necessary, to effect the Master Fee Schedule. The effect of this ordinance was to delete or amend any existing references to charges or charge policy. Any charges or charge policies are to appear only in the Master Fee Schedule.

### *III. General Responsibilities*

#### City Manager

The City Manager, shall be responsible for the general maintenance and control of the Master Fee Schedule, including, but not limited to:

1. The review of all requests for the addition to, or the deletion, or modification of charges or policies in the Master Fee Schedule;
2. The maintenance of the Master Fee Schedule, including annual revisions and reprinting of the document, upon Council approval of modifications;
3. Ensuring that ordinances passed into law which affect the City's charges become part of the Master Fee Schedule; and
4. Reviewing the City's charges on a regular basis to make certain: 1) that they reflect the cost of services provided by the City; and 2) that they provide equity in distributing the cost burden onto the service recipient and the taxpayers, consistent with sound fiscal and management principles.

These responsibilities currently are performed by the Budget Office under the City Manager supervision and control.

#### Other Departments

All agencies/departments that levy charges on the public shall be responsible to the City Manager for:

1. Including all charges which are levied on the public in the Master Fee Schedule;
2. Keeping updated copies of the Master Fee Schedule available and in clear display for the public;

# FINANCIAL POLICIES

3. Proposing fees which reflect the cost of services provided by the City; and
4. Reviewing their charges annually, or upon changes in the cost of providing service (such as union-negotiated increases), and proposing changes in charges consistent with the intent of the Master Fee Schedule.

#### IV. Annual Review and Approval

The City Manager shall be responsible for coordinating an annual review of the Master Fee Schedule in conjunction with the two-year budget or mid-cycle budget. The purposes of the review are: 1) to adjust charges to reflect changes in the cost of providing services; 2) implement new charges; and 3) delete charges that are no longer used. Although the need for charge modifications should be methodically considered during the annual update, this should not be construed to preclude the implementation of new charges at any time during the year.

Every year during the budget process (May-June), the City Manager, shall prepare an agenda report for the City Council, outlining modifications to charges proposed for the following year, with anticipated revenue changes by department. The agenda report must be accompanied by an ordinance reflecting the proposed changes, for Council consideration and approval. The Council shall approve any proposed changes by July 1 of the fiscal year for which the proposed changes are proposed.

The Budget Office, under the direction and supervision of the City Manager currently performs these functions.

In Council, Oakland, California, JUL 15 2003, 2003

#### PASSED BY THE FOLLOWING VOTE:

Ayes- BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID, WAN AND  
PRESIDENT DE LA FUENTE -8

Noes- 0  
Absent- 0  
Abstention- 0

*Carla Floyd*  
*City Clerk*  
*City of Oakland*

**FINANCIAL POLICIES**

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**FY 2011-13 ADOPTED POLICY BUDGET LEGISLATION**

<b>Legislative Item</b>	<b>Approval Date</b>	<b>Resolution/ Ordinance</b>
<b>BUDGET ADOPTION</b>		
Budget Adoption and City Council Budget Amendments	June 30, 2011	Resolution No. 83444
Appropriations Limit for FY 2011-12	June 28, 2011	Resolution No. 83439
<b>LOCAL ASSESSMENTS</b>		
Landscaping and Lighting Assessment District	June 7, 2011	Resolution No. 83391
Wildfire Prevention Assessment District	June 7, 2011	Resolution No. 83392
<b>LOCAL MEASURES</b>		
Emergency Medical Services (Measure M)	June 21, 2011	Ordinance No. 13071
Paramedic Emergency Services (Measure N)	June 21, 2011	Ordinance No. 13072
Library Services (Measure Q)	June 21, 2011	Ordinance No. 13073
Violence Prevention & Public Safety (Measure Y)	June 21, 2011	Ordinance No. 13074



APPROVED AS TO FORM AND LEGALITY

*Haroon J. Parker*  
CITY ATTORNEY

RECEIVED  
MAY 17 2011 5:45

**OAKLAND CITY COUNCIL**

**RESOLUTION No. 8 3 4 4 4 C.M.S.**

**RESOLUTION AUTHORIZING THE FY 2011-2013 BIENNIAL BUDGET AS THE FINANCIAL PLAN FOR CONDUCTING THE AFFAIRS OF THE CITY OF OAKLAND AND APPROPRIATING CERTAIN FUNDS TO PROVIDE FOR THE EXPENDITURES PROPOSED BY SAID BUDGET**

**WHEREAS** the City Council has reviewed departmental and non departmental budgets in public hearings in view of estimated resources available for Fiscal Years 2011-2013; and

**WHEREAS** the City Council has given careful consideration to the adoption of a budget and financial plan for the use of funds for Fiscal Years 2011-2013 as set forth in the FY 2011-2013 Proposed Policy Budget document and provided in exhibit\_\_ reflecting City Council modifications which together constitute the 2011-2013 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 2011-2013 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 agency department 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 must obtain approval from the City Council before (1) substantially or materially altering the relative agency allocations of funding set out in the Policy Budget, (2) substantially or materially changing the levels of service expressly prioritized and funded by the 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 Policy Budget; 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

# LEGISLATION

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**FURTHER RESOLVED:** That the City Administrator may establish appropriations in the Oakland Redevelopment Agency Reimbursable Projects Fund (Fund 7780) which match reimbursable capital projects appropriated in the Oakland Redevelopment Agency budget.

IN AGENCY, OAKLAND, CALIFORNIA, JUN 30 2011, 2011

PASSED BY THE FOLLOWING VOTE:

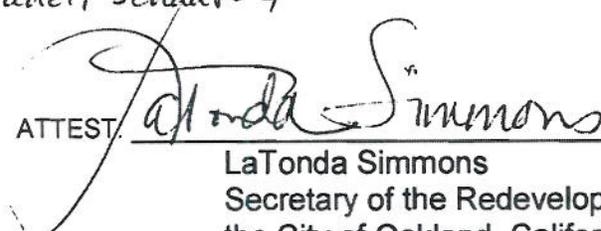
AYES- BROOKS, BRUNNER, DE LA FUENTE, ~~KAPLAN~~, ~~KERNIGHAN~~, ~~NADEL~~, ~~SCHAAT~~, <sup>Quay</sup> AND  
PRESIDENT REID - 5

NOES- Kaplan, Kernighan, Nadel, Schaat - 4

ABSENT- 0

ABSTENTION- 0

ATTEST.



LaTonda Simmons  
Secretary of the Redevelopment Agency of  
the City of Oakland, California

# MARKED AGENDA

CITY OF OAKLAND

ONE FRANK OGAWA PLAZA • 2<sup>ND</sup> FLOOR • OAKLAND, CALIFORNIA 94612

Council President Larry Reid, District 7  
 Vice Mayor Desley Brooks, District 6  
 Council Member Jane Brunner, District 1  
 President Pro Tem Ignacio De La Fuente, District 5

D/BKS to  
 approve as amended  
 to the concessions

June 30, 2011

Colleagues,

We submit to you our proposed balancing proposal. With an existing \$58 million budget deficit in FY 11-12 and a projected \$76 million deficit in FY 12-13 it is imperative that we pass a budget that:

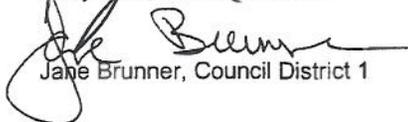
1. Prevents closures of Fire Stations
2. No reductions in Library Services
3. No staff reductions at the Recreation Centers
4. Restores Funding to the Arts
5. Restores funding for our Neighborhood Services Coordinators
6. Restores tree trimmers and gardeners

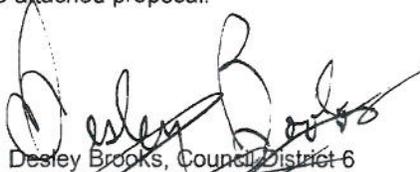
This revised budget maintains all of the previous principles as our initial proposal in preserving City services to the residents of Oakland. This revised submission also contains funds for the City of Oakland's General Fund Reserves in excess of \$16 million, which is vital to the financial stability of the City of Oakland for years to come.

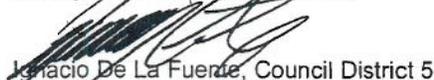
We propose the following motion: Adopt the Mayor's Proposed Policy Budget - Scenario A. with the following changes as listed in the attached proposal.

Respectfully submitted,

  
 Larry Reid, Council District 7

  
 Jane Brunner, Council District 1

  
 Desley Brooks, Council District 6

  
 Ignacio De La Fuente, Council District 5

SPECIAL 6/30/11  
 ORA/COUNCIL Item #6

REVISED BUDGET BALANCING PROPOSAL  
 City Council President Reid, Vice Mayor Brooks, Councilmember Brunner, Councilmember Ignacio De La Fuente

*As Amended on the floor*

*Impressions in writing*

ADDITIONAL EXPENDITURES (revisions in bold)	2011/2012	2012/2013	Notes
No Fire Station Closures	\$310,720	\$325,918	
No Library Reduction	\$5,448,395	\$5,347,206	
Preserve 2 Information Technology FTE's - move to library and fund with Measure Q surplus	\$241,264	\$246,100	
Maintain 100% Cultural Arts Grant Funding	\$730,120	\$730,120	Not moved to redevelopment
Film Office Staffing 1 FTE*	\$98,543	\$100,519	(2 FTE to Fund 7780, 2011/12 - \$378,856, 2012/2013 - \$387,176)
No Rec. Center Reductions at Manzanita, San Antonio & Poplar	\$301,216	\$313,142	Includes \$369,895 for Zoo
Alternative Reduction in Council Office	*See note	*See note	
Maintain 85% Subsidies to Zoo, Vietnamese Senior Center, Symphony in the Schools, Asian Cultural Ctr. & Peralta Hacienda	\$523,915	\$523,915	
Maintain 100% of Eden I&R 211 Funding and Move to Library GPF	\$100,000	\$100,000	
Neighborhood Services Coordinators (9 filled positions)	\$892,929	\$914,413	Cost neutral
Accept Cost Neutral Parking Re-Org from City Administrator	*See note	*See note	
Revenue-Restore .50 Revenue Assistant & 4.80 FTE Tax Ent. Officer II	\$562,199	\$578,770	
Consolidate Complaint Intake at Citizen Police Review Board	\$0	\$1,468,158	2012/2013 only
Accept PWA use of LLAD Savings for Gardeners & Tree Trimmers	*See note	*See note	See Proposal from PWA
Accept City Admin. Alternative Funding Sources for Kaiser Sale	*See note	*See note	See Proposal from City Admin.
Freeze 5 Information Technology FTE's for Two Year	\$722,212	\$736,690	No cost for frozen positions
OPD - Add Crime Analysis Team	*See note	*See note	\$389,609 in 2011/2012, \$397,420 in 2012/2013, Funds 1760 & 7780
KTOP Add 3.9 FTE			See Proposal from City Admin.
Accept Senior Center Budget A Revision w/Following \$ Addition	\$60,000	\$60,000	
Total:	\$9,991,513	\$11,444,951	

*restore largest funding*

ADDITIONAL REVENUE & SAVINGS (revisions in bold)	2011/2012	2012/2013	Notes
Convert 580 Underpass Lot to 169 Meters (Include Saturdays)	\$310,492	\$363,264	Incl. \$22,500 for 3 CALE meters
Eastlake Meters (100)	\$260,000	\$312,000	Incl. \$44,000 for new meters
Attorney - Eliminate Legal Communications Officer	*See note	*See note	\$252,580 in 2011/2012, \$257,643 in 2012/2013
(Counts to 15% Reduction)			\$251,151 in 2011/2012, \$268,796 in 2012/2013
Attorney - Eliminate Misdemeanor Prosecution	*See note	*See note	
(Counts to 15% Reduction)			
Administrator - Eliminate Half-Time Ass. to Public Ethics Director	\$51,240	\$53,609	
Administrator - Neigh. Serv. Dir. (Admin. Assist. to the Mayor) (NSD)	\$82,184	\$85,834	
Administrator - Eliminate Program Analyst III (NSD)	\$134,134	\$136,823	
Administrator - Eliminate Police Services Technician II (NSD)	\$87,002	\$88,860	
Adjust OPD Attrition Rate from 3.3 to 4.0 per month	\$754,000	\$2,146,000	
Measure Q Surplus for Library Services & Technology Staff	\$241,264	\$246,099	
Total: (Balanced Budget)	\$1,920,316	\$3,432,489	

*add hazard funding pay*  
 5 pages BCS, BN, D, R, Q  
 4 pages KP, KN, N, S

June 30, 2011, Item #6

REVISED BUDGET BALANCING PROPOSAL  
 City Council President Reid, Vice Mayor Brooks, Councilmember Brunner, Councilmember Ignacio De La Fuente

BUDGET TOTALS	2011/2012	2012/2013	Notes:
Union Concessions (Placeholder):	\$12,200,000	\$19,400,000	
Add Additional Revenue & Savings From Proposal	\$1,920,316	\$3,432,489	
<b>Subtotal Savings:</b>	<b>\$14,120,316</b>	<b>\$22,832,489</b>	
Subtract Additional Expenditures	\$9,991,513	\$11,444,951	
<b>Total Balance:</b>	<b>\$4,128,803</b>	<b>\$11,387,538</b>	

GENERAL FUND RESERVE CONTRIBUTION	Mayor's Budget A (\$22.4 Mill in Furlough savings in 2 years)	Mayor's Budget B (Assumes \$57.2 Mill in concessions over 2 years)	Reid, Brooks, Brunner, De La Fuente Revised (Assumes \$53.8 Mill in concessions over 2 years)	Kaplan, Kernighan, Nadel, Schaaf Original (Assumes \$53.8 Mill in concessions over 2 years)
Apply to General Fund Operating	\$20,000,000	\$4,000,000	\$4,483,659	\$15,250,000
Apply to Negative Fund Repayment	\$7,000,000	\$7,000,000	\$7,000,000	\$7,000,000
<b>Apply to General Fund Reserve</b>	<b>\$1,300,000</b>	<b>\$17,300,000</b>	<b>\$16,816,341</b>	<b>\$6,050,000</b>



FILED IN THE CITY CLERK'S OFFICE  
JUN 28 2011 5:46

APPROVED AS TO FORM AND LEGALITY

*[Signature]*  
CITY ATTORNEY

OAKLAND CITY COUNCIL

Resolution No. 83439 C.M.S.

RESOLUTION ESTABLISHING AN APPROPRIATIONS LIMIT FOR FISCAL YEAR 2011-2012 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 2010-11, for fiscal year 2011-12; now therefore be it

RESOLVED: That the annual appropriations limit for the City of Oakland for FY 2011-12 is \$457,422,586, as reflected in Exhibit A; and be it

FURTHER RESOLVED: 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, JUN 28 2011, 2011

PASSED BY THE FOLLOWING VOTE:

AYES--- BRUNNER, BROOKS, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, SCHAAF, AND PRESIDENT REID - 8

NOES--- 0

ABSENT--- 0

ABSTENTION--- 0

ATTEST *[Signature]*  
LATONDA SIMMONS  
City Clerk and Clerk of the Council of  
the City of Oakland, California



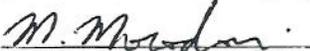


ARTICLE XIII B - APPROPRIATIONS SUBJECT TO LIMITATION  
 FY 2011-12

Revenue	Total	Proceeds of Taxes	Non Proceeds of Taxes
PROPERTY TAX	\$220.83	\$220.83	
STATE TAX			
Sales Tax	46.56	36.50	10.06
Motor Vehicle in Lieu	1.13	1.13	
Prop 42	4.19		
Gas Tax	6.64		6.64
Subtotal, State Taxes	\$58.52	\$37.63	20.89
LOCAL TAXES			
Business License Tax	49.66	49.66	
Utility Consumption Tax	49.30	49.30	
Real Estate Transfer Tax	28.49	28.49	
Transient Occupancy Tax	11.33	11.33	
Parking Tax	14.17	14.17	
Special Taxes	18.87	18.87	
Subtotal, Local Taxes	\$171.82	\$171.82	
LANDSCAPE & LIGHTING ASSESSMENT	18.39		18.39
OTHER LOCAL FEES	42.91		42.91
SERVICE CHARGES	147.59		147.59
GRANTS & SUBSIDIES	96.54		96.54
MISCELLANEOUS	85.28	0.39	84.89
FUND TRANSFERS	158.83		158.83
<b>SUBTOTAL REVENUES</b>	<b>\$1,000.71</b>	<b>\$430.67</b>	<b>\$570.04</b>
INTEREST (Prorated)	6.01	0.00	6.01
<b>TOTAL REVENUE</b>	<b>\$1,006.72</b>	<b>\$430.67</b>	<b>\$576.05</b>
EXEMPTIONS*		(\$95.47)	
APPROPRIATIONS SUBJECT TO LIMITATION		\$335.20	
APPROPRIATIONS LIMIT		\$457.42	
OVER/(UNDER) LIMIT		(\$122.22)	

\* Property tax revenue appropriated to service voter-approved debt is exempted.

Approved as to Form and Legality

  
Oakland City Attorney's Office**OAKLAND CITY COUNCIL**Resolution No. 83391 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 2011-12 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 the 7<sup>th</sup> day of June, 2011, 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 XIII D, 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 FY 2011-12; and

**WHEREAS**, Tuesday, June 7, 2011, 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** by the Council of the City of Oakland, as follows:

1. 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.
2. A Public Hearing was held on June 7, 2011, (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.
3. At the 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.
4. 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.
5. 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.
6. The City's Budget shall annually appropriate funds from non-District funds to pay for a low-income rebate.
7. The City's and Redevelopment Agency's budgets shall annually appropriate funds from non-district funds to pay for the district's assessment on City and Agency properties.
8. That the report which the District Engineer filed with the City Clerk and scheduled before Council on June 7, 2011 at the hour of 6:30 p.m. for the continuation of the

Landscape and Lighting Assessment District for the fiscal year 2011-12, and the diagram and assessment as set forth in the annual report of the Engineering of 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, be and are hereby accepted and confirmed.

9. 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 FY 2011-12 County Tax Roll, and to take whatever other action necessary to collect the assessments.

IN COUNCIL, OAKLAND, CALIFORNIA, JUN 7 2011

**PASSED BY THE FOLLOWING VOTE:**

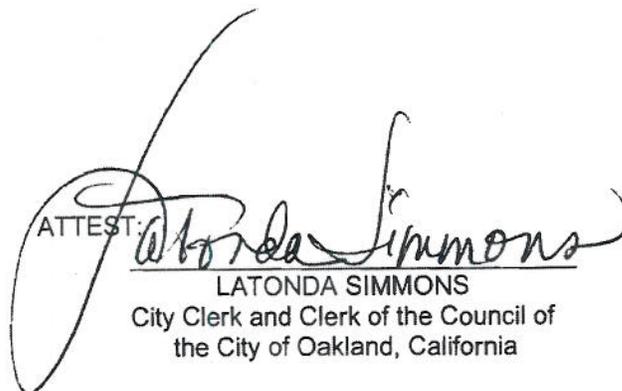
AYES - BROOKS, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, BRUNNER, SCHAAF AND PRESIDENT REID - 8

NOES - 0

ABSENT - 0

ABSTENTION - 0

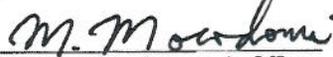
ATTEST:



LATONDA SIMMONS  
City Clerk and Clerk of the Council of  
the City of Oakland, California



Approved as to Form and Legality

  
Oakland City Attorney's Office**OAKLAND CITY COUNCIL**Resolution No. 83392 C.M.S.

---

**RESOLUTION CONFIRMING THE INFORMATION IN THE  
ANNUAL REPORT FOR THE CITY OF OAKLAND WILDFIRE  
PREVENTION ASSESSMENT DISTRICT FOR FISCAL YEAR  
2011-12 AND THE LEVYING OF ASSESSMENTS**

**WHEREAS**, the City of Oakland Wildfire Prevention Assessment District (WPAD) was established on January 20, 2004 under the authority of the Oakland Fire Suppression, Prevention and Preparedness District Ordinance of 2003 (Ordinance No. 12556 C.M.S.); and

**WHEREAS**, pursuant to the Oakland Fire Suppression, Prevention and Preparedness District Ordinance of 2003 (Ordinance No. 12556 C.M.S.), on May 17, 2011, the City Council adopted the resolution of intention (Resolution No. 83364 C.M.S.) and accepted the Fiscal Year 2011-12 Annual Report for the City of Oakland Wildfire Prevention Assessment District and setting a date for a public hearing; and

**WHEREAS**, pursuant to the Oakland Fire Suppression, Prevention and Preparedness District Ordinance of 2003 (Ordinance No. 12556 C.M.S.), the City Administrator has filed with the City Clerk and presented before the City Council, on June 7, 2011, reports for the continuation of the District in order to finance the costs and expenses related to fire suppression, prevention and preparedness services and programs in the Oakland hills; and

**WHEREAS**, all the area of land to be assessed is located within the City of Oakland, Alameda County; and

**WHEREAS**, assessment rates will not exceed the rates established in FY 2004-05; and

**WHEREAS**, Tuesday, June 7, 2011, 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; now, therefore be it

# LEGISLATION

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**RESOLVED:** That the City Council accepts and confirms the Annual Report filed with the City Clerk and scheduled before the City Council on June 7, 2011, for the continuation of the Wildfire Prevention Assessment District; and the diagram and assessment as set forth in the Final Annual Report for FY 2011-12 and each component part of it, including each exhibit incorporated by reference in the report; and be it

**FURTHER RESOLVED:** That the City Council confirms the levying of each individual assessment for FY 2011-12 as stated in the Assessment Roll prepared by the District Engineer; and be it

**FURTHER RESOLVED:** That the City Administrator is authorized to direct the District Engineer to present an itemized report of the FY 2011-12 Wildfire Prevention Assessment District assessments to the Alameda County Auditor-Controller Agency, State of California, to be placed on the FY 2011-12 property tax roll.

IN COUNCIL, OAKLAND, CALIFORNIA, JUN 7 2011

**PASSED BY THE FOLLOWING VOTE:**

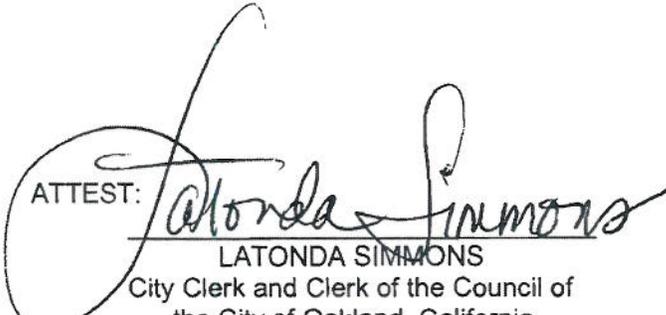
AYES - BROOKS, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, SCHAAF, BRUNNER, AND PRESIDENT REID - 8

NOES - 0

ABSENT - 0

ABSTENTION - 0

ATTEST:

  
LATONDA SIMMONS  
City Clerk and Clerk of the Council of  
the City of Oakland, California

APPROVED  
MAY 25 PM 7:15

Approved as to Form and Legality

*M. McMahon*  
Oakland City Attorney's Office

**OAKLAND CITY COUNCIL**

Ordinance No. 13071 - C.M.S.

**ORDINANCE AUTHORIZING A FISCAL YEAR 2011-12 INCREASE TO A SPECIAL TAX IMPOSED FOR EMERGENCY MEDICAL SERVICES, IN ACCORDANCE WITH THE CONSUMER PRICE INDEX, AND PURSUANT TO THE EMERGENCY MEDICAL SERVICES RETENTION ACT OF 1997 (MEASURE M)**

**WHEREAS**, in 1997 the voters of Oakland approved Measure M, a special tax to fund emergency medical services; and

**WHEREAS**, Measure M imposed 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

**WHEREAS**, Measure M provided that beginning in fiscal year 1998-99 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; and

**WHEREAS**, Measure M provided that any tax rate adjustment imposed by the City Council pursuant to the ordinance shall not exceed five percent of the tax rate imposed during the immediately preceding fiscal year; and

**WHEREAS**, a public hearing on this ordinance to increase the Measure M special parcel tax was held on June 7, 2011 at 6:30 p.m. in City Hall, One Frank H. Ogawa Plaza, Oakland, California; now, therefore,

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

1. The Oakland City Council hereby finds that the Consumer Price Index for all items in the San Francisco Bay Area was 224.40 for calendar year 2009 and 227.47 for calendar year 2010.

# LEGISLATION

2. The cost-of-living in the immediate San Francisco Bay Area as shown by the Consumer Price Index, has increased 1.4 percent between calendar year 2009 and calendar year 2010.
3. The Measure M special tax rate upward adjustment shall be 1.4 percent, effective July 1, 2011.
4. The following rate structure will be imposed on parcels within the City of Oakland effective July 1, 2011 for FY 2011-12:

PROPOSED MEASURE M TAX INCREASES BY PARCEL TYPE			
Parcel Type	Current Parcel Rate	Proposed Increase	FY 2011-12 Parcel Rate
Single Family Residential Parcels	\$12.15	\$0.16	\$12.31
Multiple Residential (2 to 4 units)	\$24.30	\$0.33	\$24.63
Multiple Residential (5 or more units)	\$60.74	\$0.83	\$61.57
Commercial	\$24.30	\$0.33	\$24.63
Industrial	\$48.59	\$0.67	\$49.26
Rural	\$12.15	\$0.16	\$12.31
Institutional	\$12.15	\$0.16	\$12.31

IN COUNCIL, OAKLAND, CALIFORNIA, JUN 21 2011

**PASSED BY THE FOLLOWING VOTE:**

AYES - BROOKS, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, SCHAAF, BRUNNER AND PRESIDENT REID - 8

NOES - 0

ABSENT - 0

ABSTENTION - 0

ATTEST:

  
 LATONDA SIMMONS  
 City Clerk and Clerk of the Council of  
 the City of Oakland, California

Introduction Date JUN 7 2011

Approved as to Form and Legality

*M. Morison*  
Oakland City Attorney's Office

**OAKLAND CITY COUNCIL**

Ordinance No. 13072 C.M.S.

**ORDINANCE AUTHORIZING A FISCAL YEAR 2011-12 INCREASE TO A SPECIAL TAX IMPOSED FOR PARAMEDIC EMERGENCY SERVICES, IN ACCORDANCE WITH THE CONSUMER PRICE INDEX, AND PURSUANT TO THE PARAMEDIC SERVICES ACT OF 1997 (MEASURE N)**

**WHEREAS**, in 1997 the voters of Oakland approved Measure N, a special tax to fund paramedic emergency services; and

**WHEREAS**, Measure N imposed 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

**WHEREAS**, Measure N provided that beginning in fiscal year 2000-01 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; and

**WHEREAS**, Measure N provided that any tax rate adjustment imposed by the City Council pursuant to the ordinance shall not exceed five percent of the tax rate imposed during the immediately preceding fiscal year; and

**WHEREAS**, a public hearing on this ordinance to increase the Measure N special parcel tax was held on June 7, 2011 at 6:30 p.m. in City Hall, One Frank H. Ogawa Plaza, Oakland, California; now, therefore,

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

1. The Oakland City Council hereby finds that the Consumer Price Index for all items in the San Francisco Bay Area was 224.40 for calendar year 2009 and 227.47 for calendar year 2010.

# LEGISLATION

2. The cost-of-living in the immediate San Francisco Bay Area as shown by the Consumer Price Index, has increased 1.4 percent between calendar year 2009 and calendar year 2010.
3. The Measure N special tax rate upward adjustment shall be 1.4 percent, effective July 1, 2011.
4. The following rate structure will be imposed on parcels within the City of Oakland effective July 1, 2011 for FY 2011-12:

PROPOSED MEASURE N TAX INCREASES BY PARCEL TYPE			
Parcel Type	Current Parcel Rate	Proposed Increase	FY 2011-12 Parcel Rate
Single Family Residential Parcels	\$9.67	\$0.13	\$9.80
Multiple Residential (2 to 4 units)	\$19.34	\$0.27	\$19.61
Multiple Residential (5 or more units)	\$48.35	\$0.66	\$49.01
Commercial	\$19.34	\$0.27	\$19.61
Industrial	\$38.68	\$0.53	\$39.21
Rural	\$9.67	\$0.13	\$9.80
Institutional	\$9.67	\$0.13	\$9.80

IN COUNCIL, OAKLAND, CALIFORNIA, JUN 21 2011

**PASSED BY THE FOLLOWING VOTE:**

AYES - BROOKS, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, SCHAAF, BRUNNER, AND PRESIDENT REID - 8

NOES - 0

ABSENT - 0

ABSTENTION - 0

ATTEST:

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

Introduction Date JUN 7 2011

RECEIVED  
CITY CLERK  
OAKLAND

JULY 26 PM 7:15

Approved as to Form and Legality

*M. Moran*  
Oakland City Attorney's Office

**OAKLAND CITY COUNCIL**

Ordinance No. 13073 - C.M.S.

---

**ORDINANCE AUTHORIZING A FISCAL YEAR 2011-12 INCREASE TO A SPECIAL TAX IMPOSED FOR LIBRARY SERVICES, IN ACCORDANCE WITH THE CONSUMER PRICE INDEX, AND PURSUANT TO THE LIBRARY SERVICES RETENTION AND ENHANCEMENT ACT OF 2004 (MEASURE Q)**

**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 of 1994, through June 30, 2024; and

**WHEREAS**, Measure Q continued imposition of 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; and

**WHEREAS**, the Measure Q legislation allows the City 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 Measure Q legislation further provides that any tax rate adjustment imposed by the City Council pursuant to the ordinance shall not exceed five percent of the tax rate imposed during the immediately preceding fiscal year; and

**WHEREAS**, a public hearing on this ordinance to increase the Measure Q special parcel tax was held on June 7, 2011 at 6:30 p.m. in City Hall, One Frank H. Ogawa Plaza, Oakland, California; now, therefore,

# LEGISLATION

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

1. The Oakland City Council hereby finds that the Consumer Price Index for all items in the San Francisco Bay Area was 224.40 for calendar year 2009 and 227.47 for calendar year 2010.
2. The cost-of-living in the immediate San Francisco Bay Area as shown by the Consumer Price Index, has increased 1.4 percent between calendar year 2009 and calendar year 2010.
3. The Measure Q special tax rate upward adjustment shall be 1.4 percent, effective July 1, 2011.
4. The following rate structure will be imposed on parcels within the City of Oakland effective July 1, 2011 for FY 2011-12:

PROPOSED MEASURE Q TAX INCREASES BY PARCEL TYPE			
Parcel Type	Current Parcel Rate	Proposed Increase	FY 2011-12 Parcel Rate
Single Family Residential Parcels	\$85.69	\$1.18	\$86.87
Multiple Residential (2 to 4 units)	\$58.53	\$0.81	\$59.34
Non-Residential Parcels	\$43.89	\$0.60	\$44.49

5. The City's FY11-13 budget will be passed at the end of June 2011. This ordinance will be deemed null and void if the General fund appropriation for Library Services in the Adopted FY11-13 budget is lower than \$9,059,989, as stipulated in the Measure Q legislation.

IN COUNCIL, OAKLAND, CALIFORNIA, JUN 21 2011

### PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, SCHAAF, BRUNNER, AND PRESIDENT REID - 8

NOES - 0

ABSENT - 0

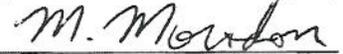
ABSTENTION - 0

ATTEST:

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

Introduction Date JUN 7 2011

Approved as to Form and Legality



Oakland City Attorney's Office

**OAKLAND CITY COUNCIL**Ordinance No. 13074 C.M.S.

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**ORDINANCE AUTHORIZING A FISCAL YEAR 2011-12 INCREASE TO A SPECIAL TAX IMPOSED FOR VIOLENCE PREVENTION AND PUBLIC SAFETY SERVICES, IN ACCORDANCE WITH THE CONSUMER PRICE INDEX, AND PURSUANT TO THE VIOLENCE PREVENTION AND PUBLIC SAFETY ACT OF 2004 (MEASURE Y)**

**WHEREAS**, in 2004 the voters of Oakland approved Measure Y, a special tax to fund violence prevention and public safety services; and

**WHEREAS**, Measure Y imposes 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

**WHEREAS**, Measure Y provided that beginning in fiscal year 2005-2006 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; and

**WHEREAS**, Measure Y provided that any tax rate adjustment imposed by the City Council pursuant to the ordinance shall not exceed five percent of the tax rate imposed during the immediately preceding fiscal year; and

**WHEREAS**, a public hearing on this ordinance to increase the Measure Y special parcel tax was held on June 7, 2011 at 6:30 p.m. in City Hall, One Frank H. Ogawa Plaza, Oakland, California; now, therefore,

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

# LEGISLATION

1. The Oakland City Council hereby finds that the Consumer Price Index for all items in the San Francisco Bay Area was 224.40 for calendar year 2009 and 227.47 for calendar year 2010.
2. The cost-of-living in the immediate San Francisco Bay Area as shown by the Consumer Price Index, has increased 1.4 percent between calendar year 2009 and calendar year 2010.
3. The Measure Y special tax rate upward adjustment shall be 1.4 percent, effective July 1, 2011, pursuant to the Measure Y requirement that the rate increase equal the annual CPI increase for the San Francisco Bay Area, and at no time may the increase exceed 5.0 percent of the tax rates imposed by the Ordinance during the immediately preceding fiscal year.
4. The following rate structure will be imposed on parcels within the City of Oakland effective July 1, 2011 for FY 2011-12:

MEASURE Y TAX INCREASES BY PARCEL TYPE			
Parcel Type	Prior Parcel Rate	Increase	FY 2010-11 Parcel Rate
Single Family Residential Parcels	\$91.38	\$1.25	\$92.63
Multiple Unit Residential Parcels	\$62.43	\$0.86	\$63.29
Non-Residential Parcels	\$46.80	\$0.64	\$47.44

**JUN 21 2011**

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

**PASSED BY THE FOLLOWING VOTE:**

AYES - BROOKS, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, SCHAAF, BRUNNER, AND PRESIDENT REID - 8

NOES - 0

ABSENT - 0

ABSTENTION - 0

ATTEST:



LATONDA SIMMONS  
City Clerk and Clerk of the Council of  
the City of Oakland, California

Introduction Date **JUN 7 2011**

**BUDGET TERMINOLOGY**

<b>AAMLO</b>	African American Museum & Library at Oakland
<b>ABAT</b>	Alcohol Beverage Action Team
<b>Accrual Basis Accounting</b>	Accrual basis accounting records the financial effects of transactions and other events and circumstances that have cash consequences in the periods in which those transactions, events and circumstances occur, regardless of the timing of related cash flows.
<b>ACS</b>	Automated Collection System
<b>ACTIA</b>	Alameda County Transit Investment Authority
<b>Actual</b>	Actual refers to the expenditures and/or revenues realized in the past.
<b>ADA</b>	Americans with Disabilities Act
<b>Adjusted Budget</b>	The status of appropriations as of a specific date between July 1 at the beginning of the fiscal period and June 30 at the end of the period. Includes the adopted budget, budget amendments, prior year encumbrances, approved project carryforwards from prior years, and transfers between accounts, divisions and departments.
<b>Adopted Budget</b>	Revenues and appropriations approved by the City Council in June immediately preceding the new fiscal period.
<b>Agency / Department</b>	A major unit of the municipal organization which is managed by an Agency / Department Director and comprised of a number of divisions which are functionally related to one another.
<b>Appropriation</b>	An authorization made by the City Council that permits the City to incur obligations and to make expenditures of resources.
<b>Appropriation Resolution</b>	The official enactment by the City Council to establish legal authority for City officials to obligate and expend funds.
<b>ARRA</b>	The American Recovery and Reinvestment Act of 2009 is an economic stimulus package enacted by the 111th United States Congress in February 2009
<b>BAC</b>	Budget Advisory Committee
<b>BART</b>	Bay Area Rapid Transit
<b>Baseline Budget</b>	Projected spending, revenue and deficit levels based on the assumption that current policies will continue unchanged for the upcoming year
<b>BID</b>	Business Improvement District

# GLOSSARY

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## BUDGET TERMINOLOGY(continued)

<b>Biennial Budget</b>	Budget lasting or enduring for two fiscal years
<b>Budget</b>	A financial plan for a specific period of time (fiscal period) that matches all planned revenues and expenditures with various municipal services.
<b>Budget Adjustment</b>	A legal procedure utilized by City staff to revise a budget appropriation. City staff has the prerogative to adjust expenditures within departmental budgets. Council approval is required for transfers between departments, and for additional appropriations from fund balance or new revenue sources.
<b>Budget Calendar</b>	The schedule of key dates or milestones that the City follows in the preparation, adoption and administration of the budget.
<b>Budget Document</b>	A financial and planning tool that reflects the proposed (and later adopted) revenues and appropriations for the City (including operating and capital), performance standards, targets, organizational structure and goals, along with historical financial information.
<b>Budgetary Control</b>	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available resources.
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CAO</b>	City Administrator's Office
<b>Carryforward</b>	Appropriations brought forward from a previous fiscal year to continue or complete a specific project, program or activity.
<b>CDBG</b>	Community Development Block Grant
<b>CEDA</b>	Community and Economic Development Agency
<b>CIP</b>	Capital Improvement Program
<b>COIN</b>	Caring for Oaklanders in Need
<b>Contingency Reserve</b>	Portion of a fund's balance legislatively mandated at a particular minimum level. For example, the City Council has set policies for the General Fund reserve (of 7.5 percent), Capital reserve (of \$6 million). Please see the Financial Policies and Legislation sections of this Policy Budget for details on the City Council's reserve policies.
<b>CORE</b>	Citizens of Oakland Respond to Emergencies Program
<b>CPRB</b>	Citizen's Police Review Board

**BUDGET TERMINOLOGY**(continued)

<b>CSO</b>	Central Service Overhead
<b>Department / Agency</b>	A major unit of the municipal organization which is managed by an Agency / Department Director and comprised of a number of divisions which are functionally related to one another.
<b>DHS</b>	Department of Human Services
<b>Division</b>	A unit of the municipal organization which reports to a department or agency.
<b>EBMUD</b>	East Bay Municipal Utilities District
<b>EDI</b>	Economic Development Initiative
<b>EEC</b>	Enhanced Enterprise Community
<b>EEO</b>	Equal Employment Opportunity
<b>EIR</b>	Environmental Impact Report
<b>Encumbrance</b>	Obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.
<b>Enterprise Fund</b>	A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that the revenues are adequate to meet all necessary expenditures.
<b>EOC</b>	Emergency Operations Center
<b>Expenditure</b>	The actual expending of financial resources, as recorded in the City's financial system.
<b>Expenditure Category</b>	A basis for distinguishing types of expenditures. The major expenditure categories used by the City of Oakland are personnel services; operations and maintenance; and capital outlay.
<b>FEMA</b>	Federal Emergency Management Agency
<b>Fiscal Year</b>	A twelve-month time period signifying the beginning and ending period for recording financial transactions. The City of Oakland has specified July 1 through June 30 as its fiscal year.

# GLOSSARY

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## BUDGET TERMINOLOGY(continued)

<b>FMA</b>	Finance and Management Agency
<b>FMS</b>	Financial Management System (old pre-Oracle)
<b>FSA</b>	Fire Services Agency
<b>FTE</b>	An FTE or full-time equivalent is defined as a staff year. For example, two employees who work one-half time are considered one full-time equivalent.
<b>Fund</b>	An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. The City uses different funds to account for expenditures from various revenue sources. Restricted funds may be expended for purposes specified by law or grantor regulations. Discretionary or unrestricted funds may be spent for any lawful purpose designated by the City Council.
<b>Fund Balance</b>	The net effect of assets less liabilities at any given point in time. The total fund balance includes a designated / reserved portion, usually for encumbrances, projects, or other prior commitments, as well as an undesignated / unreserved (i.e. "available") portion.
<b>Fund Group</b>	A group of funds with similar restrictions and accounting treatment. The seven fund groups included in the City's budget are: general funds; special revenue funds; enterprise funds; internal service funds; capital projects funds; debt service funds; and trust
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>General Purpose Fund</b>	Revenues from most of the City's taxes, fees and service charges. Discretion of the City Council. Most City departments receive General Purpose Fund support.
<b>GIS</b>	Geographic-based Information System
<b>GOB</b>	General Obligation Bond
<b>GPF</b>	General Purpose Fund
<b>Grant</b>	A contribution by a government, other organization, or a private individual, to support a particular function. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed the grantee. Grants may be competitive or based on allocation.
<b>HAAB</b>	Housing Advisory and Appeals Board
<b>HJKCC</b>	Henry J. Kaiser Convention Center
<b>HMIP</b>	Home Maintenance & Improvement Program

**BUDGET TERMINOLOGY**(continued)

<b>HOPWA</b>	Housing Opportunities for Persons with AIDS
<b>HR</b>	Human Resources
<b>HUD</b>	Federal Department of Housing and Urban Development
<b>HVAC</b>	Heating, Ventilation & Air Conditioning
<b>IAFF</b>	International Association of Firefighters
<b>IMMS</b>	Integrated Maintenance Management System
<b>ISTEA</b>	Intermodal Surface Transportation Efficiency Act
<b>IT</b>	Information Technology
<b>ITD</b>	Information Technology Division (Finance & Management Agency)
<b>JPA</b>	Joint Powers Authority
<b>KTOP</b>	TV Channel 10—Oakland’s Government Channel
<b>LAN</b>	Local Area Network
<b>LBE</b>	Local Business Enterprise
<b>Letter of Transmittal</b>	The opening section of the budget, which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the previous fiscal years, and the views and recommendations of the City Administrator.
<b>LLAD</b>	Landscaping and Lighting Assessment District
<b>MIC</b>	Municipal Improvement Capital Fund
<b>MSC</b>	Municipal Service Center
<b>MTC</b>	Metropolitan Transportation Commission
<b>NCR</b>	Neighborhood Commercial Revitalization
<b>NEH</b>	National Endowment for the Humanities
<b>NSC</b>	Neighborhood Service Coordinator

# GLOSSARY

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## BUDGET TERMINOLOGY(continued)

<b>Modified Accrual Basis</b>	Modified Accrual Basis accounting recognizes an economic transaction or event as revenues in the operating statement when the revenues are both measurable and available to liquidate liabilities of the current period. Available means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Similarly, expenditures are generally recognized when an event or transaction is expected to draw on current spendable resources.
<b>OBRA</b>	Oakland Base Reuse Authority
<b>OCA</b>	Office of the City Attorney
<b>OMCF</b>	Oakland Museum of California Foundation
<b>OMERS</b>	Oakland Municipal Employees Retirement System
<b>OPACT</b>	Oakland Police and Clergy Together
<b>OPED</b>	Oakland Paratransit for the Elderly & Disabled
<b>Operations and Maintenance</b>	Expenditures related to operating costs including supplies, commodities, contract services, materials, utilities and educational services.
<b>OPOA</b>	Oakland Police Officers' Association
<b>OPR</b>	Office of Parks and Recreation
<b>ORA</b>	Oakland Redevelopment Agency
<b>OSCAR</b>	Open Space, Conservation and Recreation
<b>OSHA</b>	Occupational Safety & Health Administration
<b>OUSD</b>	Oakland Unified School District
<b>PAL</b>	Police Athletic League
<b>PERS</b>	State Public Employees' Retirement System
<b>Personnel Services</b>	Expenditures related to employee compensation including wages and salaries, fringe benefits, retirement, premiums, allowances and special / supplemental pay such as shift differentials.
<b>PFRS</b>	Oakland's Police and Fire Retirement System
<b>POB</b>	Pension Obligation Bond

**BUDGET TERMINOLOGY**(continued)

<b>Program Budget</b>	Programs, and associated program codes, are created to articulate the programmatic functions performed by the City organization. Each program is linked to a Mayor/Council goal and a Citywide objective. Using program codes, the budget (both revenues and expenditures) can be described in programmatic terms. This enables the Mayor and Council to view how much is being committed and/or spent to achieve their goals and objectives.
<b>PSA</b>	Police Services Agency
<b>PSB</b>	Public Sector Budgeting, an Oracle module currently used in the City of Oakland to develop the biennial policy budget.
<b>PTS</b>	Permit Tracking System
<b>PWA</b>	Public Works Agency
<b>Reserved Fund Balance</b>	A portion of a fund's balance that is legally restricted for a specific purpose and is, therefore, not available for general appropriation.
<b>Revenue</b>	Funds that the City receives as income. It includes such items as taxes, licenses, user fees / charges for services, fines/penalties, grants, and internal revenue.
<b>RLF</b>	Revolving Loan Fund
<b>SBE</b>	Small Business Enterprise
<b>SCDI</b>	Sustainable Community Development Initiative
<b>SLBE</b>	Small Local Business Enterprise
<b>THP</b>	Transitional Housing Program
<b>Transfer</b>	A movement of budgetary or actual revenues or expenditures between organizational units, accounts, projects, programs or funds. Transfers between funds appear as an expenditure ("transfer out") in one fund and revenue ("transfer in") in the other. Transfers between fiscal years represent the carryforward of funds received in previous years to be expended in the new year and appear as a revenue in the new year. Transfers between departments, funds or from one fiscal year to another must be approved by City Council.
<b>UBC</b>	Uniform Building Code
<b>UCR</b>	Uniform Crime Report
<b>USAR</b>	Urban Search and Rescue

# GLOSSARY

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## BUDGET TERMINOLOGY(continued)

<b>VLF</b>	Vehicle License Fee
<b>WIA</b>	Workforce Investment Act

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