








CITY OF OAKLAND
CALIFORNIA

Fiscal Year 2015–17 Adopted Policy Budget

CITY OF OAKLAND

FY 2015-17 ADOPTED POLICY BUDGET

Mayor

Libby Schaaf

Members of the City Council

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Council President

Larry Reid (District 7)
President Pro Tem

Rebecca Kaplan (At-Large)
Vice-Mayor

Dan Kalb (District 1)
Abel J. Guillen (District 2)
Noel Gallo (District 5)
Desley Brooks (District 6)
Annie Campbell Washington (District 4)

City Administrator
Sabrina B. Landreth



Prepared by the Budget Office

Kiran Bawa
Budget Director

Osborn K. Solitei
Finance Director / Controller

Kirsten LaCasse
Assistant Controller

Analytical Staff

Bernadette de Leon
Lucius Hatcher, Jr.
Bradley Johnson
Michael Kek
Tiffany Kirkpatrick
Janelle Montu
Margaret O'Brien
Sarah Schlenk
Michelle Soares
Emma Virtucio

Additional Support Provided by

Debbie Comeaux
Harry Hamilton

Elected Officers

Barbara Parker, City Attorney
Brenda Roberts, City Auditor

Administration

Sabrina B. Landreth, City Administrator

Claudia Cappio, Assistant City Administrator
Christine Daniel, Assistant City Administrator
Stephanie Hom, Deputy City Administrator

Directors

LaTonda Simmons
City Clerk

Mark Sawicki
Economic & Workforce Development

Osborn K. Solitei
Controller

Teresa Deloach Reed
Fire

Anil Comelo
Human Resources Management

Sara Bedford
Human Services

Katano Kasaine
Information Technology (Interim)

Michele Byrd
Housing & Community Development

Gerard Garzon
Library

Audree V. Jones-Taylor
Parks & Recreation

Rachel O'Dwyer Flynn
Planning & Building

Sean Whent
Police

Brooke A. Levin
Public Works

Katano Kasaine
Treasurer

Mission Statement

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

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

CITY OF OAKLAND



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 2013-14 and 2014-15.

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 2015-16 and 2016-17, 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
Sabrina B. Landreth
City Administrator

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

October 2015

FISCAL YEAR 2015-17 ADOPTED POLICY BUDGET FOR THE CITY OF OAKLAND

Honorable Mayor Schaaf, 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, 2015 through June 30, 2017.

This biennial budget demonstrates a strong, long-term commitment to growing responsibly and takes additional steps to address the City's long-term financial obligations. This budget takes advantage of a growing economy by making responsible and strategic investments, while restoring City services to levels that residents need and can afford.

This budget is a collaboration and comprehensive in its focus of allocating resources based on the priorities of the residents' needs. As a result, it focuses on investments to grow the permanent revenue base of the City through improving public safety and fostering economic development. The key priorities for Oaklanders across all demographic groups are improving public safety, investment in job training and housing, maintaining City infrastructure and roads, and preserving programs serving our youth, elders, and vulnerable populations. This budget preserves and expands services, while making substantial investments in public safety, the top priority of Oaklanders.

As in the previous biennial budget documents, this FY 2015-17 Adopted Policy Budget reflects the budget as it was adopted by the City Council on June 30, 2015. It does not capture changes made after budget adoption, including the approval of labor agreements. Funds were set aside in the Non Departmental budget for labor costs and future budget reports will provide information about how labor costs were spread throughout departments, as well as the impacts of other budget decisions subsequent to the adoption of this Budget.

BUDGET SUMMARY

The FY 2015-17 Adopted Budget contains a two-year appropriation of approximately $2.4 billion, with approximately $1.2 billion in each fiscal year, across all funding sources. The General Purpose Fund (GPF) accounts for a little over 40 percent of the City's total budget at $524.7 million in FY 2015-16 and $519.9 million in FY 2016-17. The GPF appropriation in FY 2015-16 is higher than the next fiscal year due to use of one-time funds identified from savings

or fund balance to accelerate the repayment of negative fund balances in various other funds. The GPF appropriation includes $33.4 million in one-time funds earmarked for one-time expenditures over the two years, thereby eliminating the reliance on one-time sources of revenue for ongoing expenses. 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.

Category	**FY 2015-16**	**FY 2016-17**
Unrestricted General Purpose Fund	$534,378,786	$530,689,270
Restricted Special Funds	$668,581,423	$651,448,411
TOTAL - All Funds	**$1,202,960,209**	**$1,182,137,681**
Full-Time Equivalent Positions (FTEs) – GPF	2,285 FTEs	2,285 FTEs
Full-Time Equivalents Positions (FTEs) – All Funds	4,127 FTEs	4,113 FTEs

BUDGET BALANCING PRINCIPLES

Budgeting Principles underlying the development of the FY 2015-17 Proposed Policy Budget include:

Principle 1: *Appropriate use of one-time funds to free-up on-going funding for City's core priorities.*

Principle 2: *No reduction in service or staffing levels.*

Principle 3: *Maximize cost recovery through service charges and revenue collection (must adhere to Proposition 26) to grow the permanent revenue base.*

Principle 4: *Reduce expenditures by delivering services more efficiently and effectively.*

Principle 5: *Strategically address long-term unfunded obligations including negative fund balances.*

Principle 6: *Align services to appropriate funding sources.*

Principle 7: *Help strengthen the City's position in the financial and capital markets.*

BUDGET BALANCING MEASURES

Using the above guiding principles, the City was able to close the funding gap identified in the GPF, meet obligations, and make some new strategic investments by finding both expenditure savings and revenue enhancements.

GPF Projected Shortfall	**FY 2015-16 ($ millions)**	**FY 2016-17 ($ millions)**
March (based on FY 2014-15 Q2)	($17.93)	($18.64)

			One-Time	
Changes and Solutions	**FY 2015-16 ($ millions)**	**FY 2016-17 ($ millions)**	**FY 2015-16 ($ millions)**	**FY 2016-17 ($ millions)**
Saving Measures	$38.14	$28.96	$10.64	$0.14
Revenue Enhancements	$50.16	$20.30	$38.23	$7.47
Addition of Services	($64.46)	($36.53)	($48.00)	($8.48)
Total	$5.91	($5.91)	$0.87	($0.87)
Net FY 2015-17 surplus/(deficit)	**$0.00**		**$0.00**	

Some significant contributors to closing the gap included (two-year totals):

- Using one-time funds through financing, rather than ongoing funds for IT license renewal ($6.5 million) and paying down Other Post-Employment Benefits (OPEB) unfunded liability with contribution to the OPEB trust fund ($14.9 million);
- Revising fees and improved revenue collections including landlord audits, fire code inspections, special enforcement and various other fees ($15 million);
- Utilizing projected available fund balance from FY 2014-15 ($19 million);
- Using of Deferred Pension Credits ($9.7 million);
- Transferring previous GPF costs to eligible non-GPF funds ($8.4 million);
- Freezing or eliminating vacant positions ($8.2 million);
- Selling property ($4.4 million);
- Paying down three negative fund balances (approximately $7 million);
- Decreasing workers compensation rate for sworn ($3 million);
- Using reduced interest rates to refinance debt ($3 million);
- Reducing unemployment premiums ($2.5 million);

A total of $45.6 million was identified in one-time funds for one-time uses, primarily from Deferred Pension Credits ($9.7 million); planned sale of property ($4.4 million); projected available fund balance from FY 2014-15 ($19 million); transfers from other funds ($7.3 million); reimbursement from the state for historical mandated services ($3.2 million); litigation payment ($0.5 million); and delinquent revenue collections ($1.6 million). The primary uses include one-time expenditures such as public safety ($6.5 million); one-time set-asides for the City Council and community priorities ($3.7 million); paying down long-term obligations ($14.9 million); negative fund balances ($7 million); internal services ($3 million); providing subsidies for community services grants ($5.4 million); adding personnel or Operations and Maintenance (O&M) for additional services ($3.8 million); increasing Oakland-Alameda Coliseum operating

subsidy to pay debt service ($3.2 million) required contribution to the emergency reserve and Vital Services Stabilization Fund ($3.7 million) -- net of one-time savings including increased recoveries ($4.2 million) and reduced unemployment contribution ($2.5 million).

Savings identified over the two years include transferring costs to non-GPF to better align uses with the sources of funds ($8.4 million); increasing recoveries to offset certain expenditures, PFRS prepayment discount ($7.3 million); decreasing workers compensation rate for sworn ($3 million); reducing ongoing internal service funds costs ($10.6 million); unemployment premium ($2.5 million); freezing or eliminating vacant positions to minimize the impact to service levels ($8.2 million); and exchanging ongoing funds with one-time sources for IT internal service funds ($13 million) and long-term obligations ($14.9 million).

On-going Revenues and Fund Balance reflect continued improvements in local tax revenues and collections and other one-time sources, as included in the proposed budget. These include revenues from – one-time sources as described above ($45.6 million); revised fees and collections ($15 million) including landlord audits, fire code inspections, special enforcement and various other fees; and transfers from other unrestricted funds ($5 million).

Additions and Changes reflect City service enhancements based on priorities of the residents. After addressing the shortfall, the remaining funds were utilized to add critical and desired services based on collaborative priorities of the City Council and residents resulting from extensive outreach and engagement process by the Mayor, City Council, and the Administration. Significant additions over the next two years include funds for compensation increases and conversion of exempt part-time employees to full-time ($24.5 million); public safety ($8.7 million); and one-time appropriations as described above.

MAYOR AND COUNCIL PRIORITIES

The FY 2015-17 Adopted Policy Budget was built on the priorities set forth by the Mayor and the City Council:

- **A Safe City:** that invests in Holistic Community Safety strategies.
- **A Vibrant City:** that makes strategic investments in infrastructure, public works, and the arts to protect and enhance the quality of life for all neighborhoods.
- **A Just City:** that promotes equitable jobs and housing that protects and nurtures a diverse and inclusive community that cares for its youth, elderly, families, and the vulnerable.
- **A Prosperous City:** that values workers and fosters a diverse economy that creates equitable economic growth, jobs, and housing.
- **Trustworthy Government:** that provides quality municipal services, efficiency, transparency, and accountability, as well as respects municipal employees.

BUDGET HIGHLIGHTS

The Fiscal Year (FY) 2015-2017 Adopted Policy Budget provides a framework through which the City's goals and objectives are achieved in line with the Mayor and Council priorities, including the following:

A Safe City

Expand OPD's ability to investigate crimes, including robberies and child trafficking, and improve responsiveness to calls for service. Funding to complete five (5) police academies over the next two years (three (3) in the first FY and two in the second) will bring the sworn staffing level within the Oakland Police Department (OPD) from the current budgeted staff level of 722 to 762 (by the end of FY 2016-17) by adding 35 officers and 5 sergeants. Sworn OPD officers are budgeted with no assumed vacancy rate and funding is provided year round with no assumed savings from attrition.

Expand the City's Ceasefire Violence Prevention Strategy using Measure Z restricted funds, including the addition of six (6) case managers (City and contract employees) bringing the total number of case managers to ten (10).

Enhance OPD's ability to analyze, predict, and address trends in crime, which will inform the Department's strategic and tactical approach to combating crime by allocating resources to purchase, update, and maintain Crime Trend Analysis Software.

Implement a "Pipeline Pilot Program" to support 40 OPD Cadets who have graduated from Oakland public schools, to provide a path for residents to serve as sworn officers and in OPD civilian positions.

Reduce gun violence and illegal gun dealing with additional resources provided for special investigations.

Provide one-time funding for additional Crossing Guards at schools with most significant pedestrian safety and traffic safety problems.

Increase engagement in the community policing organizations with one-time funding for outreach and events in each police beat.

Enhance violence prevention efforts for the implementation of recommendations in the Comprehensive Public Safety Plan with additional one-time funds. Potential strategies include Ceasefire and support for City-County Re-Entry employment services.

Strengthen community development and health and safety by implementing the R2 inspection pilot program to provide proactive and comprehensive fire, health and safety inspections for Oakland residents.

Boost fire prevention inspection services and mitigation efforts, and create a vegetation management plan with one-time funding.

Provide security services and safety equipment at recreation centers to increase the safety of

children and adults participating in OPR programs using one-time funds. The security staff is intended to improve safety for employees, parents and participants, as well as a deterrent to criminal activity.

A Vibrant City

Reorganize existing staff and resources from several departments to create a new full-service, vertically integrated Department of Transportation, which will bring projects to completion, and work with the community to improve pedestrian safety, conditions for transit riders, access for disabled people and safety for bicyclists and drivers.

Invest over $72 million in infrastructure repairs and improvements: $36 million for sewer rehabilitation, $25.5 million for streets and sidewalks, $8.6 million for traffic improvements and $2 million on buildings and facilities upgrades. Pave 117 city blocks annually using available transportation funding, and increase the repaving and repair of streets and sidewalks.

Augment the City's ability to repair deteriorating streets and fill potholes by adding a pothole/seam sealing crew and other personnel resources.

Create a revolving fund program for the repair of sidewalks, for which the adjacent property owner is responsible.

Dedicate funding for Lake Merritt Park maintenance to preserve this improved public space.

Create a new recreation center model through the establishment of magnet and mega centers at existing Oakland Parks & Recreation (OPR) sites. The new model will allow parents to enroll their children in specific high quality programs, allow for enhanced development of programs, and increase public participation across all program areas.

Prepare a park prioritization study and the development of conceptual plans that will increase OPR's ability to receive grants and in-kind services for needed repairs and upgrades to neighborhood playgrounds and community parks utilizing one-time funds.

Provide grants to the Oakland Parks & Recreation Foundation for capacity building and increased fundraising capabilities and to the Feather River Camp with one-time funds.

Fund City initiatives to conserve water during the persistent California drought using one-time funds.

Establish an anti-graffiti pilot program in Council Districts 2 and 3 to create a "ceasefire-type" focus on high impact corridors to eliminate blight and prevent future graffiti from repeat offenders.

Maintain attorney positions in the Neighborhood Law Corps program and add two (2) positions for legal support of tenant protection/anti-displacement efforts and code enforcement activities.

A Just City

Set aside 25 percent of the City's share of the residual Redevelopment Property Tax Trust Fund (former tax increment) on an ongoing basis for affordable housing development beginning in FY 2015-16, to fund affordable housing projects through the annual Notice of Funds Available. Additionally, 25 percent from the 12th Street remainder land sale proceeds will be set aside for affordable housing development in FY 2015-16.

Support the Kiva Zip small business program for direct program support through vendor loans and to establish a revolving/matching loan fund.

Continue services through the City's Day Laborer Program using one-time funds.

Support Workforce Investment Board service providers, and augment employee training and placement services with additional one-time funds.

Purchase and provide operating funds for the Dream Catcher facility for transitional housing services that supports homeless and sexually exploited youth.

Enhance library service hours effective July 2016 for branches that serve the greatest number of youth from under-served and disadvantaged communities and are geographically dispersed throughout the City.

Provide funding for the design and implementation of a K-to-College savings program for every Oakland public school kindergartner enrolled in Oakland Public Schools in partnership with the Oakland Unified School District starting FY 2016-17.

Support the recommendations of the Oakland Permanent Access To Housing (PATH) strategy, which is a roadmap for ending homelessness in the City over the next fifteen years.

Provide one-time funding for legal services and support to child asylum seekers.

Support for the City-County Neighborhood Initiative (CCNI), which is focused on improving public health and safety in impoverished neighborhoods utilizing one-time funds.

Enhance teachers' skills and tools as part of a collaborative effort with philanthropic partners to increase the availability of Head Start service to Oakland youth and improve education outcomes with one-time funding for training.

Assist in the establishment of a direct-pay program for formerly incarcerated persons on probation or parole in partnership with the County by providing one-time matching funds.

Provide personnel and O&M resources to establish the Department of Race & Equity. The role of this department is to assist the City in the application of equity and social justice practices and integrate them into the City's strategic, operational and business plans; management and reporting systems for accountability and performance; and budgets in order to eliminate inequities and create opportunities for all people and communities.

A Prosperous City

Improve support for code enforcement activities to improve the health, cleanliness, and livability of Oakland neighborhoods with the restoration of inspectors and administrative support positions.

Increase staffing support for new construction permit inspections and meet the higher demand and workload for building application review and processing.

Restore support for large complex planning projects, and the historic preservation unit in order to meet statutory requirements and to achieve the City's economic development goals.

Provide essential training and operations management for all staff reviewing building permits and inspecting construction projects.

Rebuild the administrative, fiscal and planning capacity of Planning and Building, which will assist with coordination of development projects through the process to its completion.

Contribute $16 million in funds to the repayment of long-term liabilities of Other Post-Employment Benefits (OPEB). These contributions will reduced the City's Unfunded Actuarial Accrued Liabilities and improve its financial position.

Restore support for real estate services and asset management with the addition of one (1) Real Estate Agent.

Trustworthy Government

Add one-time funding for community engagement services related to future budget priorities and the development of potential ballot measures to improve fire safety, public health, and City infrastructure.

Support employee training and development to improve the efficiency and effectiveness of City staff and enhance employee morale using one-time funds.

Provide one-time funds for Contracts & Compliance to support and assess the workload associated with the enforcement and compliance of the 2014 voter-approved local minimum wage law provisions (Measure FF).

Provide consistent, independent management, as well as aid with sustaining improvements to policing made under the Negotiated Settlement Agreement (NSA) by adding a civilian director of OPD Internal Affairs, and two (2) Internal Auditor positions.

Improve police accountability and facilitate access to residents by providing the Citizen's Police Review Board with three (3) additional intake technicians.

Add one-time funding to assist the Equal Opportunity Program with investigation of complaints and increase City staff training.

Restore prior year cuts to Council Offices to improve constituency services and analysis of legislation.

Use one-time resources to support enhanced audit services for the Office of the City Auditor.

Challenges and Improvements

While the City is making progress to meet its financial obligations, there continue to be major challenges that impact City finances and create structural imbalance. During this budget development, it has become clear that the City needs to consider ongoing strategies to address these long-term challenges before they become unmanageable in the future.

- **Growing medical and pension costs,** As of July 1, 2014, total unfunded liability is close to $1.8 billion for CalPERS, OPEB and PFRS for both active employees and retirees, which reduces funding for other priorities. This budget proposes to appropriate approximately $16 million to fund OPEB in addition to the pay-as-you-go amount over the next two years; however, it still falls short by $19 million of the Actuarially Required Contribution ("ARC"). The City must find an ongoing funding solution to meet our ARC payments, so future required contributions do not paralyze the City's operations. The City is committed to developing this plan before Oakland's next budget cycle.

- The City has numerous **unfunded capital needs** along with **deferred maintenance** of infrastructure, buildings and technology exceeding $2 billion. The budget includes funding for conducting a professional poll for a potential bond measure to secure a funding stream in the next general election.

- For financial sustainability, the City needs to **plan for future economic uncertainties.** The City's new Rainy Day Policy takes effect this budget cycle, therefore $1.4 million is added to the newly established Vital Services Stabilization Fund based on the excess Real Estate Transfer Tax (RETT) formula. The City needs to further increase the reserve to mitigate the impact on services and staffing in future years when economic growth slows.

- **Subsidy for key programs** should be viewed as an on-going commitment. The proposed budget includes a two-year subsidy for Head Start and other grant programs using one-time funds, which will require seeking ongoing funding at the next biennial budget cycle development from the GPF or an increase in grant funding. Otherwise, the program scope would need to be adjusted down.

Conclusion

The FY 2015-17 Adopted Policy Budget reflects the Mayor and City Council priorities that invest in holistic community safety, sustainable vibrant infrastructure, trustworthy government and equitable jobs and housing. In addition, this budget demonstrates a collaborative effort between staff, the Mayor and Councilmembers to continue putting Oakland on track for long-term financial sustainability. With operating efficiencies and sustained economic growth, the City of Oakland continues to advance its mission to provide quality services for its residents.

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

Respectfully submitted,

Sabrina B. Landreth
City Administrator

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FY 2015-17
CITY OF OAKLAND PRIORITIES

PROCESS

As part of the biennial budget development process, the Mayor and City Council establish priorities based on the concerns and needs of the residents of Oakland. In compliance with the City's policies on Budget Process, Fiscal Planning, Transparency, and Public Participation, the City conducted an extensive priority setting process for FY 2015-17 budget development that included feedback from:

- Strategic planning sessions conducted by a professional facilitator;
- Both Citywide and District Specific Community Forums;
- Council Budget Workshops;
- Meetings with Community Groups, City Staff, and Other Stakeholder Groups; and
- The results of a professional poll/survey with questions developed in conjunction with the City's Budget Advisory Committee.

Residents were also encouraged to provide feedback through electronic forms of communication and the members of the City Council were encouraged to develop their own expenditure priorities.

PRIORITIES

All City activities are structured to support these priorities; and the City's FY 2015-17 Budget provides the framework through which the City's goals and objectives are achieved.

- **A Safe City:** that invests in Holistic Community Safety strategies.
- **A Vibrant City:** that makes strategic investments in infrastructure, public works and the arts to protect and enhance the quality of life for all neighborhoods.
- **A Just City:** that promotes equitable jobs and housing that protects and nurtures a diverse and inclusive community that cares for its youth, elderly, families, and the vulnerable.
- **A Prosperous City:** that values workers and fosters a diverse economy that creates equitable economic growth, jobs, and housing.
- **Trustworthy Government:** that provides quality municipal services, efficiency, transparency, and accountability, as well as respects municipal employees.

NOTES

SERVICE IMPACTS

This section summarizes the anticipated service changes as a result of allocations and priorities set in the Fiscal Year (FY) 2015-2017 Adopted Policy Budget.

Police Services

- Expand OPD's ability to investigate crimes, including robberies and child trafficking, and improve responsiveness to calls for service. Funding to complete five (5) police academies over the next two years (three (3) in the first FY and two in the second), will bring the sworn staffing level within the Oakland Police Department (OPD) from the current budgeted staff level of 722 to 762 (by the end of FY 2016-17) by adding 35 officers and 5 sergeants. Sworn OPD officers are budgeted with no assumed vacancy rate and funding is provided year round with no assumed savings from attrition.
- Aid with sustaining improvements to policing made under the Negotiated Settlement Agreement (NSA) by adding two (2) Auditors to OPD Office of Inspector General.
- Provide consistent, independent management, as well as aid with sustaining improvements to policing made under the Negotiated Settlement Agreement (NSA), by adding a civilian director of Internal Affairs.
- Enhance OPD's ability to analyze, predict, and address trends in crime, which will inform the Department's strategic and tactical approach to combating crime by allocating resources to purchase, update, and maintain Crime Trend Analysis Software.
- Improve OPD's capacity to investigate, analyze, respond to, and ultimately solve crimes by adding two (2) crime analysts and two (2) police evidence technicians.
- Implement a "Pipeline Pilot Program" to support 40 OPD Cadets who have graduated from Oakland public schools, to provide a path for residents to serve as sworn officers and in OPD civilian positions.
- Reduce gun violence & illegal gun dealing with additional resources provided for special investigations.
- Provide one-time funding for additional Crossing Guards at schools with most significant pedestrian safety and traffic safety problems.
- Improve police accountability and facilitate access to residents by providing the Citizen's Police Review Board with three (3) additional intake technicians.
- Increase engagement in the community policing organizations with one-time funding for outreach and events in each police beat.
- Enhance violence prevention efforts for the implementation of recommendations in the Comprehensive Public Safety Plan with additional one-time funds. Potential strategies include Ceasefire and support for City-County Re-Entry employment services.

Fire & Emergency Services

- Strengthen community development and health and safety by implementing the R2 inspection pilot program to provide proactive and comprehensive fire, health and safety inspections for Oakland residents.
- Expedite Fire Plan Check Requests to facilitate economic development by adding one (1) Fire Protection Engineer.
- Support regional risk and management planning activities by adding an Emergency Planning Coordination position with duties including: updating and maintaining the Emergency Operations Plan; identifying gaps in incident specific plans/annexes; and conducting emergency operations training/exercises.
- Boost fire prevention inspection services and mitigation efforts, and create a vegetation management plan with one-time funding.

SERVICE IMPACTS

Library Services

- Enhance library service hours effective July 2016 for branches that serve the greatest number of youth from under-served and disadvantaged communities and are geographically dispersed throughout the city.

Human Services & Education

- Expand the City's Ceasefire Violence Prevention Strategy using Measure Z restricted funds, including the addition of six (6) case managers bringing the total number of case managers to ten (10).
- Purchase and provide operating funds for the Dream Catcher facility for transitional housing services that supports homeless and sexually exploited youth.
- Design and implementation of a K to College savings program for every Oakland public school kindergartner enrolled in Oakland Public Schools in partnership with the Oakland Unified School District starting FY 2016-17. Ensure every Oakland kindergartner is given a 529 Savings Account established in their name, with an initial deposit of at least $50.
- Enhance teachers' skills and tools as part of a collaborative effort with philanthropic partners to increase the availability of Head Start service to Oakland youth and improve education outcomes with one-time funding for training.
- Add two (2) social workers starting in October 2015 to work with students in the Oakland Unified School District (OUSD) to reduce the likelihood of delinquencies; and interrupt the school-to-prison pipeline.
- Assist in the establishment of a direct-pay program for formerly incarcerated persons on probation or parole in partnership with the County by providing one-time matching funds.
- Support the recommendations of the Oakland Permanent Access To Housing (PATH) strategy, which is a roadmap for ending homelessness in the City over the next fifteen years.
- Provide one-time funding for legal services and support to child asylum seekers.
- Support for the City-County Neighborhood Initiative (CCNI), which is focused on improving public health and safety in impoverished neighborhoods utilizing one-time funds.

Parks & Recreation Services

- Create a new recreation center model through the establishment of magnet and mega centers at existing Oakland Parks & Recreation (OPR) sites. The model will align recreation centers to specialize in one or more key program areas such as dance, arts, sports, cultural arts, or programs for Pre-K children. The new model will allow parents to enroll their children in specific high quality programs, allow for enhanced development of programs, and increase public participation across all program areas. Mega and magnet sites include partnerships with the Oakland Unified School District (OUSD) for middle school programs, and the Chabot Space and Science Center for weekly programs to enhance the "Science in the Hood" Magnet curriculum offered through Striving to Redirect Individuals in a Difficult Environment (STRIDE).
- Provide security services and safety equipment at recreation centers to increase the safety of children and adults participating in OPR programs using one-time funds. The security staff is intended to improve safety for employees, parents and participants, as well as a deterrent to criminal activity.
- Enhance OPR's Ace Kids Golf program through the addition of a golf specialist position thereby enabling the department to continue services with Camp Sweeney, OUSD, and recreation centers citywide. The focus of the program is to keep at-risk youth off the streets and help them develop good character through understanding every aspect of golf from maintaining the course to playing the game.
- Offer camp grants for low income youth to participate in OPR programs and additional outreach to youth who may not have participated in OPR camps or programs due to lack of resources using one-time funds.
- Provide grants to the Oakland Parks & Recreation Foundation for capacity building and increased fundraising capabilities and to the Feather River Camp with one-time funds.

- Prepare a park prioritization study and the development of conceptual plans that will increase OPR's ability to receive grants and in-kind services for needed repairs & upgrades to neighborhood playgrounds & community parks utilizing one-time funds.
- Dedicate funding for Lake Merritt Park maintenance to preserve this new public space.
- To streamline operations and coordination, transfer ball field maintenance to Oakland Public Works (OPW) from Oakland Parks & Recreation.

Animal Services

- Provide critical support to the Animal Shelter as planned during the decision to reorganize this program within the City Administrator's Office. During FY 2014-15 and incorporated into this budget, the position composition for Oakland Animal Services is further refined by converting two (2) positions to appropriate administrative classifications to support the unit outside of the Police Department. Additionally, one (1) Animal Control Officer is upgraded to a Supervisor and seven (7) part-time Animal Control Attendants are converted to full-time positions. The budget also provides ongoing funds to improve animal shelter staffing, particularly in the area of customer service and increased hours of operation.

Housing Services

- Continue the operation of the Housing Assistance Center (initiated using one-time grant funds) by adding two (2) Home Management Counselor positions. The Center provides housing support and referral services to thousands of Oakland residents.
- Increase support for the Rent Adjustment Program (RAP) by adding three (3) positions for the duration of the two-year budget (limited duration). This will address the recent increase in Oakland landlords and renters seeking assistance, filing petitions and the resulting hearings.
- Beginning in FY 2015-16, 25 percent (25%) of the City's share of the residual Redevelopment Property Tax Trust Fund (former tax increment) is set aside for affordable housing development. This will fund $3.5 million and $4.2 million of affordable housing projects through the annual Notice of Funds Available (NOFA) over the next two years.
- Set-aside 25 percent (25%) of the 12th Street remainder land sale proceeds for affordable housing development.

Economic & Workforce Development

- Transfer one (1) manager position from Workforce Development to the International Boulevard Transit-Oriented Development (TOD) grant program and funding. The loss to Workforce will result in eligible work being shifted to lower and higher level positions – further reducing the capacity of remaining staff. The position will instead support the International Boulevard Corridor project through business incubation and growth, job creation and increased job opportunities for East Oakland residents by partnering with various local organizations and businesses.
- As a result of the Workforce reductions above, the position added during FY 2014-15 midcycle for a year-around internship program will be restructured to meet Workforce Investment Act (WIA) requirements and the mandates associated with transitioning to the Workforce Innovations & Opportunities Act (WIOA).
- Continue special projects support related to catalyst development projects, such as reconstituting the Kaiser Convention Center and the Brooklyn Basin development project, and completion of an Economic Development strategy with the addition of one (1) Project Manager.
- Restore support for the Cultural Funding grants program, which will help dozens of artists through the application, grant agreement and distribution process with the addition of a part-time (permanent) position.
- Restore support for real estate services and asset management with the addition of one (1) Real Estate Agent.
- Support the Kiva Zip small business microloan program with direct program support and to establish a

revolving/matching loan fund utilizing one-time funds. Kiva Zip is currently raising $1 million in grants and $1.2 million in loan commitments to support small Oakland businesses. This expansion to Kiva City in January 2016 will focus on supporting at least 10 small businesses in each Council District in securing a zero interest $5,000 loan.

- Continue services through the City's Day Laborer Program using one-time funds.
- Support Workforce Investment Board service providers, and augment employee training and placement services with additional one-time funds.

Planning & Building

- Improve support for code enforcement activities to improve the health, cleanliness, and livability of Oakland neighborhoods with the restoration of inspectors and administrative support positions.
- Increase staffing support for new construction permit inspections.
- To fulfill the demand and workload for building application review and processing, three (3) Process Coordinators are restored to help with the coordination of development projects through the process to its completion.
- Restore support for Major Projects, which are the largest and most complex planning projects, such as MacArthur Village. Two (2) additional positions will be used to process major projects development permit applications in order to meet statutory requirements and to achieve the City's economic development goals.
- Reestablish support for the Historic Preservation unit in order to meet statutory requirements related to historic preservation, especially in support of the Landmarks Preservation Advisory Board (LPAB) by adding one (1) Planner III.
- Provide essential training and operations management for all staff reviewing building permits and inspecting construction projects by adding one (1) Building Manager.
- Rebuild the administrative and fiscal capacity of Planning and Building, which will assist with inspector scheduling, billing, and revenue collection and addressing the backlog in records management with the addition of seven (7) positions.

Public Works & Transportation

- Reorganize existing staff and resources from several departments to create a new full-service, vertically integrated Department of Transportation, which will bring projects to completion, and work with the community to improve pedestrian safety, conditions for transit riders, access for disabled people and safety for bicyclists and drivers.
- Resource efforts to ensure Oakland gets its fair share of new transportation sales tax funding (Measure BB) with projects that are competitive, and expand the City's ability to deliver repaving and other capital projects, and seek grant funds to improve and expand affordable and sustainable transportation choices, including transit passes for Oakland's youth, as well as car, bike and on-demand ride-sharing.
- Leverage new and existing transportation funds to develop a project pipeline to build the transportation infrastructure needed to support community safety, housing and economic development.
- Invest over $72 million in infrastructure repairs and improvements: $36 million for sewer rehabilitation, $25.5 million for streets and sidewalks, $8.6 million for traffic improvements and $2 million on buildings and facilities upgrades. Pave 117 city blocks annually using available transportation funding. Increase the repaving and repair of streets and sidewalks.
- Augment the City's ability to repair deteriorating streets and fill potholes by adding a pothole/seam sealing crew and other personnel resources.
- Create a revolving fund program for the repair of sidewalks for which the adjacent property owner is responsible.

- Improve customer service and City response time to resident requests by adding one (1) Public Service Representative to the OPW call center.
- Establish a pilot program in Council Districts 2 and 3 to create a "ceasefire-type" focus on high impact corridors to eliminate blight and identify/arrest repeat offenders.

Finance, Administration, and General Government

- Support employee training and development to improve the efficiency and effectiveness of City staff and enhance employee morale using one-time funds.
- Ensure a smooth transition of the City's public safety radio system to the multi-agency East Bay Regional Communications System Authority (EBRCSA) with additional one-time funding.
- Establish an internal service fund for Information Technology (IT) to pay debt service for software licenses and registration, and other major IT project costs. Debt will be issued to provide one-time funding for this critical capital and operational requirement. The software licenses include the office, financial, and customer service applications that support the operations of departments citywide.
- Add contracted support services utilizing one-time funds to Human Resources to aid in recruitment efforts during peak recruitment & testing periods. This will facilitate continued attention to high priority recruitment efforts such as those for police officers and civilian police personnel.
- Aid in the proper implementation of the City's new Zero-Waste contract provisions related to enforcement of public health and safety standards by adding two (2) positions.
- Restore prior year cuts to Council Offices to improve constituency services and analysis of legislation.
- One-time resources are added to support enhanced audit services from the Office of the City Auditor.
- Enable increased collection of delinquent revenues by funding four (4) positions to the Revenue Management Bureau.
- Expand capacity in the City Attorney's Office to enhance advice and support to City economic development and planning initiatives, and aid the resolution of tasks associated with the Negotiated Settlement Agreement. Additionally, the Rent Adjustment Program continues funding for two (2) additional City Attorney positions utilizing one-time funds to support the increased workload for that program.
- Maintain attorney positions in the Neighborhood Law Corps program and add two (2) positions for legal support of tenant protection/anti-displacement efforts and code enforcement activities.
- Funding for community engagement services related to future budget priorities and the development of potential ballot measures to improve fire safety, public health, and City infrastructure is added using one-time funds.
- Assist the Equal Opportunity Program with investigation of complaints and increase City staff training with additional one-time funding.
- Provide one-time funds for Contracts & Compliance to support and assess the workload associated with the enforcement and compliance of the 2014 voter-approved local minimum wage law provisions (Measure FF).

City-Wide

- Contribute $16 million in funds to the repayment of long-term liabilities of Other Post-Employment Benefits (OPEB). These contributions will reduced the City's Unfunded Actuarial Accrued Liabilities and improve its financial position.
- Ongoing contribution of $0.67 million annually for OPEB and $1.39 million annually for CalPERS pension liabilities from the Recognized Obligation Payment Schedule (ROPS) for liabilities related to the Oakland Redevelopment Successor Agency (ORSA).
- Per the Rainy Day Policy, 25 percent of the calculated excess Real Estate Transfer Tax, or $1.35 million, is set aside in the Vital Services Stabilization Fund (VSSF), which will result in a total of $3.37 million set aside in the VSSF to date.

SERVICE IMPACTS

- Use one-time funds to pay down negative fund balances to improve the City's financial health, and to preserve ongoing funds for key City services. This includes $4 million for accelerated repayment of the negative balance in the Facilities Fund (4400) and the complete repayment of the negative balances in the Contract Administration Fund (1791) and the Henry J Kaiser Convention Center Fund (1730).
- Provide personnel and O&M resources to establish the Department of Race & Equity. The role of this department is to assist the City in the application of equity and social justice practices and integrate them into the City's strategic, operational and business plans; management and reporting systems for accountability and performance; and budgets in order to eliminate inequities and create opportunities for all people and communities.
- Fund City initiatives to conserve water during the persistent California drought using one-time funds.
- Provide funding for website content writers and editors to ensure information is clear and user-friendly, web designers to improve navigation and consistency across departments, open source programming, and continual testing.

BUDGET OVERVIEW

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



The City of Oakland has a two fiscal-year (biennial) budget cycle. For the City of Oakland, the fiscal year begins on July 1 and ends on June 30. The current budget is being proposed for fiscal years (FY) 2015-16 and 2016-17. This same fiscal year calendar is used by the State of California, and most cities, counties, and school districts. The City policy of adopting a two-year budget is intended to improve the City's long-term planning, enhance funding stability, and to create greater efficiency in the budget development process. While the City's budget is adopted for a 24-month period, appropriations are divided into two one-year spending plans. During the second year of the two-year cycle, the Mayor and City Council conduct a midcycle budget review to address variances in estimated revenues, estimated expenditures, and other changes to the City's financial condition.

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

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

In addition to the Proposed Policy Budget, the City also issues a Proposed Capital Improvement Program (CIP) for City Council consideration. Both documents are later finalized as the Adopted Policy Budget and Adopted Capital Improvement Program. The Policy Budget is the City's operating budget and includes the projected revenues and expenditures for the provision of most City operations and services. For instance, the operating budget includes revenues from general taxes and expenditure on police services, fire & emergency medical services, youth & recreation programs, library services, minor repairs, etc. The CIP, by contrast, presents planned expenditures on projects to improve discrete elements of the City's infrastructure, buildings, and environment as well as major purchases such as land, buildings and equipment. For instance, the CIP includes water quality projects around Lake Merritt, complete repaving of streets and roads, construction of sewer infrastructure, and construction or renovation of City buildings. The CIP is also summarized in the Policy Budget in accordance with best practices.

There are also other special budgets such as the Oakland Redevelopment Successor Agency, which is a separate legal entity of the City, responsible for the wind down and completion of the activities of the former Oakland Redevelopment Agency.

THE BUDGET PROCESS

The budget process is the procedure through which the City formally develops, deliberates and adopts its budget. Through the budget the City Council approves revenue estimates and authorizes expenditures. A budget is a reflection of a city's priorities and policies. The budget process consists of several important stages: 1) Budget Development, 2) Budget Adoption, and 3) Budget Amendment. The City's Consolidated Fiscal Policy, Ordinance 13279 CMS provides the legal framework that guides the budget process.

Budget Development

Nov-Dec 2014: Baseline Budget Development

In fall of 2014, the Controller's Bureau created a "baseline budget," which is a draft two-year budget that estimates revenues and expenditures if the City maintains its current staffing, programs, and policies. The baseline budget is the foundation upon which the proposed budget is developed. The Controller's Bureau worked in conjunction with departments to create the baseline budget, taking into account the latest economic projections and information on likely expenditure increases, such as fringe benefit rates for retirement and health care. The balance of expected revenues and expenditures in the baseline budget is what helps the City assess whether it will have a surplus or shortfall to address.

February 2015: Five-Year Financial Forecast Report

Once development of the baseline was complete it became the foundation of the City's Five-Year Financial Forecast published in February 2015. The Five-Year Financial Forecast is a planning level estimate of revenues and expenditures that surfaces all major budget issues and contextualizes the long-term financial environment. It assumes no policy changes others than those already prescribed by law.

Jan-Mar 2015: Internal Analysis

After the development of the baseline budget, the City Administrator's Office directs, through "budget instructions," the departments to submit requests for changes to the baseline budget. Departmental requests can include changes such as new programs, increased appropriations, reduced expenditures, reorganizations, or shifting appropriations from one program or service to another. The City Administrator's Office – Budget Department, Controller's Bureau, and Revenue Management Bureau conduct in-depth analysis of each budget request to assess the value and confirm the fiscal feasibility. Based on the analysis, recommendations are provided to the City Administrator. The City Administrator and key staff hold internal budget hearings with department directors and their staff to discuss proposals. The City Administrator makes preliminary budget decisions based on the internal hearings, additional analysis, and the Mayor's priorities.

Feb-Mar 2015: Community & Council Input

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

Mar-Apr 2015: Proposed Budget Finalized

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

Budget Adoption

May-June 2015: Community Input

The Administration and City Council held seven (7) Community Budget Forums at varied times in different neighborhoods away from City Hall. These meetings were a forum for City Councilmembers to obtain input from constituents on FY 2015-17 budget priorities and to understand questions and concerns pertaining to the Mayor's Proposed Budget.

May-June 2015: Council Deliberations

Upon presentation of the proposed budget, the Mayor and City Council conducted a series of public hearings to review the FY 2015-17 Proposed Budget. The Council heard additional reports and received answers to questions regarding the proposed budget. Councilmembers submitted proposed Amendments to the Mayor's Proposed Budget for discussion and consideration. The Administration provided analytic support to assist Councilmembers in this process.

June 2015: 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 2015-17.

Budget Amendment

Mar-June 2016: Midcycle Budget Amendment

Toward the end of the first year of the two-year cycle, the Mayor and City Council conduct a mid-cycle budget review to address variances in estimated revenues, estimated expenditures, and other changes to the City's financial condition**.** For the FY 2016-17 budget cycle, the mid-cycle review will take place in March-June 2016, and will pertain to revenues and expenditures for FY 2016-17 (i.e. the second year of the biennial budget).

Year-Round: Budget Amendments

The City Council can make amendments to the budget throughout the two-year period. Appropriation of new money, or changes to the allocation of appropriations between funds or departments require Council approval. Transfers between divisions within a department, between spending accounts, or between projects may be made at the administrative level. These transfers can be authorized by the City Administrator, Controller's Bureau, or department directors, depending on the nature of the transfer.

NOTES

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 404,355, and a wealth of resources and opportunities. It is home to the Port of Oakland, The Port of Oakland handled approximately 2.4 million 20-foot freight containers in 2014, valued at more than $40 billion. 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 Oakland Global Trade & Logistics Center (the former Oakland Army Base) is engaged in a $400 million revitalization and redevelopment process; and $115 million of new construction and improvements have been completed in Oakland City Center.

In concert with ongoing economic development efforts, the City strives to maintain a balance between old and new. Historic structures continue to be preserved and revitalized while new buildings are constructed. The City has completed its part in a $350 million revitalization effort to create a multifaceted government center that links major historical landmarks with new developments. Major corporate headquarters include Clorox and Kaiser Permanente, which are in close 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 (2014)*	404,355
Land Area	53.8 square miles
Lake Area	3.5 square miles
Lane Miles of Streets	2,293

*California Dept. of Finance 2014 estimate.

CITY FACTS

CITY GOVERNMENT

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

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

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

OAKLAND'S ECONOMIC BASE

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 several years are professional and business services, education and healthcare, government, leisure and hospitality, traditional and specialty food production, and technology.

Oakland offers abundant resources to its businesses and residents: state-of-the-art transportation, a vibrant dining and entertainment scene, and utility facilities keep the City running smoothly. 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 areas continue to grow, as evidenced by Oakland's 10 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 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. City staff 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.

Oakland is the county seat for Alameda County. The U.S. Census Bureau has estimated the county population at 1,610,921 for 2014 and a median household income of $72,112. In the City of Oakland itself, some 154,780 households have a median income of $52,583 and spend about $3 billion on retail sales annually.

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.

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.

1950s – 1970s Under the Urban Indian Relocation Program, Oakland saw large numbers of Native Americans move to the city.

1970s Following the end of the Vietnam War, Oakland welcomed Cambodians, Vietnamese and Muong from war-torn Southeast Asia.

2010 The U.S. Census ranked Oakland as the eighth largest city in California, with a population of 390,724. According to a University of Wisconsin study, Oakland is the most ethnically diverse city in the United States. There are at least 100 different languages and dialects spoken here.

A new generation of restaurateurs and specialty food producers has fueled an epicurean renaissance. Oakland's sizzling arts and dining scene is no longer a local secret as national media outlets spread the word on our vibrant city.

Oakland has a rich literary and cultural heritage. Such historical notables as writers Bret Harte, Jack London, Joaquin Miller, Ina Donna Coolbrith, Jessica Mitford, Narman Jayo, Ishmael Reed and Gertrude Stein; architect Julia Morgan; and dancer Isadora Duncan are just a few who have left their cultural mark on the City. It is also the birthplace of the West Coast Blues.

CITY FACTS

TRANSPORTATION

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

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

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

- Serves all 13 cities and adjacent unincorporated communities in 364 square miles along the east shore of San Francisco Bay. Annually, AC Transit buses drive 19.2 million service miles.
- Serves approximately 192,000 daily riders with a fleet of 586 buses and a network of more than 149 bus lines with approximately 5,500 bus stops. The bus lines connect with nine other public and private bus systems, 25 BART stations, six Amtrak stations, and three ferry terminals.
- Bus routes serve the Oakland International Airport, the Amtrak Station and ferry terminal located at Jack London Square, downtown San Francisco and other major Bay Area attractions. All buses are accessible to people with disabilities.
- All buses are equipped with bicycle racks.

BART. The Bay Area Rapid Transit (BART) is a 104-mile, computer-automated rapid transit system:

- Serving more than 3.5 million people in the three BART counties of Alameda, Contra Costa, and San Francisco, as well as northern San Mateo County.
- Electric-powered trains traveling up to 80 mph connect 44 stations, including 8 stations in Oakland. Travel time between downtown Oakland and downtown San Francisco averages only 11 minutes on BART.
- In 2014, BART carried an average of 403,680 passengers each weekday, with about 122 million trips made annually.
- In Oakland, five BART stations – West Oakland, Lake Merritt, MacArthur, Fruitvale and Coliseum — are catalysts for transit-oriented development projects that are in design or construction.
- The Oakland Airport Connector (OAC) is a 3.2-mile extension of BART from the Coliseum/Oakland Airport BART Station to Oakland International Airport. Opened in November 2014, the OAC provides a seamless connection with driverless trains that travel the alignment in eight minutes and depart every 5 to 20 minutes.

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

- Hosted more than 10.3 million passengers in 2014.
- Handled more than 1.1 billion pounds of air freight.
- Served by 11 domestic and international air carriers.
- Features 29 boarding gates in two terminals.

Roadways, Bicycles, Car Sharing

- The Alameda/Oakland Ferry Service that links Oakland with San Francisco, Angel Island and South San Francisco.

- Nine major U.S. and California highways pass through Oakland.
- Daily service to rail destinations throughout the U.S. is offered at the Oakland Amtrak Station in Jack London Square and service along the Capitol Corridor also stops at the Coliseum Amtrak Station.
- Greyhound Bus Lines also offers daily bus service to cities throughout the United States**.** MegaBus.com offers service between Oakland and Los Angeles.
- Car-sharing is offered by City CarShare and Zipcar.
- Oakland was one of the first cities to pilot the "sharrow" lane – shared-lane pavement markings to indicate road lanes shared by cyclists and motorists.
- The Metropolitan Transportation Commission's Bay Area Bike Share program will bring 850 bikes to Oakland in 2016.

INFRASTRUCTURE

Oakland Public Works plans, builds and maintains Oakland's physical and environmental infrastructure for residents, businesses and visitors, making Oakland a sustainable and desirable place to live, work, invest and visit.

Local Streets & Roads

- 2,293 lane miles
- 146 miles of bike lanes & routes

Sidewalks, Curb Ramps, Stairs & Paths

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

Bridges

- 38 bridges

Traffic Signals & Signs

- 677 traffic signal intersections
- 200,000 street signs

Street Lighting

- 37,000 streetlights with 30,000 of them converted to LED lights

Stormwater

- 400 miles of storm drains
- 7,500 structures
- 80+ miles of open creek

Wastewater Collection

- 919 miles of sewer pipes
- 7 pump stations
- 27,000 structure

CITY FACTS

Public Buildings

- 309 public buildings

Parks, Trees & City Landscapes

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

Fleet & Equipment

- 1,489 vehicles & pieces of equipment including fire trucks & police cars

HUMAN SERVICES

HSD offers various services to assist Oakland residents including seniors, youth, families and the homeless. In FY 2013-14, the most recent year with complete data, HSD served *83,557* unduplicated clients, of which 4,270 have disabilities, with varied programs and services.

- Serves 1,747 low-income children and their families at 25 sites throughout Oakland with comprehensive early childhood education and family support services through the Oakland Head Start & Early Head Start programs.
- Over 8,000 seniors enjoy a broad range of classes and special events as well as free or low-cost meals at four (4) senior centers operated by the City and four (4) contracted centers for monolingual seniors.
- Provides over 29,000 trips annually for frail seniors and disabled persons through its Oakland Paratransit for the Elderly and Disabled Program (OPED).
- Serves over 379 frail and disabled seniors through its Multipurpose Senior Services Program (MSSP) by helping them live independently in their homes through in-home case management and health services.
- Trains and prepares over 160 low income seniors for the workforce today through subsidized training and job placement via the ASSETS Sr. Employment Program.
- Eliminated 38,300 in-crisis episodes of hunger through food distribution services provided by the Hunger Program.
- Serves over 622,000 lunches to children, youth and seniors through Head Start, the Summer Food Service Program, and Senior Centers.
- Serves more than 28,700 youth through the locally mandated Oakland Children's Fund (Kids First! Oakland Fund for Children and Youth) and the federally funded grant programs that address the educational, youth development and safety needs of children in Oakland.
- Awarded and managed over $25 million dollars in 179 grants to public and community based agencies for various community service programs, including $8 million dollars in violence prevention and intervention programs.
- Alameda County – Oakland Community Action Partnership's 2014 EITC Campaign prepared 1,156 free tax returns in Oakland for middle and low income families-- returning $4,954,217 in Earned Income Tax Credits (EITC); $1,711,338 captured in Child Tax Credits (CTC).
- Provided 61,000 bed nights for people without permanent housing through shelter vouchers to three shelters: EOCP, St. Mary's and Henry Robinson BACS Winter Shelter.

- HSD, in partnership, has successfully housed 241 hardest to reach individuals and families through the Oakland PATH's Rehousing Initiative (OPRI) -- 89 percent of clients retained housing after twelve months and 96 percent of those enrolled 36 months ago are still housed.
- Offered comprehensive wrap-around services to 500 youth involved in the juvenile justice system to help them successfully re-enroll in school, find a job, and access other needed supports.
- Oakland Unite participants have shown an 83 percent reduction in arrests for violent crimes after receiving services.

EDUCATION

Elementary, Middle, Special, and Secondary Education

- There are 86 public, 38 charter and 39 private schools in Oakland.

Colleges

- Holy Names University – an undergraduate and graduate inter-disciplinary study college.
- Mills College – a private women's liberal arts college founded in 1852, also offering co-ed graduate programs.
- Patten University – dedicated to providing high-quality, accessible, and affordable undergraduate and graduate education and offers online programs designed to specifically for working adults.
- Samuel Merritt University – offers degrees in nursing, occupational therapy, physical therapy, physician assistant, and podiatric medicine and is the largest source of new registered nurses in California.
- California College of the Arts – known for its broad, interdisciplinary programs in art, design, architecture, and writing, it offers studies in 21 undergraduate and 13 graduate.
- Merritt College, and Laney College – part of the Peralta Community College District, these colleges offer arts, liberal arts, college preparatory and vocational trade programs.

LIBRARY SYSTEM

- 1 main library and 16 library branches
- Second Start Adult Literacy Program
- Tool lending library
- African-American Museum and Library
- 290,630 Registered Borrowers
- 58% of Oakland residents have an active library card
- 967,205 Books Held
- 2,174,567 Library Visits
- 2,171,458 Virtual Visits to Library Website
- 2,722,974 Circulation (including e-books)
- 303,384 Uses of Public Internet Computers
- 183,452 Program Attendance of which 145,544 were at Children's Programs

MEDICAL FACILITIES

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

full service in Oakland. Together, these hospitals have invested more than $2 billion in new construction and seismic upgrades.

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

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

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

Kaiser Permanente organizes 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's Oakland Medical Center 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.

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.

Police

- 722 authorized sworn officers (712 filled as of September 2015)
- 409 authorized non-sworn employees (full & part time) (387 filled as of September 2015)
- Assignments range within comprehensive 24/7 public safety service and response
  - Patrol
  - Crime analysis
  - Administration
  - Criminal Investigations
  - Communications
  - Tactical Operations Teams (S.W.A.T. and Negotiations)
  - Traffic Enforcement & Investigations
  - Youth or Community Services
  - Criminal Intelligence
  - Vice
- Receives and processes nearly 600,000 calls for service annually
- Handled over 250,000 law enforcement incidents in 2014

Fire

- 508 authorized uniformed personnel to fill three complete shifts of response personnel
- 25 Fire Stations, which includes equipment and resources such as:
  - 24 engine apparatus
  - 7 aerial apparatus
  - hazardous materials response team
  - technical rescue team
  - airport rescue company
  - water rescue team
  - specialized wild land response apparatus
- Over 60,000 response calls annually, 80% are calls that include medical service

RECREATION

The Oakland Parks & Recreation (OPR) Department 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. OPR preserves the best of Oakland and connect communities.

OPR operates:

- 140 parks
- 66 ball fields
- 44 tennis courts
- 38 Recreation Facilities
  - 24 Recreation Centers
  - 5 Pools
  - 2 Boating Centers
  - 2 Discover Science Centers
  - 1 Digital Arts and Culinary Academy (DACA) Center
  - 1 Malonga Casquelourd Center for the Arts with 74-single room occupancy apartments available for rent to local artists
  - 1 Studio One Art Center
  - 1 Sports Complex with Indoor Water Park
  - 1 Inclusion Center with 3 Extension Programs
- 14 rental venues
- 17 community gardens
- 5 fenced dog play areas, 22 dog friendly parks
- 3 golf courses
- 2 skate parks
- and a host of other public facilities and programs which are designed for tiny tots to seniors, collectively serving over 95,000 enrolled participants and over a million drop-in users annually.

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

CITY FACTS

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

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

Lake Merritt – The Lake is the largest lake located within an urban area and is set in Lakeside Park, which is home to the Garden Center, Sailboat House, Rotary Nature Center, Junior Science Center, and a Bonsai Garden. Bordered by a 3.4 mile trail, Lake Merritt is a favorite location for joggers, walkers, and strollers. Lake Merritt is being transformed by Measure DD, the $198.2 million bond measure passed by 80 percent of voters in November 2002.

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

Jack London Square – Located along Oakland's waterfront, Jack London Square is home to Yoshi's Jazz Club, a cineplex, numerous restaurants, and other local attractions. A developer has announced plans to open the Water Street Market in early fall of 2016.

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

Oakland's Western Aerospace Museum – Located at the Airport's North Field, 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 basketball. In 2015, the Warriors won their first NBA Championship in 40 years. The celebratory parade and rally marking the victory was held in downtown Oakland on Friday, June 19.
- **Oakland Athletics** – The Oakland Athletics have won six American League Championships and four baseball World Series titles.
- **Oakland Raiders** – From dominance in three Super Bowl victories to improbable come-from-behind victories, the Raiders have been involved in some of professional football's most incredible moments.

CITY FACTS

Key Facts/Accolades: Oakland, California

Among the Top 10 U.S. Destinations for 2015 - Lonely Planet, December 2014

Among Top 5 Places to Visit in the World - New York Times, January 2012

25th Best City for Sports Fans - WalletHub, September 2015

No. 7 on roster of cities with the Best Local Food Scene - USA Today, August 2015

No. 5 among Best Cities for Foodies - NerdWallet, June 22, 2015

9th Best City for Baseball Fans - WalletHub, June 2015

No. 14 among most Bikeable Cities of 2015 - Redfin, May 14, 2015

No. 4 on Trulia's top 5 most pet-friendly rental markets - Trulia, April 30, 2015

Oakland's American Indian Public High School ranked No. 1 in California, No. 12 in Nation - U.S. News & World Report, May 2015

No. 2 Overall in Mid-Sized American Cities of the Future and No. 1 in Connectivity - fDiIntelligence.com, April/May 2015

No. 2 among America's Next Hot Food Cities - Zagat, April 2015

10 of the world's most beautiful sky gardens - CNN, April 15, 2015

10 Best New Food Cities - Jetsetter, April 2015

No. 9 most walkable City - Walk Score, April 2015

Among the Top 10 Destinations to give you some Serious Wanderlust - ViewTheVibe.com, March 26, 2015

Oakland Ranked 7th Most Interesting Cities in America - SmartAsset, March 26, 2015

4th Most Bike-Friendly City - BetterDoctor, March 23, 2015

20th Best City for Basketball Fans in the U.S. - WalletHub, March 2015

No. 3 among Best Startup Cities in America - Popular Mechanics, February 2015

No. 5 for Most Friendly & Engaged NFL Fans, No. 15 among 2015's Best Cities for Football Fans - WalletHub, January 29, 2015

Oakland Named the Most Diverse City in America - Priceonomics, December 15, 2014

Among The 15 Hottest American Cities For 2015 - Business Insider, November 19, 2014

No 8. in Digital Cities large city category - Government Technology, November 13, 2014

Most Grateful City - Treat, November 2014

No. 6 among Top 20 US Cities for Tech Startup Funding - National Venture Capital Association, October 24, 2014

18th Best Foodie City for Your Wallet - WalletHub, October 16, 2014

No. 10 'Best Sports Town' - USA Today, October 15, 2014

Uptown Named Among Nation's Great Neighborhoods – American Planning Association, October 1, 2014

Oakland No. 8 among Top 10 U.S. Retail Markets - National Real Estate Investor, September 2014

No. 2 on list of 7 Underrated but Intriguing U.S. Cities You Need to Visit - Yahoo Travel, August 25, 2014

No. 10 among California Cities on the Solar Ease Index - Complete Solar, August 2014

No. 12 among America's Coolest Cities 2014 - Forbes, August 6, 2014

No. 9 Among Top 10 Metros for Millennial Population Growth - Trulia, June 26, 2014

Major Tech Center with the 2nd highest number of Women in Tech - RJMetrics, June 24, 2014

No. 3 Best US City to Celebrate Gay Pride - Jack'd, June 11, 2014

15 Cities for Creative 20-Somethings That Aren't New York or Los Angeles - PolicyMic, May 27, 2014

No. 4 on Most LGBT-Friendly Cities - NerdWallet, May 27, 2014

No. 10 among 15 Large Cities with the Highest Percentage of Bicycling to Work - U.S. Census Bureau, May 8, 2014

2nd Best Californian City to Start a Career - WalletHub, May 8, 2014

No. 5 Among the Top 10 Cities for Tech Entrepreneurs - The MoneyTree Report by PricewaterhouseCoopers and the National Venture Capital Association with data from Thomson Reuters, April 29, 2014

Oakland Ranked #14 Among 24 Places To Visit For Fantasy Food Travel - Food Republic, February 24, 2014

12th Street Reconstruction Honored with a 2013 Top 10 Roads Award - Roads & Bridges magazine, February 2014

#8 Tech Hub in the U.S. - Trulia, February 2014

Oakland Recognized as National 2013 Community Pacesetter - Campaign for Grade-Level Reading, January 15, 2014

9th Gayest City in America - The Advocate, January 6, 2014

NOTES

INTRODUCTION TO FINANCIAL SUMMARIES

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

CITY REVENUE AND EXPENDITURE FORECAST METHODOLOGY

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

To prepare the forecast, a comprehensive analysis of the components of the City's revenues and expenditures is performed. These major components are projected into the two-to-five-year period on the basis of various relevant assumptions. For example, projections for property tax, the single largest source of 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 and projected changes to the tax delinquency rate. Similarly, forecast of the expenditures is performed by separately analyzing individual expenditure categories (e.g. salaries, retirement, benefits, utility expenses) based on forecast cost increases (e.g. pay-step increases, PERS retirement rates, benefit cost inflation, energy prices).

Forecasting Techniques

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

Qualitative analysis projects future revenues and/or expenditures using non-statistical techniques. These techniques rely on human judgment rather than statistical analysis to arrive at revenue projections. Qualitative forecasting is essential for projecting revenue or expenditure components that are unstable, volatile, or for which there is limited historical information. To facilitate sound qualitative analysis, the City of Oakland seeks input from outside experts in economic forecasting, municipal finance, and other relevant fields. Just two examples of this 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 that 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 that occur within a year, the nature of multiyear cycles, and the nature of any possible long-term trends. *Causal analysis* is another type of quantitative analysis; it deals with the historical interrelationships between two or more variables. One or more predictors influence, directly or indirectly, the future revenue or expenditure. The causal forecasting techniques are predicated upon selecting the correct independent variables, correctly defining their interrelationship to the dependent variable, i.e. the projected revenue or expenditure item, and, finally, collecting accurate data.

FINANCIAL SUMMARIES

Revenue Forecast

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

- *Tax Revenues* are projected to grow at rates that are responsive to dynamic forces in the economy. Generally, the assumption is the local economy will be affected by national and state trends, with some deviation expected due to specific characteristics of regional 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.

Expenditure Forecast

Forecasting the City's expenditures involves analyzing, at the department level, and by category.

The expenditure forecast begins with the *baseline budget*, which represents the cost of maintaining the current level of services, while 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 reductions in any of categories discussed above. Changes to debt service are less discretionary, and are made based on changes in the Treasury Division's debt payment schedules.

The expenditure forecast follows the guidance of the Government Finance Officers Association (GFOA), which recommends that expenditures be grouped into units of analysis that are meaningful to the organization, such as departments and standard budget categories of expenditures. As such, staff grouped proposed budget expenditures by department and by expenditure category consistent with the City's chart of accounts. Future expenditures are forecasted from the FY 2015-17 proposed budget. This forecast generally assumes that expenditures will only grow due to inflationary cost escalation. Costs also change due to changes in service or staffing levels, as described in the "Significant Changes" summary for each department and "Service Impacts" section of this document.

BASIS OF BUDGETING

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

Revenues are budgeted according to when they are both measurable and available. Revenues are considered to be available when they are collected within the current year, or soon enough thereafter to pay liabilities of the current period. The City considers property tax revenues to be available for the year levied if they are collected within 60 days of the end of the current fiscal year. All other revenues are considered to be available if they are collected within 120 days of the end of the current fiscal year.

Expenditures are budgeted according to when the liability is incurred, regardless of the timing of related cash flows. The exceptions are debt service, compensated absences, claims and judgments, which are budgeted as expenditures according to when the payments are due.

The City's basis of budgeting is the same as the basis of accounting used in the City's audited financial 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 City identifies factors (known or anticipated) that may have a significant effect on future revenues, expenditures, or staffing levels. The analysis is based on actual City revenue and expenditure trends, general and relevant economic trends and outlooks, input from the City Departments who oversee those specific expenditure and revenue streams, and input from outside economists and revenue experts.

The two-year budget projections are also aided by preparing a five-year financial forecast according to the City's Consolidated Fiscal Policy. The five-year forecast was presented to the City Council at a budget workshop (held for the FY 2015-17 Budget on March 2, 2015). At the workshop, the Council was provided with information regarding the City's financial situation, including the five-year financial forecast, a report on debt portfolios and long-term liabilities, results from a budget priorities poll, and the FY 2014-15 Second Quarter Revenue & Expenditure report.

NOTES

SUMMARY TABLES

NOTES

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Revenue Changes				
Landlord Compliance Audit		$0.97	$0.97	$0.97
Increase fees to full cost recovery			$1.09	$1.09
RPTTF bond cost reduction			$0.03	$0.40
Add net Master Fee Schedule changes			$0.10	$0.13
Increase in Fire Code Inspections			$0.83	$0.83
Extension of SAFER Grant		$3.08		
Revenue received from Piedmont and Emeryville for Library Services Fee (FY 2014-15)		$0.59		
Realign revenue (and associated expenditures) to OPR Self-Sustaining Fund (1820)			($0.27)	($0.27)
Reduction in Cannabis Revenue based on historical receipts			($0.21)	($0.21)
Repayment of bridge funds for West Oakland Job Resource Center operations (Y2)		$0.21		
Increase special events and other fee revenues based on historical receipts (OPD)			$1.66	$1.83
Scotlan Convention Center net revenue			$0.40	$0.40
Transfer Garage Revenue from the Multipurpose Reserve Fund (1750)			$2.00	$2.00
Use of projected available Fund Balance		$15.68		
Additional FY 2015-16 projected RETT		$3.01	$4.16	$3.60
Revenue from Transfer of RDA Garages		$3.20		
Deferred Pension Credit		$9.72		
Sale of 12th Street Remainder		$4.40		
25% of 12th Street Remainder to Affordable Housing Trust Fund (1870)		($1.10)		
Increase RPTTF from ROPS Reduction (DOF)		$1.90		$0.61
Airport Rescue Fire Fighter (ARFF) Services			$0.83	$1.03
Increase TOT from short term rentals			$0.50	$0.50

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes				
CITYWIDE				
Fund debt service for IT licensing and maintenance and other major IT projects through one-time financing			$1.46	$1.53
MAYOR				
No Significant GPF Changes				
CITY COUNCIL				
Increase each Council District by 0.14 FTE	1.12		$0.17	$0.17
Increase Council President by 0.44 FTE, City Councilmember's Assistant	0.44		$0.07	$0.07
Increase City Council Administration O&M			$0.06	$0.06
CITY ADMINISTRATOR				
Eliminate a Performance Audit Manager, and two Performance Auditor positions resulting from no longer civilianizing Internal Affairs within the City Administrator's Office	(3.00)		($0.38)	($0.39)
Funding for community engagement services related to future budget priorities and the development of potential ballot measures to improve public health & safety and City infrastructure		$0.24		
Provide funds for Contracts & Compliance to support and assess the workload associated with monitoring and compliance of the voter-approved local minimum wage law provisions (Measure FF)		$0.15		
Add funding for the Equal Opportunity Program to assist with investigation of complaints and increase training for City staff		$0.10		
Set aside one-time funds for the implementation of a Comprehensive Public Safety Strategy		$0.25		
CPRB: Add Intake Technician; transfer an Intake Technician from OPD; downgrade Investigator to an Intake Technician; Increase O&M	2.00		$0.22	$0.22
Animal Shelter: Add 2.00 Public Service Rep and 0.50 Public Service Rep, PPT positions	2.50		$0.19	$0.20
Add one-time funding for legal support grant to assist unaccompanied minors		$0.30		

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS FY 2015-17

($ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
CITY ATTORNEY				
Add Deputy City Attorney III (NSA Compliance)	1.00		$0.24	$0.24
Transfer Deputy City Attorney III to Development Services Fund (2415)	(1.00)		($0.23)	($0.24)
Add 1.00 FTE Deputy City Attorney III, 1.00 FTE Paralegal and 2.00 FTE Neighborhood Law Corps Attorney	4.00		$0.46	$0.47
Transfer Deputy City Attorney IV from Successor Redevelopment Agency Reimbursement Fund (1610), Oakland Municipal Employee's Retirement System Fund (7120), & Police & Fire Retirement System Fund (7100)	1.00		$0.42	$0.43
CITY AUDITOR				
Add O&M to expand capacity of audit function		$0.10		
CITY CLERK				
No Significant GPF Changes				
PUBLIC ETHICS COMMISSION				
Public Ethics was restructured as a stand alone department per voter approval of Measure CC. Positions and O&M Transferred from the City Administrator's Office	2.00		$0.35	$0.36
Add positions for Public Ethics resulting from the successful voter initiative, Measure CC, to augment the responsibilities, structure and staffing for the Public Ethics Commission	4.00		$0.50	$0.51
FINANCE				
Administration				
Add Finance Director	1.00		$0.32	$0.32
Controller's Bureau				
Freeze vacant Accounting Supervisor	(1.00)		($0.15)	($0.15)
Add Accounting Technician to Accounts Payable	1.00		$0.10	$0.10
Revenue Management Bureau				
Transfer Tax Enforcement Officer II from Mandatory Refuse Program Fund (1700)	1.00		$0.12	$0.12
Transfer Revenue Assistant to Mandatory Refuse Program Fund (1700)	(1.00)		($0.10)	($0.10)

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
FINANCE				
Revenue Management Bureau (cont'd)				
Add Tax Enforcement Officers (FY 2015-16 for 6 months only)	3.00		$0.17	$0.35
Treasury Bureau				
Increase in accounting recoveries			($0.10)	($0.10)
HUMAN RESOURCES				
Add funding for public safety personnel recruitment contract		$0.20		
INFORMATION TECHNOLOGY				
Transfer Manager, Information Systems to Radio / Telecommunications Fund (4200)	(0.50)		($0.12)	($0.13)
Transfer Information Systems Supervisor to Radio / Telecommunications Fund (4200)	(0.60)		($0.11)	($0.12)
RACE & EQUITY				
Establish a Dept. of Race & Equity (add 1.00 Director, 1.00 Program Analyst II and O&M)	2.00		$0.30	$0.31
POLICE				
Add O&M - 175th Police Academy		$1.56		
Add Police Officer Trainee (175th Academy)	50.00	$2.04		
Add Police Officer (PERS)	35.00			$5.24
Add Sergeant of Police (PERS)	5.00			$1.04
Add O&M for new officers				$0.42
Add O&M for Crime Trend Analysis Software			$0.08	$0.08
Add O&M Police Helicopter		$0.40		
Add Pipeline Pilot (Cadet Program)		$0.45		
Add Project Manager III Internal Affairs - NSA Compliance	1.00		$0.25	$0.25
Add Internal Auditor III positions	2.00		$0.27	$0.27
Freeze vacant Criminalist II positions in crime lab	(2.00)		($0.28)	($0.29)
Reduce Compliance Director carry-forward balance		($1.18)		
Transfer Grants Coordinator from Department of Justice Fund (2112)	1.00		$0.16	$0.17

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
POLICE (cont'd)				
Upgrade Captain to Deputy Chief for NSA Sustainability			$0.05	$0.05
Transfer an Intake Technician to CPRB	(1.00)		($0.10)	($0.10)
Shotspotter (Phase I ongoing; Phases II and III one-time)		$0.82	$0.08	$0.08
Reduce OPD overtime due to increased staffing			($0.50)	($0.50)
Add Special Investigation to reduce gun violence & illegal gun dealing			$0.50	$0.50
Add Crime Analyst (Administrative Analyst II)	2.00		$0.23	$0.24
Add Police Evidence Technicians	2.00		$0.21	$0.21
Restore funding for NCPC Community Engagement and Outreach and West Oakland Biz Alert		$0.09		
FIRE				
Transfer Assistant Fire Marshal-Non Sworn from Hazardous Materials Inspections Fund (1740)	1.00		$0.21	$0.21
Freeze vacant Fire Marshall, Sworn Assistant	(1.00)		($0.27)	($0.28)
Add Fire Protection Engineer	1.00		$0.13	$0.13
Wildfire Prevention Funding		$0.50		
Extension of SAFER Grant Fund (2124); charge GPF-funded Fire Fighters to Grant		($3.08)		
HUMAN SERVICES				
O&M for Kindergarten to College				$0.15
Reduce Overhead Recovery from Grants			$0.16	
Funds to reduce chronic absenteeism to strengthen partnership with OUSD	2.00		$0.26	$0.11
Matching funds to establish City/County Re-entry Job Corps Pilot Program		$0.35		
Quality Preschool for all		$0.20		
Funding for City/County Neighborhood Initiative		$0.05		
Homeless/PATH report high priority areas			$0.26	$0.26
Housing services for Commercial Sexual Exploited Children			$0.11	$0.11

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
OAKLAND PUBLIC LIBRARY				
Use of Council set-aside reserve to balance (transfer to Measure Q - Fund 2241)			$0.50	$0.50
Expand Library Services to branches serving disadvantaged youth and geographical dispersed throughout the City - beginning July 2016				$0.50
OAKLAND PARKS & RECREATION				
Security contract and safety equipment for recreation centers		$0.25		
Reduction in Zoo Subsidy			($0.12)	($0.12)
Freeze Recreation Leader II PPT	(5.00)		($0.31)	($0.33)
Transfer Pools and Boating personnel to OPR Self-Sustaining Fund (1820)	(4.19)		($0.18)	($0.18)
Grants and scholarships for low income youth to participate in OPR programs		$0.08		
Administrative Grant to OPR Foundation		$0.05		
OPR subsidy for Feather River Camp		$0.04		
ECONOMIC & WORKFORCE DEVELOPMENT				
Transfer Development/Redevelopment Program Manager from Successor Redevelopment Agency Reimbursement Fund (1610)	0.50		$0.11	$0.11
Transfer Urban Economic Analyst III to HUD - CDBG Fund (2108)	(1.00)		($0.14)	($0.14)
Transfer Urban Economic Analyst IV, Projects from HUD - CDBG Fund (2108)	1.00		$0.17	$0.18
Add Project Manager III, PPT	1.00		$0.25	$0.26
Add Real Estate Agent	1.00		$0.14	$0.14
Direct program support for Kiva Zip small business microloan program and to establish a revolving/matching loan fund		$0.10		
Investment in Workforce Investment Strategies & Programs to leverage additional support		$0.20		
Transfer Administrative Services Manager II, Account Clerk III, Administrative Analyst II and Administrative Assistant I to the GPF from the WIA Fund (2195) and the Oakland Redevelopment Successor Agency Fund (1610)	1.90		$0.21	$0.21

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS FY 2015-17

($ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
HOUSING & COMMUNITY DEVELOPMENT				
No Significant GPF Changes	-		$0.00	$0.00
PLANNING & BUILDING				
Transfer 2.00 Specialty Combination Inspector to Comprehensive Clean-up Fund (1720), and 2.00 to Development Services Fund (2415)	(4.00)		($0.46)	($0.46)
Transfer Planning Service Representative to Development Services Fund (2415)	(0.33)		($0.03)	($0.03)
OAKLAND PUBLIC WORKS				
Transfer Landscape and Maintenance personnel to Comprehensive Clean-up Fund (1720)	(8.50)		($0.37)	($0.37)
Transfer Public Works Maintenance Workers and O&M to Comprehensive Clean-up Fund (1720)	(2.00)		($0.32)	($0.33)
Transfer Public Works Supervisor I to State Gas Tax Fund (2230)	(1.00)		($0.11)	($0.11)
Transfer Painter to Comprehensive Clean-up Fund (1720)	(1.00)		($0.10)	($0.10)
Reduction in Overhead			($0.10)	($0.10)
NON-DEPARTMENTAL				
Unfunded Liability Payment		$14.91	$1.10	$0.00
Reduce PERs costs based on pre-funding discount		($3.00)		
Set-aside for employee compensation (including unrepresented)			$10.32	$13.20
Water Conservation Program		$0.10		
O&M for Civic Design Lab		$0.04		
Day Laborer Program		$0.31		
Employee Appreciation & Training Program		$0.50		
Transfer Insurance Premium Payment to Self Insurance Liability Fund (1100)			($1.75)	($1.75)
Transfer one-time amount to partially off-set increased insurance cost in Self Insurance Liability Fund (1100)		$1.00		
Vital Services Stabilization Fund (transfer to Fund 1020)			$0.95	$0.40
Reduce contributions Unemployment Compensation Fund		($2.50)		

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
NON-DEPARTMENTAL (cont'd)				
Increase subsidy to the Human Services Department (Head Start, Senior Aides, etc.)		$5.09		
Exempt Part-Time Position Conversion			$0.30	$0.70
Graffiti Evidence Collection & Enforcement Program		$0.10		
Lake Merritt Maintenance (transfer to LLAD Fund 2310)			$0.40	$0.40
Library System Support (transfer to Measure Q Fund 2241)		$1.00		
Wildfire Prevention (transfer to WPAD Fund 2321)		$0.50		
Increase transfer to Kids First! Fund (1780)			$1.06	$1.48
Pay-Off negative fund balance in Kaiser Convention Center Fund (1730) using one-time funding to eliminate on-going repayment		$1.76		
Eliminate on-going repayment of negative fund balance in Kaiser Convention Center Fund (1730)			($0.58)	($0.58)
Pay-Off negative fund balance in Contract Administration Fee Fund (1791) using one-time funding to eliminate on-going repayment		$1.21		
Eliminate on-going repayment of negative fund balance in Contract Administration Fee Fund (1791)			($0.58)	($0.58)
Pay down negative fund balance in Facilities Fund (4400) using one-time to reduce on-going repayment		$4.00		
Reduce on-going repayment of negative fund balance in Facilities Fund (4400)			($0.55)	($0.58)
Reduce GPF Internal Service Fund contribution to Facilities Fund (4400) based on Fund 4400 reductions			($0.27)	($0.24)
Adjust overhead recovery (increase in non-GPF positions)			($1.03)	($0.72)
Additional set-aside for 7.5% Emergency Reserve		$2.29		
CAPITAL IMPROVEMENT PROGRAM				
ADA Improvements - Woodminster		$1.00		

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

ALL OTHER FUNDS	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Revenue Changes				
Reduction in Recycling Fund (1710) revenue as a result of new contract			($4.10)	($4.00)
Increase in Comprehensive Clean-up Fund (1720) revenue as a result of new contract			$1.68	$2.26
Increase in OPR Self-Sustaining Fund (1820) revenue			$1.60	$1.60
Increase in State Gas Tax Fund (2230) revenue			$1.14	$1.14
Reduction in State Gas Tax: Prop 42 Replacement Fund (2231) revenue			($3.01)	($3.40)
Increase in Development Services Fee Fund (2415) revenue			$5.87	$5.68
Transfer from General Purpose Fund (1010) one-time amount to partially off-set increased insurance cost in the Self Insurance Liability Fund (1100)		$1.00		
Subsidy for Human Services to cover CSO and maintain level of operations:				
Head Start		$3.57		
All Other Funds		$1.52		
Affordable Housing Trust Fund (1870) 25% of 12th Street Remainder		$1.10		
Revenue reduction in Successor Redevelopment Agency Fund (1610) due to DOF disallowance of ROPS items			($1.81)	($1.79)
Decrease grant revenue based on actual grant award notification for CDBG Fund 2108			($0.19)	($0.19)
Decrease grant revenue based on actual grant award notification for Home Fund 2109			($0.26)	($0.26)
Increase transfer from the GPF to the Kids First! Fund (1780)			$1.06	$1.48
Correction to State Grant Fund 2159 - revenue transfer in from 1010 for overhead subsidy		$0.10		
Significant Expenditure Changes				
MAYOR				
No significant non-GPF Changes				
CITY COUNCIL				
No significant non-GPF Changes				

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

ALL OTHER FUNDS	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
CITY ADMINISTRATOR				
Add funding for website content writers, editors, designers, programming, and continual testing - 50% from the Telecommunications Land-Use Fund (1770), 25% from the Development Services Fund (2415) and 25% from the Public Works Clearing Fund (7760)			$0.10	$0.10
CITY ATTORNEY				
Transfer Deputy City Attorney IV from Successor Redevelopment Agency Reimbursement Fund (1610), Oakland Municipal Employee's Retirement System Fund (7120), & Police & Fire Retirement System Fund (7100) to General Purpose Fund (1010)	(1.81)		($0.42)	($0.43)
Transfer Deputy City Attorney III to Development Services Fund (2415) from General Purpose Fund (1010)	1.00		$0.23	$0.24
Added Paralegal to the Rent Adjustment Program Fund (2413)	1.00		$0.12	$0.12
CITY AUDITOR				
No significant non-GPF Changes				
CITY CLERK				
No significant non-GPF Changes				
PUBLIC ETHICS COMMISSION				
No significant non-GPF Changes				
FINANCE				
Administration				
No significant non-GPF Changes				
Controller's Bureau				
Add Buyer to Purchasing Fund (4550)	1.00		$0.12	$0.12
Transfer Accountant II from Workforce Investment Act Fund (2195) to General Purpose Fund (1010)	(0.25)		($0.03)	($0.03)
Revenue Management Bureau				
Add Revenue Assistant to Mandatory Refuse Program Fund (1700)	1.00		$0.09	$0.09

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS FY 2015-17

($ in millions)

ALL OTHER FUNDS	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
FINANCE				
Revenue Management Bureau (cont'd)				
Add Office Manager to Mandatory Refuse Program Fund (1700)	1.00		$0.11	$0.11
Transfer Tax Enforcement Officer II from Mandatory Refuse Program Fund (1700) to General Purpose Fund (1010)	(1.00)		($0.12)	($0.12)
Transfer Revenue Assistant to Mandatory Refuse Program Fund (1700) from General Purpose Fund (1010)	1.00		$0.10	$0.10
Treasury Bureau				
Reduce O&M in Police & Fire Retirement System Fund (7100) and 7120			($0.67)	($0.54)
Transfer Retirement Systems Accountant from Oakland Municipal Employee's Retirement System Fund (7120) to General Purpose Fund (1010)	(0.15)		($0.02)	($0.02)
HUMAN RESOURCES				
No significant non-GPF Changes				
INFORMATION TECHNOLOGY				
Fund debt service for IT licensing and maintenance and other major IT projects through one-time financing within the Information Technology IS Fund (4600)			$2.98	$2.50
Transfer Manager, Information Systems to Radio / Telecommunications Fund (4200) from General Purpose Fund (1010)	0.50		$0.12	$0.13
Transfer Information Systems Supervisor to Radio / Telecommunications Fund (4200) from General Purpose Fund (1010)	0.60		$0.11	$0.12
RACE & EQUITY				
No significant non-GPF Changes				
POLICE				
Transfer Grants Coordinator from Department of Justice Fund (2112) to the GPF	(1.00)		($0.16)	($0.17)
Reduce O&M for Red Light Camera Enforcement Traffic Safety Fund (2416)			($0.27)	($0.27)

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

ALL OTHER FUNDS	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
POLICE (cont'd)				
Add positions (Project Manager II and Volunteer Specialist) offset with reductions in miscellaneous personal expenditures in Measure Z Fund (2252)	2.00			
Funding for Crossing Guards at schools with most significant pedestrian safety and traffic, safety problems within the Traffic Safety Fund (2416)	4.35		$0.20	$0.20
FIRE				
Eliminate Administrative Assistant I Hazardous Materials Inspections Fund (1740)	(1.00)		($0.09)	($0.09)
Eliminate Hazardous Materials Inspect, Senior Hazardous Materials Inspections Fund (1740)	(1.00)		($0.14)	($0.14)
Eliminate Hazardous Materials Inspector II Hazardous Materials Inspections Fund (1740)	(1.00)		($0.14)	($0.14)
Transfer Assistant Fire Marshal-Non Sworn from Hazardous Materials Inspections Fund (1740) to General Purpose Fund (1010)	(1.00)		($0.21)	($0.21)
Remove O&M Budget related to the CUPA Program close out in the Hazardous Materials Inspections Fund (1740)			($0.35)	($0.35)
Reduce O&M Services: Contract from Wildland Fire Prevention Assessment District Fund (2321)			($0.72)	($0.72)
Reduce O&M Contract Contingencies FEMA Fund (2124)			($0.14)	($0.15)
Extension of SAFER Grant Fund (2124) (Charge Fire Fighters to Grant)			$3.08	$0.00
Reduce O&M Supplies: Miscellaneous and Commodities Measure N Fund (2250)			($0.34)	($0.35)
Increase O&M Supplies: Miscellaneous and Commodities Measure M Fund (2412)			$0.37	$0.27
HUMAN SERVICES				
Add Head Start Supervisor to Dept of Health & Human Services Fund (2128)	1.00		$0.13	$0.13
Add Health and Human Services Program Planner to California Board of Corrections (2152)	1.00		$0.07	$0.07
Increase contract O&M in Kid's First Fund (1780) due to additional revenues			$1.06	$1.48

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

ALL OTHER FUNDS	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
HUMAN SERVICES (cont'd)				
Decrease in contract O&M due to grant requirements in HUD-ESG/SHP/HOPWA Fund (2103)			($0.51)	($0.51)
Increase funding for Paratransit in Measure BB Fund (2216)			$0.12	$0.15
OAKLAND PUBLIC LIBRARY				
Add Library Asst, PPT to Measure Q Fund (2241)	0.80		$0.07	$0.07
OAKLAND PARKS & RECREATION				
Transfer Pools and Boating personnel to OPR Self-Sustaining Fund (1820) from General Purpose Fund (1010)	4.19		$0.18	$0.18
Add Senior Public Service Representative to OPR Self-Sustaining Fund (1820)	1.00		$0.09	$0.09
Add Public Service Representation PT to OPR Self-Sustaining Fund (1820)	2.00		$0.10	$0.10
Add Facility Security Assistant PT to OPR Self-Sustaining Fund (1820)	2.00		$0.11	$0.11
Add Recreation Program Director to Golf Fund (3200)	1.00		$0.09	$0.09
Transfer Ball Fields crew from Oakland Parks & Recreation to Oakland Public Works	(6.29)		($0.39)	($0.40)
ECONOMIC & WORKFORCE DEVELOPMENT				
Add Program Analyst I, PPT to the Measure C - Transient Occupancy Tax Surcharge Fund (2419) to support the Cultural Arts grants program	0.50		$0.05	$0.05
Eliminate Administrative Analyst II from Workforce Investment Act Fund (2195)	(1.00)		($0.12)	($0.12)
Eliminate Urban Economic Analyst III from Successor Redevelopment Agency Fund (1610) & Trade Corridor Improvement Fund (2129)	(2.00)		($0.29)	($0.29)
Transfer Administrative Services Manager II, Account Clerk III and Administrative Analyst II from Workforce Investment Act Fund (2195) to General Purpose Fund (1010)	(0.45)		($0.06)	($0.06)
Transfer Administrative Services Manager II, Account Clerk III, Administrative Analyst II and Administrative Assistant I from Successor Redevelopment Agency Fund (1610) to General Purpose Fund (1010)	(1.45)		($0.15)	($0.15)

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

ALL OTHER FUNDS	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
ECONOMIC & WORKFORCE DEVELOPMENT (cont'd)				
Transfer Development/Redevelopment Program Manager from Workforce Investment Act Fund (2195) to State of California Fund (2159)	(0.50)		($0.11)	($0.11)
Transfer Development/Redevelopment Program Manager from Army Base Leasing Fund (5671) to State of California Other Fund (2159) (partial 0.08 FTE in Y2)	(0.50)		($0.11)	($0.02)
Transfer Development/Redevelopment Program Manager to State of California Fund (2159) (partial 0.58 FTE in Y2) from Workforce Investment Act Fund (2195) and Army Base Leasing Fund (5671)	1.00		$0.21	$0.13
Transfer Development/Redevelopment Program Manager from Successor Redevelopment Agency Fund (1610) to the General Purpose Fund (1010) and Central City East Taxable Bond Fund (5643)	(1.00)		($0.21)	($0.22)
Transfer Development/Redevelopment Program Manager to Central City East Taxable Bond Fund (5643) from Successor Redevelopment Agency Fund (1610)	0.50		$0.11	$0.11
Transfer Program Analyst II from Public Art Capital Fund (5505) to Measure C Fund (2419)	(0.25)		($0.03)	($0.03)
Transfer Program Analyst II to Measure C Fund (2419) from Public Art Capital Fund (5505)	0.25		$0.03	$0.03
Transfer Urban Economic Analysis II and Urban Economic Analyst IV from Successor Redevelopment Agency Fund (1610) to Central City East Taxable Bond Fund (5643)	(2.00)		($0.28)	($0.28)
Transfer Urban Economic Analysis II and Urban Economic Analyst IV to Central City East Taxable Bond Fund (5643) from Successor Redevelopment Agency Fund (1610)	2.00		$0.28	$0.28
Transfer Urban Economic Analyst III to HUD-CDBG Fund (2108) from General Purpose Fund (1010)	1.00		$0.14	$0.14
Transfer Urban Economic Analyst IV, Projects from HUD-CDBG Fund (2108) to General Purpose Fund (1010)	(1.00)		($0.17)	($0.18)
Reprogram O&M in Oakland Base Reuse Authority Fund (5670)			$0.51	$0.51
Reduce O&M in Workforce Investment Act Fund (2195)			($0.65)	($0.65)
Add O&M in Army Base Leasing Fund (5671) for CCIG leasing activities (revenue supported)			$0.31	$0.51

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

ALL OTHER FUNDS	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
HOUSING & COMMUNITY DEVELOPMENT				
Reallocate O&M for DreamCatcher facility in HUD-CDBG Fund (2108)		$0.50		
Add Home Management Counselor II to HUD-CDBG Fund (2108)	2.00		$0.20	$0.20
Add Accountant II to HUD-CDBG Fund (2108)	1.00		$0.11	$0.11
Add Program Analyst II to Rent Adjustment Program Fund (2413) -- Limited Duration, 2 years only	1.00		$0.12	$0.12
Add Hearing Officer to Rent Adjustment Program Fund (2413) -- Limited Duration, 2 years only	1.00		$0.19	$0.19
Add Administrative Assistant I to Rent Adjustment Program Fund (2413) -- Limited Duration, 2 years only	1.00		$0.08	$0.08
O&M for Development Projects Affordable Housing Trust Fund (1870)			$3.55	$4.11
Eliminate vacant Administrative Analyst I from Successor Redevelopment Agency Fund (1610) & HUD-CDBG Fund (2108)	(1.00)		($0.11)	($0.11)
Freeze vacant Project Manager II from Successor Redevelopment Agency Fund (1610), HUD-CDBG Fund (2108) & HUD-HOME Fund (2109)	(1.00)		($0.22)	($0.22)
Transfer Development/Redevelopment Program Manager from Successor Redevelopment Agency Fund (1610) to Affordable Housing Trust Fund (1870)	(0.53)		($0.10)	($0.10)
Transfer Development/Redevelopment Program Manager to Affordable Housing Trust Fund (1870) from Successor Redevelopment Agency Fund (1610)	0.53		$0.10	$0.10
Transfer Loan Servicing Specialist from HUD-CDBG Fund (2108) to HUD EDI Grant Fund (2105)	(0.35)		($0.04)	($0.04)
Transfer Loan Servicing Specialist to HUD EDI Grant Fund (2105) from HUD-CDBG Fund (2108)	0.35		$0.04	$0.04
Transfer Administrative Analyst I from HUD-CDBG Fund (2108) to HUD EDI Grant Fund (2105)	(0.15)		($0.02)	($0.02)
Transfer Administrative Analyst I to HUD EDI Grant Fund (2105) from HUD-CDBG Fund (2108)	0.15		$0.02	$0.02
Eliminate vacant Project Manager III from HUD-CDBG Fund (2108)	(1.00)		($0.26)	($0.27)
Eliminate vacant Loan Servicing Specialist from HUD-CDBG Fund (2108)	(1.00)		($0.11)	($0.11)

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

ALL OTHER FUNDS	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
HOUSING & COMMUNITY DEVELOPMENT (cont'd)				
Eliminate Management Assistant from HUD-CDBG Fund (2108) & Development Services Fund (2415)	(1.00)		($0.15)	($0.15)
Transfer Program Analyst III from Miscellaneous Grant Fund (2999) to Affordable Housing Trust Fund (1870)	(1.00)		($0.07)	$0.00
Transfer Program Analyst III to Affordable Housing Trust Fund (1870) from Miscellaneous Grant Fund (2999) (extend position to Y2)	1.00		$0.15	$0.15
Transfer Community Development Program Coordinator from HUD-CDBG Fund (2108) to State of California Fund (2159)	(0.30)		($0.04)	$0.00
Transfer Community Development Program Coordinator to State of California Fund (2159) from HUD-CDBG Fund (2108)	0.30		$0.04	$0.00
Eliminate Community Development Program Coordinator from State of California Other Fund (2159) & HUD-CDBG Fund (2108) in Y2	(1.00)		$0.00	($0.15)
Eliminate Community Development Program Coordinator from State of California Other Fund (2159)	(1.00)		($0.15)	($0.15)
Eliminate Program Analyst III from State of California Fund (2159)	(1.00)		($0.11)	$0.00
Transfer Director of Housing and Community Development from HUD-CDBG Fund (2108) to Rent Adjustment Program Fund (2413)	(0.15)		($0.04)	($0.05)
Transfer Director of Housing and Community Development to Rent Adjustment Program Fund (2413) from HUD-CDBG Fund (2108)	0.15		$0.04	$0.05
Transfer Executive Assistant to the Director from HUD-CDBG Fund (2108) to Successor Redevelopment Agency Fund (1610)	(0.80)		($0.09)	($0.09)
Transfer Executive Assistant to the Director to Successor Redevelopment Agency Fund (1610) from HUD-CDBG Fund (2108)	0.80		$0.09	$0.09
Transfer Home Management Counselor III from HUD-CDBG Fund (2108) to Affordable Housing Trust Fund (1870)	(1.00)		($0.12)	($0.12)
Transfer Home Management Counselor III to Affordable Housing Trust Fund (1870) from HUD-CDBG Fund (2108)	1.00		$0.12	$0.12
PLANNING & BUILDING				
Add Manager, Building Services to the Development Services Fund (2415)	1.00		$0.22	$0.22

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

ALL OTHER FUNDS	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
PLANNING & BUILDING (cont'd)				
Add Process Coordinator II to the Development Services Fund (2415)	2.00		$0.23	$0.23
Add Process Coordinator III to the Development Services Fund (2415)	1.00		$0.13	$0.14
Add Planner IV to the Development Services Fund (2415)	2.00		$0.31	$0.32
Add Planner III to the Development Services Fund (2415)	1.00		$0.13	$0.13
Add Office Assistant II to the Development Services Fund (2415)	5.00		$0.34	$0.34
Add Account Clerk II to the Development Services Fund (2415)	1.00		$0.07	$0.07
Add Public Service Representative to the Development Services Fund (2415)	1.00		$0.08	$0.08
Add Executive Assistant to the Director to the Development Services Fund (2415)	1.00		$0.12	$0.12
Repayment of negative fund balance in the Development Services Fund (2415)			$0.65	$0.53
Add and reprogram O&M to the Development Services Fund (2415)			$0.88	$0.61
Upgrade Business Analyst II to Business Analyst IV in the Development Services Fund (2415)			$0.06	$0.06
Transfer Specialty Combination Inspector to Development Services Fund (2415) from General Purpose Fund (1010)	2.00		$0.23	$0.23
Transfer Specialty Combination Inspector to Comprehensive Clean-up Fund (1720) from General Purpose Fund (1010)	2.00		$0.23	$0.23
Transfer Public Service Representative to Development Services Fund (2415) from Recycling Fund (1710) & General Purpose Fund (1010)	0.50		$0.04	$0.04
Transfer Public Service Representative from Recycling Fund (1710) to Development Services Fund (2415)	(0.17)		($0.01)	($0.01)
Transfer Engineer, Civil (Office) to OPW	(1.00)		($0.17)	($0.18)
OAKLAND PUBLIC WORKS				
Add Civil Engineer Office and Engineer Assistant II to Measure B Fund (2211)	0.40		$0.06	$0.06
Add and reprogram O&M in Measure B Fund (2211)			$0.46	$0.46
Add Program Analyst III to Measure B Bicycle/Ped Fund (2212)	1.10		$0.15	$0.15

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

ALL OTHER FUNDS	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
OAKLAND PUBLIC WORKS (cont'd)				
Add O&M for increase in utility costs in LLAD Fund (2310)			$0.49	$0.49
Add O&M with offsetting increase in revenues in Development Services Fund (2415)			$0.42	$0.42
Add Lake Merritt Maintenance funding to LLAD Fund (2310) (transfer from the GPF)			$0.40	$0.40
Add O&M for Parks Prioritization Study in LLAD Fund (2310) (transfer from the GPF)		$0.17	$0.02	$0.02
Delete Project Manager and Electrician and add Program Analyst III and Maintenance Mechanic in Sewer Service Fund (3100)			$0.02	$0.02
Add and reprogram O&M in Sewer Service Fund (3100)			$0.19	$0.02
Add O&M for fuel and other supplies and equipment in the Equipment Fund (4100)			$0.49	$0.49
Freeze Stationery Engineer, Custodians and Maintenance Mechanic PT in Facilities Fund (4400)	(3.50)		($0.29)	($0.30)
Add Civil Engineer Office and Engineer Assistant II in Public Works Clearing Fund (7760)	3.60		$0.50	$0.51
Add Public Service Representative in Public Works Clearing Fund (7760)	1.00		$0.08	$0.08
Add Program Analyst III in Public Works Clearing Fund (7760)	0.90		$0.12	$0.12
Add Pothole and Seam Sealing Crew 1 FTE Street Maintenance Leader and 3 FTE Public Works Maintenance Workers and O&M to Measure BB Fund (2216)	4.00		$0.54	$0.54
Transfer Landscape and Maintenance Personnel to Comprehensive Clean-up Fund (1720) from General Purpose Fund (1010)	8.50		$0.37	$0.37
Transfer Public Works Maintenance Workers and O&M to Comprehensive Clean-up Fund (1720) from General Purpose Fund (1010)	2.00		$0.32	$0.33
Transfer Painter to Comprehensive Clean-up Fund (1720) from General Purpose Fund (1010)	1.00		$0.10	$0.10
Transfer of Environmental Personnel - Management Intern, Program Analyst II, Program Analyst III and O&M from Comprehensive Clean-up Fund (1720) to Recycling Fund (1710)	(3.00)		($0.86)	($0.86)
Transfer of Environmental Personnel - Management Intern, Program Analyst II, Program Analyst III and O&M to Recycling Fund (1710) from the Comprehensive Clean-up Fund (1720)	3.00		$0.86	$0.86

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

ALL OTHER FUNDS	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
OAKLAND PUBLIC WORKS (cont'd)				
Reduction in Recycling contract expenses due to new franchise in Recycling Fund (1710)			($6.19)	($6.28)
Transfer Gardener II, Irrigation Specialist, and Park Attendant PT to Comprehensive Clean-up Fund (1720) from LLAD Fund (2310)	11.17		$0.65	$0.66
Transfer Gardener II, Irrigation Specialist, and Park Attendant PT to Comprehensive Clean-up Fund (1720) from LLAD Fund (2310)	(11.17)		($0.65)	($0.66)
Transfer of Transportation Engineers and O&M from Multipurpose Reserve Fund (1750) to Measure BB Fund (2216)	(7.20)		($1.68)	($1.69)
Transfer of Transportation Engineers and O&M to Measure BB Fund (2216) from Multipurpose Reserve Fund (1750)	7.20		$1.68	$1.69
Set aside funding for Department of Transportation in Measure BB Fund (2216)			$0.50	$1.00
Transfer of O&M and personnel costs to Multipurpose Reserve Fund (1750) from Central District Bond Funds (5611 and 5613) due to the transfer of ORA garages to the City	0.38		$1.60	$1.60
Transfer of O&M and personnel costs from Central District bond Funds (5611 and 5613) to Multipurpose Reserve Fund (1750) due to the transfer of ORA garages to the City	(0.38)		($1.60)	($1.60)
Transfer of personnel to Measure F Fund (2215) from State Gas Tax: Prop 42 Replacement Fund (2231) due to the reduction in gas tax revenues	2.33		$0.31	$0.31
Transfer Administrative Assistant I from Sewer Service Fund (3100) to Measure F Fund (2215)	(1.00)		($0.09)	($0.09)
Transfer of personnel and O&M to Measure F Fund (2215) from State Gas Tax Fund (2230), State Gas Tax: Prop 42 Replacement Fund (2231) and Administrative Assistant I from Sewer Service Fund (3100)	6.00		$1.64	$1.64
Transfer of personnel to Measure BB Fund (2216) from State Gas Tax Fund (2230) due to the reduction in gas tax revenues	16.60		$0.00	$1.96
Transfer of personnel from State Gas Tax Fund (2230) to Measure BB Fund (2216) due to the reduction in gas tax revenues	(16.60)		$0.00	($1.96)
Transfer of personnel to State Gas Tax Fund (2230) from State Gas Tax: Prop 42 Replacement Fund (2231) due to the reduction in gas tax revenues	14.93		$1.73	$0.00

SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS
FY 2015-17
($ in millions)

ALL OTHER FUNDS	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Significant Expenditure Changes (cont'd)				
OAKLAND PUBLIC WORKS (cont'd)				
Transfer of personnel from State Gas Tax: Prop 42 Replacement Fund (2231) to State Gas Tax Fund (2230), Measure F Fund (2215) and Measure BB Fund (2216) due to the reduction in gas tax revenues in State Gas Tax: Prop 42 Replacement Fund (2231)	(18.93)		($2.04)	($2.27)
Revolving Funds for Private Property Side Walk Repair in Development Services Fund (2415)			$0.40	
City Hall Fire Alarm System in Facilities Fund (4400) (transfer from the GPF)		$0.55		
Transfer Civil Engineer to Public Works from Department of Planning and Building in Development Services Fund (2415)	1.00		$0.17	$0.18
Transfer Ball Fields crew from Oakland Parks & Recreation to Oakland Public Works	6.29		$0.39	$0.40
NON-DEPARTMENTAL				
Transfer Insurance Premium Payment to Fund 1100 from General Purpose Fund (1010)			$1.75	$1.75

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
1610	Oakland Redevelopment Successor Agency (ORSA)	Redevelopment Property Tax Trust Fund ("RPTTF")	City staff and other costs related to Oakland Redevelopment Successor Agency projects
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

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
1770	Telecommunications Land Use	Fee revenue generated from use of public property for telecommunications equipment	Telecommunication projects
1780	Kids First Oakland Children's Fund	Transfer from the General Purpose Fund (equal to 3.0% of unrestricted revenues)	Programs for children and youth
1791	Contract Administration Fee	Transfers from General Purpose Fund, in accordance with repayment plan	Reduce negative fund balance, in accordance with repayment plan
1820	Office of Parks and Recreation Cultural Advisory (OPRCA) Self-Sustaining Revolving Fund	Fees for recreation-related program	Supporting parks and recreation programs
1830	Central District Project Area Loans	Loan repayments	Redevelopment projects within Central District Project Area
1831	Central City East Project Area Loans	Loan repayments	Redevelopment projects within Central City East Project Area
1832	Coliseum Project Area Loans	Loan repayments	Redevelopment projects within Coliseum Project Area
1870	Affordable Housing Trust Fund	Penalties for blight authorized by Ordinance No. 13139 & 25% of residual RPTTF	To Increase, improve, and preserve the supply of affordable housing in the City, with priority given to housing for very low income households.
1880	Low and Moderate Income Housing Asset Fund (LMIHF) Operation	Loan repayments	Low and Moderate Income Housing Asset Fund (LMIHF) Operating cost
1882	Multi Service Center/Rent	Rental income	Building maintenance for the Multi Service Center
1883	2000 Subordinated Housing Set-aside bonds	Proceeds from 2000 Subordinated Housing Set-aside Bonds	Development of Low and Moderate Income Housing projects
1884	2006 Housing Set-aside Bond Proceeds	Proceeds from 2006 Subordinated Housing Set-aside Bonds	Development of Low and Moderate Income Housing projects
1885	2011 Subordinated Housing Set-aside Bonds	Proceeds from 2011 Subordinated Housing Set-aside Bonds	Development of Low and Moderate Income Housing projects
2102	Department of Agriculture	U.S. Department of Agriculture	Year-round lunch program for school children offered through City's Department of Human Services

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
1770	Telecommunications Land Use	Fee revenue generated from use of public property for telecommunications equipment	Telecommunication projects
1780	Kids First Oakland Children's Fund	Transfer from the General Purpose Fund (equal to 3.0% of unrestricted revenues)	Programs for children and youth
1791	Contract Administration Fee	Transfers from General Purpose Fund, in accordance with repayment plan	Reduce negative fund balance, in accordance with repayment plan
1820	Office of Parks and Recreation Cultural Advisory (OPRCA) Self-Sustaining Revolving Fund	Fees for recreation-related program	Supporting parks and recreation programs
1830	Central District Project Area Loans	Loan repayments	Redevelopment projects within Central District Project Area
1831	Central City East Project Area Loans	Loan repayments	Redevelopment projects within Central City East Project Area
1832	Coliseum Project Area Loans	Loan repayments	Redevelopment projects within Coliseum Project Area
1870	Affordable Housing Trust Fund	Penalties for blight authorized by Ordinance No. 13139 & 25% of residual RPTTF	To Increase, improve, and preserve the supply of affordable housing in the City, with priority given to housing for very low income households
1880	Low and Moderate Income Housing Asset Fund (LMIHF) Operation	Loan repayments	Low and Moderate Income Housing Asset Fund (LMIHF) Operating cost
1882	Multi Service Center/Rent	Rental income	Building maintenance for the Multi Service Center
1883	2000 Subordinated Housing Set-aside bonds	Proceeds from 2000 Subordinated Housing Set-aside Bonds	Development of Low and Moderate Income Housing projects
1884	2006 Housing Set-aside Bond Proceeds	Proceeds from 2006 Subordinated Housing Set-aside Bonds	Development of Low and Moderate Income Housing projects
1885	2011 Subordinated Housing Set-aside Bonds	Proceeds from 2011 Subordinated Housing Set-aside Bonds	Development of Low and Moderate Income Housing projects
2102	Department of Agriculture	U.S. Department of Agriculture	Year-round lunch program for school children offered through City's Department of Human Services

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
2123	US Department of Homeland Security	Urban Area Security Initiative (UASI) Grants	Offset city's costs of supporting the newly established Homeland Security program
2124	Federal Emergency Management Agency	Federal disaster relieve fund	Disaster recovery activities
2125	Environmental Protection Agency	Environmental Protection Agency	Environmental projects
2127	Dept of Transportation-TIGER II Grant	Department of Transportation	Oakland Army Base projects
2128	Department of Health and Human Services (DHHS)	Federal funds administered by California Department of Economic Opportunity	Various social services programs for low-income residents such as headstart
2129	Trade Corridor Improvement Fund (TCIF) State Grant	State of California, California Transportation Commission (CTC)	To finance the improvements of highway capacity, freight rail system, port capacity, truck corridor, airport ground access of the previous Oakland Army Base area known as the Trade Corridor Investment Fund (TCIF)
2132	California Department of Aging	Grants from California Department of Aging	Health and social case management services for frail elderly residents
2134	California Parks and Recreation	State of California	Capital projects related to park and recreation acquisition and development
2136	California Water Resource Board	State of California Water Resource Board	Improvement on water quality
2138	California Department of Education	State of California grants from Department of Education	Library programs
2139	California Department of Conservation	State of California grants from Department of Conservation	To provide funding for energy efficiency and conservation programs
2140	California Department of Transportation	State of California grants from Department of Transportation	Capital projects related to transportation
2144	California Housing and Community Development	California Dept. of Housing and Community Development grants	Provide grants for Emergency Housing Program and Winter Relief Program
2146	California State Emergency Service	State of California	Pay for emergency-related services such as seismic retrofitting of buildings
2148	California Library Services	State Public Library Commission and Foundation	Library operations

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
2150	California Department of Fish and Games	California Department of Fish and Games	To provide funding for programs related to preservation of wildlife
2152	California Board of Corrections	California Board of Corrections	Research/evaluate the effectiveness of narcotics enforcement activities
2154	California Integrated Waste Management Board	California Integrated Waste Management Board	To provide funding for used motor oil recycling and public education programs
2158	5th Year State COPS Grant, AB 1913, Statutes of 2000	State COPS grants	Law enforcement activities
2159	State of California Other	State of California	Miscellaneous programs
2160	County of Alameda Grants	County of Alameda	Street improvements within the City of Oakland
2162	Metro Transportation Com: TDA	Metropolitan Transportation Commission	To provide funding for transportation programs
2163	Metropolitan Transportation Commission - Transportation Program Grant	Metropolitan Transportation Commission	Projects that benefit pedestrians and bicyclists
2164	Congestion Mitigation & Air Quality (CMAQ)	County of Alameda	Streetscape improvement projects
2165	Prop 1B Nov 2006 CA Trans Bond	State of California - Prop. 1B	Local street and road repairs
2166	Bay Area Air Quality Management District	US Department of Commerce Economic Development Administration	To provide funding for Broadway Shuttle programs
2172	Alameda County Abandoned Vehicle Abatement Authority	Vehicle registration surcharge	Removal of abandoned vehicles from private or public property
2175	Alameda County: Source Reduction & Recycling	County of Alameda	To provide funding for recycling programs
2185	Oakland Redevelopment Agency Grants	Oakland Redevelopment Agency	Loans to qualified businesses within the Central District Project Area
2190	Private Grants	Corporations and private individuals	Restricted to specific programs
2195	Workforce Investment Act	US Department of Labor	Employment and training services for Oakland residents; overseen by Oakland Workforce Investment Board and the Mayor

FUND AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
2211	Measure B - ACTIA	Alameda County Transportation Improvement Authority (ACTIA) - 1/2 percent Alameda County sales tax re-authorized by Measure B in 2002	Traffic and transportation projects, including street and signal construction, maintenance and repair
2212	Measure B - Bicycle/Pedestrian Pass-Thru Funds	Alameda County Transportation Improvement Authority (ACTIA) - 1/2 percent Alameda County sales tax re-authorized by Measure B in 2002	Bicycle and pedestrian projects
2213	Measure B - Paratransit - ACTIA	Alameda County Transportation Improvement Authority (ACTIA) - 1/2 percent Alameda County sales tax re-authorized by Measure B in 2002	Paratransit projects
2214	ACTIA Reimbursable Grants	Alameda County Transportation Improvement Authority (ACTIA)	Transportation projects
2215	Measure F - Vehicle Registration Fee	Vehicle registration fee	Local transportation projects defined by Measure F
2216	Measure BB - Alameda County Transportation Commission Sales Tax	Alameda County Transportation Improvement Authority (ACTIA) - 1/2 percent Alameda County sales tax re-authorized by Measure BB in 2014	Traffic and transportation projects, including street and signal construction, Bicycle and pedestrian, paratransit, maintenance and repair
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
2241	Measure Q - Library Services Retention-Enhancement	Voter-approved special parcel tax authorized by Measure Q	Maintenance of library operations
2242	Measure Q Reserve - Library Services Retention-Enhancement	Required Reserve from Measure Q	Required reserve
2250	Measure N Fund	Voter-approved special parcel tax authorized by Measure N	To provide paramedic services on fire trucks

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
2251	Public Safety Act / 2004 Measure Y	Special parcel and parking tax	Violence prevention through social-services intervention, long-term crime-prevention programs, police services, fire-safety and paramedic support
2252	Measure Z - Violence Prevention and Public Safety Act of 2014	Special parcel and parking tax	Violence prevention through social-services intervention, long-term crime-prevention programs, police services, fire-safety and paramedic support
2260	Measure WW: East Bay Regional Parks District Local Grant	2008 Measure WW bond proceeds through East Bay Regional Parks District	Parks and open space renovation projects
2310	Landscaping & Lighting Assessment District	Landscape & Lighting Assessments (assessed on property tax bills)	Operation, construction, maintenance, repair of street lighting, landscaping, and related activities
2320	Fire Suppression Assessment District	Special voter-approved tax	Fire suppression programs
2321	Wildland Fire Prevention Assessment District Fund	Special voter-approved tax	Vegetation management services
2330	Werner Court Vegetation Management District	Special tax from parcels in a subdivision located in the Oakland Hills	Vegetation management services in that area
2331	Wood Street Community Facilities District	Special tax on Wood Street Community	Wood street community facilities maintenance
2410	Link Handipark	Surcharge on handicap parking offenses	Programs for the elderly
2411	False Alarm Reduction Program	Alarm Permit Revenue	For the False Alarm Reduction Program
2412	Alameda County Emergency Dispatch Service Supplemental Assessment	Voter-approved special parcel tax authorized by Measure M	Emergency-related programs
2413	Rent Adjustment Program Fund	Rent program service fee	The fees are dedicated for the payment of services and costs of the Rent Adjustment Program

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
2415	Development Service Fund	Licenses, fees, and permits from housing and commercial planning and construction-related activities	Planning and zoning services; construction inspections, construction permit approvals; building code enforcement; plan checks, engineering services
2416	Traffic Safety Fund	Fines and forfeitures of bail for violations of the State Vehicle Code	Traffic safety projects including construction and improvement of streets, signs and signals
2417	Excess Litter Fee	Assessment fees from business	Litter and trash clean-up resulting from businesses
2419	Transient Occupancy Tax (TOT) Surcharge	Three (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 Fesitivals
2601	Workforce Investment Act (ARRA)	Federal stimulus funds administered through the Workforce Investment Act	To provide funding for the Youth Employment programs
2603	HUD-ESG/SHP/HOPWA (ARRA)	Federal stimulus funds administered through HUD	To provide funding for the Homelessness Prevention and Rapid Re-Housing Program
2605	Dept of Health & Human Services (ARRA)	Federal stimulus funds administered through the Department of Health and Human Services	To provide funding for the Head Start Program
2606	Metro Transportation Commission (ARRA)	Federal stimulus funds administered through Metro Transportation Commission	To provide funding for street resurfacing, curb ramp installation and sidewalk repair
2607	Department of Justice-COPS Hiring Recovery Program (ARRA)	Federal stimulus funds administered through the Department of Justice	Hiring and/or preserving police officers
2608	Environmental Protection Agency (ARRA)	Federal stimulus funds administered through the Environmental Protection Agency	To provide funding for assessment of hazardous substances in soil and groundwater in west Oakland
2609	Dept of Energy-EECBG Program (ARRA)	Federal stimulus funds administered through the Department of Energy	To provide funding for energy efficiency and conservation programs

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
2610	State Water Control Board-CWSRF Program (ARRA)	Federal stimulus funds administered through the State Water Control Board	To provide funding for removal of stormwater pollutants at Lake Merritt and Oakland Estuary
2611	HUD-CDBG (ARRA)	Federal stimulus funds administered through HUD	To provide funding for the community development block grant program
2612	California Department of Community Services - Weatherization Assistance Program (ARRA)	Federal stimulus funds administered through The Department of Community Service and Development	To provide funding for weatherization services to low-income residents
2613	Port Security Grant Program (ARRA)	Federal stimulus funds administered Pass-through grant from Port of Oakland	Port Security Programs
2826	Mortgage Revenue	Proceeds from revenue bonds and repayment of mortgage loans	Multi-Lending mortgage purchase programs
2910	Federal Asset Forfeiture - 15% Set-Aside	Federal government	Uses related to law enforcement
2912	Federal Asset Forfeiture City Share	Federal government	Uses related to law enforcement
2914	State Asset Forfeiture	State of California	Uses related to law enforcement
2990	Public Works Grants	Various State and Federal grants	Public Works projects
2992	Parks and Recreation Grants	Proceeds of bonds authorized by Measure A and other grants	Park and open space acquisition, capital improvement projects and programs; Year-Round Lunch Program
2993	Library Grants	Library Grants	For Library related projects
2994	Social Services Grants	Grant from City of Berkeley	Temporary winter shelter at Oakland Army Base
2995	Police Grants	Miscellaneous grants or contracts from other government entities	Various reimbursable police activities
2996	Parks and Recreation Grants 2001	Parks & Recreation grants.	Track Parks & Recreation grants for 2001 separately from Fund 2992, which tracked prior year grant activities.
2999	Miscellaneous Grants	Various State, Federal and miscellaneous grants	Restricted to specific activities approved by the granting source

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
3100	Sewer Service Fund	Sewer service charges (charged on EBMUD bills)	Acquisition, construction, reconstruction, relocation, maintenance, operation and repair of sewer facilities
3150	Sewer Rate Stabilization Fund	Transfer from sewer service fund	Required reserve
3200	Golf Course	City golf course fees and concession charges	City golf course operations, maintenance and capital improvements
4100	Equipment Rental	Equipment rental charges to operating departments	Maintenance and replacement of City vehicles and other motorized equipment
4200	Radio Fund	Radio rental charges to operating departments	Maintenance and replacement of City radios and other communications 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 and services charges to operating departments	Maintenance and replacement of City reproduction equipment
4400	City Facilities	City facility rental charges to operating departments	Operation and maintenance of City facilities, including custodial services
4450	City Facilities Energy Conservation Loan	California Energy Commission	Implement energy conservation capital projects in city facilities
4500	Central Stores	Reimbursements from departments	Supplies, materials and equipment for City operations
4550	Purchasing Fund	Purchasing charges to operating departments	Staffing, operations and maintenance for Purchasing unit of the Controllers' Office
4600	Information Technology	Information Technology charges to operating departments	Operation and maintenance of City information Technology systems
5055	Piedmont Pines Underground Assessment District	Bond proceeds from Piedmont Pines Underground Assessment District Revenue Bonds	Piedmont Pines area underground projects
5057	2012 Reassessment Project Fund	Special property tax assessment from Reassessment District No 99-1	To refund the 1999 Reassessment Bonds, including the forms of Fiscal Agent, Escrow Agreement Deposit and Trust Agreement, and Bond Purchase Agreement

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
5130	Rockridge Library Assessment District	Special property tax assessment	Improvements to the Rockridge Library
5200	JPFA Capital Projects: Series 2005	Proceeds from JPA Series 2005 bonds	Seismic retrofit; infrastructure projects, deferred maintenance and improvements to public facilities
5311	Measure G: 2006 Zoo, Museum	Bond proceeds from Measure G: Series 2006	Capital Projects: Oakland Zoo, Museum and Chabot Space & Science Center improvements
5320	Measure DD: 2003A Clean Water, Safe Parks & Open Space Trust Fund for Oakland	Proceeds from General Obligation bonds authorized by Measure DD in 2003A	Capital projects to improve water quality; provide educational and recreational facilities for children; clean up Lake Merritt; restore Oakland's creeks, waterfront, and Estuary; and 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 Capital Improvement	Bond proceeds	Construction, purchase, lease, or improvements of City capital assets
5501	Municipal Capital Improvement - 1989 Local Government Funding Agency (LGFA) Refund	Revenue proceeds from 1989 LGFA Refund	Construction, purchase, lease, or improvements of City capital assets
5504	Parking Garage Access Improvement	Proceeds from lease	Garage access improvement project
5505	Municipal Improvement Capital-Public Art	1.5% assessment on eligible City's capital projects	Use for Public Art activities
5510	Capital Reserves	One-time revenues, mainly from bond refinancing / restructuring and financing deals	Capital projects
5610	Central District Projects	Funding Agreement with the Former Oakland Redevelopment Agency	To provide funding for Central District redevelopment projects

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
5611	Central District: TA Bonds Series 2003	Bond proceeds from the Central District Tax Allocation Bond: Series 2003	To provide funding for Central District redevelopment projects
5612	Central District: TA Bonds Series 2005	Bond proceeds from the Central District Tax Allocation Bond: Series 2005	To provide funding for Central District redevelopment projects
5613	Central District: TA Bonds Series 2009T	Bond proceeds from the Central District Tax Allocation Bond: Series 2009	To provide funding for Central District redevelopment projects
5630	Broadway/MacArthur/San Pablo Projects	One-time revenues, mainly from bond refinancing / restructuring and financing deals	To provide funding for Broadway/MacArthur/San Pablo area redevelopment projects
5640	Central City East Projects	Funding Agreement with the Former Oakland Redevelopment Agency	To provide funding for Central City East Area redevelopment projects
5642	Central City East TA Bonds Series 2006A-TE (Tax Exempt)	Bond proceeds from the Central City East Tax Allocation Bond: Series 2006A-TE	To provide funding for Central City East Area redevelopment projects
5643	Central City East TA Bonds Series 2006A-T (Taxable)	Bond proceeds from the Central City East Tax Allocation Bond: Series 2006A-T	To provide funding for Central City East Area redevelopment projects
5650	Coliseum Projects	Funding Agreement with the Former Oakland Redevelopment Agency	To provide funding for Coliseum Area redevelopment projects
5653	Coliseum: TA Bonds Series 2003	Bond proceeds from the Coliseum Tax Allocation Bond: Series 2003	To provide funding for Coliseum Area redevelopment projects
5655	Coliseum: TA Bonds Series 2006B-TE (Tax Exempt)	Bond proceeds from Coliseum Tax Allocation Bond: Series 2006B-TE	To provide funding for Coliseum Area redevelopment projects
5656	Coliseum: TA Bonds Series 2006B-T (Taxable)	Bond proceeds from Coliseum Tax Allocation Bond: Series 2006B-T	To provide funding for Coliseum Area redevelopment projects
5660	West Oakland Projects	Funding Agreement with the Former Oakland Redevelopment Agency	To provide funding for West Oakland Area redevelopment projects
5670	Oakland Base Reuse Authority	Transfer from the former Oakland Redevelopment Agency	Capital projects

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
5671	OBRA: Leasing & Utility	Lease revenue	Building maintenance for the Oakland Army Base
5672	Joint Army Base Infrastructure	Transfer from the former Oakland Redevelopment Agency	Oakland Army Base environmental remediation cost
5673	OBRA: Environmental Remediation	Transfer from the former Oakland Redevelopment Agency	Oakland Army Base environmental remediation cost
5674	Oakland Army Base Joint Remediation	Transfer from the former Oakland Redevelopment Agency	Oakland Army Base environmental remediation cost
6013	2013 LED Streetlight Acquisition Lease Financing	Funds Transfer from LLAD (2310)	Debt service payment for the LED Streetlight lease
6014	CSCD Authority 1992	Fund transfer from Municipal Improvement Capital Fund	Bank and bond expenditure for both principal and interest
6015	COP - Oakland Museum 2002 Series A	Certificates of Participation-Oakland Museum 2002 Series A	Bank and bond expenditure for both principal and interest
6027	JPFA Capital Projects: Series 2005	Proceeds from Revenue Bonds 2005 Series	Payment of debt service and bond administration costs of Capital Improvement projects
6029	Taxable Pension Obligation Bonds: 2012 Series-PFRS	Property tax revenue for pension override	Bank and bond expenditure for both principal and interest for POBs
6032	Taxable Pension Obligation Bonds 2001 Series	Property tax revenue for pension override	Bank and bond expenditure for both principal and interest for POBs
6036	JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt)	Proceeds from Revenue Bonds 2008 Series A (tax exempt)	Refunding JPFA Revenue Bonds: 2005 Series
6037	JPFA Refunding Revenue Bonds: 2008 Series A-2 (Taxable)	Proceeds from Revenue Bonds 2008 Series A-2 (taxable)	Refunding JPFA Revenue Bonds: 2005 Series
6063	General Obligation Bond: Series 2005	Proceeds from Revenue Bonds 2005 Series	JPFA-related debt service payments
6311	Measure G: 2006 Zoo, Museum	Voter-approved Measure G assessments	Educational facilities at the Oakland Museum of CA; the Oakland Zoo and the Chabot Space and Science center
6312	General Obligation Bond (GOB): 2012 Series	Voter-approved Measure DD and Measure G assessments	Debt Service payments of interest and principal for GOB 2012

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
6320	Measure DD 2003A Debt Srv-Clean Water, Safe Parks & Open Space Trust Fund for Oakland	Voter-approved Measure DD assessments	Principal and interest on long-term debt
6321	Measure DD 2009 Debt Srv-Clean Water, Safe Parks & Open Space Trust Fund for Oakland	Voter-approved Measure DD assessments	Principal and interest on long-term debt
6520	Fire Area - Redemption	Special Assessments for fire area utility underground	Pay for fire prevention-related services
6530	Rockridge Area Water District - Redemption	Special Assessments for Rockridge district	Pay for street light undergrounding liability
6540	Skyline Sewer District - Redemption	Repayment agreement with homeowners	Pay for street light undergrounding liability
6555	Piedmont Pines 2010 Utility Underground Phase I	Special Assessments from Piedmont Pines district	Debt service payments
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
6587	2012 Refunding Reassessment Bonds-Debt Service	Special property tax assessment from Reassessment District No 99-1	Bank and bond expenditure for both 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

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

NOTES

FY 2015-16 ADOPTED BUDGET SUMMARY BY FUND

Fund Description	FY 2014-15 Unaudited Ending Fund Balance **	FY 2015-16 Adopted Revenues	FY 2015-16 Adopted Expenditures	FY 2015-16 Adopted Positions (FTE)
1010 - General Purpose Fund (GPF) *	**110,052,475**	**534,378,786**	**534,378,786**	**2,284.86**
Mayor			2,535,425	9.60
City Council			4,436,312	28.02
City Administrator		1,655,673	15,926,614	88.35
City Attorney		22,000	5,308,541	29.40
City Auditor			1,903,677	10.00
City Clerk			1,842,217	8.36
Public Ethics Commission			858,779	6.00
Finance		487,617,011	22,594,813	110.24
Human Resources Management		237,651	4,740,469	30.38
Information Technology		2,308,801	10,209,508	50.05
Race & Equity			304,075	2.00
Police		6,398,068	211,713,264	1,123.85
Fire		11,072,744	123,604,555	556.85
Human Services		165,542	6,465,571	30.94
Oakland Parks & Recreation		248,299	15,765,804	108.97
Oakland Public Library		732,908	11,129,415	65.61
Economic & Workforce Development		1,343,122	5,058,763	18.24
Planning & Building			41,466	
Oakland Public Works			2,863,827	8.00
Non-Departmental		22,576,967	85,823,691	
Capital Improvement Projects			1,252,000	
1020 - Vital Services Stabilization Fund *	**2,024,752**	**954,863**	**954,863**	
Non-Departmental		954,863	954,863	
1100 - Self Insurance Liability *	**(15,302,775)**	**25,283,891**	**25,283,891**	**23.72**
City Attorney			5,033,950	23.72
Police			5,798,011	
Fire			936,010	
Oakland Parks & Recreation			414,922	
Oakland Public Works		3,774,814	4,845,746	
Non-Departmental		21,509,077	8,255,252	
1150 - Worker's Compensation Insurance Claims	**-**		**-**	**16.04**
City Attorney			488,822	1.91
Finance			31,210	0.25
Human Resources Management			1,662,352	10.18
Police			365,094	2.00
Fire			29,054	0.20
Oakland Public Works			271,443	1.50
Non-Departmental			(2,847,975)	

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FY 2015-16 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2014-15 Unaudited Ending Fund Balance **	FY 2015-16 Adopted Revenues	FY 2015-16 Adopted Expenditures	FY 2015-16 Adopted Positions (FTE)
1200 - Pension Override Tax Revenue *	**74,655,178**	**71,851,789**	**71,851,789**	
Finance		200,000		
Non-Departmental		71,651,789	71,851,789	
1610 - Successor Redevelopment Agency Reimbursement Fund	**101,497**	**7,191,655**	**7,191,655**	**34.37**
City Administrator		1,924,445	751,649	1.98
City Attorney			1,036,563	4.00
City Clerk			67,499	0.40
Finance			851,411	3.75
Human Resources Management			49,038	0.30
Economic & Workforce Development		3,682,756	2,851,041	15.27
Housing & Community Development		1,584,454	1,584,454	8.67
1700 - Mandatory Refuse Program *	**(3,852,540)**	**2,074,695**	**2,074,695**	**8.43**
Finance		2,074,695	2,074,695	8.43
1710 - Recycling Program *	**2,722,052**	**4,483,106**	**4,483,106**	**18.93**
City Attorney			333,913	1.50
Fire			50,230	
Economic & Workforce Development			257,048	1.10
Oakland Public Works		4,483,106	3,841,915	16.33
1720 - Comprehensive Clean-up *	**7,199,724**	**22,229,224**	**22,229,224**	**138.03**
Fire			94,239	0.15
Human Services			60,000	
Economic & Workforce Development			15,553	0.10
Planning & Building			257,604	2.00
Oakland Public Works		22,229,224	21,801,828	135.78
1730 - Henry J Kaiser Convention Center *	**(1,758,880)**	**1,758,880**	**1,758,880**	
Non-Departmental		1,758,880	1,758,880	
1750 - Multipurpose Reserve *	**(4,867,100)**	**10,207,366**	**10,207,366**	**1.66**
City Administrator			52,494	0.34
Finance		(25,000)	2,612,345	0.32
Economic & Workforce Development		10,100	398,350	
Oakland Public Works		7,022,266	1,944,177	1.00
Non-Departmental		3,200,000	5,200,000	

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FY 2015-16 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2014-15 Unaudited Ending Fund Balance **	FY 2015-16 Adopted Revenues	FY 2015-16 Adopted Expenditures	FY 2015-16 Adopted Positions (FTE)
1760 - Telecommunications Reserve	**613,093**	**1,698,105**	**1,698,105**	**9.73**
City Clerk		1,698,105	1,515,507	8.74
Finance			40,436	0.25
Information Technology			142,162	0.74
1770 - Telecommunications Land Use *	**808,179**	**723,495**	**723,495**	**3.14**
City Administrator			50,000	
Economic & Workforce Development		723,495	673,495	3.14
1780 - Kid's First Oakland Children's Fund	**5,152,963**	**14,049,327**	**14,049,327**	**6.05**
Human Services		14,049,327	14,049,327	6.05
1791 - Contract Administration Fee *	**(1,209,689)**	**1,209,689**	**1,209,689**	
Non-Departmental		1,209,689	1,209,689	
1820 - OPRCA Self Sustaining Revolving Fund	**2,130,676**	**6,808,045**	**6,808,045**	**117.72**
Oakland Parks & Recreation		6,808,045	6,795,616	117.62
Economic & Workforce Development			12,429	0.10
1870 - Affordable Housing Trust Fund	**1,520,960**	**5,100,000**	**5,100,000**	**2.53**
Housing & Community Development		5,100,000	5,100,000	2.53
2102 - Department of Agriculture	**(248,457)**	**1,247,769**	**1,247,769**	**6.50**
Human Services		1,247,769	1,247,769	6.50
2103 - HUD-ESG/SHP/HOPWA *	**(4,491,994)**	**5,966,711**	**5,966,711**	**1.17**
Human Services		5,966,711	5,966,711	1.17
2105 - HUD-EDI Grants	**150,200**			**3.00**
Housing & Community Development				3.00
2107 - HUD-108	**(3,242,669)**	**666,000**	**666,000**	
Housing & Community Development		666,000	666,000	
2108 - HUD-CDBG *	**(153,165)**	**8,210,190**	**8,210,190**	**29.92**
City Attorney			29,881	0.19
Finance			138,989	1.00
Human Services		250,217	767,023	3.73
Economic & Workforce Development			219,288	1.75
Housing & Community Development		7,959,973	7,055,009	23.25

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FY 2015-16 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2014-15 Unaudited Ending Fund Balance **	FY 2015-16 Adopted Revenues	FY 2015-16 Adopted Expenditures	FY 2015-16 Adopted Positions (FTE)
2109 - HUD-Home	**2,665,002**	**2,061,879**	**2,061,879**	**3.64**
Housing & Community Development		2,061,879	2,061,879	3.64
2112 - Department of Justice	**89,645**	**59,549**	**59,549**	**2.00**
Police		59,549	59,549	2.00
2113 - Department of Justice - COPS Hiring	**(215,771)**	**197,114**	**197,114**	**14.35**
Police		197,114	197,114	14.35
2114 - Department of Labor	**(242,278)**	**1,857,267**	**1,857,267**	**46.06**
Human Services		1,857,267	1,857,267	46.06
2120 - Federal Action Agency	**(20,556)**	**398,199**	**398,199**	**1.01**
Human Services		398,199	398,199	1.01
2123 - US Dept of Homeland Security	**280,008**			**11.10**
Fire				11.10
2124 - Federal Emergency Management Agency (FEMA)	**(847,080)**	**944,958**	**944,958**	**3.50**
Fire		944,958	944,958	3.50
2128 - Department of Health and Human Services	**(2,985,783)**	**25,581,965**	**25,581,965**	**186.30**
Human Services		25,581,965	25,581,965	186.30
2129 - Trade Corridor Improvement Fund (TCIF) State Grant	**(1,124,417)**		**-**	**2.00**
Economic & Workforce Development			(125,000)	2.00
Oakland Public Works			125,000	
2138 - California Department of Education	**49,551**	**945,921**	**945,921**	
Human Services		945,921	945,921	
2148 - California Library Services	**86,853**	**64,042**	**64,042**	**1.08**
Oakland Public Library		64,042	64,042	1.08
2152 - California Board of Corrections	**409,376**	**13,215**	**13,215**	**1.00**
Human Services		13,215	13,215	1.00

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FY 2015-16 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2014-15 Unaudited Ending Fund Balance **	FY 2015-16 Adopted Revenues	FY 2015-16 Adopted Expenditures	FY 2015-16 Adopted Positions (FTE)
2159 - State of California Other	**(566,980)**	**543,177**	**543,177**	**4.54**
Police		114,123	114,123	1.00
Human Services		366,905	366,905	1.54
Economic & Workforce Development		62,149	255,818	1.00
Housing & Community Development			(193,669)	1.00
2160 - County of Alameda: Grants	**2,184,507**	**1,465,481**	**1,465,481**	**2.09**
Fire		1,018,066	1,019,524	1.00
Human Services		447,415	445,957	1.09
2163 - Metro Transportation Com: Program Grant	**(319,125)**	**72,719**	**72,719**	**0.27**
Oakland Public Library		72,719	72,719	0.27
2172 - Alameda County: Vehicle Abatement Authority	**500,209**	**408,960**	**408,960**	**2.00**
Police		408,960	408,960	2.00
2190 - Private Grants	**(523,013)**	**25,000**	**25,000**	**0.20**
Fire		25,000	25,000	0.20
2195 - Workforce Investment Act *	**693,309**	**4,897,390**	**4,897,390**	**7.96**
Finance			81,412	0.58
Human Services		68,956	179,956	1.08
Economic & Workforce Development		4,828,434	4,636,022	6.30
2211 - Measure B: ACTIA *	**9,320,600**	**11,715,992**	**11,715,992**	**9.48**
City Attorney			30,209	0.13
Finance		10,920	39,309	0.25
Oakland Public Works		11,705,072	3,064,908	9.10
Capital Improvement Projects			8,581,566	
2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds *	**1,486,195**	**1,451,270**	**1,451,270**	**1.70**
Oakland Public Works		1,451,270	522,454	1.70
Capital Improvement Projects			928,816	
2213 - Measure B: Paratransit - ACTIA	**315,190**	**1,243,514**	**1,243,514**	**3.50**
Human Services		1,243,514	1,243,514	3.50
2215 - Measure F - Vehicle Registration Fee *	**3,022,593**	**2,105,164**	**2,105,164**	**8.33**
Oakland Public Works		2,105,164	2,105,164	8.33

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FY 2015-16 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2014-15 Unaudited Ending Fund Balance **	FY 2015-16 Adopted Revenues	FY 2015-16 Adopted Expenditures	FY 2015-16 Adopted Positions (FTE)
2216 - Measure BB - Alameda County Transportation Commission Sales Tax *	**2,343,116**	**14,632,854**	**14,632,854**	**13.11**
Mayor			210,420	1.00
Human Services		1,123,918	1,123,917	0.91
Oakland Public Works		13,508,936	2,871,599	11.20
Capital Improvement Projects			10,426,918	
2230 - State Gas Tax *	**3,895,216**	**9,352,355**	**9,352,355**	**46.66**
Oakland Public Works		9,352,355	9,202,355	46.66
Capital Improvement Projects			150,000	
2231 - State Gas Tax-Prop 42 Replacement Funds *	**2,756,989**	**1,950,733**	**1,950,733**	**11.59**
Oakland Public Works		1,950,733	1,950,733	11.59
2241 - Measure Q-Library Services Retention & Enhancement *	**373,410**	**16,809,791**	**16,809,791**	**150.73**
City Administrator			17,657	
Information Technology			243,954	2.00
Oakland Public Library		16,809,791	16,548,180	148.73
2242 - Measure Q Reserve- Library Services Retention & Enhancement *	**713,341**	**733,580**	**733,580**	
Oakland Public Library		733,580	733,580	
2250 - Measure N: Fund *	**520,378**	**1,641,291**	**1,641,291**	**6.85**
City Administrator			9,492	
Fire		1,641,291	1,631,799	6.85
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	**4,639,115**	**24,658,021**	**24,658,021**	**81.69**
Mayor			83,313	0.40
City Administrator			659,647	0.80
Finance		24,658,021	23,320	
Police			13,150,968	66.00
Fire			2,000,000	
Human Services			8,740,773	14.49

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FY 2015-16 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2014-15 Unaudited Ending Fund Balance **	FY 2015-16 Adopted Revenues	FY 2015-16 Adopted Expenditures	FY 2015-16 Adopted Positions (FTE)
2310 - Lighting and Landscape Assessment District	**(289,890)**	**20,109,200**	**20,109,200**	**73.16**
City Administrator			25,973	
Finance		19,300,000	27,700	0.20
Oakland Parks & Recreation			2,627,942	1.00
Economic & Workforce Development			(760)	
Oakland Public Works		224,200	15,508,850	71.96
Non-Departmental		585,000	1,734,495	
Capital Improvement Projects			185,000	
2321 - Wildland Fire Prevention Assess District *	**2,378,210**	**1,891,979**	**1,891,979**	**1.00**
Fire		1,891,979	1,891,979	1.00
2330 - Werner Court Vegetation Mgmt District	**27,864**	**3,200**	**3,200**	
Fire		3,200	3,200	
2411 - False Alarm Reduction Program *	**1,030,283**	**1,611,245**	**1,611,245**	**8.50**
Information Technology			233,476	1.00
Police		1,611,245	1,377,769	7.50
2412 - Measure M - Alameda County: Emergency Dispatch Service Supplemental Assessment *	**981,585**	**2,461,384**	**2,461,384**	**11.10**
City Administrator			9,453	
Fire		2,461,384	2,451,931	11.10
2413 - Rent Adjustment Program Fund *	**2,154,724**	**2,949,086**	**2,949,086**	**20.41**
City Attorney		122,898	743,249	3.90
Finance			449,861	4.10
Housing & Community Development		2,826,188	1,755,976	12.41
2415 - Development Service Fund *	**9,655,383**	**34,650,524**	**34,650,524**	**171.71**
City Administrator			314,682	1.58
City Attorney			1,100,101	5.50
Finance			127,251	1.00
Information Technology			214,518	1.03
Housing & Community Development			2,342	
Planning & Building		28,890,069	26,944,980	138.50
Oakland Public Works		5,589,175	5,775,370	24.10
Capital Improvement Projects		171,280	171,280	
2416 - Traffic Safety Fund *	**1,846,971**	**2,926,764**	**2,926,764**	**23.88**
Police		1,400,000	2,365,935	22.00
Oakland Public Works		1,526,764	560,829	1.88

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FY 2015-16 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2014-15 Unaudited Ending Fund Balance **	FY 2015-16 Adopted Revenues	FY 2015-16 Adopted Expenditures	FY 2015-16 Adopted Positions (FTE)
2417 - Excess Litter Fee Fund	**1,084,387**	**477,928**	**477,928**	
City Administrator			433,163	
Finance		477,928	44,765	
2419 - Measure C: Transient Occupancy Tax (TOT) Surcharge	**288,541**	**4,728,407**	**4,728,407**	**0.75**
Economic & Workforce Development		576,135	576,135	0.75
Non-Departmental		4,152,272	4,152,272	
2826 - Mortgage Revenue	**263,020**	**89,492**	**89,492**	
Housing & Community Development		89,492	89,492	
2990 - Public Works Grants	**(706,980)**	**280,000**	**280,000**	**1.37**
Oakland Public Works		280,000	280,000	1.37
2995 - Police Grants	**3,568**	**20,000**	**20,000**	
Police		20,000	20,000	
2996 - Parks and Recreation Grants 2001	**25,624**	**16,847**	**16,847**	
Oakland Parks & Recreation		16,847	16,847	
2999 - Miscellaneous Grants	**4,728,840**			**1.80**
City Administrator				1.00
Oakland Public Works				0.80
3100 - Sewer Service Fund *(Cash Balance)* *	**45,292,286**	**61,918,415**	**61,918,415**	**130.99**
City Attorney			746,643	3.80
Finance		100,000	2,332,011	0.35
Information Technology			229,913	1.10
Fire			287,374	2.00
Oakland Public Works		61,818,415	32,157,394	123.74
Non-Departmental			8,292,080	
Capital Improvement Projects			17,873,000	
3150 - Sewer Rate Stabilization Fund *	**2,009,832**	**500,000**	**500,000**	
Oakland Public Works		500,000	500,000	
3200 - Golf Course	**3,239,022**	**659,571**	**659,571**	**1.75**
Oakland Parks & Recreation		659,571	651,121	1.75
Economic & Workforce Development			8,450	

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FY 2015-16 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2014-15 Unaudited Ending Fund Balance **	FY 2015-16 Adopted Revenues	FY 2015-16 Adopted Expenditures	FY 2015-16 Adopted Positions (FTE)
4100 - Equipment *(Cash Balance)* *	**264,636**	**23,464,248**	**23,464,248**	**55.00**
Human Resources Management			5,521	
Oakland Public Works		23,464,248	23,458,727	55.00
4200 - Radio / Telecommunications *(Cash Balance)*	**4,446,567**	**7,313,407**	**7,313,407**	**10.71**
City Administrator			35,955	0.20
Finance			43,124	0.33
Information Technology		7,313,407	7,234,328	10.18
4210 - Telephone Equipment and Software	**2,316,359**	**308,530**	**308,530**	
Information Technology		308,530	308,530	
4300 - Reproduction	**(1,769,897)**	**1,320,007**	**1,320,007**	**5.00**
Information Technology		1,320,007	1,320,007	5.00
4400 - City Facilities *(Cash Balance)* *	**(17,537,264)**	**35,376,429**	**35,376,429**	**109.43**
Finance		(75,000)		
Economic & Workforce Development		2,400		
Oakland Public Works		31,449,029	28,582,429	109.43
Non-Departmental		4,000,000	6,294,000	
Capital Improvement Projects			500,000	
4450 - City Facilities Energy Conservation Projects	**2,746,985**			**1.00**
Oakland Public Works				1.00
4500 - Central Stores *	**(3,848,306)**	**516,419**	**516,419**	**2.50**
Finance		516,419	516,419	2.50
4550 - Purchasing	**(109,723)**	**898,580**	**898,580**	**8.00**
Finance		898,580	898,580	8.00
4600 - Information Technology *		**2,975,527**	**2,975,527**	
Information Technology		2,975,527	2,975,527	
5130 - Rockridge: Library Assessment District *	**663,476**	**134,420**	**134,420**	
City Administrator			3,320	
Finance		134,420	131,100	
5321 - Measure DD: 2009B Clean Water,Safe Parks & Open Space Trust Fund for Oakland	**10,768,873**			**4.40**
Economic & Workforce Development				0.50
Oakland Public Works				3.90

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FY 2015-16 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2014-15 Unaudited Ending Fund Balance **	FY 2015-16 Adopted Revenues	FY 2015-16 Adopted Expenditures	FY 2015-16 Adopted Positions (FTE)
5505 - Municipal Capital Improvement: Public Arts	**385,854**			**0.75**
Economic & Workforce Development				0.75
5610 - Central District Projects	**16,383,165**	**350,000**	**350,000**	
Economic & Workforce Development		350,000	350,000	
5611 - Central District: TA Bonds Series 2003 *	**18,339,365**	**1,311,000**	**1,311,000**	
Non-Departmental		1,311,000	1,311,000	
5613 - Central District: TA Bonds Series 2009T *	**9,640,581**	**1,887,000**	**1,887,000**	
Non-Departmental		1,887,000	1,887,000	
5643 - Central City East TA Bonds Series 2006A-T (Taxable) *	**40,053,323**	**412,000**	**412,000**	**2.50**
Economic & Workforce Development		412,000	412,000	2.50
5650 - Coliseum Projects	**5,274,006**	**100,000**	**100,000**	
Economic & Workforce Development		100,000	100,000	
5670 - Oakland Base Reuse Authority *	**1,349,070**	**565,118**	**565,118**	
Economic & Workforce Development		565,118	565,118	
5671 - OBRA: Leasing & Utility	**52,436,538**	**1,550,020**	**1,550,020**	**2.00**
City Administrator			161,151	1.00
Economic & Workforce Development		1,550,020	1,388,869	1.00
6013 - 2013 LED Streetlight Acquisition Lease Financing	**356,433**	**1,734,495**	**1,734,495**	
Non-Departmental		1,734,495	1,734,495	
6029 - Taxable Pension Obligation Bonds: 2012 Series-PFRS	**1,605**	**8,966,222**	**8,966,222**	
Non-Departmental		8,966,222	8,966,222	
6032 - Taxable Pension Obligation: Series 2001	**25,508**	**43,290,000**	**43,290,000**	
Non-Departmental		43,290,000	43,290,000	
6036 - JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt Bonds)	**15,521,249**	**17,511,159**	**17,511,159**	
Non-Departmental		17,511,159	17,511,159	

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FY 2015-16 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2014-15 Unaudited Ending Fund Balance **	FY 2015-16 Adopted Revenues	FY 2015-16 Adopted Expenditures	FY 2015-16 Adopted Positions (FTE)
6064 - GO Refunding Bonds, Series 2015A *	**21,517**	**5,632,522**	**5,632,522**	
Non-Departmental		5,632,522	5,632,522	
6312 - GOB Series 2012-Refunding Bonds	**2,947,205**	**6,661,227**	**6,661,227**	
Non-Departmental		6,661,227	6,661,227	
6540 - Skyline Sewer District - Redemption *	**40,025**	**32,448**	**32,448**	
Non-Departmental		32,448	32,448	
6555 - Piedmont Pines 2010 Utility Underground Phase I - Debt Service *	**164,782**	**236,169**	**236,169**	
Non-Departmental		236,169	236,169	
6570 - JPFA Pooled Assessment: 1996 Revenue Bonds - Assessment	**(94,734)**	**24,400**	**24,400**	
Non-Departmental		24,400	24,400	
6587 - 2012 Refunding Reassessment Bonds-Debt Service *	**663,870**	**441,123**	**441,123**	**0.40**
Finance			63,352	0.40
Non-Departmental		441,123	377,771	
6612 - JPFA Lease Revenue Refunding Bonds (Admin Building): 2008 Series B	**(1,196)**	**9,066,350**	**9,066,350**	
Non-Departmental		9,066,350	9,066,350	
6999 - Miscellaneous Debt Service	**-**	**21,500,000**	**21,500,000**	
Non-Departmental		21,500,000	21,500,000	
7100 - Police and Fire Retirement System *	**419,253,888**	**3,061,924**	**3,061,924**	**5.15**
City Attorney			128,594	0.50
Finance		3,061,924	2,933,330	4.65
7120 - Oakland Municipal Employees' Retirement System OMERS *	**4,506,378**	**62,136**	**62,136**	**0.40**
Finance		62,136	62,136	0.40

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FY 2015-16 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2014-15 Unaudited Ending Fund Balance **	FY 2015-16 Adopted Revenues	FY 2015-16 Adopted Expenditures	FY 2015-16 Adopted Positions (FTE)
7130 - Employee Deferred Compensation	**(2,502)**	**244,589**	**244,589**	**1.14**
Human Resources Management		244,589	244,589	1.14
7320 - Police and Fire Retirement System Refinancing Annuity Trust *	**87,506,894**	**18,580,952**	**18,580,952**	
Non-Departmental		18,580,952	18,580,952	
7540 - Oakland Public Library Trust	**1,285,403**	**110,879**	**110,879**	
Oakland Public Library		110,879	110,879	
7640 - Oakland Public Museum Trust	**797,839**	**32,610**	**32,610**	
Non-Departmental		32,610	32,610	
7760 - Grant Clearing	**626,731**		**-**	**143.55**
City Administrator			25,000	
City Attorney			134,786	0.45
Information Technology			155,412	1.90
Oakland Public Works			(315,198)	141.20
7999 - Miscellaneous Trusts	**692,089**	**69,270**	**69,270**	
Oakland Parks & Recreation		69,270	69,270	
Grand Total		**1,202,960,209**	**1,202,960,209**	**4,126.89**

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FY 2016-17 ADOPTED BUDGET SUMMARY BY FUND

Fund Description	FY 2016-17 Adopted Revenues	FY 2016-17 Adopted Expenditures	FY 2016-17 Adopted Positions (FTE)	FY 2016-17 Estimated Ending Fund Balance **
1010 - General Purpose Fund (GPF) *	**530,689,270**	**530,689,270**	**2,285.16**	**90,753,055**
Mayor		2,567,901	9.60	
City Council		4,491,097	28.02	
City Administrator	1,655,673	15,267,590	88.55	
City Attorney	22,000	5,378,125	29.40	
City Auditor		1,826,542	10.00	
City Clerk		1,860,152	8.36	
Public Ethics Commission		870,223	6.00	
Finance	493,914,676	21,887,977	110.34	
Human Resources Management	237,651	4,597,188	30.38	
Information Technology	2,308,801	10,335,651	50.05	
Race & Equity		312,566	2.00	
Police	6,570,146	218,529,408	1,123.85	
Fire	8,226,347	128,688,435	556.85	
Human Services	165,542	5,978,003	30.94	
Oakland Parks & Recreation	248,299	15,547,529	108.97	
Oakland Public Library	732,908	11,746,848	65.61	
Economic & Workforce Development	1,577,877	4,814,541	18.24	
Planning & Building		41,648		
Oakland Public Works		2,897,432	8.00	
Non-Departmental	15,029,350	72,798,414		
Capital Improvement Projects		252,000		
1020 - Vital Services Stabilization Fund *	**400,786**	**400,786**		**3,380,401**
Non-Departmental	400,786	400,786		
1100 - Self Insurance Liability *	**25,309,345**	**25,309,345**	**23.72**	**(12,652,942)**
City Attorney		5,068,835	23.72	
Police		5,798,011		
Fire		936,010		
Oakland Parks & Recreation		414,922		
Oakland Public Works	3,774,814	4,845,746		
Non-Departmental	21,534,531	8,245,821		
1150 - Worker's Compensation Insurance Claims		**-**	**16.04**	**-**
City Attorney		492,136	1.91	
Finance		31,367	0.25	
Human Resources Management		1,671,835	10.18	
Police		366,766	2.00	
Fire		29,409	0.20	
Oakland Public Works		272,940	1.50	
Non-Departmental		(2,864,453)		

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FY 2016-17 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Adopted Revenues	FY 2016-17 Adopted Expenditures	FY 2016-17 Adopted Positions (FTE)	FY 2016-17 Estimated Ending Fund Balance **
1200 - Pension Override Tax Revenue *	**73,974,413**	**73,974,413**		**97,330,650**
Finance	200,000			
Non-Departmental	73,774,413	73,974,413		
1610 - Successor Redevelopment Agency Reimbursement Fund	**7,204,765**	**7,204,765**	**34.27**	**101,497**
City Administrator	1,930,779	753,105	1.98	
City Attorney		1,040,402	4.00	
City Clerk		67,965	0.40	
Finance		854,415	3.65	
Human Resources Management		49,369	0.30	
Economic & Workforce Development	3,686,492	2,852,015	15.27	
Housing & Community Development	1,587,494	1,587,494	8.67	
1700 - Mandatory Refuse Program *	**2,074,695**	**2,074,695**	**8.43**	**(2,266,092)**
Finance	2,074,695	2,074,695	8.43	
1710 - Recycling Program *	**4,367,200**	**4,367,200**	**18.93**	**2,506,294**
City Attorney		336,217	1.50	
Fire		50,230		
Economic & Workforce Development		258,144	1.10	
Oakland Public Works	4,367,200	3,722,609	16.33	
1720 - Comprehensive Clean-up *	**22,298,405**	**22,298,405**	**138.03**	**2,210,405**
Fire		94,699	0.15	
Human Services		60,000		
Economic & Workforce Development		15,640	0.10	
Planning & Building		260,866	2.00	
Oakland Public Works	22,298,405	21,867,200	135.78	
1730 - Henry J Kaiser Convention Center *				**-**
Non-Departmental				
1750 - Multipurpose Reserve *	**7,007,366**	**7,007,366**	**1.66**	**(4,416,188)**
City Administrator		52,938	0.34	
Finance	(25,000)	2,609,119	0.32	
Economic & Workforce Development	10,100	398,350		
Oakland Public Works	7,022,266	1,946,959	1.00	
Non-Departmental		2,000,000		

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FY 2016-17 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Adopted Revenues	FY 2016-17 Adopted Expenditures	FY 2016-17 Adopted Positions (FTE)	FY 2016-17 Estimated Ending Fund Balance **
1760 - Telecommunications Reserve	**1,718,162**	**1,718,162**	**9.73**	**613,093**
City Clerk	1,718,162	1,534,458	8.74	
Finance		40,707	0.25	
Information Technology		142,997	0.74	
1770 - Telecommunications Land Use *	**723,042**	**723,042**	**3.14**	**445,642**
City Administrator		50,000		
Economic & Workforce Development	723,042	673,042	3.14	
1780 - Kid's First Oakland Children's Fund	**14,471,923**	**14,471,923**	**6.05**	**5,152,963**
Human Services	14,471,923	14,471,923	6.05	
1791 - Contract Administration Fee *				**-**
Non-Departmental				
1820 - OPRCA Self Sustaining Revolving Fund	**6,808,045**	**6,808,045**	**117.72**	**2,130,676**
Oakland Parks & Recreation	6,808,045	6,795,532	117.62	
Economic & Workforce Development		12,513	0.10	
1870 - Affordable Housing Trust Fund	**4,650,000**	**4,650,000**	**2.53**	**1,520,960**
Housing & Community Development	4,650,000	4,650,000	2.53	
2102 - Department of Agriculture	**1,248,851**	**1,248,851**	**6.50**	**(248,457)**
Human Services	1,248,851	1,248,851	6.50	
2103 - HUD-ESG/SHP/HOPWA *	**5,966,711**	**5,966,711**	**1.17**	**(4,466,889)**
Human Services	5,966,711	5,966,711	1.17	
2105 - HUD-EDI Grants			**3.00**	**150,200**
Housing & Community Development			3.00	
2107 - HUD-108	**2,119,000**	**2,119,000**		**(3,242,669)**
Housing & Community Development	2,119,000	2,119,000		
2108 - HUD-CDBG *	**8,160,435**	**8,160,435**	**29.92**	**(203,165)**
City Attorney		50,510	0.19	
Finance		181,108	1.00	
Human Services	200,462	1,018,782	3.73	
Economic & Workforce Development		313,604	1.75	
Housing & Community Development	7,959,973	6,596,431	23.25	

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FY 2016-17 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Adopted Revenues	FY 2016-17 Adopted Expenditures	FY 2016-17 Adopted Positions (FTE)	FY 2016-17 Estimated Ending Fund Balance **
2109 - HUD-Home	**2,061,879**	**2,061,879**	**3.64**	**2,665,002**
Housing & Community Development	2,061,879	2,061,879	3.64	
2112 - Department of Justice				**89,645**
Police				
2113 - Department of Justice - COPS Hiring	**79,116**	**79,116**	**4.35**	**(215,771)**
Police	79,116	79,116	4.35	
2114 - Department of Labor	**1,908,637**	**1,908,637**	**46.06**	**(242,278)**
Human Services	1,908,637	1,908,637	46.06	
2120 - Federal Action Agency	**399,986**	**399,986**	**1.01**	**(20,556)**
Human Services	399,986	399,986	1.01	
2123 - US Dept of Homeland Security			**11.10**	**280,008**
Fire			11.10	
2124 - Federal Emergency Management Agency (FEMA)	**944,958**	**944,958**	**3.50**	**(847,080)**
Fire	944,958	944,958	3.50	
2128 - Department of Health and Human Services	**25,748,213**	**25,748,213**	**186.30**	**(2,985,783)**
Human Services	25,748,213	25,748,213	186.30	
2129 - Trade Corridor Improvement Fund (TCIF) State Grant		**-**	**2.00**	**(1,124,417)**
Economic & Workforce Development		(125,000)	2.00	
Oakland Public Works		125,000		
2138 - California Department of Education	**945,921**	**945,921**		**49,551**
Human Services	945,921	945,921		
2148 - California Library Services	**64,042**	**64,042**	**1.08**	**86,853**
Oakland Public Library	64,042	64,042	1.08	
2152 - California Board of Corrections	**13,215**	**13,215**	**1.00**	**409,376**
Human Services	13,215	13,215	1.00	

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FY 2016-17 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Adopted Revenues	FY 2016-17 Adopted Expenditures	FY 2016-17 Adopted Positions (FTE)	FY 2016-17 Estimated Ending Fund Balance **
2159 - State of California Other	**526,196**	**526,196**	**3.12**	**(566,980)**
Police	114,123	114,123	1.00	
Human Services	370,677	370,677	1.54	
Economic & Workforce Development	41,396	150,121	0.58	
Housing & Community Development		(108,725)		
2160 - County of Alameda: Grants	**1,465,466**	**1,465,466**	**2.09**	**2,184,507**
Fire	1,018,051	1,019,453	1.00	
Human Services	447,415	446,013	1.09	
2163 - Metro Transportation Com: Program Grant	**72,719**	**72,719**	**0.27**	**(319,125)**
Oakland Public Library	72,719	72,719	0.27	
2172 - Alameda County: Vehicle Abatement Authority	**413,477**	**413,477**	**2.00**	**500,209**
Police	413,477	413,477	2.00	
2190 - Private Grants	**25,000**	**25,000**	**0.20**	**(523,013)**
Fire	25,000	25,000	0.20	
2195 - Workforce Investment Act *	**4,899,192**	**4,899,192**	**7.96**	**169,537**
Finance		81,683	0.58	
Human Services	69,478	180,478	1.08	
Economic & Workforce Development	4,829,714	4,637,031	6.30	
2211 - Measure B: ACTIA *	**10,443,920**	**10,443,920**	**9.48**	**7,977,142**
City Attorney		30,405	0.13	
Finance	10,920	39,527	0.25	
Oakland Public Works	10,433,000	3,124,133	9.10	
Capital Improvement Projects		7,249,855		
2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds *	**1,324,511**	**1,324,511**	**1.70**	**1,177,800**
Oakland Public Works	1,324,511	525,589	1.70	
Capital Improvement Projects		798,922		
2213 - Measure B: Paratransit - ACTIA	**1,243,514**	**1,243,514**	**3.50**	**315,190**
Human Services	1,243,514	1,243,514	3.50	

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FY 2016-17 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Adopted Revenues	FY 2016-17 Adopted Expenditures	FY 2016-17 Adopted Positions (FTE)	FY 2016-17 Estimated Ending Fund Balance **
2215 - Measure F - Vehicle Registration Fee *	**2,109,322**	**2,109,322**	**8.33**	**2,084,107**
Oakland Public Works	2,109,322	2,109,322	8.33	
2216 - Measure BB - Alameda County Transportation Commission Sales Tax *	**12,440,584**	**12,440,584**	**29.71**	**(181,464)**
Mayor		213,372	1.00	
Human Services	1,154,158	1,154,158	0.91	
Oakland Public Works	11,286,426	5,588,988	27.80	
Capital Improvement Projects		5,484,066		
2230 - State Gas Tax *	**7,222,038**	**7,222,038**	**31.89**	**1,901,304**
Oakland Public Works	7,222,038	7,072,038	31.89	
Capital Improvement Projects		150,000		
2231 - State Gas Tax-Prop 42 Replacement Funds *	**1,582,985**	**1,582,985**	**9.59**	**2,769,237**
Oakland Public Works	1,582,985	1,582,985	9.59	
2241 - Measure Q-Library Services Retention & Enhancement *	**17,693,988**	**17,693,988**	**150.73**	**(254,351)**
City Administrator		17,657		
Information Technology		247,446	2.00	
Oakland Public Library	17,693,988	17,428,885	148.73	
2242 - Measure Q Reserve- Library Services Retention & Enhancement *	**754,121**	**754,121**		**1,127**
Oakland Public Library	754,121	754,121		
2250 - Measure N: Fund *	**1,657,366**	**1,657,366**	**6.85**	**486,509**
City Administrator		9,492		
Fire	1,657,366	1,647,874	6.85	
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	**25,207,875**	**25,207,875**	**81.69**	**4,639,115**
Mayor		84,506	0.40	
City Administrator		675,329	0.80	
Finance	25,207,875	23,320		
Police		13,470,983	66.00	
Fire		2,000,000		
Human Services		8,953,737	14.49	

** Includes transfer to or from balance.*
*** Fund balances shown are gross amounts and therefore may not reflect the available net amount.*

FY 2016-17 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Adopted Revenues	FY 2016-17 Adopted Expenditures	FY 2016-17 Adopted Positions (FTE)	FY 2016-17 Estimated Ending Fund Balance **
2310 - Lighting and Landscape Assessment District	**19,939,200**	**19,939,200**	**73.16**	**(289,890)**
City Administrator		25,973		
Finance	19,300,000	27,876	0.20	
Oakland Parks & Recreation		2,625,719	1.00	
Economic & Workforce Development		(763)		
Oakland Public Works	224,200	15,544,496	71.96	
Non-Departmental	415,000	1,700,899		
Capital Improvement Projects		15,000		
2321 - Wildland Fire Prevention Assess District *	**1,393,582**	**1,393,582**	**1.00**	**(407,352)**
Fire	1,393,582	1,393,582	1.00	
2330 - Werner Court Vegetation Mgmt District	**3,200**	**3,200**		**27,864**
Fire	3,200	3,200		
2411 - False Alarm Reduction Program *	**1,614,128**	**1,614,128**	**8.50**	**604,910**
Information Technology		234,847	1.00	
Police	1,614,128	1,379,281	7.50	
2412 - Measure M - Alameda County: Emergency Dispatch Service Supplemental Assessment *	**2,380,370**	**2,380,370**	**11.10**	**608,846**
City Administrator		9,453		
Fire	2,380,370	2,370,917	11.10	
2413 - Rent Adjustment Program Fund *	**2,756,708**	**2,756,708**	**19.41**	**648,930**
City Attorney	124,657	530,615	2.90	
Finance		452,884	4.10	
Housing & Community Development	2,632,051	1,773,209	12.41	
2415 - Development Service Fund *	**34,064,640**	**34,064,640**	**171.71**	**10,654,449**
City Administrator		316,571	1.58	
City Attorney		1,110,384	5.50	
Finance		128,095	1.00	
Information Technology		215,777	1.03	
Housing & Community Development		1,722		
Planning & Building	28,659,498	26,694,031	138.50	
Oakland Public Works	5,405,142	5,398,060	24.10	
Capital Improvement Projects		200,000		
2416 - Traffic Safety Fund *	**2,926,764**	**2,926,764**	**23.88**	**1,446,971**
Police	1,400,000	2,363,927	22.00	
Oakland Public Works	1,526,764	562,837	1.88	

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FY 2016-17 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Adopted Revenues	FY 2016-17 Adopted Expenditures	FY 2016-17 Adopted Positions (FTE)	FY 2016-17 Estimated Ending Fund Balance **
2417 - Excess Litter Fee Fund	**477,928**	**477,928**		**1,084,387**
City Administrator		433,163		
Finance	477,928	44,765		
2419 - Measure C: Transient Occupancy Tax (TOT) Surcharge	**4,907,317**	**4,907,317**	**0.75**	**288,541**
Economic & Workforce Development	598,500	598,500	0.75	
Non-Departmental	4,308,817	4,308,817		
2826 - Mortgage Revenue	**89,492**	**89,492**		**263,020**
Housing & Community Development	89,492	89,492		
2990 - Public Works Grants	**280,000**	**280,000**	**1.37**	**(706,980)**
Oakland Public Works	280,000	280,000	1.37	
2995 - Police Grants	**20,000**	**20,000**		**3,568**
Police	20,000	20,000		
2996 - Parks and Recreation Grants 2001	**16,847**	**16,847**		**25,624**
Oakland Parks & Recreation	16,847	16,847		
2999 - Miscellaneous Grants			**1.80**	**4,728,840**
City Administrator			1.00	
Oakland Public Works			0.80	
3100 - Sewer Service Fund *(Cash Balance)* *	**62,144,806**	**62,144,806**	**131.16**	**36,748,945**
City Attorney		751,784	3.80	
Finance	100,000	2,332,370	0.35	
Information Technology		231,265	1.10	
Fire		290,537	2.00	
Oakland Public Works	62,044,806	32,244,370	123.91	
Non-Departmental		8,293,480		
Capital Improvement Projects		18,001,000		
3150 - Sewer Rate Stabilization Fund *	**500,000**	**500,000**		**3,009,832**
Oakland Public Works	500,000	500,000		
3200 - Golf Course	**659,532**	**659,532**	**1.75**	**3,239,022**
Oakland Parks & Recreation	659,532	651,082	1.75	
Economic & Workforce Development		8,450		

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FY 2016-17 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Adopted Revenues	FY 2016-17 Adopted Expenditures	FY 2016-17 Adopted Positions (FTE)	FY 2016-17 Estimated Ending Fund Balance **
4100 - Equipment *(Cash Balance)* *	**23,429,176**	**23,429,176**	**55.00**	**371,848**
Human Resources Management		5,521		
Oakland Public Works	23,429,176	23,423,655	55.00	
4200 - Radio / Telecommunications *(Cash Balance)*	**7,290,901**	**7,290,901**	**10.51**	**3,969,280**
City Administrator				
Finance		43,741	0.33	
Information Technology	7,290,901	7,247,160	10.18	
4210 - Telephone Equipment and Software	**308,530**	**308,530**		**2,316,359**
Information Technology	308,530	308,530		
4300 - Reproduction	**1,320,007**	**1,320,007**	**5.00**	**(1,769,897)**
Information Technology	1,320,007	1,320,007	5.00	
4400 - City Facilities *(Cash Balance)* *	**30,964,132**	**30,964,132**	**109.43**	**(8,449,264)**
Finance	(75,000)			
Economic & Workforce Development	2,400			
Oakland Public Works	31,036,732	28,170,132	109.43	
Non-Departmental		2,794,000		
Capital Improvement Projects				
4450 - City Facilities Energy Conservation Projects			**1.00**	**2,746,985**
Oakland Public Works			1.00	
4500 - Central Stores *	**516,419**	**516,419**	**2.50**	**(3,538,000)**
Finance	516,419	516,419	2.50	
4550 - Purchasing	**910,229**	**910,229**	**8.00**	**(109,723)**
Finance	910,229	910,229	8.00	
4600 - Information Technology *	**2,500,000**	**2,500,000**		**(64,473)**
Information Technology	2,500,000	2,500,000		
5130 - Rockridge: Library Assessment District *	**134,420**	**134,420**		**925,676**
City Administrator		3,320		
Finance	134,420	131,100		
5321 - Measure DD: 2009B Clean Water,Safe Parks & Open Space Trust Fund for Oakland			**4.40**	**10,768,873**
Economic & Workforce Development			0.50	
Oakland Public Works			3.90	

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FY 2016-17 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Adopted Revenues	FY 2016-17 Adopted Expenditures	FY 2016-17 Adopted Positions (FTE)	FY 2016-17 Estimated Ending Fund Balance **
5505 - Municipal Capital Improvement: Public Arts			**0.75**	**385,854**
Economic & Workforce Development			0.75	
5610 - Central District Projects	**350,000**	**350,000**		**16,383,165**
Economic & Workforce Development	350,000	350,000		
5611 - Central District: TA Bonds Series 2003 *				**17,028,365**
Non-Departmental				
5613 - Central District: TA Bonds Series 2009T *				**7,753,581**
Non-Departmental				
5643 - Central City East TA Bonds Series 2006A-T (Taxable) *			**2.50**	**39,641,323**
Economic & Workforce Development			2.50	
5650 - Coliseum Projects	**100,000**	**100,000**		**5,274,006**
Economic & Workforce Development	100,000	100,000		
5670 - Oakland Base Reuse Authority *	**560,547**	**560,547**		**223,405**
Economic & Workforce Development	560,547	560,547		
5671 - OBRA: Leasing & Utility	**1,836,893**	**1,836,893**	**2.42**	**52,436,538**
City Administrator		162,215	1.00	
Economic & Workforce Development	1,836,893	1,674,678	1.42	
6013 - 2013 LED Streetlight Acquisition Lease Financing	**1,700,899**	**1,700,899**		**356,433**
Non-Departmental	1,700,899	1,700,899		
6029 - Taxable Pension Obligation Bonds: 2012 Series-PFRS	**8,966,222**	**8,966,222**		**1,605**
Non-Departmental	8,966,222	8,966,222		
6032 - Taxable Pension Obligation: Series 2001	**44,595,002**	**44,595,002**		**25,508**
Non-Departmental	44,595,002	44,595,002		
6036 - JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt Bonds)	**17,142,673**	**17,142,673**		**15,521,249**
Non-Departmental	17,142,673	17,142,673		

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FY 2016-17 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Adopted Revenues	FY 2016-17 Adopted Expenditures	FY 2016-17 Adopted Positions (FTE)	FY 2016-17 Estimated Ending Fund Balance **
6064 - GO Refunding Bonds, Series 2015A *	**14,736,725**	**14,736,725**		**21,517**
Non-Departmental	14,736,725	14,736,725		
6312 - GOB Series 2012-Refunding Bonds	**6,667,977**	**6,667,977**		**2,947,205**
Non-Departmental	6,667,977	6,667,977		
6540 - Skyline Sewer District - Redemption *	**35,619**	**35,619**		**44,638**
Non-Departmental	35,619	35,619		
6555 - Piedmont Pines 2010 Utility Underground Phase I - Debt Service *	**236,169**	**236,169**		**174,855**
Non-Departmental	236,169	236,169		
6570 - JPFA Pooled Assessment: 1996 Revenue Bonds - Assessment	**28,000**	**28,000**		**(94,734)**
Non-Departmental	28,000	28,000		
6587 - 2012 Refunding Reassessment Bonds-Debt Service *	**445,380**	**445,380**	**0.40**	**658,933**
Finance		64,259	0.40	
Non-Departmental	445,380	381,121		
6612 - JPFA Lease Revenue Refunding Bonds (Admin Building): 2008 Series B	**9,065,650**	**9,065,650**		**(1,196)**
Non-Departmental	9,065,650	9,065,650		
6999 - Miscellaneous Debt Service	**21,500,000**	**21,500,000**		**-**
Non-Departmental	21,500,000	21,500,000		
7100 - Police and Fire Retirement System *	**3,196,295**	**3,196,295**	**5.15**	**412,995,669**
City Attorney		130,423	0.50	
Finance	3,196,295	3,065,872	4.65	
7120 - Oakland Municipal Employees' Retirement System OMERS *	**62,955**	**62,955**	**0.40**	**4,381,287**
Finance	62,955	62,955	0.40	

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FY 2016-17 ADOPTED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Adopted Revenues	FY 2016-17 Adopted Expenditures	FY 2016-17 Adopted Positions (FTE)	FY 2016-17 Estimated Ending Fund Balance **
7130 - Employee Deferred Compensation	**246,452**	**246,452**	**1.14**	**(2,502)**
Human Resources Management	246,452	246,452	1.14	
7320 - Police and Fire Retirement System Refinancing Annuity Trust *	**8,462,481**	**8,462,481**		**77,783,009**
Non-Departmental	8,462,481	8,462,481		
7540 - Oakland Public Library Trust	**110,879**	**110,879**		**1,285,403**
Oakland Public Library	110,879	110,879		
7640 - Oakland Public Museum Trust	**32,610**	**32,610**		**797,839**
Non-Departmental	32,610	32,610		
7760 - Grant Clearing		**-**	**143.55**	**626,731**
City Administrator		25,000		
City Attorney		135,752	0.45	
Information Technology		156,413	1.90	
Oakland Public Works		(317,165)	141.20	
7999 - Miscellaneous Trusts	**69,270**	**69,270**		**692,089**
Oakland Parks & Recreation	69,270	69,270		
Grand Total	**1,182,137,681**	**1,182,137,681**	**4,112.89**	

** Includes transfer to or from balance.*
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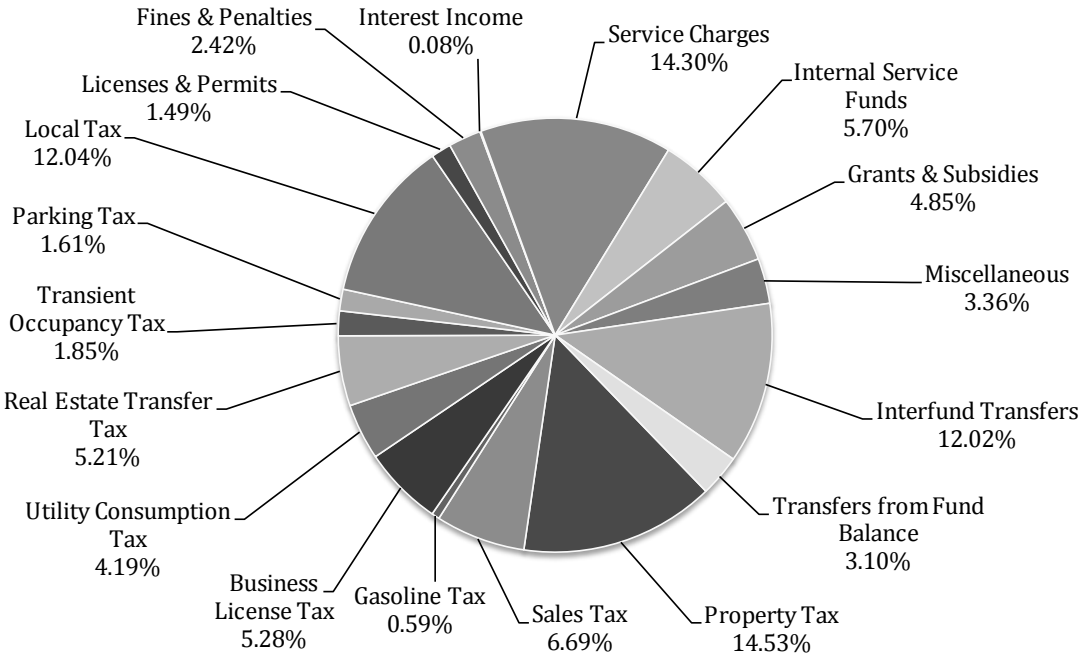
REVENUE TABLES

NOTES

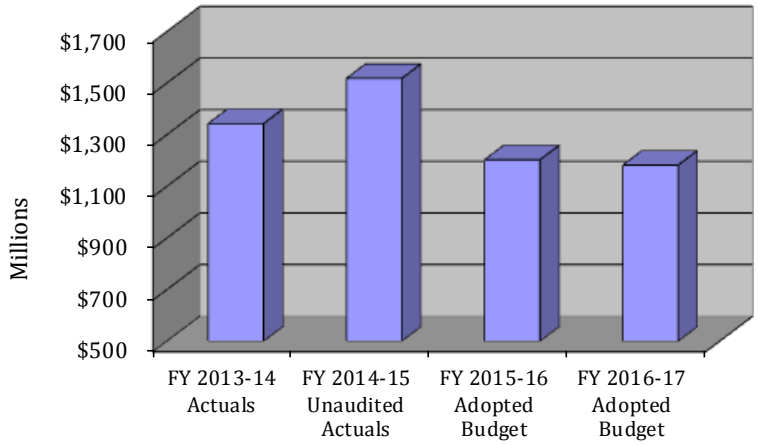
ALL FUNDS REVENUE

Revenue Type	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Property Tax	$142,919,431	$159,447,714	$169,193,090	$177,407,009
Sales Tax	61,717,027	66,657,994	80,071,583	79,572,070
Vehicle License Fee	-	176,490	-	-
Gasoline Tax	7,962,708	7,506,955	7,060,938	7,060,938
Business License Tax	62,905,126	66,849,456	70,047,500	71,721,300
Utility Consumption Tax	50,422,336	50,593,847	50,000,000	50,000,000
Real Estate Transfer Tax	59,059,973	62,706,096	61,176,000	63,182,900
Transient Occupancy Tax	18,208,285	21,458,241	21,628,407	22,463,317
Parking Tax	16,660,703	18,397,843	18,890,857	19,410,356
Local Tax	137,644,119	146,394,692	137,575,840	149,632,568
Licenses & Permits	16,742,146	22,507,950	17,865,955	17,762,137
Fines & Penalties	27,408,792	26,220,072	29,089,860	28,712,651
Interest Income	9,105,921	8,846,548	932,012	1,044,012
Service Charges	162,756,638	177,967,243	169,621,711	171,561,624
Internal Service Funds	53,904,498	55,201,614	70,413,167	65,475,965
Grants & Subsidies	166,742,909	198,444,046	57,843,901	57,802,421
Miscellaneous	116,397,031	213,331,577	41,901,771	38,263,033
Interfund Transfers	232,429,586	215,128,455	153,187,423	133,614,994
Subtotal Revenue	**$1,342,987,228**	**$1,517,836,834**	**$1,156,500,015**	**$1,154,687,295**
Transfers from Fund Balance	-	-	46,460,194	27,450,386
Grand Total	**$1,342,987,228**	**$1,517,836,834**	**$1,202,960,209**	**$1,182,137,681**

BREAKDOWN OF FY 2015-17 ALL FUNDS REVENUE BY TYPE



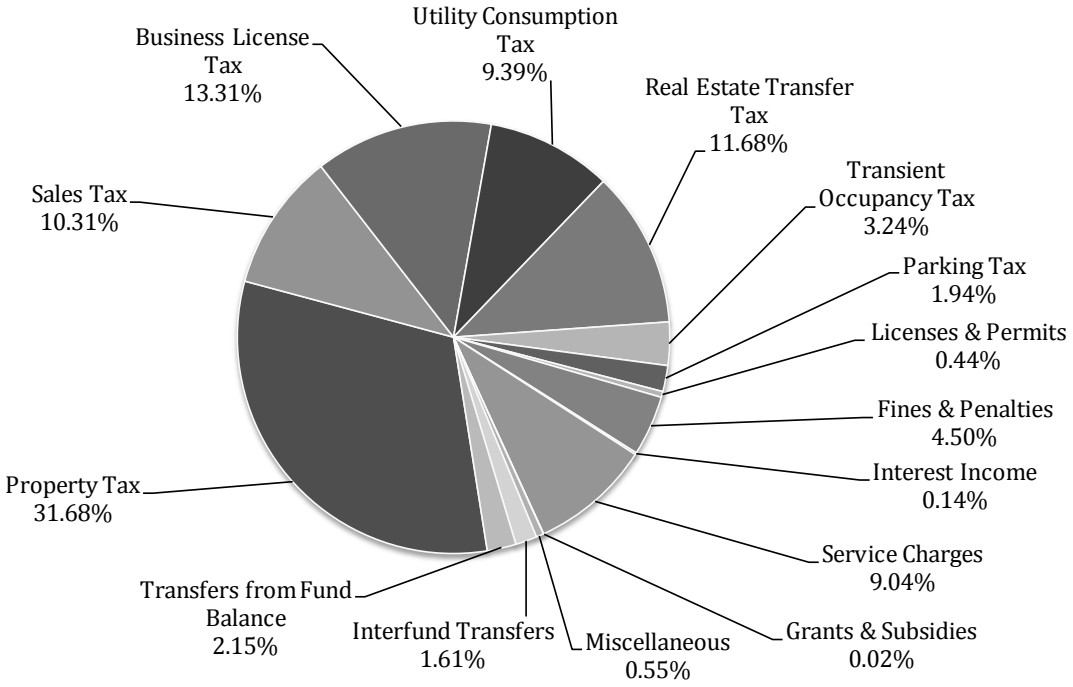
HISTORICAL CHANGES IN ALL FUNDS REVENUE



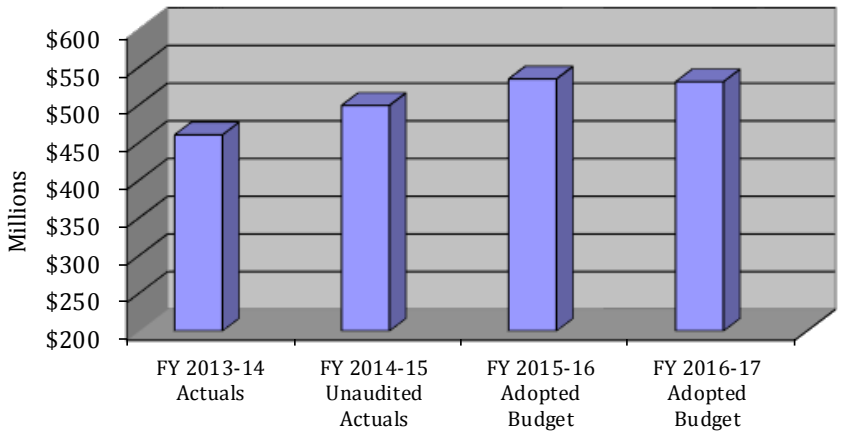
GENERAL PURPOSE FUND REVENUE

Revenue Type	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Property Tax	$142,823,340	$159,364,299	$164,907,424	$172,469,311
Sales Tax	49,761,088	51,824,207	55,425,093	54,433,806
Vehicle License Fee	-	176,490	-	-
Business License Tax	62,905,126	66,849,456	70,047,500	71,721,300
Utility Consumption Tax	50,422,336	50,593,836	50,000,000	50,000,000
Real Estate Transfer Tax	59,059,973	62,706,096	61,176,000	63,182,900
Transient Occupancy Tax	14,318,512	16,787,423	16,900,000	17,556,000
Parking Tax	8,443,638	9,337,111	10,211,274	10,492,084
Licenses & Permits	1,388,448	1,570,907	2,335,747	2,335,747
Fines & Penalties	22,195,164	23,035,039	23,937,797	23,967,499
Interest Income	793,095	924,905	740,482	740,482
Service Charges	43,392,862	49,786,173	48,180,068	48,090,899
Internal Service Funds	62,040	50	-	-
Grants & Subsidies	1,007,508	3,598,933	119,435	119,435
Miscellaneous	3,616,549	2,291,123	5,149,320	749,320
Interfund Transfers	-	342,082	14,922,885	2,206,667
Subtotal Revenue	**$460,189,679**	**$499,188,129**	**$524,053,025**	**$518,065,450**
Transfers from Fund Balance	-	-	10,325,761	12,623,820
Grand Total	**$460,189,679**	**$499,188,129**	**$534,378,786**	**$530,689,270**

BREAKDOWN OF FY 2015-17 GPF REVENUE BY TYPE



HISTORICAL CHANGES IN GPF REVENUE



SUMMARY OF THE GENERAL PURPOSE FUND REVENUES

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

Property Tax

Property tax is the largest single source of revenue for the 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.

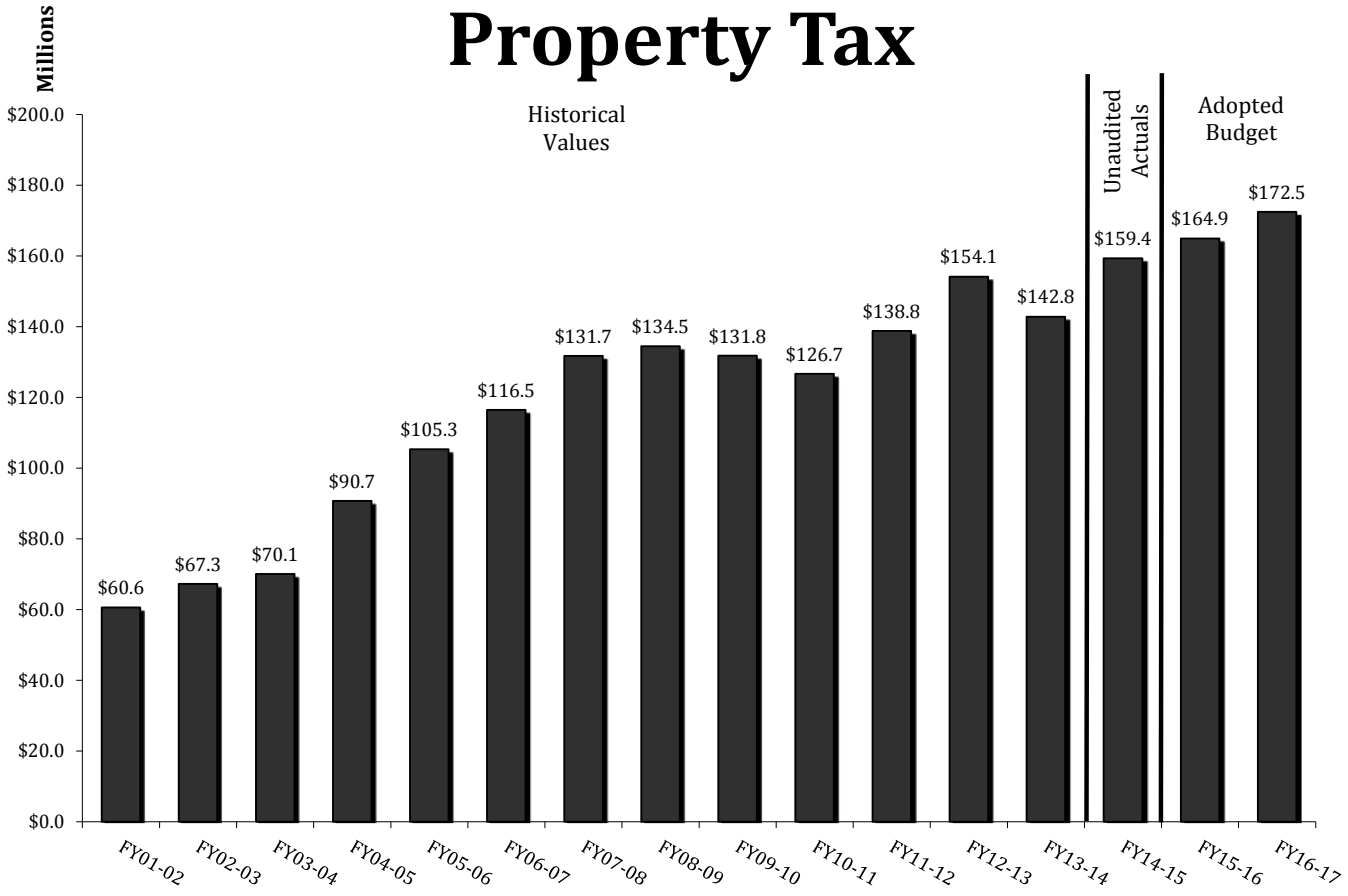
The one percent assessment is collected by the County and is distributed to various public entities in accordance with a complex formula. The County's computation results in the City receiving about 26 percent of total collections.



Over the last 10 years, property tax revenue has grown on average, year-over-year, at a steady pace of 7.6 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 percent and new fee of 0.65 percent) in the form of property tax. The value of rising property tax, which increased more quickly than VLF revenues, brought Oakland additional revenues. Furthermore, in FY 2011-12, with the dissolution of the Redevelopment Agency, unallocated redevelopment property tax increment is flowing back to the City in the form of additional property tax revenues.

Beginning in FY 2004-05, property assessments rose quickly, propelled by high volume of home sales and rising home prices. Driven by economic growth and aggressive lending practices, the housing market accelerated and finally peaked in 2007 when the median single-family home price reached $580,000. After this peak, housing demand and prices eventually declined due to an economic downturn, lack of affordability, tightened credit, and increased foreclosures. In the beginning of the Great Recession, the median house price fell to $315,000 in 2008 and further fell to $192,000 in 2009. The local real estate market bottomed out in FY 2010-11. Starting in FY 2011-12, the City began to see a rebound in housing prices. Currently the median single-family home price is around $500,000, only $80,000 from the 2007 peak. The figure below shows property tax revenues since FY 2001-02. Of note, since 2012, the City receives a portion of the Residual Property Tax Trust Fund (RPTTF) as the result of dissolution of the Redevelopment Agency, which is regulated by State law. RPTTF is the portion of property tax increment that would have gone to redevelopment agencies if they had not been dissolved less the funding required to wind-down the obligations of the redevelopment agency. Of particular note is FY 2012-13, which realized a one-time spike in RPTTF resulting from the

distribution of all unobligated tax increment revenue held in reserve by the former Redevelopment Agency. The RPTTF should not be viewed as growth of property tax, but rather as a shift of local resources after losing redevelopment agency funding. General Purpose Fund property taxes, inclusive of RPTTF, are expected to grow from a budgeted $148.8 million in FY 2014-15 to $172.5 million in FY 2016-17.



Sales & Use Tax

Sales and use tax applies to the retail sale or use of "tangible personal property." The recent passage of Proposition 30 brings the total sales tax percentage in the City of Oakland to 9.5 percent; meaning on a $1 purchase, tax paid is 9.5 cents. The City receives 1 percent of the total tax, meaning the City receives 1 cent on a $1 purchase.

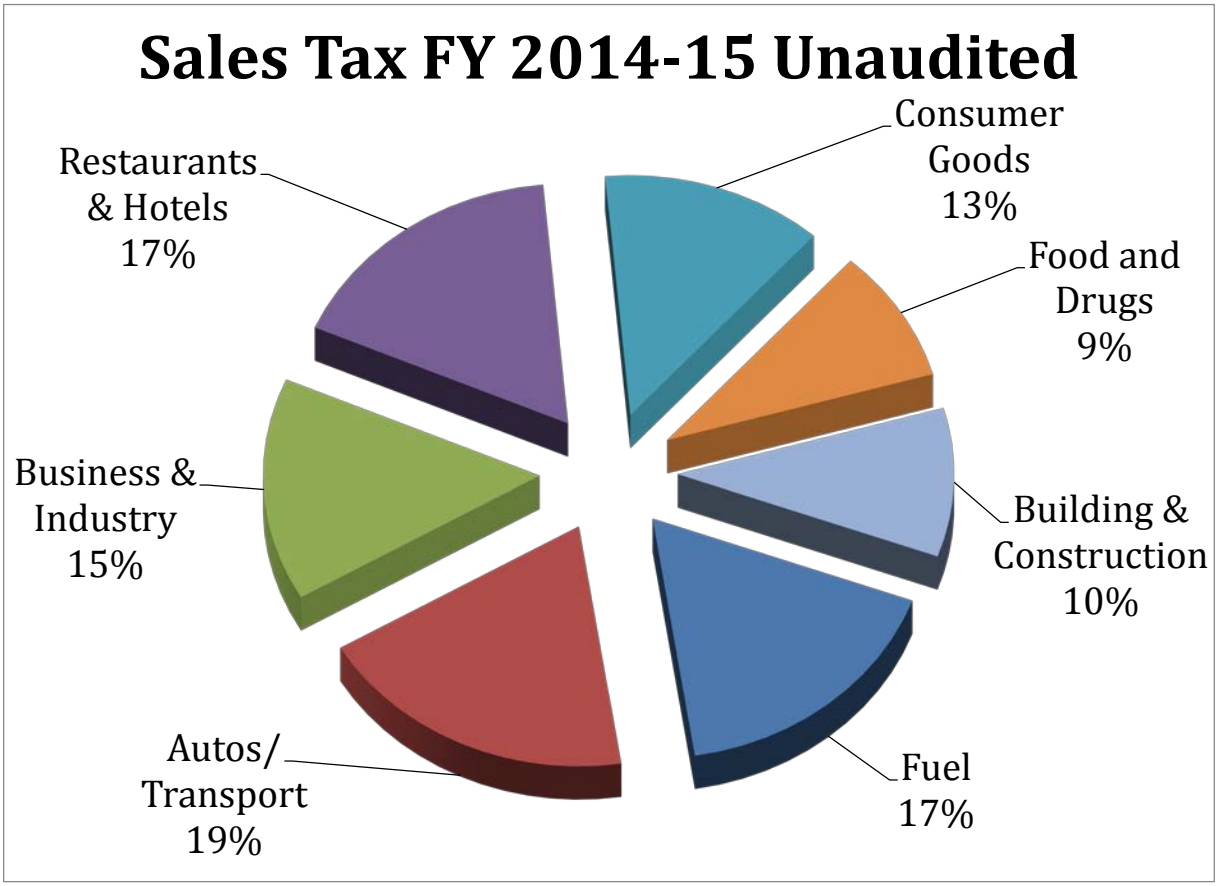
The table below details the general allocation of sales and use tax on purchases in the City of Oakland. Some of the tax revenue receive by the State of California is redistributed to counties to provide health and public safety services.



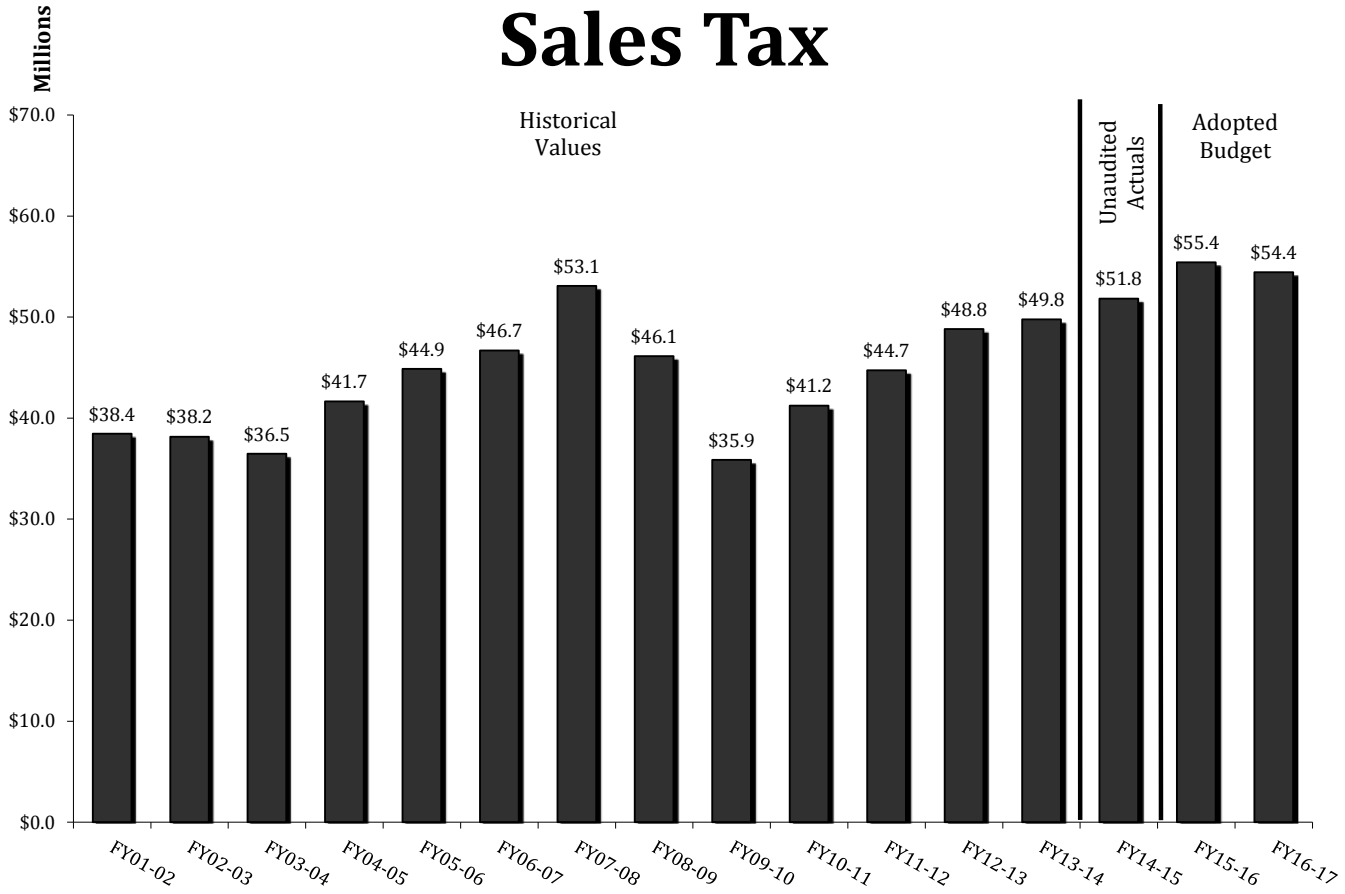
Receiving Agency	Rate
The State of California	6.5%
The City of Oakland	1.0%
The Bay Area Rapid Transit District	0.5%
Alameda County Transportation Improvement Authority	1.0%
Alameda County Essential Health Care Services	0.5%
Total Sales Tax	**9.5%**

Sales tax revenue is fairly volatile, varying to a large extent with the overall strength of the local and national economy. During the previous recession, sales tax revenue declined significantly. Recently sales tax revenues have increased to the economic recovery. Increases are also attributable to high gasoline and jet fuel prices.

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 25 percent of the total. See the chart below.



Sales Tax revenue in FY 2015-16 is projected to be 11.4 percent higher than its FY 2013-14 level, due to the economic recovery and an anticipated one-time increase due to the end of the "Triple-Flip". The Triple Flip refers to a funding shift beginning in FY 2004-05 under which the State withheld 0.25 percent of the local 1 percent portion of sales tax to pay debt service on $15.0 billion in bonds authorized under the Proposition 57, California Economic Recovery Bond Act. The withheld 0.25 percent was backfilled with an equivalent amount of property tax revenue that would have otherwise been given to schools. According to the California Department Finance, it is anticipated that the bonds will be retired in FY 2015-16. When the bonds are retired, the City will receive a one-time true-up sales tax remittance of $3 million. These are one-time revenues and are not assumed to continue.

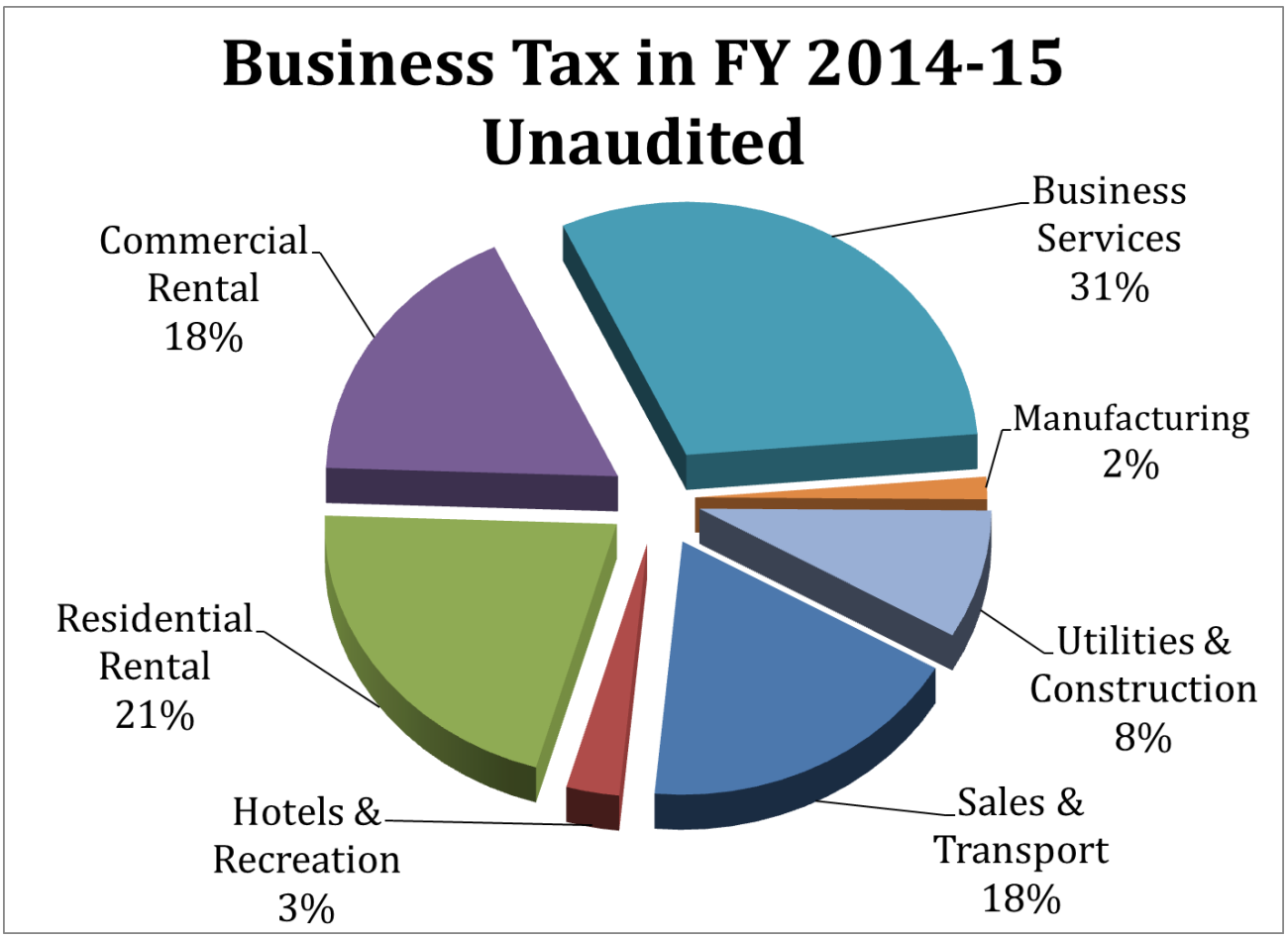


Business License Tax

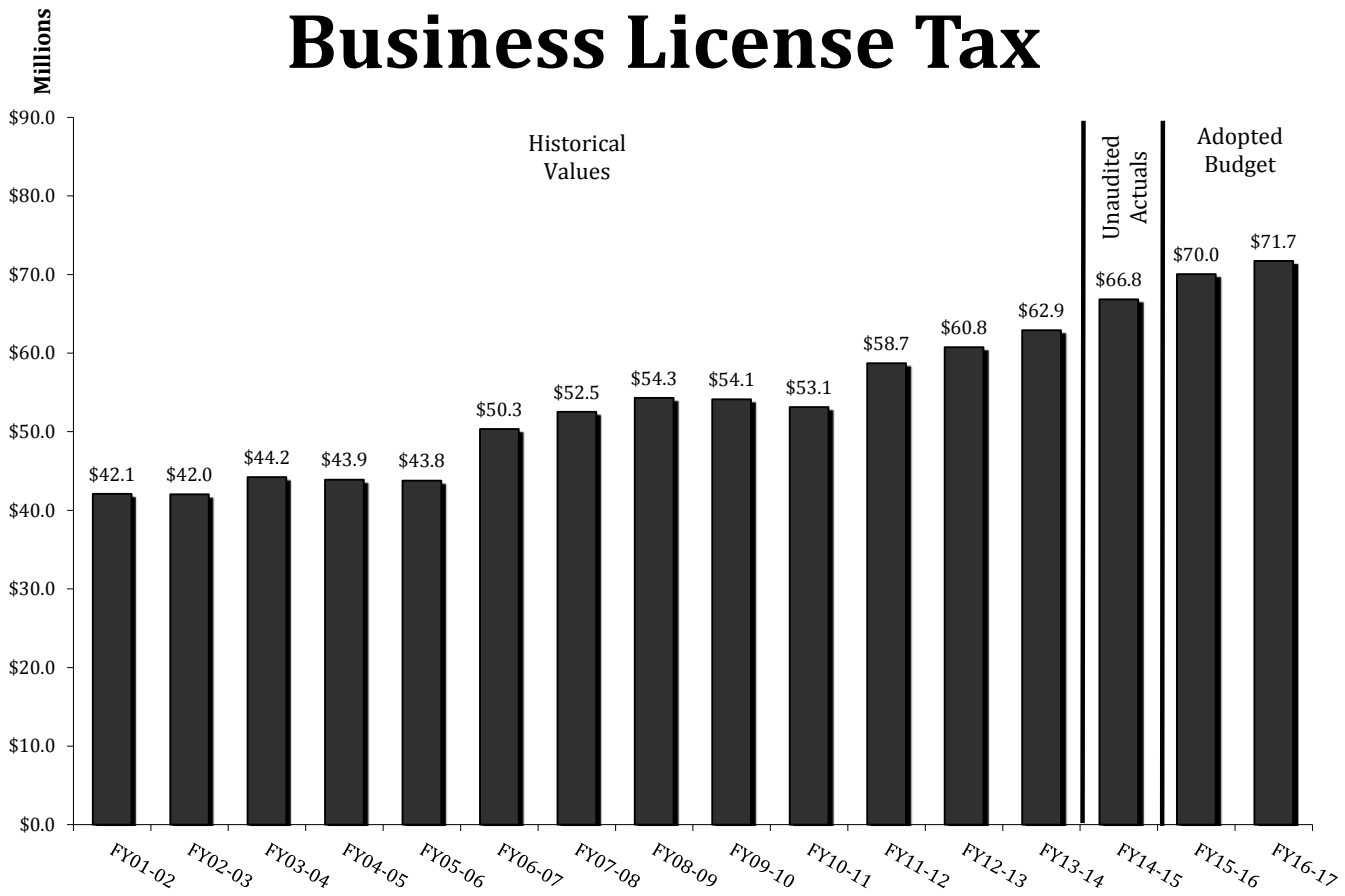
The Business License Tax (BLT) is charged annually to Oakland businesses and is composed of three primary components; normal business gross receipts; gross receipts from construction activity; and business tax from the rental of residential and commercial property. The rate on gross receipts varies by 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. The City expects to see a benefit from an increase in the rental real estate market. Office space in the downtown realized a drop in the vacancy rate to 8.4 percent at the end of calendar 2014. This is down more than a percentage point since 2013. Continuing growth activity is largely centered in the BART served business districts, particularly Lake Merritt and Oakland City Center areas.

Recovery of the local economy and the implementation of a new business discovery program are expected to help increase revenues in future years. Over the two-year budget business license tax revenue is expected to increase by roughly 3 percent annually.



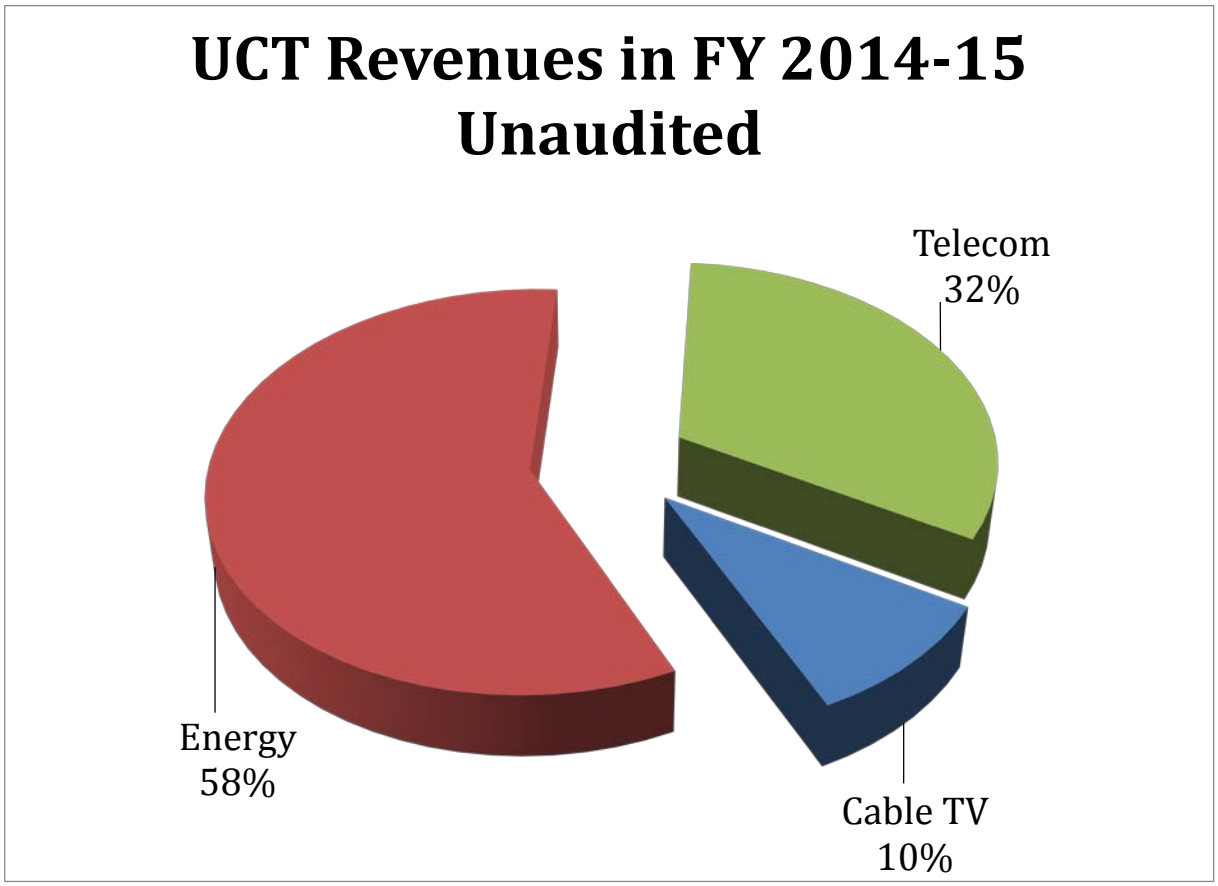
Business License Tax



Utility Consumption Tax

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

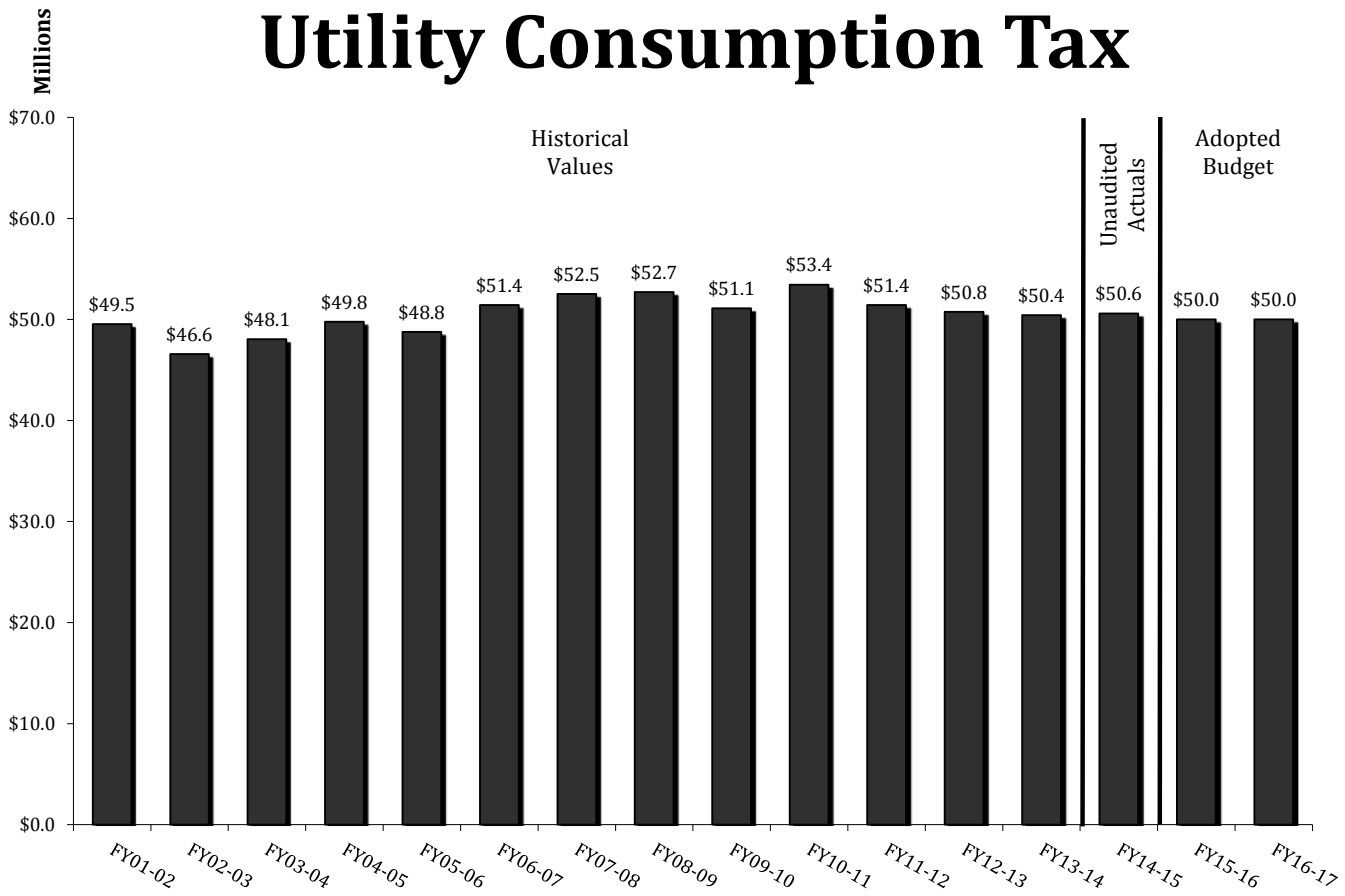
The FY 2014-15 UCT revenue totaled $50.59 million and its composition is shown below. The graph illustrates that in FY 2014-15, energy and telecommunications accounted for a major portion of UCT, at 58 percent and 32 percent, respectively. Cable television accounted for the remaining 10 percent.



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

Energy consumption is impacted by the recession, energy efficiency programs, and by local conservation efforts. Telecommunications accounts for 32 percent of UCT revenues down from 40 percent in FY 2009-10. This is due to innovations in technology that have begun to erode the tax base. 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. UCT is forecasted to remain at the current level. Increases in cable and energy usage are offset by energy efficient projects and "green" building.

Utility Consumption Tax

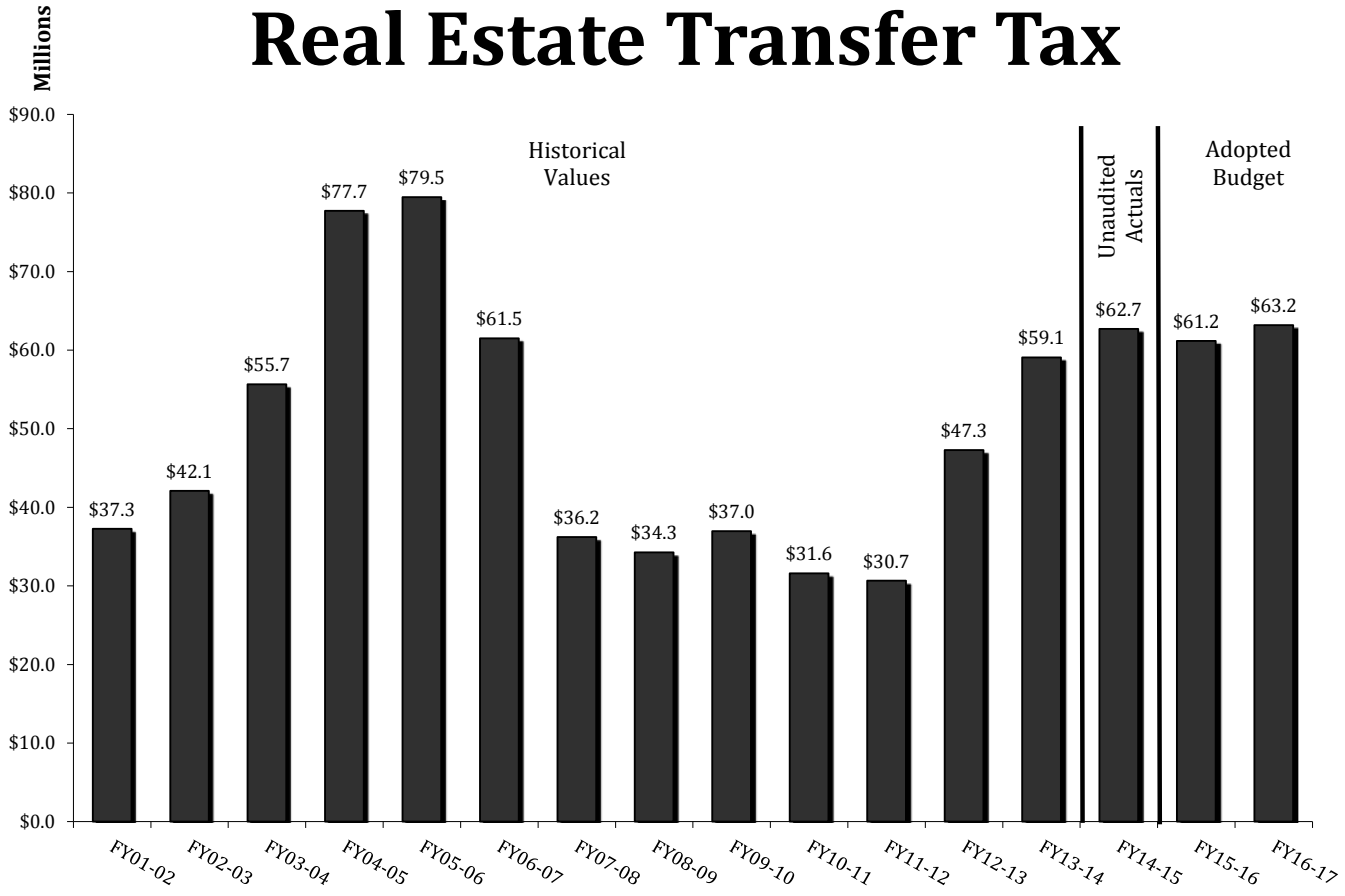


Real Estate Transfer Tax

The Real Estate Transfer Tax (RETT) rate is 1.61 percent charged to real estate transactions. Oakland's share is 1.5 percent - Alameda County gets the remaining 0.11 percent. 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 significant real estate market growth. As the real estate market cooled in 2007, sales volume significantly declined, and home prices decreased. This resulted from the economic downturn, 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 applied further downward pressure on the housing market. As demand for housing and sales transactions plummeted, RETT revenue took a major hit. In FY 2012-13 the local housing market began to experience a substantial recovery in the average sale price of homes. The City has seen double digit year-over-year growth in home prices. These price increases have resulted in strong increases in RETT revenues. Furthermore, the recent growth in RETT has largely been due to the sale of large commercial properties as post-recession commercial real estate, once again, becomes an attractive investment.

RETT is often subject to major non-recurring revenues. When certain high value properties are sold they can result in anomalously high revenue. In past years, the sale of the downtown City Center complex resulted in nearly $10 million in revenue. These very large transactions cannot be easily projected.

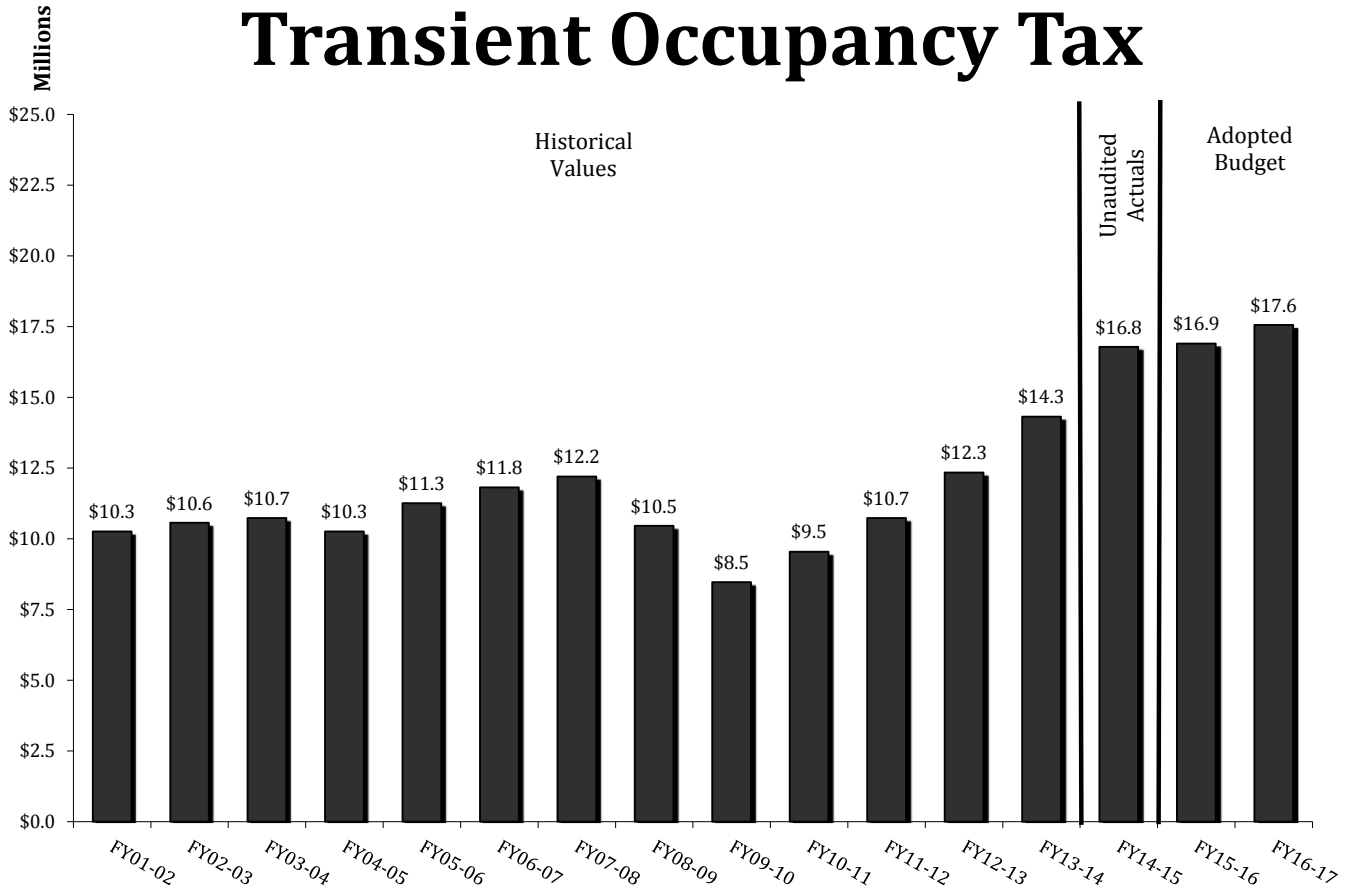


Transient Occupancy Tax

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 2008-09 due to the Measure C tax surcharge. Measure C supports various cultural institutions and is booked in a separate fund.

TOT revenue declined by 17 percent in FY 2008-09 and FY 2009-10 due to the recession's adverse affects on tourism and travel. This is consistent with the prior recessions. Following the September 11th terrorist attacks and economic slowdown, TOT revenues declined sharply and remained flat for the next four years. In FY 2005-06, TOT rebounded by 9.7 percent, and continued positive growth two years afterward. In FY 2008-09 the City experienced significant decline in TOT due to the Great Recession. TOT revenues have since recovered culminating in a record high of $14.3 million in FY 2013-14.

TOT is expected to grow steadily over the two-year budget, reaching $17.56 million in FY 2016-17. The recovery in TOT revenues has been principally driven by high average daily hotel room rates and increased occupancy rates.

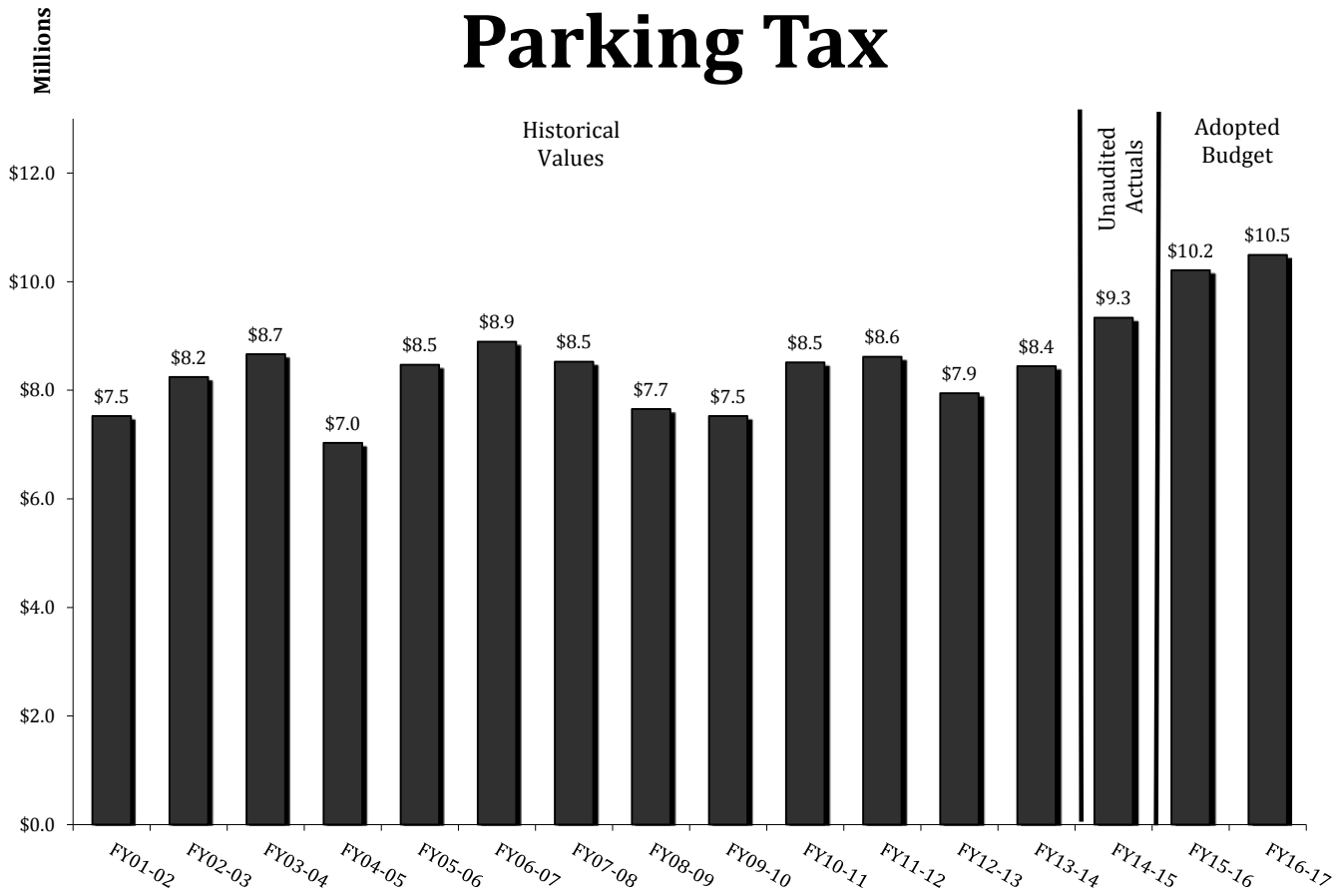


Parking Tax

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

The Parking Tax revenues are strongly correlated with passenger volume at the Oakland International Airport. Parking revenue declined sharply in FY 2008-09, due to aggressive price competition, the economic downturn, and reduced airline travel.

Parking Tax revenue is expected to surpass levels reached during its pre-recession peak during the FY 2015-16 and FY 2016-17 budgets.



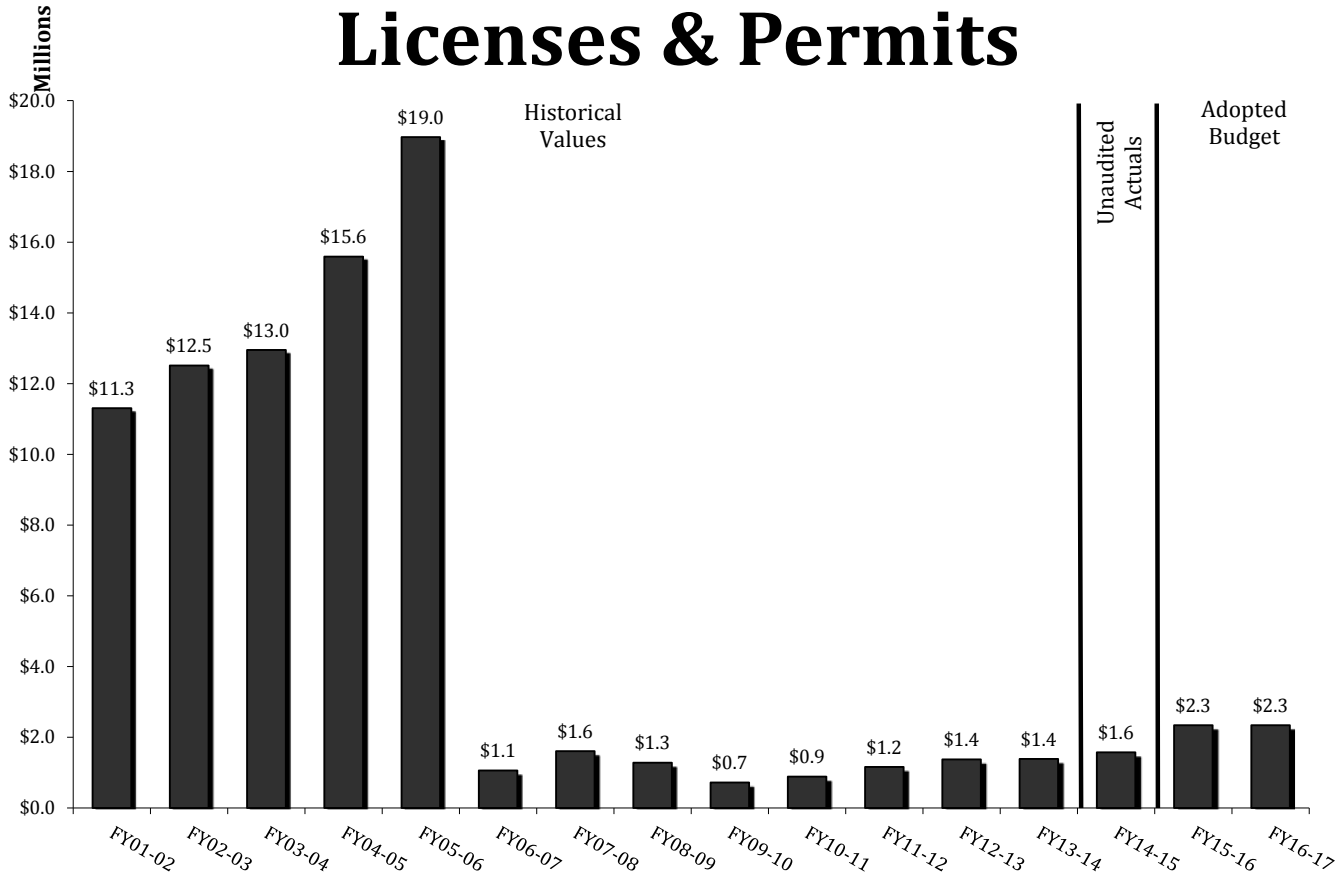
Licenses & Permits

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

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

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

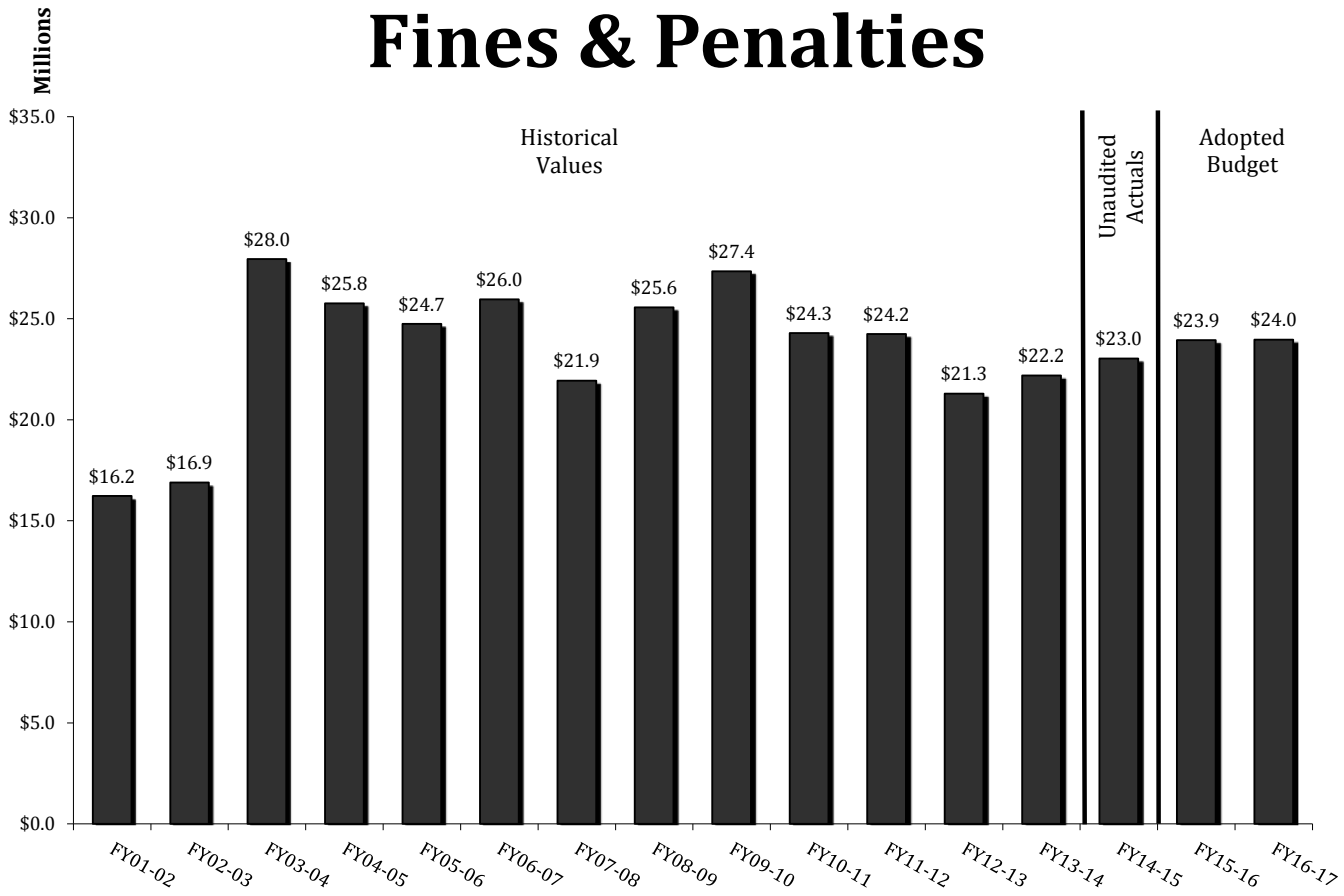
Proposed increases to the City's Master Fee Schedule is responsible for the growth forecasted in FY 2015-16 over FY 2014-15. In FY 2016-17 revenues are projected to remain flat.



Fines & Penalties

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

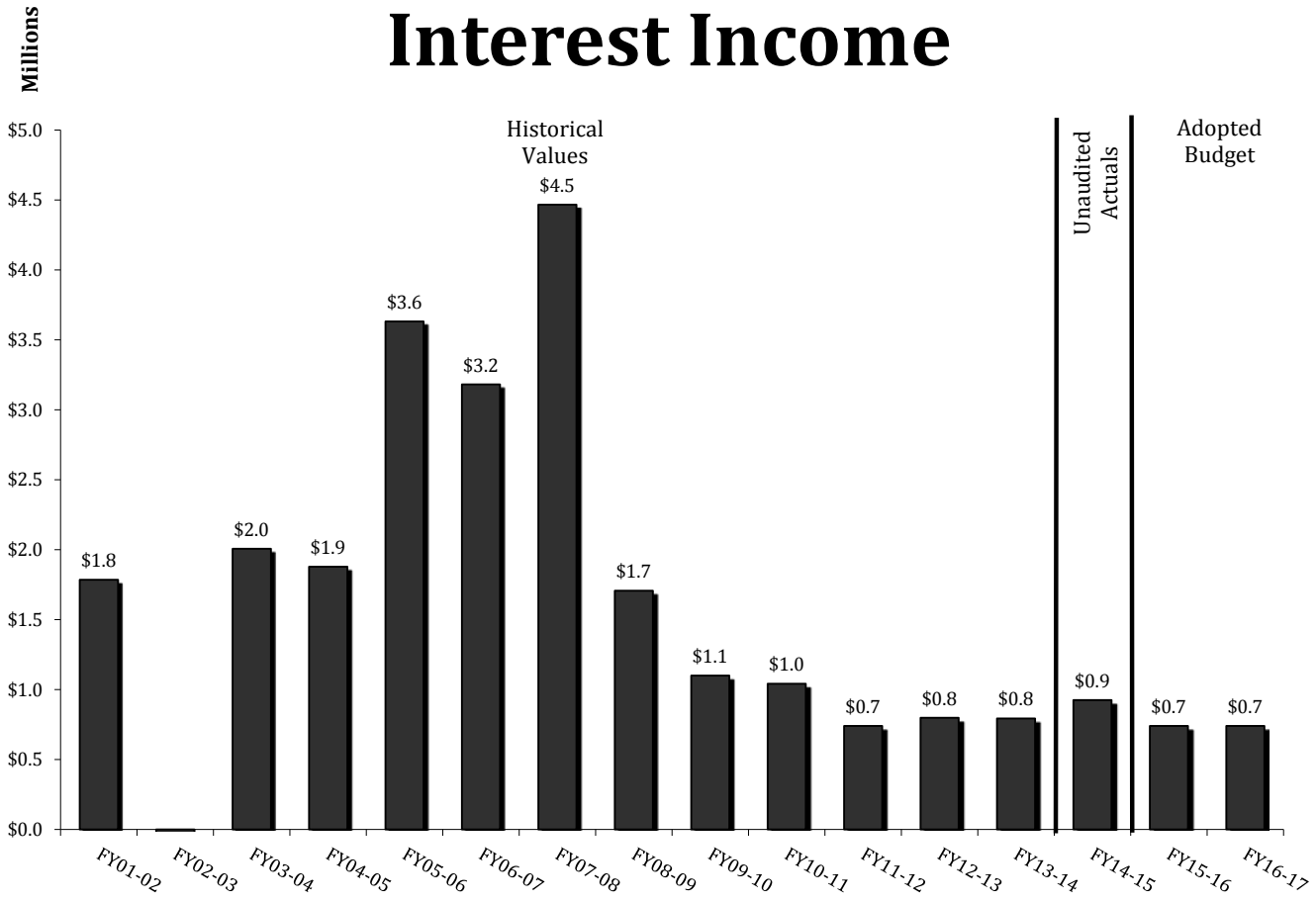
Parking citation revenues are expected to remain constant over the two-year budget period. This is primarily due to decreased parking citation issuance arising from the implementation of several parking friendly policies, including the five-minute grace period and the park mobile program.



Interest Income

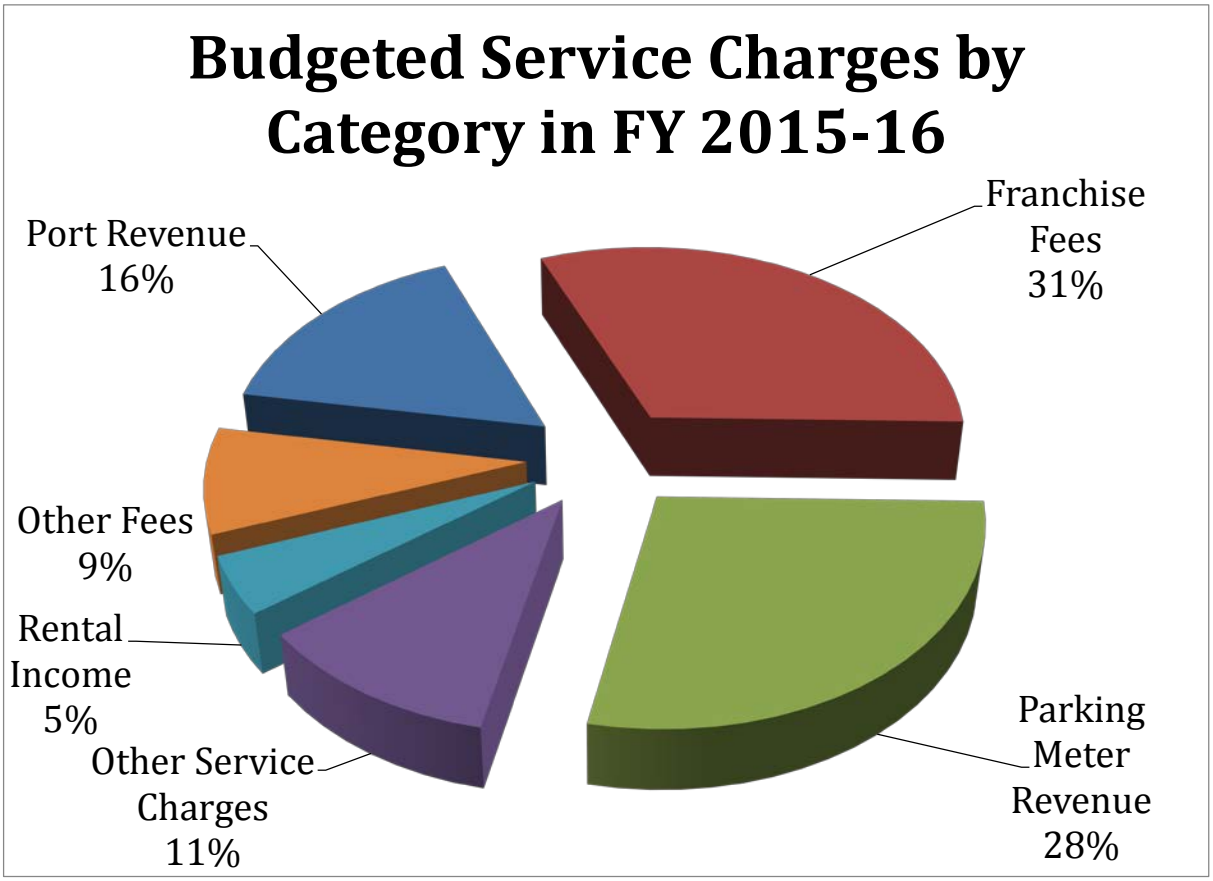
This revenue category nets interest income from investments against the cost of advances made from the City's General Purpose Fund to other funds.

Interest income is volatile, fluctuating along with short-term interest rate movements. Interest income is estimated at $0.7 million in each of FY 2015-16 and FY 2016-17. The amount reflects the interest income projected to be received from pooled investments.



Service Charges

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



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

- **Port Revenue** consists of payments for general services, Fire, and other services the City provides to the Port. The City invoices semi-annually, based on actual costs of services. Port revenue is expected to remain constant over the two-year budget.

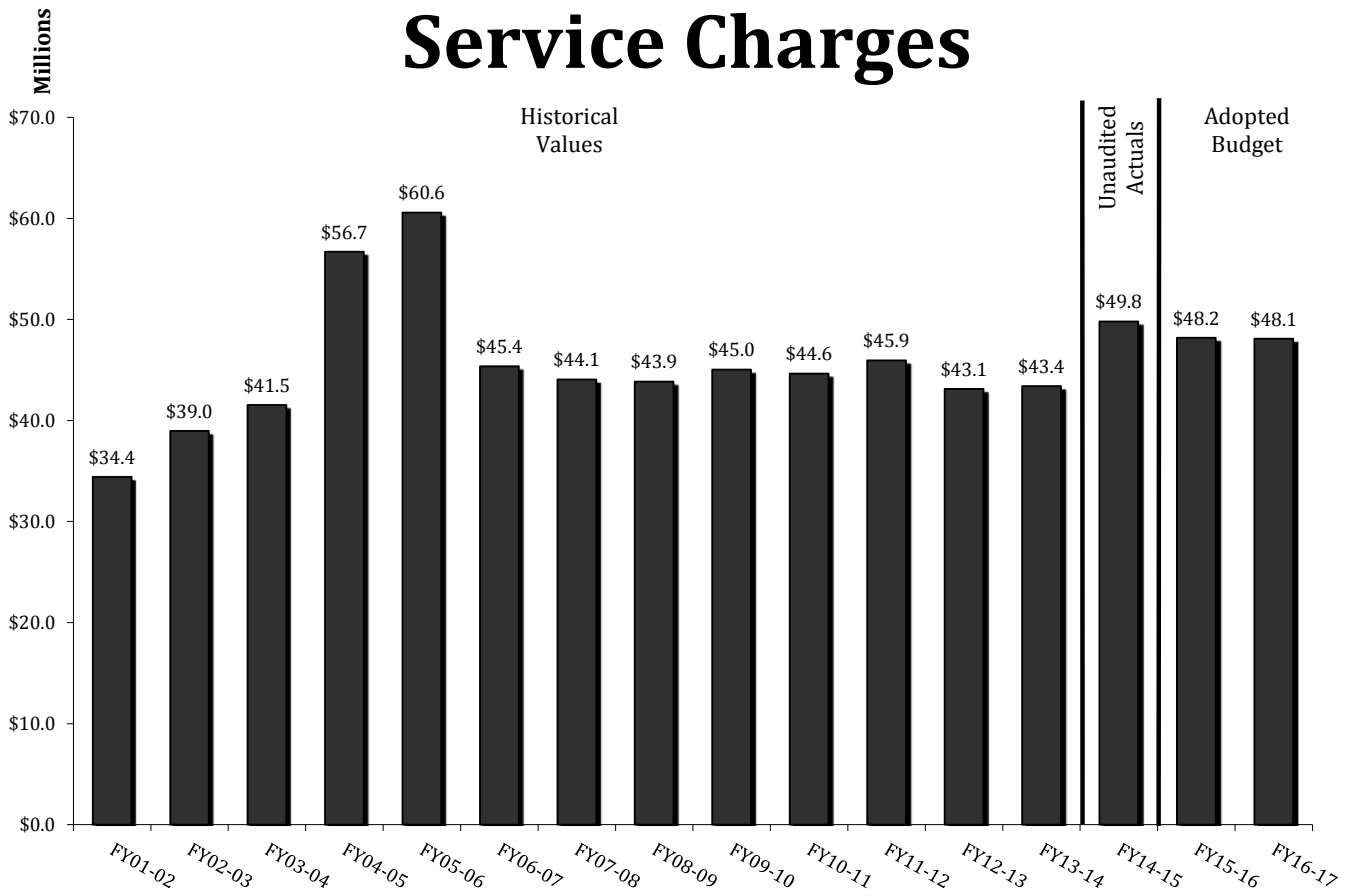
- **Franchise Fees** apply to four utilities for the use of City rights of way: PG&E for gas and electric; Waste Management of Alameda County for garbage collection; East Bay Municipal Utility District for water; and Comcast for cable television. Franchise fee revenue is expected to remain constant over the two-year budget.

- **Parking Meter Revenue** consists of charges for parking in metered street stalls. Parking revenue is expected to grow between 1 and 2 percent annually over the two-year budget.

- **Other Service Charges** is revenue from other fees charged including parks and recreation fees, public works fees, fire inspection fees, and charges for personnel service to provide public safety at events. These revenues are expected to remain constant annually over the two-year budget.

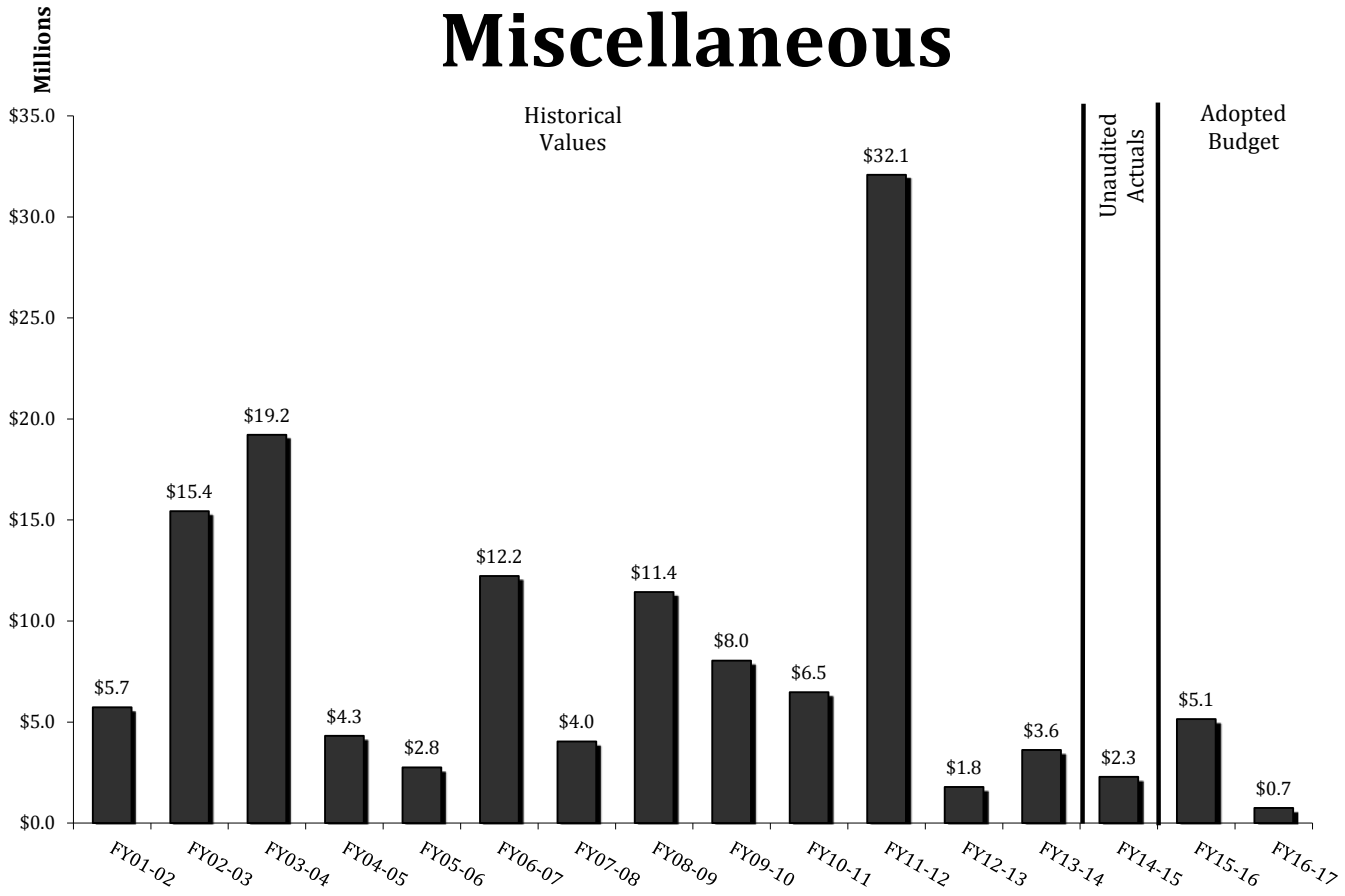
- **Rental Income** is rental fees for the City's facilities and lands, as well as concessions at various locations. These revenues are expected to grow between 1 and 2 percent annually over the two-year budget.

Service Charges



Miscellaneous

The Miscellaneous category consists largely of one-time items that do not fit well into other categories, such as billboard revenue agreements and land/property sales. The Miscellaneous category has experienced substantial variation from year to year, due to its one-time and unpredictable nature. The peaks in FY 2002-03, FY 2003-04, FY 2006-07 and FY 2008-09 occurred as a result of a large number of land and facility sales in those years. The large peak in FY 2011-12 is also a result of land sales, notably the Henry J. Kaiser Convention Center.

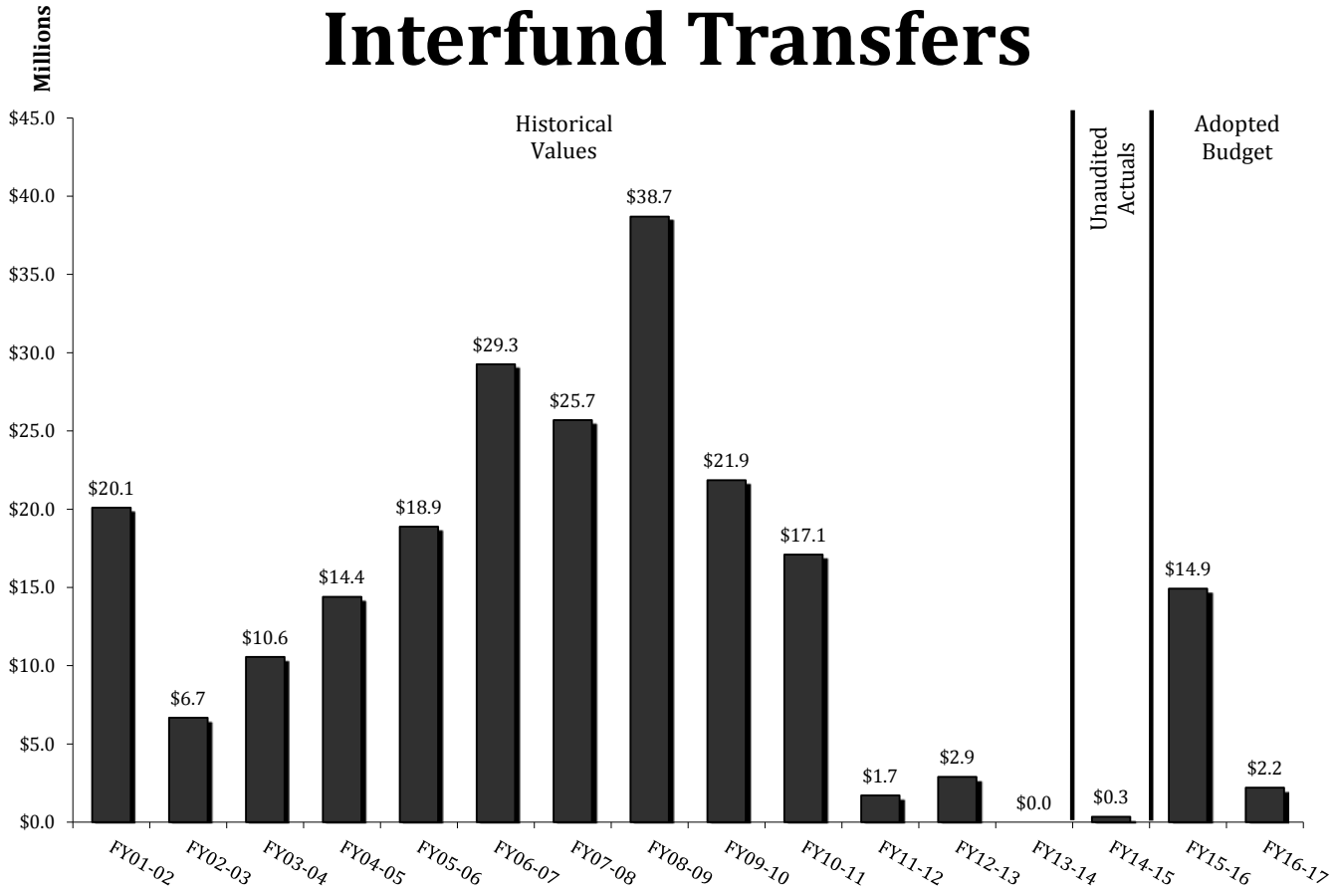


Interfund Transfers

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

For example, the Sewer Service Fund (3100) has been making fund transfers into GPF to cover the cost of the office space taken up by Sewer Service employees in the City Administration Complex.

In FY 2015-16 and 2016-17 the GPF is expected to receive approximately $14.9 million and $2.2 million, respectively in Interfund Transfer revenue. These consist of one-time transfers of $9.72 million in deferred pension credit and $3 million as a result of the transfer of garages and the on-going $2.2 million associated revenues.



EXPENDITURE TABLES

NOTES

ALL FUNDS EXPENDITURES

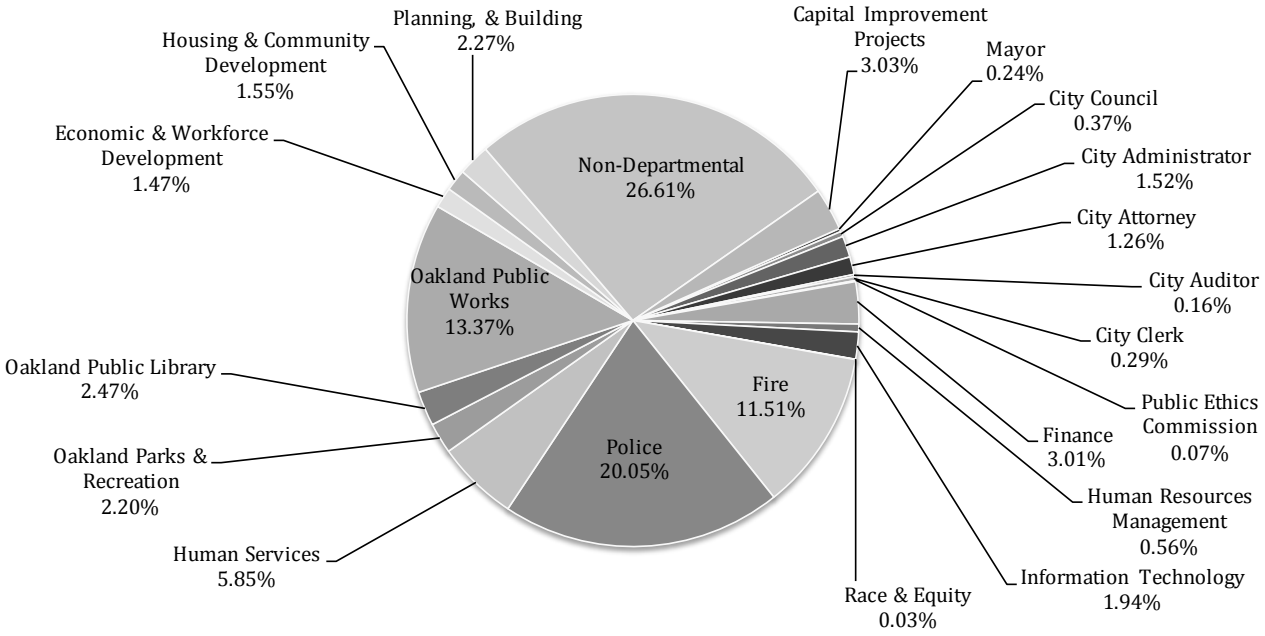
Agency / Department	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Mayor	$2,179,774	$2,217,223	$2,829,158	$2,865,779
City Council	3,599,300	3,775,596	4,436,312	4,491,097
City Administrator [1]	12,553,205	17,367,577	18,476,250	17,801,806
City Attorney	15,460,538	14,233,941	15,115,252	15,055,588
City Auditor	1,653,631	1,630,123	1,903,677	1,826,542
City Clerk [2]	1,807,630	2,372,962	3,425,223	3,462,575
Public Ethics Commission [3]	-	-	858,779	870,223
Finance	27,683,445	31,564,673	36,117,569	35,604,483
Human Resources Management	5,112,346	6,092,519	6,701,969	6,570,365
Information Technology	14,871,881	16,240,771	23,267,335	22,940,093
Race & Equity	-	-	304,075	312,566
Police	224,945,156	241,854,595	235,570,787	242,535,092
Fire	116,573,817	131,252,435	134,969,853	139,494,304
Human Services	67,363,180	68,948,185	69,453,990	70,108,819
Oakland Parks & Recreation	24,891,073	26,786,234	26,341,522	26,120,901
Oakland Public Library	25,711,282	26,239,314	28,658,815	30,177,494
Economic & Workforce Development	25,784,866	19,320,826	17,652,619	17,291,413
Housing & Community Development	36,298,721	48,761,096	18,121,483	18,770,502
Planning, & Building	25,163,443	23,420,746	27,244,050	26,996,545
Oakland Public Works	185,026,087	178,922,759	161,919,550	161,487,326
Non-Departmental	293,558,131	494,534,558	329,523,361	305,203,325
Subtotal Expenditures	**$1,110,237,505**	**$1,355,536,133**	**$1,162,891,629**	**$1,149,986,838**
Capital Improvement Projects	107,369,825	139,387,120	40,068,580	32,150,843
Grand Total	**$1,217,607,330**	**$1,494,923,253**	**$1,202,960,209**	**$1,182,137,681**

[1] During FY 2014-15, the Animal Shelter division was transferred from the Police Department to a Department within the City Administrator's Office called Oakland Animal Services.

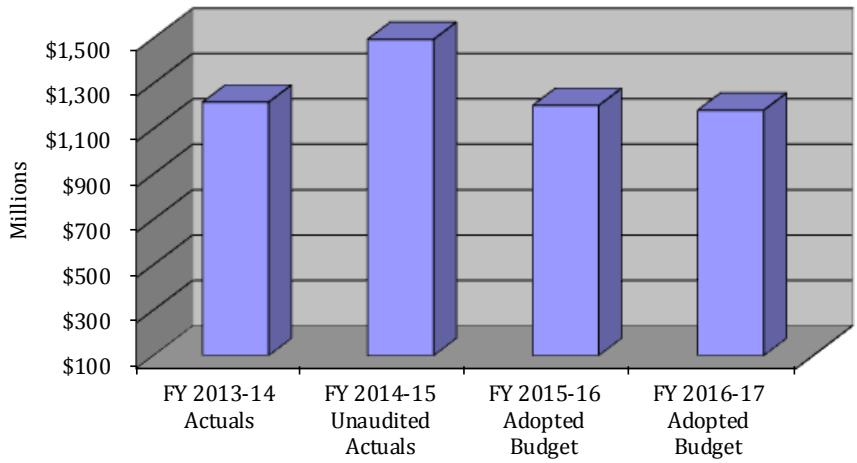
[2] Communications / KTOP transferred from the City Administrator's Office to the City Clerk's Office per Council direction.

[3] Public Ethics was restructured as a stand alone department per voter approval of Measure CC.

BREAKDOWN OF FY 2015-17
ALL FUNDS EXPENDITURE BY DEPARTMENT



HISTORICAL CHANGES IN ALL FUNDS



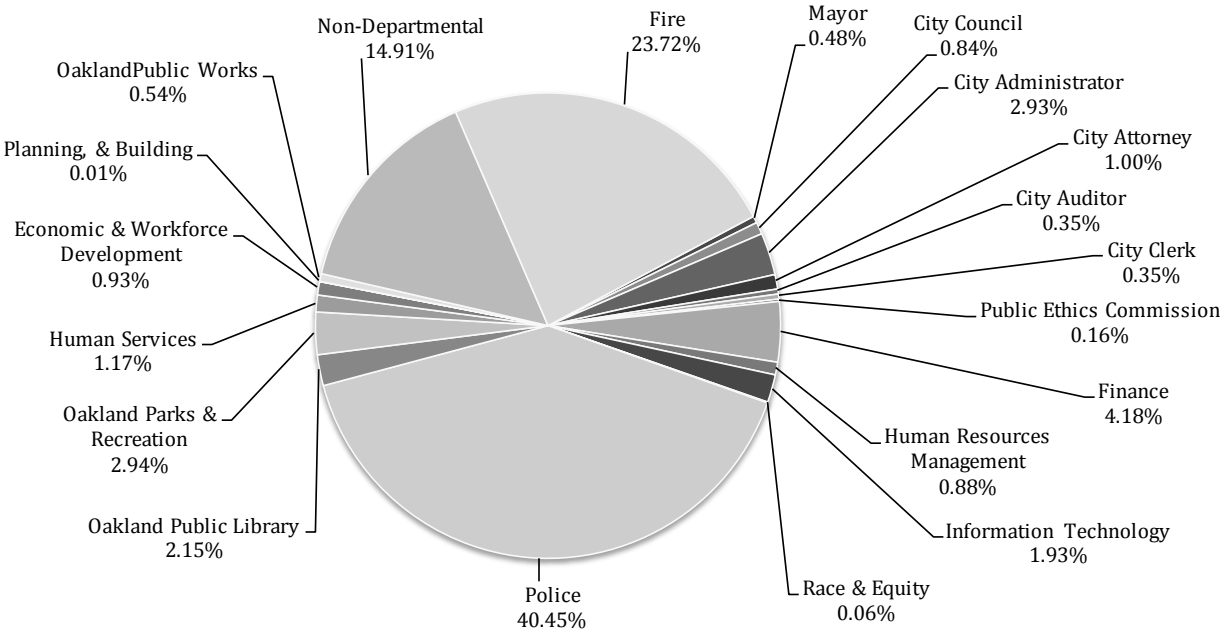
GENERAL PURPOSE FUND EXPENDITURES

Agency / Department	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Mayor	$1,903,648	$2,001,862	$2,535,425	$2,567,901
City Council	3,599,300	3,775,596	4,436,312	4,491,097
City Administrator [1]	8,836,967	13,766,855	15,926,614	15,267,590
City Attorney	7,962,648	5,561,912	5,308,541	5,378,125
City Auditor	1,653,631	1,630,123	1,903,677	1,826,542
City Clerk	1,728,194	2,309,361	1,842,217	1,860,152
Public Ethics Commission [2]	-		858,779	870,223
Finance	15,322,172	19,806,945	22,594,813	21,887,977
Human Resources Management	3,577,193	4,409,783	4,740,469	4,597,188
Information Technology	8,516,462	9,779,785	10,209,508	10,335,651
Race & Equity	-		304,075	312,566
Police	189,381,809	213,291,610	211,713,264	218,529,408
Fire	96,363,195	112,430,904	123,604,555	128,688,435
Human Services	6,926,163	5,887,394	6,465,571	5,978,003
Oakland Parks & Recreation	13,429,565	14,086,210	15,765,804	15,547,529
Oakland Public Library	9,075,365	9,110,565	11,129,415	11,746,848
Economic & Workforce Development	2,458,025	2,989,798	5,058,763	4,814,541
Housing & Community Development	612	200,000	-	-
Planning, & Building	97,030	518,139	41,466	41,648
Oakland Public Works	4,662,593	3,732,290	2,863,827	2,897,432
Non-Departmental	68,663,906	73,435,370	85,823,691	72,798,414
Subtotal Expenditures	**$444,158,478**	**$498,724,502**	**$533,126,786**	**$530,437,270**
Capital Improvement Projects	522,586	1,109,180	1,252,000	252,000
Grand Total	**$444,681,063**	**$499,833,682**	**$534,378,786**	**$530,689,270**

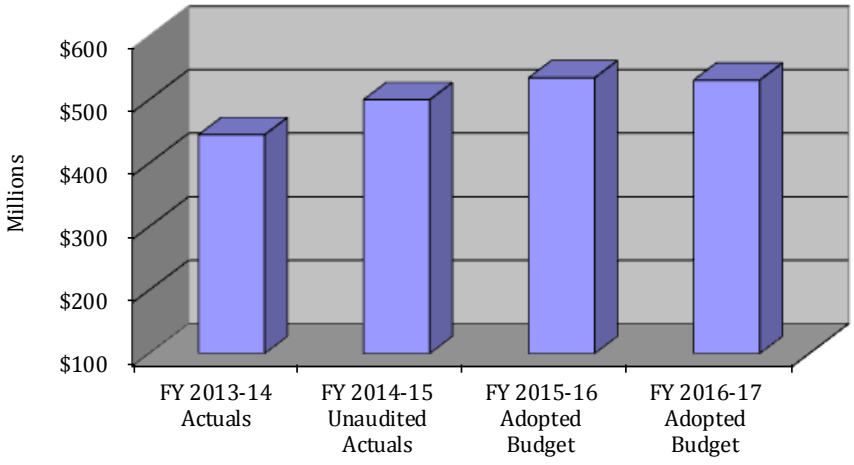
[1] During FY 2014-15, the Animal Shelter division was transferred from the Police Department to a Department within the City Administrator's Office called Oakland Animal Services.

[2] Public Ethics was restructured as a stand alone department per voter approval of Measure CC.

BREAKDOWN OF FY 2015-17
GENERAL PURPOSE FUND EXPENDITURE BY DEPARTMENT

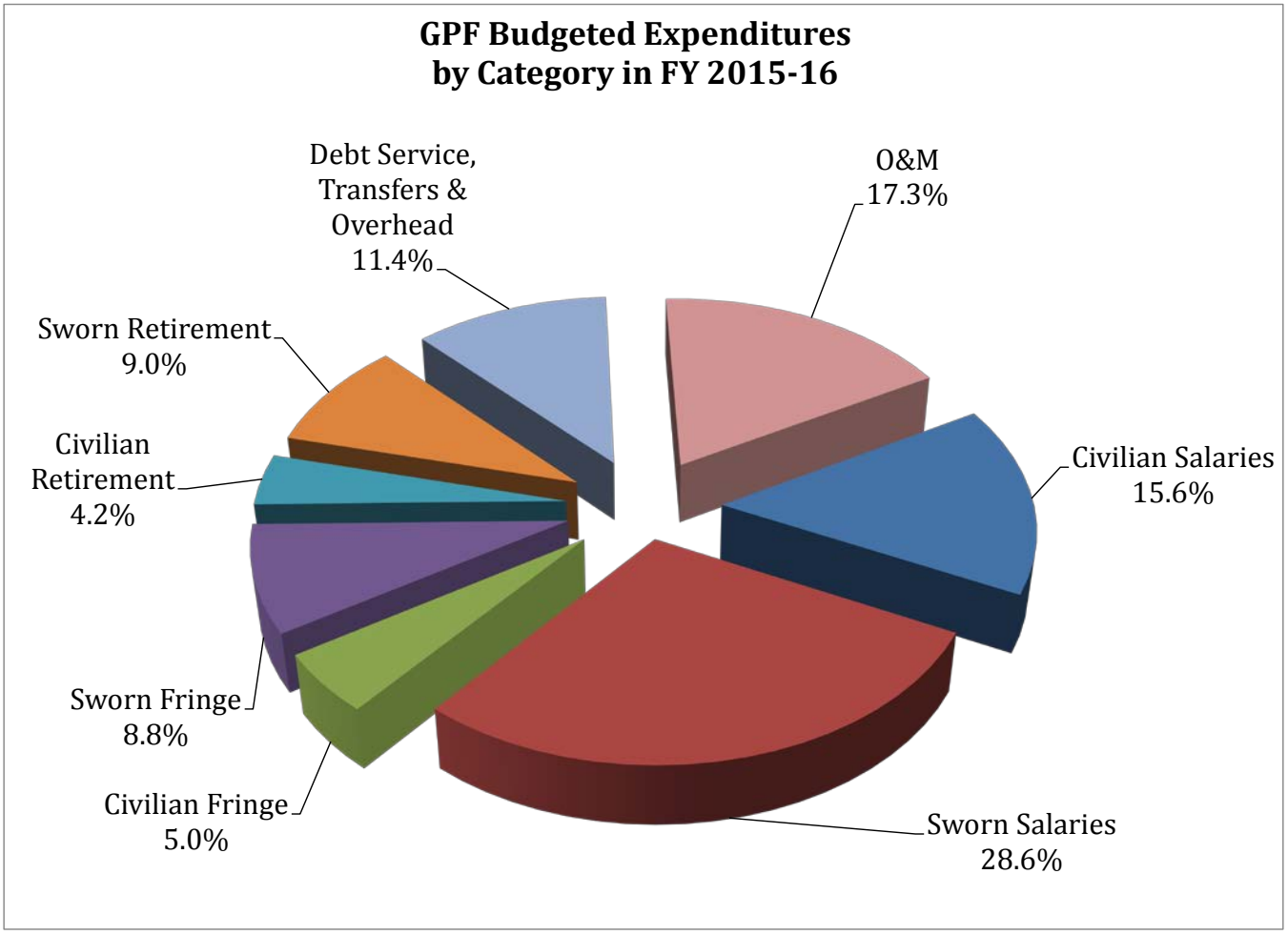


HISTORICAL CHANGES IN ALL FUNDS



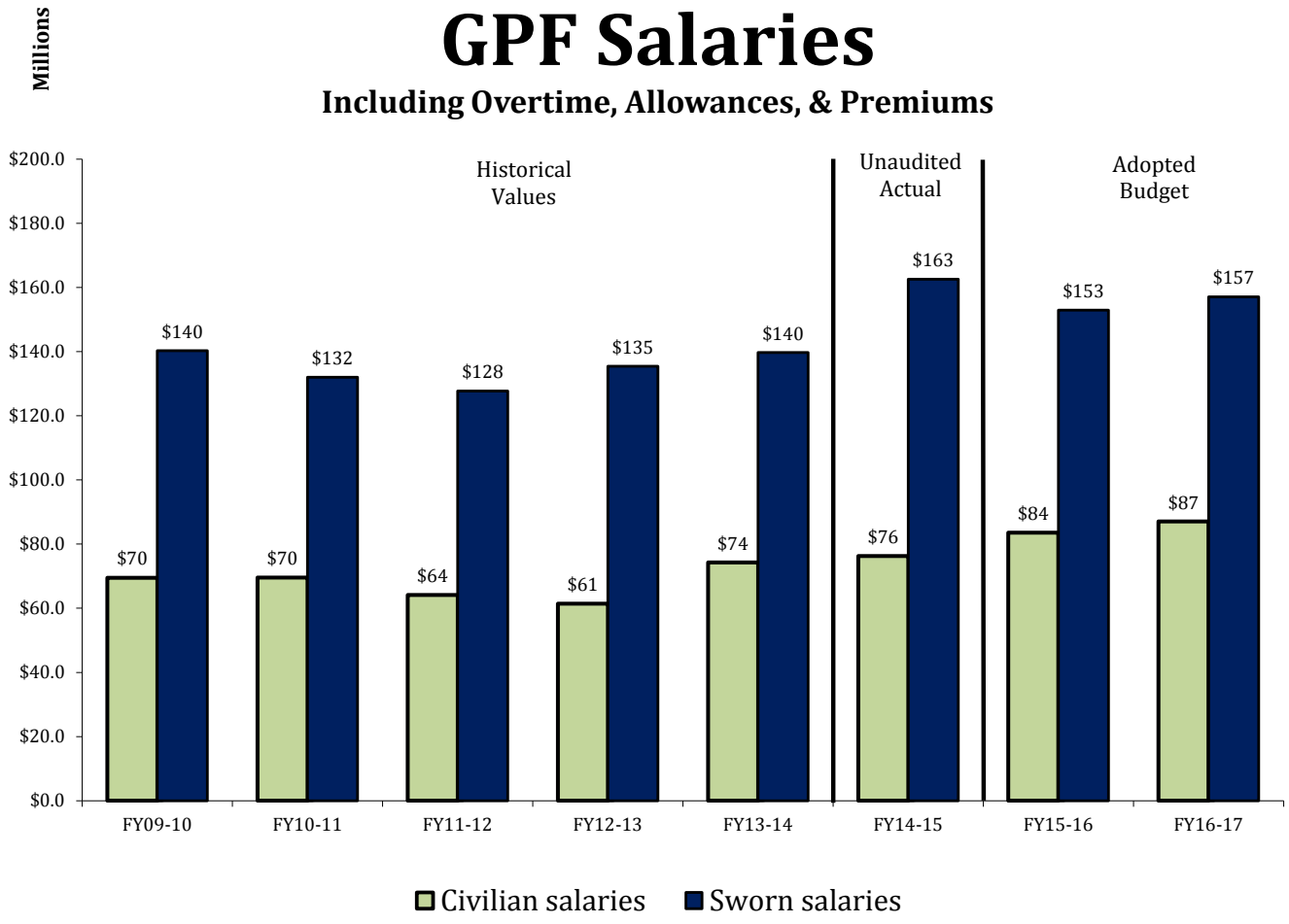
SUMMARY OF THE GENERAL PURPOSE FUND EXPENDITURES

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



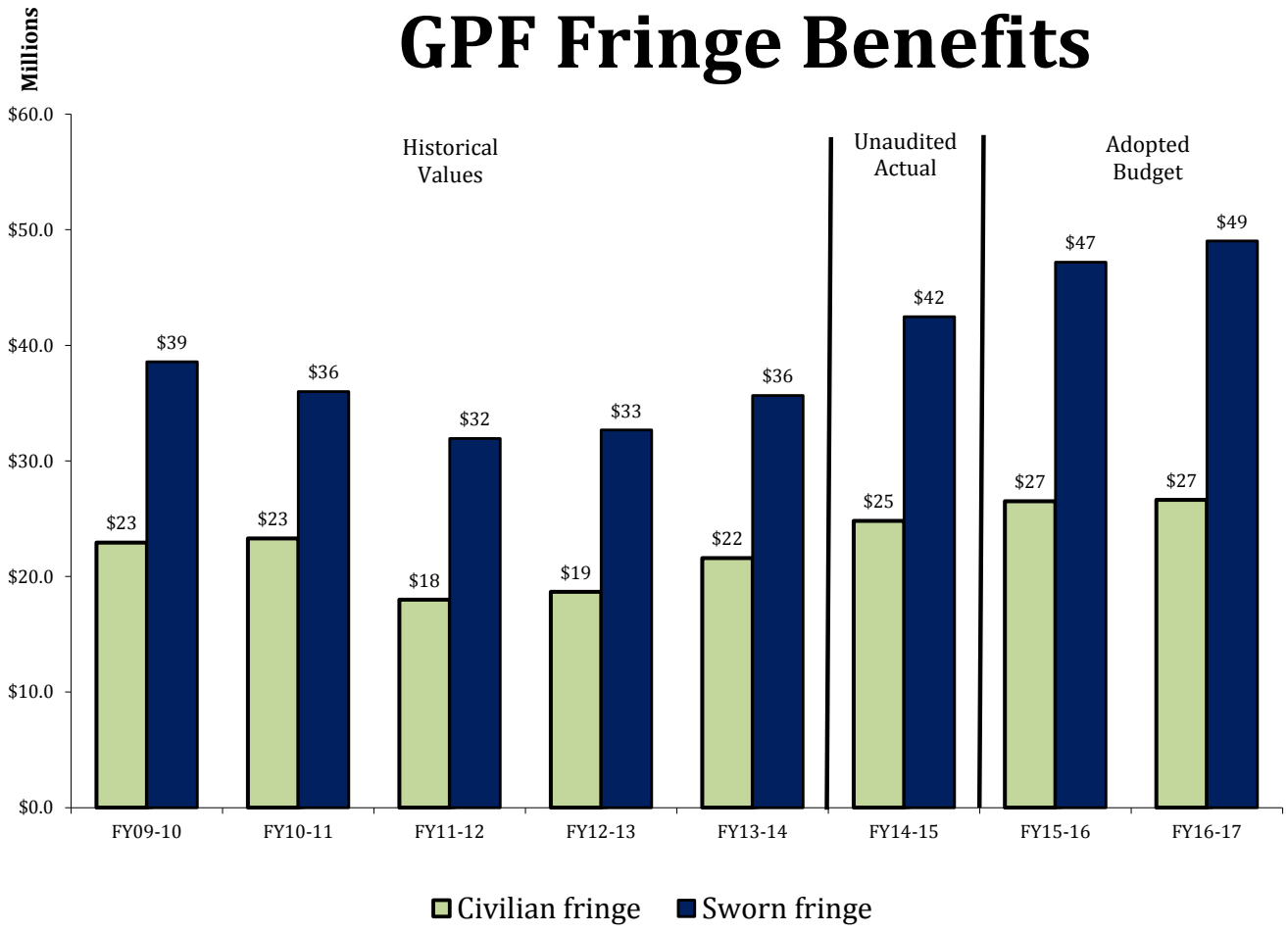
Salaries

The budget includes assumptions related to salaries for sworn and civilian personnel that are consistent with the City's memoranda of understanding with its bargaining units. The budget includes Cost of Living Adjustments for sworn firefighter personnel that were agreed to in the Memorandum of Understanding reached with Local 55, International Association of Firefighters on July 1, 2014. As agreements covering the two year budget cycle have not been reached with the City's other bargaining units no COLAs are assumed, although funds have been set aside for employee compensation, and available for negotiations. The budget does assume increases in salaries for classifications that will be impacted by the newly enacted Measure FF minimum wage law.



Fringe Benefits

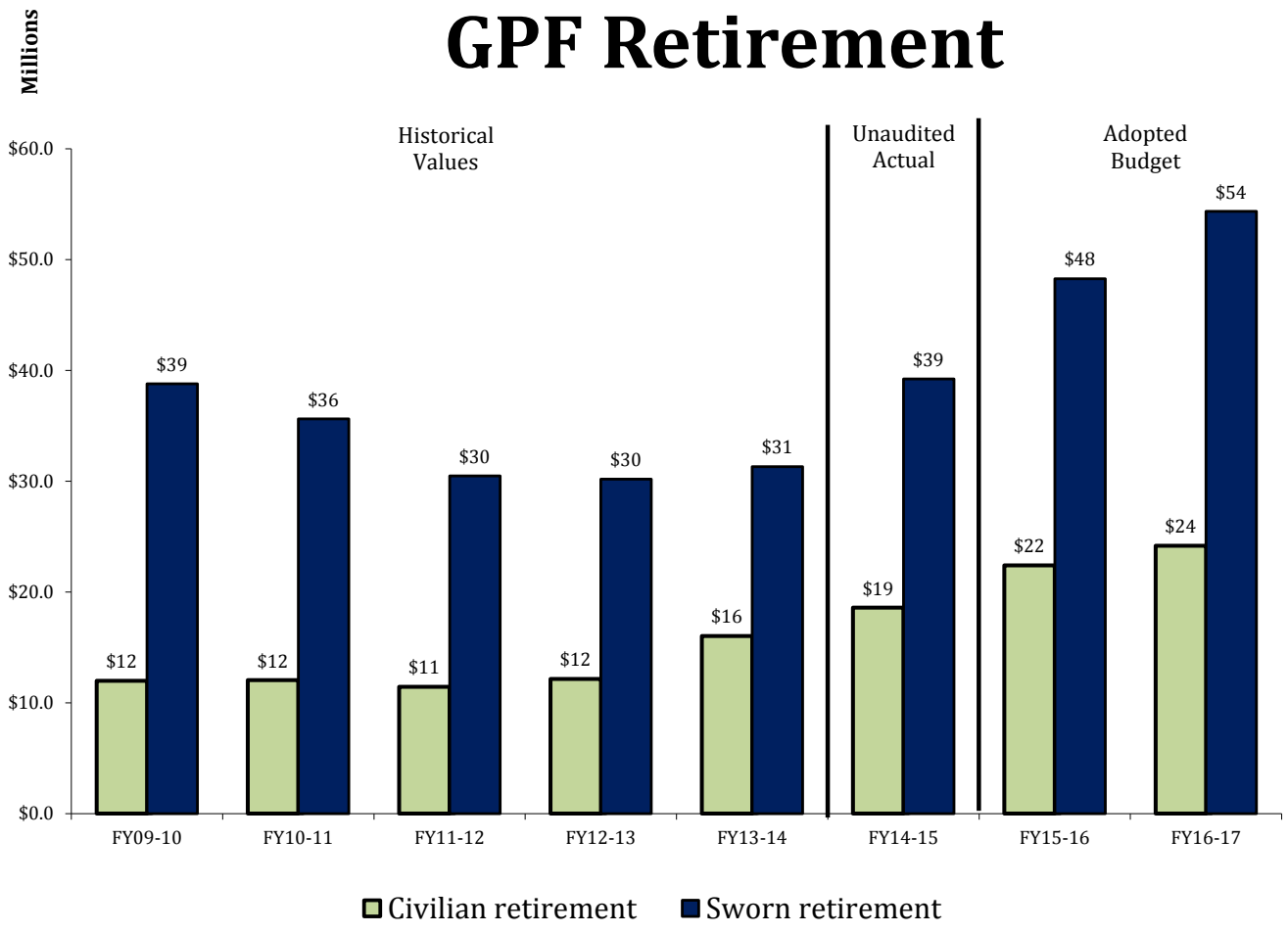
Civilian and sworn fringe benefit expenditures are comprised of many components, including health insurance, workers' compensation, dental and vision insurance, disability insurance, unemployment insurance, and others. Cost sharing between employer and employee on fringe benefits is also a bargained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



Retirement

Staff assumed that the City's employer contribution retirement expenditures for civilian and sworn employees would grow at the rate projected by CalPERS, the City's retirement program administrator. Based on the most current information available, it is expected that the civilian employee rate will increase by 2.74% in FY 2015-16 and 2.46% in FY 2016-17. The rate increase for sworn employees is expected to be 2.59% in FY 2015-16 and 2.71% in FY 2016-17.

Although CalPERS identifies an "employer contribution" and "employee contribution" for retirement deposits, the actual cost sharing between the City and employees is a bargained arrangement codified in Memoranda of Understanding (MOUs) between the City and employee unions. The budget assumes that the arrangement currently in place would continue.



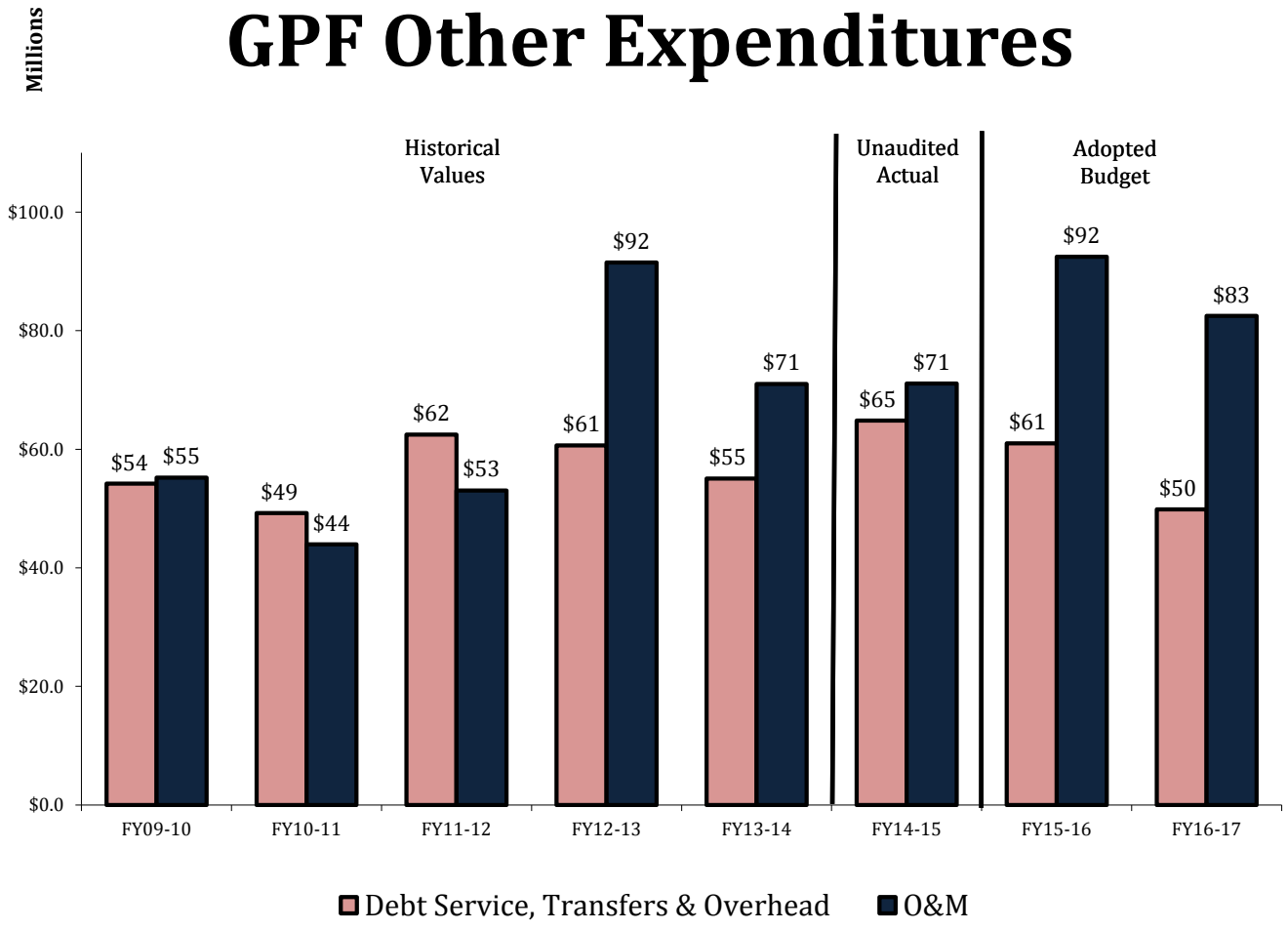
Other Expenditures

Operations and Maintenance

Budgeted operations and maintenance (O&M) expenditures would remain in future years at FY 2014-15 levels, consistent with budgeting practices and the City's actual experience with these expenditures, unless specific policy interventions occur. Historically, operations and maintenance expenditures, which are composed of services and supplies and contracts, have grown very slightly, and therefore no growth is assumed.

Debt Service, Overhead, and Operating Transfers

The City's Treasury Division estimated the future debt service expenditures based on the repayment schedule of the City's current debt. Debt service includes principal and interest expenses on bonds and other loans. Staff forecasted that overhead and operating transfers would remain constant at FY 2014-15 levels. The FY 2015-17 adopted budget contains some updates to overhead cost recovery rates relative to past years.



NOTES

OTHER BUDGET INFORMATION

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 ($15.3 million projected by the end of FY 2014-15), Mandatory Refuse Program ($3.9 million), Municipal Capital Improvement ($5.4 million), Kaiser Convention Center Fund ($1.8 million), and Facilities Fund ($17.5 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.

NEGATIVE FUNDS

Fund	Fund Description	Assigned Agency / Dept	Ending Fund Balance (as of 6/30/12)	Ending Fund Balance (as of 6/30/13)	Ending Fund Balance (as of 6/30/14)	Unaudited Fund Balance (as of 6/30/15)	Explanation of negative fund balance
Negative Funds with Repayment Schedules:							
1100	Self Insurance Liability	Budget Office	(22,980,339)	(21,016,159)	(22,474,395)	(15,302,775)	On repayment plan through 2022.
1700	Mandatory Refuse Program	Finance	(5,839,314)	(5,881,460)	(5,063,421)	(3,852,540)	Rising lien receivables due to non-payments of garbage fees, and previous multiple transfer to GPF. Negative Funds should be eliminated over time as liens are collected through sale of properties. Additionally the recent increase of surcharge rate will leave a positive effect on this fund balance.
1730	Henry J Kaiser Convention Ce	Budget Office	(3,490,580)	(2,907,559)	(2,338,469)	(1,758,880)	Proposed to be paid off in FY 2016-17.
1750	Multipurpose Reserve	OPW	(4,766,712)	(4,557,584)	(5,206,844)	(4,867,100)	Negative was created due to two $2.1 million transfer to the GPF and in FY 2005-06 an additional $800K was transferred to GPF. Garage rate increases and expenditure reductions were adopted for FY 2009-11. In FY 2016-17, transportation staff are proposed to be moved to other eligible sources.
1760	Telecommunications Reserve	CAO	(197,957)				The fund was previously on a re-payment plan, but was completely paid down.
1791	Contract Administration Fee	CAO	(2,942,764)	(2,360,355)	(1,789,294)	(1,209,689)	Proposed to be paid off in FY 2016-17.
2310	Lighting and Landscape Assessment District	OPW	(1,416,293)			(289,890)	Issuance of new debt - Capital lease.
4100	Equipment	OPW	(7,339,685)	(4,265,613)	(1,584,849)		Paid off in FY 2014-15.
4300	Reproduction	ITD	(815,669)	(1,220,643)	(1,530,670)	(1,769,897)	Repayment factored into internal service fund rate in FY 2015-17.
4400	City Facilities	OPW	(23,611,188)	(21,494,517)	(18,329,573)	(17,537,264)	On repayment plan through 2019.
4500	Central Stores	Finance	(4,146,005)	(3,922,045)	(3,820,440)	(3,848,306)	To reduce the cost of the fund, Central Store section was eliminated in the FY 2011-12 budget. Agencies/departments will now manage their supplies on a just-in-time basis.
4550	Purchasing	Finance	(525,975)	(300,431)	(140,664)	(109,723)	To be paid off in FY 2015-16.
	Total		**(78,072,482)**	**(67,926,367)**	**(62,278,619)**	**(50,546,064)**	
Reimbursable Negative Funds:							
1831	Central City East Project	EWD		(498,834)	(710)	(712)	Negative should be cover by loan repayments.
1832	Coliseum Project Area Loans	EWD		(327,240)			Current fund balance is positive.
1883	2000 Subordinated Housing Se	EWD		(410,231)		(128,007)	Reimbursed by ORSA.
1885	2011A-T Subordinated Housing	EWD		(1,152,559)	(1,451,335)		Current fund balance is positive.
2061	2006 FEMA: 1628 Winter Storm	OPW	(223,546)	(198,501)	(174,446)	(32,151)	The City is waiting for FEMA to issue the final close out report of the disaster, send final reimbursement and release retention payment.
2062	2006 FEMA: 1646 Spring Storm	OPW	(547,108)	(271,331)	(271,683)	(271,643)	The City is waiting for FEMA to issue the final close out report of the disaster, send final reimbursement and release retention payment.

NEGATIVE FUNDS (CONT'D)

Fund	Fund Description	Assigned Agency / Dept	Ending Fund Balance (as of 6/30/12)	Ending Fund Balance (as of 6/30/13)	Ending Fund Balance (as of 6/30/14)	Unaudited Fund Balance (as of 6/30/15)	Explanation of negative fund balance
Reimbursable Negative Funds:							
2102	Department of Agriculture	HSD	(137,459)	(107,446)	(161,917)	(248,457)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2103	HUD-ESG/SHP/HOPWA	HSD	(3,324,975)	(4,738,988)	(4,445,304)	(4,491,994)	Historical negative balance (pre FY 1999-00) requires one-time offset of $3.9M. A portion of this uncollectible amount (approximately $1.2M) is due to HUD's modified cost reimbursement methodology.
2107	HUD-108	HCD	(202,353)	(1,586,671)	(3,613,637)	(3,242,669)	Current negative fund balance is due to lag time between spending grant funds and receiving loan payments.
2108	HUD-CDBG	HCD				(153,165)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2111	2000 Local Law Enforcement B	OPD		(71,552)	(78,606)	(80,269)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2112	Department of Justice	OPD			(87,332)		Paid off in FY 2014-15.
2113	Department of Justice-COPS	HSD		(1,262,927)	(270,750)	(215,771)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2114	Department of Labor	HSD	(38,325)	(39,995)	(108,390)	(242,278)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2116	Department of Transportation	OPW	(205,489)	(1,301,865)	(109,220)		Current fund balance is positive.
2120	Federal Action Agency	HSD	(18,118)	(18,231)	(36,949)	(20,556)	Historical negative balance is due to accumulated negative interest of $17K. Timing of drawdown and/or reimbursement.
2123	US Dept of Homeland Security	Fire	-	(909,388)	(764,364)		Current fund balance is positive.
2124	Federal Emergency Management	Fire	(898,403)	(872,254)	(1,249,486)	(847,080)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2127	Department of Transportation-Tiger	OBRA	(1,775,518)	(1,960,603)	(15,091)		Current fund balance is positive.
2128	Dept. of Health and Human Services	HSD	(642,069)	(1,239,783)	(1,553,583)	(2,985,783)	Historical negative balance (pre FY1999-2000) relates to $255K in accumulated negative interest and also timing of drawdowns and/or reimbursements. The fund requires one-time revenue offset.
2129	Trade Corridor Improvement F	OBRA/ONI			(274,718)	(1,124,417)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2134	California Parks and Recreation	OPW	(381,120)	(1,069,058)	(1,445,219)	(2,888,600)	Historical negative balance (pre FY 1999-00) requires one-time offset. $107K is related to SB174 Park Grant Activities, and $109K is related to non-project related charges. Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2138	California Department of Education	HSD	(41,662)	(123,555)			Current fund balance is positive.

NEGATIVE FUNDS (CONT'D)

Fund	Fund Description	Assigned Agency / Dept	Ending Fund Balance (as of 6/30/12)	Ending Fund Balance (as of 6/30/13)	Ending Fund Balance (as of 6/30/14)	Unaudited Fund Balance (as of 6/30/15)	Explanation of negative fund balance
Reimbursable Negative Funds:							
2144	California Housing and Community Development	HCD/HSD	(182,670)	(321,583)	(1,518,506)	(379,037)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2148	California Library Services	Library/OPW	(563,451)	(561,841)	(564,621)		Current fund balance is positive.
2152	California Board of Corrections	OPD	(28,846)				Current fund balance is positive.
2154	California Integrated Waste Management Board	OPW	(73,475)	(72,533)	(72,790)	(70,823)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2159	State of California Other	OPW	(1,377,809)	(2,708,265)		(566,980)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2162	Metro Transportation Com: TD	OPW	(171,800)	(52,614)	(10,870)	(47,709)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2163	Metro Transportation Com: Program Grant	OPW	(556,387)	(624,988)	(537,224)	(319,125)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2164	Congestion Mitigation & Air	OPW	(91,804)	(91,556)	(91,717)	(91,703)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2165	Prop 1B Nov 2006 CA Trans Bo	OPW			(23,462)		Fund closed in FY 2014-15.
2166	Bay Area Air Quality Management District	OPW	-	(8,441)	(59,557)		Current fund balance is positive.
2190	Private Grants	Various	(382,939)	(546,559)	(540,691)	(523,013)	Historical negative balance due to Neighborhood law project (City Attorney's Office). This project requires a one-time revenue offset.
2214	ACTIA Reimbursable Grants	OPW	(265,410)	(217,606)		(1,167,347)	The remaining deficit balance is from several streetscape projects Staff is continuing to review the ability to receive reimbursement for these projects.
2260	Measure WW: East Bay Regional Parks District Local Grant	OPW	(1,653,960)	(2,052,029)	(951,249)	(879,096)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor and retention amount.
2415	Development Service Fund	PBD	(2,037,216)	(2,827,714)			Current fund balance is positive.
2603	HUD-ESG/SHP/HOPWA (ARRA)	HCD	(171)				Current fund balance is positive.
2605	Dept of Health & Human Services	HSD	(139)	(141)	(138)	(135)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.

NEGATIVE FUNDS (CONT'D)

Fund	Fund Description	Assigned Agency / Dept	Ending Fund Balance (as of 6/30/12)	Ending Fund Balance (as of 6/30/13)	Ending Fund Balance (as of 6/30/14)	Unaudited Fund Balance (as of 6/30/15)	Explanation of negative fund balance
Reimbursable Negative Funds:							
2606	Metro Transportation Commission	OPW	(283,138)				Fund will be closed in FY 2014-15
2607	Department of Justice-COPS H	OPD	(1,168,627)				Fund will be closed in FY 2015-16.
2608	Environmental Protection Agency	HCD	(21,438)				Fund will be closed in FY 2014-15.
2609	Dept of Energy-EECBG Program	OPW	(187,077)	(212,957)			Current fund balance is positive.
2610	State Water Control Board-CW	OPW	(175,264)	(11,379)			Fund will be closed in FY 2014-15.
2611	HUD-CDBG (ARRA)	HCD	(5,525)	(69,694)			Current fund balance is positive.
2613	Port Security Grant Program	Fire	(15,126)	(83,480)	(51,094)	(51,094)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2912	Federal Asset Forfeiture	OPD		(37,333)			Current fund balance is positive.
2990	Public Works Grants	OPW	(651,723)	(859,049)	(879,048)	(706,980)	PWA staff will be continuing efforts to coordinate with responsible departments to move ineligible grant charges to other matching fund sources. The $886K estimate of unrecoverable costs is made up of historical expenditures ($856K) and accumulated negative interest of $32K.
5008	Emergency Response: GOB Series 1992	OPW	(155,911)	(155,732)	(156,342)	(156,821)	PWA staff will coordinate with responsible departments to move ineligible charges to other funds.
5660	West Oakland Projects	EWD		(1,026,591)	(1,152,559)	(1,244,494)	Loan repayment through ROPS.
5672	Joint Arm Base Infrastructure	EWD		(754,244)			Current fund balance is positive.
5673	OBRA: Environmental Remediation	EWD	(59,787)				Current fund balance is positive.
6570	JPFA Pooled Assessment: 1996 Revenue Bonds	Non-Departmental	(143,909)	(143,744)	(144,305)	(94,734)	Fund balance to be recovered by assessment.
6612	JPFA Lease Revenue Refunding	Non-Departmental		(2,353)	(4,206)	(1,196)	Fund balance to be recovered by assessment.
Total			**(18,689,743)**	**(31,603,437)**	**(22,871,116)**	**(23,273,837)**	

NEGATIVE FUNDS (CONT'D)

Fund	Fund Description	Assigned Agency / Dept	Ending Fund Balance (as of 6/30/12)	Ending Fund Balance (as of 6/30/13)	Ending Fund Balance (as of 6/30/14)	Unaudited Fund Balance (as of 6/30/15)	Explanation of negative fund balance
Non-Reimbursable Negative Funds without Repayment Plan:							
1600	Underground District Revolving Fund	OPW	(965,744)	(964,635)	(968,269)	(971,381)	Fund is no longer being used. This fund was originally set up as a pass thru for undergrounding projects. Very little recovery took place in FY 1999-00 and FY 2000-01. The fund has accumulated negative interest of $721K and all remaining charges are considered un-collectable. This fund requires a one-time revenue off-set.
2992	Parks and Recreation Grants	OPR	(2,590,719)	(2,583,736)	(2,588,260)	(2,587,880)	Historical negative balance (FY 1993-94) requires one-time offset. $161K is related to accumulated negative interest. OPR has confirmed current activity will be reimbursed on a quarterly basis.
5012	JPFA Admin Building: Series 1996	OPW	(1,614,742)	(1,612,887)	(1,619,201)	(1,624,167)	Historical negative balance (FY 2001-02) is related Admin building projects (Civic Center Complex/City Hall) that are uncollectable. This fund requires a one-time revenue offset.
5500	Municipal Capital Improvement	Budget Office	(5,471,106)	(4,900,385)	(5,007,783)	(5,414,975)	Historical negative balance caused by expenditures exceeding revenues. This fund requires a one-time revenue offset.
5999	Miscellaneous Capital Projects	Budget Office/OPW	(3,389,318)	(3,385,425)	(3,336,084)	(3,317,981)	Historical negative balance related to $1.3 million in negative interest and $2.1 million in various project expenditures (e.g. Y2K conversion). This fund requires one-time revenue offset.
	Total		**(14,031,629)**	**(13,447,067)**	**(13,519,597)**	**(13,916,383)**	
Total Negative Funds			**(110,793,854)**	**(112,976,871)**	**(98,669,332)**	**(87,736,284)**	

TEN-YEAR REPAYMENT PLAN FOR FUNDS WITH NEGATIVE BALANCES

Certain funds with negative balances, such as the Kaiser Convention Center 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 $ (15,302,775)	Total Revenues	Total Expenditures	Change in Fund Balance	Year- End Fund Balance	Amount of Transfer GPF Portion	Amount of Transfer Non-GPF Portion	Change in Transfer	Increase in Subsidy
2015-16	25,283,891	23,954,259	1,329,632	(13,973,143)	21,509,077	3,774,814	2,154,533	9%
2016-17	25,309,345	23,989,144	1,320,201	(12,652,942)	21,534,531	3,774,814	25,454	0%
2017-18	26,448,266	24,708,818	1,739,447	(10,913,494)	22,481,026	3,967,240	1,138,921	4%
2018-19	27,638,437	25,450,083	2,188,355	(8,725,140)	23,492,672	4,145,766	1,190,172	4%
2019-20	28,882,167	26,213,585	2,668,582	(6,056,558)	24,549,842	4,332,325	1,243,730	4%
2020-21	30,181,865	26,999,993	3,181,872	(2,874,686)	25,654,585	4,527,280	1,299,698	4%
2021-22	30,684,679	27,809,993	2,874,686	0	26,081,977	4,602,702	502,814	2%

KAISER CONVENTION CENTER FUND (1730) FINANCIAL PROJECTION

Beginning Fund Deficit $ (1,758,880)	Total Revenues	Total Expenditures*	Change in Fund Balance	Year- End Fund Balance	Amount of Subsidy	Change in Subsidy	Increase in Subsidy
2015-16	1,758,880	-	1,758,880	0	0	-	0%

CONTRACT ADMINISTRATION FUND (1791) FINANCIAL PROJECTION

Beginning Fund Deficit $ (1,209,689)	Total Revenues	Total Expenditures*	Change in Fund Balance	Year- End Fund Balance	Amount of Subsidy	Change in Subsidy	Increase in Subsidy
2015-16	1,209,689	-	1,209,689	0	0	-	0%

FACILITIES FUND (4400) FINANCIAL PROJECTION

Beginning Cash Deficit $ (17,537,264)	ISF Revenues	non-ISF Revenue	Total Revenue	Total Expenditures	Change in Fund Balance Non GPF	Change in Fund Balance GPF	Change in Fund Balance TOTAL	Year- End Fund Balance	Impact on GPF	Rate Inc.
2015-16*	34,168,084	658,345	34,826,429	28,532,429	366,140	5,927,860	6,294,000	(11,243,264)	16,310,197	11%
2016-17	30,305,787	658,345	30,964,132	28,170,132	866,140	1,927,860	2,794,000	(8,449,264)	17,778,114	0%
2017-18	31,972,605	658,345	32,630,950	29,015,236	433,886	3,181,829	3,615,714	(4,833,550)	19,911,488	5%
2018-19	34,060,898	658,345	34,719,243	29,885,693	580,026	4,253,524	4,833,550	0	22,300,867	7%

**ISF Revenues include one-time $4.0 mil from GPF*

NOTES

LONG-TERM LIABILITIES

Overview of Long-Term Liabilities

The City has four defined benefit retirement plans: Oakland Police and Fire Retirement System (PFRS), Oakland Municipal Employees' Retirement System (OMERS), and the California Public Employees' Retirement System (PERS) Public Safety Retirement Plan and Miscellaneous Retirement Plan. PFRS and OMERS are closed plans that cover employees hired prior to July 1976 and September 1970, respectively.

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

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

Unfunded Amount	Descriptions
$1,135M[1]	California Public Employees Retirement System (Cal PERS) unfunded balance as of June 30, 2013. The Public Safety Plan has a $478M unfunded liability and 67.9% funded ratio; the Miscellaneous (non-sworn) Plan has a $657M unfunded liability and 69.5% funded ratio. The City annual pension cost for FY 2013-14 – $98.6 million.
$463M[2]	Other Post-Employment Benefits (OPEB) has the unfunded actuarial accrued liability (UAAL) of $463M as of July 1, 2013. The City contributed $20.6 million for FY 2013-14.
$215M[3]	Police and Fire Retirement System (PFRS), closed retirement system, unfunded balance as of July 1, 2013 payments will resume in FY 2017-18, estimated at $25M. 100% Funding required by 2026. A separate tax override funding stream exists until 2026.
$98.7M	Negative Funds – $62.3 million of the negative funds have a repayment plan, $22.9 million are reimbursement funds and $13.5 million are funds with no repayment plan.
$40.3M	Accrued Leaves are approximately $40.3M unfunded as of June 30, 2014.

[1] The City annual pension cost is funded per CalPERS annual required contribution (ARC).

[2] The City is on a pay-as-you go funding progress. As of June 30, 2014, the City begun to partially pre-fund the ARC to California Employer's Retiree Benefit Trust ("CERBT") per resolution no. 85016. The UAAL is defined as the difference between the present value of projected future benefits earned by employees to date and the actuarial value of assets accumulated to finance those benefits.

[3] Tax override funding stream exists until 2026. On July 1, 2012, the City issued $210 million in additional Pension Obligation Bonds (Series 2012). As a result of a funding agreement was entered into between the PFRS Board and the City and therefore, no annual contributions until July 1, 2017.

Unfunded Pension Liability for CalPERS – Active Retirement Plan

The City has active defined benefit retirement plans for safety and miscellaneous employees with CalPERS. Although the funded ratios of the safety and miscellaneous (civilian) plan with CalPERS are below 100%, the City will continue to maintain these funded ratios through increases in CalPERS' required contributions from the City, which are already accounted for in the cost escalation of current employees' retirement contribution.

Unfunded Pension Liability for PFRS and OMERS – Closed Retirement Plans

Regarding unfunded pension liability, the City has two close defined benefit retirement plans: the Oakland Police and Fire Retirement System (PFRS), Oakland Municipal Employees' Retirement System (OMERS). The OMERS system was recently annuitized by the City through the passage of Measure EE by the voters in November of 2014 and thus does not present an ongoing financial challenge to the City.

Based upon the most recent report the PFRS' Unfunded Actuarial Accrued Liability (UAAL) was $215.7M as of July 1, 2013. On July 30, 2012, the City issued Taxable Pension Obligation Bonds, Series 2012 ("2012 POBs") of approximately $212.5 million. The proceeds of the bonds were deposited into the closed Police and Fire Retirement System (PFRS) to fund the Unfunded Actuarial Accrued Liability (UAAL) or beneficiary retirement benefits. As a result, the City will not be required to make any further periodic payments to the Retirement System through June 30, 2017, thereby providing temporary relief to the City's general fund. Most importantly, the bonds are secured and payable from any legally available source of funds of the City as well as and including the pledge of Tax Override Revenues (TOR) received by the City from a levy of a 0.1575 percent tax on property within the City of Oakland.

Other Post Employment Benefits (OPEB)

Like many municipalities, the City has accrued significant unfunded long-term liabilities, including for other post employment benefits (OPEB) for police, fire, and miscellaneous employees. Public administration and financial management best practices dictate that the City must begin to make deposits to build assets in order to offset these liabilities. In addition, the Governmental Accounting Standards Board (GASB) now requires that municipalities report these liabilities in their CAFR and other appropriate financial reports.

The City is currently paying for OPEB benefits for its retirees on a pay-as-you-go basis, through which it pays as much each year as is required for just that year's expenses. According to the most recent report from the City's actuary, Aon Hewitt, the estimated required pay-as-you-go payments for FY 2015-16 are $7 million for police, $5.5 million for Fire, and $7.7 million for Civilians totaling $20.6 million annually.

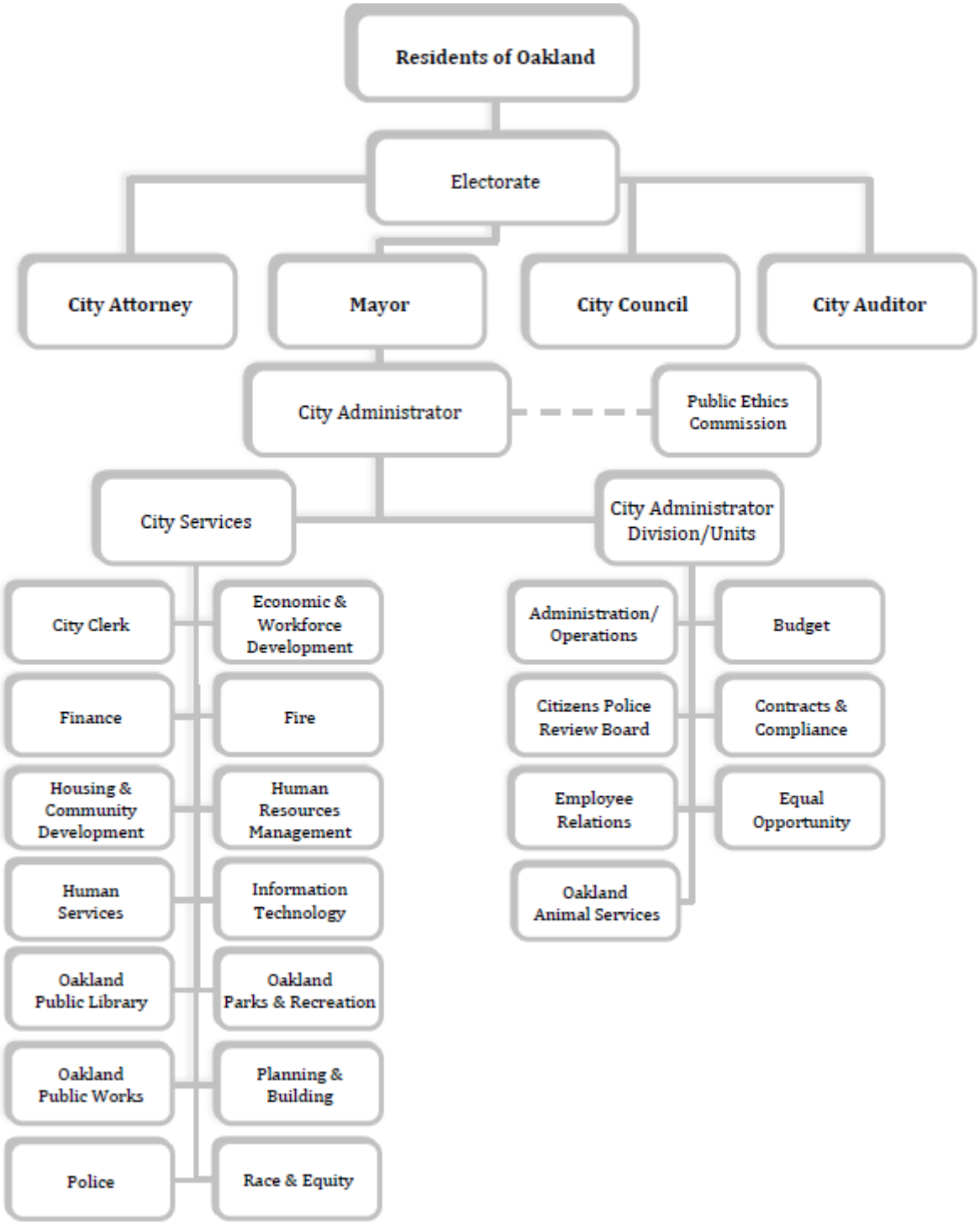
As of July 1, 2013, the Actuarial Accrued Liability (which is equal to that portion of the Actuarial Present Value of OPEB Benefits that have been earned to date), was $463,850,944, a decrease from the previous year ($553,530,074). The reduction was due to a City contribution into California Employer's Retirement Benefit Trust (CERBT), an agent multiple-employer defined benefit post-employment healthcare plan administered by CalPERS. After the dissolution of the former Redevelopment Agency, the City has requested payments for OPEB through the Recognized Obligation Payment Schedule ("ROPS"). To date, the City has received approximately $2,364,688 and has begun investing those funds in the CERBT. The City will receive approximately $665,000 annually until June 30, 2022, thus over this period the City has secured approximately $14 million to pay unfunded OPEB liabilities. By partially pre-funding the annual required contribution (ARC) to CERBT, the City has established asset for future liabilities and is able to use a higher discount rate.

As a component of the FY 2015-17 Budget, the administration recommended that $16 million ($14.9 million one-time and $1.1 million on-going) be used to contribute to the CERBT, which will lead to reductions in the City's future Actuarial Accrued Liability.

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

The City's policy and its agreements with employee groups permit employees to accumulate earned, but unused vested vacation, sick leave and other compensatory time. All earned compensatory time is accrued when incurred in the government-wide financial statements and the proprietary fund financial statements. A liability for these amounts is reported in the governmental funds only if they are due and payable. The estimated current liability is $40.3 million.

CITY OF OAKLAND
ORGANIZATIONAL SUMMARY



SUMMARY OF POSITIONS BY DEPARTMENT
FY 2009-10 THROUGH FY 2016-17
(In Full Time Equivalents)

Department	FY 2009-10 Amended Budget FTE	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Adopted Budget FTE	FY 2012-13 Midcycle Budget FTE	FY 2013-14 Adopted Budget FTE	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Mayor	13.50	10.00	9.00	9.00	9.00	10.00	11.00	11.00
City Council	35.50	26.46	26.46	26.46	26.46	26.46	28.02	28.02
City Administrator [1]	66.60	61.50	64.30	187.15	115.65	75.75	95.25	95.25
City Attorney	74.00	67.00	61.00	62.00	65.00	68.00	75.00	74.00
City Auditor	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk [1]	11.50	11.00	10.00	9.00	9.00	9.00	17.50	17.50
Public Ethics [1]							6.00	6.00
Contracting & Purchasing [2]	23.50	22.50						
Administrative Services [3]				164.50				
Finance & Management [4]	229.30	222.30	215.70					
Finance Department [4]								
Administration							2.00	2.00
Controller's Office					36.00	36.00	38.00	38.00
Revenue					75.00	74.00	80.00	80.00
Treasury					27.00	27.00	27.00	27.00
Human Resources Mgmt [4]	42.00	41.00	37.50		38.70	43.00	42.00	42.00
Information Technology [3]	80.00	68.00	64.00		69.00	75.00	73.00	73.00
Race & Equity							2.00	2.00
Police Department [1]	1,159.13	1,084.13	961.65	1,001.85	1,138.85	1,215.35	1,240.70	1,228.70
Fire Department	586.45	588.05	589.95	589.95	595.95	596.95	593.95	593.95
Museum [5]	44.95	44.95						
Community Services [3]				506.69				
Neighborhood Services [1]					4.00			
Human Services	276.75	273.09	266.06		303.49	301.37	305.37	305.37
Oakland Parks & Recreation	220.99	218.49	232.13		240.58	236.44	229.34	229.34
Oakland Public Library	211.00	215.04	217.01	215.01	215.79	214.89	215.69	215.69
Economic & Workforce Development [1]						54.00	54.50	54.50
Housing & Community Development [6]				48.75	46.25	55.50	54.50	53.50
Planning & Building [6]				127.75	118.75	116.50	140.50	140.50
Community & Economic Development Agency [6]	451.60	263.50	257.00					
Oakland Public Works	587.35	723.05	732.83	722.58	753.58	764.47	785.57	785.57
TOTAL FTE	**4,124.12**	**3,950.06**	**3,754.59**	**3,680.69**	**3,898.05**	**4,009.68**	**4,126.89**	**4,112.89**

[1] City Administrator assumed the Revenue Division and Parking Revenue Collection from Finance and Management. City Administrator assumed Employee Relations from HRM. City Administrator assumed Office of Economic and Workforce Development and Office of Neighborhood Investment responsibilities from Community and Economic Development Agency with dissolution of the Oakland Redevelopment Agency (ORA) in FY 2011-12. In FY 2013-14 the Revenue Division moved back to the Finance Department and Economic & Workforce Development became it's own department, which includes Project Implementation. During FY 2014-15, the Animal Shelter division was transferred from the Oakland Police Department to a Department within the City Administrator's Office called Oakland Animal Services. In FY 2015-16, Neighborhood Services Division was absorbed by other departments, KTOP transferred to the City Clerk's office per Council direction and Public Ethic was restructured as a stand-alone department per voter approval of Measure CC.

[2] The Department of Contracting and Purchasing and Information Technology were divisions of the Finance and Management Agency through FY 2006-07. The Department of Contracting and Purchasing functions were absorbed by other departments in FY 2011-12.

[3] Administrative Services is created, composed of Information Technology, Finance and Management, and Human Resources Management and Community Services is created composed of Human Services and Parks and Recreation in FY 2012-13. In FY 2013-14 Administrative Services was dissolved.

[4] Finance and Management transferred Parking Revenue Collection to City Administrator, Parking Enforcement to Police Department, and Repair Operations to Public Works as part of the restructuring due to the dissolution of the ORA in FY 2011-12. In FY 2013-14 Administrative Services was dissolved creating individual departments, Human Resources, Information Technology and the Finance Department, which includes the Controller, Treasury and Revenue Management Bureaus.

[5] City ceased operating the Oakland Museum of California in FY 2011-12.

[6] With the dissolution of the ORA in FY 2011-12, the Community and Economic Development Agency was dissolved and new departments, the Planning & Building Department and the Housing & Community Development Department, are created.

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
City Administrator *	**75.75**	**95.25**	**95.25**
Administration	**26.75**	**24.75**	**24.75**
Admin Asst to the City Administrator	1.00	1.00	1.00
Administrative Analyst I	1.00	1.00	1.00
Administrative Assistant II (CONF)	1.00	1.00	1.00
Assist to the City Administrator	4.00	5.00	5.00
Assistant City Administrator	3.00	2.00	2.00
City Administrator	1.00	1.00	1.00
City Administrator Analyst	5.00	5.00	5.00
Deputy City Administrator	1.00	2.00	2.00
Exec Assist to Asst City Administrator	2.00	2.00	2.00
Exec Assist to the City Administrator	1.00	1.00	1.00
Manager, Agency Administrative	0.75	0.75	0.75
Mayor's PSE 14	2.00	2.00	2.00
Performance Audit Manager	1.00	-	-
Performance Auditor	2.00	-	-
Public Information Officer II	1.00	1.00	1.00
Budget	**5.00**	**5.00**	**5.00**
Accountant III	1.00	1.00	1.00
Assist to the City Administrator	2.00	2.00	2.00
Budget Director	1.00	1.00	1.00
City Administrator Analyst	1.00	1.00	1.00
Citizens' Police Review Board	**9.00**	**11.00**	**11.00**
Complaint Investigator II	6.00	5.00	5.00
CPRB Executive Director	1.00	1.00	1.00
Intake Technician	-	3.00	3.00
Office Assistant II	1.00	1.00	1.00
Policy Analyst	1.00	1.00	1.00
Communications / KTOP	**8.00**	**-**	**-**
Cable Operations Technician	4.00	-	-
Cable TV Operations Chief Engineer	1.00	-	-
Cable TV Production Assistant	1.00	-	-
Cable TV Production Assistant, PPT	2.00	-	-

** During FY 2014-15, the Animal Shelter division was transferred from the Oakland Police Department to a Department within the City Administrator's Office called Oakland Animal Services. In FY 2015-16, Neighborhood Services Division was absorbed by other departments, KTOP transferred to the City Clerk's office per Council direction and Public Ethic was restructured as a stand-alone department per voter approval of Measure CC.*

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
City Administrator * (cont'd)			
Contract Compliance	**14.00**	**14.00**	**14.00**
Administrative Analyst II	2.00	2.00	2.00
Administrative Services Manager I	1.00	1.00	1.00
Contract Compliance Field Tech	1.00	1.00	1.00
Contract Compliance Office Assistant	3.00	2.00	2.00
Contract Compliance Officer	2.00	3.00	3.00
Contract Compliance Officer, Sr.	1.00	1.00	1.00
Director of Contracts & Purchasing	-	1.00	1.00
Employment Services Supervisor	1.00	1.00	1.00
Job Developer	1.00	1.00	1.00
Manager, Contact & Employ Svcs	1.00	-	-
Receptionist	1.00	1.00	1.00
Employee Relations	**5.00**	**5.00**	**5.00**
Emp & Labor Relations Analyst, Senior	-	2.00	2.00
Employee Relations Analyst Prin	2.00	1.00	1.00
Employee Relations Director	1.00	1.00	1.00
Human Resource Analyst, Senior	1.00	-	-
Human Resource Technician	1.00	1.00	1.00
Equal Opportunity	**2.00**	**2.00**	**2.00**
Equal Emp Opportunities Officer	-	1.00	1.00
Equal Opportunity Specialist	1.00	1.00	1.00
Human Resource Analyst, Principal	1.00	-	-
Neighborhood Services	**4.00**	**-**	**-**
Assist to the City Administrator	1.00	-	-
Program Analyst I	2.00	-	-
Program Analyst III	1.00	-	-
Oakland Animal Services	**-**	**33.50**	**33.50**
Administrative Assistant I	-	1.00	1.00
Animal Care Attendant	-	7.00	7.00
Animal Care Attendant, PT	-	3.00	3.00
Animal Control & Shelter Manager	-	1.00	1.00
Animal Control Officer	-	10.00	10.00
Animal Control Officer, PPT	-	1.00	1.00
Animal Control Supervisor	-	2.00	2.00

** During FY 2014-15, the Animal Shelter division was transferred from the Oakland Police Department to a Department within the City Administrator's Office called Oakland Animal Services. In FY 2015-16, Neighborhood Services Division was absorbed by other departments, KTOP transferred to the City Clerk's office per Council direction and Public Ethic was restructured as a stand-alone department per voter approval of Measure CC.*

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
City Administrator * (cont'd)			
Oakland Animal Services (cont'd)			
Director of Animal Services	-	1.00	1.00
Exec Asst to the Director	-	1.00	1.00
Public Service Rep, PPT	-	0.50	0.50
Public Service Representative	-	2.00	2.00
Veterinarian	-	1.00	1.00
Veterinary Technician	-	2.00	2.00
Volunteer Program Specialist II	-	1.00	1.00
Public Ethics	**2.00**	**-**	**-**
Exec Dir to Public Ethics Comm	1.00	-	-
Program Analyst I	1.00	-	-
City Attorney	**68.00**	**75.00**	**74.00**
Accountant II	1.00	1.00	1.00
Administrative Analyst I	1.00	1.00	1.00
City Attorney	1.00	1.00	1.00
City Attorney, Assistant	2.00	2.00	2.00
Claims Investigator III	1.00	1.00	1.00
Deputy City Attorney II	4.00	4.00	4.00
Deputy City Attorney III	7.00	10.00	9.00
Deputy City Attorney IV	11.00	11.00	11.00
Deputy City Attorney V	7.00	7.00	7.00
Exec Assist to Asst City Attorney	2.00	2.00	2.00
Exec Assist to the City Attorney	1.00	1.00	1.00
Information System Administrator	1.00	1.00	1.00
Legal Administrative Assistant	9.00	9.00	9.00
Legal Secretary, Supervising	1.00	1.00	1.00
Legal Support Supervisor	1.00	1.00	1.00
Manager, Agency Administrative	1.00	1.00	1.00
Manager, Legal Admin Services	1.00	1.00	1.00
Microcomputer Systems Specialist II	1.00	1.00	1.00
Neighborhood Law Corps Attorney	3.00	5.00	5.00
Office Assistant I	1.00	1.00	1.00
Open Government Coordinator	1.00	1.00	1.00

** During FY 2014-15, the Animal Shelter division was transferred from the Oakland Police Department to a Department within the City Administrator's Office called Oakland Animal Services. In FY 2015-16, Neighborhood Services Division was absorbed by other departments, KTOP transferred to the City Clerk's office per Council direction and Public Ethic was restructured as a stand-alone department per voter approval of Measure CC.*

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
City Attorney (cont'd)	**68.00**	**75.00**	**74.00**
Paralegal	6.00	8.00	8.00
Public Service Representative	2.00	2.00	2.00
Special Counsel	2.00	2.00	2.00
City Auditor	**10.00**	**10.00**	**10.00**
City Auditor	1.00	1.00	1.00
City Auditor, Assistant	1.00	1.00	1.00
Exec Assist to the City Auditor	1.00	1.00	1.00
Performance Auditor	2.00	2.00	2.00
Performance Auditor, Sr.	2.00	2.00	2.00
Permformance Audit Manager	2.00	2.00	2.00
Receptionist to the City Auditor	1.00	1.00	1.00
City Clerk	**9.00**	**17.50**	**17.50**
Administrative Analyst I	1.00	1.00	1.00
Cable Operations Technician	-	5.00	5.00
Cable TV Operations Chief Engineer	-	1.00	1.00
Cable TV Production Assistant	-	2.00	2.00
Cable TV Stage Manager, PT	-	0.50	0.50
City Clerk	1.00	1.00	1.00
City Clerk, Assistant	1.00	1.00	1.00
Citywide Records Manager	1.00	1.00	1.00
Exec Asst to Agency Director	1.00	1.00	1.00
Legislative Recorder	3.00	3.00	3.00
Management Assistant	1.00	1.00	1.00
City Council	**26.46**	**28.02**	**28.02**
City Council Admin Assistant	4.50	4.50	4.50
City Councilmember's Assistant	12.96	14.52	14.52
Council Member	8.00	8.00	8.00
Exec Assistant to the City Council	1.00	1.00	1.00
Economic & Workforce Development	**54.00**	**54.50**	**54.50**
Account Clerk III	1.00	1.00	1.00
Administrative Analyst II	3.00	2.00	2.00
Administrative Assistant I	1.00	1.00	1.00
Administrative Services Manager II	2.00	1.00	1.00
City Administrator Analyst	1.00	1.00	1.00
Development/Redevelopment Pgrm Mgr	3.00	3.00	3.00
Director of Econ & Workfrce Dev	1.00	1.00	1.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Economic & Workforce Development (cont'd)			
Employment Services Supervisor	1.00	1.00	1.00
Graphic Design Specialist	1.00	1.00	1.00
Manager, Marketing Program	-	1.00	1.00
Office Assistant II	1.00	1.00	1.00
Program Analyst I	1.00	-	-
Program Analyst I, PPT	-	0.50	0.50
Program Analyst II	5.00	5.00	5.00
Program Analyst II, PPT	0.50	0.50	0.50
Program Analyst III	3.00	3.00	3.00
Project Manager	1.00	1.00	1.00
Project Manager III	3.00	3.00	3.00
Project Manager III, PPT	-	1.00	1.00
Real Estate Agent	3.00	4.00	4.00
Real Estate Services Manager	1.00	1.00	1.00
Special Events Coordinator	1.00	1.00	1.00
Student Trainee, PT	0.50	2.50	2.50
Urban Economic Analyst I	1.00	2.00	2.00
Urban Economic Analyst II	7.00	5.00	5.00
Urban Economic Analyst III	5.00	3.00	3.00
Urban Economic Analyst IV, Projects	4.00	5.00	5.00
Urban Economic Coordinator	3.00	3.00	3.00
Finance	**137.00**	**147.00**	**147.00**
Administration	**-**	**2.00**	**2.00**
Agency Director, Finance & Mgmt	-	1.00	1.00
Exec Asst to the Director	-	1.00	1.00
Controller	**36.00**	**38.00**	**38.00**
Account Clerk III	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00
Accountant III	8.00	8.00	8.00
Accounting Supervisor	1.00	1.00	1.00
Accounting Technician	4.00	5.00	5.00
Administrative Analyst I	1.00	1.00	1.00
Budget & Operations Analyst III	2.00	2.00	2.00
Business Analyst IV	1.00	1.00	1.00
Buyer	5.00	6.00	6.00
City Administrator Analyst	2.00	2.00	2.00
Controller	1.00	1.00	1.00
Controller, Assistant	2.00	2.00	2.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Finance (cont'd)			
Controller (cont'd)			
Financial Analyst	2.00	2.00	2.00
Office Assistant II	1.00	1.00	1.00
Purchasing Supervisor	1.00	1.00	1.00
Storekeeper II	1.00	1.00	1.00
Storekeeper III	1.00	1.00	1.00
Systems Accountant III	1.00	1.00	1.00
Revenue Management	**74.00**	**80.00**	**80.00**
Account Clerk III	1.00	-	-
Accountant II	1.00	2.00	2.00
Cashier	1.00	1.00	1.00
Collections Officer	6.00	6.00	6.00
Manager, Revenue	1.00	-	-
Office Manager	-	1.00	1.00
Parking Meter Collector	7.00	8.00	8.00
Parking Meter Collector Supervisor	1.00	1.00	1.00
Public Service Representative	13.00	13.00	13.00
Revenue & Tax Administrator	-	1.00	1.00
Revenue Analyst	1.00	1.00	1.00
Revenue Analyst, Principal	2.00	2.00	2.00
Revenue Assistant	9.00	11.00	11.00
Revenue Operations Supervisor	5.00	5.00	5.00
Tax Auditor II	7.00	7.00	7.00
Tax Auditor III	1.00	1.00	1.00
Tax Enforcement Officer II	15.00	18.00	18.00
Tax Representative II	3.00	2.00	2.00
Treasury	**27.00**	**27.00**	**27.00**
Accountant III	1.00	1.00	1.00
Administrative Assistant II	2.00	2.00	2.00
Benefits Representative	2.00	2.00	2.00
Cashier	1.00	1.00	1.00
Controller, Assistant	1.00	1.00	1.00
Financial Analyst	1.00	1.00	1.00
Financial Analyst, Principal	2.00	2.00	2.00
Human Res Operations Tech, Senior	3.00	3.00	3.00
Human Res Operations Technician	1.00	1.00	1.00
Human Res Systems Analyst, Senior	2.00	2.00	2.00
Human Res Systems Analyst, Supv	1.00	1.00	1.00
Human Resource Oper Supervisor	1.00	1.00	1.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Finance (cont'd)			
Treasury (cont'd)			
Investment Officer	1.00	1.00	1.00
Manager, Treasury	1.00	1.00	1.00
Payroll Personnel Clerk II	2.00	2.00	2.00
Payroll Personnel Clerk III	1.00	1.00	1.00
Retirement Systems Accountant	1.00	1.00	1.00
Treasury Analyst I	1.00	1.00	1.00
Treasury Analyst II	1.00	1.00	1.00
Treasury Analyst III	1.00	1.00	1.00
Fire	**596.95**	**593.95**	**593.95**
Account Clerk II	-	1.00	1.00
Accountant II	2.00	2.00	2.00
Accountant III	1.00	1.00	1.00
Administrative Analyst II	1.00	1.00	1.00
Administrative Assistant I	3.00	2.00	2.00
Administrative Assistant II	3.00	3.00	3.00
Administrative Services Manager II	1.00	1.00	1.00
Agency Director, Fire Services	1.00	1.00	1.00
Assistant Chief of Fire Department	1.00	1.00	1.00
Assistant Fire Marshal-Non Sworn	1.00	1.00	1.00
Assistant to the Director	1.00	1.00	1.00
Battalion Chief	12.00	12.00	12.00
Captain of Fire Department	56.00	56.00	56.00
Deputy Chief of Fire Department	2.00	2.00	2.00
Emer Medical Srvcs Coordinator	4.00	4.00	4.00
Emer Serv Manager, Assistant	1.00	1.00	1.00
Emergency Medical Srvcs Instructor, PT	1.00	1.00	1.00
Emergency Planning Coordinator	3.00	3.00	3.00
Emergency Planning Coordinator, Sr	4.00	4.00	4.00
Engineer of Fire Department	84.00	84.00	84.00
Exec Assistant to Agency Director	1.00	1.00	1.00
Fire Communications Dispatcher	18.00	18.00	18.00
Fire Communications Dispatcher, Sr	4.00	4.00	4.00
Fire Communications Supervisor	1.00	1.00	1.00
Fire Division Manager	3.00	2.00	2.00
Fire Equipment Technician	2.00	2.00	2.00
Fire Fighter	188.00	188.00	188.00
Fire Fighter Paramedic	93.00	93.00	93.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Fire (cont'd)			
Fire Investigator	3.00	3.00	3.00
Fire Marshal (Non-Sworn)	-	1.00	1.00
Fire Marshall, Assistant	1.00	-	-
Fire Personnel Operations Spec	1.00	1.00	1.00
Fire Prevent Bureau Inspect, Civil	7.00	8.00	8.00
Fire Protection Engineer	2.00	3.00	3.00
Fire Safety Education Coordinator	1.00	1.00	1.00
Fire Suppression District Inspector	1.00	2.00	2.00
Fire Suppression District Inspector, PT	1.50	1.50	1.50
Hazardous Materials Inspect, Senior	1.00	-	-
Hazardous Materials Inspector II	2.00	1.00	1.00
Lieutenant of Fire Department	67.00	67.00	67.00
Management Assistant	1.00	1.00	1.00
Management Intern, PT	1.75	1.75	1.75
Manager, Emergency Services	1.00	1.00	1.00
Office Assistant II	4.00	3.00	3.00
Office Manager	2.00	2.00	2.00
Payroll Personnel Clerk III	1.00	1.00	1.00
Program Analyst I	1.00	1.00	1.00
Program Analyst II	1.00	1.00	1.00
Student Trainee, PT	2.00	-	-
Temp Contract Svcs Employee, PT	1.70	1.70	1.70
Vegetation Management Supervisor	1.00	1.00	1.00
Housing & Community Development	**55.50**	**54.50**	**53.50**
Account Clerk I	1.00	-	-
Account Clerk II	-	1.00	1.00
Accountant II	1.00	2.00	2.00
Administrative Analyst I	3.00	1.00	1.00
Administrative Analyst II	1.00	-	-
Administrative Assistant I	4.00	5.00	5.00
Administrative Assistant II	3.00	3.00	3.00
Administrative Services Manager I	1.00	1.00	1.00
Budget & Grants Administrator	1.00	1.00	1.00
Community Dev Prgm Coordinator	6.00	4.00	3.00
Development/Redevelopment Pgrm MGR	3.00	3.00	3.00
Director of Housing & Comm Dev	1.00	1.00	1.00
Exec Asst to the Director	-	1.00	1.00
Hearing Officer	2.00	3.00	3.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Housing & Community Development (cont'd)			
Home Management Counselor II	-	2.00	2.00
Home Management Counselor III	1.00	1.00	1.00
Housing Development Coordinator III	2.00	2.00	2.00
Housing Development Coordinator IV	4.00	4.00	4.00
Loan Servicing Administrator	1.00	2.00	2.00
Loan Servicing Specialist	3.00	2.00	2.00
Management Assistant	1.00	-	-
Mortgage Advisor	2.00	2.00	2.00
Office Assistant II	1.00	1.00	1.00
Program Analyst I	1.00	1.00	1.00
Program Analyst II	2.00	3.00	3.00
Program Analyst III	2.00	2.00	2.00
Project Manager II	2.00	1.00	1.00
Project Manager III	1.00	-	-
Rehabilitation Advisor III	3.00	3.00	3.00
Rehabilitation Supervisor I	1.00	1.00	1.00
Senior Hearing Officer	1.00	1.00	1.00
Student Trainee, PT	0.50	0.50	0.50
Human Resources Management	**43.00**	**42.00**	**42.00**
Administrative Analyst II	2.00	2.00	2.00
Benefits Analyst	1.00	1.00	1.00
Benefits Representative	1.00	1.00	1.00
Benefits Technician	2.00	3.00	3.00
Claims & Risk Manager	1.00	1.00	1.00
Director of Personnel Res Mgmt	1.00	1.00	1.00
Disability Benefits Coordinator	2.00	2.00	2.00
Employee Fleet & Safety Coordinator	1.00	1.00	1.00
Exec Asst to the Director	1.00	1.00	1.00
Human Resource Analyst (CONF)	6.00	6.00	6.00
Human Resource Analyst, Assistant	1.00	1.00	1.00
Human Resource Analyst, Principal	2.00	2.00	2.00
Human Resource Analyst, Senior	3.00	3.00	3.00
Human Resource Clerk	4.00	3.00	3.00
Human Resource Oper Supervisor	1.00	1.00	1.00
Human Resource Technician	6.00	6.00	6.00
Human Resources Manager	1.00	1.00	1.00
Management Assistant	2.00	1.00	1.00
Office Assistant II	2.00	1.00	1.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Human Resources Management (cont'd)			
Program Analyst I	1.00	1.00	1.00
Program Analyst III	1.00	1.00	1.00
Safety & Loss Control Specialist	1.00	1.00	1.00
Training Coordinator	-	1.00	1.00
Human Services	**301.37**	**305.37**	**305.37**
Accountant I	2.00	2.00	2.00
Accountant II	3.00	3.00	3.00
Accountant III	1.00	1.00	1.00
Administrative Assistant I	6.00	6.00	6.00
Administrative Assistant II	5.00	4.00	4.00
Administrative Services Manager II	1.00	1.00	1.00
Assistant to the Director	1.00	1.00	1.00
Case Manager I	4.00	4.00	4.00
Case Manager II	3.00	5.00	5.00
Case Manager, Supervising	1.80	1.80	1.80
Child Education Coordinator	1.00	1.00	1.00
Community Housing Services Manager	1.00	1.00	1.00
Cook III	1.00	1.00	1.00
Custodian	5.00	4.00	4.00
Custodian Supervisor	-	1.00	1.00
Custodian, PT	1.49	1.49	1.49
Data Entry Operator	2.00	2.00	2.00
Data Entry Operator, Senior	1.00	1.00	1.00
Director of Human Services	1.00	1.00	1.00
Early Childhhood Center Director	19.55	19.55	19.55
Early Childhood Instructor	79.10	79.10	79.10
Early Childhood Instructor, PT	6.13	6.13	6.13
Exec Asst to the Director	-	1.00	1.00
Family Advocate	16.00	16.00	16.00
Food Program Coordinator, PPT	1.00	1.00	1.00
Food Program Driver, PT	0.50	0.50	0.50
Food Program Monitor, PT	5.00	5.00	5.00
Food Service Worker	6.89	6.89	6.89
Head Start Driver Courier	4.00	4.00	4.00
Head Start Facilities Coordinator	1.00	1.00	1.00
Head Start Nutrition Coordinator	2.00	2.00	2.00
Head Start Supervisor	2.00	3.00	3.00
Headstart Program Coordinator	11.00	11.00	11.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Human Services (cont'd)			
Health & Human Svcs Prgm Planner	8.00	9.00	9.00
Housing Development Coordinator III	0.60	0.60	0.60
Maintenance Mechanic, PPT	2.00	2.00	2.00
Maintenance Mechanic, PT	1.00	1.00	1.00
Manager, Human Services	3.00	3.00	3.00
Manager, Youth Services	1.00	1.00	1.00
Nurse Case Manager	1.80	1.80	1.80
Office Assistant I, PPT	0.60	0.60	0.60
Office Assistant II	4.00	3.00	3.00
Outreach Developer	1.80	1.80	1.80
Outreach Worker, PT	1.06	1.06	1.06
Payroll Personnel Clerk III	1.00	1.00	1.00
Program Analyst I	4.00	7.00	7.00
Program Analyst II	7.00	9.00	9.00
Program Analyst II, PPT	3.50	1.50	1.50
Program Analyst III	1.00	1.00	1.00
Public Service Employee 14, PT	1.00	-	-
Senior Aide, PT	48.32	47.32	47.32
Senior Center Director	4.00	4.00	4.00
Senior Services Prgm Assistant	3.00	3.00	3.00
Senior Services Prgm Assistant, PPT	0.53	0.53	0.53
Senior Services Supervisor	4.00	4.00	4.00
Student Trainee, PT	3.70	3.70	3.70
Information Technology	**75.00**	**73.00**	**73.00**
Accountant II	1.00	1.00	1.00
Administrative Analyst I	-	1.00	1.00
Administrative Analyst II	1.00	1.00	1.00
Administrative Services Manager II	1.00	1.00	1.00
Database Administrator	4.00	3.00	3.00
Database Analyst III	1.00	1.00	1.00
Director of Info Technology	1.00	1.00	1.00
Electronics Technician	5.00	4.00	4.00
Exec Asst to the Director	1.00	1.00	1.00
Information System Administrator	1.00	1.00	1.00
Information Systems Supervisor	4.00	4.00	4.00
Manager, Information Systems	3.00	3.00	3.00
Manager, Oracle Operations	2.00	2.00	2.00
Microcomputer Systems Spec III	6.00	6.00	6.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Information Technology (cont'd)			
Microcomputer Systems Specialist II	14.00	12.00	12.00
Network Architect	2.00	2.00	2.00
Operations Support Specialist	4.00	4.00	4.00
Project Manager	2.00	-	-
Project Manager II	-	3.00	3.00
Project Manager III	-	1.00	1.00
Reproduction Assistant	1.00	1.00	1.00
Reproduction Offset Operator	3.00	3.00	3.00
Reprograhpic Shop Supervisor	1.00	1.00	1.00
Spatial Data Analyst III	4.00	4.00	4.00
Systems Programmer II	1.00	1.00	1.00
Systems Programmer III	7.00	7.00	7.00
Telecommunication Systems Engineer	1.00	1.00	1.00
Telecommunications Electrician, Sr	1.00	1.00	1.00
Telephone Services Specialist	3.00	2.00	2.00
Mayor	**10.00**	**11.00**	**11.00**
Exempt Limited Duration Employee	-	1.00	1.00
Mayor	1.00	1.00	1.00
Special Assistant to the Mayor I	3.00	3.00	3.00
Special Assistant to the Mayor II	4.00	4.00	4.00
Special Assistant to the Mayor III	2.00	2.00	2.00
Oakland Parks & Recreation	**236.44**	**229.34**	**229.34**
Account Clerk II	1.00	1.00	1.00
Account Clerk III	1.00	1.00	1.00
Accountant III	1.00	1.00	1.00
Administrative Assistant I	1.00	1.00	1.00
Administrative Services Manager II	1.00	1.00	1.00
Assist Director, Parks & Rec	1.00	1.00	1.00
Assistant to the Director	1.00	1.00	1.00
Exec Asst to the Director	1.00	1.00	1.00
Facility Security Assistant	1.98	1.98	1.98
Facility Security Assistant, PPT	0.75	0.75	0.75
Facility Security Assistant, PT	1.50	3.50	3.50
Gardener Crew Leader	1.00	-	-
Lifeguard, PT	17.12	17.12	17.12
Management Intern	1.00	1.00	1.00
Naturalist, Supervising	1.00	1.00	1.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Oakland Parks & Recreation (cont'd)			
Office Manager	1.00	1.00	1.00
Park Attendant, PPT	3.71	-	-
Park Attendant, PT	3.39	-	-
Payroll Personnel Clerk II	1.00	1.00	1.00
Payroll Personnel Clerk III	1.00	1.00	1.00
Pool Manager, PT	3.25	3.25	3.25
Program Analyst II	1.00	1.00	1.00
Public Service Rep, PPT	1.00	1.00	1.00
Public Service Rep, Sr	-	1.00	1.00
Public Service Representative	3.00	3.00	3.00
Public Service Representative PT	-	2.00	2.00
Recreation Aide, PT	8.37	8.37	8.37
Recreation Attendant I, PT	8.81	8.81	8.81
Recreation Attendant II, PPT	1.00	1.00	1.00
Recreation Attendant II, PT	1.68	1.68	1.68
Recreation Center Director	14.00	15.00	15.00
Recreation General Supervisor	1.00	1.00	1.00
Recreation Leader I, PT	29.87	29.87	29.87
Recreation Leader II, PPT	35.00	29.25	29.25
Recreation Leader II, PT	11.20	11.20	11.20
Recreation Program Director	11.50	12.00	12.00
Recreation Specialist I, PPT	1.23	1.23	1.23
Recreation Specialist I, PT	11.99	11.49	11.49
Recreation Specialist II, PPT	7.90	8.65	8.65
Recreation Specialist II, PT	2.60	2.60	2.60
Recreation Supervisor	9.00	9.00	9.00
Sports Official, PT	2.56	2.56	2.56
Stagehand, PT	0.60	0.60	0.60
Student Trainee, PT	1.48	1.48	1.48
Temp Contract Svcs Employee, PT	6.18	6.18	6.18
Temp Rec Aide, PT	2.91	2.91	2.91
Temporary Recreation Leader I, PT	4.08	4.08	4.08
Temporary Recreation Leader II, PT	0.59	0.59	0.59
Temporary Recreation Spec I, Sr, PT	0.40	0.40	0.40
Temporary Recreation Spec II, Sr, PT	0.35	0.35	0.35
Temporary Recreation Specialist, PT	0.52	0.52	0.52
Van Driver, PT	3.00	3.00	3.00
Water Safety Instructor, PT	5.92	5.92	5.92
Youth Sports Program Coordinator	2.00	2.00	2.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Oakland Public Library	**214.89**	**215.69**	**215.69**
Account Clerk II	2.00	2.00	2.00
Account Clerk III	2.00	2.00	2.00
Accountant II	1.00	1.00	1.00
Administrative Services Manager II	1.00	1.00	1.00
Archivist	1.00	1.00	1.00
Associate Director, Library Services	1.00	1.00	1.00
Curator of History, Chief	1.00	1.00	1.00
Development Specialist III	1.00	1.00	1.00
Director of Library Services	1.00	1.00	1.00
Exec Asst to the Director	1.00	1.00	1.00
Librarian I	21.00	21.00	21.00
Librarian I, PPT	0.04	0.04	0.04
Librarian I, PT	4.13	4.13	4.13
Librarian II	32.00	32.00	32.00
Librarian II, PPT	0.60	0.60	0.60
Librarian II, PT	0.70	0.70	0.70
Librarian, Administrative	1.00	1.00	1.00
Librarian, Senior	11.00	11.00	11.00
Librarian, Senior, PT	0.38	0.38	0.38
Librarian, Supervising	6.00	6.00	6.00
Library Aide	6.00	6.00	6.00
Library Aide, PPT	9.20	9.20	9.20
Library Aide, PT	40.75	40.75	40.75
Library Assistant	27.00	27.00	27.00
Library Assistant, PT	10.71	10.71	10.71
Library Assistant, Senior	10.00	10.00	10.00
Library Asst, PPT	4.70	5.50	5.50
Library Automation Supervisor	1.00	1.00	1.00
Literacy Assistant	1.00	1.00	1.00
Literacy Assistant, PT	0.50	0.50	0.50
Literacy Assistant, Senior	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00
Museum Guard	2.00	2.00	2.00
Museum Guard, PT	1.88	1.88	1.88
Museum Project Coordinator	1.00	1.00	1.00
Office Assistant I	3.00	3.00	3.00
Office Assistant II	3.00	3.00	3.00
Office Manager	1.00	1.00	1.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Oakland Public Library (cont'd)			
Program Analyst I, PT	0.70	0.70	0.70
Student Trainee, PT	0.60	0.60	0.60
Oakland Public Works	**764.47**	**785.57**	**785.57**
Account Clerk II	1.00	1.00	1.00
Account Clerk III	4.00	4.00	4.00
Accountant I	2.00	2.00	2.00
Accountant II	2.00	2.00	2.00
Accountant III	3.00	3.00	3.00
ADA Projects Coordinator	1.00	1.00	1.00
Administrative Analyst II	2.00	2.00	2.00
Administrative Assistant I	5.00	5.00	5.00
Administrative Assistant II	16.00	16.00	16.00
Administrative Assistant II (CONF)	1.00	1.00	1.00
Administrative Services Manager I	2.00	2.00	2.00
Administrative Services Manager II	1.00	1.00	1.00
Agency Director, Public Works	1.00	1.00	1.00
Arboricultural Inspector	3.00	3.00	3.00
Architectural Assistant (Office)	1.00	1.00	1.00
Architectural Associate (Field)	2.00	2.00	2.00
Assist Director, Pub Works Agency	3.00	3.00	3.00
Auto Equipment Mechanic	11.00	11.00	11.00
Auto Equipment Service Worker	4.00	4.00	4.00
Blacksmith Welder	1.00	1.00	1.00
Budget & Grants Administrator	1.00	1.00	1.00
Budget & Operations Analyst III	1.00	1.00	1.00
Capital Improvement Project Coor	8.00	7.00	7.00
Carpenter	5.00	5.00	5.00
Chief of Party	1.00	1.00	1.00
City Land Surveyor	1.00	1.00	1.00
Concrete Finisher	3.00	3.00	3.00
Construction & Maintenance Mechanic	7.00	7.00	7.00
Construction & Maintenance Supv I	2.00	2.00	2.00
Construction Coordinator	1.00	1.00	1.00
Construction Inspection Supv (Field)	3.00	3.00	3.00
Construction Inspector (Field)	15.00	16.00	16.00
Construction Inspector (Office)	1.00	-	-
Construction Inspector, Sr (Field)	2.00	3.00	3.00
Construction Inspector, Sr (Office)	2.00	1.00	1.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Oakland Public Works (cont'd)			
Construction Inspector, Sup II	1.00	1.00	1.00
Custodial Services Supervisor I	3.00	3.00	3.00
Custodian	46.40	44.40	44.40
Custodian Supervisor	1.00	1.00	1.00
Custodian, PPT	5.89	5.89	5.89
Custodian, PT	14.79	14.79	14.79
Drafting/Design Technician, Sr	2.00	2.00	2.00
Drafting Technician, Int (Office)	2.00	2.00	2.00
Electrical Const & Maint Planner	2.00	2.00	2.00
Electrical Engineer II	2.00	2.00	2.00
Electrical Engineer III	2.00	2.00	2.00
Electrical Painter	3.00	3.00	3.00
Electrical Supervisor	2.00	2.00	2.00
Electrician	13.00	12.00	12.00
Electrician Helper	1.00	1.00	1.00
Electrician Leader	3.00	3.00	3.00
Electro-Mechanical Machinist	1.00	1.00	1.00
Employee Fleet & Safety Coordinator	1.00	1.00	1.00
Energy Engineer III	1.00	1.00	1.00
Engineer, Assistant II (Office)	24.00	28.00	28.00
Engineer, Civil (Office)	14.00	17.00	17.00
Engineer, Civil Field	3.00	3.00	3.00
Engineer, Civil Principal	3.00	3.00	3.00
Engineer, Civil Supervising (Field)	1.00	1.00	1.00
Engineer, Civil Supv (Office)	5.00	5.00	5.00
Engineer, Transportation	6.00	6.00	6.00
Engineer, Transportation Assistant	3.00	3.00	3.00
Engineer, Transportation Supv	2.00	2.00	2.00
Engineering Intern, PT	4.00	4.00	4.00
Engineering Technician II (Office)	4.00	3.00	3.00
Environmental Program Specialist	4.00	4.00	4.00
Environmental Program Supervisor	1.00	1.00	1.00
Environmental Services Intern	1.00	1.00	1.00
Equipment Body Repair Worker	3.00	3.00	3.00
Equipment Parts Technician	3.00	3.00	3.00
Equipment Services Superintendent	1.00	1.00	1.00
Equipment Supervisor	3.00	3.00	3.00
Exec Assistant to Agency Director	1.00	1.00	1.00
Facilities Complex Manager	2.00	2.00	2.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Oakland Public Works (cont'd)			
Facility Security Assistant, PT	0.50	0.50	0.50
Fleet Specialist	1.00	1.00	1.00
Gardener Crew Leader	20.00	21.00	21.00
Gardener II	7.00	10.00	10.00
Heavy Equipment Mechanic	14.00	14.00	14.00
Heavy Equipment Operator	7.00	7.00	7.00
Heavy Equipment Service Worker	7.00	7.00	7.00
Heavy Equipment Supervisor	2.00	2.00	2.00
Irrigation Repair Specialist	4.00	4.00	4.00
Maintenance Mechanic	11.00	12.00	12.00
Maintenance Mechanic, PT	0.50	-	-
Management Assistant	2.00	2.00	2.00
Management Intern	5.00	5.00	5.00
Management Intern, PT	1.00	1.00	1.00
Manager, Agency Administrative	1.00	1.00	1.00
Manager, Building Services	2.00	1.00	1.00
Manager, Capital Improvement Pgrm	1.00	2.00	2.00
Manager, Electrical Services	1.00	1.00	1.00
Manager, Environmental Services	1.00	1.00	1.00
Manager, Equipment Services	1.00	1.00	1.00
Manager, Park Services	-	1.00	1.00
Manager, Support Services	1.00	1.00	1.00
Manager, Sustainability Pgm	1.00	1.00	1.00
Manager, Technology Pgm	1.00	1.00	1.00
Office Assistant II	2.00	2.00	2.00
Painter	8.00	8.00	8.00
Park Attendant	-	2.00	2.00
Park Attendant, PPT	1.00	2.71	2.71
Park Attendant, PT	33.84	37.73	37.73
Park Equipment Operator	5.00	5.00	5.00
Park Supervisor I	4.00	4.00	4.00
Park Supervisor II	1.00	1.00	1.00
Parking Meter Repair Worker	7.00	7.00	7.00
Payroll Personnel Clerk III	4.00	4.00	4.00
Plumber	3.00	3.00	3.00
Pool Technician	2.00	2.00	2.00
Pool Technician, PPT	1.00	1.00	1.00
Program Analyst I	3.00	3.00	3.00
Program Analyst II	4.00	4.00	4.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Oakland Public Works (cont'd)			
Program Analyst III	8.00	11.00	11.00
Project Manager	1.00	-	-
Project Manager II	3.00	3.00	3.00
Public Service Representative	5.00	6.00	6.00
Public Works Maintenance Worker	65.00	68.00	68.00
Public Works Operations Manager	3.00	3.00	3.00
Public Works Supervisor I	17.00	17.00	17.00
Public Works Supervisor II	7.00	7.00	7.00
Recycling Specialist	3.00	3.00	3.00
Recycling Specialist, Senior	2.00	2.00	2.00
Sewer Maintenance Leader	23.00	23.00	23.00
Sewer Maintenance Worker	32.00	32.00	32.00
Sign Maintenance Worker	7.00	7.00	7.00
Solid Waste/Recycling Prg Supervisor	1.00	1.00	1.00
Spatial Data Analyst III	1.00	1.00	1.00
Stationary Engineer	10.00	9.00	9.00
Stationary Engineer, Chief	3.00	3.00	3.00
Street Maintenance Leader	34.00	35.00	35.00
Street Sweeper Operator	20.00	20.00	20.00
Student Trainee, PT	5.55	5.55	5.55
Support Services Supervisor	3.00	3.00	3.00
Surveying Technician (Field)	1.00	1.00	1.00
Surveying Technician, Sr (Field)	2.00	2.00	2.00
Traffic Engineering Tech, Senior (O)	1.00	1.00	1.00
Traffic Painter	4.00	4.00	4.00
Traffic Sign Maker	2.00	2.00	2.00
Training & Public Svcs Admin	1.00	1.00	1.00
Transportation Planner, Senior	2.00	2.00	2.00
Tree High Climber	2.00	2.00	2.00
Tree Supervisor I	1.00	1.00	1.00
Tree Supervisor II	1.00	1.00	1.00
Tree Trimmer	8.00	8.00	8.00
Watershed Program Supervisor	1.00	1.00	1.00
Planning & Building	**116.50**	**140.50**	**140.50**
Account Clerk II	2.00	3.00	3.00
Account Clerk III	2.00	2.00	2.00
Administrative Analyst II	1.00	1.00	1.00
Administrative Assistant I	1.00	1.00	1.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Planning & Building (cont'd)			
Administrative Assistant II	1.00	1.00	1.00
Administrative Services Manager I	1.00	1.00	1.00
Business Analyst II	2.00	1.00	1.00
Business Analyst IV	-	1.00	1.00
Construction Inspector, Sr (Office)	2.00	2.00	2.00
Deputy Director/Building Official	1.00	1.00	1.00
Deputy Director/City Planner	1.00	1.00	1.00
Director of Building & Planning	1.00	1.00	1.00
Engineer, Assistant II (Office)	2.00	2.00	2.00
Engineer, Civil (Office)	6.00	6.00	6.00
Engineer, Civil Principal	2.00	2.00	2.00
Engineer, Civil Supv (Office)	-	1.00	1.00
Exec Asst to the Director	-	1.00	1.00
Graphic Delineator	1.00	1.00	1.00
Inspection Services Manager	-	2.00	2.00
Management Assistant	1.00	1.00	1.00
Manager, Zoning	1.00	1.00	1.00
Office Assistant II	2.00	7.00	7.00
Office Manager	1.00	1.00	1.00
Permit Technician I	-	2.00	2.00
Permit Technician II	1.00	1.00	1.00
Planner I	2.00	2.00	2.00
Planner II	9.00	10.00	10.00
Planner II, Design Review	1.00	1.00	1.00
Planner III	10.00	11.00	11.00
Planner III, Historic Preservation	1.00	1.00	1.00
Planner III, PPT	1.00	1.00	1.00
Planner IV	2.00	4.00	4.00
Planner V	2.00	2.00	2.00
Planning Intern, PT	2.00	2.00	2.00
Principal Inspection Supv	2.00	2.00	2.00
Process Coordinator II	1.00	3.00	3.00
Process Coordinator III	1.00	2.00	2.00
Program Analyst I	1.00	1.00	1.00
Program Analyst III	-	1.00	1.00
Public Service Rep, PPT	0.50	0.50	0.50
Public Service Rep, Sr	1.00	1.00	1.00
Public Service Representative	10.00	11.00	11.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Planning & Building (cont'd)			
Specialty Combination Insp, Senior	4.00	5.00	5.00
Specialty Combination Inspector	34.00	36.00	36.00
Police	**1,215.35**	**1,240.70**	**1,228.70**
Account Clerk I	1.00	1.00	1.00
Account Clerk II	4.00	4.00	4.00
Account Clerk III	1.00	1.00	1.00
Accountant II	2.00	2.00	2.00
Accountant III	1.00	1.00	1.00
Administrative Analyst II	15.00	17.00	17.00
Administrative Assistant I	3.00	3.00	3.00
Animal Care Attendant, PT	10.00	-	-
Animal Control Officer	11.00	-	-
Animal Control Officer, PPT	1.00	-	-
Animal Control Supervisor	1.00	-	-
Captain of Police (PERS)	10.00	9.00	9.00
Chief of Police	1.00	1.00	1.00
Chief of Police, Assistant	1.00	1.00	1.00
Criminalist I	1.00	1.00	-
Criminalist II	17.00	15.00	15.00
Criminalist III	5.00	5.00	5.00
Crossing Guard, PPT	2.00	2.00	2.00
Crossing Guard, PT	12.65	17.00	17.00
Deputy Chief of Police (PERS)	3.00	4.00	4.00
Director of Animal Services	1.00	-	-
Exec Assistant to Agency Director	1.00	1.00	1.00
Forensic Technician	1.00	1.00	-
Grants Coordinator	1.00	1.00	1.00
Intake Technician	5.00	4.00	4.00
Internal Auditor III	1.00	3.00	3.00
Latent Print Examiner II	5.00	5.00	5.00
Latent Print Examiner III	1.00	1.00	1.00
Lieutenant of Police (PERS)	27.00	27.00	27.00
Management Assistant	1.00	1.00	1.00
Manager, Crime Laboratory	1.00	1.00	1.00
Neighborhood Services Coordinator	10.00	10.00	10.00
Office Assistant II	1.00	1.00	1.00
Parking Control Technician	26.00	26.00	26.00
Parking Control Technician, PPT	6.95	6.95	6.95

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Police (cont'd)			
Parking Control Technician, PT	26.75	26.75	26.75
Parking Enforcement Supervisor I	4.00	4.00	4.00
Payroll Personnel Clerk II	1.00	1.00	1.00
Payroll Personnel Clerk III	3.00	3.00	3.00
Performance Audit Manager	1.00	1.00	1.00
Police Cadet, PT	9.00	9.00	9.00
Police Communications Dispatcher	67.00	67.00	67.00
Police Communications Operator	7.00	7.00	7.00
Police Communications Supervisor	4.00	4.00	4.00
Police Evidence Technician	18.00	20.00	20.00
Police Officer (PERS)	561.00	556.00	591.00
Police Officer Trainee	50.00	100.00	50.00
Police Personnel Oper Specialist	1.00	1.00	1.00
Police Pgrm & Performance Auditor	2.00	2.00	2.00
Police Property Specialist	5.00	5.00	5.00
Police Property Supervisor	1.00	1.00	1.00
Police Records Specialist	54.00	53.00	53.00
Police Records Supervisor	5.00	5.00	5.00
Police Services Manager I	6.00	6.00	6.00
Police Services Technician II	61.00	61.00	61.00
Program Analyst III	1.00	2.00	2.00
Project Manager II	1.00	1.00	1.00
Project Manager III	1.00	2.00	2.00
Public Service Representative	1.00	1.00	1.00
Reproduction Offset Operator	1.00	1.00	1.00
Sergeant Of Police	1.00	-	-
Sergeant of Police (PERS)	123.00	124.00	129.00
Storekeeper II	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00
Technical Communication Specialist	1.00	1.00	1.00
Veterinarian	1.00	-	-
Veterinarian Technician	1.00	-	-
Veterinary Technician	1.00	-	-
Volunteer Program Specialist II	2.00	1.00	1.00

CLASSIFICATION SUMMARY BY DEPARTMENT
(In Full Time Equivalents)

Department	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Public Ethics Commission	**-**	**6.00**	**6.00**
Administrative Assistant II	-	1.00	1.00
Administrative Services Manager I	-	1.00	1.00
Exec Dir to Public Ethics Comm	-	1.00	1.00
Internal Auditor III	-	1.00	1.00
Program Analyst I	-	1.00	1.00
Program Analyst III	-	1.00	1.00
Race & Equity	**-**	**2.00**	**2.00**
Program Analyst II	-	1.00	1.00
Race & Equity Executive Director	-	1.00	1.00
Grand Total	**4,009.68**	**4,126.89**	**4,112.89**

Citywide	FY 2014-15 Midcycle Budget FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Civilian	2,744.68	2,797.89	2,793.89
Fire Sworn	508.00	507.00	507.00
Police Sworn	707.00	722.00	762.00
Police Officer Trainee	50.00	100.00	50.00
Grand Total	**4,009.68**	**4,126.89**	**4,112.89**

MAYOR

DUTIES AND RESPONSIBILITIES

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

- The Mayor shall be responsible for the submission of an annual budget to the Council that shall be prepared by the City Administrator under the direction of the Mayor and Council. The Mayor shall, at the time of the submission of the budget, submit a general statement of the conditions of the affairs of the City, the goals of the administration and recommendations of such measures as she may deem expedient and proper to accomplish such goals.
- The Mayor shall recommend to the Council measures and legislation as she deems necessary and to make such other recommendations to the Council concerning the affairs of the City as she finds desirable.
- The Mayor shall encourage programs for the physical, economic, social and cultural development of the City.
- The Mayor shall actively promote economic development to broaden and strengthen the commercial and employment base of the City.
- The Mayor shall appoint the City Administrator, subject to confirmation by the City Council, remove the City Administrator and give direction to the City Administrator. The Mayor shall advise the Council before removing the City Administrator.
- The Mayor shall 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.

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$1,903,648	$2,001,862	$2,535,425	$2,567,901
1760 Telecommunications Reserve	72,444	-	-	-
2216 Measure BB - Alameda County Transportation	-	-	210,420	213,372
2251 Measure Y: Public Safety Act 2004	44,809	36,346	-	-
2252 Measure Z - Violence Prevention and Public Safety Act	-	-	83,313	84,506
4400 City Facilities	14,715	13,489	-	-
4450 City Facilities Energy Conservation Projects	46,786	42,887	-	-
7530 Mayor's International Committee	12,000	-	-	-
7999 Miscellaneous Trusts	85,371	122,639	-	-
TOTAL	**$2,179,774**	**$2,217,223**	**$2,829,158**	**$2,865,779**
GPF Percent to Total Department	87.3%	90.3%	89.6%	89.6%
GPF Percent to Citywide GPF Expenditures	0.4%	0.4%	0.5%	0.5%

AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Mayor's Support	**10.00**	**11.00**	**11.00**
1010 - General Purpose Fund (GPF)	*9.60*	*9.60*	*9.60*
2216 - Measure BB - Alameda County Transportation	-	*1.00*	*1.00*
2251 - Measure Y: Public Safety Act 2004	*0.40*	-	-
2252 - Measure Z - Violence Prevention and Public Safety	-	*0.40*	*0.40*
TOTAL	**10.00**	**11.00**	**11.00**

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY PROGRAM

Revenue

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Mayor's Support	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**

Expenditure

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Mayor's Support	$2,045,594	$2,829,158	$2,865,779
TOTAL	**$2,045,594**	**$2,829,158**	**$2,865,779**

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
None			

MAYOR

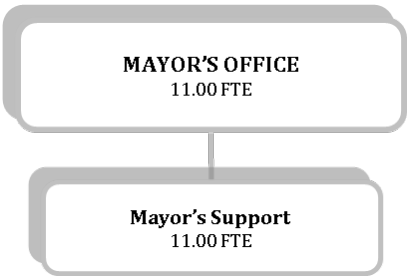
PRIORITIES

To achieve her vision, the Mayor seeks to position Oakland as a vibrant, equitable city that is growing responsibly.

The Mayor has four priorities for growing those revenue sources responsibly:

1. Improve public safety using a holistic approach, including more police officers, better community policing, violence intervention and prevention programs, as well as addressing the root causes of crime, starting with better jobs and education.
2. Improve the City's physical infrastructure, starting with roads, so they look and work better, cost less to maintain and create more vibrant, attractive and healthy neighborhoods – making Oakland a great place to come live, play and bring your business.
3. Create more housing and jobs, but do so in an equitable way that keeps Oakland affordable for residents at every income level and provides employment opportunities for Oaklanders with a variety of skills and education.
4. Be more responsive to requests for city services so problems in *every* neighborhood are cleaned and corrected quickly and police and firefighters are there when we need them. This will show that government is trustworthy and transparent and make the city look attractive, so people feel good about living and working in Oakland.

ORGANIZATIONAL CHART BY PROGRAM



CITY COUNCIL

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

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

DUTIES AND RESPONSIBILITIES

In accordance with the Charter, the City Council:

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

BUSINESS GOALS

- Ensure a good quality of life for all Oakland residents.
- Grow revenues through economic growth and improved government efficiency.
- Reduce crime and ensure public safety for every Oakland neighborhood.
- Expand economic development and reduce unemployment.
- Expand public-private partnerships.
- Improve efficiency and responsiveness to our residents and stakeholders.
- Improve the infrastructure, transportation and housing.
- Develop a sustainable city.
- Ensure that all Oakland children through seniors have an opportunity to be successful.

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$3,599,300	$3,775,596	$4,436,312	$4,491,097
TOTAL	**$3,599,300**	**$3,775,596**	**$4,436,312**	**$4,491,097**
GPF Percent to Total Department	100.0%	100.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.8%	0.8%	0.8%	0.8%

AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Policy Analysis	**26.46**	**28.02**	**28.02**
1010 - General Purpose Fund (GPF)	*26.46*	*28.02*	*28.02*
TOTAL	**26.46**	**28.02**	**28.02**

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY PROGRAM

Revenue

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Policy Analysis	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**

Expenditure

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Policy Analysis	$3,848,098	$4,436,312	$4,491,097
TOTAL	**$3,848,098**	**$4,436,312**	**$4,491,097**

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Increase each council district by 0.14 FTE	1.12	$167,312	$169,704
Increase Council President by 0.44 FTE, City Councilmember's Assistant	0.44	$65,731	$66,672
Increase City Council Adminstration O&M		$60,732	$58,458

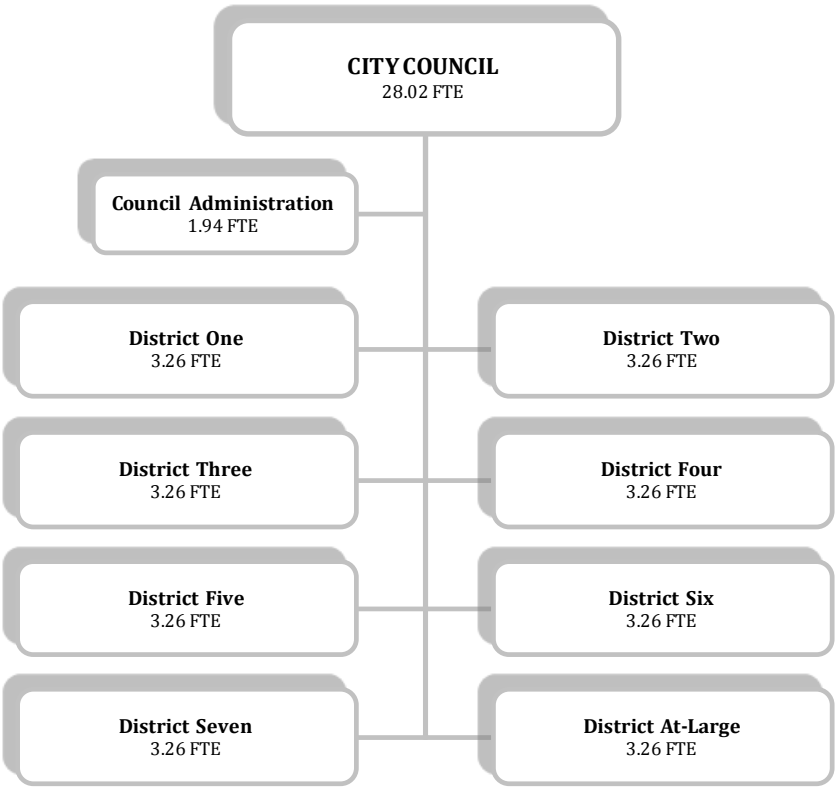
CITY COUNCIL

PROGRAM DESCRIPTIONS

POLICY ANALYSIS

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

ORGANIZATIONAL CHART BY DIVISION



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 applicable laws, ordinances and policies of the City.
- Advance the City's vision and goals and build organizational capacity. Provide professional expertise and support to the Mayor and City Council in the formulation, interpretation, and application of public policy.
- Advance the Mayor's and City Council's priorities.

DIVISION DESCRIPTIONS

ADMINISTRATION / OPERATIONS

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. The Administration Division also includes Agenda Management, Communications, Measure Z evaluation, Nuisance Abatement, Special Activity Permits, and the Oaklanders' Assistance Center.

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$8,836,967	$13,766,855	$15,926,614	$15,267,590
1610 Successor Redevelopment Agency Reimbursement	1,086,166	781,880	751,649	753,105
1720 Comprehensive Clean-up	-	7,632	-	-
1750 Multipurpose Reserve	17,979	36,923	52,494	52,938
1760 Telecommunications Reserve	1,342,927	1,379,818	-	-
1770 Telecommunications Land Use	-	-	50,000	50,000
2241 Measure Q-Library Services Retention & Enhancement	18,763	14,959	17,657	17,657
2250 Measure N: Fund	8,234	10,255	9,492	9,492
2251 Measure Y: Public Safety Act 2004	694,420	642,662	-	-
2252 Measure Z - Violence Prevention and Public Safety Act	-	-	659,647	675,329
2310 Lighting and Landscape Assessment District	26,516	15,128	25,973	25,973
2412 Alameda County: Emergency Dispatch Service	8,121	10,257	9,453	9,453
2413 Rent Adjustment Program Fund	191,203	(17,867)	-	-
2415 Development Service Fund	186,873	225,989	314,682	316,571
2417 Excess Litter Fee Fund	7,737	10,103	433,163	433,163
2609 Dept of Energy-EECBG Program (ARRA)	(43)	-	-	-
2999 Miscellaneous Grants	-	203,944	-	-
4200 Radio / Telecommunications	-	-	35,955	-
5130 Rockridge: Library Assessment District	4,131	3,457	3,320	3,320
5505 Municipal Capital Improvement: Public Arts	229	229	-	-
5650 Coliseum Projects	-	131,515	-	-
5671 OBRA: Leasing & Utility	122,904	143,837	161,151	162,215
7100 Police and Fire Retirement System	79	-	-	-
7760 Grant Clearing	-	-	25,000	25,000
TOTAL	**$12,553,205**	**$17,367,577**	**$18,476,250**	**$17,801,806**
GPF Percent to Total Department	70.4%	79.3%	86.2%	85.8%
GPF Percent to Citywide GPF Expenditures	2.0%	2.8%	3.0%	2.9%

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY DEPARTMENT/DIVISION

Revenue

Department/Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration / Operations	$10,737,265	$3,097,874	$3,104,208
Communications / KTOP [3]	1,581,944	-	-
Contracts & Compliance	139,002	139,002	139,002
Oakland Animal Services [1]	-	343,242	343,242
TOTAL	**$12,458,211**	**$3,580,118**	**$3,586,452**

Expenditure

Department/Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration / Operations	$8,525,930	$8,225,926	$7,598,953
Budget	1,142,530	1,023,977	1,126,672
Citizens' Police Review Board/ Complaint Intake	1,456,016	1,622,083	1,643,235
Communications / KTOP [3]	1,214,546	-	-
Contracts & Compliance	2,115,833	2,446,874	2,323,403
Employee Relations	987,259	921,435	932,942
Equal Opportunity	302,573	432,397	336,920
Neighborhood Services [2]	392,761	-	-
Oakland Animal Services [1]	-	3,803,558	3,839,681
Public Ethics [4]	362,966	-	-
TOTAL	**$16,500,414**	**$18,476,250**	**$17,801,806**

[1] During FY 2014-15, the Animal Shelter division was transferred from the Police Department to a Department within the City Administrator's Office called Oakland Animal Services.
[2] Neighborhood Services Division was absorbed by other Departments in FY 2015-17.
[3] KTOP transferred to City Clerk's Office per Council direction.
[4] Public Ethics was restructured as a stand alone department per voter approval of Measure CC.

CITY ADMINISTRATOR

DIVISION DESCRIPTIONS

BUDGET

Develops a balanced and fiscally responsible budget that meets community priorities; provides consultative services to ensure City programs are efficient and effective; provides thorough legislative analysis to the City Administrator and elected officials to ensure the City remains proactive in its legislative agenda.

CITIZENS POLICE REVIEW BOARD / COMPLAINT INTAKE

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

CONTRACTS & COMPLIANCE

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

AUTHORIZED POSITIONS BY DEPARTMENT/DIVISION

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Administration / Operations	**26.75**	**24.75**	**24.75**
1010 - General Purpose Fund (GPF)	*21.39*	*19.25*	*19.25*
1610 - Successor Redevelopment Agency Reimbursement Fund	*2.34*	*1.78*	*1.78*
1750 - Multipurpose Reserve	*0.34*	*0.34*	*0.34*
1760 - Telecommunications Reserve	*0.30*	-	-
2251 - Measure Y: Public Safety Act 2004	*0.80*	-	-
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	-	*0.80*	*0.80*
2415 - Development Service Fund	*1.58*	*1.58*	*1.58*
2999 - Miscellaneous Grants	-	*1.00*	*1.00*
Budget	**5.00**	**5.00**	**5.00**
1010 - General Purpose Fund (GPF)	*4.34*	*4.60*	*4.80*
1610 - Successor Redevelopment Agency Reimbursement Fund	*0.66*	*0.20*	*0.20*
4200 - Radio / Telecommunications	-	*0.20*	-
Citizens' Police Review Board / Complaint Intake	**9.00**	**11.00**	**11.00**
1010 - General Purpose Fund (GPF)	*9.00*	*11.00*	*11.00*
Communications / KTOP [3]	**8.00**	**-**	**-**
1610 - Successor Redevelopment Agency Reimbursement Fund	*0.20*	-	-
1760 - Telecommunications Reserve	*7.80*	-	-
Contracts & Compliance	**14.00**	**14.00**	**14.00**
1010 - General Purpose Fund (GPF)	*13.00*	*13.00*	*13.00*
5671 - OBRA: Leasing & Utility	*1.00*	*1.00*	*1.00*
Employee Relations	**5.00**	**5.00**	**5.00**
1010 - General Purpose Fund (GPF)	*5.00*	*5.00*	*5.00*
Equal Opportunity	**2.00**	**2.00**	**2.00**
1010 - General Purpose Fund (GPF)	*2.00*	*2.00*	*2.00*
Neighborhood Services [2]	**4.00**	**-**	**-**
1010 - General Purpose Fund (GPF)	*2.00*	-	-
2251 - Measure Y: Public Safety Act 2004	*2.00*	-	-
Oakland Animal Services [1]	**-**	**33.50**	**33.50**
1010 - General Purpose Fund (GPF)	-	*33.50*	*33.50*
Public Ethics [4]	**2.00**	**-**	**-**
1010 - General Purpose Fund (GPF)	*2.00*	-	-
TOTAL	**75.75**	**95.25**	**95.25**

[1] *During FY 2014-15, the Animal Shelter division was transferred from the Police Department to a Department within the City Administrator's Office called Oakland Animal Services.*

[2] *Neighborhood Services Division was absorbed by other Departments in FY 2015-17.*

[3] *KTOP transferred to City Clerk's Office per Council direction.*

[4] *Public Ethics was restructured as a stand alone department per voter approval of Measure CC.*

DIVISION DESCRIPTIONS

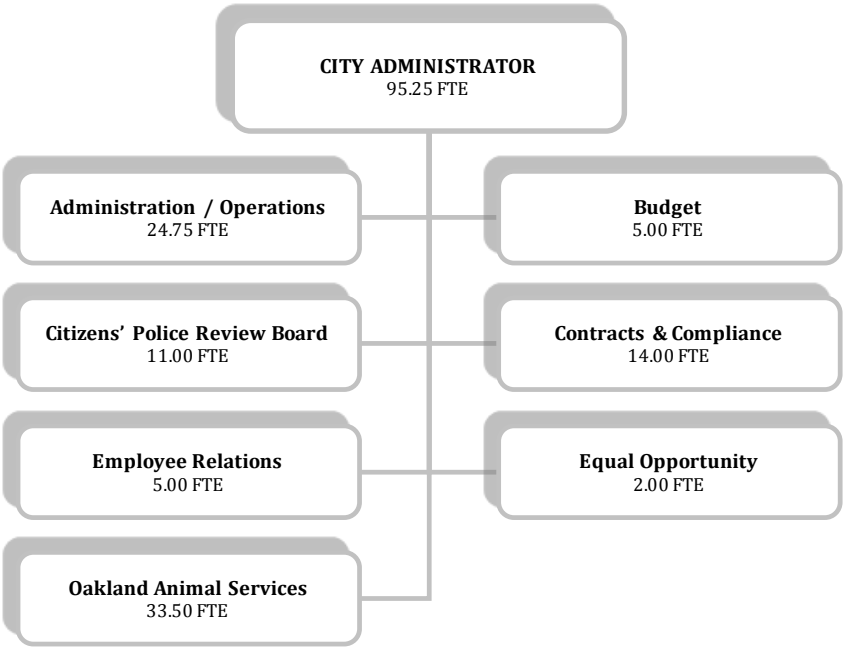
EMPLOYEE RELATIONS

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

EQUAL OPPORTUNITY

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

ORGANIZATIONAL CHART BY DIVISION



OAKLAND ANIMAL SERVICES (OAS)

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

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE			
General Purpose Fund (GPF)	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Eliminate a Performance Audit Manager and two Performance Auditor positions resulting from no longer civilianizing Internal Affairs within the City Administrator's Office	(3.00)	($383,377)	($388,864)
CPRB: Add Intake Technician; transfer an Intake Technician from OPD; downgrade Investigator to an Intake Technician; Increase O&M	2.00	$216,972	$219,362
Establish a Dept of Race, Human Rights & Equity (add 1.00 Director, 1.00 Program Analyst II and O&M)	2.00	$304,077	$312,566
Reclassify Employee Relations (ER) positions from Principal ER Analyst and Senior HR Analyst to Employee & Labor Relations Analyst, Senior		($32,866)	($33,276)
Animal Shelter: Add 2.00 Public Service Rep and 0.50 Public Service Rep, PPT positions	2.50	$194,630	$197,416
One-time funding for community engagement services related to future budget priorities and the development of potential ballot measures to improve public health & safety and City infrastructure		$150,000	$90,000
Provide one-time funds for Contracts & Compliance to support and assess the workload associated with monitoring and compliance of the voter-approved local minimum wage law provisions (Measure FF)		$150,000	$0
Add one-time funding for the Equal Opportunity Program to assist with investigation of complaints and increase training for City staff		$100,000	$0
Set aside one-time funds for the implementation of a Comprehensive Public Safety Strategy		$250,000	$0
Add one-time funding for legal support grant to assist unaccompanied minors		$300,000	$0
Transferred 0.30 FTE of Asst to the City Administrator from Fund 1760 to Fund 1010	0.30	$64,330	$65,233
ALL Other Funds	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Add funding for website content writers, editors, designers, programming, and continual testing - 50% from the Telecommunications Land-Use Fund (1770), 25% from the Development Services Fund (2415) and 25% from the Public Works Clearing Fund (7760)		$100,000	$100,000
KTOP Operations - Personnel and O&M was transferred to the Office of the City Clerk per Council direction (1760)	(8.50)	($1,511,697)	($1,530,645)
Transferred 0.30 FTE of Asst to the City Administrator from Fund 1760 to Fund 1010	(0.30)	($64,330)	($65,233)
Increase O&M for Measure Z evaluation and support in Measure Z Fund (2252)		$26,541	$26,922
Organizational Changes	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Transfer the Animal Shelter from the Police Department and create the Oakland Animal Services Department within the City Administrator's Office	31.00	$3,419,849	$3,451,205
Public Ethics was restructured as a stand alone department per voter approval of Measure CC. Positions and O&M Transferred from the City Administrator's Office	(2.00)	($354,057)	($358,275)
Transfer expenditures associated with Neighborhood Services to other Departments, including one position to Police (GPF) and two positions to Human Services (Measure Z)	(3.00)	($402,432)	($407,357)
KTOP Operations - Personnel and O&M was transferred to the Office of the City Clerk	(8.50)	($1,511,697)	($1,530,645)

CITY ATTORNEY

MISSION STATEMENT

The Office of the City Attorney is committed to providing the highest quality legal services to the City of Oakland, its City Council, employees, officers, agencies, departments, boards and commissions; to promoting open government, transparency and accountability to the residents of Oakland in accordance with the letter and spirit of the law; and to apply the law in an innovative and community-oriented manner to improve the quality of life in all Oakland neighborhoods.

TOP PRIORITIES & GOALS

The top priorities of the OCA are to:

- Continue to provide highest quality legal services to City Officials, departments and boards and commissions.
- Aggressively defend and advocate for Oakland's interests and resources in court and initiate legal action and other initiatives to protect the rights and interests and enhance the quality of life of our residents and community.
- Explore and identify ways to provide the highest quality professional legal services in the most efficient and cost-effective manner possible.
- Restore and maintain a staff of well-qualified attorneys and support staff with extensive knowledge of the City of Oakland, making it possible for them to meet demands more efficiently and effectively.

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$7,962,648	$5,561,912	$5,308,541	$5,378,125
1100 Self Insurance Liability	3,343,352	4,417,830	5,033,950	5,068,835
1150 Worker's Compensation Insurance Claims	408,098	482,124	488,822	492,136
1610 Successor Redevelopment Agency Reimbursement	1,527,876	1,361,343	1,036,563	1,040,402
1710 Recycling Program	304,636	301,705	333,913	336,217
2108 HUD-CDBG	22,785	49,637	29,881	50,510
2211 Measure B: ACTIA	28,434	33,298	30,209	30,405
2231 State Gas Tax-Prop 42 Replacement Funds	125,685	104,457	-	-
2413 Rent Adjustment Program Fund	346,719	549,561	743,249	530,615
2415 Development Service Fund	613,906	598,508	1,100,101	1,110,384
3100 Sewer Service Fund	648,147	633,935	746,643	751,784
7100 Police and Fire Retirement System	104,050	110,668	128,594	130,423
7120 Oakland Municipal Employees' Retirement System	24,202	28,965	-	-
7760 Grant Clearing	-	-	134,786	135,752
TOTAL	**$15,460,538**	**$14,233,941**	**$15,115,252**	**$15,055,588**
GPF Percent to Total Department	51.5%	39.1%	35.1%	35.7%
GPF Percent to Citywide GPF Expenditures	1.8%	1.1%	1.0%	1.0%

AUTHORIZED POSITIONS BY DIVISION

Division	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Advisory	**25.00**	**28.00**	**27.00**
1010 - General Purpose Fund (GPF)	*6.23*	*9.04*	*9.04*
1100 - Self Insurance Liability	*7.32*	*7.32*	*7.32*
1150 - Worker's Compensation Insurance Claims	*0.92*	*0.92*	*0.92*
1610 - Successor Redevelopment Agency Reimbursement	*5.31*	*3.50*	*3.50*
1710 - Recycling Program	*1.00*	*1.00*	*1.00*
2108 - HUD-CDBG	*0.19*	*0.19*	*0.19*
2211 - Measure B: ACTIA	*0.13*	*0.13*	*0.13*
2231 - State Gas Tax-Prop 42 Replacement Funds	*0.25*	-	-
2413 - Rent Adjustment Program Fund	*0.90*	*1.90*	*0.90*
2415 - Development Service Fund	*1.15*	*2.15*	*2.15*
3100 - Sewer Service Fund	*1.10*	*1.10*	*1.10*
7100 - Police and Fire Retirement System	*0.40*	*0.50*	*0.50*
7120 - Oakland Municipal Employees' Retirement System	*0.10*	-	-
7760 - Grant Clearing	-	*0.25*	*0.25*
City Attorney: Administration	**27.00**	**29.00**	**29.00**
1010 - General Fund: General Purpose	*14.39*	*14.86*	*14.86*
1100 - Self Insurance Liability	*7.07*	*6.60*	*6.60*
1610 - Successor Redevelopment Agency Reimbursement	*0.50*	*0.50*	*0.50*
1710 - Recycling Program	*0.50*	*0.50*	*0.50*
2413 - Rent Adjustment Program Fund	*1.00*	*2.00*	*2.00*
2415 - Development Service Fund	*1.60*	*2.60*	*2.60*
3100 - Sewer Service Fund	*1.94*	*1.94*	*1.94*
Litigation	**16.00**	**18.00**	**18.00**
1010 - General Fund: General Purpose	*3.50*	*5.50*	*5.50*
1100 - Self Insurance Liability	*9.80*	*9.80*	*9.80*
1150 - Worker's Compensation Insurance Claims	*0.99*	*0.99*	*0.99*
2231 - State Gas Tax-Prop 42 Replacement Funds	*0.20*	-	-
2415 - Development Service Fund	*0.75*	*0.75*	*0.75*
3100 - Sewer Service Fund	*0.76*	*0.76*	*0.76*
7760 - Grant Clearing	-	*0.20*	*0.20*
TOTAL	**68.00**	**75.00**	**74.00**

CITY ATTORNEY

DIVISION DESCRIPTIONS

ADVISORY SERVICES

Provide legal services covering a wide spectrum of municipal affairs, including but not limited to legal advice and counsel, drafting and reviewing and negotiating contracts, and preparing legislation.

LEGAL SUPPORT & OPERATIONS

Manage the budget, personnel and support services of the City Attorney's Office, including but not limited to payroll, information technology, and legal assistant services.

LITIGATION SERVICES

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 AND ADOPTED BUDGET BY DIVISION

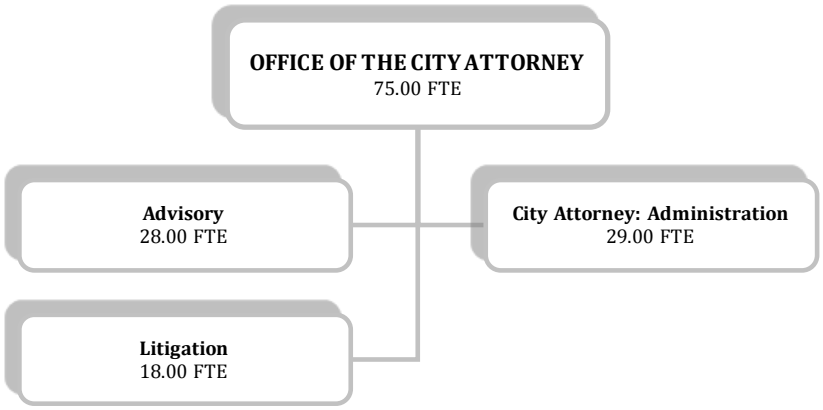
Revenue

Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Advisory	$300,000	$0	$0
City Attorney: Administration	-	122,898	124,657
Litigation	22,000	22,000	22,000
TOTAL	**$322,000**	**$144,898**	**$146,657**

Expenditure

Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Advisory	$6,144,982	$6,633,719	$6,523,692
City Attorney: Administration	4,725,913	5,078,555	5,081,813
Litigation	3,274,299	3,402,978	3,450,083
TOTAL	**$14,145,194**	**$15,115,252**	**$15,055,588**

ORGANIZATIONAL CHART BY DIVISION



SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Add Deputy City Attorney III (NSA Compliance)	1.00	$235,507	$238,462
Add Deputy City Attorney III, Paralegal and 2.0 Neighborhood Law Corps Attorney positions	4.00	$463,968	$470,608
Add O&M for Enterprise Agreement with Microsoft	-	$40,400	$40,400
Transfer Deputy City Attorney III to the Development Services Fund (2415)	(1.00)	($233,433)	($236,751)
Transfer Deputy City Attorney IV from the Successor Redevelopment Agency Fund (1610), PRFS Fund (7100) and OMERS Fund (7120)	1.81	$419,412	$425,288
ALL Other Funds			
Add Paralegal to the Rent Adjustment Fund (2413)	1.00	$122,898	$124,657
Transfer Deputy City Attorney IV from Funds 1610, 7100 and 7120 to the GPF	(1.81)	($419,411)	($425,289)
Transfer Deputy City Attorney III to Fund 2415 from the GPF	1.00	$233,433	$236,751
Transfer Paralegal to Fund 2415 from the Self Insurance Liability Fund (1100)	0.47	$57,402	$58,228
Transfer Paralegal from Fund 1100 to Fund 2415	(0.47)	($57,402)	($58,228)

CITY AUDITOR

MISSION STATEMENT

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

BUSINESS GOALS

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

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.

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$1,653,631	$1,630,123	$1,903,677	$1,826,542
TOTAL	**$1,653,631**	**$1,630,123**	**$1,903,677**	**$1,826,542**
GPF Percent to Total Department	100.0%	100.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.4%	0.3%	0.4%	0.3%

AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Auditing	**10.00**	**10.00**	**10.00**
1010 - General Purpose Fund (GPF)	*10.00*	*10.00*	*10.00*
TOTAL	**10.00**	**10.00**	**10.00**

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY PROGRAM

Revenue

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Auditing	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**

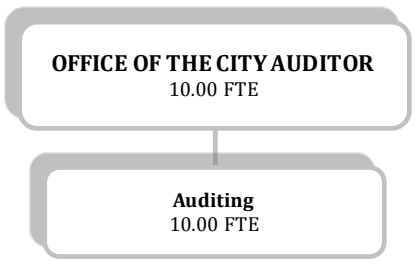
Expenditure

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Auditing	$1,561,450	$1,903,677	$1,826,542
TOTAL	**$1,561,450**	**$1,903,677**	**$1,826,542**

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Add O&M to expand capacity of audit function		$100,000	$0

ORGANIZATIONAL CHART BY PROGRAM



NOTES

CITY CLERK

MISSION STATEMENT

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

BUSINESS GOALS

- Support the Mayor, City Council, City Administrator, and Department Directors in achieving their goals for the City through 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.

PROGRAM DESCRIPTIONS

AGENDA MANAGEMENT

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

CUSTOMER SERVICE AND PUBLIC RELATIONS

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

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$1,728,194	$2,309,361	$1,842,217	$1,860,152
1610 Successor Redevelopment Agency Reimbursement	79,435	63,601	67,499	67,965
1760 Telecommunications Reserve	-	-	1,515,507	1,534,458
TOTAL	**$1,807,630**	**$2,372,962**	**$3,425,223**	**$3,462,575**
GPF Percent to Total Department	95.6%	97.3%	53.8%	53.7%
GPF Percent to Citywide GPF Expenditures	0.4%	0.5%	0.3%	0.4%

AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Agenda Management	**4.40**	**4.00**	**4.00**
1010 - General Purpose Fund (GPF)	*3.60*	*3.46*	*3.46*
1610 - Successor Redevelopment Agency Reimbursement	*0.80*	*0.30*	*0.30*
1760 - Telecommunications Reserve	-	*0.24*	*0.24*
Customer Services & Public Relations	**1.00**	**1.00**	**1.00**
1010 - General Purpose Fund (GPF)	*1.00*	*1.00*	*1.00*
Elections & Political Compliance	**1.20**	**2.00**	**2.00**
1010 - General Purpose Fund (GPF)	*1.00*	*1.90*	*1.90*
1610 - Successor Redevelopment Agency Reimbursement	*0.20*	*0.10*	*0.10*
KTOP Operations [1]	**-**	***8.50***	***8.50***
1760 - Telecommunications Reserve	-	*8.50*	*8.50*
Records Management	**2.40**	**2.00**	**2.00**
1010 - General Purpose Fund (GPF)	*2.00*	*2.00*	*2.00*
1610 - Successor Redevelopment Agency Reimbursement	*0.40*	-	-
TOTAL	**9.00**	**17.50**	**17.50**

[1] *KTOP Operations transferred from City Administrator's Office per Council direction.*

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY PROGRAM

Revenue

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
KTOP Operations [1]	$0	$1,698,105	$1,718,162
TOTAL	**$0**	**$1,698,105**	**$1,718,162**

Expenditure

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Agenda Management	$1,011,115	$1,001,013	$1,010,768
Customer Services & Public Relations	147,325	178,401	180,629
Elections & Political Compliance	399,304	422,392	425,725
KTOP Operations [1]	-	1,450,934	1,468,975
Records Management	405,669	372,483	376,478
TOTAL	**$1,963,413**	**$3,425,223**	**$3,462,575**

[1] *KTOP Operations transferred from City Administrator's Office per Council direction.*

CITY CLERK

PROGRAM DESCRIPTIONS

ELECTIONS & POLITICAL COMPLIANCE

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

KTOP OPERATIONS

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

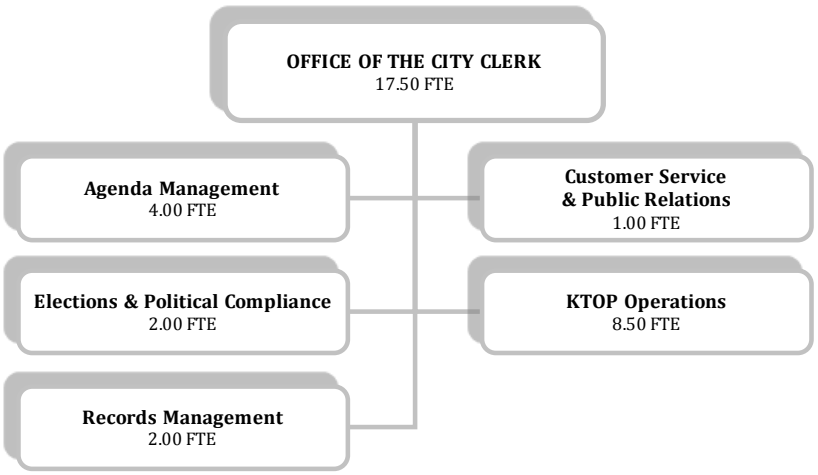
RECORDS MANAGEMENT

Maintain minutes, ordinances, resolutions, motions, and contracts adopted and approved by the City Council; provide ready access to records city-wide; set policy and establish procedures to guide the care, preservation, retention, and disposition of all city records and information; manage access to and contract for offsite storage facility; coordinate records requests; manages records' disposition processes; processes discovery requests for litigation requests.

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Transferred 0.24 FTE of City Clerk to the Telecommunications Fund (1760)	(0.24)	($64,573)	($65,483)
ALL Other Funds	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Transferred 0.24 FTE of City Clerk to the Telecommunications Fund (1760) from the GPF (1010)	0.24	$64,573	$65,483
Organizational Changes	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
KTOP Operations - Personnel and O&M was transferred from the City Administrator's Office	8.50	$1,515,507	$1,534,458

ORGANIZATIONAL CHART BY PROGRAM



PUBLIC ETHICS COMMISION

MISSION STATEMENT

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

BUSINESS GOALS

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

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$0	$0	$858,779	$870,223
TOTAL	**$0**	**$0**	**$858,779**	**$870,223**
GPF Percent to Total Department	0.0%	0.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.0%	0.0%	0.2%	0.2%

Prior to FY 2015-16, Public Ethics was a division of the City Administrator's Office.

AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Public Ethics	**-**	**6.00**	**6.00**
1010 - General Purpose Fund (GPF)	-	*6.00*	*6.00*
TOTAL	**-**	**6.00**	**6.00**

In FY 2014-15, Public Ethics was a division within the City Administrator's Office.

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY PROGRAM

Revenue

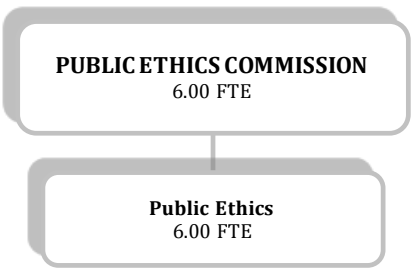
Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Public Ethics	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**

Expenditure

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Public Ethics	$0	$858,779	$870,223
TOTAL	**$0**	**$858,779**	**$870,223**

In FY 2014-15, Public Ethics was a division within the City Administrator's Office.

ORGANIZATIONAL CHART BY PROGRAM



PUBLIC ETHICS COMMISION

PROGRAM DESCRIPTION

CITIZEN BOARD WITH INDEPENDENT LEGAL AUTHORITY

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

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

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Add positions for Public Ethics resulting from the successful voter initiative, Measure CC, to augment the responsibilities, structure and staffing for the Public Ethics Commission	4.00	$504,722	$511,948

Organizational Changes	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Public Ethics was restructured as a stand alone department per voter approval of Measure CC. Positions and O&M Transferred from the City Administrator's Office	2.00	$354,057	$358,275

FINANCE DEPARTMENT

The Finance Department provides comprehensive financial services for the City; provides timely and accurate financial reports; maintains integrity of information in the City's financial systems and monitors internal controls; processes payments; processes payroll and maintains inventory of critical supplies (warehousing); collects deposits and records City revenues; procures materials, supplies and services for City departments; manages the City's investments; issues and restructures City's and Successor Redevelopment Agency bond issues and debt; plans, directs and administers all risk management, insurance and safety activities.

The Finance Department includes the following Bureaus:

- Controller
- Revenue Management
- Treasury

The goal is to establish a single Administrative Unit to ensure uniform processes, procedures, training, and standard protocols for administrative tasks within the department.

DIVISION DESCRIPTIONS

ADMINISTRATION

This division provides administrative support, oversight and leadership to the five divisions in Administrative Services. The Division's primary responsibility is managing the department's general operations to ensure efficient and effective service delivery.

CONTROLLER

This bureau is responsible for financial reporting. 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 financial management systems; and the designing and monitoring of internal

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$15,322,172	$19,806,945	$22,594,813	$21,887,977
1150 Worker's Compensation Insurance Claims	54,111	76,327	31,210	31,367
1610 Successor Redevelopment Agency Reimbursement	1,191,445	1,050,414	851,411	854,415
1700 Mandatory Refuse Program	1,345,381	1,032,149	2,074,695	2,074,695
1720 Comprehensive Clean-up	525	(525)	-	-
1750 Multipurpose Reserve	1,099,167	2,020,778	2,612,345	2,609,119
1760 Telecommunications Reserve	-	39,949	40,436	40,707
2105 HUD-EDI Grants	2,846	-	-	-
2108 HUD-CDBG	139,073	151,439	138,989	181,108
2195 Workforce Investment Act	150,369	57,765	81,412	81,683
2211 Measure B: ACTIA	34,489	42,460	39,309	39,527
2251 Measure Y: Public Safety Act 2004	268,087	274,494	-	-
2252 Measure Z - Violence Prevention and Public Safety Act	-	-	23,320	23,320
2310 Lighting and Landscape Assessment District	45,742	28,414	27,700	27,876
2413 Rent Adjustment Program Fund	299,238	498,203	449,861	452,884
2415 Development Service Fund	125,562	128,982	127,251	128,095
2417 Excess Litter Fee Fund	-	-	44,765	44,765
3100 Sewer Service Fund	1,532,208	1,670,625	2,332,011	2,332,370
4200 Radio / Telecommunications	$43,071	10,835	43,124	43,741
4500 Central Stores	369,774	491,304	516,419	516,419
4550 Purchasing	615,408	718,115	898,580	910,229
5130 Rockridge: Library Assessment District	2,565	2,262	131,100	131,100
5611 Central District: TA Bonds Series 2003	-	15,402	-	-
5613 Central District: TA Bonds Series 2009T	2,321,322	301,248	-	-
6520 Fire Area - Redemption	(22,663)	-	-	-
6587 2012 Refunding Reassessment Bonds-Debt Service	87,729	68,399	63,352	64,259
7100 Police and Fire Retirement System	2,440,325	2,621,891	2,933,330	3,065,872
7120 Oakland Municipal Employees' Retirement System	210,933	265,947	62,136	62,955
7130 Employee Deferred Compensation	286	-	-	-
7200 Health Insurance Premium Trust: Unrepresented	471	501	-	-
7220 Health Insurance Premium Trust: Local 790 Retirees	538	285	-	-
7260 Health Insurance Premium Trust: Western Council of	34	20	-	-
7280 Health Insurance Premium Trust: I.B.E.W.	7	4	-	-
7300 Health Insurance Premium Trust: Local 21 Retirees	954	1,472	-	-
7760 Grant Clearing	2,277	-	-	-
7780 Oakland Redevelopment Agency Projects (ORA)	-	188,569	-	-
TOTAL	**$27,683,445**	**$31,564,673**	**$36,117,569**	**$35,604,483**
GPF Percent to Total Department	55.3%	62.8%	62.6%	61.5%
GPF Percent to Citywide GPF Expenditures	3.4%	4.0%	4.2%	4.1%

AUTHORIZED POSITIONS BY BUREAU/DIVISION

Bureau/Division	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Administration	-	2.00	2.00
Controller	36.00	38.00	38.00
Revenue Management	74.00	80.00	80.00
Treasury	27.00	27.00	27.00
TOTAL	**137.00**	**147.00**	**147.00**

DIVISION DESCRIPTIONS

CONTROLLER (CONT'D)

controls that safeguards the assets of the City. In addition, the bureau provides inter departmental and outgoing United States mail service. The bureau handles the processing of payment requests, issues and distributes vendor checks. The bureau also manages a centralized billing and receivable system that keep track of all accounts receivables. The Budget, Analysis and Operations section produces accurate and timely analysis of program revenues and expenditures; provides consultative services to ensure programs are efficient and effective; develops a fiscally responsible budget.

REVENUE MANAGEMENT

This bureau collects records and reports on City revenues; deposits City-wide 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, 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; manages and collects all revenues derived from the City's parking meters; and collects revenues derived from parking citations.

TREASURY

This Bureau has five sections: Investment Section, Debt Issuance Section, Cash and Operation Section, Payroll Section and Retirement Section. The Bureau is responsible for Cash Management (for the City, Successor Agency and Port of Oakland) i.e. manage day to day investments for safety, liquidity and yield; Debt Management for City of Oakland and Successor Agency, including issuing new debt, maintaining and restructuring debt, compliance with disclosure and regulations, and preserve strong credit ratings and investor relations; Cash related services including, cash collection, banking services, asset management and petty cash management. Also, this Bureau timely process citywide payroll and payments, including benefits and taxes; maintains and upgrades HR/payroll systems, including implementing changes as compliance to labor contracts, legislative and other system requirements; and maintains database for historical data for various reporting. In addition, this Bureau administer all three of City's retirement systems (CalPERS, OMERS, and PFRS) including timely pension payments, facilitate all retiree medical, and administering the various pension boards and committees, and oversight responsibility of a wide range of pension investment portfolios held in trust.

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY BUREAU/DIVISION

Revenue

Bureau/Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration	$6,562,898	$115,546	$117,200
Controller	1,244,886	1,414,999	1,426,648
Revenue Management	2,393,456	3,719,595	3,719,595
Treasury	477,145,582	533,813,635	540,794,690
TOTAL	**$487,346,822**	**$539,063,775**	**$546,058,133**

Expenditure

Bureau/Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration	$1,178,508	$1,130,166	$1,139,185
Controller	6,439,939	6,346,171	6,448,095
Revenue Management	20,570,445	20,811,832	21,092,129
Treasury	7,473,839	7,829,400	6,925,074
TOTAL	**$35,662,731**	**$36,117,569**	**$35,604,483**

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Add Finance Director	1.00	$316,058	$320,522

CONTROLLER'S BUREAU

MISSION STATEMENT

The mission of the Controller's Bureau is to provide timely and accurate financial information that support and enhances the effective, responsive and courteous delivery of services to the citizens and residents of Oakland, businesses, the Mayor, City Administrator, City Departments. The Bureau maintains strong internal controls, ensuring transparency, adhering to established financial policies and procedures and complying with legal fiscal reporting requirements. Services include: financial reporting, budget development, implementation and operational analysis, procurement of goods and services, accounts payable processing, centralized billing and accounts receivable tracking, inter-departmental and outgoing United States mail and parcel service.

BUSINESS GOALS

- To safeguard the City's financial and material assets by maintaining strong internal controls, ensuring equity and transparency in Department processes, adhering to established financial policies and procedures, and complying with all legal fiscal reporting requirements.
- To implement GASB 68 for required financial reporting.
- To implement Oracle R-12 system upgrade for the City's financial system.
- To develop more efficient and effective internal controls for the City.
- To improve and streamline the City year-end audit process.
- To select and implement a new and improved budgeting system.
- To improve and streamline the City procurement process.

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$2,452,276	$3,304,807	$3,981,318	$4,046,816
1150 Worker's Compensation Insurance Claims	9,903	32,405	29,862	30,012
1610 Successor Redevelopment Agency Reimbursement	669,530	579,400	435,615	416,214
1750 Multipurpose Reserve	(334,057)	-	-	-
2108 HUD-CDBG	137,147	151,439	138,989	181,108
2195 Workforce Investment Act	150,369	57,765	81,412	81,683
2211 Measure B: ACTIA	34,489	42,460	39,309	39,527
2251 Measure Y: Public Safety Act 2004	22,145	22,810	-	-
2252 Measure Z - Violence Prevention and Public Safety Act of 2014	-	-	23,320	23,320
2310 Lighting and Landscape Assessment District	-	-	265	76
2415 Development Service Fund	78,397	78,468	73,669	73,799
3100 Sewer Service Fund	39,875	42,167	36,687	36,857
4500 Central Stores	369,774	491,304	516,419	516,419
4550 Purchasing	615,408	718,115	897,830	909,479
5130 Rockridge: Library Assessment District	302	-	-	-
7100 Police and Fire Retirement System	55,251	-	91,476	92,785
7120 Oakland Municipal Employees' Retirement System OMERS	23,641	-	-	-
7780 Oakland Redevelopment Agency Projects (ORA)	-	188,569	-	-
TOTAL	**$4,324,450**	**$5,709,709**	**$6,346,171**	**$6,448,095**
GPF Percent to Total Department	56.7%	57.9%	62.7%	62.8%
GPF Percent to Citywide GPF Expenditures	0.6%	0.7%	0.7%	0.8%

AUTHORIZED POSITIONS BY UNIT

Unit	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Accounts Payable	**4.50**	**6.50**	**6.50**
1010 - General Purpose Fund (GPF)	*4.50*	*6.50*	*6.50*
Budget Analysis & Operations	**6.00**	**7.00**	**7.00**
1010 - General Purpose Fund (GPF)	*4.85*	*6.15*	*6.25*
1610 - Successor Redevelopment Agency Reimbursement	*0.90*	*0.60*	*0.50*
2211 - Measure B: ACTIA	*0.25*	*0.25*	*0.25*
General Ledger / Accounts Receivable	**16.00**	**14.00**	**14.00**
1010 - General Purpose Fund (GPF)	*10.38*	*9.07*	*9.07*
1150 - Worker's Compensation Insurance Claims	*0.25*	*0.25*	*0.25*
1610 - Successor Redevelopment Agency Reimbursement	*1.92*	*1.65*	*1.65*
2108 - HUD-CDBG	*1.00*	*1.00*	*1.00*
2195 - Workforce Investment Act	*0.83*	*0.58*	*0.58*
2415 - Development Service Fund	*0.50*	*0.50*	*0.50*
3100 - Sewer Service Fund	*0.25*	*0.25*	*0.25*
7100 - Police and Fire Retirement System	*0.61*	*0.70*	*0.70*
7120 - Oakland Municipal Employees' Retirement System	*0.26*	-	-
Mailroom	**2.50**	**2.50**	**2.50**
4500 - Central Stores	*2.50*	*2.50*	*2.50*
Purchasing	**7.00**	**8.00**	**8.00**
4550 - Purchasing	*7.00*	*8.00*	*8.00*
TOTAL	**36.00**	**38.00**	**38.00**

FINANCE DEPARTMENT

UNIT DESCRIPTIONS

ACCOUNTS PAYABLE

This Unit processes the City departments' payables (over 70,000 invoices, grant payments, travel requests, reimbursements, and refunds annually), thereby ensuring that vendors are paid timely and departments are able to procure supplies and services needed to continue the operations, services, and programs benefiting the citizens of Oakland. The Section handles the sales tax reporting to the State Board of Equalization and 1099 Miscellaneous reporting for City vendors to the Internal Revenue Service.

BUDGET, ANALYSIS & OPERATIONS

This Unit develops a fiscally responsible budget; develops a budget that meets council priorities and community needs; produces timely and accurate analysis of program revenues and expenditures; provides consultative services to ensure programs are efficient and effective. Compiles and produces the Biennial Proposed Budget and prepares the Adopted Policy Budget.

GENERAL LEDGER / ACCOUNTS RECEIVABLE

This Unit provides accounting, fiscal monitoring, and financial and specialized reporting for all City departments, thereby allowing them to perform timely grant draw downs, and securing new grants. Plans and coordinates the year-end audit process and prepares the Comprehensive Annual Financial Report (CAFR), the Single Audit Report and completes several legislative mandated measures year-end audits. It completes the State-Mandated Cost Claim Report, the State Controller's Report, and the Oakland Redevelopment Successor Agency Audit. This Section also reconciles and interfaces payroll and back accounts to the General Ledger, manages the City's fixed assets, debt services payments, manages the City's overall financial system (Oracle), and conducts fiscal monitoring of grant sub-recipients.

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY UNIT

Revenue

Unit	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Mailroom	$425,838	$516,419	$516,419
Purchasing	819,048	898,580	910,229
TOTAL	**$1,244,886**	**$1,414,999**	**$1,426,648**

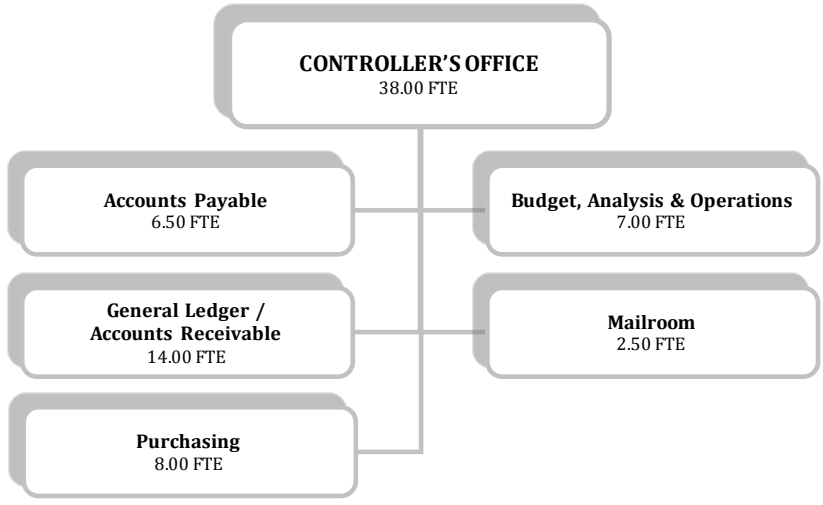
Expenditure

Unit	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Accounts Payable	$527,047	$734,717	$745,174
Budget Analysis & Operations	1,463,273	1,220,669	1,236,750
General Ledger / Accounts Receivable	3,205,413	2,985,139	3,042,974
Mailroom	425,838	516,419	516,419
Purchasing	818,368	889,227	906,778
TOTAL	**$6,439,939**	**$6,346,171**	**$6,448,095**

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Add Accounting Technician	1.00	$99,840	$101,269
Freeze Accounting Supervisor	(1.00)	($148,605)	($150,733)
Transfer Accountant II from the WIA Fund (2195)	0.25	$31,353	$31,801
ALL Other Funds	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Add Buyer to Purchasing Fund (4550)	1.00	$116,478	$118,146
Transfer Accountant II from Fund 2195 to the GPF	(0.25)	($31,353)	($31,801)

ORGANIZATIONAL CHART BY UNIT



UNIT DESCRIPTIONS

GENERAL LEDGER / ACCOUNTS RECEIVABLE (cont'd)

This Section provides centralized billing and collection support to City departments, enabling the departments to realize revenues and enabling them to maintain a balanced budget.

MAILROOM

This Unit operates the City's central shipping and receiving functions, which provides more efficient and economical mail services for all City departments, which is over 800,000 pieces of incoming mail and 400,000 pieces of outgoing mail annually. This section also handles the metered postage billing and reconciliation process.

PURCHASING

This Section supports the procurement of materials, equipment and services essential to providing governmental services for the citizens of Oakland. The Section promotes the most effective use of City funds in the acquisition of commodities, procurement of supplies and services for City departments. The Section prepares specifications and requests for formal bids and request for proposals in collaboration with City departments.

REVENUE MANAGEMENT BUREAU

MISSION STATEMENT

The Revenue Management Bureau is committed to the delivery of quality, courteous and responsive services, treating all citizens with fairness, dignity and respect. We seek to achieve an optimal level of effectiveness and compliance in the administration and collection of local taxes, fines, and fees, to ensure equity and transparency in the application of applicable laws and policies.

BUSINESS GOALS

- General operations to ensure efficient and effective service delivery.
- Safeguard the City's financial and material assets by maintaining strong internal controls, ensuring equity and transparency in division's processes.
- Enforces provisions of the California State Vehicle and Oakland Municipal Codes.

UNIT DESCRIPTIONS

ADMINISTRATION

The Unit's primary responsibility is collection of local taxes, fines and managing the department's general operations to ensure efficient and effective service delivery. It also preserves the City's financial and material assets by maintaining strong internal controls, ensuring equity and transparency in division's processes. Also, it adheres to established financial policies and procedures complying with all legal fiscal reporting requirements. Furthermore, this division supports is responsible for printing & mailing of business tax renewals and certificates and also handles and processes lockbox transient occupancy tax , utility user tax and parking tax. Additionally, it directs and enforces provisions of the California State Vehicle and Oakland Municipal

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$11,513,983	$12,847,844	$13,274,457	$13,554,148
1700 Mandatory Refuse Program	1,107,455	781,482	2,074,695	2,074,695
1750 Multipurpose Reserve	1,418,178	2,005,733	2,612,345	2,609,119
1760 Telecommunications Reserve	-	39,949	40,436	40,707
2310 Lighting and Landscape Assessment District	45,742	28,414	26,308	26,667
2413 Rent Adjustment Program Fund	299,018	497,983	449,861	452,884
2415 Development Service Fund	-	-	70	70
2417 Excess Litter Fee Fund	-	-	44,765	44,765
3100 Sewer Service Fund	1,490,833	1,626,958	2,288,145	2,288,324
4550 Purchasing	-	-	750	750
5611 Central District: TA Bonds Series 2003	-	15,402	-	-
5613 Central District: TA Bonds Series 2009T	2,321,322	301,248	-	-
7760 Grant Clearing	2,277	-	-	-
TOTAL	**$18,198,808**	**$18,145,013**	**$20,811,832**	**$21,092,129**
GPF Percent to Total Department	63.3%	70.8%	63.8%	64.3%
GPF Percent to Citywide GPF Expenditures	2.6%	2.6%	2.5%	2.6%

AUTHORIZED POSITIONS BY UNIT

Unit	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Administration	**6.00**	**6.00**	**6.00**
1010 - General Purpose Fund (GPF)	*4.62*	*4.80*	*4.80*
1700 - Mandatory Refuse Program	*0.43*	*0.43*	*0.43*
1750 - Multipurpose Reserve	*0.50*	*0.32*	*0.32*
1760 - Telecommunications Reserve	*0.25*	*0.25*	*0.25*
2310 - Lighting and Landscape Assessment District	-	*0.10*	*0.10*
2413 - Rent Adjustment Program Fund	*0.10*	-	-
3100 - Sewer Service Fund	*0.10*	*0.10*	*0.10*
Audit / Compliance	**17.00**	**20.00**	**20.00**
1010 - General Purpose Fund (GPF)	*14.80*	*17.80*	*17.80*
2310 - Lighting and Landscape Assessment District	*0.20*	*0.20*	*0.20*
2413 - Rent Adjustment Program Fund	*2.00*	*2.00*	*2.00*
Business Tax	**14.00**	**13.00**	**13.00**
1010 - General Purpose Fund (GPF)	*12.00*	*11.00*	*11.00*
2413 - Rent Adjustment Program Fund	*2.00*	*2.00*	*2.00*
Mandatory Garbage / Collections	**14.00**	**17.00**	**17.00**
1010 - General Purpose Fund (GPF)	*7.50*	*9.00*	*9.00*
1700 - Mandatory Refuse Program	*6.50*	*8.00*	*8.00*
Parking Citation Assistance Center	**15.00**	**15.00**	**15.00**
1010 - General Purpose Fund (GPF)	*15.00*	*15.00*	*15.00*
Parking Meter Collections	**8.00**	**9.00**	**9.00**
1010 - General Purpose Fund (GPF)	*8.00*	*9.00*	*9.00*
TOTAL	**74.00**	**80.00**	**80.00**

UNIT DESCRIPTIONS

ADMINISTRATION (CONT'D)

Municipal Codes, and is responsible for revenue forecasting and reconciliation. The division's sections/units include: Business Tax (BT), Audit, Collections/Compliance, Mandatory Garbage, Parking Citation Assistance Center (PCAC) and Parking Meter collections.

AUDIT/COMPLIANCE

The Revenue Audit Unit audits and reviews all the revenue sources such as:

- Business Tax
- Transient Occupancy Tax
- Parking Tax
- Utility Consumption Tax
- Real Property Transfer Tax
- Sales Tax

The primary function and goal of the Revenue Audit Section is to confirm the taxpayer's accurate filing of tax information and payment of taxes due while ensuring the proper application of respective revenue ordinances by both staff and taxpayers.

The Compliance unit ensures that all businesses conducting business in Oakland are in compliance with the rules and regulations set forth in Oakland Municipal Code and have current business tax certificates for conducting business in the City. This Unit issues Notice of Determinations (NODs) and processes business tax liens for both residential and commercial rental accounts are also handled by this section.

BUSINESS TAX

Reviews of tax and fee ordinances to ensure equitable and fair application of taxes and fees paid to the City by the residential and commercial community. This section collects, records and reports on all City revenues; enforces and monitors the provisions of the City's ordinances; Complies with the State of California reporting requirements pertaining to the following taxes & Fees: Business Tax

- Utility Users' Tax
- Real Estate Transfer,
- Parking Tax Transient
- Occupancy Tax
- Rental Adjustment Program (RAP)
- Excess Liter Fee (ELF)
- Business Improvement District (BID)

MANDATORY GARBAGE /COLLECTIONS

The Collections unit acts as the collection agent for all City departments, bureaus, and divisions; represents the City in Small Claims Court, collects delinquent business tax and code enforcement, and bring into compliance delinquents businesses which have not registered according to the provisions of the Business Tax Ordinance.

The primary responsibilities of the Mandatory Garbage unit is to collect

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY UNIT

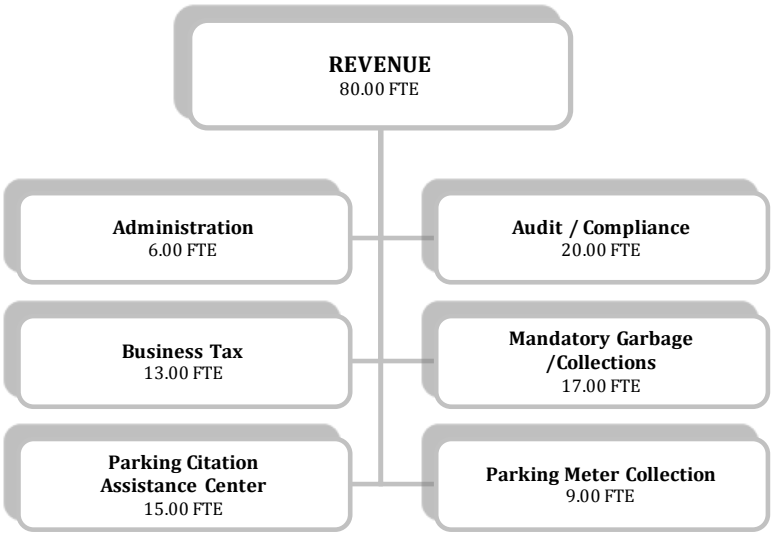
Revenue

Unit	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration	$221,517	$235,892	$235,892
Audit / Compliance	1,856,075	2,594,623	2,594,623
Business Tax	16,400	512,031	512,031
Mandatory Garbage / Collections	264,591	342,176	342,176
Parking Citation Assistance Center	34,873	34,873	34,873
TOTAL	**$2,393,456**	**$3,719,595**	**$3,719,595**

Expenditure

Unit	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration	$3,798,786	$4,679,423	$4,681,910
Audit / Compliance	2,777,188	3,085,093	3,286,751
Business Tax	1,663,790	1,556,198	1,578,291
Mandatory Garbage / Collections	1,668,457	1,988,363	2,014,757
Parking Citation Assistance Center	5,416,835	5,161,421	5,181,609
Parking Meter Collections	5,245,389	4,341,334	4,348,811
TOTAL	**$20,570,445**	**$20,811,832**	**$21,092,129**

ORGANIZATIONAL CHART BY UNIT



UNIT DESCRIPTIONS

MANDATORY GARBAGE /COLLECTIONS (CONT'D)

delinquent garbage invoices and issue Notifications of Property Assessment on behalf of the City's Mandatory Garbage program.

PARKING CITATION ASSISTANCE CENTER

The Parking Citation Assistance Center (PCAC) processes all parking violation citations, and posts various citation payments. The citation payments are handled either by direct cashier services or through the mail. PCAC staff also provides direct in-person or telephone assistance to citizens regarding various parking related issues including the Residential Permit Parking.

PARKING METER COLLECTIONS

Parking Meter Collections is responsible for collecting parking meter revenue from the on and off-street parking meters. They also perform counting, sorting, bagging of the coins for different coin denominations and Brink's pick up.

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Add Revenue Assistant	1.00	$87,000	$88,100
Add Tax Enforcement Officers (FY 2015-16 for 6 months only)	3.00	$170,000	$345,000
Transfer Revenue Assistant to fund 1700	(1.00)	($96,244)	($97,622)
Transfer Revenue Operations Supervisor from Mandatory Refuse Program Fund (1700)	0.50	$82,327	$83,506
Transfer Tax Enforcement Officer II from Fund 1700	1.00	$119,178	$120,884
ALL Other Funds	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Add Office Manager to Fund 1700	1.00	$105,648	$107,161
Add Revenue Assistant to Fund 1700	1.00	$86,860	$88,104
Transfer Revenue Assistant to Fund 1700 from the GPF	1.00	$96,244	$97,622
Transfer Tax Enforcement Officer II to the GPF from Fund 1700	(1.00)	($119,178)	($120,884)

TREASURY BUREAU

MISSION STATEMENT

The mission of the Treasury Bureau is to promote the conditions for fiscal prosperity and stability in Oakland and provide support services to all City departments. Treasury Bureau services include: financial management and maintenance of the City's financial and payroll systems manage portfolio for City, Port and Successor Agency; debt management for City and Successor Agency; and administer the City's retirement systems.

BUSINESS GOALS

- To provide oversight for all City financial interests as Treasurer of the City and the Successor Agency.
- To safeguard the City and Successor's investments by maintaining strong internal controls, ensuring equity and transparency, adhering to established financial policies and procedures (investments and debt policy).
- 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.
- To maintain investor's relation and attract potential investors by demonstrating strong financial management and condition in order to promote City's financings to ensure lowest interest costs to the City.
- To administer and oversee audits and retirement benefits; ensures compliance; and protect and ensure prudent investing of the pension fund (PFRS) for the benefit of the retirees and beneficiaries.

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$680,815	$2,940,389	$4,247,401	$3,186,537
1150 Worker's Compensation Insurance Claims	286	-	30	30
1610 Successor Redevelopment Agency Reimbursement	521,915	471,014	387,280	409,553
1700 Mandatory Refuse Program	284	-	-	-
1720 Comprehensive Clean-up	525	(525)	-	-
2105 HUD-EDI Grants	2,846	-	-	-
2108 HUD-CDBG	1,926	-	-	-
2251 Measure Y: Public Safety Act 2004	245,112	250,854	-	-
2415 Development Service Fund	47,164	50,514	48,123	48,812
3100 Sewer Service Fund	1,500	1,500	5,000	5,000
4200 Radio / Telecommunications	43,071	10,835	43,124	43,741
5130 Rockridge: Library Assessment District	2,263	2,262	131,100	131,100
6520 Fire Area - Redemption	(22,663)	-	-	-
6587 2012 Refunding Reassessment Bonds-Debt Service	87,729	68,399	63,352	64,259
7100 Police and Fire Retirement System	2,385,074	2,621,891	2,841,854	2,973,087
7120 Oakland Municipal Employees' Retirement System	187,292	265,947	62,136	62,955
7130 Employee Deferred Compensation	286	-	-	-
7200 Health Insurance Premium Trust: Unrepresented	471	501	-	-
7220 Health Insurance Premium Trust: Local 790 Retirees	538	285	-	-
7260 Health Insurance Premium Trust: Western Council of	34	20	-	-
7280 Health Insurance Premium Trust: I.B.E.W.	7	4	-	-
7300 Health Insurance Premium Trust: Local 21 Retirees	954	1,472	-	-
TOTAL	**$4,187,428**	**$6,685,362**	**$7,829,400**	**$6,925,074**
GPF Percent to Total Department	16.3%	44.0%	54.2%	46.0%
GPF Percent to Citywide GPF Expenditures	0.2%	0.6%	0.8%	0.6%

AUTHORIZED POSITIONS BY UNIT

Unit	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Administration	**1.60**	**1.60**	**1.60**
1010 - General Purpose Fund (GPF)	*1.50*	*1.50*	*1.50*
1610 - Successor Redevelopment Agency Reimbursement	*0.10*	*0.10*	*0.10*
Cash & Operations	**1.00**	**1.00**	**1.00**
1010 - General Purpose Fund (GPF)	*1.00*	*1.00*	*1.00*
Debt Issuance & Investment	**6.00**	**6.00**	**6.00**
1010 - General Purpose Fund (GPF)	*4.95*	*4.95*	*4.95*
1610 - Successor Redevelopment Agency Reimbursement	*0.65*	*0.65*	*0.65*
6587 - 2012 Refunding Reassessment Bonds-Debt Service	*0.40*	*0.40*	*0.40*
Payroll	**13.00**	**13.00**	**13.00**
1010 - General Purpose Fund (GPF)	*11.17*	*11.42*	*11.42*
1610 - Successor Redevelopment Agency Reimbursement	*1.00*	*0.75*	*0.75*
2415 - Development Service Fund	*0.50*	*0.50*	*0.50*
4200 - Radio / Telecommunications	*0.33*	*0.33*	*0.33*
Retirement	**5.40**	**5.40**	**5.40**
1010 - General Purpose Fund (GPF)	*0.90*	*1.05*	*1.05*
7100 - Police and Fire Retirement System	*3.80*	*3.95*	*3.95*
7120 - Oakland Municipal Employees' Retirement System	*0.70*	*0.40*	*0.40*
TOTAL	**27.00**	**27.00**	**27.00**

FINANCE DEPARTMENT

UNIT DESCRIPTIONS

CASH & OPERATIONS

This unit receive and deposit timely of City, Successor and Port's entire revenue stream; account for, verify and allocate recovered monies to appropriate funds and accounts for all city departments and programs; perform general banking and depository services and safekeeping.

DEBT ISSUANCE & INVESTMENT

This unit deals with all of the City's and Successor Agency's debt expectations and needs including issuing new debt maintaining and restructuring debt; and managing day to day investment portfolios.

PAYROLL

This unit processes and distributes bi-weekly payroll in a timely efficient way including benefits and taxes, maintains and upgrades payroll systems, and processes year-end reports and production of W-2's and 1099R's.

RETIREMENT

This unit administers all three of the City's retirement systems (CalPERS, and PFRS). It oversees the administration of audits and retirement benefits and ensures compliance for two closed systems (PFRS and OMERS). The Retirement staff ensures accurate and timely pension payments, facilitating all Retiree medical, administering the various Pension Boards and Committees, and oversight responsibility of a wide range of pension investment portfolios held in trust accounts.

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY UNIT

Revenue

Unit	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Debt Issuance & Investment	$476,181,055	$530,689,575	$537,535,440
Retirement	964,527	3,124,060	3,259,250
TOTAL	**$477,145,582**	**$533,813,635**	**$540,794,690**

Expenditure

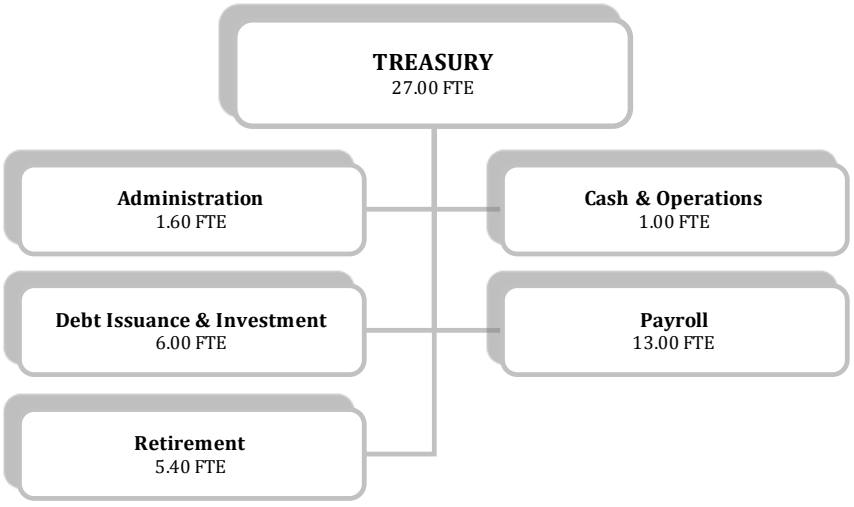
Unit	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration	$460,163	$393,541	$415,936
Cash & Operations	64,139	72,449	73,486
Debt Issuance & Investment	1,628,155	2,601,186	1,515,221
Payroll	1,655,626	1,742,301	1,766,906
Retirement	3,665,756	3,019,923	3,153,525
TOTAL	**$7,473,839**	**$7,829,400**	**$6,925,074**

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Decrease expenditures (recoveries)		($100,000)	($100,000)
One-time transfer out in FY15-16 of 25% of the 12th Street Remainder Revenue to the Affordable Housing Trust Fund (1870)		($1,100,000)	$0
Transfer Retirement Systems Accountant from the OMERS Fund (7120)	0.15	$22,300	$22,619

ALL Other Funds	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Reduce O&M in the PFRS Fund (7100) and OMERS Fund (7120)		($666,676)	($543,716)
Transfer Retirement Systems Accountant from Fund 7120 to the GPF	(0.15)	($22,300)	($22,619)

ORGANIZATIONAL CHART BY UNIT



HUMAN RESOURCES MANAGEMENT

MISSION STATEMENT

The mission of the Human Resources Management Department 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; and to support employee satisfaction and retention through a comprehensive risk and benefits management program.

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 administer the Equal Access Program; to administer the City's employee benefits plans; and to oversee the Risk Management Program for the City.

DIVISION DESCRIPTIONS

ADMINISTRATION

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

RISK & BENEFITS

Administers all risk management and employee benefits programs. Functional units include Employee Benefits, Integrated Disability Management and Risk & Safety. Provides staff support to the Deferred Compensation Committee and Safety Disability Retirement Board. Manages

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$3,577,193	$4,409,783	$4,740,469	$4,597,188
1150 Worker's Compensation Insurance Claims	1,288,235	1,407,003	1,662,352	1,671,835
1610 Successor Redevelopment Agency Reimbursement Fund	69,953	68,625	49,038	49,369
4100 Equipment	61,635	26,052	5,521	5,521
4400 City Facilities	10,000	27,708	-	-
7100 Police and Fire Retirement System	1,348	1,260	-	-
7120 Oakland Municipal Employees' Retirement System	1,162	1,162	-	-
7130 Employee Deferred Compensation	102,820	150,926	244,589	246,452
TOTAL	**$5,112,346**	**$6,092,519**	**$6,701,969**	**$6,570,365**
GPF Percent to Total Department	70.0%	72.4%	70.7%	70.0%
GPF Percent to Citywide GPF Expenditures	0.8%	0.9%	0.9%	0.9%

AUTHORIZED POSITIONS BY DIVISION

Division	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Administration	**4.00**	**4.00**	**4.00**
1010 - General Purpose Fund (GPF)	*3.73*	*3.67*	*3.67*
1150 - Worker's Compensation Insurance Claims	*0.23*	*0.23*	*0.23*
7130 - Employee Deferred Compensation	*0.04*	*0.10*	*0.10*
Recruitment & Classification	**26.00**	**25.00**	**25.00**
1010 - General Purpose Fund (GPF)	*25.90*	*24.90*	*24.90*
1610 - Successor Redevelopment Agency Reimbursement	*0.10*	*0.10*	*0.10*
Risk & Benefits	**13.00**	**13.00**	**13.00**
1010 - General Purpose Fund (GPF)	*2.00*	*1.81*	*1.81*
1150 - Worker's Compensation Insurance Claims	*9.90*	*9.95*	*9.95*
1610 - Successor Redevelopment Agency Reimbursement	*0.20*	*0.20*	*0.20*
7130 - Employee Deferred Compensation	*0.90*	*1.04*	*1.04*
TOTAL	**43.00**	**42.00**	**42.00**

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY DIVISION

Revenue

Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration	$485,108	$482,240	$484,103
TOTAL	**$485,108**	**$482,240**	**$484,103**

Expenditure

Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration	$804,332	$1,233,767	$1,244,068
Recruitment & Classification	3,363,303	3,648,148	3,482,856
Risk & Benefits	1,799,496	1,820,054	1,843,441
TOTAL	**$5,967,131**	**$6,701,969**	**$6,570,365**

HUMAN RESOURCES

DIVISION DESCRIPTIONS

RISK & BENEFITS (CONT'D)

all employee benefits programs including medical, dental, vision, life, flexible spending accounts, tax-deferred savings accounts, employee assistance program and more. Ensure compliance with the Affordable Care Act (ACA). Administers the City Integrated Disability Program that consolidates all mandated disability related programs including protected leave administration (CFRA, FMLA, and PDL), Federal Employment and Housing Act (FEHA) compliance and Workers' Compensation claims administration. Administers Employee Health and Safety Programs including CalOSHA compliance, safety/loss control services, employee medical surveillance testing, employee medical examinations and drug/alcohol testing. Manage the Commercial Insurance and Self- Insurance portfolios and represent City on insurance pool boards and committees. Monitor vendor contracts for Compliance with Risk Management related requirements. Extend other Risk Management and/or employment liability services to departments as needed.

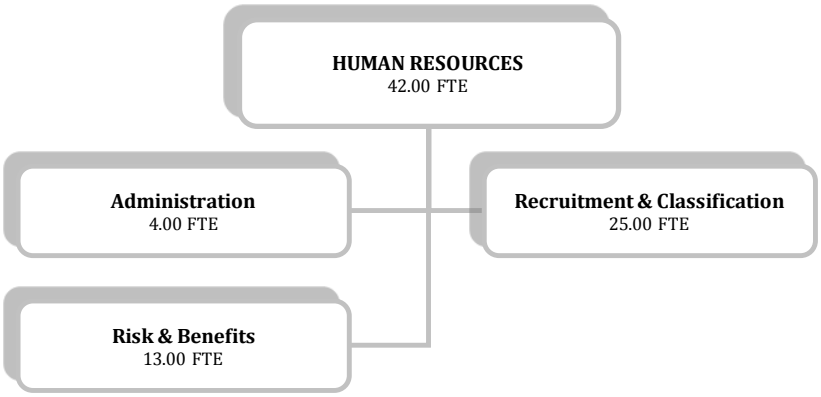
RECRUITMENT & CLASSIFICATION

Responsible for all aspects of recruiting and for retaining the most qualified candidates for employment. Maintains a competitive classification and compensation system; recruits local, statewide and national candidates who reflect the City's diversity objectives. Provides staff support to the Civil Service Board. This division also houses the Equal Access Program which seeks to ensure resident access to City services in accordance with the Equal Access to Services Ordinance (Ordinance No.12324 C.M.S.).

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
One-time funding for public safety personnel recruitment contract		$200,000	$0

ORGANIZATIONAL CHART BY DIVISION



INFORMATION TECHNOLOGY

MISSION STATEMENT

The Information Technology Department 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.
- Install, maintain and support the mission critical public safety applications and infrastructure. Provide technical resources for business needs analysis, technology acquisition, solution designing, contract negotiations, project management, and support services.
- Provide a pro-active, stable and highly reliable intra/internet environment that supports and enhances E-Commerce, E-Oakland, Citywide Geographical Information System (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 national

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$8,516,462	$9,779,785	$10,209,508	$10,335,651
1610 Successor Redevelopment Agency Reimbursement	5,443		-	-
1760 Telecommunications Reserve	45,846	20,433	142,162	142,997
2241 Measure Q-Library Services Retention & Enhancement	278,229	293,518	243,954	247,446
2411 False Alarm Reduction Program	-		233,476	234,847
2415 Development Service Fund	284,468	181,004	214,518	215,777
2999 Miscellaneous Grants	223,930	352,382	-	-
3100 Sewer Service Fund	176,331	199,600	229,913	231,265
4200 Radio / Telecommunications	2,912,542	3,083,327	7,234,328	7,247,160
4210 Telephone Equipment and Software	790,033	521,807	308,530	308,530
4300 Reproduction	1,483,565	1,569,036	1,320,007	1,320,007
4600 Information Technology	-		2,975,527	2,500,000
7200 Health Insurance Premium Trust: Unrepresented	22		-	-
7760 Grant Clearing	155,011	239,878	155,412	156,413
TOTAL	**$14,871,881**	**$16,240,771**	**$23,267,335**	**$22,940,093**
GPF Percent to Total Department	57.3%	60.2%	43.9%	45.1%
GPF Percent to Citywide GPF Expenditures	1.9%	2.2%	2.3%	2.3%

AUTHORIZED POSITIONS BY DIVISION

Division	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Administration & Customer Services	**13.00**	**18.00**	**18.00**
1010 - General Purpose Fund (GPF)	*6.60*	*11.00*	*11.00*
4200 - Radio / Telecommunications	*1.40*	*2.00*	*2.00*
4300 - Reproduction	*5.00*	*5.00*	*5.00*
Enterprise Application Services	**12.00**	**9.00**	**9.00**
1010 - General Purpose Fund (GPF)	*11.00*	*8.00*	*8.00*
4200 - Radio / Telecommunications	*1.00*	*1.00*	*1.00*
Enterprise Network & Computing Services	**23.00**	**20.00**	**20.00**
1010 - General Purpose Fund (GPF)	*19.75*	*16.75*	*16.75*
2241 - Measure Q-Library Services Retention &	*2.00*	*2.00*	*2.00*
4200 - Radio / Telecommunications	*0.25*	*0.25*	*0.25*
7760 - Grant Clearing	*1.00*	*1.00*	*1.00*
Public Safety Systems Services	**27.00**	**26.00**	**26.00**
1010 - General Purpose Fund (GPF)	*15.40*	*14.30*	*14.30*
1760 - Telecommunications Reserve	*0.74*	*0.74*	*0.74*
2411 - False Alarm Reduction Program	*1.00*	*1.00*	*1.00*
2415 - Development Service Fund	*1.03*	*1.03*	*1.03*
3100 - Sewer Service Fund	*1.10*	*1.10*	*1.10*
4200 - Radio / Telecommunications	*6.83*	*6.93*	*6.93*
7760 - Grant Clearing	*0.90*	*0.90*	*0.90*
TOTAL	**75.00**	**73.00**	**73.00**

INFORMATION TECHNOLOGY

BUSINESS GOALS (CONT'D)

standards based Interoperable communications infrastructure to the City's Public Safety Agencies and to surrounding justifications.

- Improve the availability, reliability and speed of the City's fixed and wireless network connectivity.

DIVISION DESCRIPTIONS

ADMINISTRATION & CUSTOMER SERVICES

This division provides general administrative support, oversight, and leadership to the Information Technology Department. The division's responsibility includes human resources management, budget, fiscal, accounting, worker's comp, accounts payable and receivable, telephone and radio billing, cable television complaints, and printing/duplicating services.

ENTERPRISE APPLICATION SERVICES

This division maintains and supports enterprise applications and databases, such as Oracle's Enterprise Resource Planning system, which includes Financials, Payroll, Human Resources, Benefits, Contract Management, Public Sector Budgeting (PSB), Internet Recruitment, Internet Procurement, Internet Supplier, and Internet Sourcing. This division designs, develops and implements program solutions for enterprise applications; provides support for performance monitoring of enterprise resources and performance capacity planning and supports interagency enterprise applications such as Accela, a land based management system for Building and Planning Services.

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; performance capacity planning. It also provides GIS information to users; researches GIS database accuracy and completeness;

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY DIVISION

Revenue

Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration & Customer Services	$3,750,017	$6,604,335	$6,128,808
Enterprise Application Services	4,750	-	-
Enterprise Network & Computing Services	3,954,267	7,621,937	7,599,431
TOTAL	**$7,709,034**	**$14,226,272**	**$13,728,239**

Expenditure

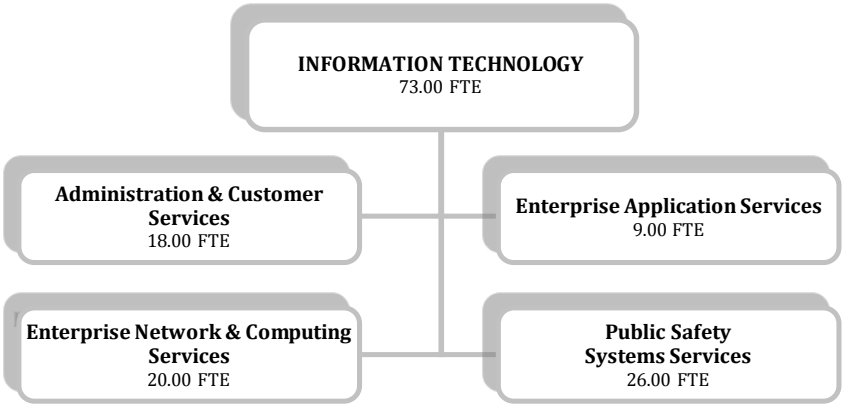
Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration & Customer Services	$3,247,113	$7,419,212	$6,959,803
Enterprise Application Services	2,662,533	2,152,525	2,177,997
Enterprise Network & Computing Services	6,280,056	9,050,999	9,096,188
Public Safety Systems Services	4,391,502	4,644,599	4,706,105
TOTAL	**$16,581,204**	**$23,267,335**	**$22,940,093**

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Transfer Manager, Information Systems to fund 4200	(0.50)	($123,784)	($125,526)
Transfer Information Systems Supervisor to fund 4200	(0.60)	($114,117)	($115,750)

ALL Other Funds	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Reprogram IT project funds (4600) one time		($3,844,475)	$0
Transfer Manager, Information Systems from 1010 to 4200	0.50	$123,783	$125,525
Transfer Information Systems Supervisor from 1010 to 4200	0.60	$114,117	$115,750

ORGANIZATIONAL CHART BY DIVISION



DIVISION DESCRIPTIONS

ENTERPRISE APPLICATION SERVICES (CONT'D)

develops web applications to access various resources; maintains intranet applications including web content management.

ENTERPRISE NETWORK & COMPUTING SERVICES

This division supports and provides a range of enterprise technology services including IT Helpdesk, Desktop and Server Support, and Network Infrastructure Support services. It prepares short and long range network, server and desktop client strategies, and is responsible for the development of the City's desktop, server and network access security policies, standards, and technical specifications.

The IT Helpdesk typically serves as the initial point of contact for technology incident reporting, first level problem resolution and answering general IT questions.

The Desktop and Server group supports and provides assistance with issues ranging from desktop software, computer workstation and mobile device troubleshooting and deployment, to backend enterprise technology support, including email, file servers and general business applications.

The Network and Telecommunications group supports the City's wide area network infrastructure providing voice and data communications to all agencies and department throughout the City.

PUBLIC SAFETY SYSTEMS SERVICES

This division is primarily dedicated to cater the Public Safety IT needs and maintain mission critical systems, as well as provide citywide business intelligence reporting and business collaboration platform solutions. The public safety services and business applications division includes three sections, Computing Services, Business Application/GIS Services, and Wireless Services. This Division is responsible for developing, deploying, maintaining and supporting the business applications as well as mission critical infrastructure including P25 Radio system, microwave backbone, dispatch centers, broadband wireless, body-worn camera systems, applications, databases, and Next Generation 911 data systems around the clock.

The Computing Services group provide support for all public safety applications and infrastructure including mission-critical 911 Computer Aided Dispatch (CAD) systems, Records Management System (RMS), Servers, Backup and Storage, Desktop Computers, Laptop Computers, Emergency operation Center computing infrastructure, Dispatch Center computing and infrastructure. Also responsible for the mobile applications, fire station alerting systems and public safety end-users equipment in the police and fire vehicles.

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

The Wireless Services a.k.a. Radio Shop is a 24/7 group which maintains the P25 mission critical voice communication radio system, handheld and mobile radios, Microwave Backbone network, cable television infrastructure, and closed circuit television video systems.

NOTES

RACE & EQUITY

MISSION STATEMENT

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

BUSINESS GOALS

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

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

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$0	$0	$304,075	$312,566
TOTAL	**$0**	**$0**	**$304,075**	**$312,566**
GPF Percent to Total Department	0.0%	0.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.0%	0.0%	0.1%	0.1%

AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Race & Equity	**-**	**2.00**	**2.00**
1010 - General Purpose Fund (GPF)	*-*	*2.00*	*2.00*
TOTAL	**-**	**2.00**	**2.00**

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY PROGRAM

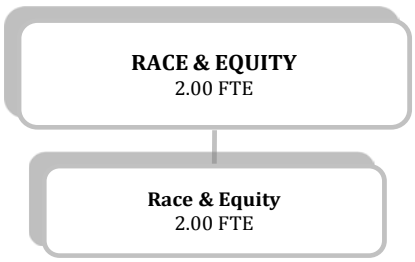
Revenue

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Race & Equity	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**

Expenditure

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Race & Equity	$0	$304,075	$312,566
TOTAL	**$0**	**$304,075**	**$312,566**

ORGANIZATIONAL CHART BY PROGRAM



BUSINESS GOALS (CONT'D)

safe to live, work and play in any neighborhood in Oakland;
- A law and justice system that provides equitable access and fair treatment for all;
- Early childhood development that supports nurturing relationships, high quality affordable child care and early learning opportunities that promote optimal early childhood development and school readiness for all children;
- Education that is high quality and culturally appropriate and allows each student to reach his or her maximum learning and career potential;
- Equity in city practices that eliminates all forms of discrimination in city activities in order to provide fair treatment for all employees, contractors, clients, community partners, residents and others who interact with the City;
- Food systems that support local food production and provide access to affordable, healthy, and culturally appropriate foods for all people;
- Health and human services that are high quality, affordable and culturally appropriate and support the optimal well-being of all people;
- Healthy built and natural environments for all people that include mixes of land use that support: jobs, housing, amenities and services; trees and forest canopy; and clean air, water, soil and sediment;
- Housing for all people that is safe, affordable, high quality and healthy;
- Job, training and jobs that provide residents with the knowledge and skills to compete in a diverse workforce with the ability to make sufficient income for the purchase of basic necessities to support them and their families;
- Neighborhoods that support all communities and individuals through strong social networks, trust among neighbors and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood;
- Parks and natural resources that provide access for all people to safe, clean and quality outdoor spaces, facilities and activities that appeal to the interests of all communities; and
- Transportation that provides everyone with safe, efficient, affordable, convenient and reliable mobility options including public transit, walking, car pooling, biking, and quality streets and sidewalks.

3. Consider equity and social justice impacts in all decision-making so that decisions increase fairness and opportunity for all people, particularly for people of color, low-income communities and people with limited English proficiency or, when decisions that have a negative impact on fairness and opportunity are unavoidable, steps are implemented that mitigate the negative impacts;
4. Foster an organizational culture that promotes fairness and opportunity with collaboration across departments and other organizations;
5. Build capacity to engage all communities in a manner that: promotes and foster trust among people across geographic, race, class and gender lines; results in more effective policies, processes and services; and supports communities' efforts to develop solutions.

PROGRAM DESCRIPTION

RACE & EQUITY

In the Department of Race and Equity there shall be the following divisions & programs: Race and Equity, Equitable City, Equity Training, Equitable Community engagement, and Project Implementation. The specific functions of each division/program shall be developed during the Fiscal Year upon the hiring of Department of Race and Equity staff.

POLICE DEPARTMENT

MISSION STATEMENT

The Oakland Police Department is committed to reducing crime and serving the community through fair, quality policing.

BUSINESS GOALS

- Provide effective leadership and administrative support by providing comprehensive oversight of internal operations, maintaining sound fiscal practices, implementing and utilizing up-to-date technology, and providing effective supervision and training.
- Promote public trust and confidence through the efficient and effective investigation of complaints involving violations of law or policy against police personnel and the practice of procedural justice as a means of constitutional policing.
- Provide effective and efficient criminal investigation of adult and juvenile crimes through consistent training, intelligent analysis of crime data, the identification of career criminals, and prosecution of offenders.
- Provide timely state-of-the-art forensic analytical services and analysis of physical evidence from crimes, while making full, systematic use of forensic science databases and contemporary technologies to solve crimes and apprehend perpetrators.
- Effectively address crime and public safety issues by increasing police personnel's capacity to provide a higher quality of service to the community through basic and in-service training to improve skills and abilities.
- Provide targeted investigation of prostitution activity with a priority on intervention with minors and the prosecution of adults involved in human trafficking. Collaborate with the Department of Human Services, Alameda County judges, the Alameda County District Attorney's Office, and the Alameda County Probation Department to establish a process to place juvenile offenders into a Program or Juvenile Hall and to develop system to monitor all referrals and outcomes for juvenile offenders.
- Reduce violence caused by career criminals and maintain involvement in youth development.
- Improve traffic safety and community safety through enforcement of traffic codes, public education, and the removal of traffic hazards and abandoned vehicles from City streets.

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$189,381,809	$213,291,610	$211,713,264	$218,529,408
1100 Self Insurance Liability	8,106,522	3,467,701	5,798,011	5,798,011
1150 Worker's Compensation Insurance Claims	-	-	365,094	366,766
1610 Successor Redevelopment Agency Reimbursement	313	-	-	-
1720 Comprehensive Clean-up	236	(236)	-	-
1820 OPRCA Self Sustaining Revolving Fund	-	(522)	-	-
2112 Department of Justice	3,802,602	1,112,714	59,549	-
2113 Department of Justice - COPS Hiring	3,158,008	3,588,769	197,114	79,116
2116 Department of Transportation	2,851	-	-	-
2117 Department of Treasury	-	409,823	-	-
2152 California Board of Corrections	1,029,014	177,083	-	-
2158 5th Year State COPS Grant, AB 1913, Statutes of 2000	483,738	155,339	-	-
2159 State of California Other	248,924	615,840	114,123	114,123
2160 County of Alameda: Grants	-	160,000	408,960	413,477
2172 Alameda County: Vehicle Abatement Authority	149,178	281,948	-	-
2251 Measure Y: Public Safety Act 2004	13,853,037	12,984,613	-	-
2252 Measure Z - Violence Prevention and Public Safety Act	-	-	13,150,968	13,470,983
2411 False Alarm Reduction Program	1,415,335	2,961,665	1,377,769	1,379,281
2416 Traffic Safety Fund	1,749,980	910,456	2,365,935	2,363,927
2607 Department of Justice-COPS Hiring Recovery Program	(3,012)	-	-	-
2910 Federal Asset Forfeiture: 15% Set-aside	70,000	63,400	-	-
2912 Federal Asset Forfeiture: City Share	85	187,854	-	-
2914 State Asset Forfeiture	46,284	209,035	-	-
2916 Vice Crimes Protection - Court Ordered to Police	-	39,927	-	-
2995 Police Grants	133,081	151,270	20,000	20,000
2999 Miscellaneous Grants	1,254,140	860,115	-	-
4100 Equipment	1,215	1,114	-	-
5500 Municipal Capital Improvement	-	-	-	-
5510 Capital Reserves	-	-	-	-
7350 Police and Fire Facility Trust	-	-	-	-
7420 State Asset Trust	51,359	202,931	-	-
7440 Unclaimed Cash	5,236	3,693	-	-
7690 Kerrison Trust for Police Enhancement	5,221	18,456	-	-
TOTAL	**$224,945,156**	**$241,854,595**	**$235,570,787**	**$242,535,092**
GPF Percent to Total Department	84.2%	88.2%	89.9%	90.1%
GPF Percent to Citywide GPF Expenditures	42.6%	42.8%	39.6%	41.2%

BUREAU/DIVISION DESCRIPTIONS

OFFICE OF THE CHIEF OF POLICE

The Office of the Chief of Police includes: The Chief's Immediate Office; Public Information; Internal Affairs; Inspector General; the Assistant Chief; Fiscal Services; Intelligence; and Research and Planning. The Public Information Office handles media inquiries and responds to questions and comments from the public. The Internal Affairs Division investigates all allegations of misconduct against Departmental personnel. The Office of Inspector General performs audit functions and coordinates implementation of the Negotiated Settlement Agreement. The Assistant Chief is responsible for all operational and many support functions. Fiscal Services provides accounting, accounts payable, accounts receivable, audits, budget, contracting and purchasing, financial reporting, the false alarm reduction, and grant services. The Intelligence Unit disseminates critical information concerning the safety of the Oakland community. Research and Planning manages the Department's legislative, policy, and short- and long-term planning functions.

BUREAU/DIVISION DESCRIPTIONS

BUREAU OF FIELD OPERATIONS 1 AND BUREAU OF FIELD OPERATIONS 2

The Bureau of Field Operations 1 is responsible for all patrol and specialized resource functions for the western portion of the City of Oakland. Included in BFO 1 are Neighborhood Services Section 1; BFO Administration; and Patrol Areas 1, 2, and 3. The Bureau of Field Operations 2 is responsible for all patrol and specialized resource functions for the eastern portion of the City of Oakland. Included in BFO 2 are Neighborhood Services Section 2; Patrol Areas 4 and 5; and Support Operations. The Support Operations Division encompasses the Special Operations Section and the Traffic Operations Section. Neighborhood Services provide a link between OPD and the Oakland community through serving as organizers and liaisons with community groups including Neighborhood Crime Prevention Councils. Police patrol provides general investigation, community policing, and crime prevention. The Special Operations Section includes Air Support; Marine Support; Special Events; Tactical Operations; Alcoholic Beverage Action Team; the Canine Program; and the Reserve Program. The Traffic Operations Section promotes traffic safety; investigates traffic complaints; and provides traffic and parking enforcement.

BUREAU OF SERVICES

The Bureau of Services is made up of four functional areas: Records; Communications; Technology and Evidence/Property; and Personnel and Training. The Records Section maintains all non-traffic police crime-related reports and records, answers public record requests, manages the City's tow contract, performs warrant verification, and inputs data into the Department's public safety records management software. The Communications Division manages the emergency 911 call system and all calls for service and dispatches appropriate emergency response personnel. The Technology and Evidence/Property Section is responsible for providing technology support and receiving, tracking, and storing property and evidence. The Personnel and Training

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY BUREAU/DIVISION

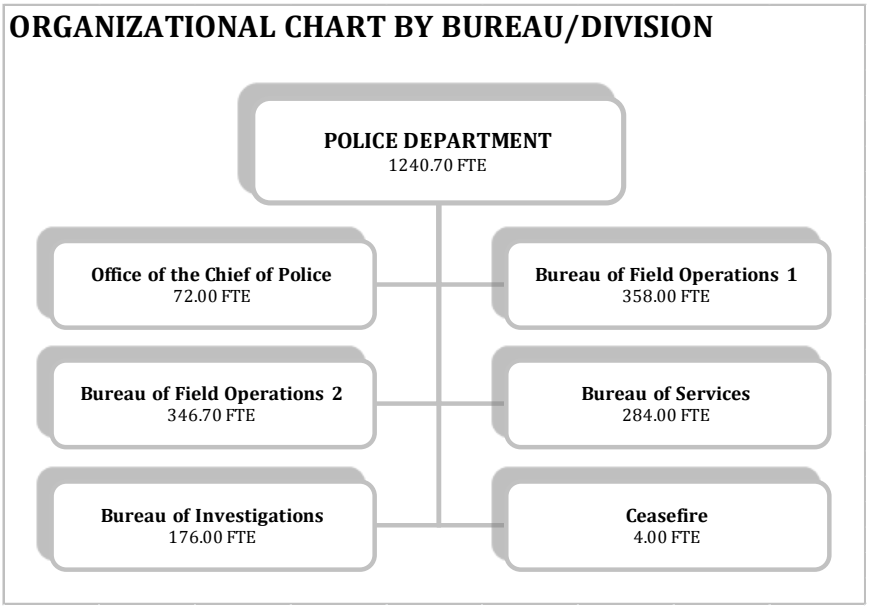
Revenue

Bureau/Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Office of the Chief of Police	$1,650,352	$1,684,741	$1,687,624
Bureau of Field Operations 1	4,592,626	56,069	56,069
Bureau of Field Operations 2	6,443,609	8,005,392	8,063,989
Bureau of Risk Management	33,912	-	-
Bureau of Services	1,891,190	252,485	252,485
Bureau of Investigations	154,565	210,372	150,823
TOTAL	**$14,766,254**	**$10,209,059**	**$10,210,990**

Expenditure

Bureau/Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Office of the Chief of Police	$34,245,710	$40,191,265	$41,737,388
Bureau of Field Operations 1	98,540,930	64,095,518	71,577,609
Bureau of Field Operations 2	25,925,430	57,457,109	59,108,991
Bureau of Risk Management	19,546,182	-	-
Bureau of Services	20,700,220	38,086,088	33,944,995
Bureau of Investigations	30,377,451	35,055,479	35,471,041
Ceasefire	-	685,328	695,068
TOTAL	**$229,335,923**	**$235,570,787**	**$242,535,092**

ORGANIZATIONAL CHART BY BUREAU/DIVISION



BUREAU/DIVISION DESCRIPTIONS

BUREAU OF SERVICES (CONT'D)

Division includes the Personnel Section; Training Section; and PAS Administration Unit. The Personnel Section is responsible for daily processing of all personnel-related matters and maintains individual personnel files for everyone who works for OPD. It is divided into Personnel Administration and the Medical, Payroll, and Recruiting and Background Units. The Training Section is responsible for providing basic and in-service training for all sworn and select civilian personnel. The PAS Administration Unit administers the Department's Personnel Assessment System.

BUREAU OF INVESTIGATIONS

The Bureau of Investigations (BOI) investigates criminal activity, analyzes evidence and develops cases for prosecution. Included in BOI are the Criminalistics Section; Criminal Investigations Division; Special Victims Section; Robbery and Burglary Section; Felony Assault/Gangs Section; Misdemeanor Crimes and Task Forces Section; Youth and School Services Section; and Homicide Section.

CEASEFIRE

Ceasefire provides Police resources in working with other community resources to reduce shootings and homicides; decrease recidivism and incarceration rates; and strengthen police-community relations.

AUTHORIZED POSITIONS BY BUREAU/DIVISION

Bureau/Division	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Office of the Chief of Police	**19.00**	**72.00**	**72.00**
1010 - General Purpose Fund (GPF)	*18.00*	*69.50*	*69.50*
2159 - State of California Other	*0.65*	*-*	*-*
2411 - False Alarm Reduction Program	*-*	*2.50*	*2.50*
2251 - Measure Y: Public Safety Act 2004	*0.35*	*-*	*-*
Bureau of Field Operations 1	**563.00**	**358.00**	**398.00**
1010 - General Purpose Fund (GPF)	*488.00*	*310.84*	*359.84*
2113 - Department of Justice - COPS Hiring	*10.00*	*10.16*	*1.16*
2251 - Measure Y: Public Safety Act 2004	*62.00*	*-*	*-*
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	*-*	*37.00*	*37.00*
2411 - False Alarm Reduction Program	*1.00*	*-*	*-*
2416 - Traffic Safety Fund	*2.00*	*-*	*-*
Bureau of Field Operations 2	**180.35**	**346.70**	**346.70**
1010 - General Purpose Fund (GPF)	*161.70*	*307.67*	*308.67*
2113 - Department of Justice - COPS Hiring	*-*	*3.03*	*2.03*
2172 - Alameda County: Vehicle Abatement Authority	*2.00*	*2.00*	*2.00*
2251 - Measure Y: Public Safety Act 2004	*1.00*	*-*	*-*
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	*-*	*13.00*	*13.00*
2416 - Traffic Safety Fund	*15.65*	*21.00*	*21.00*
Bureau of Risk Management	**129.00**	**-**	**-**
1010 - General Purpose Fund (GPF)	*129.00*	*-*	*-*
Bureau of Services	**144.00**	**284.00**	**234.00**
1010 - General Purpose Fund (GPF)	*134.50*	*277.00*	*227.00*
1150 - Worker's Compensation Insurance Claims	*2.00*	*2.00*	*2.00*
2112 - Department of Justice	*1.00*	*-*	*-*
2159 - State of California Other	*-*	*-*	*-*
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	*-*	*1.00*	*1.00*
2411 - False Alarm Reduction Program	*6.50*	*4.00*	*4.00*
Bureau of Investigations	**180.00**	**176.00**	**174.00**
1010 - General Purpose Fund (GPF)	*164.62*	*157.84*	*157.84*
2112 - Department of Justice	*2.00*	*2.00*	*-*
2113 - Department of Justice - COPS Hiring	*12.38*	*1.16*	*1.16*
2159 - State of California Other	*1.00*	*1.00*	*1.00*
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	*-*	*13.00*	*13.00*
2411 - False Alarm Reduction Program	*-*	*1.00*	*1.00*
Ceasefire	**-**	**4.00**	**4.00**
1010 - General Fund: General Purpose	*-*	*1.00*	*1.00*
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	*-*	*2.00*	*2.00*
2416 - Traffic Safety Fund	*-*	*1.00*	*1.00*
TOTAL	**1,215.35**	**1,240.70**	**1,228.70**

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE			
General Purpose Fund (GPF)	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Add Police Officer Trainee	50.00	$2,039,629	-
Add O&M - 175TH POLICE ACADEMY		$1,556,899	-
Add Police Officer (PERS)	35.00	-	$5,235,648
Add Sergeant of Police (PERS)	5.00	-	$1,035,670
Add ongoing O&M cost for additional officers		-	$420,000
Add Internal Auditor III positions	2.00	$269,632	$273,492
Add Project Manager III Internal Affairs - NSA Compliance	1.00	$250,970	$254,562
Add O&M Police Helicopter (one-time)		$400,000	-
Add O&M for Predictive Policing Software (PredPol)		$83,400	$75,000
Add one-time funding for Grow Cadet Pilot Program		$450,000	-
Add Crime Analyst (Administrative Analyst II)	2.00	$232,956	$236,296
Add Police Evidence Technicians	2.00	$206,666	$209,534
Reduce OPD Overtime due to increased staffing		($500,000)	($500,000)
Add Special Investigation to reduce gun violence & illegal gun dealing		$500,000	$500,000
Restore funding for NCPC Community Engagement and Outreach and West Oakland Biz Alert (one-time)		$85,000	-
Shotspotter (Phase I - ongoing)		$84,000	$84,000
Shotspotter (Phases II and III - one-time)		$820,000	-
Upgrade Captain to Deputy Chief for NSA Sustainability		$50,466	$50,466
Freeze Criminalist II positions in Crime lab	(2.00)	($283,142)	($287,196)
Reduce Compliance Director CF Balance		($1,180,241)	-
Transfer Grants Coordinator from the Department of Justice Fund (2112)	1.00	$163,901	$166,248
Transfer an Intake Technician to CPRB	(1.00)	($100,596)	($102,036)
ALL Other Funds	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Add positions (Project Manager II and Volunteer Specialist) offset with reductions in miscellaneous personal expenditures in Measure Z Fund (2252)	2.00	-	-
Fund Crossing Guards at schools with most significant pedestrian safety and traffic, safety problems within the Traffic Safety Fund (2416)	4.35	$20,000	$20,000
Reduce O&M for Red Light Camera Enforcement fund 2416		($268,327)	($266,732)
Transfer Grants Coordinator from Fund 2112 to the GPF	(1.00)	($163,901)	($166,248)
Organizational Changes	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Transfer Program Analyst III from CAO to OPD	1.00	$149,386	$151,525

FIRE DEPARTMENT

MISSION STATEMENT

The proud men and women of the Oakland Fire Department are committed to providing the highest quality and highest level of courteous and responsive services to the 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) and the Center of Excellence accreditation, which will enable the Oakland Fire Department to compete for Emergency Medical Services (EMS) dispatch contracts.
- Provide Communities of Oakland Respond to Emergencies (CORE) training and public education; continue to implement the National Incident Management System (NIMS) and National Response Plan (NRP); provide basic and advanced training to elected officials, management, and key staff to ensure an effective Emergency Operations Center (EOC).

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$96,363,195	$112,430,904	$123,604,555	$128,688,435
1100 Self Insurance Liability	605,994	328,019	936,010	936,010
1150 Worker's Compensation Insurance Claims	34,317	11,365	29,054	29,409
1710 Recycling Program	52,869	34,843	50,230	50,230
1720 Comprehensive Clean-up	72,398	198,108	94,239	94,699
1740 Hazardous Materials Inspections	959,167	1,012,432	-	-
2123 US Dept of Homeland Security	3,426,269	2,046,973	-	-
2124 Federal Emergency Management Agency (FEMA)	2,957,065	6,254,315	944,958	944,958
2128 Department of Health and Human Services	6,346	-	-	-
2150 California Department of Fish and Games	2,050	660	-	-
2159 State of California Other	79,530	276,697	-	-
2160 County of Alameda: Grants	3,141,570	401,723	1,019,524	1,019,453
2190 Private Grants	24,928	8,402	25,000	25,000
2250 Measure N: Fund	1,892,957	1,613,487	1,631,799	1,647,874
2251 Measure Y: Public Safety Act 2004	4,266,947	4,000,000	-	-
2252 Measure Z - Violence Prevention and Public Safety Act of 2014	697,840	-	2,000,000	2,000,000
2321 Wildland Fire Prevention Assess District	-	598,311	1,891,979	1,393,582
2330 Werner Court Vegetation Mgmt District	(3,645)	57	3,200	3,200
2412 Alameda County: Emergency Dispatch Service Supplemental Assessment	1,697,894	1,703,428	2,451,931	2,370,917
2613 Port Security Grant Program (ARRA)	561	-	-	-
2999 Miscellaneous Grants	-	35,439	-	-
3100 Sewer Service Fund	295,565	297,191	287,374	290,537
7120 Oakland Municipal Employees' Retirement System OMERS	-	81	-	-
TOTAL	**$116,573,817**	**$131,252,435**	**$134,969,853**	**$139,494,304**
GPF Percent to Total Department	82.7%	85.7%	91.6%	92.3%
GPF Percent to Citywide GPF Expenditures	21.7%	22.6%	23.1%	24.2%

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY BUREAU/DIVISION

Revenue

Bureau/Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Fire Chief's Office	$23,947	$12,000	$12,000
Field Operations Bureau	5,144,325	9,035,281	6,158,072
Fire Prevention & Support Services Bureau	4,871,914	4,583,279	4,115,694
Emergency Management Services Division	1,419,862	70,084	70,084
Medical Services, Communication & IT Services Division	5,170,734	5,357,978	5,293,024
TOTAL	**$16,630,782**	**$19,058,622**	**$15,648,874**

Expenditure

Bureau/Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Fire Chief's Office	$2,271,468	$2,068,051	$2,084,199
Fiscal &Administration Services Division	567,704	615,067	620,101
Field Operations Bureau	105,986,496	112,174,813	117,095,922
Fire Prevention & Support Services Bureau	12,052,478	11,323,815	10,951,059
Emergency Management Services Division	2,119,951	668,164	674,844
Medical Services, Communication & IT Services Division	7,421,312	8,119,943	8,068,179
TOTAL	**$130,419,409**	**$134,969,853**	**$139,494,304**

BUSINESS GOALS (CONT'D)

- Review 98-100% of all plans, sprinkler, fire alarm, evacuation, hood and duct (Tenant Improvements (TI), and Tenant Parcel Maps (TPMs) within fifteen (15) business days; ensure public and private buildings are in compliance with the California Fire Code; develop and implement online permitting with an online payment option; develop and implement new inspection and billing database.
- Continue to maintain an effective and efficient Fiscal and Administration Services Division to ensure minimal vacancies with effective recruitment and exam processes. In addition, ensure employee safety and health, which will result in increased productivity and reduced workers' compensation claims. Partner with Oakland Public Works to provide logistical support to the Oakland Fire Department's facilities, apparatus, and equipment, including developing and instituting reasonable maintenance schedules to ensure CAL-OSHA compliance.
- Continue to explore revenue opportunities, such as grant funds and cost-recovery fees; streamline the billing process to maximize revenue collection.
- Continue to meet all mandated training, exercise and drill requirements needed to respond to emergency incidents related to airport, water rescue, confined space rescue, heavy rescue and hazardous material response, natural and human-made disasters and Urban Search and Rescue.
- Improve the entire Oakland Fire Department training curriculum with established, OFD-specific performance standards. Continue to assess the feasibility of the Joint Oakland Fire and Police Department Regional Training Center. Enhance training capacity and efficiency of meeting mandated training requirements by utilizing online, web-based training.

AUTHORIZED POSITIONS BY BUREAU/DIVISION

Bureau/Division	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Fire Chief's Office	**9.00**	**8.90**	**8.90**
1010 - General Purpose Fund (GPF)	*8.50*	*8.70*	*8.70*
1740 - Hazardous Materials Inspections	*0.10*	-	-
2123 - US Dept of Homeland Security	*0.10*	-	-
2124 - Federal Emergency Management Agency (FEMA)	*0.10*	-	-
2250 - Measure N: Fund	*0.10*	*0.10*	*0.10*
2412 - Alameda County: Emergency Dispatch Service	*0.10*	*0.10*	*0.10*
Fiscal &Administration Services Division	**3.00**	**3.00**	**3.00**
1010 - General Purpose Fund (GPF)	*2.80*	*2.80*	*2.80*
1150 - Worker's Compensation Insurance Claims	*0.20*	*0.20*	*0.20*
Field Operations Bureau	**500.45**	**500.45**	**500.45**
1010 - General Purpose Fund (GPF)	*498.00*	*498.00*	*498.00*
2124 - Federal Emergency Management Agency (FEMA)	*2.25*	*2.25*	*2.25*
2190 - Private Grants	*0.20*	*0.20*	*0.20*
Fire Prevention & Support Services Bureau	**36.50**	**35.50**	**35.50**
1010 - General Purpose Fund (GPF)	*28.25*	*32.60*	*32.60*
1720 - Comprehensive Clean-up	*0.15*	*0.15*	*0.15*
1740 - Hazardous Materials Inspections	*5.35*	-	-
2250 - Measure N: Fund	*0.75*	*0.75*	*0.75*
2321 - Wildland Fire Prevention Assess District	*1.00*	*1.00*	*1.00*
3100 - Sewer Service Fund	*1.00*	*1.00*	*1.00*
Emergency Management Services Division	**17.00**	**15.10**	**15.10**
1010 - General Purpose Fund (GPF)	*2.75*	*2.75*	*2.75*
2123 - US Dept of Homeland Security	*13.00*	*11.10*	*11.10*
2124 - Federal Emergency Management Agency (FEMA)	-	*0.25*	*0.25*
2146 - California State Emergency Services	*0.25*	-	-
2160 - County of Alameda: Grants	*1.00*	*1.00*	*1.00*
Medical Services, Communication & IT Services	**31.00**	**31.00**	**31.00**
1010 - General Purpose Fund (GPF)	*12.00*	*12.00*	*12.00*
2124 - Federal Emergency Management Agency (FEMA)	*1.00*	*1.00*	*1.00*
2250 - Measure N: Fund	*6.00*	*6.00*	*6.00*
2412 - Alameda County: Emergency Dispatch Service	*11.00*	*11.00*	*11.00*
3100 - Sewer Service Fund	1.00	1.00	1.00
TOTAL	**596.95**	**593.95**	**593.95**

BUREAU/DIVISION DESCRIPTIONS

FIRE CHIEF OFFICE & FISCAL/ADMINISTRATION SERVICES

Responsible for providing effective leadership the Department's operations through strategic planning, financial reporting, performance measures, payroll and benefits, staff development and training; serves as the liaison to the citizens, department staff, city management, the Mayor and City Council. Manages entry level and promotional recruitment, exams, testing, worker's compensation, grievances, disciplines and labor relations; provides training in labor law and practices to supervisory and executive-level staff; administers contracts and grants.

FIELD OPERATIONS BUREAU

Responsible for emergency medical response, fire suppression, mitigation of disasters and rescue activities. Largest division employs 10 Battalion Chiefs and over 430 suppression personnel. The Field Operations Bureau handles over 60,000 emergency incidents a year, which includes fire, rescue, medical aid and other calls for service. Manages all major disaster responses and staffs 25 engine companies (including the airport) and seven truck companies.

BUREAU/DIVISION DESCRIPTIONS

FIELD OPERATIONS BUREAU (CONT'D)

In addition to emergency response, firefighters conduct non permitted commercial, multi-residential facilities and vegetation management inspections on an annual basis. The Special Operation Division operates under the direction of the Field Operations Bureau and is comprised of four highly trained, specialized response teams; Aircraft Rescue and Firefighting (ARFF) Response Team, Hazardous Materials Response Team, Technical Rescue Team and the Water Rescue Response Team. Each team is required to undergo extensive preparatory training and annual refresher training in order to remain certified in their respective specialties.

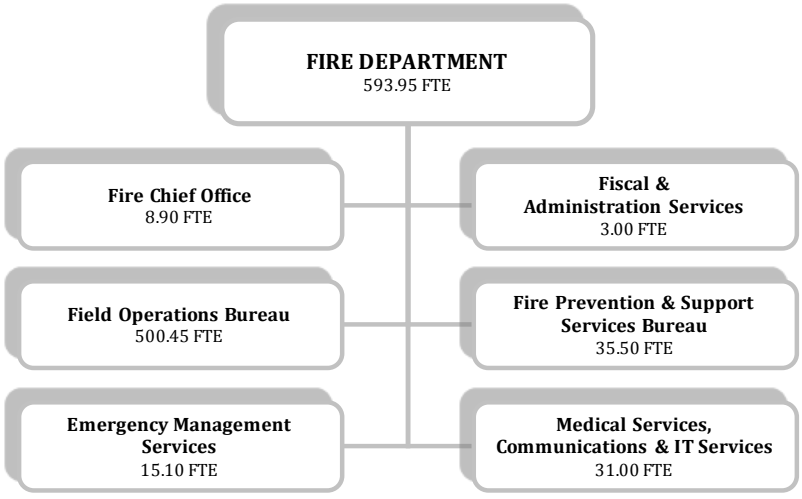
FIRE PREVENTION & SUPPORT SERVICES BUREAU

Fire Prevention manages and directs all fire prevention functions to benefit the overall health & safety of the Oakland Community through public education, inspection and enforcement of the California Fire Code. Fire Prevention supports business and building development through fire engineering plan check and engineering services, and Fire Investigation Services. The Commercial Inspection Program, managed by fire prevention is an annual fire code inspection of non-permitted commercial and multi-unit residential occupancies conducted by sworn personnel. The Vegetation Management Program is an annual fire code inspection of both private public properties and open space, located within the Fire District, conducted by both sworn and Fire Suppression District personnel. Support Services manages the timely and cost-effective purchase, acquisition, coordination, maintenance and/or repair of Fire Department facilities, fire apparatus, personal protective safety gear, tool and equipment, and the FEMA sponsored CA-TF4, Type 1 Urban Search and Rescue team, while the training division coordinates mandated training for existing and recruit personnel.

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Add Fire Protection Engineer	1.00	$127,755	$129,584
Charge GPF Fire Fighters to the SAFER Grant within the FEMA Fund (2124)		($3,077,209)	$0
Freeze Fire Marshall, Assistant	(1.00)	($267,227)	($279,613)
Wildfire Prevention Funding (one-time)		$500,000	-
Transfer Account Clerk II from the Hazardous Materials Inspection Fund (1740)	1.00	$65,090	$66,022
Transfer Accountant II from Fund 1740	0.10	$12,541	$12,720
Transfer Assistant Fire Marshal-Non Sworn from Fund 1740	1.00	$210,226	$213,235
Transfer Fire Marshal (Non-Sworn) from Fund 1740	0.35	$78,063	$79,181
ALL Other Funds	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Extension of SAFER Grant within the FEMA Fund (2124)		$3,077,209	$0
Transfer Assistant Fire Marshal-Non Sworn from Fund 1740 to the GPF	(1.00)	($210,226)	($213,235)
Transfer Accountant II from Fund 1740 to the GPF	(0.10)	($12,541)	($12,720)
Transfer Fire Marshal (Non-Sworn) from Fund 1740 to the GPF	(0.35)	($78,063)	($79,181)
Transfer Account Clerk II from Fund 1740 to the GPF	(1.00)	($65,090)	($66,022)
Transfer Emergency Services Manager from the CA State of Emergency Services Fund (2146) to Fund 2124	(0.25)	($64,177)	($65,092)
Transfer Emergency Services Manager to Fund 2124 from Fund 2146	0.25	$64,177	$65,092
Increase O&M within the Alameda County: Emergency Dispatch Service Fund (2412)		$365,534	$265,841
Remove O&M from Fund 1740 due to CUPA Program close-out		($350,664)	($350,232)
Eliminate Administrative Assistant I from Fund 1740	(1.00)	($86,269)	($87,504)
Eliminate Senior Hazardous Materials Inspector from Fund 1740	(1.00)	($135,153)	($137,088)
Eliminate Hazardous Materials Inspector II from Fund 1740	(1.00)	($136,830)	($138,755)
Reduce O&M within the Wildfire Prevention Assessment District Fund (2321)		($722,000)	($722,000)
Reduce O&M within Fund 2124		($135,526)	($154,235)
Reduce O&M within Measure N Fund (2250)		($344,709)	($352,177)

ORGANIZATIONAL CHART BY BUREAU/DIVISION



FIRE DEPARTMENT

BUREAU/DIVISION DESCRIPTIONS

EMERGENCY MANAGEMENT SERVICES DIVISION

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) or (NRFP); develops and provides community disaster preparedness training and planning, which includes public education and the Communities of Oakland Respond to Emergencies (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; respond for the readiness to respond during major emergencies; responsible for the City's Homeland Security Program.

MEDICAL SERVICES, AND COMMUNICATION & INFORMATION TECHNOLOGY DIVISION

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 accordance with local, state and federal guidelines; maintains inventory of equipment for Basic/Advanced Life Support and tracks and manages all licenses and certifications for all paramedics and EMTs; develops preventive health programs for the community; provides EMT and Paramedic-related classes, such as CPR, First Aid and Automatic Emergency Defibrillation for citizens and businesses. Dispatch Communication Center provides dispatch service support for emergency calls and maintains all Fire Department communications equipment; coordinates with the Department of Information Technology and Oakland Police Department to implement and maintain the City's Integrated Public Safety System (IPSS).

HUMAN SERVICES

MISSION STATEMENT

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

BUSINESS GOALS

- Provide high quality, effective programs for children, youth, families, seniors and other adults through direct services, grant making, and close collaboration and coordination with other public and community based agencies.
- Develop new resources and leverage existing resources to maintain and expand programs that promote social 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.

PROGRAM DESCRIPTIONS

EMPOWERING SENIORS AND PEOPLE WITH DISABILITIES

Provide 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

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$6,926,163	$5,887,394	$6,465,571	$5,978,003
1720 Comprehensive Clean-up	56,600	60,000	60,000	60,000
1780 Kid's First Oakland Children's Fund	11,940,556	11,977,894	14,049,327	14,471,923
1880 Low Mod Operations	129,566	-	-	-
1882 Multi Service Center/Rent	141,672	108,780	-	-
2102 Department of Agriculture	980,926	757,823	1,247,769	1,248,851
2103 HUD-ESG/SHP/HOPWA	8,393,567	8,596,541	5,966,711	5,966,711
2108 HUD-CDBG	1,189,849	1,303,554	767,023	1,018,782
2112 Department of Justice	1,018,473	361,471	-	-
2114 Department of Labor	909,159	1,222,319	1,857,267	1,908,637
2120 Federal Action Agency	335,160	319,923	398,199	399,986
2128 Department of Health and Human Services	22,944,429	23,719,579	25,581,965	25,748,213
2138 California Department of Education	870,192	971,105	945,921	945,921
2152 California Board of Corrections	-	1,514,138	13,215	13,215
2158 5th Year State COPS Grant, AB 1913, Statutes of 2000	602	-	-	-
2159 State of California Other	3,000,458	3,408,838	366,905	370,677
2160 County of Alameda: Grants	383,963	370,767	445,957	446,013
2195 Workforce Investment Act	135,787	171,529	179,956	180,478
2213 Measure B: Paratransit - ACTIA	1,250,047	1,175,980	1,243,514	1,243,514
2216 Measure BB - Alameda County Transportation Commission Sales Tax	-	-	1,123,917	1,154,158
2251 Measure Y: Public Safety Act 2004	6,328,769	6,786,400	-	-
2252 Measure Z - Violence Prevention and Public Safety Act of 2014	-	-	8,740,773	8,953,737
2826 Mortgage Revenue	1,424	584	-	-
2994 Social Services Grants	201,112	84,717	-	-
2999 Miscellaneous Grants	11,344	-	-	-
7901 Oakland Senior Center: Downtown	152,797	103,394	-	-
7902 Oakland Senior Center: North	31,720	18,649	-	-
7903 Oakland Senior Center: West	22,956	13,987	-	-
7904 Oakland Senior Center: East	5,888	12,820	-	-
TOTAL	**$67,363,180**	**$68,948,185**	**$69,453,990**	**$70,108,819**
GPF Percent to Total Department	10.3%	8.5%	9.3%	8.5%
GPF Percent to Citywide GPF Expenditures	1.6%	1.2%	1.2%	1.1%

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY PROGRAM

Revenue

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Empowering Seniors & People with Disabilities	$4,713,063	$6,806,284	$6,840,203
Fostering Safe & Healthy Communities	8,469,527	8,032,683	8,036,700
Oakland Fund for Children & Youth	15,009,725	14,049,327	14,471,923
Strengthening Children, Youth & Their Families	23,810,843	24,838,547	25,005,877
TOTAL	**$52,003,158**	**$53,726,841**	**$54,354,703**

Expenditure

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Empowering Seniors & People with Disabilities	$7,815,645	$9,823,676	$9,701,552
Fostering Safe & Healthy Communities	11,207,110	11,105,689	11,265,508
Measure Y/Measure Z - Violence Prevention	6,775,040	8,752,213	9,057,198
Oakland Fund for Children & Youth	12,350,760	14,335,565	14,699,045
Strengthening Children, Youth & Their Families	24,254,495	25,436,847	25,385,516
TOTAL	**$62,403,050**	**$69,453,990**	**$70,108,819**

DIVISION DESCRIPTIONS

EMPOWERING SENIORS AND PEOPLE WITH DISABILITIES (CONT'D)

Program (MSSP) which supports frail seniors and persons with disabilities to remain independent; Senior Companion and Foster Grandparent (SC/FG) Programs which offer volunteer opportunities for seniors to work with frail-elderly and at-risk children; and the ASSETS program which provides low income seniors with employment training services and job placement. Oakland Paratransit for the Elderly and Disabled (OPED) provides paratransit services which augment the County's paratransit program. OPED is funded by Alameda County Measure B Transportation Initiative and shortly will be augmented by Measure BB. Additionally City-sponsored Senior Centers offer culturally appropriate and accessible social, nutrition, education and wellness programming for seniors throughout the City. Rental of City-owned senior facilities generates revenue to support senior activities. The Mayor's Commission on Aging provides advocacy and policy direction on senior issues.

FOSTERING SAFE AND HEALTHY COMMUNITIES

Encompasses HSD 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 the Youth Commission 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 -- emergency, transitional, and permanent supportive--and support services. The Alameda County – Oakland Community Action Partnership (AC-OCAP) provides funding and staff support to programs designed to promote self-sufficiency and eliminate poverty in the community. The OUSD Academies program provides on-the-job work experience for high school students.

AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Empowering Seniors & People with Disabilities	**84.44**	**84.14**	**85.04**
1010 - General Purpose Fund (GPF)	*18.75*	*20.27*	*20.17*
2114 - Department of Labor	*46.83*	*46.06*	*46.06*
2120 - Federal Action Agency	*1.01*	*1.01*	*1.01*
2128 - Department of Health and Human Services	*10.31*	*9.31*	*10.31*
2159 - State of California Other	*1.19*	*0.94*	*0.94*
2160 - County of Alameda: Grants	*1.06*	*1.06*	*1.06*
2195 - Workforce Investment Act	*0.88*	*1.08*	*1.08*
2213 - Measure B: Paratransit - ACTIA	*4.41*	*3.50*	*3.50*
2216 - Measure BB - Alameda County Transportation	-	*0.91*	*0.91*
Fostering Safe & Healthy Communities	**19.76**	**17.55**	**17.04**
1010 - General Purpose Fund (GPF)	*9.23*	*7.02*	*6.51*
2103 - HUD-ESG/SHP/HOPWA	*1.17*	*1.17*	*1.17*
2108 - HUD-CDBG	*3.73*	*3.73*	*3.73*
2112 - Department of Justice	*0.25*	-	-
2128 - Department of Health and Human Services	*4.00*	*4.00*	*4.00*
2152 - California Board of Corrections	-	*1.00*	*1.00*
2159 - State of California Other	*1.35*	*0.60*	*0.60*
2160 - County of Alameda: Grants	*0.03*	*0.03*	*0.03*
Measure Y/Measure Z - Violence Prevention	**8.40**	**14.49**	**15.10**
1010 - General Purpose Fund (GPF)	-	-	*0.61*
2251 - Measure Y: Public Safety Act 2004	*8.40*	-	-
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	-	*14.49*	*14.49*
Oakland Fund for Children & Youth	**7.21**	**8.25**	**8.25**
1010 - General Purpose Fund (GPF)	*1.31*	*2.20*	*2.20*
1780 - Kid's First Oakland Children's Fund	*5.90*	*6.05*	*6.05*
Strengthening Children, Youth & Their Families	**181.56**	**180.94**	**179.94**
1010 - General Purpose Fund (GPF)	*1.64*	*1.45*	*1.45*
2102 - Department of Agriculture	*6.50*	*6.50*	*6.50*
2114 - Department of Labor	*0.38*	-	-
2128 - Department of Health and Human Services	*172.99*	*172.99*	*171.99*
2195 - Workforce Investment Act	*0.05*	-	-
TOTAL	**301.37**	**305.37**	**305.37**

MEASURE Y/MEASURE Z-VIOLENCE 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. As Measure Y sunsets, Measure Z passed in 2014 will be implemented. With similar funding levels, Measure Z priorities for violence prevention include: 1) street outreach and case management to youth and young adults at high risk of involvement in violence: 2) crisis response, advocacy, and case management for victims of crime such as domestic violence, commercially sexually exploited minors; 3) reentry programs for youth and young adults including employment; 4) young children exposed to trauma. The Measure Z Oversight Committee will approve a spending plan recommendation for services to City Council. The plan will inform a request for proposal to develop and implement programming under the new initiative.

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 outcomes for children and youth. The Planning and Oversight Committee

DIVISION DESCRIPTIONS

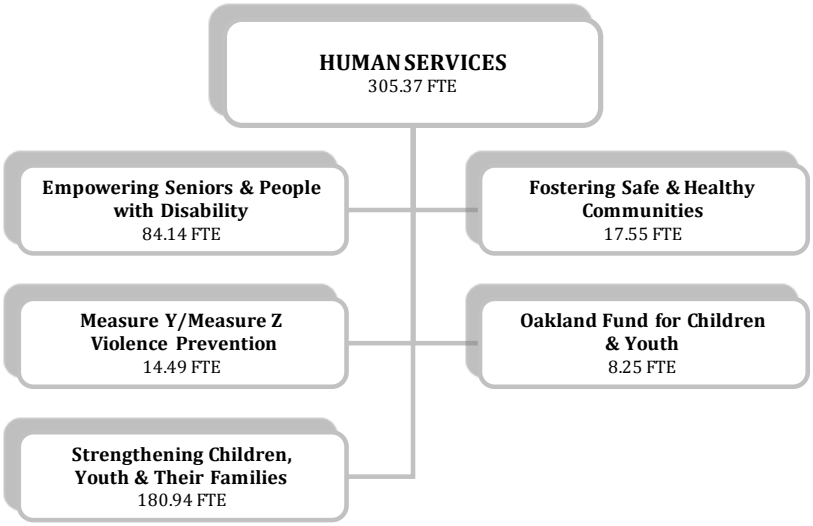
OAKLAND FUND FOR CHILDREN AND YOUTH (CONT'D)

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 "to help young people become healthy, productive, and honorable adults". In November 2008, Oakland voters passed Measure OO, the Kids First 2 initiative, which took effect July 1, 2009. Measure OO changed the required funding amount and subsequently Measure D modified Measure OO, and required a 3% percent set-aside of city unrestricted general fund revenues for children's programs. Legislation requires completion of an OFCY Strategic Plan every four years and a comprehensive evaluation of OFCY annually. The competitive process yields over 125 grants to public and non-profit agencies benefitting youth throughout Oakland, which an emphasis on vibrant after school programming.

STRENGTHENING CHILDREN, YOUTH AND THEIR FAMILIES

These programs provide services that improve the health, development and quality of life for children, youth and their families. Early Head Start (ages 0-3) and Head Start(ages 3-5) focus on the child's social, emotional, cognitive and physical development while allowing their families with opportunities to be involved in program activities and receive advocacy and linkages to community services which support their needs and goals. The program(s) serve over 1,700 low income children and their families throughout Oakland with an emphasis on school readiness and quality classroom experiences. The Summer Food Service program delivers free, healthy nutritious lunches to low income school-aged children in Oakland neighborhoods (over 70 sites) during the summer months.

ORGANIZATIONAL CHART BY PROGRAM



SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
O&M for Kindergarten to College		$0	$150,000
Funding to reduce chronic absenteeism to strengthen partnership with OUSD	2.00	$262,000	$112,000
One-time matching funds to establish City/County Re-entry Job Corps Pilot Program		$350,000	$0
One-time funding for Quality Preschool for all		$200,000	$0
One-time funding for City/County Neighborhood Initiative		$50,000	$0
Support for Homeless/PATH report high priority areas		$260,000	$260,000
Housing Services for Commercial Sexual Exploited Children		$110,000	$110,000
Reduce Overhead Recovery from Grants		$156,960	$0
ALL Other Funds	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Add Head Start Supervisor to the Head Start Fund (2128)	1.00	$128,033	$129,866
Add Health and Human Services Program Planner to the CA Board of Corrections Fund (2152)	1.00	$67,409	$68,374
Increase contract O&M in the Kids First! Fund (1780) due to increase in revenues (transfer from the GPF)		$1,108,215	$1,537,054
Increase funding for Paratransit in Measure BB Fund (2216)		$121,969	$153,656
One-time funding to provide an administrative grant for Meals-on-Wheels within the CDBG Fund (2108)		$50,000	$0
Add 2.0 Program Analyst II and 2.0 Case Manager I positions, which is offset with reductions in contract O&M in Measure Z Fund (2252)	4.00	($26,541)	($26,922)
Decrease in contract O&M due to grant requirements within HUD-ESG/SHP/HOPWA Fund (2103)		($441,318)	($441,318)
Organizational Changes	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Transfer 2.0 Program Analyst I positions from CAO Neighborhood Services in Fund 2252	2.00	$206,751	$209,647

NOTES

OAKLAND PARKS & RECREATION

MISSION STATEMENT

Oakland 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.

OPR is committed to "Play with a Purpose". We are serious about our play. There is a purpose and value in play that embodies character development, health consciousness, art appreciation, life skills enhancement through sports, civic duty, environmental responsibility and leadership excellence in every program offering. Our children are healthier when they play; our families are unified when they play; our communities thrive when they Play With A Purpose.

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, and adults.
- Enhance recreation experiences for Oakland children, youth and residents through the introduction of magnet and mega centers in specialized areas to attract participants from the immediate community and citywide.
- Partner with agencies and organizations that have the

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$13,429,565	$14,086,210	$15,765,804	$15,547,529
1100 Self Insurance Liability	41,506	535,768	414,922	414,922
1780 Kid's First Oakland Children's Fund	410,307	439,919	-	-
1820 OPRCA Self Sustaining Revolving Fund	5,623,035	6,165,574	6,795,616	6,795,532
2108 HUD-CDBG	176,491	406,724	-	-
2310 Lighting and Landscape Assessment District	4,123,041	4,329,829	2,627,942	2,625,719
2996 Parks and Recreation Grants 2001	115,188	108,109	16,847	16,847
3200 Golf Course	957,675	708,333	651,121	651,082
4100 Equipment	2,099	350	-	-
5510 Capital Reserves	4,583	5,417	-	-
7999 Miscellaneous Trusts	7,583	-	69,270	69,270
TOTAL	**$24,891,073**	**$26,786,234**	**$26,341,522**	**$26,120,901**
GPF Percent to Total Department	54.0%	52.6%	59.9%	59.5%
GPF Percent to Citywide GPF Expenditures	3.0%	2.8%	2.9%	2.9%

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY PROGRAM

Revenue

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Aquatics	$761,456	$983,997	$983,997
Art Centers	820,254	944,162	944,162
Central Administration	499,407	201,451	201,451
Citywide Mega Centers	1,852,720	2,189,892	2,189,853
Dance Centers	319,660	700,287	700,287
Elementary Magnet Sites	841,634	980,494	980,494
Mega Programs HS/Young Adults/Adults	146,941	188,000	188,000
Mega Sports Centers	310,279	314,182	314,182
Middle School Magnet Centers	38,346	38,346	38,346
Pre-K Empowerment Centers	85,721	103,221	103,221
Regional Mega Center	1,055,298	1,158,000	1,158,000
TOTAL	**$6,731,716**	**$7,802,032**	**$7,801,993**

Expenditure

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Aquatics	$2,244,372	$1,542,805	$1,559,542
Art Centers	1,336,755	1,350,951	1,370,352
Ball Fields *	493,160	-	-
Central Administration	4,293,396	11,216,765	10,981,960
Citywide Mega Centers	3,820,388	3,433,071	3,470,989
Dance Centers	755,667	836,216	851,693
Elementary Magnet Sites	1,847,332	1,981,141	2,017,233
Mega Programs HS/Young Adults/Adults	465,850	516,114	527,728
Mega Sports Centers	1,792,551	1,975,244	2,019,553
Middle School Magnet Centers	157,988	168,768	172,512
Pre-K Empowerment Centers	528,286	655,454	625,197
Programs Without Borders	8,131	110,464	111,626
Regional Mega Center	6,938,440	2,554,529	2,412,516
TOTAL	**$24,682,316**	**$26,341,522**	**$26,120,901**

** Ball Fields have moved from Oakland Parks & Recreation to Oakland Public Works.*

BUSINESS GOALS (CONT'D)

expertise in addressing traumatic experiences for children and youth, in addition to skills in training employees whom work in vulnerable communities.

- Expose, enlighten, and empower all communities to the richness of OPR programs.
- 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 citywide events, such as concerts, creative partnerships, sporting events, and street festivals. Oakland 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.
- OPR intends to reinstitute the Art Exchange program at Malonga to ensure our children and youth at the recreation facilities continue to be exposed to the above art forms.
- Expand the adult programs / services to become fully self-sustaining through the expansion of leagues and non-traditional programs and classes.
- Increase department revenue in self-sustaining programs and services including the enterprise centers, through the upgrading and renewing of all contracts. Provide ongoing training for OPR employees at all levels to ensure we are developing a strong leadership team for the 21st century.
- Increase the development skills for our Counselors in Training, through onsite assessments, skill/drill training and active participation.
- Expand and enhance STRIDE (Striving to Redirect Individuals in a Difficult Environment) Job Training program for youth ages 14-21 citywide through leverage services of foundations and Corporate Grants.
- Introduce Program Without Borders- a program that will provide an avenue for youth to take safe and supervised risk-taking activities that will develop leadership skills by assessing safe risks, overcoming obstacles, facing fears, and growing in self-reliance; educate youth in sustainability education and environmental stewardship.
- Expand Pre-K Empowerment Centers- as OPR Plays with a Purpose, we recognize that play is a child's way of making sense of his or her abilities and freedom. OPR also understands that play is critical to the social, physical, emotional and mental development of a child. Expanding Pre-K magnet centers that focus on fostering creativity and imagination will set the foundation for resilient and flexible children heading for success.

AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Aquatics	**29.61**	**29.61**	**29.61**
1010 - General Purpose Fund (GPF)	*22.88*	*12.31*	*12.31*
1820 - OPRCA Self Sustaining Revolving Fund	*6.73*	*17.30*	*17.30*
Art Centers	**19.22**	**18.47**	**18.47**
1010 - General Purpose Fund (GPF)	*9.43*	*9.43*	*9.43*
1820 - OPRCA Self Sustaining Revolving Fund	*9.79*	*9.04*	*9.04*
Ball Fields *	**8.10**	**-**	**-**
1010 - General Purpose Fund (GPF)	*1.81*	*-*	*-*
2310 - Lighting and Landscape Assessment District	*6.29*	*-*	*-*
Central Administration	**17.63**	**16.63**	**16.63**
1010 - General Purpose Fund (GPF)	*16.63*	*15.63*	*15.63*
1820 - OPRCA Self Sustaining Revolving Fund	*1.00*	*1.00*	*1.00*
Citywide Mega Centers	**39.52**	**45.08**	**45.08**
1010 - General Purpose Fund (GPF)	*9.47*	*9.03*	*9.03*
1820 - OPRCA Self Sustaining Revolving Fund	*29.30*	*34.30*	*34.30*
3200 - Golf Course	*0.75*	*1.75*	*1.75*
Dance Centers	**11.84**	**12.59**	**12.59**
1010 - General Purpose Fund (GPF)	*3.50*	*3.50*	*3.50*
1820 - OPRCA Self Sustaining Revolving Fund	*8.34*	*9.09*	*9.09*
Elementary Magnet Sites	**30.86**	**31.61**	**31.61**
1010 - General Purpose Fund (GPF)	*9.95*	*10.70*	*10.70*
1820 - OPRCA Self Sustaining Revolving Fund	*20.91*	*20.91*	*20.91*
Mega Programs HS/Young Adults/Adults	**7.69**	**7.69**	**7.69**
1010 - General Purpose Fund (GPF)	*5.60*	*5.60*	*5.60*
1820 - OPRCA Self Sustaining Revolving Fund	*2.09*	*2.09*	*2.09*
Mega Sports Centers	**29.92**	**30.41**	**30.41**
1010 - General Purpose Fund (GPF)	*26.84*	*26.83*	*26.83*
1820 - OPRCA Self Sustaining Revolving Fund	*3.08*	*3.58*	*3.58*
Middle School Magnet Centers	**1.88**	**1.88**	**1.88**
1010 - General Purpose Fund (GPF)	*1.75*	*1.75*	*1.75*
1820 - OPRCA Self Sustaining Revolving Fund	*0.13*	*0.13*	*0.13*
Pre-K Empowerment Centers	**8.04**	**8.04**	**8.04**
1010 - General Purpose Fund (GPF)	*5.86*	*5.86*	*5.86*
1820 - OPRCA Self Sustaining Revolving Fund	*2.18*	*2.18*	*2.18*
Programs Without Borders	**0.13**	**1.83**	**1.83**
1010 - General Purpose Fund (GPF)	*0.13*	*1.83*	*1.83*
Regional Mega Center	**32.00**	**25.50**	**25.50**
1010 - General Purpose Fund (GPF)	*13.00*	*6.50*	*6.50*
1820 - OPRCA Self Sustaining Revolving Fund	*18.00*	*18.00*	*18.00*
2310 - Lighting and Landscape Assessment District	*1.00*	*1.00*	*1.00*
TOTAL	**236.44**	**229.34**	**229.34**

** Ball Fields have moved from Oakland Parks & Recreation to Oakland Public Works.*

BUSINESS GOALS (CONT'D)

- Enhance our relationship with Corporate America and introduce new initiatives and policy to include: Naming Rights, Gift in Place, Donations and Sponsorships to support capital improvements and to augment recreation programming.

PROGRAM DESCRIPTIONS

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.

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

ART CENTERS

Art centers will consist of the various forms of art ranging from painting, digital media, music lessons, folk and modern songs, martial arts, movement, drawing, crafts, videography, photography and festivals. Given the decrease of arts programs in the public schools system, it is with great excitement that OPR offers magnet center as part of its core services.

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.

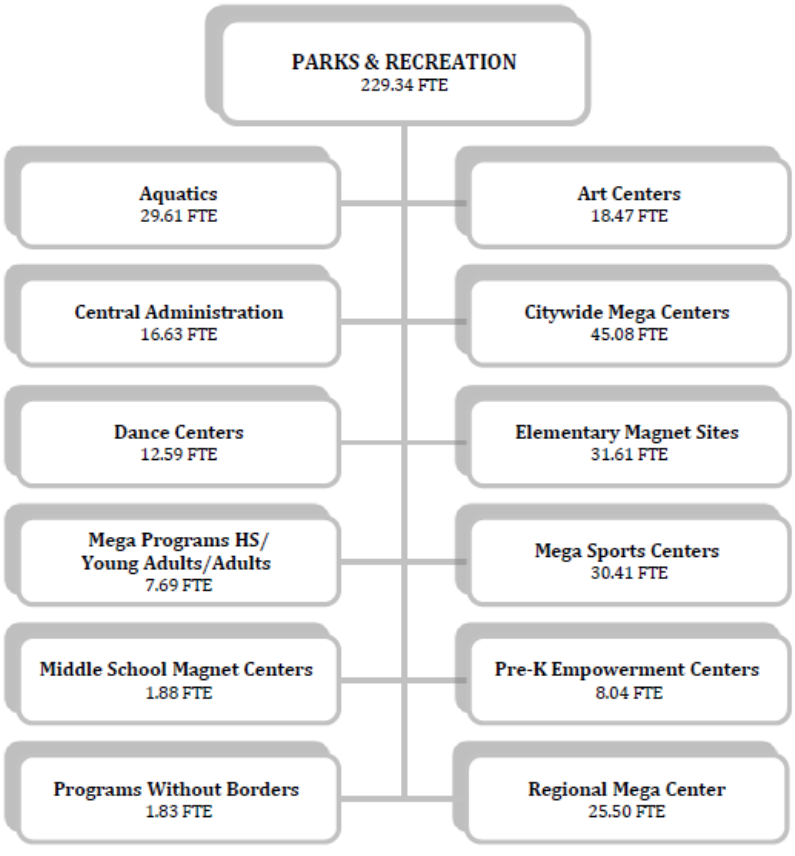
CITYWIDE MEGA CENTERS

The citywide centers/programs represent programs and services which include; the Central Reservations Unit, Dunsmuir-

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Add funding for Security Services at Recreation Centers		$250,000	$0
Grants and scholarships for low income youth to participate in OPR Programs		$79,426	$0
Administrative Grant to OPR Foundation		$50,000	$0
Subsidy to Feather River Camp		$40,000	$0
Freeze Recreation Leader II, PPT	(5.00)	($312,437)	($326,482)
Reduction in Zoo Subsidy		($121,476)	($121,476)
Transfer Pools and Boating personnel to the Self Sustaining Fund (1820)	(4.19)	($179,700)	($182,549)
ALL Other Funds	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Transfer Pools and Boating personnel from the GPF to Fund 1820	4.19	$179,700	$182,549
Add Senior Public Service Representative to Fund 1820	1.00	$91,246	$92,552
Add Public Service Representation, PT to Fund 1820	2.00	$103,890	$103,890
Add Facility Security Assistant, PT to Fund 1820	2.00	$106,143	$106,143
Add Recreation Program Director to the Golf Fund (3200)	1.00	$89,630	$90,913
Organizational Changes	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Transfer Ball Fields crew from Oakland Parks & Recreation to Oakland Public Works	(6.29)	($392,710)	($397,423)

ORGANIZATIONAL CHART BY PROGRAM



PROGRAM DESCRIPTIONS

CITYWIDE MEGA CENTERS (CONT'D)

Hellman Historic Estate, golf programs, Rotary Nature Center and San Antonio Recreation Center. The services provided under this category range from venue rentals, to summer camps, and unique programs geared to all ages and all occasions.

DANCE CENTERS

For years, dance has been a foundation for OPR. As part of OPR's not too distant history, young people through the nation looked to OPR for guidance and expertise. Under the direction of Ruth Beckford, patrons not only learned tap, ballet, and modern dance all infused with pop and new hip hop, they also gained an understanding of the history and value of dance, which opened the gateway for creativity and self-expression. Allowing employees to focus on specialized areas verses a variety of scattered overlapping activities will enhance programming through the City.

ELEMENTARY MAGNET SITES

Elementary Magnet programs have the potential to promote the development of a child's creativity, productivity, imagination, self-esteem and self-awareness. It is at this stage that recreation can add to the learning process for a child through the participation of activities that are fun, educational and more importantly allows the child to resolve conflict, seek balance, negotiate through obstacles, and explore and experience nature. Through a variety of outings and reenacting and repeating events, children will be able to act out their own feelings and fantasies which allowing the child to release his or her anger, anxiety and aggression without attacking others or bringing harm to themselves. Creating centers with a single focus will change the dynamics and landscape of the behavior of elementary children who are engaged in our programs and services.

MEGA PROGRAMS FOR HIGH SCHOOL, YOUNG ADULTS AND ADULTS

This mega unit will focus on increasing intramural sports and family leagues of non-traditional and traditional activities including kickball, bowling, softball, bike polo, volleyball, table board games skate boarding, radical wheels, and golf. The development of this mega unit will support OPR's belief that children and youth model the behavior of adults. Creating a format that embraces play for adults will remind the public that, in the words of George Bernard Shaw, "We don't stop playing because we grow old; we grow old because we stop playing". When we say we want you to come out and play the OPR way; we encourage this because we do not want anyone to stop playing.

MEGA SPORTS CENTERS

The mega sports facilities will organize and provide sports for all ages from Pee-Wee to seniors, including twilight basketball and softball leagues to midnight basketball leagues. Employees assigned to these facilities will be responsible for the recruitment of participants from nearby schools, other recreation centers and community based organizations. A full spectrum of sports activities both traditional and non-traditional sports will be offered six day per week.

MIDDLE SCHOOL MAGNET CENTERS

Middle School magnet centers will be the most challenging yet most rewarding centers. This population of young people has been faced with fluctuating social changes and family values, increases traumatic experiences, uncertain futures, lack of clear directions and the deprivation of play. To regain the trust and to restore hope in the lives of middle school aged youth, they will need to experience a full range of play in a caring environment with energetic employees. Play and recreation can be powerful for this age because it teaches young people about leadership, self-motivation, independence and autonomy. The opportunity to refocus our energy and commitment to this population through the magnet centers will open doors of opportunity for many children and youth in the City of Oakland.

PRE-K EMPOWERMENT CENTERS

Pre-K centers will use the model "Sandboxes to Empowerment" The Sandboxes to Empowerment program has helped OPR in leveraging First Five of Alameda funding, enabling OPR to expand Tiny Tots programs and play groups citywide. As OPR plays with a purpose, we recognize that play is a child's way of making sense of his or her abilities and freedom. OPR also knows that play is critical to the social, physical, emotional and mental development of a child. Creating Pre-K magnet centers that focus on fostering creativity and imagination will set the foundation for resilient and flexible children. The long-term impact has the potential to reduce criminal behavior and will certainly ensure that children who are participants in our programs will be ahead of the 30 million word count gap, as will their parents.

PROGRAMS WITHOUT BORDERS MAGNET SITE

This magnet site will encompass and expose children, youth adults and families to a variety of non-traditional programs and services that will range from outdoor experiences to urban technology. The team will capture, and introduce trend setting programs to challenge the minds of the young and old, and attract the youth that have felt left out, while embracing the diversity of Oakland's children, youth and families. Program Without Borders (PWB) will introduce participants to playful risk taking "aha" moments to educational empowering moments of self-worth and accomplishments. PWB will have a huge impact on changing the outlook of hopelessness, while adding personal value to all participants.

REGIONAL MEGA CENTER

Regional mega centers represent facilities that are broad in programming and services. The users come from the entire Bay Area; the target population/recruitment is intentional by design based on the services offered. Majority of the programs offered are leveraged or considered self-sustaining. Programs range from science to dance, to sports and art, and serves Pre-K to seniors.

OAKLAND PUBLIC LIBRARY

MISSION STATEMENT

The Oakland Public Library delights, inspires and informs 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 the use of all circulating library materials, including books, magazines, e-books, DVDs, tools, toys, downloadable/streaming music and movies, as well as laptops and computers for use inside the library.
- To increase the library's responsiveness to and inclusiveness of Oakland's diverse communities through engaging and creative activities inside and outside the library walls.
- To perfect a customer service approach that centers "people over things" and provides equal access to library services through a well-trained and diverse staff who are visible and vital participants in the community.
- To enhance services and programs for children including story times for preschool children and promotion of early literacy.
- To offer teen programming that expands youth expectations of libraries through arts, gaming , civic engagement and volunteer opportunities that help develop leadership skills and workplace preparedness.
- To secure funding to return branch library hours to 6-days per week and expanding Sunday hours at four select Branches while also enhancing the online services that are available 24/7.
- To be widely known as a safe and central place for participation, conversation, community building and learning.
- To archive and provide 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.
- To provide a thriving Adult and Family Literacy Program that assists adults with low reading levels to improve life skills.
- To engage volunteers, Friends groups, Commissioners and donors in supporting the Library's mission through outreach and stewardship activities.

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$9,075,365	$9,110,565	$11,129,415	$11,746,848
2148 California Library Services	54,715	139,335	64,042	64,042
2160 County of Alameda: Grants	(39,097)	-	-	-
2163 Metro Transportation Com: Program Grant	103,522	65,325	72,719	72,719
2241 Measure Q-Library Services Retention & Enhancement	16,317,996	16,717,918	16,548,180	17,428,885
2242 Measure Q Reserve- Library Services Retention & Enhancement	-	-	733,580	754,121
2993 Library Grants	238,993	-	-	-
2999 Miscellaneous Grants	(238,993)	-	-	-
7540 Oakland Public Library Trust	198,781	206,171	110,879	110,879
TOTAL	**$25,711,282**	**$26,239,314**	**$28,658,815**	**$30,177,494**
GPF Percent to Total Department	35.3%	34.7%	38.8%	38.9%
GPF Percent to Citywide GPF Expenditures	2.0%	1.8%	2.1%	2.2%

AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
African American Museum & Library at Oakland	**4.90**	**6.78**	**6.78**
1010 - General Purpose Fund (GPF)	*1.00*	*1.00*	*1.00*
2241 - Measure Q-Library Services Retention & Enhancement	*3.90*	*5.78*	*5.78*
Branch Library Services	**97.44**	**101.07**	**101.07**
1010 - General Purpose Fund (GPF)	*28.45*	*29.80*	*29.80*
2163 - Metro Transportation Com: Program Grant	*0.27*	*0.27*	*0.27*
2241 - Measure Q-Library Services Retention & Enhancement	*68.72*	*71.00*	*71.00*
Library System Wide Support	**64.57**	**56.18**	**56.18**
1010 - General Purpose Fund (GPF)	*27.37*	*25.42*	*25.42*
2241 - Measure Q-Library Services Retention & Enhancement	*37.20*	*30.76*	*30.76*
Literacy Programs	**5.08**	**5.08**	**5.08**
2148 - California Library Services	*1.08*	*1.08*	*1.08*
2241 - Measure Q-Library Services Retention & Enhancement	*4.00*	*4.00*	*4.00*
Main Library Services	**42.90**	**46.58**	**46.58**
1010 - General Purpose Fund (GPF)	*8.79*	*9.39*	*9.39*
2241 - Measure Q-Library Services Retention & Enhancement	*34.11*	*37.19*	*37.19*
TOTAL	**214.89**	**215.69**	**215.69**

PROGRAM DESCRIPTIONS

AFRICAN AMERICAN MUSEUM & LIBRARY AT OAKLAND (AAMLO)

This program represents the programs, collections and archives provided at AAMLO on the culture and history of African Americans in Northern California and the Bay Area.

PROGRAM DESCRIPTIONS
(CONT'D)

BRANCH LIBRARY SERVICES

This program represents the services provided by the 16 Branch Libraries located throughout Oakland.

LIBRARY SYSTEM-WIDE 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 Adult Literacy Program.

MAIN LIBRARY SERVICES

This program represents the public services provided at the Main Library. These include General Reference services, Main Library Administration, the Oakland History Room, Magazines and Newspapers, Science, Children's Room, Computer Lab and Circulation.

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY PROGRAM

Revenue

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Branch Library Services	$72,719	$72,719	$72,719
Library System Wide Support	19,255,672	18,387,158	19,291,896
Literacy Programs	64,042	64,042	64,042
Main Library Services	84,210	-	-
TOTAL	**$19,476,643**	**$18,523,919**	**$19,428,657**

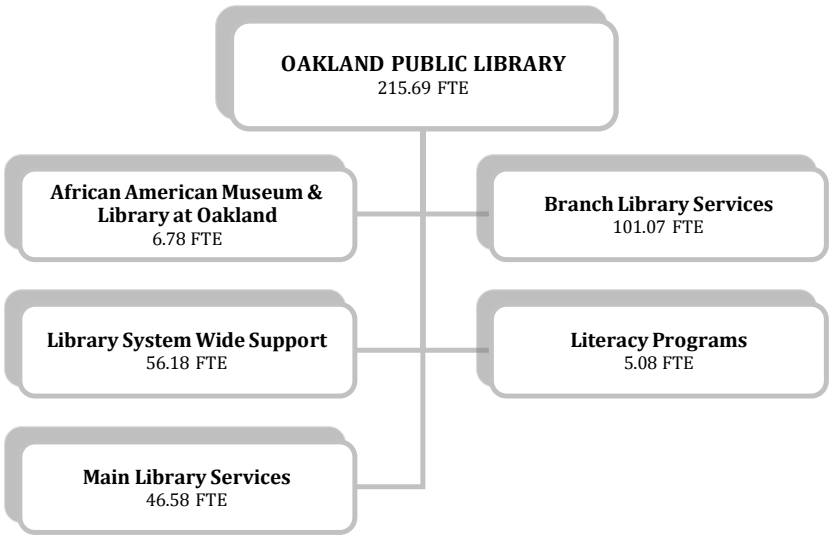
Expenditure

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
African American Museum & Library at Oakland	$918,603	$778,784	$788,116
Branch Library Services	10,935,631	9,749,409	10,355,799
Library System Wide Support	10,672,810	10,490,059	11,328,120
Literacy Programs	414,640	423,866	428,759
Main Library Services	4,710,215	7,216,697	7,276,700
TOTAL	**$27,651,899**	**$28,658,815**	**$30,177,494**

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Use of one-time Council set-aside reserve to balance - transfer to the Measure Q Fund (2241)		$500,000	$500,000
Expand Library Services to branches serving disadvantaged youth and geographical dispersed throughout the City - beginning July 2016		$0	$500,000
ALL Other Funds	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Add Library Assistant, PPT in Fund 2241	0.80	$71,258	$72,278

ORGANIZATIONAL CHART BY PROGRAM



ECONOMIC & WORKFORCE DEVELOPMENT

MISSION STATEMENT

To increase investment in Oakland in a way that contributes to the growth of the City's economy, fosters fiscal sustainability, expands job opportunities for Oakland residents, provides for a diversity of housing choices, and enhances the City's sense of place and quality of life.

BUSINESS GOALS

- Enhance existing revenue streams through economic development activities that increase investment in the City of Oakland.
- Negotiate and implement major development projects including Oakland Army Base, Coliseum City, Oak Knoll, 1800 San Pablo, 12 St. Remainder parcel, City Center Parcels and TOD projects at West Oakland, Macarthur, Downtown, Fruitvale and Coliseum BART stations.
- Manage the future disposition of City-owned properties for catalytic development projects such as1911 Telegraph (Parcel 4) and the Henry J. Kaiser auditorium.
- Provide real estate services, including developing and implementing a portfolio management plan for all City properties.
- Manage and implement key business development activities including attracting and retaining businesses in key economic sectors such as manufacturing, retail and technology, managing the CBD/BID program in key commercial corridors, and running the Oakland Business Assistance Center to support small businesses.
- Link Oakland residents to training opportunities that improve their skills and employability through the delivery of workforce development programs.
- Provide comprehensive marketing communications effort to create modern, attractive marketing collateral that helps communicate and market Oakland to investors, developers, new businesses and other stakeholders.
- Administer the City's cultural funding grants to artists and non-profits, including coordinating outreach, workshops, panels, and professional services agreements.
- Implement public art capital projects, facilitate community-generated projects, and provide support to the newly adopted public art on private development ordinance.
- Prepare an Economic Development Strategy for the City of Oakland that clearly communicates the City's economic goals to external and internal stakeholders.

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$2,458,025	$2,989,798	$5,058,763	$4,814,541
1610 Successor Redevelopment Agency Reimbursement	3,738,286	3,685,690	2,851,041	2,852,015
1710 Recycling Program	219,646	208,458	257,048	258,144
1720 Comprehensive Clean-up	13,732	5,000	15,553	15,640
1750 Multipurpose Reserve	374,678	350,204	398,350	398,350
1770 Telecommunications Land Use	408,092	543,625	673,495	673,042
1820 OPRCA Self Sustaining Revolving Fund	11,090	4,056	12,429	12,513
2108 HUD-CDBG	477,043	345,555	219,288	313,604
2116 Department of Transportation	3,648	-	-	-
2125 Environmental Protection Agency	260,000	-	-	-
2127 Dept of Transportation-TIGER	37,893	-	-	-
2128 Department of Health and Human Services	(980)	-	-	-
2129 Trade Corridor Improvement Fund (TCIF) State Grant	319,763	473,449	(125,000)	(125,000)
2134 California Parks and Recreation	6,000	49,500	-	-
2140 California Department of Transportation	173,954	123,184	-	-
2166 Bay Area Air Quality Management District	269,195	221,327	-	-
2159 State of California Other	-	-	255,818	150,121
2195 Workforce Investment Act	6,032,453	5,893,663	4,636,022	4,637,031
2214 ACTIA Reimbursable Grants	-	506,544	-	-
2310 Lighting and Landscape Assessment District	-	-	(760)	(763)
2419 Measure C: Transient Occupancy Tax (TOT)	471,733	503,504	576,135	598,500
2999 Miscellaneous Grants	532,630	150,272	-	-
3200 Golf Course	6,000	-	8,450	8,450
5200 JPFA Capital Projects: Series 2005	-	3,033	-	-
5321 Measure DD: 2009B Clean Water,Safe Parks & Open Space Trust Fund for Oakland	55,972	60,735	-	-
5505 Municipal Capital Improvement: Public Arts	266,759	239,140	-	-
5610 Central District Projects	40,664	42,857	350,000	350,000
5640 Central City East Projects	17,416	-	-	-
5643 Central City East TA Bonds Series 2006A-T (Taxable)	33,529	33,197	412,000	-
5650 Coliseum Projects	20,692	621	100,000	100,000
5656 Coliseum: TA Bonds Series 2006B-T (Taxable)	149,542	250,134	-	-
5670 Oakland Base Reuse Authority	-	-	565,118	560,547
5671 OBRA: Leasing & Utility	7,411,380	1,512,909	1,388,869	1,674,678
5672 Joint Army Base Infrastructure	2,652	-	-	-
5673 OBRA: Environmental Remediation	968,677	-	-	-
5674 Oakland Army Base Joint Remediation	587,022	681,874	-	-
5999 Miscellaneous Capital Projects	-	19,700	-	-
7999 Miscellaneous Trusts	417,682	422,798	-	-
TOTAL	**$25,784,866**	**$19,320,826**	**$17,652,619**	**$17,291,413**
GPF Percent to Total Department	9.5%	15.5%	28.7%	27.8%
GPF Percent to Citywide GPF Expenditures	0.6%	0.6%	0.9%	0.9%

DIVISION DESCRIPTIONS

ADMINISTRATION

Directs and coordinates work for the Department, including overseeing fiscal, budget and personnel management,

DIVISION DESCRIPTIONS

ADMINISTRATION (CONT'D)

legal and legislative issues, and policy and procedure development, as well as other inter-departmental and inter-division special projects.

CULTURAL ARTS AND MARKETING

This division works to position Oakland as a desirable place to live, work, and invest through the creation of marketing collateral, advertising, sponsorships and other tools that help convey a clear, coordinated message about Oakland. The division oversees multimedia communications, special events, historic walking tours, graphic design, and film production coordination. It also produces the City's flagship annual Art & Soul Festival.

The division also provides oversight for the commissioning of temporary and permanent works of art throughout Oakland; maintains the City's art collection; disseminates public information on all projects; facilitates and consults on art projects generated by individual artists and for the development of community-generated art projects; and reviews proposed gifts of art to the City. It manages the City's cultural arts grant program that supports Oakland-based art and cultural activities throughout the City.

ECONOMIC DEVELOPMENT (BUSINESS DEVELOPMENT)

This division is responsible for developing and implementing programs and strategies to retain, expand and attract businesses to Oakland. The division works directly with individual business owners and operators, developers, and professional organizations to implement initiatives that create expand and attract businesses to Oakland. The division works directly with individual business owners and operators, developers, and professional organizations to implement initiatives that create a business-friendly environment and help businesses succeed. Strategies include fostering public and private partnerships to bolster Oakland's competitive advantage and position in identified several targeted economic cluster groups: health/life science; innovative digital media; clean & green tech; retail; manufacturing, logistics, and food production.

PROJECT IMPLEMENTATION (REAL ESTATE DEVELOPMENT)

This division is responsible for negotiating and implementing major land development and public improvements projects including Oakland Army Base, Coliseum City, Oak Knoll, 1911 Telegraph, 2100 Telegraph, 1800 San Pablo, 12 St. Remainder parcel, City Center Parcels and Transit-Oriented Development (TOD) projects at West Oakland, Macarthur, Downtown, Fruitvale and Coliseum BART stations. The division manages the former Redevelopment Agency's streetscape, façade and tenant improvement programs and projects, which are designed to reduce blight and support new and existing businesses. It is also responsible for winding down the affairs of the Oakland Redevelopment Successor Agency (ORSA).

AUTHORIZED POSITIONS BY DIVISION

Division	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Administration	**2.50**	**4.95**	**4.95**
1010 - General Purpose Fund (GPF)	*1.00*	*2.90*	*2.90*
2108 - HUD-CDBG	*0.75*	*0.75*	*0.75*
2159 - State of California Other	*-*	*1.00*	*0.58*
2195 - Workforce Investment Act	*0.75*	*0.30*	*0.30*
5671 - OBRA: Leasing & Utility	*-*	*-*	*0.42*
Cultural Arts and Marketing	**6.50**	**7.00**	**7.00**
1010 - General Purpose Fund (GPF)	*4.70*	*4.70*	*4.70*
1710 - Recycling Program	*0.10*	*0.10*	*0.10*
1720 - Comprehensive Clean-up	*0.10*	*0.10*	*0.10*
1820 - OPRCA Self Sustaining Revolving Fund	*0.10*	*0.10*	*0.10*
2419 - Measure C: Transient Occupancy Tax (TOT)	*-*	*0.75*	*0.75*
5321 - Measure DD: 2009B Clean Water,Safe Parks & Open	*0.50*	*0.50*	*0.50*
5505 - Municipal Capital Improvement: Public Arts	*1.00*	*0.75*	*0.75*
Economic Development (Business Development)	**9.00**	**10.00**	**10.00**
1010 - General Purpose Fund (GPF)	*5.50*	*6.50*	*6.50*
1710 - Recycling Program	*1.00*	*1.00*	*1.00*
2108 - HUD-CDBG	*1.00*	*1.00*	*1.00*
2195 - Workforce Investment Act	*1.50*	*1.50*	*1.50*
Project Implementation (Real Estate Development)	**23.00**	**20.55**	**20.55**
1010 - General Purpose Fund (GPF)	*-*	*1.50*	*1.50*
1610 - Successor Redevelopment Agency Reimbursement	*19.90*	*14.05*	*14.05*
2129 - Trade Corridor Improvement Fund (TCIF) State	*2.60*	*2.00*	*2.00*
5643 - Central City East TA Bonds Series 2006A-T	*-*	*2.50*	*2.50*
5671 - OBRA: Leasing & Utility	*0.50*	*0.50*	*0.50*
Real Estate Services (Asset Management)	**5.00**	**6.00**	**6.00**
1010 - General Purpose Fund (GPF)	*0.64*	*1.64*	*1.64*
1610 - Successor Redevelopment Agency Reimbursement	*1.22*	*1.22*	*1.22*
1770 - Telecommunications Land Use	*3.14*	*3.14*	*3.14*
Workforce Development	**8.00**	**6.00**	**6.00**
1010 - General Purpose Fund (GPF)	*1.00*	*1.00*	*1.00*
2195 - Workforce Investment Act	*6.00*	*4.50*	*4.50*
5671 - OBRA: Leasing & Utility	*1.00*	*0.50*	*0.50*
TOTAL	**54.00**	**54.50**	**54.50**

ECONOMIC & WORKFORCE DEVELOPMENT

DIVISION DESCRIPTIONS

REAL ESTATE SERVICES (ASSET MANAGEMENT)

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

WORKFORCE DEVELOPMENT

This division manages Workforce Investment Act (WIA) funds, which are intended to induce businesses to participate in the local delivery of workforce development services. The program is being transitioned to the new Workforce Innovation and Opportunities Act (WIOA), which emphasizes services to disenfranchised out-of-school youth, the disabled and veterans, as well as incumbent workers and employers in specified growth sectors through career pathways and apprenticeship strategies, with an emphasis on regional planning with our East Bay WIB partners. This division staffs the Oakland Workforce Investment Board (WIB), which is charged with oversight and policy development for the grant funds. Workforce also develops city-wide job training initiatives and coordinates the Youth Internship Program and manages the operation of the new West Oakland Job Resource Center.

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY DIVISION

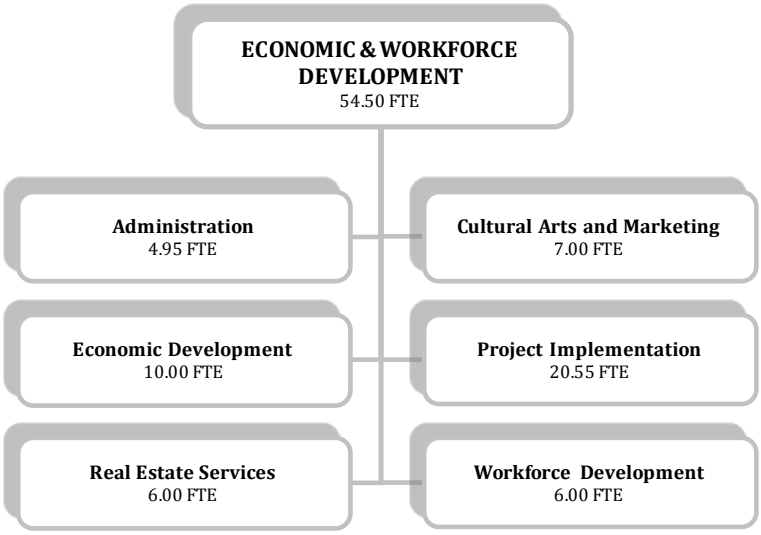
Revenue

Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration	$0	$62,149	$41,396
Cultural Arts and Marketing	521,385	598,585	620,950
Economic Development (Business Development)	504,347	281,246	282,526
Project Implementation (Real Estate Development)	450,000	6,088,962	5,676,127
Real Estate Services (Asset Management)	1,663,670	2,026,567	2,054,202
Workforce Development	5,578,936	5,148,220	5,641,760
TOTAL	**$8,718,338**	**$14,205,729**	**$14,316,961**

Expenditure

Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration	$526,981	$1,244,137	$1,262,324
Cultural Arts and Marketing	1,539,022	1,727,920	1,660,896
Economic Development (Business Development)	1,832,849	1,610,164	1,636,921
Project Implementation (Real Estate Development)	3,641,488	4,927,852	4,573,666
Real Estate Services (Asset Management)	1,530,350	3,003,057	3,008,744
Workforce Development	5,661,889	5,139,489	5,148,862
TOTAL	**$14,732,579**	**$17,652,619**	**$17,291,413**

ORGANIZATIONAL CHART BY DIVISION



SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Add Project Manager III, PPT	1.00	$253,548	$257,177
Add Real Estate Agent	1.00	$138,170	$140,148
Add two 0.50 FTE Student Trainee, PT	1.00	$39,516	$39,516
One-time investment in Workforce Investment Strategies & Programs to leverage additional support		$200,000	$0

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE (CONT'D)

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Direct program support for Kiva Zip small business microloan program and to establish a revolving/matching loan fund (one-time)		$100,000	$0
Transfer Administrative Assistant I (1.0) Administative Analyst II (0.30), Account Clerk III (0.30) and Administrative Services Manager II (0.30) from the Successor Redevelopment Agency Fund (1610) and the WIA Fund (2195)	1.90	$210,548	$213,559
Transfer Development/Redevelopment Program Manager from Fund 1610	0.50	$107,218	$108,723
Transfer Urban Economic Analyst III to the CDBG Fund (2108)	(1.00)	($142,297)	($144,334)
Transfer Urban Economic Analyst IV, Projects from Fund 2108	1.00	$174,595	$177,070

ALL Other Funds	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Add Program Analyst I, PPT to the Measure C - Transient Occupancy Tax Surcharge Fund (2419) to support the Cultural Arts grants program	0.50	$50,298	$51,018
Add O&M to the Army Base Fund (5670)		$514,000	$514,000
Increase O&M within the Army Base Leasing Fund (5671) for CCIG leasing activities (revenue supported)		$306,688	$513,355
Transfer Administrative Services Manager II, Account Clerk III and Administrative Analyst II from Fund 2195 to the GPF	(0.45)	($62,409)	($63,027)
Transfer Administrative Services Manager II, Account Clerk III, Administrative Analyst II and Administrative Assistant I from Fund 1610 to the GPF	(1.45)	($148,408)	($150,531)
Transfer Development/Redevelopment Program Manager from Fund 1610 to the GPF and Central City East Capital Bond Fund (5643)	(1.00)	($214,436)	($217,445)
Transfer Development/Redevelopment Program Manager to Fund 5643 from Fund 1610	0.50	$107,218	$108,723
Transfer Development/Redevelopment Program Manager from Fund 2195 to Fund 2159	(0.50)	($107,211)	($108,717)
Transfer Development/Redevelopment Program Manager from Fund 5671 to Fund 2159 (partial 0.08 FTE in Y2)	(0.50)	($107,211)	($17,394)
Transfer Development/Redevelopment Program Manager to Fund 2159 (partial 0.58 FTE in Y2) from Fund 5671 and Fund 2195	1.00	$214,422	$126,111
Transfer Program Analyst II from the Public Art Capital Fund (5505) to Fund 2419	(0.25)	($32,267)	($32,728)
Transfer Program Analyst II to Fund 2419 from Fund 5505	0.25	$32,267	$32,728
Transfer Project Manager from Fund 1610 to the TCIF Grant Fund (2129)	(0.40)	($84,122)	($85,292)
Transfer Project Manager to Fund 2129 from Fund 1610	0.40	$84,122	$85,292
Transfer Urban Economic Analyst II and Urban Economic Analyst IV from Fund 1610 to Fund 5643	(2.00)	($278,984)	($282,978)
Transfer Urban Economic Analyst II and Urban Economic Analyst IV to Fund 5643 from Fund 1610	2.00	$278,984	$282,978
Transfer Urban Economic Analyst III to Fund 2108 from the GPF	1.00	$142,297	$144,334
Transfer Urban Economic Analyst IV, Projects from Fund 2108 to the GPF	(1.00)	($174,595)	($177,070)
Eliminate Administrative Analyst II from Fund 2195	(1.00)	($116,479)	($118,146)
Eliminate Urban Economic Analyst III from Fund 1610 and Fund 2129	(2.00)	($286,244)	($290,318)
Reduce O&M in WIA Fund (2195) to balance		($650,046)	($653,550)
Reduce O&M within the CDBG Grant Fund (2108) based on actual grant award		($185,295)	($185,295)
Reduce O&M within the HOME Grant Fund (2109) based on actual grant award		($259,221)	($259,331)

HOUSING & COMMUNITY DEVELOPMENT

MISSION STATEMENT

Affordable Housing for All

We believe all Oakland residents should have decent and affordable housing in healthy, sustainable neighborhoods with full access to life-enhancing services. We work on several levels to create and preserve affordable housing by:

- Supporting organizations that develop and preserve affordable rental and owner-occupied housing.
- Providing direct assistance to first-time homebuyers and existing homeowners.
- Administering the City's programs to stabilize rents and ensure compliance with the Just Cause for Eviction Ordinance.
- Supporting organizations that provide economic development, public facilities, infrastructure, and social services for low and moderate income communities.

BUSINESS GOALS

- Expansion of the Receivership Program – A program designed to facilitate the rehabilitation of vacant and blighted properties using the legal process of appointing a third party "Receiver" to obtain financing to rehabilitate the property. The program is collaboration between Housing and Community Development (HCD), Planning and Building and the City Attorney's office. Planning and Building, after recording a Declaration of Substandard, refers blighted properties to HCD for a feasibility rehabilitation/ development assessment. After the feasibility is determined, the property is forwarded to the City Attorney's office as a potential Receivership Candidate. A qualified Receiver is selected from a pool and recommended to the courts. After the feasibility is

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$612	$200,000	$0	$0
1610 Successor Redevelopment Agency Reimbursement	1,675,592	1,587,454	1,584,454	1,587,494
1830 Central District Project Area	544,959	-	-	-
1831 Central City East Project Area Loans	(500,000)	-	-	-
1832 Coliseum Project Area Loans	(254,359)	-	-	-
1833 BMSP Project Area Loans	209,400	-	-	-
1870 Affordable Housing Trust Fund	597,665	519,823	5,100,000	4,650,000
1880 Low Mod Operations	969,649	110,395	-	-
1883 2000 Subordinated Housing Set-aside	4,582	18,565	-	-
1884 2006 Housing Bond Proceeds	1,411,471	858,640	-	-
1885 2011A-T Subordinated Housing	9,186,283	23,159,090	-	-
2105 HUD-EDI Grants	527,250	505,649	-	-
2107 HUD-108	2,864,193	1,789,349	666,000	2,119,000
2108 HUD-CDBG	8,020,631	7,271,673	7,055,009	6,596,431
2109 HUD-Home	6,892,772	5,318,832	2,061,879	2,061,879
2144 California Housing and Community Development	1,353,083	568,470	-	-
2159 State of California Other	245,998	632,682	(193,669)	(108,725)
2185 Oakland Redevelopment Agency Grants	409,500	1,957,650	-	-
2413 Rent Adjustment Program Fund	1,565,839	1,838,649	1,755,976	1,773,209
2415 Development Service Fund	1,108	42,340	2,342	1,722
2826 Mortgage Revenue	213,069	272,761	89,492	89,492
2999 Miscellaneous Grants	339,151	175,383	-	-
7450 Affordable Housing	20,274	1,933,690	-	-
TOTAL	**$36,298,721**	**$48,761,096**	**$18,121,483**	**$18,770,502**
GPF Percent to Total Department	0.0%	0.4%	0.0%	0.0%
GPF Percent to Citywide GPF Expenditures	0.0%	0.0%	0.0%	0.0%

AUTHORIZED POSITIONS BY DIVISION

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Administration	**10.70**	**8.00**	**7.00**
1610 - Successor Redevelopment Agency Reimbursement	*1.85*	*1.30*	*1.30*
2108 - HUD-CDBG	*2.95*	*3.50*	*3.50*
2109 - HUD-Home	*1.94*	*1.79*	*1.79*
2159 - State of California Other	*2.20*	*1.00*	-
2413 - Rent Adjustment Program Fund	*0.26*	*0.41*	*0.41*
2415 - Development Service Fund	*0.50*	-	-
2999 - Miscellaneous Grants	*1.00*	-	-
Commercial Lending	**3.00**	**3.00**	**3.00**
2105 - HUD-EDI Grants	*2.50*	*3.00*	*3.00*
2108 - HUD-CDBG	*0.50*	-	-
Community Development Block Grants	**8.00**	**8.00**	**8.00**
2108 - HUD-CDBG	*8.00*	*8.00*	*8.00*
Home Ownership & Rehabilitation & Residential	**16.80**	**14.50**	**14.50**
1610 - Successor Redevelopment Agency Reimbursement	*1.50*	*1.50*	*1.50*
2108 - HUD-CDBG	*13.70*	*11.75*	*11.75*
2109 - HUD-Home	*1.35*	*1.25*	*1.25*
2415 - Development Service Fund	*0.25*	-	-
Housing Development	**8.00**	**9.00**	**9.00**
1610 - Successor Redevelopment Agency Reimbursement	*6.40*	*5.87*	*5.87*
1870 - Affordable Housing Trust Fund	-	*2.53*	*2.53*
2108 - HUD-CDBG	*1.00*	-	-
2109 - HUD-Home	*0.60*	*0.60*	*0.60*
Residential Rent Adjustment	**9.00**	**12.00**	**12.00**
2413 - Rent Adjustment Program Fund	*9.00*	*12.00*	*12.00*
TOTAL	**55.50**	**54.50**	**53.50**

BUSINESS GOALS (CONT'D)

determined, the property is forwarded to the City Attorney's office as a potential Receivership Candidate. A qualified Receiver is selected from a pool and recommended to the courts. After court approval, the receiver obtains private financing to rehabilitate the property and is responsible for the disposition of the property after rehabilitation.

- Re-implementation of the Rental Rehabilitation Program – Providing construction loans to property owners to rehabilitate blighted properties for rental housing for seniors, persons with disabilities and low income renters. The program will provide a $75,000 maximum, 6.5% percent deferred, matching funds loan. The loan becomes due and payable in full in 2 years. Loan proceeds would be deposited in a revolving fund to be used to finance additional loans.
- Expansion of the Surplus Property Development Partnership with Laney College and local Non-Profit Construction Training Organizations – Providing construction training to students by building one to four unit residential properties using City owned surplus and donated properties.
- Implement a New Commercial Loan Program, the Broadway Corridor Revitalization Project, jointly developed by OBDC and the City of Oakland, is supported by a major grant from Citibank and focused on accelerating redevelopment of the City's urban core. The mission of this new public private partnership will be to streamline support for local small businesses and create needed jobs. It is expected that 10-15 new businesses will be identified and financed through this program in the first year, resulting in the creation of at least 250 new jobs, with more to be added in the second year of the program. In the first three months of the program, $1.6 million have been invested in 10 businesses, creating and retaining 190 jobs.

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY DIVISION

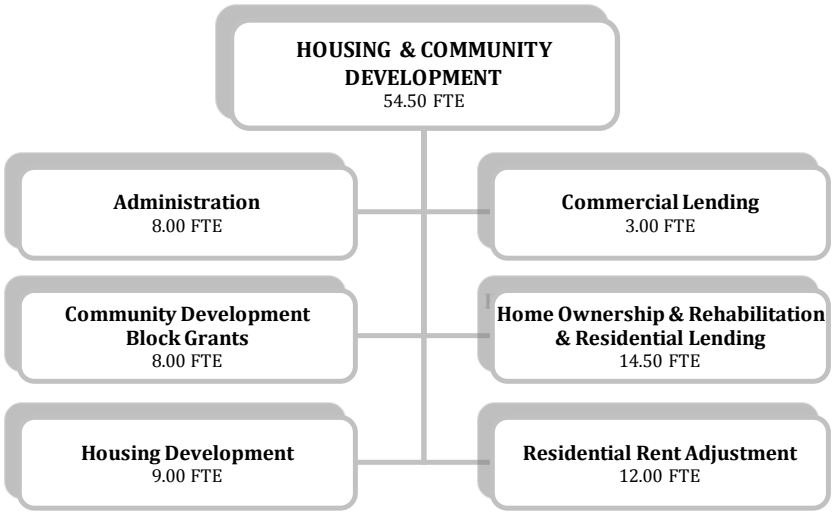
Revenue

Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration	$2,161,467	$8,746,333	$8,299,373
Commercial Lending	2,122,000	666,000	2,119,000
Community Development Block Grants	7,455,011	7,109,973	7,109,973
Home Ownership & Rehabilitation & Residential Lending	939,492	939,492	939,492
Residential Rent Adjustment	2,200,004	2,826,188	2,632,051
TOTAL	**$14,877,974**	**$20,287,986**	**$21,099,889**

Expenditure

Division	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration	$1,401,683	$1,263,306	$1,320,653
Commercial Lending	2,308,523	867,812	2,320,812
Community Development Block Grants	2,296,868	3,068,782	2,567,453
Home Ownership & Rehabilitation & Residential Lending	3,076,715	3,185,843	3,209,460
Housing Development	4,013,213	8,063,118	7,663,453
Residential Rent Adjustment	1,391,205	1,672,622	1,688,671
TOTAL	**$14,488,207**	**$18,121,483**	**$18,770,502**

ORGANIZATIONAL CHART BY DIVISION



- The program will target Oakland's Broadway commercial and retail corridor, the heart of business activity in the city. OBDC will assess the market area's small business needs; inventory and assess available blighted or underutilized properties; recruit qualified entrepreneurs for identified opportunities; and provide funding for the creation of new enterprises in the market area.
- Implement the new ROOT Loan Fund. This new loan fund program, Restoring Ownership Opportunities Today, is supported by national and local partners, California Housing Finance Agency, and major lenders. The model re-sets home mortgages to

BUSINESS GOALS (CONT'D)

current market values in order to provide sustainable loan modifications for eligible Oakland residents. The Oakland pilot program would serve about 20-25 Oakland about 20-25 Oakland eligible homeowners and create the foundation for a regional loan fund program.

- Revamp the ImageSource Workflow system which provides tracking CDBG Grant Agreements electronically to allow the process to become completely paperless reducing excessive staff time utilized in the past CDBG grant administration process.
- Review and realign the use of administration costs for all the HUD entitlement grants. The grants continue to decrease annually while the administration requirements remain the same or increase.
- Identify additional/permanent resources to fund affordable housing development and fund rehab projects to ensure long term viability and capacity to generate residual receipts.
- Identify strategies to fund administration of affordable housing developments.
- Collaborate with City Attorney's Office to re-write the Relocation Ordinance.

DIVISION DESCRIPTIONS

ADMINISTRATION

Provides the overall management of the Department of Housing and Community Development including personnel, fiscal, policy and information technology.

Manages strategic initiatives in response to the foreclosure crisis, in partnership with national, state, and local partners to prevent and mitigate foreclosures.

Manages the Housing Assistance Center which streamlines City housing services, as well as provide a central portal to meet the housing needs of Oakland residents.

COMMERCIAL LENDING

Provide tools and resources for Oakland's business owners and entrepreneurs through commercial

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

ALL Other Funds	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Add funds for Affordable Housing Development Projects within the Affordable Housing Trust Fund (1870)		$3,552,302	$4,109,236
Add Accountant II to the CDBG Grant Fund (2108)	1.00	$113,165	$114,785
Add Home Management Counselor II to Fund 2108 to support the Housing Assistance Center	2.00	$201,192	$204,072
Add Hearing Officer to the Rent Adjustment Program Fund (2413); 2-year limited duration	1.00	$190,725	$193,455
Add Program Analyst II to Fund 2413; 2-year limited duration	1.00	$116,478	$118,146
Add Administrative Assistant I to Fund 2413; 2-year limited duration	1.00	$81,196	$82,358
Reallocate O&M for DreamCatcher facility within Fund 2108		$500,000	$0
Transfer Administrative Analyst I from Fund 2108 to the HUD-EDI Grants Fund (2105)	(0.15)	($16,722)	($16,962)
Transfer Administrative Analyst I to Fund 2105 from Fund 2108	0.15	$16,724	$16,963
Transfer Loan Servicing Specialist from Fund 2108 to Fund 2105	(0.35)	($43,014)	($43,630)
Transfer Loan Servicing Specialist to Fund 2105 from Fund 2108	0.35	$43,015	$43,630
Transfer Community Development Program Coordinator from Fund 2108 to the State of CA Grant Fund (2159)	(0.30)	($44,950)	$0
Transfer Community Development Program Coordinator to Fund 2159 from Fund 2108	0.30	$44,949	$0
Transfer Development/Redevelopment Program Manager to Fund 1870 from the Successor Redevelopment Agency Fund (1610)	0.53	$102,263	$103,695
Transfer Development/Redevelopment Program Manager from Fund 1610 to Fund 1870	(0.53)	($102,263)	($103,695)
Transfer Director of Housing and Community Development from Fund 2108 to Fund 2413	(0.15)	($44,875)	($45,508)
Transfer Director of Housing and Community Development to Fund 2413 from Fund 2108	0.15	$44,875	$45,508
Transfer Executive Assistant to the Director from Fund 2108 to Fund 1610	(0.80)	($88,738)	($90,009)
Transfer Executive Assistant to the Director to Fund 1610 from Fund 2108	0.80	$88,738	$90,009
Transfer Home Management Counselor III from Fund 2108 to Fund 1870	(1.00)	($122,963)	($124,714)
Transfer Home Management Counselor III to Fund 1870 from Fund 2108	1.00	$122,963	$124,714
Transfer Program Analyst III from the Miscellaneous Grant Fund (2999) to Fund 1870	(1.00)	($74,693)	$0
Transfer Program Analyst III to Fund 1870 from Fund 2999 (extend position to Y2)	1.00	$149,386	$151,525
Eliminate Community Development Program Coordinator from Fund 2159	(1.00)	($148,661)	($150,789)
Eliminate Community Development Program Coordinator from Fund 2159 and Fund 2108 in Y2	(1.00)	$0	($151,959)
Eliminate Loan Servicing Specialist from Fund 2108	(1.00)	($110,924)	($112,512)
Eliminate Management Assistant from Fund 2108 and Fund 2415	(1.00)	($149,387)	($151,525)
Eliminate Program Analyst III from Fund 2159	(1.00)	($106,741)	$0
Eliminate Administrative Analyst I from Fund 1610 and Fund 2108	(1.00)	($111,481)	($113,078)
Eliminate Project Manager III from Fund 2108	(1.00)	($264,986)	($268,719)
Freeze Project Manager II in Funds 1610, 2108 & 2109	(1.00)	($220,787)	($223,947)

DIVISION DESCRIPTIONS

COMMERCIAL LENDING (CONT'D)

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 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.

HOME OWNERSHIP & REHABILITATION & RESIDENTIAL LENDING

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

- Elevate pride of ownership and sustainability in residential neighborhoods.
- Improvement of the existing housing stock by assisting low-income homeowners.
- Build community and foster livable neighborhoods.
- Systematic restoration of neighborhoods within the City
- Provide the city with a well-organized mechanism for effectively rehabilitating the City's stock of salvageable housing.
- Prevent neighborhood deterioration
- Provide residents with the necessary financial and technical assistance to improve their individual property and the overall environment of the Districts.
- Facilitate blight removal, lead-hazard reduction, and building code adherence on all 1-4 unit residential improvement projects.

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.

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.

PLANNING & BUILDING

MISSION STATEMENT

Our work is founded on the belief that people matter, neighborhoods matter, beauty, order, and a clean environment matter. In short, enriching people's lives matters. We are dedicated to improving our community through our service to the public.

To that end, we develop visionary plans that are community driven, we update the Zoning Code to reflect community needs and interests, we process development/building applications in an efficient and effective manner, and we enforce the Zoning Code, the Building Code, and other applicable laws to ensure the health, safety, and well-being of our citizens.

BUSINESS GOALS

- Add staff to improve turnaround times for permit applications, i.e., Process Coordinators, Plan Checkers, and Office Assistants.
- Complete the following plans:
  - Coliseum Area Specific Plan/EIR
  - Downtown Specific Plan/EIR
  - Update the Land Use and Transportation Element (LUTE) of the General Plan and Transportation Element, and the Estuary Policy Plan.
- Complete several Zoning Code Begin efforts on the City-wide General Plan update.
- Complete work on the Impact Fee Nexus Study.
- Complete the following revisions to the zoning code:
  - Unattended Donation and Collection Boxes
  - Mobile Food/Vending
  - Condominium Conversion
  - Secondary Unit Regulations
  - Parking regulations.
- Form a new Development Review Committee (DRC) to improve customer service through better coordination with OPW, Fire and other relevant departments.
- Approve new parklets.
- Continue planning/zoning efforts related to various major projects:
  - Army Base
  - Brooklyn Basin
  - Safeway at Broadway and Pleasant Valley Avenue
  - Numerous housing projects in the pipeline.
- Continue processing of approximately 5,500 applications each year for zoning permits/approvals.
- Maintain current staffing levels at the public zoning information counter.

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$97,030	$518,139	$41,466	$41,648
1710 Recycling Program	1,267	-	-	-
1770 Telecommunications Land Use	40,617	2,435	257,604	260,866
2108 HUD-CDBG	75,075	84,635	-	-
2134 California Parks and Recreation	800	-	-	-
2159 State of California Other	198	238	-	-
2163 Metro Transportation Com: Program Grant	125,680	60,369	-	-
2415 Development Service Fund	23,266,121	22,087,890	26,944,980	26,694,031
2999 Miscellaneous Grants	1,239	8,466	-	-
4450 City Facilities Energy Conservation Projects	55,462	-	-	-
5610 Central District Projects	187,881	-	-	-
5613 Central District: TA Bonds Series 2009T	-	200,000	-	-
5630 Broadway/MacArthur/San Pablo Projects	42,262	27,327	-	-
5643 Central City East TA Bonds Series 2006A-T (Taxable)	-	125,871	-	-
5656 Coliseum: TA Bonds Series 2006B-T (Taxable)	1,269,810	305,375	-	-
TOTAL	**$25,163,443**	**$23,420,746**	**$27,244,050**	**$26,996,545**
GPF Percent to Total Department	0.4%	2.2%	0.2%	0.2%
GPF Percent to Citywide GPF Expenditures	0.0%	0.1%	0.0%	0.0%

AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Administration	**7.50**	**8.00**	**8.00**
2415 - Development Service Fund	*7.50*	*8.00*	*8.00*
Development Permit Inspections	**27.00**	**31.00**	**31.00**
2415 - Development Service Fund	*27.00*	*31.00*	*31.00*
Development Review/Zoning	**18.00**	**17.00**	**17.00**
2415 - Development Service Fund	*18.00*	*17.00*	*17.00*
Engineering & Architectural Plan Approval	**31.25**	**41.75**	**41.75**
1010 - General Purpose Fund (GPF)	*0.33*	-	-
1710 - Recycling Program	*0.17*	-	-
2415 - Development Service Fund	*30.75*	*41.75*	*41.75*
General Plan, Zoning Update & Strategic Analysis	**14.00**	**18.00**	**18.00**
2415 - Development Service Fund	*14.00*	*18.00*	*18.00*
Historic Preservation	**2.00**	**3.00**	**3.00**
2415 - Development Service Fund	*2.00*	*3.00*	*3.00*
Livable Neighborhood Code Enforcement Services	**16.75**	**21.75**	**21.75**
1010 - General Purpose Fund (GPF)	*4.00*	-	-
1720 - Comprehensive Clean-up	-	*2.00*	*2.00*
2415 - Development Service Fund	*12.75*	*19.75*	*19.75*
TOTAL	**116.50**	**140.50**	**140.50**

PLANNING & BUILDING

PROGRAM DESCRIPTIONS

ADMINISTRATION

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 department meets its obligations and complies with federal, state, and local laws including labor and public records laws, financial management, and auditing.

DEVELOPMENT PERMIT 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; geo-technical remediation, and land use conditions.

DEVELOPMENT REVIEW/ZONING

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

ENGINEERING & ARCHITECTURAL PLAN APPROVAL

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

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY PROGRAM

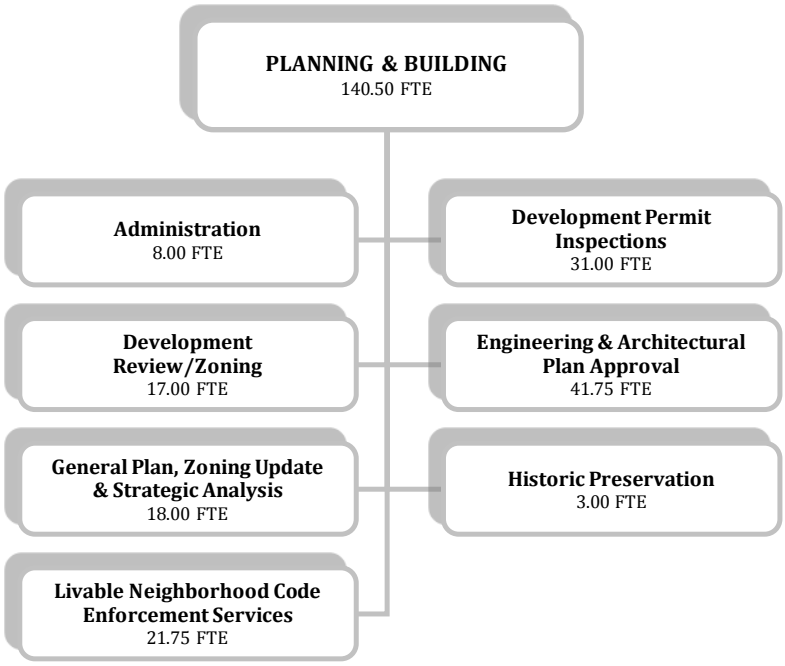
Revenue

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration	$1,844,000	$2,896,773	$2,794,022
Development Permit Inspections	10,349,479	11,102,000	11,051,288
Development Review/Zoning	2,245,000	3,718,175	3,724,850
Engineering & Architectural Plan Approval	8,070,915	9,477,133	9,397,063
Livable Neighborhood Code Enforcement Services	1,864,000	1,695,988	1,692,275
TOTAL	**$24,373,394**	**$28,890,069**	**$28,659,498**

Expenditure

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration	$4,538,442	$5,509,434	$5,277,995
Development Permit Inspections	5,154,494	5,552,207	5,610,046
Development Review/Zoning	2,649,606	2,431,850	2,460,522
Engineering & Architectural Plan Approval	5,819,101	6,854,706	6,935,445
General Plan, Zoning Update & Strategic Analysis	2,670,710	3,507,834	3,295,258
Historic Preservation	212,131	345,940	349,815
Livable Neighborhood Code Enforcement Services	2,672,097	3,042,079	3,067,464
TOTAL	**$23,716,581**	**$27,244,050**	**$26,996,545**

ORGANIZATIONAL CHART BY PROGRAM



PROGRAM DESCRIPTIONS

HISTORIC PRESERVATION

This program 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.

LIVABLE NEIGHBORHOOD CODE ENFORCEMENT SERVICES

This program enforces the California Housing Law and the Oakland Municipal Code regulating the maintenance of buildings used for human occupancy and the surrounding property; 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.

GENERAL PLAN, ZONING UPDATE & STRATEGIC ANALYSIS

This program manages complex environmental reviews (environmental impact reports or EIRs), including EIRs for new specific plan areas 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. It manages a full caseload of active projects in various stages of review.

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Transfer 2.0 Specialty Combination Inspector to the Comprehensive Clean-up Fund (1720) and 2.0 to the Development Services Fund (2415)	(4.00)	($458,108)	($464,632)
Transfer Planning Service Representative from the GPF to Fund 2415	(0.33)	($25,691)	($26,058)
ALL Other Funds	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Add Building Services Manager to Fund 2415	1.00	$220,786	$223,947
Add Process Coordinator II to Fund 2415	2.00	$231,358	$234,670
Add Process Coordinator III to Fund 2415	1.00	$134,816	$136,746
Add Planner IV to Fund 2415	2.00	$312,172	$316,642
Add Planner III to Fund 2415	1.00	$128,396	$130,234
Add Office Assistant II to Fund 2415	5.00	$335,110	$339,905
Add Account Clerk II to Fund 2415	1.00	$72,082	$73,113
Add Public Service Representative to Fund 2415	1.00	$77,845	$78,960
Add Executive Assistant to the Director to Fund 2415	1.00	$116,757	$118,428
Upgrade a Business Analyst II to IV within Fund 2415		$62,329	$63,221
Repayment of negative fund balance in Fund 2415		$654,368	$531,582
Add and reprogram O&M within Fund 2415		$882,892	$611,908
Transfer Specialty Combination Inspector to Fund 1720 from the GPF	2.00	$229,054	$232,316
Transfer Specialty Combination Inspector to Fund 2415 from the GPF	2.00	$229,054	$232,316
Transfer Public Service Representative to Fund 2415 from the Recycling Fund (1710) and the GPF	0.50	$38,925	$39,483
Transfer Public Service Representative from Fund 1710 to Fund 2415	(0.17)	($13,235)	($13,424)
Organizational Changes	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Transfer Engineer, Civil (Office) to OPW within Fund 2415	(1.00)	($172,654)	($175,125)

NOTES

OAKLAND PUBLIC WORKS

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.

PROGRAM DESCRIPTIONS

ADMINISTRATION

Administration supports the Public Works core functions by providing management, administration, fiscal services, human resources support, business

SUMMARY OF HISTORICAL EXPENDITURES AND ADOPTED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$4,662,593	$3,732,290	$2,863,827	$2,897,432
1100 Self Insurance Liability	7,634,623	7,699,552	4,845,746	4,845,746
1150 Worker's Compensation Insurance Claims	130,266	58,710	271,443	272,940
1610 Successor Redevelopment Agency Reimbursement	78,477	26,311	-	-
1700 Mandatory Refuse Program	5,302	-	-	-
1710 Recycling Program	8,471,885	8,715,801	3,841,915	3,722,609
1720 Comprehensive Clean-up	17,430,275	19,136,220	21,801,828	21,867,200
1730 Henry J Kaiser Convention Center	157	-	-	-
1750 Multipurpose Reserve	1,835,982	2,033,253	1,944,177	1,946,959
2108 HUD-CDBG	40,117	7,730	-	-
2111 2000 Local Law Enforcement Block Grant	6,927	1,675	-	-
2116 Department of Transportation	939,470	616,784	-	-
2125 Environmental Protection Agency	-	601	-	-
2128 Department of Health and Human Services	-	68	-	-
2129 Trade Corridor Improvement Fund (TCIF) State Grant	71,457	112,920	125,000	125,000
2134 California Parks and Recreation	133,717	358,504	-	-
2136 California Water Resource Board	990	-	-	-
2139 California Department of Conservation	1,416	120,190	-	-
2140 California Department of Transportation	592,655	427,752	-	-
2144 California Housing and Community Development	153,632	81,158	-	-
2154 California Integrated Waste Management Board	128,267	125,091	-	-
2158 5th Year State COPS Grant, AB 1913, Statutes of 2000	6,622	55,303	-	-
2159 State of California Other	124,889	128,863	-	-
2160 County of Alameda: Grants	(13,405)	41,846	-	-
2162 Metro Transportation Com: TDA	85,967	54,368	-	-
2163 Metro Transportation Com: Program Grant	17,177	264,030	-	-
2165 Prop 1B Nov 2006 CA Trans Bond	394,483	(12)	-	-
2166 Bay Area Air Quality Management District	49,812	(32,258)	-	-
2175 Alameda County: Source Reduction & Recycling	184,925	429,880	-	-
2211 Measure B: ACTIA	5,119,984	4,922,546	3,064,908	3,124,133
2212 Measure B: Bicycle/Pedestrian Pass-Thru Funds	443,808	519,796	522,454	525,589
2214 ACTIA Reimbursable Grants	(65,160)	44,728	-	-
2215 Measure F - Vehicle Registration Fee	349,782	640,549	2,105,164	2,109,322
2216 Measure BB - Alameda County Transportation	-	-	2,871,599	5,588,988
2230 State Gas Tax	6,951,149	6,864,752	9,202,355	7,072,038
2231 State Gas Tax-Prop 42 Replacement Funds	4,909,423	4,963,960	1,950,733	1,582,985
2260 Measure WW: East Bay Regional Parks District Local	58,775	13,401	-	-
2310 Lighting and Landscape Assessment District	29,773,217	17,076,499	15,508,850	15,544,496
2321 Wildland Fire Prevention Assess District	607	-	-	-
2415 Development Service Fund	3,108,239	3,616,840	5,775,370	5,398,060
2416 Traffic Safety Fund	399,547	306,020	560,829	562,837
2606 Metro Transportation Commission (ARRA)	23,172	-	-	-
2610 State Water Control Board-CWSRF Prog (ARRA)	(11,410)	-	-	-
2990 Public Works Grants	298,493	318,069	280,000	280,000
2999 Miscellaneous Grants	292,932	652,543	-	-
3100 Sewer Service Fund	30,564,785	31,733,241	32,157,394	32,244,370
3150 Sewer Rate Stabilization Fund	-	-	500,000	500,000
3200 Golf Course	5,688	5,214	-	-
4100 Equipment	29,155,367	29,595,255	23,458,727	23,423,655
4200 Radio / Telecommunications	23,046	5,089	-	-
4400 City Facilities	24,261,430	26,679,422	28,582,429	28,170,132
4450 City Facilities Energy Conservation Projects	262,669	201,895	-	-
5055 Piedmont Pines Underground Assessment District	161,379	179,059	-	-
5057 2012 Reassessment Project Fund	175,182	514	-	-
5130 Rockridge: Library Assessment District	9,749	29,820	-	-
5200 JPFA Capital Projects: Series 2005	(6,953)	22,005	-	-
5320 Measure DD: 2003A Clean Water,Safe Parks & Open	30,081	13,738	-	-
5321 Measure DD: 2009B Clean Water,Safe Parks & Open	1,770,402	1,762,846	-	-
5500 Municipal Capital Improvement	15,432	20,131	-	-
5505 Municipal Capital Improvement: Public Arts	136	-	-	-
5510 Capital Reserves	16,195	11,831	-	-

PROGRAM DESCRIPTIONS

ADMINISTRATION (CONT'D)

and information analysis, safety program, public information and operation of the Public Works Call Center, which handled over 60,000 in 2014.

AMERICANS WITH DISABILITIES ACT

ADA Programs provides comprehensive access compliance activities to City departments as well as the disability, business and nonprofit communities, as mandated by Title II of the Americans with Disabilities Act. ADA divides staffing resources between physical and programmatic responsibilities. ADA support multimillion dollar infrastructure improvement programs, major settlement agreements, and citywide accommodation efforts. It also staffs the Commission on Persons with Disabilities and Commission on Aging.

BUILDINGS AND FACILITIES MANAGEMENT AND MAINTENANCE

Oakland Public Works provides custodial services, security, preventative and general maintenance to approximately 300 City-owned buildings (estimated 2.5 million square feet) ranging in size from Police Administration Building (147,900 sq. ft.) to the FROG Park restroom (40 sq. ft.). In Fiscal Year's 2013-15 Council allocated $1million per year in funding for minor capital improvement repairs, which has been used to address immediate repairs to building systems, lighting upgrades, theft and vandalism damage, and overall extending the life and improving the conditions of city facilities.

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.

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

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
5610 Central District Projects	877,827	605,327	-	-
5611 Central District: TA Bonds Series 2003	(1,736)	145,593	-	-
5612 Central District: TA Bonds Series 2005	16,621	-	-	-
5613 Central District: TA Bonds Series 2009T	-	1,152,047	-	-
5630 Broadway/MacArthur/San Pablo Projects	520	-	-	-
5640 Central City East Projects	1,010	419	-	-
5643 Central City East TA Bonds Series 2006A-T (Taxable)	168,228	967,884	-	-
5650 Coliseum Projects	43,976	364,699	-	-
5653 Coliseum: TA Bonds Series 2003	98,852	115,779	-	-
5655 Coliseum: TA Bonds Series 2006B-TE (Tax Exempt)	553	-	-	-
5656 Coliseum: TA Bonds Series 2006B-T (Taxable)	63,501	9,930	-	-
5660 West Oakland Projects	23,595	27,585	-	-
5670 Oakland Base Reuse Authority	6,760	(6,760)	-	-
5671 OBRA: Leasing & Utility	127,025	22,322	-	-
5672 Joint Army Base Infrastructure	28,674	12,075	-	-
5999 Miscellaneous Capital Projects	12,501	2,000	-	-
6013 2013 LED Streetlight Acquisition Lease Financing	1,800,114	1,768,063	-	-
7120 Oakland Municipal Employees' Retirement System	-	2,250	-	-
7390 Oakland Museum of CA Foundation Museum	540,033	-	-	-
7540 Oakland Public Library Trust	21,360	22,468	-	-
7760 Grant Clearing	(69,152)	(685,314)	(315,198)	(317,165)
TOTAL	**$185,026,087**	**$178,922,759**	**$161,919,550**	**$161,487,326**
GPF Percent to Total Department	2.5%	2.1%	1.8%	1.8%
GPF Percent to Citywide GPF Expenditures	1.0%	0.7%	0.5%	0.5%

AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Agency Administration	**50.00**	**51.20**	**51.20**
1150 - Worker's Compensation Insurance Claims	*1.50*	*1.50*	*1.50*
1720 - Comprehensive Clean-up	*2.00*	*2.00*	*2.00*
2230 - State Gas Tax	*1.00*	*1.00*	*1.00*
3100 - Sewer Service Fund	*1.00*	*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	*43.50*	*44.70*	*44.70*
Americans with Disabilities Act	**3.00**	**3.00**	**3.00**
1010 - General Purpose Fund (GPF)	*0.25*	-	-
2211 - Measure B: ACTIA	*0.75*	*0.75*	*0.75*
4400 - City Facilities	-	*0.25*	*0.25*
7760 - Grant Clearing	*2.00*	*2.00*	*2.00*
Buildings & Facilities Management & Maintenance	**130.58**	**127.08**	**127.08**
2310 - Lighting and Landscape Assessment District	*21.00*	*21.00*	*21.00*
4400 - City Facilities	*109.58*	*106.08*	*106.08*
Electrical Projects	**5.34**	**5.34**	**5.34**
2211 - Measure B: ACTIA	*5.00*	-	-
2215 - Measure F - Vehicle Registration Fee	-	*5.00*	*5.00*
2416 - Traffic Safety Fund	*0.34*	*0.34*	*0.34*
Engineering Design	**52.50**	**57.60**	**57.60**
2211 - Measure B: ACTIA	*1.65*	*2.15*	*2.15*
2415 - Development Service Fund	*22.10*	*23.10*	*23.10*
3100 - Sewer Service Fund	*1.20*	*1.20*	*1.20*
7760 - Grant Clearing	*27.55*	*31.15*	*31.15*
Fleet & Equipment Management & Maintenance	**55.00**	**55.00**	**55.00**
4100 - Equipment	*55.00*	*55.00*	*55.00*

PROGRAM DESCRIPTIONS

ENGINEERING DESIGN

Engineering Design provides long-range planning for critical infrastructure in Oakland as well as project management, engineering and inspection services for City assets, including sanitary sewer rehabilitation, major street improvements, pavement rehabilitation, bridge rehabilitation, storm drainage, and sidewalks. The program manages the work of public utilities and private excavations within City streets. This program also provides project management services on a wide variety of technical projects in support of other City departments. The program is a key resource in emergency response to assess and manage critical infrastructure.

FLEET AND EQUIPMENT MANAGEMENT AND MAINTENANCE

The City of Oakland owns and operates 1,469 vehicles and major pieces of equipment. The City's fleet has been reduced by over 350 vehicles in in the last ten years. A full-time City staff of 55 mechanics, service workers, technicians, and administrative staff completing over 13,000 vehicle service and repair work orders keep the City's aging fleet at an 88% availability rate. The average fleet vehicle is 10.7 years old which is more than twice the 5.2-year replacement age recommended by the National Association of Fleet Administrators (NAFA). Currently, over 55% of City vehicles are over the NAFA recommended replacement age. A continued investment in regular replacement cycles for equipment will increase availability, reduce total operating costs, and reduce the fleet's carbon footprint.

KEEP OAKLAND CLEAN AND BEAUTIFUL

The Keep Oakland Clean and Beautiful program maintains and enhances the cleanliness, health, and appearance of City streets and neighborhoods. Activities include annual) response to 20,000 service

AUTHORIZED POSITIONS BY PROGRAM (CONT'D)

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Keep Oakland Clean & Beautiful	**81.50**	**81.50**	**81.50**
1010 - General Purpose Fund (GPF)	*1.00*	**-**	**-**
1720 - Comprehensive Clean-up	*79.30*	*80.30*	*80.30*
3100 - Sewer Service Fund	*1.20*	*1.20*	*1.20*
Parking Management – Meter Repair	**8.00**	**8.00**	**8.00**
1010 - General Purpose Fund (GPF)	*8.00*	*8.00*	*8.00*
Parks, Grounds & Medians	**75.84**	**87.44**	**87.44**
1010 - General Purpose Fund (GPF)	*8.50*	**-**	**-**
1720 - Comprehensive Clean-up	*29.00*	*51.48*	*51.48*
2310 - Lighting and Landscape Assessment District	*38.34*	*35.96*	*35.96*
Project Delivery	**43.65**	**44.35**	**44.35**
2211 - Measure B: ACTIA	*0.60*	*0.30*	*0.30*
2999 - Miscellaneous Grants	*-*	*0.80*	*0.80*
3100 - Sewer Service Fund	*3.60*	*3.30*	*3.30*
4400 - City Facilities	*0.50*	*0.50*	*0.50*
5321 - Measure DD: 2009B Clean Water,Safe Parks & Open Space Trust Fund for Oakland	*0.80*	*-*	*-*
7760 - Grant Clearing	*38.15*	*39.45*	*39.45*
Recycling & Solid Waste	**9.50**	**9.50**	**9.50**
1710 - Recycling Program	*8.00*	*9.50*	*9.50*
7760 - Grant Clearing	*1.50*	*-*	*-*
Sanitary Sewer Management & Maintenance	**75.50**	**77.50**	**77.50**
2215 - Measure F - Vehicle Registration Fee	*-*	1.00	1.00
3100 - Sewer Service Fund	*75.50*	76.50	76.50
Street & Sidewalk Management & Maintenance	**43.00**	**46.00**	**46.00**
1010 - General Purpose Fund (GPF)	*3.00*	*-*	*-*
1720 - Comprehensive Clean-up	*-*	*2.00*	*2.00*
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	*-*	*4.00*	*11.27*
2230 - State Gas Tax	*11.90*	*18.34*	*11.90*
2231 - State Gas Tax-Prop 42 Replacement Funds	*15.18*	*8.92*	*7.92*
3100 - Sewer Service Fund	*12.92*	*12.74*	*12.91*
Street Light Management & Maintenance	**7.66**	**7.99**	**7.99**
2215 - Measure F - Vehicle Registration Fee	*-*	*1.00*	*1.00*
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	*-*	*-*	*4.83*
2230 - State Gas Tax	*1.16*	*4.99*	*1.16*
2231 - State Gas Tax-Prop 42 Replacement Funds	*6.50*	*2.00*	*1.00*
Sustainable Oakland Program	**15.50**	**15.50**	**15.50**
1710 - Recycling Program	*3.83*	*6.83*	*6.83*
1720 - Comprehensive Clean-up	*3.00*	*-*	*-*
2990 - Public Works Grants	*0.47*	*0.47*	*0.47*
3100 - Sewer Service Fund	*1.40*	*1.40*	*1.40*
4400 - City Facilities	*2.60*	*2.60*	*2.60*
4450 - City Facilities Energy Conservation Projects	*1.00*	*1.00*	*1.00*
7760 - Grant Clearing	*3.20*	*3.20*	*3.20*
Traffic Signal Management & Maintenance	**8.00**	**7.67**	**7.67**
2215 - Measure F - Vehicle Registration Fee	*-*	*1.33*	*1.33*
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	*-*	*-*	*4.50*
2230 - State Gas Tax	*0.83*	*5.33*	*0.83*
2231 - State Gas Tax-Prop 42 Replacement Funds	*6.83*	*0.67*	*0.67*
2416 - Traffic Safety Fund	*0.34*	*0.34*	*0.34*

PROGRAM DESCRIPTIONS

KEEP OAKLAND CLEAN AND BEAUTIFUL (CONT'D)

requests for removal of illegal dumping; abatement of over 100 homeless encampments annually; removal of 800,000 sq. ft. of graffiti; support for volunteer cleanup and beautification events; special events support; and street sweeping of 614 routes monthly to improve the quality of life for Oakland residents and comply with Clean Water regulations.

PARKING MANAGEMENT – METER REPAIR

Oakland has a total of about 7,900 parking spaces. It consists of an estimated 3,900 single parking meter spaces and 567 multi-space parking meters that control about 4,000 parking spaces. Single space meters have been upgraded to utilize modern technology and accept various credit cards for payment. Multi-space parking meters will be replaced within the next Budget Cycle. Revenue generated from citations goes directly to the General Purpose Fund.

PARKS, GROUNDS AND MEDIANS MAINTENANCE

Oakland Public Works provides landscape maintenance, litter removal and homeless encampment abatement for 134 parks and public spaces. This includes two region-serving parks, nine community parks, 53 neighborhood parks, 15 special use parks, 26 athletic fields, plus many mini-parks, linear parks, and public grounds. There are another 1,055 acres of Resource Conservation Area (open space) primarily in the Oakland hills. Approximately 100 landscaped medians and streetscapes are also included in the City's park maintenance responsibility along with grounds at City facilities. New and renovated parks and plans are being developed primarily funded by voter-supported Measure DD (2002 Oakland Trust for Clean Water & Safe Parks), Measure WW (2008 Preserve Open Space for Recreation and Wildlife Habitat),

AUTHORIZED POSITIONS BY PROGRAM (CONT'D)

Program	FY 2014-15 Midcycle Authorized FTE	FY 2015-16 Adopted Budget FTE	FY 2016-17 Adopted Budget FTE
Traffic Signs & Markings Management & Maintenance	**18.00**	**18.00**	**18.00**
2230 - State Gas Tax	*17.00*	*17.00*	*17.00*
2416 - Traffic Safety Fund	*1.00*	*1.00*	*1.00*
Transportation & Pedestrian Safety	**26.00**	**25.00**	**25.00**
1750 - Multipurpose Reserve	*8.82*	*1.00*	*1.00*
2211 - Measure B: ACTIA	*5.20*	*4.40*	*4.40*
2216 - Measure BB - Alameda County Transportation	*-*	*7.20*	*7.20*
2416 - Traffic Safety Fund	*0.20*	*0.20*	*0.20*
3100 - Sewer Service Fund	*-*	*0.10*	*0.10*
5611 - Central District: TA Bonds Series 2003	*0.07*	*-*	*-*
5613 - Central District: TA Bonds Series 2009T	*0.31*	*-*	*-*
7760 - Grant Clearing	*11.40*	*12.10*	*12.10*
Transportation Planning & Funding	**9.40**	**11.40**	**11.40**
2211 - Measure B: ACTIA	*2.50*	*1.50*	*1.50*
2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds	*-*	*1.70*	*1.70*
2415 - Development Service Fund	*1.00*	*1.00*	*1.00*
7760 - Grant Clearing	*5.90*	*7.20*	*7.20*
Tree Management & Maintenance	**15.00**	**15.00**	**15.00**
2310 - Lighting and Landscape Assessment District	*15.00*	*15.00*	*15.00*
Watershed & Storm Drain Management & Maintenance	**31.50**	**31.50**	**31.50**
2990 - Public Works Grants	*1.00*	*0.90*	*0.90*
3100 - Sewer Service Fund	*27.10*	*26.30*	*26.30*
5321 - Measure DD: 2009B Clean Water,Safe Parks & Open	*2.00*	*2.90*	*2.90*
7760 - Grant Clearing	*1.40*	*1.40*	*1.40*
TOTAL	**764.47**	**785.57**	**785.57**

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY PROGRAM

Revenue

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Administration	$65,560	$0	$0
Buildings & Facilities Management & Maintenance	27,899,929	31,328,084	30,915,787
Engineering Design	8,274,172	9,519,979	10,880,104
Fleet & Equipment Management & Maintenance	20,029,982	23,464,248	23,429,176
Keep Oakland Clean & Beautiful	19,231,270	22,240,024	22,209,205
Parks, Grounds and Medians	740,000	-	-
Project Delivery	129,200	129,200	129,200
Recycling & Solid Waste	9,299,858	4,382,556	4,366,650
Safety & Liability	3,524,791	3,774,814	3,774,814
Sanitary Sewer Management & Maintenance	67,185,187	60,000,515	59,086,906
Street & Sidewalk Management & Maintenance	11,159,452	23,812,755	18,902,795
Street Light Management & Maintenance	1,585,850	123,350	123,350
Sustainable Oakland Program	191,495	191,495	191,495
Traffic Signal Management & Maintenance	123,350	131,710	131,710
Traffic Signs & Markings Management & Maintenance	17,000	17,000	17,000
Transportation & Pedestrian Safety	20,963,223	20,180,199	20,092,584
Transportation Planning & Funding	1,103,350	2,846,342	1,324,511
Tree Management & Maintenance	17,500	57,500	57,500
Watershed & Storm Drain Management & Maintenance	210,000	235,000	235,000
TOTAL	**$191,751,169**	**$202,434,771**	**$195,867,787**

PROGRAM DESCRIPTIONS

PARKS, GROUNDS AND MEDIANS MAINTENANCE (CONT'D)

State Park Bond Funds (2002 California Clean Water, Clean Air, Safe Neighborhood Parks, and Coastal Protection Act) and Redevelopment funds (still funding projects in process). Bonds and former Redevelopment funds are restricted to supporting the creation of a park or other facility, and are not available to fund staff or materials for ongoing maintenance. No funds have been budgeted to maintain these newly constructed parks. Park maintenance staffing levels for fulltime staff was reduced nearly 50% in 2008. These reductions have impacted the maintenance; resulting in a look and feel that Oakland parks are unkempt and have increased risk to the City.

SAFETY AND LIABILITY

Serves all Public Works employees and aggressively addresses and improves issues of employee safety and training. Reduces workers compensation claims, increases the number of employees returning to work, and decreasing the amount of exposure and liability to the city. Activities within the program include training in sound safety and health practices, developing and enforcing safety and health rules, and investigating every accident promptly and thoroughly to determine cause and implement proper measures to prevent recurrence. This program works closely with the City Attorney's Office, the City's Risk Management Division and the third party administrator.

SANITARY SEWER MANAGEMENT AND MAINTENANCE

The City of Oakland has 929 miles of City-maintained sanitary sewer pipes, seven pump stations, and over 27,000 manholes and structures. Most of Oakland's sewer system is 60 to 70 years old. During storm events, sewer flows are significantly increased due to infiltration and inflow (I/I) of storm water into the sanitary sewer system. The Sewer

SUMMARY OF HISTORICAL AND ADOPTED BUDGET BY PROGRAM (CONT'D)

Expenditure

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Agency Administration	($2,816,927)	($3,149,249)	($3,418,974)
Americans with Disabilities Act	643,384	647,723	613,577
Buildings & Facilities Management & Maintenance	27,569,149	29,859,083	29,384,518
Electrical Projects	1,273,836	1,428,930	1,427,852
Engineering Design	8,024,302	9,267,782	9,323,176
Fleet & Equipment Management & Maintenance	18,072,022	22,970,724	22,935,652
Keep Oakland Clean & Beautiful	15,546,054	16,392,237	16,455,229
Parking Management – Meter Repair	2,682,888	2,749,293	2,782,261
Parks, Grounds & Medians	10,661,150	11,250,678	11,264,655
Project Delivery	3,521,483	2,890,895	2,999,516
Recycling & Solid Waste	8,160,250	2,077,630	2,001,403
Safety & Liability	8,049,612	8,620,560	8,620,560
Sanitary Sewer Management & Maintenance	21,010,575	19,546,050	19,667,613
Street & Sidewalk Management & Maintenance	7,443,253	8,911,412	8,845,286
Street Light Management & Maintenance	4,954,236	3,868,699	3,826,903
Sustainable Oakland Program	2,864,434	2,786,594	2,803,520
Traffic Signal Management & Maintenance	1,960,328	2,362,421	2,323,623
Traffic Signs & Markings Management & Maintenance	3,122,948	3,245,566	3,271,870
Transportation & Pedestrian Safety	5,559,177	$5,634,529	$5,666,841
Transportation Planning & Funding	1,580,544	$2,204,883	$2,275,377
Tree Management & Maintenance	2,993,452	$3,085,450	$3,109,771
Watershed & Storm Drain Management & Maintenance	4,924,931	5,267,660	5,307,097
TOTAL	**$157,801,081**	**$161,919,550**	**$161,487,326**

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Transfer Landscape and Maintenance Personnel to the Comprehensive Clean-up Fund (1720)	(8.50)	($373,299)	($374,518)
Transfer Public Works Maintenance Workers and O&M to Fund 1720	(2.00)	($323,400)	($325,434)
Transfer Public Works Supervisor I to the State Gas Tax Fund (2230)	(1.00)	($110,337)	($111,917)
Transfer Painter to Fund 1720	(1.00)	($100,115)	($101,548)
Transfer Administrative Assistant II to the Facilities Fund (4400)	(0.25)	($24,796)	($25,151)
Reduction in Overheads due to personnel transfers to other Funds	-	($99,017)	($99,017)

ALL Other Funds	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Recycling Program Fund (1710)			
Transfer of Environmental Personnel - Management Intern, Program Analyst II, Program Analyst III and O&M from Fund 1720	3.00	$855,416	$860,301
Reduction in Recycling contract expenses due to new franchise		($6,185,000)	($6,280,000)

PROGRAM DESCRIPTIONS

SANITARY SEWER MANAGEMENT AND MAINTENANCE (CONT'D)

Service Charge that is collected from all properties pays for the operating and capital expenses of the program. The sanitary sewer collection system is a network of pipes, manholes, clean-outs, pump stations, and other structures used to collect all wastewater and transport it to the East Bay Municipal Utility (EBMUD) interceptor and treatment plant. The City of Oakland sanitary sewer system is a collection system only. Sewage treatment and disposal occurs at the EBMUD Treatment Facility near the Bay Bridge and two other facilities—Oakport Wet-Weather Facility and San Antonio Creek Wet-Weather Facility.

Conditions such as ground movement, tree root intrusion, quality of original pipe material, and other factors can significantly decrease the serviceability of sewer pipes and manholes. In 1987, a long-term capital improvement program was initiated to rehabilitate about 25% of sewer lines that contributed to wet weather overflows. In 2010, the City, in response to EPA mandates, started a two-year flow metering and modeling project to evaluate system capacity and plan for the next long-term capital improvements, with an objective to improve pipe conditions and reduce wet-weather flows. In 2014, the City and the US EPA, along with other East Bay communities, agreed on a 22-year landmark sewer consent decree to continue its sewer rehabilitation program at a rate of 13 miles per year. The agreement also called for other operational changes including 5-year cyclic system cleaning, 10-year cyclic system inspection, root-foaming and other asset management practices needed to reduce sanitary sewer overflows and decrease wet-weather flows into EBMUD facilities.

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE (CONT'D)

ALL Other Funds	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Comprehensive Clean-up Fund (1720)			
Transfer of Environmental Personnel - Management Intern, Program Analyst II, Program Analyst III and O&M to Fund 1710	(3.00)	($855,416)	($860,301)
Transfer Landscape and Maintenance Personnel from the GPF	8.50	$373,299	$374,518
Transfer Public Works Maintenance Workers and O&M from the GPF	2.00	$323,400	$325,434
Transfer Painter from the GPF	1.00	$100,115	$101,548
Transfer Gardener II, Irrigation Specialist, and Park Attendant PT from Fund 2310	11.17	$653,932	$659,364
Multipurpose Reserve Fund (1750)			
Transfer of Transportation Engineers and O&M to Fund 2216	(7.20)	($1,677,224)	($1,692,357)
Transfer of O&M and personnel costs from Central District Capital Bond Funds (5611 and 5613) due to the transfer of ORA garages to the City	0.38	$1,596,372	$1,597,105
Measure B Fund (2211)			
Add Civil Engineer Office and Engineer Assistant II	0.40	$55,740	$56,536
Add and reprogram O&M		$459,730	$461,800
Measure B - Bicycle/Ped Fund (2212)			
Add Program Analyst III	1.10	$148,297	$150,420
Measure F - Vehicle Registration Fund (2215)			
Transfer of personnel from Fund 2231 due to the reduction in gas tax revenues	2.33	$306,997	$311,340
Transfer of personnel and O&M from Fund 2230, Fund 2231 and Administrative Assistant I from Fund 3100	6.00	$1,636,571	$1,636,422
Measure BB - Alameda County Transportation Fund (2216)			
Transfer of personnel from Fund 2230 due to the reduction in gas tax revenues	16.60	$0	$1,962,865
Transfer of Transportation Engineers and O&M from Fund 1750	7.20	$1,677,224	$1,692,357
Set-aside funding for the Department of Transportation		$500,000	$1,000,000
Add Pothole and Seam Sealing Crew (1 FTE Street Maintenance Leader and 3 FTE Public Works Maintenance Workers) and O&M	4.00	$542,000	$542,000
State Gas Tax Fund (2230)			
Transfer of personnel from Fund 2231 due to the reduction in gas tax revenues	14.93	$1,729,745	$0
Transfer of personnel to Fund 2216 due to the reduction in gas tax revenues	(16.60)	$0	($1,962,865)
Transfer Public Works Supervisor I to the State Gas Tax Fund (2230) from the General Purpose Fund (1010)	1.00	$110,337	$111,917
State Gas Tax - Prop 42 Replacement Fund (2231)			
Transfer of personnel to Funds 2230, 2215 & 2216 due to the reduction in gas tax revenues	(18.93)	($2,036,742)	($2,274,205)
Lighting & Landscape Assessment District Fund (2310)			
Add O&M for increase in utility costs		$488,804	$493,765
Transfer Gardener II, Irrigation Specialist, and Park Attendant PT to Fund 1720	(11.17)	($653,932)	($659,364)
Lake Merritt Maintenance funding (transfer from the GPF)		$400,000	$400,000
Parks Prioritization Study (transfer from the GPF)		$185,000	$15,000

PROGRAM DESCRIPTIONS (CONT'D)

STREET AND SIDEWALK MANAGEMENT AND MAINTENANCE

The City of Oakland has 806 miles of City-maintained streets. Buses use 150 miles of these streets. Bike facilities are designated on200 miles of streets. Pavement condition is rated by a "Pavement Condition Index" (PCI), a regionally used ranking that rates the condition of streets on a zero to 100 point system. Oakland currently ranks 98th out of 109 Bay Area cities in PCI, with a three-year average PCI of 60. The current backlog of street rehabilitation is $443 Million and is growing. Maintaining the existing pavement condition on Oakland's streets would require an estimated $28 million annually, while our annual funding for this purpose is totally dependent on federal, state, and county allocations which have been less than $6 million in recent years. The recent passage of Measure BB will hopefully allow Oakland to better address this key asset.

The City of Oakland also has 1,100 miles of sidewalk, 17,800 curb ramp locations, and 232 developed stairs and pathways. A majority of Oakland's sidewalks, stairs, and paths are in acceptable condition, while 60% of the curb ramps are non-compliant or non-existing. Oakland is committed to a long-term plan to fully upgrade all curb ramps and to improve the condition of sidewalks throughout the City.

STREET LIGHT MANAGEMENT AND MAINTENANCE

Oakland has approximately 37,000 streetlights covering over 800 miles of roadways and pedestrian passages. Most of the lights are mounted on wooden poles and fed directly overhead from PG&E. Of the 37,000 streetlights, 30,000 are "Light Emitting Diode (LED)"fixtures on tall poles, while about 7,000 are ornamental pedestrian lights. In FY 2013-14, City staff responded to 1,901 street lighting service requests and repaired 1,775 streetlights. In addition, the City converted 30,000 street lights from High Pressure Sodium (HPS) to LED lighting. In general, the streetlights in Oakland meet the levels in the Street Lighting Warrants approved by City Council; however, there are areas that could benefit from enhanced lighting due to increased pedestrian usage or unsolicited activity.

SUSTAINABLE OAKLAND PROGRAM

The Sustainable Oakland Program leads the protection of Oakland's natural resources and the improvement to health of our community through energy efficiency and increased use of renewable energy sources, pollution prevention, environmental cleanup and restoration, and promotion of sustainability. The program tracks Oakland's progress in becoming a more sustainable city, coordinates climate change mitigation and adaptation initiatives, and leads internal sustainability teams.

The program is dedicated to reducing energy consumption in and maintaining environmental compliance for municipal facilities, conducting environmental assessment and cleanup of open spaces, rights-of-way, waterways and development projects, and implementing broad based sustainability project throughout the community. The Program supports the efforts of community volunteers to clean, green, and beautify Oakland's streets, parks, and creeks through the Adopt a Spot program, and major beautification events such as Earth Day and Creek to Bay Day.

The program aggressively seeks grants to support these efforts enabling Oakland to be a top 10 green city in the nation.

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE (CONT'D)

ALL Other Funds	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Development Services Fund (2415)			
Transfer Civil Engineer from Department of Planning and Building	1.00	$172,654	$175,125
Add O&M (revenue supported)		$666,280	$695,000
Revolving funds for private property sidewalk repair	-	$400,000	
Sewer Service Fund (3100)			
Delete Project Manager and Electrician and add Program Analyst III and Maintenance Mechanic		$23,766	$24,094
Transfer Administrative Assistant I to Fund 2215	(1.00)	($86,269)	($87,504)
Add and reprogram O&M		$386,195	$386,182
Equipment Fund (4100)			
Add O&M for fuel and other supplies and equipment		$487,166	$485,380
Facilities Fund (4400)			
Freeze Stationery Engineer, Custodians and Maintenance Mechanic, PT	(3.50)	($292,506)	($296,222)
Transfer Administrative Assistant II to the Facilities Fund (4400) from the General Purpose Fund (1010)	0.25	$24,796	$25,151
One-time funding for City Hall Fire Alarm System (transfer from the GPF)		$550,000	
Grant Clearing Fund (7760)			
Add Civil Engineer Office and Engineer Assistant II	3.60	$501,641	$508,820
Add Public Service Representative	1.00	$81,096	$82,257
Add Program Analyst III	0.90	$121,334	$123,071
Organizational Changes	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Transfer Ball Fields crew from Oakland Parks & Recreation to Oakland Public Works	6.29	$392,710	$397,423

PROGRAM DESCRIPTIONS (CONT'D)

TRAFFIC SIGNAL MANAGEMENT AND MAINTENANCE

Oakland's streets include 677 signalized intersections (which include 18,000 traffic signals and 4,000 pedestrian walk/don't walk signals). Signals are reviewed and re-timed on the average of once every five to ten years due to the large number of signals (higher than most cities of comparable size) and few staff to collect the traffic counts necessary to make signal timing changes. Much of the City's signal equipment is obsolete and/or not compatible with modern communication systems. Maintenance of traffic signals is provided by City staff.

The City has developed an Intelligent Transportation Systems (ITS) Master Plan to upgrade and manage the signal system along major corridors. Only a fraction of the system has been built. A Traffic Management Center (TMC) was recently completed and serves as the nerve center for ITS corridors. New areas will be added as part of transportation projects and as funding opportunities become available.

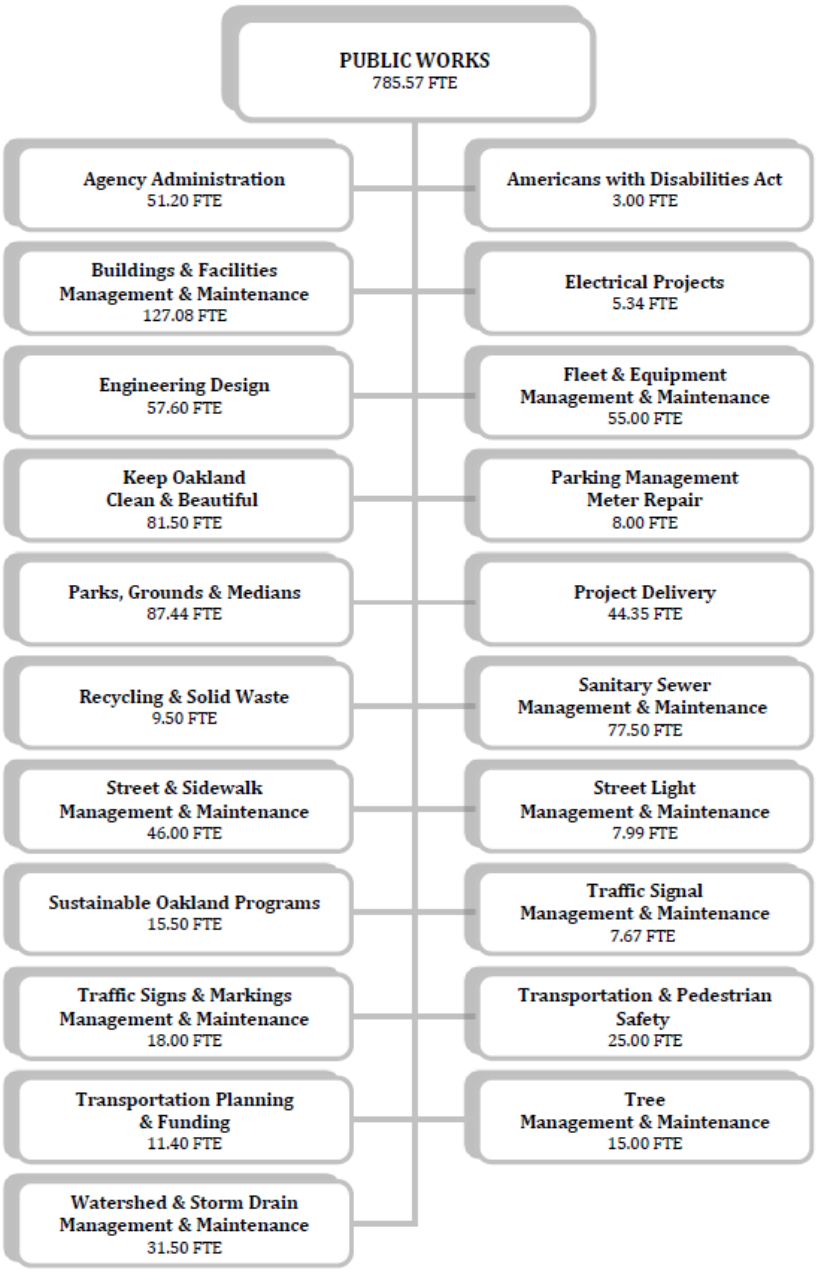
TRAFFIC SIGNS AND MARKINGS MANAGEMENT AND MAINTENANCE

There are over 3,500 signal poles, and on average, 100 traffic signal poles have to be replaced each year from damages. Oakland's streets also include 200,000 traffic signs, 3,600 miles of lane striping, and legends are designed using the California Manual of uniform Traffic Control Devices specifications and standards as dictated by 23 CFR 655.603. These signs, stripes, and legends are are maintained daily by City staff, and through the course of yearly paving contracts for streets identified in the Five-Year Paving Plan. In addition, striping is maintained as hazards are identified or on a complaint basis.

TRANSPORTATION AND PEDESTRIAN SAFETY

The Transportation and Pedestrian Safety program advances safety for pedestrians, cyclists, motorists and transit riders on City streets, with particular emphasis around schools, parks, senior centers and other public places. Activities include assessing risks, designing traffic calming systems and other engineering approaches to making our community safer, installing or upgrading traffic signals and safety devices, audible pedestrian signal heads, pavement markings. The program also provides curbside management of residential blue zones, and other parking zones to enhance neighborhood economic activity,. This program also promotes alternative modes of transportation such as walking and bicycling.

ORGANIZATIONAL CHART BY PROGRAM



PROGRAM DESCRIPTIONS (CONT'D)

TRANSPORTATION PLANNING AND FUNDING

Transportation Planning and Funding coordinates the grant application prioritization and submittal process for transportation projects and provides review of the impact of large private development on transportation. Deliverables include transportation policies and long-range plans, bicycle and pedestrian plans in keeping with the complete streets Policy. This is achieved through community outreach, corridor planning, development project review and the update and implementation of the General Plan Circulation Element and TOD and Transit-First policies. The Division coordinates planning of large-scale transportation projects with AC Transit, BART, Caltrans, and the Port of Oakland.

TREE MANAGEMENT AND MAINTENANCE

Oakland is known for its green tree canopy; the 100-year-old Jack London Oak tree symbolizes our commitment to being a Green City. The urban forest maintained by OPW consists of over 250,000 trees of which 42,642 are street trees (per the 2008 Sidewalk Survey) plus trees found in public parks, medians, streetscapes, and within the street right-of-way, the exact number has not been quantified. Several hundred new street trees have been planted by Urban Releaf, Sierra Club, West Oakland Greening Initiative and homeowners, far fewer than pre-2006 when the City had a tree planting crew that planted over 1,000 trees a year.

Tree staff is also responsible for processing over 200 tree permits annually under the City Tree and View Ordinances. All permits and hazardous tree requests must be inspected by an Arboricultural Inspector or Tree Supervisor. There are currently two positions which handle this work. Tree Services staffing was reduced by 50% since 2006. Tree services are limited to managing emergency tree response. The City ended the tree planting and aesthetic tree pruning program in 2008.

WATERSHED AND STORM DRAIN MANAGEMENT AND MAINTENANCE

The City's storm water infrastructure includes more than 402 miles of pipe that range from 6" to 98" in diameter, including trash collection devices such as Vortex Units, 15,000 structures, and over 80 miles of open creek. The majority of the City's storm water infrastructure was constructed 60 to 80 years ago. Since that time, very little to no upgrading of the system has taken place. Much of the system has long suffered from inadequate resources leading to increasing instances of flooding, erosion, and property damage. Additionally, the City of Oakland is subject to storm water quality regulations (Municipal Regional Permit - MRP) that mandates the City implement numerous programs including : New development and redevelopment permitting and enforcement, Industrial and commercial site inspections, enforcement, and control, Illicit discharge detection and elimination, Construction site inspections, enforcement, and controls, Public information and outreach, Water quality monitoring, Trash load reduction, Mercury, PCBs, copper and legacy pesticide, PBDE, and selenium controls and Development of plans for implementation of green infrastructure. The City of Oakland has no fund source dedicated to managing storm water or for water quality compliance. Without a dedicated source of funding for ongoing maintenance, capital improvements, and water quality efforts the existing storm water system will continue to deteriorate, damage related to flooding and infrastructure failure will increase and compliance with water quality regulations will be jeopardized. Much of the system is now nearing the end of its useful life and is in need of replacement. If water quality regulatory requirements, such as trash reduction and PCB reduction are not met the City may face potential fines from the Water Board and third party lawsuits. An average annual investment of $20 to $25 million is needed for storm water system capital projects and maintenance and for water quality compliance.

NOTES

TRANSPORTATION

MISSION STATEMENT

To envision, plan, build, operate and maintain a transportation system for the City of Oakland - in partnership with local transit providers and other agencies - which provides safe, equitable, and sustainable access and mobility for residents, businesses and visitors.

FUNDING

Funds totaling $500,000 in FY 2015-16 and $1.0 million in FY 2016-17 are set aside in Oakland Public Works, Measure BB Fund (2216), to support the creation of this department.

GOALS

- To attract new funding and manage existing revenues to enhance, operate and maintain Oakland's transportation policies, programs, services, and infrastructure.
- To develop and complete transportation capital projects through a comprehensive process including visioning, planning, project identification and prioritization, design, and project construction.
- To support economic development and housing by implementing the major projects included in the Alameda Countywide Transportation Plan and local plans, including the Oakland Army Base, the City's Bicycle and Pedestrian Master Plans, and transit-oriented development at West Oakland, Macarthur, Downtown, Fruitvale and Coliseum BART stations.
- To work closely with BART, AC Transit, Capital Corridor, paratransit and others to achieve a state of good repair and support transit service and stations improvements.
- To accelerate the improvement, operation and maintenance of Oakland's 805 miles of streets, 1,500 miles of sidewalks, 150 blocks of path and stairways, and 671 traffic signals.
- To manage and improve performance and customer satisfaction with all of the City of Oakland's on-street and off-street parking.
- To support programs and policies that improve and expand transportation choices, such as car sharing, bicycle sharing, on-demand ride-sharing and transit pass programs for residents and employees.
- To operate an effective, responsive and accountable organization that can attract and retain top quality staff and provide professional development opportunities to all staff in order to successfully innovate and implement the best practices to serve the evolving needs of residents.
- To measure performance, provide comprehensive information to the public, and to guide investments in the City's transportation assets to improve mobility and reduce operations and management costs where feasible.

DIVISION DESCRIPTIONS

OFFICE OF THE DIRECTOR

Directs and coordinates work for the Department, including legal and legislative issues, and policy and procedure development, as well as other inter-departmental and inter-division special projects. Oversees administrative functions, including fiscal and personnel management for Department. Manages Public Information, Data Analytics and Asset Management. Collects, analyses, and distributes data to provide city and the public with timely, relevant information on transportation service and projects. Coordinates transportation asset management for cost-effective and transparent. Support Administration to develop and track performance metrics for all assigned work.

POLICY, PLANNING AND PROGRAMMING

Carries out long-range transportation planning, participates in regional planning efforts to develop transportation policy and projects, and works to identify funding to implement the transportation elements of the City's adopted plans and policies. Fosters public and private partnerships to support Oakland's land use, economic development and equity goals. Supports current planning by providing the Planning & Building Department with development review, and by participating the development of specific and general plans and land-use related policies such as impact fees, Conditions of Approval and parking requirements.

COMPLETE STREETS CAPITAL DELIVERY

Provides project management to develop and deliver multi-modal transportation, streetscape and public space improvements on time and on budget, including planning and development, fundraising, design and engineering, community involvement, environmental, review and construction management. Capital Projects also supports partner agencies including BART and AC Transit, and other City agencies, including the Port of Oakland, Planning & Building Department and the Economic and Workforce Development Department to realize significant transportation improvements in the city.

PARKING AND MOBILITY MANAGEMENT

Manages the city's off-street parking and curb space, including on-street parking including policy, parking infrastructure, meter management and enforcement to serve the public needs for private vehicles, transit, taxis, commercial loading, bicycle parking, parklets and other public benefits. Develops and administers programs and policies that improve and expand transportation choices, such as car sharing, bicycle sharing, and transit pass programs for residents and employees.

INFRASTRUCTURE MAINTENANCE

Monitors the condition of city streets and manages pavement maintenance, sidewalk repair, and bicycle infrastructure.

TRANSPORTATION OPERATIONS AND SAFETY

Operates and works to improve the day-to-day operation of the City's street system, including paving design, traffic signals, and signs, and temporary Traffic Management Plans. Implements Bicycle and Pedestrian Plan, including bike parking, safety improvements, bicycle-related pavement markings, crosswalk upgrades, signal management, wayfinding and safety signage.

NOTES

NON-DEPARTMENTAL

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

PROGRAM DESCRIPTIONS

CITYWIDE ACTIVITIES

Citywide Activities includes 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; Joint Powers Authority Membership ($150,000) and Business Improvement District assessment charges on City-owned property. Examples of subsidies include City-wide Arts Grants ($730,000).

DEBT/LEASE PAYMENTS

Include payments for debt related to financing of City administration buildings at Frank Ogawa Plaza ($9 million);; various Information Technology lease payments, such as costs for the an upgrade to Oracle (the City's financial system)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, and contingency line items. The largest item is a cost recovery into the General Purpose Fund for $21.5 million from other funds. This represents a reimbursement for services provided by General Government departments such as Personnel, the City Administrator, the City Attorney and Finance. Also included in Fiscal Management are payments from the General Purpose Fund to other funds with negative balances.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2013-14 Actuals	FY 2014-15 Unaudited Actuals	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
1010 General Purpose Fund (GPF)	$68,663,906	$73,435,370	$85,823,691	$72,798,414
1020 Vital Services Stabilization Fund	-	-	954,863	400,786
1100 Self Insurance Liability	5,356,496	5,114,643	8,255,252	8,245,821
1150 Worker's Compensation Insurance Claims	(1,895,111)	(1,869,329)	(2,847,975)	(2,864,453)
1200 Pension Override Tax Revenue	65,656,708	59,903,339	71,851,789	73,974,413
1700 Mandatory Refuse Program	-	162	-	-
1730 Henry J Kaiser Convention Center	-	-	1,758,880	-
1750 Multipurpose Reserve	8,057	(615)	5,200,000	2,000,000
1760 Telecommunications Reserve	-	280,000	-	-
1770 Telecommunications Land Use	-	379	-	-
1791 Contract Administration Fee	-	-	1,209,689	-
2310 Lighting and Landscape Assessment District	(1,451)	-	1,734,495	1,700,899
2419 Measure C: Transient Occupancy Tax (TOT) Surcharge	3,403,325	4,086,694	4,152,272	4,308,817
2995 Police Grants	-	6,543	-	-
3100 Sewer Service Fund	9,921,893	9,588,487	8,292,080	8,293,480
4100 Equipment	(3,941)	158,878	-	-
4200 Radio / Telecommunications	-	38,625	-	-
4400 City Facilities	(1,994)	(4,483)	6,294,000	2,794,000
5311 Measure G: 2006 Zoo, Museum	2,161,727	2,563,431	-	-
5611 Central District: TA Bonds Series 2003	-	-	1,311,000	-
5613 Central District: TA Bonds Series 2009T	-	-	1,887,000	-
6013 2013 LED Streetlight Acquisition Lease Financing	-	-	1,734,495	1,700,899
6014 Oakland Convention Center 1992	14,100,450	14,073,613	-	-
6027 JPFA Capital Projects: Series 2005	11,200,500	69,533,000	-	-
6029 Taxable Pension Obligation Bonds: 2012 Series-PFRS	8,962,970	8,963,070	8,966,222	8,966,222
6032 Taxable Pension Obligation: Series 2001	40,768,000	42,013,000	43,290,000	44,595,002
6036 JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt Bonds)	18,017,919	17,726,599	17,511,159	17,142,673
6037 JPFA Refunding Revenue Bonds: 2008 Series A-2 (Taxable Bonds)	5,470,053	-	-	-
6063 General Obligation Bonds: Series 2005	11,164,164	11,241,398	-	-
6064 GO Refunding Bonds, Series 2015A	-	144,345,935	5,632,522	14,736,725
6311 Measure G: 2006 Zoo, Museum	1,323,863	1,637,470	-	-
6312 GOB Series 2012-Refunding Bonds	6,651,475	6,645,725	6,661,227	6,667,977
6321 Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	4,611,631	5,887,942	-	-
6455 Piedmont Pines 2010 Utility Underground Phase I - Debt Service	44	-	-	-
6540 Skyline Sewer District - Redemption	21,476	75,819	32,448	35,619
6555 Piedmont Pines 2010 Utility Underground Phase I - Debt Service	230,426	232,886	236,169	236,169
6570 JPFA Pooled Assessment: 1996 Revenue Bonds - Assessment	19,263	23,446	24,400	28,000
6587 2012 Refunding Reassessment Bonds-Debt Service	395,820	399,175	377,771	381,121
6612 JPFA Lease Revenue Refunding Bonds (Admin Building): 2008 Series B	9,060,638	9,059,156	9,066,350	9,065,650
6999 Miscellaneous Debt Service	-	-	21,500,000	21,500,000
7200 Health Insurance Premium Trust: Unrepresented Retirees	(1,473)	(1,723)	-	-
7220 Health Insurance Premium Trust: Local 790 Retirees	(1,627)	(1,677)	-	-
7260 Health Insurance Premium Trust: Western Council of Engineers	(122)	(129)	-	-
7280 Health Insurance Premium Trust: I.B.E.W.	(21)	(21)	-	-
7300 Health Insurance Premium Trust: Local 21 Retirees	(3,147)	(4,070)	-	-
7320 Police and Fire Retirement System Refinancing Annuity Trust	8,296,216	9,381,820	18,580,952	8,462,481
7640 Oakland Public Museum Trust	-	-	32,610	32,610
TOTAL	**$293,558,131**	**$494,534,558**	**$329,523,361**	**$305,203,325**
GPF Percent to Total Department	23.4%	14.8%	26.0%	23.9%
GPF Percent to Citywide GPF Expenditures	15.4%	14.8%	16.1%	13.7%

SUMMARY OF HISTORICAL ADOPTED BUDGET BY PROGRAM

Revenue

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Citywide Activities	$35,998,545	$38,699,712	$20,186,563
Debt\Lease Payments	230,045,076	205,328,856	207,357,210
Fiscal Management	23,487,106	24,477,646	21,534,531
TOTAL	**$289,530,727**	**$268,506,214**	**$249,078,304**

Expenditure

Program	FY 2014-15 Midcycle Budget	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Citywide Activities	$44,745,850	$86,092,238	$54,898,378
Debt\Lease Payments	267,482,683	223,633,476	234,154,976
Fiscal Management	18,984,218	19,797,647	16,149,971
TOTAL	**$331,212,751**	**$329,523,361**	**$305,203,325**

NON-DEPARTMENTAL - KEY ITEMS

Expenditure Detail - General Purpose Fund (1010)	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget
Business Improvement District Assessments	$163,200	$163,200
City Memberships (e.g. ABAG, League of CA Cities, etc.)	155,000	155,000
Civic Design Lab *	35,000	-
Contingency Reserves (Council and City Administrator's)	200,000	200,000
Contribution to 7.5% Reserve Requirement *	2,294,512	-
Cultural Funding Grants	730,120	730,120
Day Laborer Contract *	312,000	-
Employee Appreciation & Training *	500,000	-
Employee Compensation set-aside (including unrepresented)	10,321,647	13,198,175
Exempt Part-Time Position Conversion	300,000	700,000
Fire Alarm System updgrade *	550,000	-
Graffiti Enforcement *	100,000	-
Head Start and Other Grant Overhead Subsidies	3,623,523	3,516,473
Human Services and Other Minor Grant Subsidies *	2,501,793	2,688,112
Information Technology Debt Service	3,684,274	3,684,274
Lake Merritt Maintenance	400,000	400,000
Library System Support *	500,000	500,000
Mayor's Summer Job Program	70,000	70,000
Museum Contract	5,080,360	4,880,444
National Night Out	15,000	15,000
Other Post Employment Benefit (OPEB) *	12,607,089	3,400,786
Park Prioritization *	185,000	15,000
Safe Passages	150,000	150,000
Scotlan Convention Center Support	720,000	720,000
Set-Aside for Limited Public Financing	77,500	77,500
Sister Cities	20,000	20,000
Vital Services Stabilization Fund *	954,862	400,786
Water Conservation *	100,000	-
Wildfire Prevention *	500,000	-
TOTAL	**$46,850,880**	**$35,684,870**

** One-time funding*

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
Civic Design Lab		$35,000	$0
Day Laborer Program		$312,000	$0
Reduce PERs costs based on pre-funding discount		($3,000,000)	$0
Employee Appreciation & Training Program		$500,000	$0
Employee Compensation set-aside (including unrepresented)		$10,321,647	$13,198,175
Exempt Part-Time Position Conversion		$300,000	$700,000
Graffiti Evidence Collection & Enforcement Program		$100,000	$0
Long-Term Liability Payment for OPEB ($1.1 million ongoing)		$12,607,089	$3,400,786
Lake Merritt Maintenance - transfer to LLAD Fund (2310)		$400,000	$400,000
Library System Support - transfer to Measure Q Fund (2241)		$500,000	$500,000
City Hall Fire Alarm System - transfer to Facilities Fund (4400)		$550,000	$0
Reduce Unemployment Contributions		($2,500,000)	$0
Transfer to Vital Services Stabilization Fund (1020)		$954,862	$400,786
Water Conservation Program		$100,000	$0
Wildfire Prevention - transfer to WPAD Fund (2321)		$500,000	$0
Transfer Insurance Premium Payment to Self Insurance Fund (1100)		($1,750,000)	($1,750,000)
Transfer one-time funds to Fund 1100 to off-set increased insurance cost		$1,000,000	$0
Increase Oakland Alameda County Coliseum Authority Bond		$2,226,892	$1,000,000
Increase subsidy to the Human Services Department (Head Start, Senior Aides, etc.)		$2,434,170	$2,652,190
Pay-Off Kaiser Fund (1730) negative fund balance using one-time funding to eliminate on-going repayment		$1,758,880	$0
Eliminate on-going repayment of negative fund balance (Fund 1730)		($583,937)	($583,937)
Pay-Off Contract Compliance Fund (1791) negative fund balance using one-time funding to eliminate on-going repayment		$1,209,689	$0
Eliminate on-going repayment of negative fund balance (Fund 1791)		($579,605)	($579,605)
Pay down Facilities Fund (4400) negative fund balance using one-time to reduce on-going repayment		$4,000,000	$0
Adjust CSO Recovery (increase in non-GPF positions)		($1,033,056)	($718,646)
Required set-aside for 7.5% Emergency Reserve		$2,294,512	$0
ALL Other Funds	**FTE**	**FY 2015-16 Changes**	**FY 2016-17 Changes**
Transfer Insurance Premium Payment to the Self Insurance Fund (1100) from the GPF		$1,750,000	$1,750,000
On June 2, 2015, the City issued General Obligation Refunding Bonds, Series 2015A. The savings achieved from the refunding is passed on to property owners through a property tax rate reduction and therefore does not impact City funds.		($20,786,334)	($11,800,324)

City of Oakland
Direct Debt Outstanding
as of 7/1/2015
(in thousands)

		Outstanding Principal	FY 2015-16 Debt Service
General Obligation Bonds			
2012	General Obligation Refunding Bonds	77,635	6,656
2015 A	General Obligation Refunding Bonds	128,895	5,628
Subtotal		206,530	12,284
Pension Obligation Bonds			
2001	Pension Obligation Bonds	117,893	43,285
2012	Pension Obligation Bonds	212,540	8,961
Subtotal		330,433	52,246
Lease Revenue Bonds and Certificates of Participation			
2008 A-1	Oakland JPFA Revenue Refunding Bonds	28,065	17,506
2008 B	Oakland JPFA Lease Revenue Refunding Bonds (Admin Buildings)	81,890	9,061
Subtotal		109,955	26,568
Oakland-Alameda County Coliseum Authority (City's share at 50%)			
2012 A	Lease Revenue Refunding Bonds (Coliseum Project)	49,445	6,405
2015 A	Lease Revenue Refunding Bonds (Coliseum Arena Project)	39,868	3,535
Subtotal		89,313	9,940
Total Direct Debt		**736,231**	**101,038**

City of Oakland
Legal Debt Limit Margin
as of 7/1/2015

As of July 1, 2015, the City's legal debt limit (3.75% of valuation subject to taxation) was $1,330,916,765. The total amount of debt applicable to the debt limit was $206,530,000 (i.e. general obligation debt). The resulting legal debt margin was $1,124,386,765.

Total assessed valuation (net of exemptions)	$	47,423,895,746
Less redevelopment tax increments		(11,932,782,018)
Basis of levy	$	35,491,113,728
Debt Limit:		
3.75 pecent of valuation subject to taxation	$	1,330,916,765
Less amount of debt applicable to debt limit		(206,530,000)
Legal debt margin	$	1,124,386,765

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 Bureau

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 Successor Agency of the City of Oakland have Continuing Disclosure Obligations.

GENERAL OBLIGATION BONDS. As of June 30, 2015, the City had outstanding a total of $ $206,530,000 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 July 1, 2015
(in $000s)

Issue Name	Purpose	Issuance Date	Final Maturity	Original Par	Par Outstanding
General Obligation Refunding Bonds (Series 2012)	Refund outstanding Series 2002A Measure G and certain Series 2003A Measure DD bonds	7/22/2009	2039	$64,545	$77,635
General Obligation Refunding Bonds (Series 2015)	Refund outstanding Series 2005 Refunding, Series 2006 Measure G and Series 2009B Measure DD bonds	6/2/2015	2039	128,895	128,895
Total					**$206,530**

SEWER REVENUE DEBT. The City has also issued bonds secured by revenues of its sewer system. These bonds were issued to refund the outstanding Sewer Revenue Bonds, 2004 Series A.

City of Oakland
Sewer Revenue Bonds
July 1, 2015
(in $000s)

Issue Name	Issuance Date	Final Maturity	Original Par	Par Outstanding
Sewer Revenue Refunding Bonds 2014 Series A	3/20/2014	2029	$40,590	$36,630

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 July 1, 2015
(in $000s)

Issue Name	Issuance Date	Final Maturity	Original Par	Par Outstanding	Leased Asset
Oakland – Alameda County Coliseum Authority Lease Revenue Bonds, (Oakland Coliseum Project), 2012 Refunding Series A [(1)]	5/31/2012	2025	$61,408	$49,445	Coliseum Stadium
Oakland – Alameda County Coliseum Authority Lease Revenue Bonds, (Oakland Coliseum Arena Project), 2015 Refunding Series A [(1)]	4/29/2015	2026	39,868	39,868	Coliseum Arena
Oakland Joint Powers Financing Authority Lease Revenue Bonds, 2008 Series A-1	4/16/2008	2017	107,630	28,065	Portion of sewer system
Oakland Joint Powers Financing Authority Lease Revenue Refunding Bonds, (Oakland Administration Buildings), 2008 Series B	5/1/2008	2026	113,450	81,890	Oakland Administration Buildings
Total				**$199,268**	

[(1)] 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.

PENSION OBLIGATION BONDS. The City has two 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 issues:

City of Oakland
Pension Obligation Bonds
As of July 1, 2015
(in $000s)

Issue Name	Issuance Date	Final Maturity	Original Par	Par Outstanding
Taxable Pension Obligation Bonds, Series 2001	10/17/2001	2023	$195,636	$117,893
Taxable Pension Obligation Bonds, Series 2012	7/12/2012	2025	$212,540	212,540
Total				**$330,433**

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 July 1, 2015
(in $000s)

Issue Name	Issuance Date	Final Maturity	Original Par	Par Outstanding
Oakland Joint Powers Financing Authority Special Assessment Pooled Revenue Bonds, Series 1996A	8/22/1996	2020	$465	$120
Utility Underground Assessment District No. 2007-232, Piedmont Pines Phase I, 2010 Limited Obligation Improvement Bonds	2/23/2010	2039	3,148	2,885
2012 Limited Obligation Refunding Improvement Bonds, Reassessment District No. 99-1	8/1/2012	2024	3,545	3,015
Total				**$6,020**

REDEVELOPMENT SUCCESSOR AGENCY OF THE CITY OF OAKLAND. The City's Former Redevelopment Agency and Redevelopment Successor Agency have 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 revenues deposited into the Redevelopment Property Tax Trust Fund which were formerly tax increment revenues received from the specific redevelopment project areas. 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/San Pablo 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 Successor 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 July 1, 2015.

TAX ALLOCATION BONDS
(In $000s)
As of July 1, 2015

City-wide Housing

Issue Name	Issuance Date	Final Maturity	Original Par	Par Outstanding
Subordinated Housing Set-Aside Revenue Bonds, Series 2006A and 2006A-T	4/4/06	2037	84,840	$69,375
Subordinated Housing Set-Aside Revenue Bonds, Series 2011A-T	3/8/2011	2041	46,980	43,240

TAX ALLOCATION BONDS
(In $000s)
July 1, 2015

Broadway/MacArthur/San Pablo Redevelopment Project Area

Issue Name	Issuance Date	Final Maturity	Original Par	Par Outstanding
Broadway/MacArthur/San Pablo Redevelopment Project Tax Allocation Bonds Series 2006C-TE and 2006C-T	10/12/2006	2037	17,270	14,855
Broadway/MacArthur/San Pablo Second Lien Tax Allocation Bonds Recovery Zone Economic Development Bonds, Series 2010-T	11/2/2010	2040	7,390	7,240

Central City East Redevelopment Project Area

Issue Name	Issuance Date	Final Maturity	Original Par	Par Outstanding
Central City East Redevelopment Project Tax Allocation Bonds, Series 2006A-TE and 2006A-T	10/12/2006	2037	76,300	65,575

Central District Redevelopment Project Area

Issue Name	Issuance Date	Final Maturity	Original Par	Par Outstanding
Central District Redevelopment Project Subordinated Tax Allocation Bonds, Series 2006T	11/21/2006	2022	33,135	12,385
Central District Redevelopment Project Subordinated Tax Allocation Bonds, Series 2009T	5/20/2009	2020	38,755	32,250
Central District Redevelopment Project Subordinated Tax Allocation Refunding Bonds, Series 2013	10/3/2013	2022	102,960	97,560

Coliseum Area Redevelopment Project Area

Issue Name	Issuance Date	Final Maturity	Original Par	Par Outstanding
Coliseum Area Redevelopment Project Tax Allocation Bonds, Series 2006B-TE and 2006B-T	10/12/2006	2037	102,590	87,710
Total of Tax Allocation Bonds				**$430,190**

City of Oakland
Total Long-Term Debt Service Obligations for Fiscal Years 2015-16 to 2016-17
as of July 1, 2015
($ in thousands)

Series Name	Original Par Amount	Outstanding Par Amount	Fiscal Year 2015-2016 Principal	Interest	Other	Total Debt Service	Fiscal Year 2016-2017 Principal	Interest	Other	Total Debt Service
General Obligation Bonds										
Series 2012 (Refunding GO)	$ 83,775	$ 77,635	$ 2,835	$ 3,821	$ -	$ 6,656	$ 2,980	$ 3,679	$ -	$ 6,659
Series 2015 (Refunding GO)	128,895	128,895	1,865	3,763	-	5,628	8,695	6,037	-	14,732
GO Bonds Subtotal	$ 212,670	$ 206,530	$ 4,700	$ 7,584	$ -	$ 12,284	$ 11,675	$ 9,716	$ -	$ 21,391
Lease Revenue Bonds										
Series 2008A-1 & Swap (Rev Ref) [1]	$ 107,630	$ 28,065	$ 13,685	$ 3,821	$ -	$ 17,506	$ 14,380	$ 2,754	$ -	$ 17,134
Series 2008B (Lease Rev Ref) (Admin Bldg)	113,450	81,890	5,160	3,901	-	9,061	5,395	3,666	-	9,061
Lease Revenue Bonds Subtotal	$ 221,080	$ 109,955	$ 18,845	$ 7,723	$ -	$ 26,568	$ 19,775	$ 6,420	$ -	$ 26,195
Master Lease Agreements										
2001 Eastmont Town Center	$ 11,333	$ 1,355	$ 891	$ 62	$ -	$ 953	$ 464	$ 13	$ -	$ 476
2004 Solar Panel	4,139	1,304	239	53	-	292	250	43	-	292
2006 Lancaster Building	4,940	2,790	340	139	-	479	355	120	-	475
2010 Parking Access & Revenue Control	2,500	1,228	340	29	-	369	349	21	-	369
2013 Vehicle & Equipment	11,850	5,315	3,338	65	-	3,403	646	27	-	672
2013 LED Street Light (QECB) [2]	16,150	13,530	1,320	413	-	1,733	1,327	372	-	1,699
2013 Oracle No 58097	1,869	1,233	411	-	-	411	411	-	-	411
2013 Oracle No 58099	866	572	191	-	-	191	191	-	-	191
2013 IBM No 1	7,948	6,209	1,486	168	-	1,654	1,529	125	-	1,654
2014 Oracle No 62528	1,326	895	298	-	-	298	298	-	-	298
2014 Oracle No 65016	287	194	65	-	-	65	65	-	-	65
2014 Parking Meter	2,500	2,061	446	30	-	476	453	23	-	476
2014 Oracle No 62545	581	419	105	-	-	105	105	-	-	105
2014 IBM No 2	4,453	3,586	860	94	-	953	884	70	-	953
2014 Vehicle No 1-4	15,731	15,731	2,742	302	-	3,045	2,829	216	-	3,045
2015 Telecommunications No 1	9,150	9,150	1,783	115	-	1,898	1,805	93	-	1,898
2015 Telecommunications No 2 [3]						-				-
Master Lease Subtotal	$ 95,624	$ 65,571	$ 14,854	$ 1,471	$ -	$ 16,325	$ 11,959	$ 1,122	$ -	$ 13,081
Pension Obligation Bonds										
Series 2001 (Taxable POB)	$ 195,636	$ 117,893	$ 17,210	$ 26,075	$ -	$ 43,285	$ 16,369	$ 28,221	$ -	$ 44,590
Series 2012 (Taxable POB)	212,540	212,540	-	8,961	-	8,961	-	8,961	-	8,961
POB Subtotal	$ 408,176	$ 330,433	$ 17,210	$ 35,036	$ -	$ 52,246	$ 16,369	$ 37,182	$ -	$ 53,551
Sewer Revenue Bonds										
Series 2014A (Sewer Rev Ref)	$ 40,590	$ 36,630	$ 1,965	$ 1,680	$ -	$ 3,645	$ 2,045	$ 1,601	$ -	$ 3,646
Sewer Revenue Bonds Subtotal	$ 40,590	$ 36,630	$ 1,965	$ 1,680	$ -	$ 3,645	$ 2,045	$ 1,601	$ -	$ 3,646
Special Assessment Bonds										
Series 1996A (Pooled Revenue)	$ 465	$ 120	$ 15	$ 9	$ -	$ 24	$ 20	$ 8	$ -	$ 28
Series 2010 (Piedmont Pines Rev)	3,148	2,885	60	164	-	224	60	162	-	222
Series 2012 (Reassess. Dist No 99-1 Rev)	3,545	3,015	260	88	-	348	270	81	-	351
Special Assessment Subtotal	$ 7,158	$ 6,020	$ 335	$ 262	$ -	$ 597	$ 350	$ 251	$ -	$ 601
OACCA Bonds										
Series 2012A (Coliseum) (Rev Ref) [4]	$ 61,408	$ 49,445	$ 3,933	$ 2,472	$ -	$ 6,405	$ 4,128	$ 2,276	$ -	$ 6,403
Series 2015A (Arena) (Rev Ref) [4]	39,868	39,868	2,700	835	-	3,535	2,900	1,084		3,984
OACCA Bonds Subtotal	$ 101,275	$ 89,313	$ 6,633	$ 3,308	$ -	$ 9,940	$ 7,028	$ 3,360	$ -	$ 10,387
Oakland Redev Successor Agency										
---Tax Allocation Bonds---										
Series 2006A (Central City East) [5]	$ 76,300	$ 65,575	$ 1,610	$ 3,505	$ -	$ 5,115	$ 1,690	$ 3,419	$ -	$ 5,109
Series 2006B (Coliseum Area) [5]	102,590	87,710	2,205	4,630	-	6,835	2,310	4,518	-	6,828
Series 2006C (Broadway/MacArthur) [5]	17,270	14,855	365	789	-	1,154	380	769	-	1,149
Series 2006T (Central District)	33,135	12,385	830	646	-	1,476	875	601	-	1,476
Series 2009T (Central District)	38,755	32,250	4,000	2,510	-	6,510	5,400	2,149	-	7,549
Series 2010T (RZED - Broad/MacAr) [2]	7,390	7,240	50	532	-	582	55	528	-	583
Series 2013 (Central District) (Ref)	102,960	97,560	11,985	4,509	-	16,494	12,585	3,895	-	16,480
Series 2015 (RPTTF) (Ref) [5]						-				-
---Housing Set-Aside Bonds----										
Series 2006A [5]	84,840	69,375	3,520	3,891	-	7,411	3,705	3,697	-	7,402
Series 2011A-T	46,980	43,240	1,720	3,644	-	5,364	1,800	3,529	-	5,329
ORA/ORSA Bonds Subtotal	$ 510,220	$ 430,190	$ 26,285	$ 24,656	$ -	$ 50,941	$ 28,800	$ 23,104	$ -	$ 51,904
TOTAL Direct Debt Obligations	$ 943,201	$ 736,231	$ 47,388	$ 53,650	$ -	$ 101,038	$ 54,847	$ 56,677	$ -	$ 111,524
TOTAL Debt Obligations	$ 1,596,794	$ 1,274,642	$ 90,826	$ 81,718	$ -	$ 172,545	$ 98,001	$ 82,755	$ -	$ 180,756

[1] 1998A Swap payments to counterparty estimated at 5.6775%

[2] Debt service does not include subsidy

[3] Issued 7/16/2015 in the amount of $7,095,000

[4] Shows only City's estimated obligation of 50% of total par and debt service. Does not include City's share of operating deficit.

[5] Series 2015 issued 9/2/2015 to refund all or a portion of Series 2006A-TE, 2006B-TE, 2006C-TE, 2006A, 2006A-T

NOTES

CAPITAL IMPROVEMENT PROGRAM

DEFINITION

A Capital project is defined as a long-term investment that builds, replaces or improves an asset (building, road, park, sewer or drainage lines, etc.) and that has a useful design life of at least ten years and a minimum cost of $100,000.

CAPITAL IMPROVEMENT PROGRAM FY 2015-17
Summary by Source

Source	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget	FY 2015-17 Total Budget
1010 - General Fund: General Purpose	$1,252,000	$252,000	$1,504,000
2211 - Measure B: ACTIA	8,581,566	7,249,855	15,831,421
2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds	928,816	798,922	1,727,738
2216 - Measure BB - Alameda County Transportation	10,426,918	5,484,066	15,910,984
2230 - State Gas Tax	150,000	150,000	300,000
2310 - Lighting and Landscape Assessment District	185,000	15,000	200,000
2415 - Development Service Fund	171,280	200,000	371,280
3100 - Sewer Service Fund	17,873,000	18,001,000	35,874,000
4400 - City Facilities	500,000		500,000
Total	**$40,068,580**	**$32,150,843**	**$72,219,423**

CATEGORIES

The FY 2015-17 Capital Improvement Program budget is organized in the categories listed below.

BUILDINGS AND FACILITIES

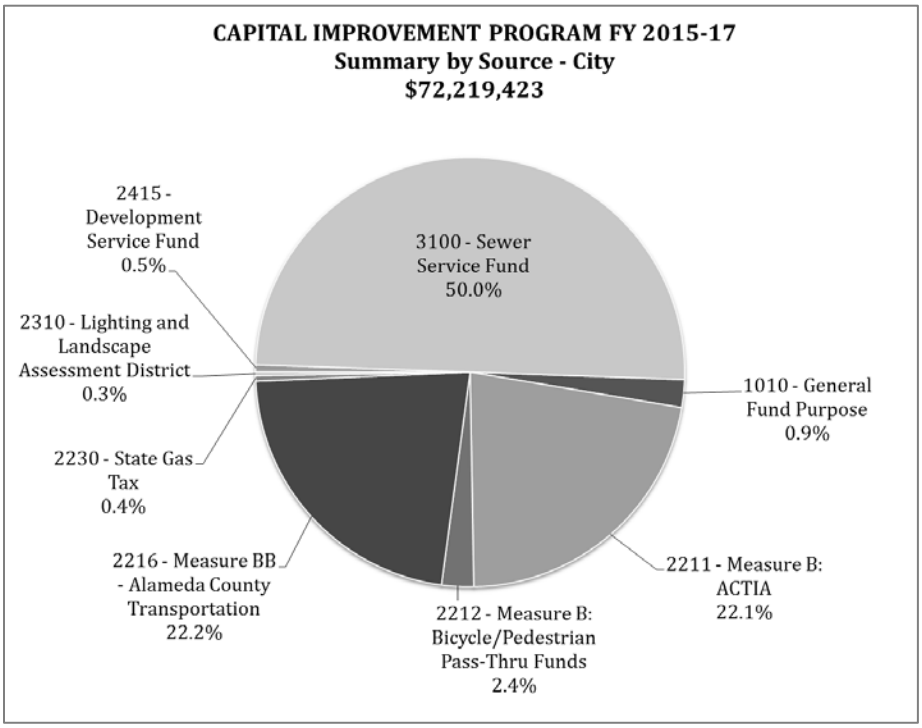
This category of projects includes new construction, replacement or improvement of recreation centers, fire stations, community centers, and other City buildings, facilities, and structures.

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



CATEGORIES

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

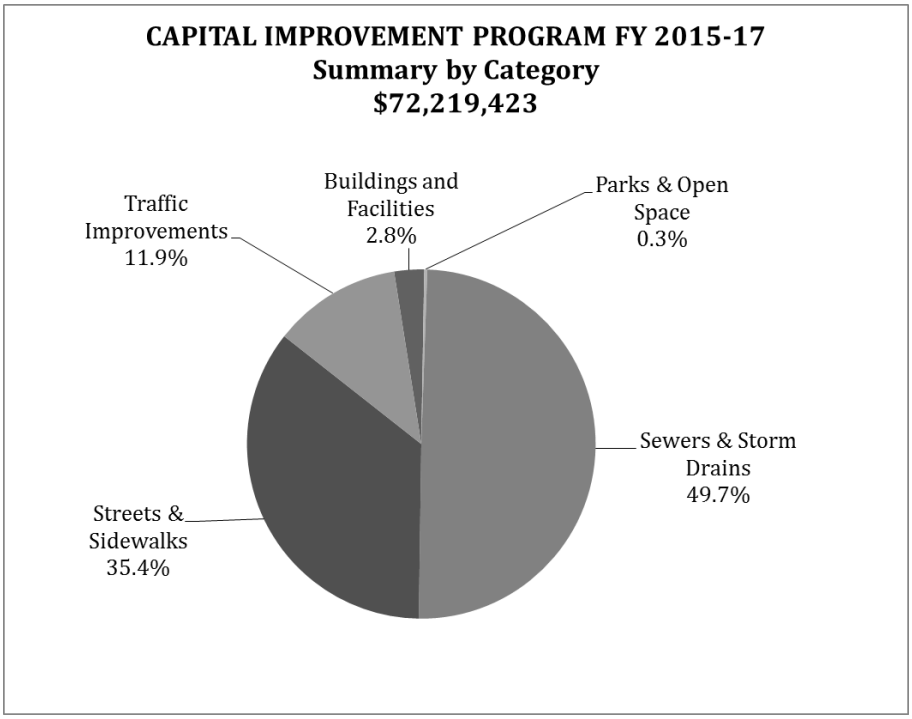
Projects in this category include street paving and rehabilitation, street safety projects, street lighting, and sidewalk repair, as well as streetscape beautification. These projects are designed to address the maintenance backlog of City streets and sidewalks.

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.

CAPITAL IMPROVEMENT PROGRAM FY 2015-17
Summary by Category

Category	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget	FY 2015-17 Total Budget
Buildings and Facilities	$1,752,000	$252,000	$2,004,000
Parks & Open Space	185,000	15,000	200,000
Sewers & Storm Drains	17,873,000	18,001,000	35,874,000
Streets & Sidewalks	15,788,594	9,753,367	25,541,961
Traffic Improvements	4,469,986	4,129,476	8,599,462
Total	**$40,068,580**	**$32,150,843**	**$ 72,219,423**



CAPITAL IMPROVEMENT PROGRAM FY 2015-17 *

Projects by Category

Category	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget	FY 2015-17 Total Budget
Buildings and Facilities			
ADA Transition Plan Survey FY 2015-16	$500,000	$0	$500,000
On-Call ADA Capital Improvement Project	$252,000	$252,000	$504,000
Woodminster Phase II ADA Improvements	$1,000,000		$1,000,000
Buildings & Facilities Total	**$1,752,000**	**$252,000**	**$2,004,000**
Parks & Open Space			
Park Project Prioritization Development	$185,000	$15,000	$200,000
Parks & Open Space Total	**$185,000**	**$15,000**	**$200,000**
Sewers & Storm Drains			
Annual Inflow Correction Program	$1,000,000	$1,000,000	$2,000,000
City-Owned Sewer Lateral Rehabilitation	$1,000,000	$1,000,000	$2,000,000
Citywide Sanitary Sewer Capacity Upgrades	$1,175,000	$1,000,000	$2,175,000
Emergency On Call Sewer Rehabilitation	$2,500,000	$2,500,000	$5,000,000
Rehabilitaion of Sanitary Sewers in the Area bounded by E Wetmore Road, MacArthur Boulevard, Mountain Boulevard, and Reinhardt	$0	$333,000	$333,000
Rehabilitation of Sanitary Sewer in the Area bounded by 14th Avenue, MacArthur Boulevard, Ardley Avenue, and E 31th Street (58-04)	$234,000	$1,326,000	$1,560,000
Rehabilitation of Sanitary Sewer in the Area bounded by 21st Avenue, 17th St, 24th Ave, and 27th Ave	$3,100,000	$0	$3,100,000
Rehabilitation of Sanitary Sewer in the Area bounded by 23rd Avenue, International Boulevard, 26th Avenue, and E 12th Street(60-04)	$330,000	$1,870,000	$2,200,000
Rehabilitation of Sanitary Sewer in the Area bounded by Campus Dr, Mountain Blvd, Knoll Ave, and Access (83-013)	$0	$3,620,000	$3,620,000
Rehabilitation of Sanitary Sewer in the Area bounded by Campus Dr, Mountain Blvd, Knoll Ave, and Access (83-502)	$2,670,000	$0	$2,670,000
Rehabilitation of Sanitary Sewer in the Area Bounded by Hwy 13, Reinhardt Dr, 39th Ave, and Aliso Ave (83-501)	$0	$2,810,000	$2,810,000
Mtn View Ave, Leona St, Sunnymere Ave & Seminary Ave (83-402)	$219,000	$1,241,000	$1,460,000
Seminary Ave, Avenal Ave, Bancroft Ave, 65th Ave,& Int'l Blvd (83-103)	$0	$426,000	$426,000
24th St, 19th Ave, Beaumont Ave, and 33rd St	$4,770,000	$0	$4,770,000
Sanitary Sewer Root Foaming Services	$875,000	$875,000	$1,750,000
Sewers & Storm Drains Total	**$17,873,000**	**$18,001,000**	**$35,874,000**
Streets & Sidewalks			
ADA 30-year Transition Plan	$900,000	$900,000	$1,800,000
Bridge Maintenance Program	$400,000	$400,000	$800,000
Citywide Annual Street Pavement Program	$9,267,314	$3,953,367	$13,220,681
Citywide Emergency Roadway Repairs	$500,000	$500,000	$1,000,000
Citywide Sidewalk Repairs	$600,000	$600,000	$1,200,000
Matching Funds for Transportation Grant Projects	$3,750,000	$3,000,000	$6,750,000
Paving Assessment	$171,280	$200,000	$371,280
Repair and Rehabilitation of City Paths and Stairs	$200,000	$200,000	$400,000
Streets & Sidewalks Total	**$15,788,594**	**$9,753,367**	**$25,541,961**
Traffic Improvements			
Bicycle Master Plan Implementation Program	$1,149,401	$914,199	$2,063,600
Neighborhood Traffic Calming Program	$650,000	$650,000	$1,300,000
Pedestrian Master Plan Implementation Program	$1,020,585	$915,277	$1,935,862
Traffic Signal Controller Replacement Program	$150,000	$150,000	$300,000
Traffic Signal System Management	$1,500,000	$1,500,000	$3,000,000
Traffic Improvements Total	**4,469,986**	**4,129,476**	**8,599,462**
Total	**$40,068,580**	**$32,150,843**	**$72,219,423**

** Additional information on individual capital projects is available in the cities FY 2015-16 Adopted Capital Improvement Projects book.*

NOTES

CITY OF OAKLAND BUDGET AND FINANCIAL POLICIES

Financial Policy	Date of Adoption	Resolution/ Ordinance	Page
The City of Oakland Consolidated Fiscal Policy	December 9, 2014	Ordinance No. 13279	H - 3
Debt Management Policy and Swap Policy	October 16, 2012	Resolution No. 84063	H - 21
City of Oakland Investment Policy	June 17, 2015	Resolution No. 85653	H - 49
Oakland Redevelopment Agency Investment Policy	June 17, 2015	Resolution No. 2015-004	H - 51
Investment Policy for FY 2015-16	June 17, 2015		H - 53
Report on Assessment of Stakeholder Needs, Concerns, & Priorities - Budget Priories Poll	February 24, 2015	Report Provided In Accordance with the Consolidated Fiscal Policy	H - 79

NOTES

[INCLUDING EXHIBITS 1 THROUGH 10]

REVISED 11/12/2014

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2014 NOV 20 AM 9:36

APPROVED AS TO FORM AND LEGALITY

City Attorney

OAKLAND CITY COUNCIL

ORDINANCE NO. 13279 C.M.S.

ORDINANCE AMENDING THE CITY OF OAKLAND FINANCIAL POLICIES, TO ESTABLISH A NEW RAINY DAY POLICY AND CONSOLIDATING ALL FISCAL POLICIES INTO THE CITY OF OAKLAND CONSOLIDATED FISCAL POLICY

WHEREAS, the Government Finance Officers Association (GFOA) recommends that jurisdictions adopt policies in the areas of financial planning, revenue, and expenditure; and

WHEREAS, the City has previously adopted policies on subjects including budget balancing, use of volatile revenues, use of one time revenues, process for carryforward appropriations, long term financial planning, and transparency & public participation; and

WHEREAS, through its fiscal policies, the City has established reserve funds for emergencies, insurmountable and unanticipated hardship, and for capital improvement; and

WHEREAS, the City seeks to establish a reserve fund to stabilize the provision of vital services, protect against service reductions, prevent layoffs, furloughs, and similar measures in times of economic hardship as an element of a rainy day policy; and

WHEREAS, the City seeks to adopt procedures to accelerate debt repayment and pay-down unfunded long-term obligations as an element of a rainy day policy; and

WHEREAS, City staff recommends the definition of excess Real Estate Transfer Tax should be modified to increase with the overall growth of tax revenues; and

WHEREAS, the City's fiscal policies are contained within various ordinances and resolutions that were adopted to address a range of economic situations as they have arisen; and

WHEREAS, a single consolidated fiscal policy will communicate the policies relating to City financial matters more clearly to the public, the financial community, and policy makers;

WHEREAS, the Consolidated Fiscal Policy will include the policies on budgeting practices, reserve funds, and budget process, fiscal planning, transparency, and public participation; now, therefore

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

Section 1. The Council does find, determine and declare the foregoing recitals to be true and correct and hereby adopts and incorporates them into this Ordinance.

Section 2. The City of Oakland Consolidated Fiscal Policy is hereby, amended, approved, and adopted in the form attached hereto as Exhibit 1.

Section 3. The previously adopted policies attached hereto as Exhibits 2 through 10 are hereby repealed and replaced by the Consolidated Fiscal Policy.

Section 4. In conformance with best practice and sound financial management, the City shall continue to separately maintain and submit for annual review and adoption by the City Council, statements of the City's Debt Policy, Swap Policy and Investment Policy for each fiscal year.

IN COUNCIL, OAKLAND, CALIFORNIA, DEC 0 9 2014

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, GALLO, GIBSON MCELHANEY, KALB, KAPLAN, REID, SCHAAF, and PRESIDENT KERNIGHAN -8

NOES- Ø

ABSENT- Ø

ABSTENTION- Ø

ATTEST: _____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

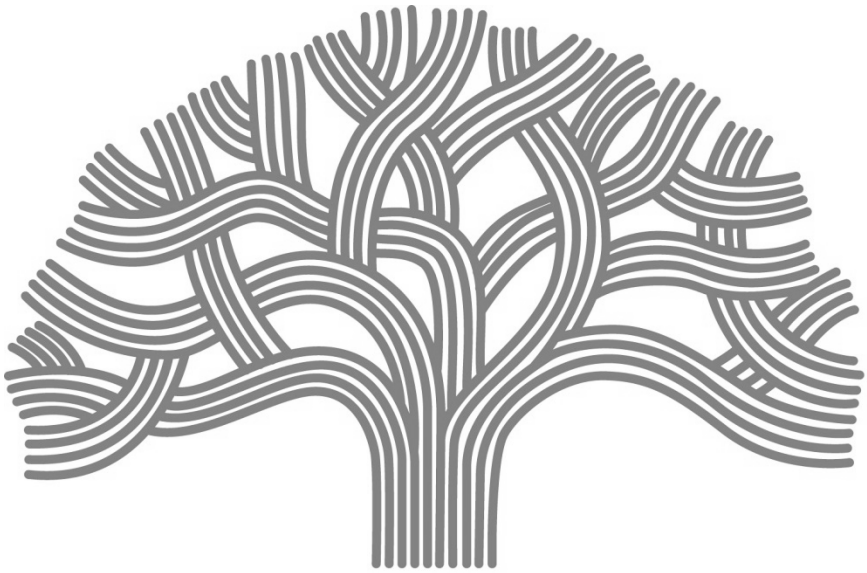
Introduction Date

NOV 1 8 2014

DATE OF ATTESTATION: 12/12/14

CITY OF OAKLAND

CONSOLIDATED FISCAL POLICY



Section 1. Budgeting Practices

Part A. General Provisions

The City's Fiscal Year shall run from July 1st through June 30th of the subsequent year and the Budget shall be adopted by resolution as provided by the City charter.

The City shall adopt a two-year (biennial) policy budget by July 1st of odd-numbered calendar years. The City shall amend its biennial policy budget (midcycle) by July 1st of even-numbered years.

Part B. Policy on Balanced Budgets

The City shall adopt balanced budgets, containing appropriated revenues equal to appropriated expenditures. This policy entails the following additional definitions and qualifications:

1. The budget must be balanced at an individual fund level.
2. City policies on reserve requirements for individual funds must be taken into account. The appropriated expenditures to be included in the balanced budget equation must include the appropriations necessary to achieve or maintain an individual fund's reserve target.
3. Appropriated revenues can include transfers from fund balance where such fund balance is reasonably expected to exist by the end of the fiscal year preceding the year of the adopted budget. Transfers from fund balance are not to be counted as revenue if the fund balance is not reasonably expected to exist by the end of the fiscal year preceding the year of the adopted budget. (Note: The precise definition of 'fund balance' will vary from fund to fund, depending on the fund's characteristics and accounting treatment.)
4. Appropriated expenditures can include transfers to fund balance or to reserves.

The City Administrator shall be responsible for ensuring that the budget proposed to the City Council by the Mayor, adheres to the balanced budget policy.

From time to time the City Council may present changes in policy and consider additional appropriations that were not anticipated in the most recently adopted budget. Fiscal produced required that prior to Council approval of such actions the following occur:

1. Identification of a new or existing viable funding source whose time span reflects the timing of the expenditure or lasts until the approval of the next biennial budget.
2. The budget must be amended in such a way as to maintain a balanced budget where appropriated revenues are equal to appropriated expenditures.

Each fiscal year, once prior year information has been made available, the City Administrator shall report to the Council how actual year-end revenues and expenditures compared to budgeted revenues and expenditures in the General Purpose Fund and such other funds as may be deemed necessary.

Part C. Use of Excess Real Estate Transfer Tax (RETT) Revenues

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

1. The excess Real Estate Transfer Tax (RETT) revenue is hereby defined: Any amounts of projected RETT revenues whose value exceeds 14% of corresponding General Purpose Fund Tax Revenues (inclusive of RETT).

2. The excess Real Estate Transfer Tax collections, as described in this section, shall be used in the following manner and appropriated through the budget process.

    a. At least 25% shall be allocated to the Vital Services Stabilization Fund. Until the value in such fund is projected to equal to 15% of General Purpose Fund revenues over the coming fiscal year.

    b. At least 25% shall be used to fund accelerated debt retirement and unfunded long-term obligations: including negative funds balances, to fund the Police and Fire Retirement System (PFRS) liability, to fund other unfunded retirement and pension liabilities, unfunded paid leave liabilities, to fund Other Post-Employment Retirement Benefits (OPEB).

    c. The remainder shall be used to fund one-time expenses; augment the General Purpose Fund Emergency Reserve, and to augment the Capital Improvements Reserve Fund.

3. Use of the "excess" RETT revenue for purposes other than those established above may only be allowed by a super majority vote (6 out of 8) of the City Council through a separate resolution.

    a. The resolution shall be supported by a statement explaining the necessity for using excess RETT revenues for purposes other than those established above and;

    b. The resolution authorizing expenditures using excess RETT revenue for proposes other than those above shall include a finding of necessity by the City Council; and

    c. The resolution shall also include steps the City will take in order to return to utilizing one-time RETT revenues as described above.

4. Following the completion of the annual audit, audited revenues will be analyzed to determine whether the appropriate value was transferred to the Vital Services Stabilization Fund and to fund accelerated debt retirement and unfunded long-term obligations. If is found that insufficient funds were transferred then a true-up payment shall be made as a part of the next fiscal year’s budget process. If the transfers exceeded

the actual required amounts, then the amounts in excess may be credited against future allocations in the next fiscal year's budget process.

Part D. Use of One Time Revenues

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 "B" above.

2. Fiscal prudence and conservancy requires that one time revenues not be used for recurring expenses. Therefore, upon receipt of one time revenues, such revenues shall be used in the following manner, unless legally restricted to other purposes: to fund one time expenditures, to fund accelerated debt retirement and unfunded long-term obligations: including negative funds balances, to fund the Police and Fire Retirement System (PFRS) liability, to fund other unfunded retirement and pension liabilities, unfunded paid leave liabilities, to fund Other Post- Employment Retirement Benefits (OPEB);or shall remain as fund balance in the appropriate fund.

3. Use of the "one time revenues" for purposes other than those established above may only be allowed by a super majority vote (6 out of 8) of the City Council through a separate resolution

    a. The resolution shall be supported by a statement explaining the necessity for using one-time revenues for purposes other than those established above; and

    b. The resolution authorizing expenditures utilizing one-time revenue for proposes other than those above shall include a finding of necessity by the City Council; and

    c. The resolution shall also include steps the City will take in order to return to utilizing one-time revenues as described above.

Part E. Use of Unallocated General Purpose Fund Balance.

Any unallocated General Purpose Fund balance, as projected based upon the 3rd Quarter Revenues and Expenditures forecast, and not budgeted for other purposes, shall be used in accordance with Part D.

Exhibit 1

Part F. Analysis of Payments for Debt or Unfunded long-term obligations from certain revenues

When allocating funds to fund accelerated debt retirement and unfunded long-term obligations from excess Real Estate Transfer Tax and One Time Revenues the City Administrator shall present his or her analysis and recommendations to the Council based on the best long-term financial interest of the City. The term Unfunded long-term obligations shall be clearly defined, as part of the budget process.

Part G. Criteria for Project Carryforwards and Encumbrances in the General Purpose Fund.

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

1. Funding for non-operating projects and purchases shall be restricted within the General Purpose Fund.

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 September 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 GPF carryforwards or encumbrances must be submitted in writing to the Budget Director within five (5) working days of receiving an advisory from the Budget Director 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 September 20, and all requesting departments should be so notified by September 30.

Part H. Grant Retention Clauses

Prior to the appropriation of revenues from any grant outside of the budget process, the City Council shall be informed of any retention clauses that require the City to retain grant-funded staff, services, programs, or operations beyond the term of the grant. The fiscal impacts of such retention clauses shall be disclosed. During the biennial budget process staff shall report to the Council the ongoing projected fiscal impacts of such retention clauses.

Part I. Alterations to the Budget

Substantial or material alterations to the adopted budget including shifting the allocation of funds between departments, substantial or material changes to funded service levels, shall be made by resolution of the City Council.

Part J. Transfers of Funds between accounts.

The City Administrator shall have the authority to transfer fund between personnel accounts, and between non-personnel accounts within a department. The City Administrator shall have the authority to transfer funds allocated to personnel accounts to non-personnel accounts within a department provided that cumulative transfers within one fiscal year do not exceed 5% of the original personnel account allocation of that department. The City Administrator shall have the authority to transfer funds from non-personnel accounts to personnel accounts within a department. For the purposes of this section accounts for the provision of temporary personnel services shall be considered personnel accounts.

Part K. Pay-Go Account Expenditures & Grants and Priority Project Fund Expenditures & Grants

The City Council herby finds and determines that it is in the public interest to spend Pay-go account fund to facilitate and support programs & services of the City of Oakland, capital improvement projects of the City of Oakland, and programs & capital improvement projects of the public schools and other public entities within the City of Oakland. The Council authorizes Pay-Go account funds to be used for the following purposes:

Exhibit 1

Capital Improvements:

1. To pay for or augment funding for a City of Oakland capital improvement project including planning and pre-construction services for projects such as, but not limited to, feasibility studies and design, landscaping, architectural and engineering services and all services and materials needed to construct a capital improvements such as, but not limited to, contractor services, lumber, concrete, gravel, plants and other landscape materials, fountains, benches, banners, signs, affixed artwork and any other design and decorative elements of the project; and
2. To provide a grant to a public school, including a school chartered by the State of California or Oakland Unified School District, or other public entity for use on capital improvement project within the City of Oakland, including planning and pre-construction services for projects such as, but not limited to, feasibility studies and design, landscaping, architectural and engineering services and all services and materials needed to construct a capital improvements such as, but not limited to, contractor services, lumber, concrete, gravel, plants and other landscape materials, fountains, benches, banners, signs, affixed artwork and any other design and decorative elements of the project; and

Furniture, Equipment:

3. To pay for or augment funding for purchase of furniture and equipment, including computer equipment and software, to be used by participants in a program operated by the City of Oakland; and
4. To provide a grant to a public school, including a school chartered by the State of California or Oakland Unified School District, or another public entity to be used for furniture and equipment, including computer equipment and software, to be used by participants in a program operated by the public school or public entity.

Pay-go purposes stated above shall operate as restrictions on Pay-go expenditures or Pay-go grants, regardless of the Pay-go account funding source.

Pay-go purposes stated above shall apply to any and all Pay-go expenditures or grants made by the Mayor and each City Councilmember.

All Pay-go expenditures and grants shall be administered by the City Administrator on behalf of the city, and grant agreements shall be required for all such grants.

In accord with the City Council's motion approving the initial allocation of Councilmember Priority Project funds on June 8, 2006, the City Councilmembers must obtain City Council approval for all Priority Project expenditures.

All Priority Project fund grants approved by the City Council and shall be administered and executed by the City Administrator on behalf of the city, and grant agreements shall be required for all such grants.

Section 2. Reserve Funds

Part A. General Purpose Fund Emergency Reserve Policy

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

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

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

4. Prior to appropriating monies from the General Purpose Funds Emergency Reserve, the City Administrator shall prepare and present such analysis to the City Council. Upon review and approval of the proposed expenditure by the City Council, and appropriate fiscal emergency declaration necessary for the use of GPF reserve, the City Administrator will have the authority to allocate from the reserves.

Part B. Vital Services Stabilization Fund Reserve Policy

1. Council hereby declares that it shall be the policy of the City of Oakland to maintain a Vital Services Stabilization Fund.

2. In years when the city projects that total General Purpose Fund revenues for the upcoming fiscal year will be less than the current year's revenues, or anytime service reductions (such as layoffs or furloughs) are contemplated due to adverse financial conditions, use of this fund must be considered so as to maintain existing service levels as much as possible, and to minimize associated impacts; and the adopted budget may appropriate funds from the Vital Services Stabilization Fund to preserve city operations; however, the budget may not appropriate more than sixty percent of the reserve balance in any year.

   The Mayor and City Administrator and/or their designees will meet and discuss the key features of the Mayor’s proposed draft budget with the labor unions, which represent City employees as duly authorized representatives for their respective bargaining units, in

accordance with applicable state labor law, provided the labor unions can respond within the timeline required.

The timeline may be restricted and may require short notice. Reasonable notice shall be provided to the labor unions. Further, information contained in the Mayor's budget prior to release is in draft form and subject to change before a final version is released to the City Council and the public.

3. Any deviations from this policy, including the need to address unusual and temporary increases in baseline expenditures, must be made by Resolution requiring a minimum of 6 votes. The Resolution must include (1) a statement explaining the necessity for the deviation and (2) a plan for replenishing the reserve.

Part C. Capital Improvements Reserve Fund

1. Council hereby declares that it shall be the policy of the City of Oakland to maintain a Capital Improvements Reserve Fund.

2. On an annual basis, an amount equal to $6,000,000 shall be held in the Capital Improvements Reserve Fund. Revenue received from one time activities, including the sale of Real Property, shall be deposited into the Capital Improvements Reserve Fund, unless otherwise directed by a majority vote of the City Council. Interest earnings on monies on deposit in the Capital Improvements Reserve Fund shall accrue to said fund and be maintained therein.

3. Monies on deposit in the Capital Improvements Reserve Fund may be appropriated by Council to funds 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. If in any fiscal year the Capital Improvements Reserve Fund threshold of $6,000,000 is not met, the City Administrator shall present to Council a strategy to meet said threshold.

Section 3. Budget Process, Fiscal Planning, Transparency, and Public Participation

All Timelines apply only to budget development years, normally odd numbered years and not to mid-cycle revisions to an adopted two-year budget.

1. Council Initial Budget Briefing and Priorities Discussion

Timeline: January.

Requirements: The Mayor and City Council will hold a bi-annual budget workshop soon after the commencement of the Council term. The workshop will include briefings on estimated baseline expenditures, revenue projections and an overview of the City's budgeting process. The workshop will provide the Mayor and Council with the opportunity to begin discussing priorities for the next budget year based on preliminary projected increases or decreases in the next budget.

2. Five Year Forecast

Timeline: Produced and heard by the Council's Finance & Management Committee in February. Forecast Fact Sheets should be distributed to City community centers and Forecast data should be available on Open Data Portal within two weeks of the Committee hearing.

Requirements: Each Budget Cycle, the City Administrator must prepare a Five Year Forecast.

The Five-Year Financial Forecast (“Forecast”) is a planning tool that estimates the City's likely revenues and expenditures over a future period of at least five-years, based on appropriate financial, economic, and demographic data. The purpose of the Forecast is to surface all major financial issues and estimate future financial conditions to support informed long-term planning and decision making regarding issues such as expenditures, labor negotiations, economic development policies, and revenue policies. Such planning provides for greater financial stability, signals a prudent approach to financial management, and brings the City into compliance with current best practices of other governmental entities.

The Forecast shall contain the two-year baseline budget for the forthcoming two-year budget period, clearly reflecting projected expenditures to maintain existing service levels and obligations, plus at least an additional three- year forecast of revenues and expenditures. The Baseline Budget shall consist of projected expenditures necessary to maintain existing staffing and service levels, plus an estimate of anticipated revenues for the two-year period.

The Forecast shall also contain information on the variance between prior forecasts and actual amounts, including the factors that influenced these variances. Revenue estimates shall be based on the most current data available; minimally revenue projections shall take into account projected revenue for the current fiscal year, as reflected in the 2nd quarter Revenue and Expenditure Report, with appropriate trending into future years and an explanation as to how such revenue projections were derived.

The report shall include a Five Year Forecast "Fact Sheet” document, which summarizes the

Forecast's key findings with simplified text and graphics so as to make this important budgetary information more accessible to the general public. Within two weeks after the Forecast is accepted by the City Council, the City Administrator shall print and distribute the Forecast Fact Sheet to all City libraries, recreation centers and senior centers, including in languages required by Oakland's Equal Access Ordinance. The full Forecast shall also be posted on the City of Oakland's website. Forecast data shall be available in open data format on Oakland's data portal.

3. Assessment of Stakeholder Needs, Concerns and Priorities

Timeline: Budget Advisory Committee review prior to survey release. Survey completion by February 15th. Results publicly available within two weeks of survey's close.

Requirements: During the prior to Budget Adoption of a budget adoption year, the City Administrator should develop or secure a statistically valid survey for assessing the public's concerns, needs and priorities. Whenever feasible, the City should conduct a professional poll administered to a statistically relevant and valid sample of residents that is representative of Oakland's population in terms of race, income, neighborhood, age, profession, family size, homeownership/renter-ship, etc. If that's not possible, then demographic information should be collected and reported out with the survey results.

Prior to release, the survey questions shall be submitted to the Budget Advisory Committee for review of bias, relevance, consistency in administration, inclusion of benchmark questions, and ability to assess concerns, needs and priorities. The survey instrument, method of dissemination, and any instructions for administration shall be publicly available.

If the City cannot afford a professional survey, an informal survey shall be made available for broad dissemination by the Mayor and Councilmembers through community list serves and other communication channels. A list of those dissemination channels should be publicly available along with survey results. Survey results should be publicly available within two weeks of the survey closes.

In the event that City's statistically valid survey has been completed, the Mayor and City Administrator shall include in their proposed budget a summary of the survey data and a statement regarding how the data was or was not incorporated into the final proposed budget. Informal surveys and their results shall be made public but not included in their proposed budget document.

The City Administrator shall also create an email address, a phone number with voicemail service, and a web-based engagement platform to collect resident input prior to budget development. Furthermore, the City Administrator shall take steps to promote participation, such as issuing a Flyer promoting participation in the survey and methods of participation (survey internet link, email, phone number) and posting such Fliers near publicly available computers in all City libraries, Recreation Centers, and Senior Centers.

4. Statement of Councilmember Priorities

Timeline: Written submission due by March 15th.

Requirements: City Council Members will have the opportunity to advise the Mayor and City Administrator publicly of their priorities. Each Councilmember shall be invited to submit up to seven expenditure priorities in ranked and/or weighted order for changes to the baseline budget as presented in the Five Year Forecast. Councilmember priority statements may either be submitted as part of a report to be heard by the City Council and/or in a publicly available writing to the Mayor and City Administrator. In addition to the priorities, Councilmembers may also submit other suggestions, including revenue suggestions.

5. Administrator's Budget Outlook Message & Calendar Report

Timeline: Heard by City Council before April 15th.

Requirements: The City Administrator shall bring as a report to the City Council a Budget Outlook Message & Calendar no later than April 15th that provides an overview of the budget development process and lists all key dates and estimated dates of key budget events, including, but not limited to the release of the Mayor and Administrator's Proposed Budget, Community Budget Forums, Council meetings, and formal budget passage dates. This publication shall be posted on the City's website and by other means determined by the City Administrator.

6. Release of Mayor & Administrator's Proposed Budget& Fact Sheet

Timeline: Published and publicly available by May 1st. Heard by City Council and Fact Sheet distributed by May 15th.

Requirements: The Proposed Budget must be released by May 1st and shall clearly indicate any substantive changes from the current baseline budget, including all changes to service levels from the current budget. The Proposed Budget shall indicate staffing by listing the number of positions in each classification for each Department, including a listing of each position proposed for addition or deletion. The Council shall hold a public meeting to present the Proposed Budget no later than May 15th in budget adoption years. The full proposed budget document shall be made available online from the City's website, and printed copies shall be available in all City libraries. Additionally, the proposed budget data shall be available in open data format on the City's open data portal by May 1st. Every effort should be made to thoroughly respond to any public request for departmental budget details, such as line item budgets. The requested information shall also be made available on the City's website and open data portal within a reasonable time period following the request.

The Proposed Budget must include a Budget Fact Sheet with easy-to-understand graphics and text explaining the City's overall finances, the Proposed Budget and that year's Budget Calendar. The Fact Sheet shall be published in languages required by Oakland's Equal Access Ordinance. The Fact Sheet shall be printed and made available in all City Recreation Centers and Senior

Centers as well as all City libraries by May 15th or the presentation to the Council, whichever is sooner.

7. Community Budget Forums

Timeline: Between May 1st and June 10th

Requirements: The Administration and Council shall hold at least three (3) Community Budget Forums at varied times in different neighborhoods away from City Hall. These meetings, organized by the City Administrator's Office shall be scheduled so as to maximize residents' access. These meetings must include sufficient time for question and answer period as well as a presentation of budget facts by City staff. One or more of the meetings must be scheduled in the evening. Another must be scheduled on the weekend. These meetings shall also be scheduled so that Councilmembers have sufficient opportunity to attend a meeting close to their council district. Every member of the City Council shall make their best effort to attend at least one Community Budget Forum. In addition, members of the Budget Advisory Commission shall be requested to attend at least one Community Budget Forum. Translators will be provided by request with forty- eight hours advance notice, per Oakland's Equal Access Ordinance. Sufficient Fact Sheets in all available languages shall be available at all Forums.

Meetings shall be held in ADA accessible facilities served by public transit (BART stop, frequently running bus line, etc.). Every effort shall be made to record the meeting via video or audio. The City Administrator shall prepare an Informational Report summarizing the Community Forum process, to be heard by the City Council at its the next available budget discussion following the final Forum. The summary memo shall attempt to identify key areas of public agreement and disagreement, as well as respond to the most commonly asked questions.

8. Budget Advisory Commission's Report

Timeline: June 1st

Requirements: The Budget Advisory Committee (BAC) shall be requested to submit published, written report to the full City Council regarding the proposed budget with any suggested amendments no later than June 1 in budget adoption years. If submitted, the statement shall be published as part of the next budget report to the City Council. The BAC is encouraged to provide similar statements during the mid-cycle budget revise and any other significant budget actions.

9. Council President's Proposed Budget

Timeline: June 17th

Requirements: The City Council President, on behalf of the City Council, shall prepare a proposed budget for Council consideration to be heard at a Special City Council Budget Hearing occurring before June 17th. The Council President may delegate the duty to prepare a budget proposal to another member of the Council. A costing analysis request for any proposed

amendments must have been submitted to the City Administrator at least five working days prior to the Special City Council Budget Hearing. The City Council may schedule additional Special City Council Budget Hearings or Workshops as needed.

10. Council Budget Amendments

Timeline: No later than up to three days prior to final budget adoption

Requirements: In addition to the Council President's proposed budget, any Councilmember or group of Councilmembers may submit proposed budget amendments at any time during the budget process. However, the adopted budget shall not contain substantive amendments made on the floor by Councilmembers at the final meeting when the budget is adopted. All substantive amendments must have been published in the City Council agenda packet for at least three days prior to the budget's final adoption. This three-day noticing requirement may be waived by a vote of at least six Councilmembers upon a finding that (1) new information impacting the budget by at least $1 million dollars came to the attention of the body after the publication deadline making it not reasonably possible to meet the additional notice requirement and (2) the need to take immediate action on the item is required to avoid a substantial adverse impact that would occur if the action were deferred to a subsequent special or regular meeting, such as employee layoffs.

Additionally, a costing analysis request for the proposed budget amendment must have been submitted to the City Administrator at least five working days prior to the budget's final adoption.

11. Process Feedback & Continual Improvement

Timeline: September 30th following budget adoption

Requirements: The Budget Advisory Commission (BAC) shall be requested to submit an Informational Report to the Council's Finance and Management Committee containing their analysis of the budget adoption process including, but not limited to: 1) the informational quality of the Proposed Budget; 2) the City Administration's and City Council's attention to engaging the public and its impacts on the budget process and product; 3) the level of transparency and open dialogue in all public meetings dedicated to the budget; and 4) opportunities for improving the process in future years. In assessing opportunities for continually improving public participation in the budget process, the Administration, City Council and BAC shall be requested to consider the following guiding principles:

- Inclusive Design: The design of a public participation process includes input from appropriate local officials as well as from members of intended participant communities. Public participation is an early and integral part of issue and opportunity identification, concept development, design, and implementation of city policies, programs, and projects.
- Authentic Intent: A primary purpose of the public participation process is to generate public views and ideas to help shape local government action or policy.
- Transparency: Public participation processes are open, honest, and understandable. There is clarity and transparency about public participation process sponsorship, purpose, design, and how decision makers will use the process results.

Exhibit 1

- Inclusiveness and Equity: Public participation processes identify, reach out to, and encourage participation of the community in its full diversity. Processes respect a range of values and interests and the knowledge of those involved. Historically excluded individuals and groups are included authentically in processes, activities, and decision and policymaking. Impacts, including costs and benefits, are identified and distributed fairly.
- Informed Participation: Participants in the process have information and/or access to expertise consistent with the work that sponsors and conveners ask them to do. Members of the public receive the information they need, and with enough lead time, to participate effectively.
- Accessible Participation: Public participation processes are broadly accessible in terms of location, time, and language, and support the engagement of community members with disabilities.
- Appropriate Process: The public participation process uses one or more engagement formats that are responsive to the needs of identified participant groups; and encourage full, authentic, effective and equitable participation consistent with process purposes. Participation processes and techniques are well- designed to appropriately fit the scope, character, and impact of a policy or project. Processes adapt to changing needs and issues as they move forward.
- Use of Information: The ideas, preferences, and/or recommendations contributed by community members are documented and given consideration by decision-makers. Local officials communicate decisions back to process participants and the broader public, with a description of how the public input was considered and used.
- Building Relationships and Community Capacity: Public participation processes invest in and develop long-term, collaborative working relationships and learning opportunities with community partners and stakeholders. This may include relationships with other temporary or ongoing community participation venues.
- Evaluation: Sponsors and participants evaluate each public participation process with the collected feedback and learning shared broadly and applied to future public participation efforts.

NOTES

RESOLUTION ALTERNATIVE RECOMMENDED BY FINANCE COMMITTEE

[INCLUDING EXHIBIT A AND EXHIBIT B]

FILED
OFFICE OF THE CITY CLERK
OAKLAND
2012 OCT -4 PM 12: 17

APPROVED AS TO FORM AND LEGALITY

DEPUTY CITY ATTORNEY

INTRODUCED BY COUNCIL MEMBER _____

OAKLAND CITY COUNCIL

RESOLUTION NO. 84063 C. M. S.

RESOLUTION AMENDING AND ADOPTING THE CITY OF OAKLAND'S DEBT MANAGEMENT POLICY AND THE SWAP POLICY, AND REQUIRING APPROVAL OF SWAPS BY COUNCIL ON A CASE-BY-CASE BASIS [OR PROHIBITING USE OF SWAPS IN FUTURE CITY FINANCINGS.]

WHEREAS, a debt management policy which provides guidance to City of Oakland (the "City") staff and the City Council of the City (the "Council") by identifying parameters for issuing debt and for managing the City's debt portfolio would be beneficial to the Cify; and

WHEREAS, a 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 until subsequent policies are adopted; and

WHEREAS, this proposed debt management policy and swap policy shall apply to the City and the successor agency to the former Redevelopment Agency of the City of Oakland: 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, in substantially the form attached hereto as Exhibit A, is hereby amended, 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, shall be amended to provide that (1) the City shall enter into a Swap only upon express approval of the City Council on a case-by-case basis; and, (2) Such approval of the City Council shall authorize the structure of any Swap transaction, including the terms, conditions and all other provisions; and be it

OR, *ALTERNATIVELY, AS RECOMMENDED BY FINANCE COMMITTEE*

FURTHER RESOLVED, that the Swap Policy of the City, shall be amended to provide that, aside from the current outstanding 1998 Swap, the City shall not use Swaps in connection with any future debt financing; and be it]

FURTHER RESOLVED, that the Swap Policy of the City, in substantially the form attached hereto as Exhibit B, is hereby amended, 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 this Resolution shall take effect immediately upon its passage.

IN OAKLAND, COUNCIL, CALIFORNIA, OCT 16 2012, 2012

PASSED BY THE FOLLOWING VOTE:

AYES: - DE LA FUENTE, KERNIGHAN, NADEL, SCHAAF, BROOKS, BRUNNER, KAPLAN, AND PRESIDENT REID – 8

NOES - Ø

ABSENT - Ø

ABSTENTION – Ø

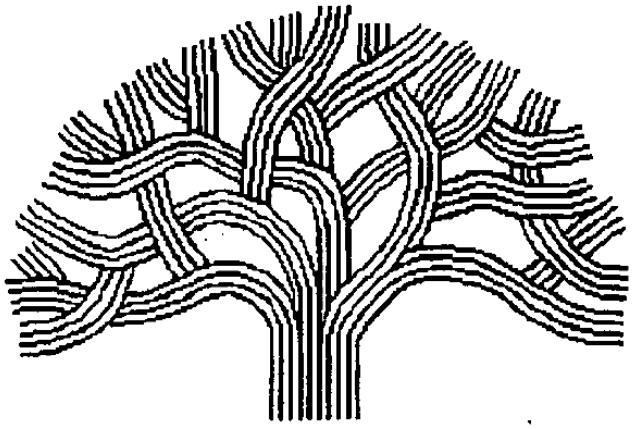
ATTEST: LaTonda Simmons

LATONDA SIMMONS
City Clerk and Clerk of the Council of the
City of Oakland, California

Exhibit A

City of Oakland
&
~~Oakland Redevelepment Agency~~

Debt Policy
for
~~Fiscal Year 2011-2012~~2012-2013



Prepared by
Treasury Division

Presented to the Finance & Management Committee
On September 25, 2012
City Administrator's Office
~~Finance and Management~~

City of Oakland
~~Fiscal Year 2011-2012~~2012-2013

~~Exhibit A~~Attachment A
Executive Summary

~~Adopted by the City Council and Oakland Redevelopment Agency~~
On ~~July~~October 32, 2012

Executive Summary of Debt Management Policy

I. **Goals and Objectives.** In implementing a formal debt management policy, the goal of the City of ~~O~~akland and the ~~O~~akland ~~R~~edevelopment ~~A~~gency (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. ~~A~~s 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, whichever is lower, in present value savings is utilized except when there are legal or restructuring reasons for defeasance.

VIII. **Methods of Issuance**. The preferred sale method (negotiated or competitive) will be determined for each issuance of bonds. General Obligation Bonds and Tax and Revenue Anticipation Notes will be issued on a competitive basis, except on a case-by-case basis. However, other methods such as private placement may be considered on a case-by-case basis.

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 City shall utilize the services of independent financial advisors and bond counsel on all debt financing. The selection of financial consultant(s) shall be based upon firm and staff qualifications, and experience with debt structures similar to what is being proposed. However, depending on the type of financing, other service providers may be necessary which may include underwriting, trustee, verification agent, escrow agent, arbitrage consultant and special tax consulting. In addition, the City should be encouraged to use local and disadvantaged banks and financial firms, whenever possible. Consultants will be required to provide complete disclosure regarding any agreements with other financing team members and outside parties. Selling groups may be considered for certain transactions. All parties are subject to post-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 City recognizes that changes in the capital markets and other unforeseen circumstances may require action deviating from this Debt Management Policy. In cases requiring exceptions to the Debt Management Policy, approval from the City Council will be required. The Debt Management Policy is not applicable to intra-City borrowing.

I. Goals and Objectives

The Debt Management Policy formally establishes parameters for issuing debt and managing a debt portfolio, which encompasses the City's specific capital improvement, needs, its ability to repay financial obligations, and the existing legal, economic, financial and debt market conditions. The policies outlined in the Debt Management Policy are not goals or a list of rules to be applied toward the City's debt issuance; rather, these policies should be utilized as tools to ensure that adequate financial resources are available to support the City's long-term capital needs. Specifically, the policies outlined in this document are intended to assist the City in the following:

- Evaluating critical debt issuance options
- Promoting sound financial management
- Providing accurate and timely information on financial conditions
- Maintaining appropriate capital assets for present and future needs
- Protecting and enhancing the City's credit rating

A. Ensuring the legal use of City bonding authority through an effective system of financial security and internal controls

B. Promoting cooperation and coordination with other public entities and the private sector in the financing and delivery of services

II. Approach to Debt Management

In managing its debt, the City's greatest priorities are to:

- achieve the lowest cost of capital,
- ensure high credit quality,
- ensure full and timely payment of debt,
- maintain full compliance with financial disclosure and reporting,
- maintain a prudent level of financial risk,
- assure access to credit markets, and
- preserve financial flexibility, and
- utilize local and disadvantaged banking and financial firms, whenever possible, in the sale of City debt.

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 Treasurer or designee Finance Director of Administrative Services Agency 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 caphal 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.** Long-term borrowing may be used to finance the acquisition or improvement of land, facilities, or equipment. The City may issue long-term debt (e.g., general obligation bonds, revenue bonds, conduit revenue bonds, tax increment bonds, lease obligations, or variable rate bonds) when required capital improvements cannot be financed from current revenues. The proceeds derived from long-term borrowing will not be used to finance current operations or normal maintenance.

Long-term debt will be structured such that the obligations do not exceed the expected useful life of the respective projects.

The City shall not use any debt, lease financing or other instruments of installment repayments with terms longer than two years to finance its operating costs. Exceptions to the policy may be made on a case-by-case basis by the Council.

2. ***Short-Term Debt*** Short-term borrowing may be utilized for the temporary funding of operational cash flow deficits or anticipated revenues (defined as an assured source with the anticipated amount based on conservative estimates). The City will determine and utilize the least costly method for short-term borrowing. The City may issue short-term debt when there is a defined repayment source or amortization of principal, subject to the following policies:

   a) ***Bond Anticipation Notes (BANs)*** may be issued instead of capitalizing interest to reduce the debt service during the construction period of a project or facility. The BANs shall mature not 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 limitafions.

   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.

V. Terms and Conditions of Bonds

The City shall establish all terms and conditions relating to the issuance of bonds, and will control, manage, and invest all bond proceeds. Unless otherwise authorized by the City, the following shall serve as bond requirements:

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~~ten or more basis points, and is able to reasonably quantify and understand potential risks.

The City shall not use derivative structures for the sole purpose of generating operating or capital proceeds, without a determination that such structure will accrue interest rate and borrowing costs benefits for the City. *Aside from the current outstanding 1998 Swap, the City has placed a moratorium on any future use of Swaps in connection with debt financing.* ~~For more information on "swaps", please refer to the City's Swap Policy.~~

~~**Swaps.** Recognizing the potential risks associated with a swap transaction, [Staff recommends the following alternative options:~~

~~(1) The City shall only enter into a Swap upon approval from the City Council on a case- by case basis. The City Council shall authorize the parameters of any Swap transaction, including the terms, conditions and other provisions, or(2) As recommended by Finance Committee, aside from the current outstandiSwap, the City shall not use Swaps in connection with any future debt financing.]~~

For more information on "swaps", please refer to the City's Swap Policy.

***H.* Multiple Series.** In instances where multiple series of bonds are to be issued, the City shall make a final determination as to which facilities are of the highest priority and those facilities which will be financed first, pursuant to funding availability and the proposed timing of facilities development, and which will generally be subject to the earliest or most senior lien.

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 of Administrative Services AgencyTreasurer or 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 City Administrator or designee and/or the Director or the Treasury ManagerTreasurer or designee shall have the authority to select a provider whose bid is most cost effective and whose terms and conditions governing the guarantee are satisfactory to the City. The winning bidder in a competitive sale will determine whether it chooses to purchase bond insurance for the issue.

B. Debt Service Reserves. When required, a reserve fund equal to the least of ten percent (10%) of the original principal amount of the bonds, one hundred percent (100%) of the maximum annual debt service, and one hundred and twenty five percent (125%) of average annual debt service, or, if permitted, 10 percent (10%) of par value of bonds outstanding (the "Reserve Requirement") shall be funded from the proceeds of each series of bonds, subject to federal tax regulations and in accordance with the requirements of credit enhancement providers and/or rating agencies.

The City may purchase reserve equivalents (i.e., the use of a reserve fund surety) when such purchase is deemed prudent and advantageous. Such equivalents shall be evaluated in comparison to cash funding of reserves on a net present value basis.

C. Letters of Credit. The City may enter into a letter-of-credit ("LOC") agreement when such an agreement is deemed prudent and advantageous. The City Administrator or designee and/or the Finance Director of Administrative Services Agency or the Treasury ManagerTreasurer or designee shall prepare (or cause to be prepared) and distribute to qualified financial institutions as described in paragraph 2 below, a request for qualifications 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

~~M~~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 ~~M~~ManagerTreasurer or designee ~~–~~shall have the responsibility to analyze outstanding bond issues for refunding opportunities that may be presented by underwriting and/or financial advisory firms. In most cases, the goal of refunding or restructuring the debt portfolio is to reduce the City's annual debt service obligations. The Treasury ~~M~~ManagerTreasurer or designee ~~-~~will consider the following issues when analyzing possible refunding opportunities:

***A.* Debt Service Savings.** The City establishes a minimum savings threshold goal of three percent (3%) of the refunded bond principal amount or at least $500,000, whichever is less, in present value savings (including foregone interest earnings) unless there are legal or restructuring reasons for defeasance. Refunding which produce a net savings of less than three percent (3%) will be considered on a case-by-case basis. ~~-~~The present value savings will be net of all costs related to the refinancing. The decision to take savings on an upfront or deferred basis must be explicitly approved by the ~~C~~City ~~A~~Administrator~~C~~City Administrator or designee~~, or the Finance Director of Administrative Services Agency~~ or the Treasurer or designee.

***B.* Restructuring.** The City will refund debt when in its best interest to do so. Refundings will include restructuring to meet unanticipated revenue expectations,

terininate 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 lo realize greater savings. The remaining useful life of the tinanced 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 certiticate 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 tinancial advisor sell escrow securities to the City from its own account.

E. **Arbitrage.** Arbitrage regulations apply to all of the City's tax-exempt tinancings. 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~~sealed bid as long as the bid adheres to the requirements set forth in the published ofticial notice of sale.

S. **Negotiated Sale.** In a negotiated sale, the terms and price are negotiated by the City and the selected underwriter(s). The City recognizes that some securities are best sold through negotiation. In its consideration of a negotiated sale, the City shall assess the following circumstances:

1. Bonds issued as variable rate demand obligations

2. A complex structure which may require a strong pre-marketing effort

3. Size of the issue which may limit the number of potential bidders

4. Market volatility is such that the City would be better served by flexibility in timing its sale in changing interest rate environments

C. Private Placement. From time to time the City may elect to privately place its debt. Such placement shall only be considered if this method is demonstrated to result in a cost savings to the City relative to other methods of debt issuance.

D. Conduit Debt Issuance. The City may issue conduit revenue bonds that are not a debt or obligation of the City itself, but are obligations of a private borrower. Notwithstanding other credit requirements of the City, such conduit revenue bonds may be issued and sold with or without a credit rating, provided that for any bond with a rating lower than "A", the following conditions shall be met:

1. Bonds shall be issued only in denominations of not less than two-hundred and fifty thousand dollars

2. Bonds shall be eligible for purchase only by "qualified institutional buyers" as defined in Rule 144A of the Securities Act of 1933

3. Bonds shall be sold only to buyers who execute a standard form investor letter containing, among other things, representations of the buyer as sophistication as an investor and its familiarity with the transaction

E. Issuance Method Analysis. The City shall evaluate each method of issuance on a net present value basis.

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~~ or designee~~, the Finance Director of Administrative Services Agency,~~ and/or the ~~Treasury Manager~~Treasurer or designee ~~shall~~ be responsible for maintaining the City's relationships with Moody's Investors Service, Standard & Poor's Ratings Services and Fitch Ratings. The City may, from time to time, choose to deal with only one or two of these agencies as circumstances dictate. In addition to general communication, the City Administrator~~, Assistant City Administrator~~ or designee~~, the Finance Director of Administrative Services Agency~~ and the Treasury ~~Manager~~Treasurer or designee and the Budget Director ~~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 ~~270~~ days nine (9) months of the close of the fiscal year. The inability to make timely filings must be disclosed and would be a negative reflection on the City. While also relying on timely audit and preparation of the City's annual report, the ~~Treasury Manager~~Treasurer or designee ~~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~~Treasurer or designee shall ensure that proceeds and investments are tracked in a manner that facilitates accurate calculation, calculations are completed, and rebates, if any, are made in a timely manner.

D. Other Jurisdictions. From time to time, the City will issue bonds on behalf of other public or private entities ("conduit" issues). While the City will make every effort to facilitate the desires of these entities, the ~~Finance Director of Administrative Services Agency and the Treasury Manager~~Treasurer or designee 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 ~~O~~MB A87 model to reimburse its administrative costs incurred in debt issuance on behalf of other governmental entities.

XI. Consultsnts. 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~~City Administrator or designee and/or the Treasurer or designee ~~Director of Finance~~ can select a consultant without using the RFP process. In addition, the City should be encouraged to use local and disadvantaged banks and financial firms, whenever possible.

A. Selection of Financing Team Members. Final approval of financing team members will be provided by the City Council.

1. Selection of Underwriter: For any issue of debt, financing or debt instrument, the City shall select the underwriter through a request for proposal process, when appropriate. The request for proposal will be distributed to qualified candidates to determine the level of experience as well as fees in the proposed type of financing.

Senior Manager Selection. The ~~Finance Director and/or the Treasury Manager~~Treasurer or designee shall recommend to the ~~City Administrator~~City Administrator or designee the selection of a senior manager for a proposed negotiated sale. Solicited or unsolicited RFP's or Request of Qualifications (RFQ) will be used to determine the selection and appointment of the senior managers and co-managers on the debt issuances. The criteria for selection as reflected in the RFP or RFQ shall include but not be limited to the following:

- The firm's ability and experience in managing complex transactions
- Prior knowledge and experience with the City
- The firm's willingness to risk capital and demonstration of such risk
- The firm's ability to sell bonds
- Quality and experience of personnel assigned to the City's engagement
- Financing plan presented

Co-Manager Selection. Co-managers will be selected on the same basis as the senior manager. In addition to their qualifications, co-managers appointed to specific

transactions will be a function of transaction size and the necessity to ensure maximum distribution of the City's bonds.

Selling Groups. The City may establish selling groups in certain transactions. To the extent that selling groups are used, the City Administrator or designee and/or the ~~Finance Director and/or the Treasury Manager~~Treasurer or designee -at his or her discretion, may make appointments to selling groups from within the pool of underwriters or from outside the pool, as the transaction dictates.

Underwriter's Discount.

- ~~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~~Treasurer or designee. The senior manager shall submit an itemized list of expenses charged to members of the underwriting group. Any additional expenses must be substantiated.

Evaluation. The City and/or ~~FA~~Financial Advisor -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~~Treasurer or designee -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 regulafions governing the priority of orders and allocations
- Within 10ten working days after the sale date, submit to the Finance Director or Treasury ManagerTreasurer or designee a detail of orders, allocations and other relevant informafion 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 qualificafions from potenfial candidates every three years to establish a pool of qualified financial advisors for each of the following areas:

The City Administrator or designee and/or the Treasurer or designee Finance Director of Administrative Services Agency will make recommendations for financial advisors and the City shall ufilize 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.

Selecfion 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
7. Assist in the preparation and review of legal and financing documents in coordination with the financing team in connection with the financing

***C.* Bond Counsel.** City debt will include a written opinion by legal counsel affirming that the City is authorized to issue the proposed debt, that the City has met all 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 invesfing the security proceeds in higher-yielding taxable securities. IRS regulafions govern arbitrage on the proceeds from issuance of municipal securifies.

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, iisually for capital projects, which are paid fiom 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 construcfion 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 participafion ("COPs") are used to finance construcfion of facilifies (i.e., schools or office buildings) used by a state or municipality, which leases the facilifies 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 ah 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 securifies be made available on an ongoing basis.

Credit Enhancement. Credit support purchased by the issuer to raise the credit rafing 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 classificafions of orders, which form the designafion 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 fimds 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 statisfics 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 lo 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.

FILED
OFFICE OF THE CITY CLERK
OAKLAND
2015 MAY 28 AM 9:56

APPROVED AS TO FORM AND LEGALITY

CITY ATTORNEY

OAKLAND CITY COUNCIL

RESOLUTION NO. 85653 C.M.S.

RESOLUTION ADOPTING THE CITY OF OAKLAND INVESTMENT POLICY FOR FISCAL YEAR 2015-2016

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 2014-2015; and

WHEREAS, a proposed City of Oakland Investment Policy for fiscal year 2015-16 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 2015-2016 attached hereto as Exhibit A is adopted; and be it

FURTHER RESOLVED, that this Resolution shall take effect immediately upon its passage.

In Council, Oakland, California, JUN 17 2015, 2015

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL-WASHINGTON, GALLO, KALB, ~~KAPLAN~~, REID, GUILLEN and PRESIDENT GIBSON MCELHANEY- 7

NOES- 0

ABSENT- 1 kaplan

ABSTENTION- 0

ATTEST: LaTonda Simmons
LATONDA SIMMONS

City Clerk and Clerk of the Council of the City of Oakland, California

NOTES

FILED
OFFICE OF THE CITY CLERK
OAKLAND
2015 MAY 28 AM 10: 15

APPROVED AS TO FORM AND LEGALITY
BY: _____
ORSA COUNSEL

OAKLAND REDEVELOPMENT SUCCESSOR AGENCY

RESOLUTION NO. 2015-004

RESOLUTION PURSUANT TO GOVERNMENT CODE SECTION 53607 DELEGATING INVESTMENT AUTHORITY OF THE OAKLAND REDEVELOPMENT SUCCESSOR AGENCY TO THE AGENCY TREASURER FOR FISCAL YEAR 2015-2016

WHEREAS, pursuant to Government Code Section 53607, a legislative body of a local agency has the authority to delegate for a one-year period investment authority to the treasurer and that such delegation may be renewed each year; and

WHEREAS, it is the intent of the Oakland Redevelopment Successor Agency to delegate to the Agency Treasurer for Fiscal Year 2015-2016 the authority to invest or to reinvest funds of the Agency, or to sell or exchange securities so purchased pursuant to Government Code Section 53607; and

WHEREAS, in compliance with the laws of the State of California and as part of best practice and sound financial management the Agency Treasurer shall invest only in permitted investments pursuant to Government Code Section 53601 et. seq. and make regular reports of those transactions to the Agency; now therefore be it

RESOLVED, that the Successor Agency hereby determines that the preceding recitals are true and correct and hereby adopts and incorporates them into this Resolution; and be it

FURTHER RESOLVED, that the Successor Agency hereby delegates to the Agency Treasurer the authority to invest or to reinvest funds of the Agency, or to sell or exchange securities so purchased for Fiscal Year 2015-2016; and be it

FURTHER RESOLVED, that the Agency Treasurer shall assume full responsibility for these transactions until the delegation of authority is revoked or expires; and be it

FURTHER RESOLVED, that this Resolution shall take effect immediately upon its passage.

IN SUCCESSOR AGENCY, OAKLAND, CALIFORNIA, JUN 17 2015, 2015

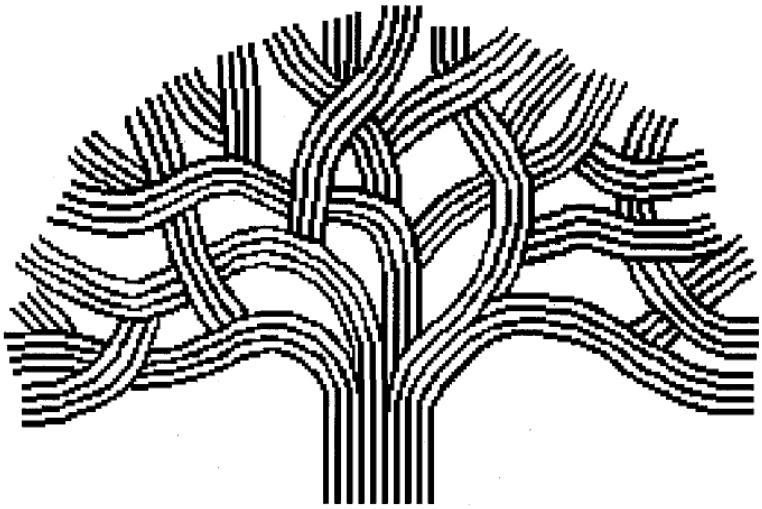
PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, GALLO, GUILLEN, KALB, ~~KAPLAN~~, REID, WASHINGTON, and PRESIDENT GIBSON MCELHANEY - 7

NOES - 0
ABSENT - 1 kaplan
ABSTENTION - 0

ATTEST: LaTonda Simmons
LATONDA SIMMONS
Secretary of the Oakland
Redevelopment Successor Agency

City of Oakland
Investment Policy
For
Fiscal Year 2015-2016



Prepared by
Treasury Bureau
Adopted by the City Council
On June 16, 2015

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1.0 POLICY

The purpose of this Investment Policy ("Policy") is to establish overall guidelines for the management and investment of the City of Oakland (the "City") public funds pursuant to Council Resolution Nos. 75855 C.M.S and 00-38 C.M.S and in accordance with Government Codes Section 53607. This Investment Policy is now amended and adopted as of June 16, 2015 and will serve as the City of Oakland's Investment Policy for Fiscal Year 2015-16 and until it's further revised. As of October 18, 2012, the Investment Policy has been certified by California Municipal Treasures Association. In 2013, the Investment Policy was also certified by Association of Public Treasurers of the United States and Canada.

2.0 SCOPE

The Investment Policy applies to the operating funds of the City of Oakland, and the Port of Oakland (the "City Operating Pool"), which includes the General Fund, Special Revenue Funds, Debt Service Funds and all other funds comprised in City Operating Pool. .

2.1 Proceeds of notes, bonds issues or similar financings including, but not limited to, reserve funds, project funds, debt service funds and capital trust funds derived from such financing, are not governed by this Investment Policy, but rather shall be invested pursuant to their respective bond indentures or the State of California Government Code 53600, as applicable.

2.2 Retirement/Pension Funds and Deferred Compensation Funds are also not governed by this Investment Policy, but rather by the policies and Federal or State statutes explicitly applicable to such funds.

3.0 PRUDENCE

All investments and evaluation of such investments shall be made with the Prudent Investor Standard as set forth by California Government Code, Section 53600.3 and 27000.3, is defined as;

Prudent Investor Standard: Acting with care, skill, prudence and diligence under the circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the professional management of their business affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

4.0 OBJECTIVES

The primary objectives, in order of priority, of the City Portfolio is:

4.1 Preservation of Capital (Safety)
The first and primary goal of the Portfolio is the preservation of capital. Investment shall be undertaken in a manner to avoid losses due to market value risk, issuer default and broker default. To attain this objective; investments are diversified.

4.2 Liquidity
The Portfolio will be structured in a manner that will provide cash as needed to meet anticipated disbursements. Cash flow modeling ensures that investments mature as needed for disbursements.

4.3 Diversity

The objective is to avoid over-concentration in issuers, instruments, and maturity sectors. No more than 5 percent of the total assets of the investments held by the City may be invested in the securities of any one issuer, except the obligations of the United States government or government-sponsored enterprises.

4.4 Yield

The Portfolio is also managed to maximize its overall market return with consideration of the safety, liquidity, and diversity parameters discussed above.

5.0 DELEGATION OF AUTHORITY

Management responsibility for the investment program is specifically delegated by the City Administrator or designee to the Treasurer or designee who shall establish procedures for the investment programs, which are consistent with the Investment Policy. Authorization for investment decisions is limited to the Treasurer or designee. A Principal Financial Analyst may execute investment transactions in the absence of the Treasurer or designee per the Treasurer's instructions or prior authorization.

A Principal Financial Analyst, Financial Analyst, or Treasury Analyst III may make decisions only with respect to overnight investments, but may implement investment decisions received directly from the Treasurer or designee.

6.0 INTERNAL CONTROL

The Treasurer or designee shall maintain a system of internal controls designed to ensure compliance with the Investment Policy and to prevent losses due to fraud, employee error, misrepresentations by third parties or unanticipated changes in financial markets.

7.0 ETHICS AND CONFLICTS OF INTEREST

All officers and employees involved in the investment process shall not engage in any personal business activity, which could conflict with proper execution of investments subject to this Policy. Any material financial interests in financial institutions which do business with the City should be disclosed to the City Administrator. All individuals involved in the investment process are required to report all gifts and income in accordance with California State Law.

8.0 SAFEKEEPING AND CUSTODY

All security transactions, including collateral for repurchase agreements, entered into by the City shall be conducted on a delivery-versus-payment (DVP) basis pursuant to approved custodial safekeeping agreements. All securities owned by the City shall be held in safekeeping by the City's custodial bank, which acts as agent for the City under the terms of custody agreement.

9.0 APPLICABLE ORDINANCES

9.1 Nuclear Free Zone Ordinance

Under the guidelines of a voter-approved Measure, the Oakland City Council approved Ordinance No. 11062 C.M.S, which restricts the City's investments in U.S Government Treasuries. The Treasurer shall make every attempt to invest in any available short-term option that provides approximately the same level of security and return as Treasuries. In the event that no reasonable alternatives exist, or to the extent that the City may experience financial hardship as a result of investment in these alternatives, the City Council may adopt a waiver for a period not to exceed 60 days, as authorized by the Ordinance, allowing the City to invest in U.S securities.

9.2 Linked Banking Ordinance

Pursuant to Ordinance No. 12066 C.M.S. the City has established a Linked Banking Service Program. This reference applies to depositories for both the City of Oakland and the Port of Oakland banking needs. Depositories are defined within the Ordinance as "all banking services utilized by the City including the Port of Oakland operating fund, with the exception of investments made through investment banks and broker/dealers." Depositories providing services to the City and the Port of Oakland must provide to the City, annually, the information enumerated under Section 3 of the Ordinance.

9.3 Tobacco Divestiture Resolution

On February 17, 1998, Council adopted Resolution No. 74074 C.M.S., which prohibits investment in businesses deriving greater than fifteen percent of their revenues from tobacco products. Treasury Bureau maintains a list of firms excluded from permitted investments due to the tobacco divestiture requirements.

9.4 Fossil Fuel Divestiture Resolution

On June 17, 2014, Council adopted Resolution No. 85053 C.M.S. which prohibits the Investment or ownership stake in any companies that extract, produce, refine, burn or distribute fossil fuels. Treasury Bureau is in full compliance with this resolution

9.5 Firearm or Gun Manufacturer Divestiture Resolution

On March 5, 2013, Council adopted Resolution No. 84242 C.M.S which prohibits investment or ownership stake in any manufacturer of firearms or ammunition. Treasury Bureau does not have any direct investment exposure to firearms or ammunition manufacturer.

10.0 SOCIAL RESPONSIBILITY

When possible, it is the City's policy to invest in companies that promote the use and production of renewable energy resources and any other socially responsible investments, subject to the prudent investment standard.

11.0 REPORTING

11.1 City Council

As best practice and sound financial management practice, the City Administrator or designee will submit a quarterly investment report and an annual investment policy for the City within 30 days following the period being reported to the City Council.

The quarterly report will be deemed timely pursuant to this Investment Policy and Government Code Section 53646, so long as it has been submitted to the Assistant City Administrator within 30 days following the period being reported to be scheduled for the Finance and Management Committee. The quarterly cash management report for the period ending June 30 will be filed in a timely manner, but it will not be approved until September due to the City Council summer recess.

The report will include the information required under Government Code Section 53646 including: the type of investment, issuer, date of maturity, par and dollar amount invested (this data may be in the form of a subsidiary ledger of investments); a description of any investments under management of contracted parties, if any; current market values and source of valuation; statement of compliance or manner of non-compliance with the Investment Policy; and a statement denoting the ability to meet the Fund's expenditure requirements for the next six months. In addition, the report shall summarize economic conditions, liquidity, diversity, risk characteristics and other features of the portfolio. The report will disclose the total investment return for the 3-month period. In meeting these requirements, the report shall include an appendix that discloses all transactions during each month and the holdings at the end of each month during the period being reported.

11.2 Annual Audit

Investment Portfolio is priced to market per Government Accounting Standards Board (GASB) and reported in compliance with General Accepted Accounting Principals. Annual disclosure requirements such as Custodial Credit Risk, Credit Risk, Concentration of Credit Risk, Interest Rate Risk and Foreign Currency Risk are reported in the City's Annual Comprehensive Financial Report (CAFR).

11.3 Internal Audits

Internal audits of treasury operations maybe conducted periodically to review its procedures and policies and make any recommendations for changes and improvements if needed.

12.0 TRADING POLICES

12.1 Sales Prior to Maturity

"Buy and hold" is not necessarily the strategy to be used in managing the Funds. It is expected that gains will be realized when prudent. Losses are acceptable if the proposed swap/trade clearly enhances the portfolio yield over the life of the new security on a total return basis.

Sufficient written documentation will be maintained to facilitate an audit of the transaction. Losses, if any, will be recognized and recorded based on the transaction date.

13.0 BROKER/DEALERS AND FINANCIAL INSTITUTIONS

The purchase of any authorized investment shall be made either directly from the issuer or from any of the following:

- Institutions licensed by the State of California as a broker/dealer
- Members of a federally regulated securities exchange
- National or state-chartered banks

- Federal or state savings institutions or associations as defined in Finance Code Section 5102
- Brokerage firms reporting as a primary government dealer to the Federal Reserve Bank

The Treasurer or designee will maintain a current and eligible list of reputable primary and regional dealers, brokers and financial institutions with whom securities trading and placement of funds are authorized. A strong capital base credit worthiness, and, where applicable, a broker/dealer staff experienced in transactions with California local governments are the primary criteria for inclusion on the City of Oakland's approved list.

Approved dealers and brokers shall be limited to primary dealers or regional dealers that qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule) and which provide: proof of Financial Industry Regulatory Authority (FINRA) certification; proof of California State registration; and a completed City of Oakland broker/dealer questionnaire. In addition, prior to approval and for every two years thereafter, approved dealers and brokers must provide: an audited financial statement; certification of receipt, review of and willingness to comply with the current Investment Policy; and certification of compliance with Rule G-37 of the Municipal Securities Rulemaking Board regarding limitations on political contributions to the Mayor or any member of the City Council or to any candidate for these offices.

The Treasurer may remove a firm from the approved list at any time due to: any failure to comply with any of the above criteria; any failure to successfully execute a transaction; any change in broker/dealer staff; or any other action, event or failure to act which, in the sole discretion of the Treasurer is materially adverse to the best interests of the City.

14.0 GENERAL CREDIT QUALITY

Short- term debt shall be rated at least "A-1" by Standard & Poor's Corporation, "P-1" by Moody's Investor Service, Inc., "F-1" by Fitch. Long-term debt shall be rated at least "A" by Standard & Poor's Corporation, Moody's Investors Service, Inc., or Fitch.

The minimum credit requirement for each security is further defined within the Permitted Investments section of the policy. If securities which are purchased for the Fund are downgraded below the credit quality required by the Fund. The Treasurer, will determine whether to retain or to sell the security. Evaluation of divestiture of securities will be determined on a case-by-case basis.

15.0 PERMITTED INVESTMENTS

The following securities are permissible investments pursuant to Section 53601 of the Government Code as well as this Investment Policy. Any other investment not specified hereunder shall be made only upon prior approval by the City Council.

14.1 U. S. Treasury Securities

Bills, notes and bonds issued by the U.S. Treasury which are direct obligations of the federal government.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: 20%*
- Maximum Issuer Exposure: Prudent person standard applies overall
- Credit Requirement: N.A.

*20% limit is a result of the Nuclear Free Zone Ordinance, subject also to prior adoption by Council of a waiver for a period not to exceed 60 days allowing investment in U.S. Treasury securities due to specified findings. There is no limitation under the Government Code

14.2 Federal Agencies and Instrumentalities

Notes and bonds of federal agencies, government-sponsored enterprises and international institutions. Not all are direct obligations of the U. S. Treasury but may involve federal sponsorship and/or guarantees, in some instances.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: None
- Maximum Issuer Exposure: Prudent person standard applies overall
- Credit Requirement: N.A.

14.3 Banker's Acceptances (BA)

Bills of exchange or time drafts drawn on and accepted by a commercial bank, typically created from a letter of credit issued in a foreign trade transaction.

- Maximum Maturity: 180 days
- Maximum Portfolio Exposure: 40%
- Maximum Issuer Exposure: 30% of total surplus funds may be in BAs of one commercial bank; maximum 5% per issuer
- Credit Requirement: Al, P1, or F1 or better by two or the three nationally recognized rating services. No rating may be lower that any of the rating listed above.

14.4 Commercial Paper

A short-term, unsecured promissory note issued by financial and non-financial companies to raise short-term cash. Financial companies issue commercial paper to support their consumer and/or business lending; non-financial companies issue for operating funds.

- Maximum Maturity : 270 days
- Maximum Portfolio Exposure: 25%
- Maximum Issuer Exposure: No more than 10% of the total assets of the investments held by the City may be invested in any one issuer's commercial paper; and maximum 5% per issuer
- Credit Requirement: Al, P1, or F1 or better by two or the three nationally recognized rating services. No rating may be lower that any of the rating listed above.
- Eligibility Limited to general corporations organized and operating in the United States with assets in excess of $500 million, and having "A" or higher ratings for the issuer's debt, other than commercial paper, if any, as provided by NRSRO.

14.5 Asset-Backed Commercial Paper

Asset-Backed Commercial Paper ("ABCP") issued by special purpose corporations ("SPCs") that is supported by credit enhancement facilities (e.g. over-collateralization, letters of credit, surety bonds, etc.)

- Maximum Maturity: 270 days
- Maximum Portfolio Exposure: 25% (Not to exceed 25% of total secured and unsecured CP)
- Maximum Issuer Exposure : No more than 10% of the total assets of the investments held by the City or Agency may be invested in any one issuer's commercial paper; and maximum 5% per issuer
- Credit Requirement: Al, P1, or F1 or better by two or the three nationally recognized rating services. No rating may be lower that any of the rating listed above.
- Eligibility: Issued by special purpose corporations ("SPC") organized and operating in the United States with assets exceeding $500 million. Restricted to programs sponsored by commercial banks or finance companies organized and operated in the United States.
- Program must have credit facility that provides at least 100% liquidity
- Serialized ABCP programs are not eligible
- Ratings are to be routinely monitored. The Treasurer is to perform his/her own due diligence as to creditworthiness.

14.6 Local Government Investment Pools

For local agencies (including counties, cities or other local agencies) that pool money in deposits or investments with other local agencies, investments may be made subject to the following:

- Maximum Maturity : N/A
- Maximum Portfolio Exposure: 20%
- NAV Requirement: $1.00
- Credit Requirement: Top ranking or highest letter and numerical rating provided by at least two nationally recognized statistical rating organizations
- Must retain an Investment Advisor
- Registered with the SEC with not less than 5 years experience in investing securities as authorized by the Code, and with assets under management in excess of $500 million
- Fund CompositionComprised of instruments in accordance with the California State Government Code

14.7 Medium Term Notes

Corporate Bonds, Corporate Notes and Deposit Notes. Issuers are banks and bank holding companies, thrifts, finance companies, insurance companies and industrial corporations. These are debt obligations that are generally unsecured.

- Maximum Maturity: 5 years (additional limitations based on credit, below)
- Maximum Portfolio Exposure: 30%
- Maximum Issuer Exposure: No more than 5% of the Portfolio shall be invested in any single institution.
- Credit Requirement: Must be Rated A3, A-, or A- or better by two of the three nationally recognized rating services, Moody's, S&P, or Fitch, respectively. No Rating may be lower than any of the Rating listed above.
- Eligibility: Limited to corporations organized and operating within the United States or depository institutions licensed by the United States or any state and operating within the United States

14.8 Negotiable Certificates of Deposit

Issued by commercial banks and thrifts, and foreign banks (Yankee CD's).

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: 30%
- Maximum Issuer Exposure :Prudent person standard applies overall; maximum 5% per issuer

- Credit Requirement : Top 3 rating categories, A, A2 or A (S&P/Moody's/Fitch) being the lowest, if rated by S&P, Moody's or Fitch.

14.9 Repurchase Agreements

A contractual transaction between the investor and a bank/dealer to exchange cash for temporary ownership or control of securities/collateral with an agreement by the bank/dealer to repurchase the securities on a future date. Primarily used as an overnight investment vehicle.

- Maximum Maturity: 360 days
- Maximum Portfolio : Exposure None
- Maximum Dealer Exposure: Prudent person standard applies overall; maximum 5% per issuer
- Collateral Requirements: Collateral limited to Treasury and Agency securities; must be 102% or greater
- Mark-to-market: Daily
- Eligibility: Limited to primary dealers of the Federal Reserve Bank of New York, for which a current Master Repurchase Agreement has been executed with the City.

14.10 Reverse Repurchase Agreements

The mirror image of a repurchase agreement. Used as a source of liquidity when there is a mismatch of cash flow requirement and scheduled maturities. A mechanism to avoid liquidating securities for immediate cash needs. Restricted to securities owned for a minimum of 30 days prior to settlement of the repurchase agreement.

This strategy should be used solely for liquidity and not for arbitrage or leverage purposes.

- Maximum Maturity: 92 days (unless a written agreement guaranteeing the earnings or spread for the entire period)
- Maximum Portfolio Exposure: 20% of the base value of the portfolio
- Eligibility: Limited to primary dealers of the Federal Reserve Bank of New York or nationally or State chartered bank with significant banking relationship with the City.

14.11 Secured Obligations and Agreements

Obligations, including notes or bonds, collateralized at all times in accordance with Sections 53651 and 53652 of the Government Code.

- Maximum Maturity: 2 years
- Maximum Portfolio Exposure 20%

- Maximum Issued/Provider Exposure: Prudent person standard applies overall; maximum 5% per issue
- Collateral Requirements: Collateral limited to Treasury and Agency securities; must be 102% or greater
- Mark-to-market: Daily
- Credit Requirement: Issuer/Provider rated in "AA" category by at least one national rating agency; or agreement guaranteed by an "AA" company
- Eligibility: Banks, insurance companies, insurance holding companies and other financial institutions

14.12 Certificates of Deposit

Time deposits, which are non-negotiable, are issued most commonly by commercial banks, savings and loans and credit unions with federal deposit insurance available for amounts up to $250,000. Deposits in banks, savings and loan associations and federal credit unions with a branch office within Oakland will be made (to the extent permissible by State and Federal law or rulings) pursuant to the following conditions:

- Maximum Maturity: 360 days
- Maximum Portfolio Exposure: Prudent person standard applies.
- Maximum Issuer Exposure: Prudent person standard applies.
- Credit Requirement: For deposits over $250,000: Top 3 rating categories - A, A2 or A (S&P/Moody's/Fitch) being the lowest, if rated by S&P, Moody's or Fitch.
- Deposit Limit: For federally insured deposits of $250,000 or less: No minimum credit rating required. City's deposits cannot exceed the total shareholder's equity of the institution. For deposits over $250,000, it must be collateralized.
- Depository Selection: Highest available rate of interest
- Institution Requirements: Most recent Annual Report

Pursuant to Government code 53637, the City is prohibited from investing in negotiable certificates of deposit of a state or federal credit union if a member of the legislative body or decision-making authority serves on the board of directors or committee.

14.13 Money Market Mutual Funds

Regulated by the SEC, these funds operate under strict maturity and diversification guidelines. These funds have no federal guarantee but are viewed as a very safe short-term cash investment.

- Maximum Maturity: N/A
- Maximum Portfolio Exposure: 20%

- NAV Requirement: $1.00
- Credit Requirement: Top ranking or highest letter and numerical rating provided by at least two nationally recognized statistical rating organizations
- Investment Advisor Alternative to Ratings: Registered with the SEC with not less than 5 years experience in investing securities as authorized by the Code, and with assets under management in excess of $500 million
- Fund Composition: Comprised of instruments in accordance with the California State Government Code

14.14 State Investment Pool (Local Agency Investment Fund)
A pooled investment fund overseen by the State Treasurer, which operates like a money market fund, but is for the exclusive benefit of governmental entities within the state. Maximum currently authorized by Local Agency Investment Fund (LAIF) is $50 million, which is subject to change. The LAIF is in trust in the custody of the State Treasurer. The City's right to withdraw its deposited monies from LAIF is not contingent upon the State's failure to adopt a State Budget. As of June 20, 2005, commercial paper of a limited liability corporation is a legal investment for LAIF, per Chapter 16, Statutes of 2005 (AB 279, Calderon).

- Maximum Maturity N/A
- Maximum Portfolio Exposure None

14.15 Local City/Agency Bonds
Bonds issued by the City of Oakland, or any department, board, agency or authority of the City.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: None
- Maximum Issuer Exposure: Prudent person standard applies overall; maximum 5% per issuer
- Credit Requirement: Prudent person standard applies

14.16 State of California Obligations and Others
State of California and any other of the 49 United States registered state warrants, treasury notes, or bonds issued by a State.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: None
- Maximum Issuer Exposure: Prudent person standard applies overall; maximum 5% per issuer

- Credit Requirement: Prudent person standard applies

14.17 Other Local Agency Bonds

Bonds, notes, warrants or other evidences of indebtedness of any local agency with the state.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: None
- Maximum Issuer Exposure: Prudent person standard applies overall; maximum 5% per issuer
- Credit Requirement: Prudent person standard applies

14.18 Deposits- Private Placement

Prudent to Government Code Section 53601.8 and 53635.8, local agencies are authorized to invest their surplus funds in deposits at a commercial or saving bank, saving and loan, or credit union using a private sector deposit placement service.

- Maximum Portfolio Exposure: 30%
- Maximum Issuer Exposure: maximum 10% per private sector placement entity
- Credit Requirement: Prudent person standard applies
- Sunset on January 1, 2017

14.19 Supranationals

U.S dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by any of the supranational institutions such as International Bank of Reconstruction and Development (IBRD), the International Finance Corporation (IFC), and the Inter-American Development Bank (IADB). Eligible for purchase and sale within the United States.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: 30%
- Credit Requirement: Rated "AA" or better by NRSRO

15.0 MAXIMUM MATURITIES

The City's Investment Policy shall be structured to provide that sufficient funds from investments are available to meet City's anticipated cash need. No investments will have a maturity of more that 5 years from its date of purchase.

16.0 GLOSSARY

Definitions of investment-related terms are listed in Exhibit A.

EXHIBIT A

GLOSSARY

ACCRETION: Adjustment of the difference between the prices of a bond bought at an original discount and the par value of the bond.

AGENCIES: Federal agency securities and/or Government-sponsored enterprises (GSEs), also known as U.S. Government instrumentalities. Securities issued by Government National Mortgage Association (GNMA) are considered true agency securities, backed by the full faith and credit of the U.S. Government. GSEs are financial intermediaries established by the federal government to fund loans to certain groups of borrowers, for example homeowners, farmers and students and are privately owned corporations with a public purpose. The most common GSEs are Federal Farm Credit System Banks, Federal Home Loan Banks, Federal Home Loan Mortgage Association, and Federal National Mortgage Association.

AMORTIZATION: Accounting procedure that gradually reduces the cost value of a limited life or intangible asset through periodic charges to income. For fixed assets, the term used is "depreciation". It is common practice to amortize any premium over par value paid in the purchase of preferred stock or bond investments.

APPRECIATION: Increase in the value of an asset such as a stock bond, commodity or real estate.

ASKED PRICE: The price a broker/dealer offers to sell securities.

ASSET BACKED: A type of security that is secured by receivables, such as credit card and auto loans. These securities typically pay principal and interest monthly.

BANKERS' ACCEPTANCE (BA): A draft or bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer. This money market instrument is used to finance international trade.

BASIS POINT: One-hundredth of one percent (i.e., 0.01%).

BENCHMARK: A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investment.

BID PRICE: The price a broker/dealer offers to purchase securities.

BOND: A financial obligation for which the issuers promises to pay the bondholder a specified stream of future cash flows, including periodic interest payments and a principal repayment.

BOOK VALUE: The value at which a debt security is shown on the holder's balance sheet. Book value is acquisition cost less amortization of premium or accretion of discount.

BROKER: A broker acts as an intermediary between a buyer and seller for a commission and does not trade for his/her own risk and account or inventory.

CALLABLE SECURITIES: A security that can be redeemed by the issuer before the scheduled maturity date.

CASH FLOW: An analysis of all changes that affect the cash account during a specified period.

CERTIFICATE OF DEPOSIT (CD): A time deposit with a specific maturity evidenced by a certificate. Large-denomination CD's are typically negotiable.

COLLATERAL: Securities, evidence of deposit or other property which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

COLLATERALIZED MORTGAGE OBLIGATION (CMO): A type of mortgage-backed security that creates separate pools of pass-through rates for different classes of bondholders with varying maturities, called trances. The repayments from the pool of pass-through securities are used to retire the bonds in the order specified by the bonds' prospectus.

COMMERCIAL PAPER: Short-term, unsecured, negotiable promissory notes of corporations.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): The official annual financial report for the City. It includes combined statements and basic financial statements for each individual fund and account group prepared in conformity with Generally Accepted Accounting Principles (GAAP).

CORPORATE NOTE: Debt instrument issued by a private corporation.

COUPON: The annual rate at which a bond pays interest.

CREDIT RATINGS: A grade given to a debt instrument that indicates its credit quality. Private independent rating services such as Standard & Poor's, Moody's and Fitch provide these

CREDIT RISK: The risk that an obligation will not be paid and a loss will result due to a failure of the issuer of a security.

CUSIP: Stands for Committee on Uniform Securities Identification Procedures. A CUSIP number identifies most securities, including: stocks of all registered U.S. and Canadian companies, and U.S. government and municipal bonds. The CUSIP system—owned by the American Bankers Association and operated by Standard & Poor's—facilitates the clearing and settlement process of securities. The number consists of nine characters (including letters and numbers) that uniquely identify a company or issuer and the type of security.

CURRENT YIELD: The annual interest on an investment divided by the current market value. Since the calculation relies on the current market value rather than the investor's cost, current yield is unrelated to the actual return the investor will earn if the security is held to maturity.

CUSTODIAN: A bank or other financial institution that keeps custody of stock certificates and other assets.

DEALER: A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his/her own risk and account or inventory.

DEBENTURES: A bond secured only by the general credit of the issuers.

DELIVERY VERSUS PAYMENT (DVP): Delivery of securities with a simultaneous exchange of money for the securities.

DERIVATIVE: A financial instrument that is based on, or derived from, some underlying asset, reference date, or index.

DIRECT ISSUER: Issuer markets its own paper directly to the investor without use of an intermediary.

DISCOUNT: The difference between the cost of a security and its value at maturity when quoted at lower than face value.

DIVERSIFICATION: Dividing investment funds among a variety of securities offering independent returns and risk profiles.

DURATION: A measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security. This calculation is based on three variables: term to maturity, coupon rate, and yield to maturity. Duration measures the price sensitivity of a bond to changes in interest rates.

FACE VALUE: The principal amount owed on a debt instrument. It is the amount on which interest is computed and represents the amount that the issuer promises to pay at maturity.

FAIR VALUE: The amount at which a security could be exchanged between willing parties, other than in a forced or liquidation sale. If a market price is available, the fair value is equal to the market value.

FANNIE MAE: Trade name for the Federal National Mortgage Association (FNMA), a U.S. Government sponsored enterprise.

FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC): A federal agency that provides insurance on bank deposits, guaranteeing deposits to a set limit per account, currently $250,000.

FEDERAL FARM CREDIT BANK (FFCB): Government-sponsored enterprise that consolidates the financing activities of the Federal Land Banks, the Federal Intermediate Credit Banks and the Banks for Cooperatives. Its securities do not carry direct U.S. government guarantees.

FEDERAL FUNDS RATE: The rate of interest at which Federal funds are traded. This rate is considered to be the most sensitive indicator of the direction of interest rates, as it is currently pegged by the Federal Reserve through open-market operations.

FEDERAL GOVERNMENT AGENCY SECURITIES: Federal Agency or United States government-sponsored enterprise obligations, participations, or other instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government-sponsored enterprises.

FEDERAL HOME LOAN BANKS (FHLB): Government sponsored enterprise (currently made up of 12 regional banks) that regulates and lends funds and provides correspondent banking services to member commercial banks, thrift institutions, credit unions and insurance companies. Although the banks operate under federal charter with government supervision, the securities are not guaranteed by the U. S. Government.

FEDERAL HOME LOAN MORTGAGE CORPORATION (FHLMC): Government sponsored enterprise that helps maintain the availability of mortgage credit for residential housing. FHLMC

finances these operations by marketing guaranteed mortgage certificates and mortgage participation certificates. Its discount notes and bonds do not carry direct U.S. government guarantees.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA): Government sponsored enterprise that is the largest single provider of residential mortgage funds in the United States. FNMA is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted.

FEDERAL OPEN MARKET COMMITTEE (FOMC): A committee of the Federal Reserve Board, which establishes monetary policy and executes it through temporary and permanent changes to the supply of bank reserves.

FEDERAL RESERVE SYSTEM: The central bank of the U.S. which consists of a seven member Board of Governors, 12 regional banks and about 5,700 commercial banks that are members.

FED WIRE: A wire transmission service established by the Federal Reserve Bank to facilitate the transfer of funds through debits and credits of funds between participants within the Fed system.

FREDDIE MAC: Trade name for the Federal Home Loan Mortgage Corporation (FHLMC), a U.S. government sponsored enterprise.

GINNIE MAE: Trade name for the Government National Mortgage Association (GNMA), a direct obligation bearing the full faith and credit of the U.S. Government.

GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB): A standard-setting body, associated with the Financial Accounting Foundation, which prescribes standard accounting practices for governmental units.

GUARANTEED INVESTMENT CONTRACTS (GICS): An agreement acknowledging receipt of funds, for deposit, specifying terms for withdrawal, and guaranteeing a rate of interest to be paid.

INTEREST RATE: The annual yield earned on an investment, expressed as a percentage.

INTEREST RATE RISK: The risk of gain or loss in market values of securities due to changes in interest-rate levels. For example, rising interest rates will cause the market value of portfolio securities to decline.

INVESTMENT AGREEMENTS: A contract providing for the lending of issuer funds to a financial institution which agrees to repay the funds with interest under predetermined specifications.

INVESTMENT GRADE (LONG TERM RATINGS): The minimum, high quality ratings for long term debt such as corporate notes. Investment Grade ratings are as follows: A3 (Moody's), A- (S&P), and A- (Fitch).

INVESTMENT PORTFOLIO: A collection of securities held by a bank, individual, institution or government agency for investment purposes.

LIQUIDITY: A liquid asset is one that can be converted easily and rapidly into cash with minimum risk of principal.

LOCAL AGENCY INVESTMENT FUND (LAIF): An investment pool sponsored by the State of California and administered/managed by the State Treasurer. Local government units, with consent of the governing body of that agency, may voluntarily deposit surplus funds for the purpose of investment. Interest earned is distributed by the State Controller to the participating governmental agencies on a quarterly basis.

LOCAL AGENCY INVESTMENT POOL: A pooled investment vehicle sponsored by a local agency or a group of local agencies for use by other local agencies.

MARKET RISK: The risk that the value of securities will fluctuate with changes in overall market conditions or interest rates. Systematic risk of a security that is common to all securities of the same general class (stocks, bonds, notes, money market instruments) and cannot be eliminated by diversification (which may be used to eliminate non-systematic risk).

MARKET VALUE: The price at which a security is currently being sold in the market. See FAIR VALUE.

MASTER REPURCHASE AGREEMENT: A written contract covering all future transactions between the parties to repurchase agreements and reverse repurchase agreements that establish each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

MATURITY: The date that the principal or stated value of a debt instrument becomes due and payable.

MEDIUM-TERM NOTES (MTNs): Unsecured, investment-grade senior debt securities of major corporations which are sold in relatively small amounts either on a continuous or an intermittent basis. MTNs are highly flexible debt instruments that can be structured to respond to market opportunities or to investor preferences.

MODIFIED DURATION: The percent change in price for a 100 basis point change in yields. This is a measure of a portfolio's or security's exposure to market risk.

MONEY MARKET: The market in which short term debt instruments (Treasury Bills, Discount Notes, Commercial Paper, Banker's Acceptances and Negotiable Certificates of Deposit) are issued and traded.

MORTGAGED BACKED SECURITIES: A type of security that is secured by a mortgage or collection of mortgages. These securities typically pay principal and interest monthly.

MUNICIPAL BONDS: Debt obligations issued by states and local governments and their agencies, including cities, counties, government retirement plans, school districts, state universities, sewer districts, municipally owned utilities and authorities running bridges, airports and other transportation facilities

MUTUAL FUND: An entity that pools money and can invest in a variety of securities which are specifically defined in the fund's prospectus.

NEGOTIABLE CERTIFICATE OF DEPOSIT: A large denomination certificate of deposit which can be sold in the open market prior to maturity.

NET PORTFOLIO YIELD: Calculation in which the 365-day basis equals the annualized percentage of the sum of all Net Earning during the period divided by the sum of all Average Daily Portfolio Balances.

NATIONALLY RECOGNIZED RATING ORGANIZATION (NRSRO): is a credit rating agency that issues credit rating that U.S Securities and Exchange Commission permits other financial firms to use for certain regulatory purposes.

OPEN MARKET OPERATIONS: Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit: Sales have the opposite effect. Open market operations are the Federal Reserve's most important and most flexible monetary policy tool.

PAR VALUE: The amount of principal which must be paid at maturity. Also referred to as the face amount of a bond. See FACE VALUE.

PORTFOLIO: The collection of securities held by an individual or institution.

PREMIUM: The difference between the par value of a bond and the cost of the bond, when the cost is above par.

PRIMARY DEALER: A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. These dealers are authorized to buy and sell government securities in direct dealing with the Federal Reserve Bank of New York in its execution of market operations to carry out U.S. monetary policy. Such dealers must be qualified in terms of reputation, capacity, and adequacy of staff and facilities.

PRIME (SHORT TERM RATING): High quality ratings for short term debt such as commercial paper. Prime ratings are as follows: P1 (Moody's), A1 (S&P), and F1 (Fitch).

PRINCIPAL: The face value or par value of a debt instrument, or the amount of capital invested in a given security.

PRIVATE PLACEMENTS: Securities that do not have to be registered with the Securities and Exchange Commission because they are offered to a limited number of sophisticated investors.

PROSPECTUS: A legal document that must be provided to any prospective purchaser of a new securities offering registered with the Securities and Exchange Commission that typically includes information on the issuer, the issuer's business, the proposed use of proceeds, the experience of the issuer's management, and certain certified financial statements (also known as an "official statement").

PRUDENT INVESTOR STANDARD: A standard of conduct for fiduciaries. Investments shall be made with judgment and care--under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

PUBLIC DEPOSITS: A bank that is qualified under California law to accept a deposit of public funds.

PURCHASE DATE: The date in which a security is purchased for settlement on that or a later date. Also known as the "trade date".

RATE OF RETURN: 1) The yield which can be attained on a security based on its purchase price or its current market price. 2) Income earned on an investment, expressed as a percentage of the cost of the investment.

RATING SCALE:

Moody's		S&P		Fitch		Rating description	
Long-term	Short-term	Long-term	Short-term	Long-term	Short-term		
Aaa	P-1	AAA	A-1+	AAA	F1+	Prime	Investment-grade
Aa1		AA+		AA+		High grade	
Aa2		AA		AA			
Aa3		AA−		AA−			
A1		A+	A-1	A+	F1	Upper medium grade	
A2		A		A			
A3	P-2	A−	A-2	A−	F2		
Baa1		BBB+		BBB+		Lower medium grade	
Baa2	P-3	BBB	A-3	BBB	F3		
Baa3		BBB−		BBB−			
Ba1	Not prime	BB+	B	BB+	B	Non-investment grade speculative	Non-investment grade aka high-yield bonds aka junk bonds
Ba2		BB		BB			
Ba3		BB−		BB−			
B1		B+		B+		Highly speculative	
B2		B		B			
B3		B−		B−			
Caa1		CCC+	C	CCC	C	Substantial risks	
Caa2		CCC				Extremely speculative	
Caa3		CCC−				Default imminent with little prospect for recovery	
Ca		CC					
		C					
C		D	/	DDD	/	In default	
/				DD			
				D			

REALIZED GAIN (OR LOSS): Gain or loss resulting from the sale or disposal of a security.

REGIONAL DEALER: A financial intermediary that buys and sells securities for the benefit of its customers without maintaining substantial inventories of securities and that is not a primary dealer.

REPURCHASE AGREEMENT (RP or REPO): A transaction in which a counterparty or the holder of securities (e.g. investment dealer) sells these securities to an investor (e.g. the City) with a simultaneous agreement to repurchase them at a fixed date. The security "buyer" (e.g. the City) in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate the "buyer" for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money, that is, increasing bank reserves.

REVERSE REPURCHASE AGREEMENT (REVERSE REPO): The opposite of a repurchase agreement. A reverse repo is a transaction in which the City sells securities to a counterparty (e.g. investment dealer) and agrees to repurchase the securities from the counterparty at a fixed date. The counterparty in effect lends the seller (e.g. the City) money for the period of the agreement with terms of the agreement structured to compensate the buyer.

RISK: Degree of uncertainty of return on an asset.

SAFEKEEPING: A service which banks offer to clients for a fee, where physical securities are held in the bank's vault for protection and book-entry securities are on record with the Federal Reserve Bank or Depository Trust Company in the bank's name for the benefit of the client. As agent for the client, the safekeeping bank settles securities transactions, collects coupon payments, and redeems securities at maturity or on call date, if called.

SECURITIES AND EXCHANGE COMMISSION (SEC): Agency created by Congress to protect investors in securities transactions by administering securities legislation.

SECONDARY MARKET: A market for the repurchase and resale of outstanding issues following the initial distribution.

SECURITIES: Investment instruments such as notes, bonds, stocks, money market instruments and other instruments of indebtedness or equity.

SETTLEMENT DATE: The date on which a trade is cleared by delivery of securities against funds.

SPREAD: The difference between two figures or percentages. It may be the difference between the bid (price at which a prospective buyer offers to pay) and asked (price at which an owner offers to sell) prices of a quote, or between the amount paid when bought and the amount received when sold.

STRUCTURED NOTE: A complex, fixed income instrument, which pays interest, based on a formula tied to other interest rates, commodities or indices. Examples include "inverse floating rate" notes which have coupons that increase when other interest rates are falling, and which fall when other interest rates are rising and "dual index floaters", which pay interest based on the relationship between two other interest rates, for example, the yield on the ten-year Treasury note minus the Libor rate. Issuers of such notes lock in a reduced cost of borrowing by purchasing interest rate swap agreements.

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SUPRANATIONALS: are international institutions that provide development financing, advisory services and/or financial services to their member countries to achieve the overall goal of improving living standards through sustainable economic growth. The Government Code allows local agencies to purchase the United States dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by the International Bank for Reconstruction and Development, International Finance Corporation, or Inter-American Development Bank.

TIME DEPOSIT: A deposit with a California bank or savings and loan association for a specific amount and with a specific maturity date and interest rate. Deposits of up to $250,000 are insured by FDIC. Deposits over $250,000 are collateralized above the insurance with either government securities (at 110% of par value), first trust deeds (at 150% of par value), or letters of credit (at 105% of par value).

TOTAL RATE OF RETURN: A measure of a portfolio's performance over time. It is the internal rate of return which equates the beginning value of the portfolio with the ending value, and includes interest earnings and realized and unrealized gains and losses on the portfolio. For bonds held to maturity, total return is the yield to maturity.

TRUSTEE OR TRUST COMPANY OR TRUST DEPARTMENT OF A BANK: A financial institution with trust powers which acts in a fiduciary capacity for the benefit of the bondholders in enforcing the terms of the bond contract.

UNDERWRITER: A dealer which purchases a new issue of municipal securities for resale.

UNIFORM NET CAPITAL RULE: Securities and Exchange Commission requirement that member firms as well as nonmember broker/dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

U.S. GOVERNMENT AGENCY SECURITIES: Securities issued by U.S. government agencies, most of which are secured only by the credit worthiness of the particular agency. See AGENCIES.

U.S. TREASURY OBLIGATIONS: Securities issued by the U.S. Treasury and backed by the full faith and credit of the United States. Treasuries are the benchmark for interest rates on all other securities in the U.S. The Treasury issues both discounted securities and fixed coupon notes and bonds. The income from Treasury securities is exempt from state and local, but not federal, taxes.

TREASURY BILLS: Securities issued at a discount with initial maturities of one year or less. The Treasury currently issues three-month and six-month Treasury bills at regular weekly auctions. It also issues very short-term "cash management" bills as needed to smooth out cash flows.

TREASURY NOTES: Intermediate-term coupon-bearing securities with initial maturities of one year to ten years.

TREASURY BOND: Long-term coupon-bearing securities with initial maturities of ten years or longer.

UNREALIZED GAIN (OR LOSS): Gain or loss that has not become actual. It becomes a realized gain (or loss) when the security in which there is a gain or loss is actually sold. See REALIZED GAIN (OR LOSS).

VOLATILITY: Characteristic of a security, commodity or market to rise or fall sharply in price within a short-term period.

WEIGHTED AVERAGE MATURITY: The average maturity of all the securities that comprise a portfolio that is typically expressed in days or years.

YIELD: The annual rate of return on an investment expressed as a percentage of the investment. See CURRENT YIELD; YIELD TO MATURITY.

YIELD CURVE: Graph showing the relationship at a given point in time between yields and maturity for bonds that are identical in every way except maturity.

YIELD TO MATURITY: Concept used to determine the rate of return if an investment is held to maturity. It takes into account purchase price, redemption value, time to maturity, coupon yield, and the time between interest payments. It is the rate of income return on an investment, minus any premium or plus any discount, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond, expressed as a percentage.

CITY OF OAKLAND

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OFFICE OF THE CITY CLERK
OAKLAND
2015 FEB 11 AM 11:25

AGENDA REPORT

TO: JOHN A FLORES
INTERIM CITY ADMINISTRATOR

FROM: KIRAN BAWA

SUBJECT: Budget Priorities Poll

DATE: February 9, 2015

City Administrator Approval

Date 2/10/15

COUNCIL DISTRICT: City-Wide

RECOMMENDATION

Receive an informational report presenting the results of the 2015 budget priorities poll of Oakland residents conducted in accordance with the Consolidated Fiscal Policy (Ordinance 13279 C M S) as part of the FY 2015-2017 budget development

OUTCOME

This is an informational report providing analysis to the City Council and the public of the survey conducted to assess budget priorities, concerns and needs of Oakland residents (Attachment A)

BACKGROUND/LEGISLATIVE HISTORY

On December 9, 2014, the City Council approved the Consolidated Fiscal Policy (Ordinance 13279 CMS) which directs staff to conduct a professional and statistically valid poll of Oakland residents as part of the biennial budget development process for assessing the public's needs, concerns, and priorities The Consolidated Fiscal Policy also requires the survey questions to be submitted to the Budget Advisory Committee (BAC) for review of bias, relevance, consistency in administration, inclusion of benchmark questions, and ability to assess concerns, needs and priorities.

The FY 2014-15 Amended Midcycle Budget included an appropriation of $45,000 to conduct a professional poll. Through a competitive bid process, the consultant Fairbank, Maslin, Maullin, Metz & Associates (FM3) was selected to conduct the survey FM3 has experience conducting a similar budget priority survey for San Jose recently and various community polls for other cities in the bay area Additionally, they have conducted community surveys for Oakland in the past (2002, 2005 and 2008) which serve as comparative benchmark information The questions were developed in accordance with the Consolidated Fiscal Policy FM3 and the staff met with the

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BAC prior to release of the poll to solicit their feedback and input The BAC unanimously approved the final survey questions that were submitted for polling

ANALYSIS

FM3 conducted a telephone survey of 701 randomly-selected registered voters to assess their views on the City's budget priorities. The survey was conducted in English, Spanish and Cantonese Please see the accompanying report for the FM3's full analysis A high level summary of the results of the survey are provided below

Overall, the survey results suggest that voters in Oakland are generally satisfied with life in their City, although they are less pleased with how City government delivers services Their top priorities for the budget include public safety – police, fire, and emergency services – as well as education & children, jobs, and affordable housing Addressing crime and violence and provided associated services were clearly the top priority irrespective of the many in which the question was asked

Many expect the City to have a budget shortfall, and if there is a shortfall, the overwhelming preference is to address it with revenue increases rather than cuts in programs both when asking generally and with regard to cuts in specific services A majority of voters favored increasing revenues to maintain or to increase nearly all of the services that were polled Over two-thirds of residents would pay more to maintain or increase the following services.

- Emergency medical response
- Violence prevention and intervention services
- Police protection in your neighborhood
- Fire prevention and response
- Job training and employment programs
- Repair of potholes in city streets and broken sidewalks
- Child care and Head Start programs
- Youth programs at city parks and recreation centers
- Housing programs and affordable housing development
- Clean-up and removal of illegal dumping

Oakland residents draw from a variety of information sources to learn about City government issues and have a range of preferences for how they interact with the City in the future. Television news is the most popular method for learning about City government, followed by newspapers, word of mouth, and social media. Preferences for future interactions with City government are split fairly evenly between interacting in person, by email, via website, or by phone

PUBLIC OUTREACH/INTEREST

The BAC held three public meeting to discuss the poll and its questions through the fall and winter of 2014 The final polling instrument was approved a public special meeting of the BAC

COORDINATION

The Budget Advisory Committee was instrumental in the development of the poll and its questions The City Administrator's Office also provided helpful input and guidance

COST SUMMARY/IMPLICATIONS

There are no costs or fiscal impacts associated with the acceptance of this report

SUSTAINABLE OPPORTUNITIES

Economic. No direct economic opportunities have been identified

Environmental No direct environmental opportunities have been identified

Social Equity: No direct social equity opportunities have been identified

For questions regarding this report, please contact Bradley Johnson, Assistant to the City Administrator, at (510) 238-6119

Respectfully submitted,

KIRAN BAWA
Budget Director

Prepared by
Bradley Johnson, Assistant to the City Administrator

Attachments:
A: Professional Polling Analysis by FM3

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Attachment A

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INTRODUCTION AND METHODOLOGY

Between January 27-31, 2015, Fairbank, Maslin, Maullin, Metz & Associates (FM3) conducted a telephone survey of 701 randomly-selected registered voters in the City of Oakland to assess their views on issues related to the Oakland City budget The survey questionnaire was translated and administered in Spanish and Cantonese, as well as in English

Survey questions were developed in consultation with City staff and the City's Budget Advisory Committee, and several were repeated from similar surveys conducted in 2005, 2002 and 2000 It is important to note in making comparisons to previous years that the sample for those surveys were drawn by a random digit dialing or RDD methodology from the entire population of Oakland residents, rather than only registered voters Due to the escalating costs associated with conducting RDD surveys – and the practical difficulties with interviewing a representative sample using this methodology – this survey was conducted using a voter sample. Additionally, the sample was weighted slightly to conform to demographic data on the City's electorate.

61 percent of the interviews were conducted with respondents who make "all" or "most" of their phone calls on cell phones Seven percent of the interviews were conducted in Spanish (4%) or Cantonese (3%) 15 percent of respondents reported being born outside the U.S., and their countries of origin are summarized in the table below

Country of origin	Number of respondents
Mexico	18
China	13
Philippines	10
El Salvador	3
England	3
Hong Kong	3
Jamaica	3
Vietnam	3
Argentina	2
Canada	2
Morocco	2
Nigeria	2
Afghanistan	1
Ethiopia	1

Country of origin	Number of respondents
Holland	1
Honduras	1
India	1
Indonesia	1
Iran	1
Japan	1
Kenya	1
Nicaragua	1
Panama	1
Puerto Rico	1
Russia	1
Taiwan	1
United Kingdom	1
Yemen	1

The margin of error for the survey sample as a whole is plus or minus 3.7 percentage points at the 95 percent confidence level The margin of error for smaller subgroups within the sample is larger Finally, it should be noted that due to rounding, not all combined percentages will sum to their assumed total. For example, 13 4 percent and 12.4 percent are shown as 13 and 12 percent in this report, and instead of their combined total summing to 25 percent, it sums to 26 percent (25 8 percent).

This report discusses and analyzes the survey's principal findings Following a brief summary of findings, the report is divided into four parts·

- **Part 1** examines Oakland voters' views of life in the City and the overall performance of City government in delivering services.
- **Part 2** explores general impressions of the City budget and preference for how to deal with a budget shortfall
- **Part 3** focuses on specific priorities for City spending and preferences for revenue increases or budget cuts in specific programs
- **Part 4** addresses respondents' preferences for how to interact with City government

The topline results of the survey are included at the end of the report in **Appendix A**

SUMMARY OF MAJOR FINDINGS

Overall, the survey results suggest that voters in Oakland are generally satisfied with life in their City, although they are less pleased with how City government delivers services Many expect the City to have a budget shortfall, and if there is a shortfall, the overwhelming preference is to address it with revenue increases rather than cuts in programs. Their top priorities for the budget include public safety – police, fire, and emergency services – as well as education, jobs, and affordable housing They learn about City government in a number of different ways (with television news the #1 information source) and express a range of preferences for future interactions with the City (with a plurality favoring in-person interactions).

More specifically·

- Seven in ten respondents (70%) rate Oakland as an excellent (26%) or good (44%) place to live

- Only 32 percent, however, say Oakland city government does an excellent (3%) or good (28%) job providing services for the people who live there, while 44 percent rate the City's performance as fair and 18 percent as poor

- A plurality (47%) expect a budget shortfall for the upcoming year, 2015, including 21 percent who expect a large shortfall. Only 11 percent expect a surplus and 18 percent expect a balanced budget, while 24 percent do not know enough to provide an expectation

- Improving public safety is a clear priority for voters when considering City spending, followed by issues related to education and children, jobs, and affordable housing

    - Assorted issues related to crime, violence, police funding and public safety top the list of concerns raised by respondents, with 38 percent volunteering one of these as the most serious problem in the city and another 24 percent who name it second
    - When asked to consider what qualities make a city a good place to live, low rates or crime and violence is rated as extremely important by 80 percent of respondents, more than any other issue, with a series of issues including promoting literacy, emergency medical services, job availability, and affordable housing making up a second tier, with over six in ten calling them extremely important

- The electorate prefers raising revenue to cutting services as a way to deal with a potential budget shortfall, both in general, and when faced with particular programs.

    - To address a budget shortfall, in concept a majority (54%) preferred raising additional revenue, including taxes or fees, while only 22 percent would choose to cut existing City services.
    - Presented with a series of City programs, majorities would choose to pay more in taxes or fees rather than cut them The programs respondents are least willing to cut are those that reflect their priorities for the budget, including emergency medical

response (80% would pay more to maintain or improve) and police protection in your neighborhood (79% would pay more)

- The only programs a majority would be willing to cut include graffiti removal (52% cut), and attracting and keeping professional sports teams (60% cut)

➢ Voters learn about City government issues in a number of ways and express a range of preferences for how they interact with the City in the future

- Television news is the most popular method for learning about City government (29% say it is their first choice), followed by newspapers (18%), word of mouth (10%) and social media (10%)
- Preferences for future interactions are almost as diverse, with 35 percent saying they prefer interacting in person, 27 percent by email, 26 percent on a website, and 24 percent on the phone (each respondent was allowed to select multiple options).

➢ The general pattern described above holds for most subgroups of the City, with overall satisfaction being high, crime and violence a serious concern, and an interest in raising revenues rather than cutting programs to deal with a budget shortfall. There are some differences of degree by subgroup, however, which are spelled out in the body of the report

The remainder of this report presents these and other results of the survey in more detail

PART 1: IMPRESSIONS OF LIFE IN OAKLAND

Overall, survey respondents generally felt quite positive towards life in Oakland, but offered lower marks to how well the City provides services to its residents

1.1 Perceptions of Oakland as a Place to Live

As a place to live, Oakland receives high marks. Seven in ten survey respondents rated it as "excellent" (26%) or "good" (44%), while only three in ten (30%) rated it as "only fair" (22%) or "poor" (9%) As **Figure 1** illustrates, this is slightly more positive than the surveys between 2000 and 2005 found, with most of the increases coming among those who feel life in Oakland is "excellent"

FIGURE 1:
Current and Historical Perceptions of Life in Oakland

Generally speaking, how would you rate Oakland as a place to live
is it an excellent place to live, a good place, only fair, or a poor place to live?

Rating	%			
	2000	2002	2005	2015
Total positive	**65**	**64**	**61**	**70**
Excellent	18	19	19	26
Good	47	45	42	44
Total negative	**35**	**35**	**38**	**30**
Only fair	28	27	30	22
Poor	7	8	8	9

Results among subgroups

Several subgroups expressed more positive feelings about the quality of life in Oakland These respondents were disproportionately white, well-educated, younger, more recent residents to Oakland, and with somewhat higher levels of income:

- Whites (39% "excellent" compared to 26% overall),
- Those with middle-to-higher levels of income, including $75,000-$100,000 (36%) and $100,000-$150,000 (34%),
- Residents of City Council District 1 (36%) and District 3 (33%),
- Those who have lived in Oakland less than ten years (34%),
- Those with post-graduate degrees (35%) or any four-year college degree (33%);
- Men ages 18-49 (34%),
- Those ages 30-39 (34%),
- Those who are self-employed (33%), and
- Democrats ages 18-49 (32%)

In comparison, the subgroups who disproportionately rated life in Oakland as "poor" were Chinese Americans and Latinos (and immigrants, overall), retirees, those with lower levels of educational attainment and income, and some categories of older respondents

- Those interviewed in Spanish or Chinese (35% "poor" compared to 9% overall),
- Immigrants (24%);
- Chinese Americans (22%) and Latinos (18%),
- Retirees (20%),
- Those with a high school education or less (19%) and women without college degrees (16%),
- Residents of City Council District 7 (18%),
- Women ages 50+ (17%) and those age 75 + overall (15%),
- Independents ages 50+ (17%), and
- Those with household incomes under $30,000 a year (17%)

1.2 Perception of City Government Services

In contrast to the generally positive ratings given to life in Oakland overall, the City's provision of services received more mixed ratings from survey respondents. One-third (32%) rated *the overall job being done by Oakland city government in providing services for the people who live here* as "excellent" (3%) or "good" (28%), while 44 percent rated it as "only fair" and 18 percent rate it as "poor " As shown in **Figure 2**, these ratings are generally comparable to the ratings given by Oakland residents in 2000, 2002, and 2005

FIGURE 2:
Current and Historical Perceptions of Provision of City Services

How would you rate the overall job being done by Oakland city government in providing services to the people who live here excellent, good, only fair or poor?

Rating	%			
	2000	**2002**	**2005**	**2015**
Total positive	**34**	**40**	**30**	**32**
Excellent	4	5	2	3
Good	30	35	28	28
Total negative	**62**	**56**	**67**	**62**
Only fair	49	42	49	44
Poor	13	14	18	18

Results among Subgroups

In general, there were not large variations between different subgroups in how they viewed City government's provision of services. While no more than eight percent of any of the subgroups viewed the provision of City services as "excellent," a few subgroups did express disproportionately positive opinions when their "excellent" and "good" ratings were combined. This tended to be respondents at the age extremes, upper-middle incomes, very recent Oakland residents, and whites.

- Those ages 75+ (44% "excellent" or "good" compared to 32% overall) and ages 18-29 (41%),
- Those with household incomes of $75,000-$100,000 (43%),
- Those who have lived in Oakland less than two years (41%),
- Whites (40%), and
- Residents of City Council District 4 (37%)

The subgroups disproportionately rating the City's provision of services as "poor" included longer-term and generally older City residents, African Americans, higher income residents, and those with children at home.

- Those who have lived in Oakland for more than 40 years (28% "poor" compared to 18% overall);
- Residents of City Council District 7 (28%) and District 5 (23%),
- Those ages 40-49 (24%), 50-64 (25%), and 65-74 (23%),
- African Americans (24%),
- Widowed or divorced residents (24%),
- Those with household incomes greater than $150,000 (24%), and
- Those with school-aged children at home (23%).

Given the disparate responses to the questions about living in Oakland versus the City's provision of services, it can be informative to look at the intersection of those questions. More specifically, nearly two in five (38%) survey respondents indicated that Oakland is an "excellent" or "good" place to live, but feel that City government does an "only fair" or "poor" job providing services. The subgroups disproportionately falling into this category tended to be white, recent City residents with full-time employment, high incomes and educational levels:

- Those with household incomes greater than $150,000 (59% compared to 38% overall),
- Those living with a partner (50%),
- Those ages 30-39 (48%),
- Those who have lived in Oakland 2-5 year (47%);
- Residents of City Council District 1 (46%),
- Those employed full-time (42%) or don't work in Oakland (46%),
- Those with at least four-year college degrees (43%);
- Whites (43%), and
- Those who were born in the United States (42%).

PART 2: GENERAL IMPRESSIONS OF THE OAKLAND CITY BUDGET

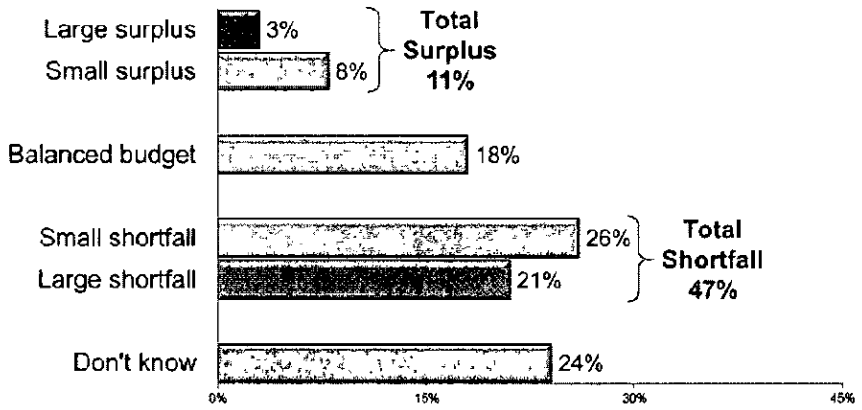
Survey respondents were more inclined to expect a shortfall than a surplus for this year's budget, and they indicated that they would rather address a shortfall with revenue increases than with cuts to services

2.1 Expectations for This Year's Budget

Thinking about the upcoming year, 2015, nearly half of survey respondents (47%) indicated a belief that the City of Oakland will start its budget process with a "budget shortfall." Asked to quantify their expectation as a "small shortfall" or a "large shortfall," this group is fairly evenly divided 26 percent expect a small shortfall and 21 percent expect the shortfall to be large, as shown in **Figure 3** Another 18 percent anticipate a "balanced budget," while 11 percent anticipate a "surplus," and 24 percent do not know enough to offer an opinion

FIGURE 3:
Expectations for the 2015 Budget Process

Thinking about this upcoming year, 2015, do you think that the City of Oakland will start its budget process with a budget surplus, a balanced budget, or a budget shortfall?



Results among Subgroups

In general, the pattern that far more expect a shortfall than a surplus holds consistent across subgroups of the City. However, there was nonetheless some variation in optimism about the budget, while some groups were more likely to acknowledge that they did not know the answer Distinctions of note included the following

- African Americans (19%), Democratic men (17%), and voters over 75 (17%) were a little more likely to expect a "budget surplus" when compared to the population overall (11%)

- More pessimistic groups, those more likely than others to expect a shortfall, included those with household incomes over $100,000 (57%, compared to 47% overall), Democratic women (54%), and women under 50 (53%)

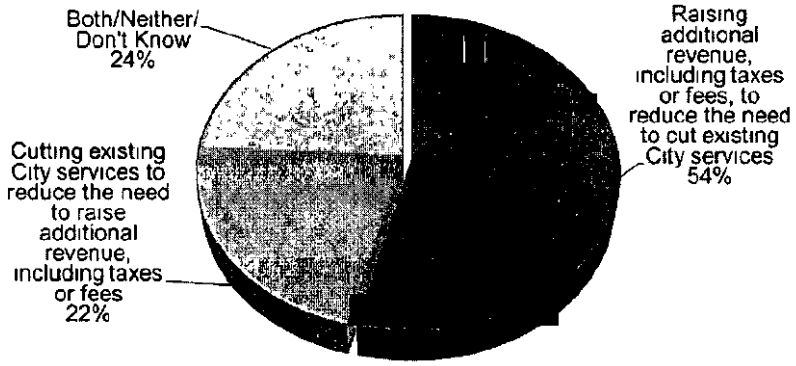
Additionally, perceptions about the City's provision of services also appeared to correlate with expectations for the upcoming budget While even those with positive views of City government were very unlikely to assume there will be budget surplus, respondents more critical of City government were much more likely to assume the City is facing a budget shortfall Notably, 61 percent of those who gave the City "poor" ratings for providing services believe the upcoming budget is facing a shortfall, with 42 percent assuming the shortfall will be "large "

2.2 Preferences for Handling a Budget Shortfall

If there is a shortfall, respondents clearly preferred raising revenue to cutting services After being told that there is a possibility that the City of Oakland may face a significant shortfall in the coming year, a majority (54%) said that in making decisions about the budget, the City of Oakland should place a higher priority on *raising additional revenue, including taxes or fees, to reduce the need to cut existing City services* Fewer than half that number (22%) said the City of Oakland should place higher priority on *cutting existing City services to reduce the need to raise additional revenue, including taxes or fees* The remainder were unable to choose between those two approaches, either indicating that both should be a priority (10%), neither approach was preferred (8%), or don't know (6%) **Figure 4** illustrates attitudes on this question

FIGURE 4:
Preference for Raising Revenue vs. Cutting Services

There is a possibility that the City of Oakland may face a significant budget shortfall in the coming year With that in mind, in making decisions about the budget, should the City of Oakland place a higher priority on



Results among Subgroups

Raising revenue was preferred over cutting services among all major subgroups (Only those who took the interview in Spanish or Cantonese actually preferred cutting services to raising taxes 46 to 23 percent, but they represented only seven percent of the sample.) This preference is especially strong among those who rate life in Oakland as "excellent," as well as the following groups.

- Those who are living with a partner (77%, compared to 54% overall) or single (60%),
- Those with household incomes over $100,000 a year (66%);
- Those with post-graduate education (64%), and college-educated men (60%),
- Those who are newer to Oakland (60% among those who have lived in the city under 10 years),
- Whites (61%),
- Men under 50 (60%), and
- Democratic men (60%)

Those more ambivalent about the two approaches – but still inclined to support raising revenue over cutting services – included

- Those over age 65 (43% raising revenue, versus 37% cutting services),
- Those with only high school degrees (33% to 42%);
- Those with household incomes less than $30,000 a year (45% to 34%),
- Chinese Americans (46% to 37%),
- Republicans[1] (46% to 32%),
- Those who feel Oakland is a "poor" place to live (42% to 32%)

[1] Small sample size

PART 3: SPECIFIC BUDGET PRIORITIES

When asked to come up with their own priorities for the City budget, respondents were most likely to name reducing crime and improving education, followed by housing, street maintenance, and jobs. The same areas – with the addition of emergency medical services – were reflected in their responses to a list of potential goals for the city, and in the areas where respondents indicated they were most willing to pay more to maintain or improve services

3.1 Volunteered Priorities for the City Budget

Respondents were asked an open-ended question about the two most important issues facing Oakland residents that they would like to see prioritized in the City government budget As shown in **Figure 5**, Their most frequent answers related to crime and public safety, which over six in ten mentioned as either their first or second choice· crime/violence (20% first choice, 13% second), more police/funding/police issues (10% first choice, 6% second), and public safety (8% first choice, 5% second) The next most commonly mentioned problem was education/public schools, which was mentioned by over one in three (17% first choice, 19% second) Other frequently-mentioned topics included housing costs/affordability (10% first, 6% second), street and sidewalk maintenance (8% first, 8% second), and jobs/keeping businesses (7% first, 11% second)

FIGURE 5:
Current Priorities for the City Budget
(Categories with 2% or More as First Choice)

In the upcoming two-year budget, what are the two most important issues facing Oakland residents that you would like to see prioritized in the City government budget?

Budget Priority	% first choice	% second choice
Crime and safety	38	24
Crime/Violence	20	13
More police funding/Police issues	10	6
Public safety	8	5
Education/Public schools	17	19
Housing costs/Affordability	10	6
Street and sidewalk maintenance	8	8
Jobs/Keeping businesses	7	11
Youth activities	3	3
Homelessness	2	4
Public transportation/buses	2	2

Results among Subgroups

Crime or public safety was the top mentioned problem across nearly all survey subgroups. The subgroups that were particular likely to highlight public safety as the top problem for the City included

- Those with household incomes of $100,000 a year or more (53%, compared to 38% overall),
- Men over 50 (47%),
- Those in City Council Districts 4 (47%) and District 7 (45%),
- Homeowners (46%);
- Those with post-graduate education (46%),
- College-educated men (45%);
- Immigrants (44%); and
- Those who are married (43%)

The exceptions to the above pattern were that those who are living with a partner were more likely to cite education (33%) as a top concern for the city than public safety (28%), as were part-time workers (36% education, 27% public safety)

These priorities were generally similar to the goals enumerated by residents of Oakland over the last 15 years, with crime, education, and housing at the top of the list, though education has at times been a higher priority than crime (**Figure 6**) In 2000, when respondents were asked about the most serious issue they would like to see City government do something about, their top answers were education/public schools (33%) and crime (19%), followed by the need for affordable housing (8%) In 2002, again asked about a single most serious issue, the list was topped by crime (26%), education (14%), housing affordability (12%), and drugs (11%) In 2005, residents were asked to name three most serious issues, and their list was again topped by education (35% first choice), crime (22%), housing costs/affordability (5%), and jobs (4%)

FIGURE 6:
Comparing Open-Ended Priorities over Time

Top Budget Priority	%			
	2000	**2002**	**2005**	**2015**
Crime/Violence*	19%	26%	22%	20%
Education/Public schools	33%	14%	35%	17%
Housing costs/affordability	8%	12%	5%	10%
More police funding/Police issues*	NA	2%	2%	10%
Street and sidewalk maintenance*	3%	4%	4%	8%
Public safety*	NA	1%	0%	8%
Jobs/Keeping businesses	5%	3%	4%	7%
Youth activities*	NA	1%	1%	3%
Homelessness	3%	4%	2%	2%
Public transportation/buses	1%	0%	1%	2%
Revitalizing neighborhoods	2%	1%	1%	0%
Traffic congestion/Traffic flow	1%	2%	1%	0%
Drug abuse*	8%	11%	4%	0%
Gangs/Violence*	3%	4%	3%	NA

**Category label worded slightly different in each year*

3.2 Importance of Possible Goals for the City Budget

Similar issues came out on top when respondents were asked to imagine that they were in charge of the Oakland budget and to evaluate a list of goals in terms of their importance in making a city a good place to live, with public safety most important, and education, jobs, and affordable housing in a second tier Emergency medical services and disaster preparedness also rose to this second tier of importance for respondents, even though they did not earlier identify them as problems

By far the highest rated of the goals presented was making sure *crime and violence are low* (80% rate it "extremely important"). This was followed by goals related to jobs, emergency medical services, and education and children's services, affordable housing, and emergency preparedness, which are all rated at approximately the same level, with over six in ten who called them "extremely important" *good job availability in the local area* (69%), *speedy access to quality emergency medical services* (69%), *the City promotes literacy and educational opportunities* (67%), and *there are activities and safe spaces for youth and children* (66%), *access to affordable housing* (63%) and *the City is prepared for fires, earthquakes, and other disasters* (61%)

As shown in **Figure 7**, the condition of roads and parks, financial stability, activities for seniors, serving the homeless, and good pedestrian, bicycle, and public transit accessibility are all somewhat lower priorities, while the bottom of the list includes having artistic and cultural activities, a variety of businesses across city neighborhoods, and making the City a travel destination However, despite the comparatively lower prioritization, it should be noted that *none* of the potential budget priorities were rated "not important" by even one in five residents polled.

FIGURE 7
Importance of Various Goals to Making a City a Good Place to Live

I am going to ask you to imagine you are in charge of Oakland's City budget I am going to read you a list of goals that some people think make a city a good place to live For each one I read, please tell me how important it is that the City budget prioritizes these goals Please think of a scale from "1" to "5" where "1" means it is "not at all important" and "5" means it is "extremely important " A rating of "3" is neutral, neither "important" or "unimportant "

Top Budget Priority	Mean	%					
		5	4	3	2	1	DK
Crime and violence are low	4 7	80	12	6	1	1	0
There is good job availability in the local area	4 5	69	19	8	2	2	1
There is speedy access to quality emergency medical services	4 5	69	18	9	2	1	0
The City promotes literacy and educational opportunities	4 5	67	19	10	3	1	0
There are activities and safe spaces for youth and children	4 5	66	20	10	1	2	1
Residents have access to affordable housing	4 4	63	20	12	3	2	0
The City is prepared for fires, earthquakes, and other disasters	4.4	61	23	11	3	1	0
City government is open and transparent	4 3	57	22	14	3	2	2
City infrastructure and roads are well-maintained	4 3	53	28	15	3	1	0

Top Budget Priority	Mean	%					
		5	4	3	2	1	DK
City government is financially stable and doesn't pass debt to future residents	4 2	51	25	17	2	3	1
Parks, streets, and public spaces are clean and visually appealing	4 2	50	29	16	3	2	0
There are activities and safe spaces for seniors	4 2	49	27	19	3	1	0
The City serves the homeless	4 1	48	25	18	4	4	1
The City has good pedestrian, bicycle, and public transit accessibility	4 1	46	28	19	5	3	0
The City has a variety of artistic and cultural activities and events	3 9	36	33	23	6	2	0
There are a wide variety of retail shops and businesses in each city neighborhood	3 9	33	30	26	6	3	1
The City is a travel destination	3 5	26	21	33	12	7	1

Results among Subgroups

Having the city be safe from crime and violence was the highest-rated goal across nearly all segments of respondents, and the general order of importance changes little based on demographic factors. Low crime was rated particularly important by those interviewed in Spanish or Cantonese (97% "extremely important"), Asian/Pacific Islanders (93%), immigrants (92%), those in City Council District 3 (90%), and those who are unemployed (87%) or retired(86%)

On the other hand, there are a few exceptions who prioritize other issues over public safety

- Those who are living with a partner rated affordable housing highest, followed by activities for youth, emergency services, job availability, and literacy, and only then low rates of crime and violence
- Those who work part-time and those who are self-employed both rate promoting literacy most highly, above low rates of crime and violence

Two other interesting subgroups to consider are those at the extremes of their impressions of life in Oakland – those who rated Oakland as either an "excellent" or "poor" place to live In general, those who expressed negative opinions about life in Oakland were much more likely to assign each of the potential budget priorities in this question a "5 " In other words, those who thought Oakland was a "poor" place to live were more likely to see view these budget priorities as "extremely important" than those who feel that Oakland is an "excellent" place to live

Figure 8 shows what percentage of each of these subgroups rated each budget priority as "extremely important" and the difference in the ratings between these two subgroups. Four of the budget priorities – senior services, keeping parks/streets/public spaces clean, financial stability, and homeless services – were seen as "extremely important" by at most half of those who see Oakland as an "excellent" place to live, but were seen as "extremely important" by more than two-thirds of those who rated Oakland as a "poor" place to live Additionally, while both

subgroups rated keeping crime and violence low as their top priority, those holding more negative opinions of life in Oakland were nearly unanimous in their views of this priority, with 95 percent saying it is an "extremely important" budget goal Interestingly, there was only one budget priority that those viewing life in Oakland more positively felt was more important than their more pessimistic counterparts – artistic and cultural activities 46 percent of those viewing life in Oakland as "excellent" thought this was an "extremely important" budget priority, compared to 40 percent of those viewing life in Oakland as "poor."

FIGURE 8:
Difference in Budget Priorities between those Most and Least Happy with Life in Oakland

Budget Priority	% Viewing Each Budget Priority as "Extremely Important"		
	Oakland "Excellent" Place to Live	Oakland "Poor" Place to Live	Δ
There are activities and safe spaces for seniors	44	72	-28
Parks, streets, and public spaces are clean and visually appealing	45	71	-26
City government is financially stable and doesn't pass debt to future residents	45	67	-22
Crime and violence are low	74	95	-21
The City serves the homeless	50	69	-19
There is speedy access to quality emergency medical services	63	79	-16
The City is prepared for fires, earthquakes, and other disasters	58	73	-15
Residents have access to affordable housing	61	74	-13
The City is a travel destination	26	39	-13
City infrastructure and roads are well maintained	53	65	-12
There are a wide variety of retail shops and businesses in each city neighborhood	32	43	-11
The City promotes literacy and educational opportunities	65	74	-9
There is good job availability in the local area	68	76	-8
The City has good pedestrian, bicycle, and public transit accessibility	48	54	-6
There are activities and safe spaces for youth and children	69	72	-3
City government is open and transparent	59	59	0
The City has a variety of artistic and cultural activities and events	46	40	6

3.3 Preferences for Revenue Increases or Cuts for Specific Programs

In keeping with their overall preference for revenue increases over cuts to services, respondents indicated they would prefer paying additional taxes or fees over budget cuts for a broad range of

services the City provides, though in general they were willing to pay "a little" more to maintain the service rather than "significantly" more to improve it The services they were most willing to pay for reflect the priorities listed in the previous sections public safety, street repair, job training, child care, and affordable housing

As shown in **Figure 9,** there are a number of services for which over two-thirds of respondents said they would be willing to pay additional taxes or fees, including: *emergency medical response* (80% would be "willing to pay additional taxes or fees to maintain or improve that service"), *police protection in your neighborhood* (79%), *repair of potholes in city streets and broken sidewalks* (77%), *job training and employment programs* (77%), *child care and Head Start programs* (76%), *housing programs and affordable housing development* (75%), and *clean-up and removal of illegal dumping* (67%)

In addition to these, majorities, but fewer than two-thirds, reported being willing to pay more for *programs at senior centers* (66%), *maintenance of public parks, street medians and other open space* (66%); *timely response to resident requests for services* (65%), *library services and hours* (64%), *street lighting in your neighborhood* (62%), *improvements to bicycle, pedestrian, and public transit services/infrastructure* (61%); *flood prevention and storm drain maintenance* (59%), *programs to retain, expand, and attract businesses to Oakland* (57%), and *addressing abandoned homes and businesses* (53%).

Respondents were divided on whether they are willing to pay more for *artistic and cultural activities and events* (51% are "willing to pay additional taxes or fees" while 45% "think cuts should be made"); *maintenance of public buildings* (49%, 44%), and *neighborhood traffic congestion improvements* (48%, 45%) Majorities would prefer cuts to *keeping existing and attracting new professional sports teams* (60% cuts), and *removal of graffiti* (52% cuts)

FIGURE 9:
Preference for Cuts vs. Paying More for Specific Programs

I am going to mention some of the services the City provides its residents that may need to be changed in order to address a potential budget shortfall Please tell me whether you think cuts should be made to that service in order to balance the budget, or whether you would be willing to pay additional taxes or fees to maintain or improve that service (IF CUTS, ASK "Would you be willing to make large cuts or just some cuts?") (IF PAY MORE, ASK "Would you be willing to pay a little more to maintain this service, or pay significantly more to improve it?")

Service	%					
	Total willing to pay	A sig. more to improve	A little more to maintain	Total make cuts	Large cuts	Just some cuts
Emergency medical response	**80**	26	55	**14**	3	11
Violence prevention and intervention services	**80**	32	48	**15**	4	11
Police protection in your neighborhood	**79**	36	43	**17**	5	12
Fire prevention and response	**79**	22	57	**17**	3	14
Job training and employment programs	**77**	29	48	**20**	5	15
Repair of potholes in city streets and broken	**77**	22	55	**20**	4	16

Service	%					
	Total willing to pay	A sig more to improve	A little more to maintain	Total make cuts	Large cuts	Just some cuts
sidewalks						
Child care and Head Start programs	**76**	27	49	**20**	4	16
Youth programs at city parks and recreation centers	**76**	24	52	**21**	3	18
Housing programs and affordable housing development	**75**	27	48	**22**	6	16
Clean-up and removal of illegal dumping	**67**	16	51	**29**	6	22
Programs at senior centers	**66**	14	52	**28**	5	24
Maintenance of public parks, street medians and other open space	**66**	11	56	**30**	4	27
Timely response to resident requests for services	**65**	16	49	**25**	5	20
Library services and hours	**64**	15	49	**33**	7	26
Street lighting in your neighborhood	**62**	12	51	**31**	5	26
Improvements to bicycle, pedestrian, and public transit services/infrastructure	**61**	14	47	**35**	7	27
Flood prevention and storm drain maintenance	**59**	12	48	**34**	5	29
Programs to retain, expand, and attract businesses to Oakland	**57**	14	43	**37**	7	30
Addressing abandoned homes and businesses	**53**	13	40	**39**	9	29
Artistic and cultural activities and events	**51**	10	41	**45**	8	37
Maintenance of public buildings	**49**	8	41	**44**	5	39
Neighborhood traffic congestion improvements	**48**	11	37	**45**	9	36
Removal of graffiti	**43**	10	33	**52**	14	38
Keeping existing and attracting new professional sports teams	**34**	7	27	**60**	30	30

Results among Subgroups

The results were very similar across subgroups in the study, with public safety and emergency services at the top and funding for sports teams at the bottom

PART 4: INTERACTIONS WITH CITY GOVERNMENT

Respondents get their information about Oakland in a number of different ways and expressed a broad range of preferences for how they would like to interact with their City government

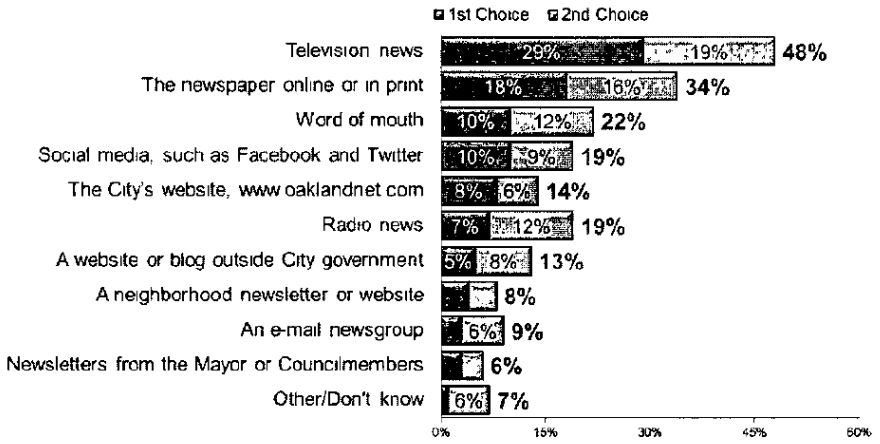
4.1 Sources of Information about City Government

Respondents were most likely to find out about what Oakland City government is doing through television news, but they also get information from a wide variety of other sources As shown in **Figure 10**, 29 percent say *television news* is the source of information they use most often, followed by 18 percent for *the newspaper online or in print Word of mouth* (10%), *social media such as Facebook and Twitter* (10%), and *the City's website www oaklandnet com* (8%) are also top sources of information for smaller groups of voters

Among those who use newspapers as a first or second choice, a majority (54%) reported most often using *The Oakland Tribune* to get information about city government, followed by *The San Francisco Chronicle* (29%), while *The East Bay Express* (9%) and *The Oakland Post* (3%) were less common sources of information

FIGURE 10:
Sources of Information about City Government

Which of the following sources of information do you use most often to find out what Oakland City government is doing?



Results among Subgroups

Although television news is the top source of information across most subgroups of the population, there are a number of distinctions among groups that are worth noting

- Some groups expressed even more reliance on television for information about City government than others, including those interviewed in Spanish or Cantonese (51% make

it their first choice) with a high school education or less (45%), Asian/Pacific Islanders (45%), immigrants (44%), African Americans (41%), and women over 50 years old (45%)

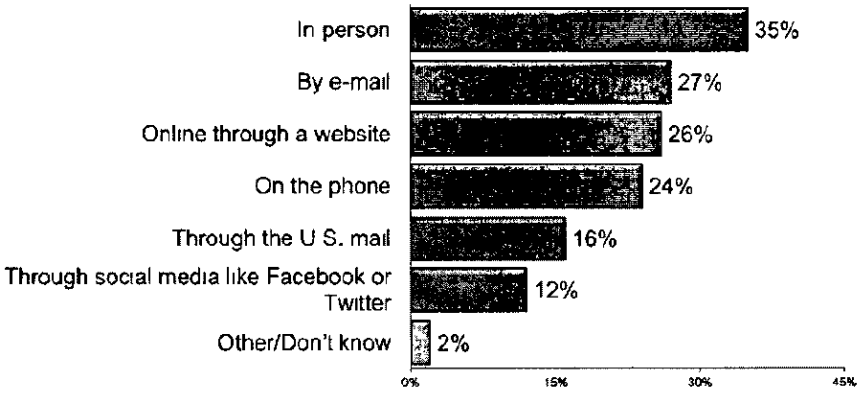
- Those who have lived in Oakland less than five years were more likely to use social media (17%) or the newspaper (17%) as a first choice than television (13%)
- Whites (25%), and those with household incomes over $100,000 a year (24%), were more likely to read a newspaper than watch television as a first choice.

4.2 Preferred Ways to Interact with City Government

Respondents were interested in communicating with the City in a number of ways, from in-person to through social media. Asked how they would like to have contact with the City in the future (and allowed to select more than one category), 35 percent indicated they would like to interact *in-person*, 27 percent *by email*, 26 percent *online through a website*, 24 percent *on the phone*, 16 percent *through the U.S. mail*, and 12 percent *through social media like Facebook or Twitter*. This is illustrated in **Figure 11.**

Figure 11:
Preferred Ways to Interact with City

If you were to interact with the City in the future, in which of the following ways would you most like to have contact with them?



Results among Subgroups

Although overall, in-person is the preferred method of contact, there were some exceptions where online or email interactions are preferred equally or more over in-person, including

- White voters,
- Those who live with a partner,
- Those who have lived in Oakland less than ten years,
- Those who are self-employed or work at home,
- Those with post-graduate education, and
- Those with household incomes over $100,000 a year

CONCLUSIONS

The survey results suggest there continues to be a disconnect between how Oaklanders think about life in the City and their impressions of City government's effectiveness The vast majority of Oaklanders see the City as a good place to live and fewer than one in ten hold negative impressions about living here (Those more likely to view life in Oakland negatively are likely immigrants, Latinos and Chinese residents, retirees, and residents with lower levels of income and education.) In contrast, a plurality feels the City is only doing a "fair" job providing services These findings suggest that residents see many other aspects of life in Oakland beyond the City's control as important to the City's high quality of life

Public safety is clearly a top concern and thus the top budget priority More than three-quarters of respondents to this survey indicated they would rather pay a little more to maintain or improve police, fire and emergency response services than to see those services cut Furthermore, many would even be willing to pay "significantly more" to improve neighborhood police protection.

However, public safety does not appear to be the sole budgetary focus of residents Large majorities would rather pay more to protect other services – such as job training, street/sidewalk repair, youth program, housing programs, senior programs, park maintenance, library services, and others – rather than see them cut

These results suggest that a challenge for City officials is that while a slim majority (54%) support the general approach of raising revenue to reduce the need to cut services, much larger majorities are willing to pay more for specific services they deem as higher priorities Thus, were the City to ask residents to pay more to maintain or improve existing services, the specific mix of services would be critically important to garnering broad support Regardless, these findings do provide guidance for City officials as to which services residents are more or less likely to accept cutting or reducing

FY 2015-17 ADOPTED POLICY BUDGET LEGISLATION

Legislative Item	Approval Date	Resolution / Ordinance	Page
FINANCIAL POLICIES			
Appropriations Limit for FY 2015-17	June 30, 2015	Resolution No. 85671	I - 3
Budget Adoption and City Council Budget Amendments	June 30, 2015	Resolution No. 85672	I - 5
LOCAL ASSESSMENTS			
Landscaping and Lighting Assessment District	June 2, 2015	Resolution No. 85632	I - 21
LOCAL MEASURES			
Emergency Medical Services (Measure M)	June 22, 2015	Ordinance No. 13317	I - 25
Paramedic Emergency Services (Measure N)	June 22, 2015	Ordinance No. 13318	I - 27
Library Services (Measure Q)	June 22, 2015	Ordinance No. 13316	I - 29
VOTER APPROVED MANDATES			
Public Safety and Services Violence Prevention Act of 2014 (Measure Z)	July 29, 2014	Resolution No. 85149	I - 31
Government Ethics Act of 2014	December 8, 2014	Ordinance No. 13278	I - 49

NOTES

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2015 JUL 13 AM 11:32

APPROVED AS TO FORM AND LEGALITY

CITY ATTORNEY

OAKLAND CITY COUNCIL

Resolution No. 85671 **C.M.S.**

RESOLUTION ESTABLISHING AN APPROPRIATIONS LIMIT FOR FISCAL YEAR 2015-2016 PURSUANT TO ARTICLE XIIIB OF THE CALIFORNIA CONSTITUTION

WHEREAS, Article XIIIB 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 2014-15, for fiscal year 2015-16; now therefore be it

RESOLVED: That the annual appropriations limit for the City of Oakland for FY 2015-16 is $545,079,569 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 30 2015, 2015

PASSED BY THE FOLLOWING VOTE:

AYES--- [redacted], CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID, AND PRESIDENT GIBSON MCELHANEY - 7

NOES--- 0

ABSENT--- 0

ABSTENTION--- Brooks - 1

ATTEST: LaTonda Simmons
LATONDA SIMMONS
City Clerk and Clerk of the Council of
the City of Oakland, California

NOTES

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OFFICE OF THE CITY CLERK
OAKLAND
2015 JUN 12 PM 2:44

Approved as to Form and Legality
City Attorney
FON ICSB

OAKLAND CITY COUNCIL

RESOLUTION NO. 85672 C.M.S.

RESOLUTION AUTHORIZING THE FISCAL YEAR ("FY") 2015-2017 BIENNIAL BUDGET AND APPROPRIATING CERTAIN FUNDS TO PROVIDE FOR THE EXPENDITURES PROPOSED BY SAID BUDGET

WHEREAS, City Charter section 802 requires that the Council adopt by resolution a budget of proposed expenditures and appropriations necessary therefor for the ensuing year; and

WHEREAS, the City Council has reviewed departmental and non-departmental budgets in public hearings in view of estimated resources available for Fiscal Years 2015-2017; and

WHEREAS, the City Council has given careful consideration to the proposed budget for the use of funds for Fiscal Years 2015-2017 as set forth in the FY 2015-2017 Proposed Policy Budget document and subsequent errata; and

WHEREAS, the City Council has agreed on modifications to the proposed budget as shown in Exhibits 1, 2 and 3 hereto and such modifications, additions, corrections to the proposed budget recommended by councilmembers and approved by the City Council, which are incorporated by reference as if fully set forth herein and together with the proposed budget shall constitute the 2015-2017 Adopted Policy Budget; now therefore be it

RESOLVED: That the City Council hereby finds and determines that the preceding recitals are true and correct and hereby adopts and incorporates them into this Resolution; and be it

FURTHER RESOLVED: That the 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 2015-2017 Adopted Policy Budget attached hereto; and be it

FURTHER RESOLVED: That the City Administrator may transfer operating appropriations between activity programs during the fiscal year provided that such funds remain within the departments in which the funds were approved by City Council; and be it

FURTHER RESOLVED: That the City Administrator may transfer capital appropriations between the Capital Improvement Program and operating departments to the extent that such transfers are necessary to fund capital-related activities of the operating departments; and be it

FURTHER RESOLVED: That the City Administrator must obtain approval from the City Council before (1) substantially or materially altering the relative department allocations of funding approved and set out in the Adopted Policy Budget, (2) substantially or materially changing the levels of service expressly prioritized and funded by the Adopted Policy Budget including but not limited to layoffs and/or freezes that would substantially or materially (a) change levels of service, or (b) affect programs, or (3) eliminate or suspend entire programs funded by the Adopted 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

FURTHER RESOLVED: That this Resolution shall take effect immediately upon its passage.

IN COUNCIL, OAKLAND, CALIFORNIA, JUN 30 2015

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL-WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID and PRESIDENT GIBSON MCELHANEY - 6

NOES - Gallo - 1

ABSENT - Ø

ABSTENTION - Brooks - 1

ATTEST: LaTonda Simmons
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

GENERAL PURPOSE FUND REVENUE -- MAY REVISE & ERRATA #1

Revenue Type	FY 2013-14 Actuals	FY 2014-15 Midcycle Budget	FY 2014-15 Midcycle Q3 Projection	FY 2015-16 Proposed Budget	FY 2015-16 Proposed Budget REVISED	FY 2015-16 Increase/ (Decrease)	FY 2016-17 Proposed Budget	FY 2016-17 Proposed Budget REVISED	FY 2016-17 Increase/ (Decrease)
Property Tax	142,823,340	148,846,000	160,578,500	169,307,424	164,907,424	(4,400,000)	172,469,312	172,469,312	-
Sales Tax	49,761,088	50,360,000	52,310,000	55,425,093	55,425,093		54,433,806	54,433,806	
Business License Tax	62,905,126	60,616,020	65,000,000	71,505,408	68,717,500	(2,787,908)	72,626,798	69,785,000	(2,841,798)
Utility Consumption Tax	50,422,336	50,000,000	50,000,000	50,000,000	50,000,000		50,000,000	50,000,000	
Real Estate Transfer Tax	59,059,973	53,000,000	60,862,860	55,630,012	60,926,000	5,295,988	57,707,706	63,182,900	5,475,194
Transient Occupancy Tax	14,318,512	14,883,000	16,323,000	16,400,000	16,900,000	500,000	17,056,000	17,556,000	500,000
Parking Tax	8,443,638	8,178,000	9,372,000	10,211,274	10,211,274	-	10,492,084	10,492,084	
Licenses & Permits	1,388,448	1,935,731	1,665,000	2,210,747	2,210,747		2,210,747	2,210,747	
Fines & Penalties	22,195,164	23,268,807	23,268,000	23,833,497	23,833,497		23,834,215	23,834,215	
Interest Income	793,095	740,482	740,482	740,482	740,482		740,482	740,482	
Service Charges	43,392,862	46,956,242	45,353,000	46,845,583	47,680,068	834,485	47,056,414	48,090,899	1,034,485
Internal Service Funds	62,040	-	-	-	-		-	-	
Grants & Subsidies	1,007,508	119,435	119,435	119,435	119,435		119,435	119,435	
Miscellaneous	3,616,549	4,349,320	1,872,600	749,320	5,149,320	4,400,000	749,320	749,320	-
Interfund Transfers	-	-	-	14,922,885	14,922,885		2,413,334	2,206,667	(206,667)
Subtotal Revenue	**$460,189,679**	**$463,253,037**	**$487,464,877**	**$517,901,160**	**521,743,725**	**$3,842,565**	**$511,909,653**	**$515,870,867**	**3,961,214**
Transfers from Fund Balance	-	30,456,787	40,880,000	6,802,471	12,063,576	5,261,105	7,964,256	7,964,256	-
Grand Total	**$460,189,679**	**$493,709,824**	**$528,344,877**	**$524,703,631**	**533,807,301**	**$9,103,670**	**$519,873,909**	**$523,835,123**	**3,961,214**

Exhibit 2

General Purpose Fund
Summary of Budget Adjustments (May Revise & Errata #1)
FY 2015-17 Proposed Policy Budget

GENERAL PURPOSE FUND (GPF)	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Revenue Changes				
1. Real Estate Transfer Tax Revenue Adjustment based on Q3		$3.15	$4.16	$3.60
2. Business License Tax Revenue Adjustment based on Q3			($2.79)	($2.84)
3. Airport Rescue Fire Fighter (ARFF) Services			$0.83	$1.03
4. Correct classification of $4.4 million for expected property sale from Property Tax to Miscellaneous Revenue (FY 2015-16 only)			$0.00	
5. Foreign Trade Zone			$0.01	$0.01
6. Correction of duplicate entry for WOJRC Revenue				($0.21)
7. FY 2014-15 projected available Fund Balance based on Q3		$5.26		
'8. Transient Occupancy Tax from Short Term Rentals			$0.50	$0.50
TOTAL REVENUE ADJUSTMENT		**$8.41**	**$2.71**	**$2.09**
Expenditure Changes				
CITYWIDE				
9. 25 percent Excess RETT to Vital Services Stabilization Fund (covers 3 years)		$1.46		
10. 25 percent Excess RETT to OPEB (covers 3 years)		$1.46		
11. Kids First! Set Aside adjustment			$0.10	$0.53
12. Employee Compensation			$3.00	$3.50
13. Conversion of TPT to PPT			$0.13	$0.15
14. Employee Compensation Unrepresented			$0.32	$0.55
15. Swap OPEB funding to release ongoing funds		$4.20	($1.20)	($3.00)
CITY ADMINISTRATOR				
16. Public Ethics: Adjust O&M & Downgrade Administrative Assistant II (no longer "confidential" classification)			($0.02)	($0.02)
17. CPRB: Add Intake Technician; transfer an Intake Technician from OPD; and downgrade Investigator to an Intake Technician; plus $50k in ongoing O&M	2.00		$0.22	$0.22
18. Reclassify Employee Relations (ER) positions from Principal ER Analyst and Senior HR Analyst to Employee & Labor Relations Analyst, Senior (recently approved class)			($0.03)	($0.03)
CITY ATTORNEY				
19. Continue funding for Neighborhood Law Corp attorneys	2.00		$0.14	$0.14
POLICE				
20. Upgrade Captain to Deputy Chief for NSA Sustainability			$0.05	$0.05
21. Transfer an Intake Technician to CPRB	(1.00)		($0.10)	($0.10)
22. Shotspotter (Phase 1 - ongoing; Phases II and III - one-time)		$0.82	$0.08	$0.08
FINANCE				
Treasury Bureau				
23. City's share of Oakland Alameda County Coliseum Authority Bond (Q3) shortfall		$3.23		
INFORMATION TECHNOLOGY				
24. Reprogram IT project funds (one-time)		($3.88)		

Exhibit 2

GENERAL PURPOSE FUND (GPF)	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
HUMAN SERVICES				
25. Reduce Overhead recovery from grants		$0.16		
ECONOMIC & WORKFORCE DEVELOPMENT				
26. Fund Day Laborer Program		$0.31		
27. Transfer to State Grant Fund (2159) - Overhead subsidy		$0.10		
28. Foreign Trade Zone			$0.02	$0.02
PUBLIC WORKS				
29. Transfer Woodminster Project from OPW Orgs to CIP Orgs		($1.00)		
CAPITAL IMPROVEMENT PROGRAM				
29. Transfer Woodminster Project from OPW Orgs to CIP Orgs		$1.00		
30. City Hall Fire Alarm System (Transfer to Facilities Fund 4400)		$0.55		
TOTAL EXPENDITURE ADJUSTMENT		**$8.41**	**$2.71**	**$2.09**
BALANCE	*3.00*	*$0.00*	*$0.00*	*$0.00*

Exhibit 3

Other (Non-General Purpose) Funds
Summary of Budget Adjustments (Errata #1 and #2)
FY 2015-17 Proposed Policy Budget

ALL OTHER FUNDS	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
Revenue Changes				
1. Increase Kid's First Fund (1780) allocation based on revised revenue projections for FY 2015-17			$0.10	$0.53
2. Transfer to State Grant Fund (2159) from GPF - correction		$0.10		
3. Transfer to Facilities Fund (4400) from GPF to fund City Hall Fire Alarm System		$0.55		
4. Transfer from fund balance within the Recycling Fund (1710)			$0.03	$0.03
6. Increase grant revenue based on actual grant award notification for HOPWA and ESG Fund (2103) for consistency with the HUD annual action plan			$0.07	$0.07
7. Decrease grant revenue based on actual grant award notification for CDBG Fund (2108) for consistency with the HUD annual action plan			($0.19)	($0.19)
8. Decrease grant revenue based on actual grant award notification for HOME Fund (2109) for consistency with the HUD annual action plan			($0.26)	($0.26)
9. Decrease formula grant funds by 1.3% compared to FY14-15 based on actual grant award notification for Workforce Investment Act Fund (2195) (Rapid Response amount not yet known, but assumes 1.5% decrease)			($0.06)	($0.06)
10. Transfer from fund balance within the Measure F: Vehicle Registration Fee Fund (2215)			$0.01	$0.01
11. Transfer from fund balance within the Development Services Fund (2415) and projected additional revenue			$0.25	$0.28
12. Adjust Transient Occupancy Tax (TOT) for Measure C Fund (2419) based on short-term rentals			$0.14	$0.14
TOTAL REVENUE ADJUSTMENT		**$0.65**	**$0.09**	**$0.54**
Expenditure Changes				
CITY ADMINISTRATOR				
13. Increasing O&M for Measure Z evaluation and support in Measure Z Fund (2252)			$0.03	$0.03
POLICE				
13a. Add positions (Project Manager II and Volunteer Specialist) offset with reductions in miscellaneous personal expenditures in Measure Z Fund (2252)	2.00		$0.00	$0.00

Exhibit 3

Other (Non-General Purpose) Funds
Summary of Budget Adjustments (Errata #1 and #2)
FY 2015-17 Proposed Policy Budget

ALL OTHER FUNDS	FTE	FY 2015-17 One-Time Incr / (Reduc)	FY 2015-16 On-Going Incr / (Reduc)	FY 2016-17 On-Going Incr / (Reduc)
HUMAN SERVICES				
5. Increase funding for Paratransit in Measure BB Fund 2216			$0.12	$0.15
1a. Increase Kid's First Fund (1780) allocation based on revised revenue projections for FY 2015-17			$0.10	$0.53
6a. Increase grant revenue based on actual grant award notification for HOPWA and ESG Fund (2103)			$0.07	$0.07
13b. Add positions (2.0 Program Analyst II's and 2.0 Case Manager I's) offset with reductions in contract O&M in Measure Z Fund (2252)	4.00		($0.03)	($0.03)
HOUSING & COMMUNITY DEVELOPMENT				
2a. Correction to State Grant Fund (2159) -- remove carryforward offset		$0.02		
7a. Decrease grant revenue based on actual grant award notification for CDBG Fund (2108)			($0.19)	($0.19)
8a. Decrease grant revenue based on actual grant award notification for HOME Fund (2109)			($0.26)	($0.26)
ECONOMIC & WORKFORCE DEVELOPMENT				
2b. Correction to State Grant Fund (2159) -- remove carryforward offset		$0.08		
9a. Decrease formula grant funds by 1.3% compared to FY14-15 based on actual grant award notification for Workforce Investment Act Fund (2195) (Rapid Response amount not yet known, but assumes 1.5% decrease)			($0.06)	($0.06)
12a. Increase Measure C Fund (2419) TOT allocation based on formula (12.5% to Cultural Art grants, Art & Soul, and Fairs & Festivals)			$0.02	$0.02
OAKLAND PUBLIC WORKS				
3a. City Hall Fire Alarm System - appropriate in the Facilities Fund (4400)		$0.55		
4a. Funding for a Waste Characterization Study to monitor zero waste diversion within the Recycling Fund (1710)			$0.03	$0.03
5a. Decrease CIP funding for Streets and Sidewalks in Measure BB Fund (2216)			($0.12)	($0.15)
10a. Minor adjustment in Measure F Vehicle Registration Fee Fund (2215) O&M			$0.01	$0.01
11a. Transfer from fund balance within the Development Services Fund (2415)			$0.25	$0.28
NON-DEPARTMENTAL				
12b. Increase Measure C Fund (2419) TOT allocation based on formula (50% to OCVB and 12.5% each to the Oakland Zoo, Chabot, and Museum)			$0.12	$0.12
TOTAL EXPENDITURE ADJUSTMENT	6.00	**$0.65**	**$0.09**	**$0.54**
BALANCE		*$0.00*	*$0.00*	*$0.00*

Exhibit to Budget Resolution – Council Amendments

FY 2015 – 17 Budget Priorities

1. A Safe City – that invests in Holistic Community Safety strategies

2. A Vibrant City – that makes strategic investments in infrastructure, public works and the arts to protect and enhance the quality of life for all neighborhoods

3. A Just City – that promotes equitable jobs and housing that protects and nurtures a diverse and inclusive community that cares for its youth, elderly, families, and the vulnerable

4. A Prosperous City – that values workers and fosters a diverse economy that creates equitable economic growth, jobs, and housing

5. Trustworthy Government – that provides quality municipal services, efficiency, transparency, and accountability, as well as respects municipal employees

REVISED

Exhibit to Budget Resolution - Council Amendments

REVENUE

Item #	Dept.	Purpose	Description	FY 2015 - 16	FY 2016 - 17	One-Time	Totals	Notes
1	GPF	REV	ADD: Local Agency Mandate Reimbursement	$ -	$ -	$ 3,248,900	$ 3,248,900	*Pending State budget and confirmed by CA Dept. of Finance*
2	GPF	REV	ADD: Business License Tax (Correction)	$ 1,000,000	$ 1,051,300	$ -	$ 2,051,300	*Restores a portion of Administration's errata cut to biz tax revenue ($2.8 million per year).*
3	GPF	REV	ADD: Enhanced collections of delinquent revenue	$ 330,000	$ 660,000	$ -	$ 990,000	*Additional staff support required. Each TEO generates $220,000 per year in collected taxes*
4	GPF	REV	ADD: Litigation Payment(s)			$ 500,000	$ 500,000	*Results of Tow Audit*
5	GPF	REV	ADD: Real Estate Transfer Tax - RETT (revised)	$ -	$ -	$ 250,000	$ 250,000	*One-time voluntary RETT payment*
6	GPF	REV	ADD BACK: Reduction in Dispensary Revenue	$ 125,000	$ 125,000	$ -	$ 250,000	*Sales revenue is up in permitted clubs and economic projections show continued growth.*
7	OFD	REV	ADD: Net Master Fee Schedule Changes adopted by Council	$ 104,300	$ 133,284	$ -	$ 237,584	*Corrects fee schedule in compliance with Prop 26*
8	GPF	REV	ADD: Revenue from Medical Cannabis production	$ -	$ 225,000	$ -	$ 225,000	*Policy: Tax growers/manufacturers for community safety, consistency*
9	GPF	REV	ADJUST: Balancing Reserves - Rainy Day	$ -	$ -	$ 212,891	$ 212,891	*As required*
10	OPW	REV	ADD: Zero Waste Settlement	$ -	$ -	$ 56,467	$ 56,467	*One-time settlement funds*
11	GPF	REV	LESS: Balancing Reserves - OFCY	$ -	$ -	$ (105,489)	$ (105,489)	*As required*
			Subtotal of Additional Revenues	**$ 1,559,300**	**$ 2,194,584**	**$ 4,162,769**	**$ 7,916,653**	

REDUCTIONS

Item #	Dept.	Purpose	Description	FY 2015 - 16	FY 2016 - 17	One-Time	Totals	Notes
12	CAO	Trustworthy / Responsive Gov't	REDUCE: OPEB contribution	$ (1,347,773)	$ -	$ -	$ (1,347,773)	*Maintain $20 million total commitment to long-term liabilities. This reduces the additional amount proposed for allocation in the Errata.*
13	OPD	Trustworthy / Responsive Gov't	REDUCE: OPD Overtime due to increased staffing	$ (500,000)	$ (500,000)	$ -	$ (1,000,000)	*Increased staffing is expected to relieve mandatory OT*
14	CAO	Trustworthy / Responsive Gov't	Swap one-time with Ongoing OPEB funds	$ (1,350,476)	$ -	$ 1,350,476	$ -	*Release on-going funds from OPEB allocations*
			Subtotal of Reductions/Reallocations	**$ (3,198,249)**	**$ (500,000)**	**$ 1,350,476**	**$ (2,347,773)**	
			Funds Available for Programming	**$ 4,757,549**	**$ 2,694,584**	**$ 2,812,293**	**$ 10,264,426**	

REVISED

Exhibit to Budget Resolution - Council Amendments

ADDITIONS/TRADE-OFFS/COUNCIL PRIORITIES

Item #	Dept.	Purpose	Description	FY 2015 - 16	FY 2016 - 17	One-Time	Totals	Notes
15	OPD	Holistic Community Safety	ADD: Special Investigation to reduce gun violence & illegal gun dealing	$ 500,000	$ 500,000	$ -	$ 1,000,000	*Gun violence remains the #1 public safety issue with little being done to address gun access; funds for special investigations to reduce gun violence & illegal gun dealing (Vice Mayor Kaplan)*
16	OCA	Holistic Community Safety	ADD: (1) Deputy City Atty III and (1) Paralegal	$ 321,000	$ 325,798	$ -	$ 646,798	*Legal support for tenant protection/anti-displacement, code enforcement, and per service buy-back in Errata #1. This will reduce usage on outside counsel.*
17	OFD	Holistic Community Safety	RESTORE: Wildfire Prevention Funding	$ -	$ -	$ 500,000	$ 500,000	*Fire prevention inspection staff and mitigation efforts, and/or vegetation management plan; OFD will report to the Public Safety Committee no later than January 2016 on spending for 2015 and plans for 2016 spending*
18	OPL	Holistic Community Safety	ADD: Expand library hours	$ -	$ 500,000	$ -	$ 500,000	*Additional service hours effective July, 2016; additional hours to be prioritized for branches that serve the greatest number of youth from under-served and disadvantaged communities. Effort should be made to add hours among branches that are geographically dispersed throughout the city*
19	OPD	Holistic Community Safety	ADD: (2) Crime Analyst	$ 232,956	$ 236,296	$ -	$ 469,252	*To improve solve rate; expand capacity to investigate crimes*
20	OPD	Holistic Community Safety	ADD: (2) Police Evidence Technicians	$ 206,666	$ 209,534	$ -	$ 416,200	*Improves OPD responsiveness to help solve crimes*
21	HSD	Holistic Community Safety	ADD: Funding to reduce chronic absenteeism to strengthen partnership with OUSD	$ 75,000	$ 112,000	$ 187,000	$ 374,000	*Fund two social workers starting in October 2015. OUSD will match these funds; will reduce likelihood of delinquencies; interrupts school-to-prison pipeline.*
22	HSD	Holistic Community Safety	ADD: Matching funds to establish City/County Re-entry Job Corps Pilot Program	$ -	$ -	$ 350,000	$ 350,000	*Funds to be used to establish a direct-pay program for probation/parole, formerly incarcerated persons in partnership with the County.*
23	OPD	Holistic Community Safety	ADD BACK: Neighborhood Services Coordinator	$ 102,000	$ 104,000	$ -	$ 206,000	*To restore critical representation in Chinatown community*
24	HSD	Holistic Community Safety	ADD: Quality Preschool for all	$ -	$ -	$ 200,000	$ 200,000	*For training to enhance teacher quality; part of a collaborative effort with philanthropic partners to increase Head Start slots and improve outcomes*
25	WIB	Holistic Community Safety	ADD: GPF investment in Workforce Investment Strategies & Programs to leverage additional support	$ -	$ -	$ 200,000	$ 200,000	*Ongoing funds to WIB for service providers and employee training and placement*
26	OPD	Holistic Community Safety	RESTORE: Funding for NCPC Community Engagement and Outreach and West Oakland Biz Alert	$ -	$ -	$ 85,000	$ 85,000	*$80,000 divided evenly throughout the police beats for outreach and events that increase engagement in our community policing organizations, $5,000 for merchant watch in West Oakland which was not funded in baseline. This reflects a 20% reduction from the original proposal in the President's budget to adjust for the adequate increases in OPD personnel (2 Crime Analysts and 2 Police Evidence Technicians)*
27	HSD	Holistic Community Safety	ADD: City/County Neighborhood Initiative (CCNI)	$ -	$ -	$ 50,000	$ 50,000	*Critical support for a public health and safety initiative focused on impoverished neighborhoods.*
28	OPW	Improve Quality of Life	ADD: Lake Merritt Maintenance Money to maintain Measure DD Investment	$ -	$ -	$ 400,000	$ 400,000	*Support's the Mayor's maintenance fund but begins in Year 1*
29	EWD	Improve Quality of Life	ADD: Pilot Program: Graffiti Evidence Collection & Enforcement Program; additional grant funds for district level neighborhood beautification projects	$ -	$ -	$ 100,000	$ 100,000	*Pilot program in areas of D2/D3 in partnership to create a "ceasefire-type" focus on high impact corridors to eliminate blight and identify/arrest repeat offenders.*

REVISED

Exhibit to Budget Resolution - Council Amendments

Item #	Dept.	Purpose	Description	FY 2015 - 16	FY 2016 - 17	One-Time	Totals	Notes
30	OPW	Improve Quality of Life	ADD: Parks Prioritization study and conceptual plans	$ 15,000	$ 15,000	$ 170,000	$ 200,000	*Creates the opportunity for OPR to receive grants and in-kind services for needed repairs and upgrades to neighborhood playgrounds and community parks. Such plans clearly depict our needs to potential funders.*
31	OPR	Improve Quality of Life	ADD: Grants and scholarships for low income youth to participate in OPR programs	$ -	$ -	$ 79,426	$ 79,426	*Campership for low income youth to participate in OPR Programs; This should include additional outreach to youth who may not have participated in OPR camps or programs due to lack of resources.*
32	OPR	Improve Quality of Life	ADD: Administrative Grant to OPR Foundation	$ -	$ -	$ 50,000	$ 50,000	*For capacity building & increased fundraising capabilities for the non-profit organization that raises critical funds for Oakland Parks and Recreation*
33	OPR	Improve Quality of Life	RESTORE: OPR subsidy for Feather River Camp	$ -	$ -	$ 40,000	$ 40,000	*One-time grant*
34	CAO	Promote Equity & Inclusion	ADD: Establish a Dept. of Race, Human Rights & Equity with 2 FTE (1 Director and 1 Analyst)	$ 154,077	$ 312,566	$ -	$ 466,643	*Augments $150k in Mayor's budget for Director & Program Analyst to create work plan for establishment of a permanent office*
35	HSD	Protect Vulnerable	ADD: Homeless/PATH report high priority areas	$ 260,000	$ 260,000	$ -	$ 520,000	*$260,000 to fulfill PATH recommendations 1, 2, and 3*
36	HSD	Protect Vulnerable	ADD: Housing services for Commercial Sexual Exploited Children	$ 110,000	$ 110,000		$ 220,000	*Transitional housing for exploited youth with case management services. These funds will be issued through the Measure Z RFP Process*
37	CAO	Protect Vulnerable	ADD: Legal support grant to assist unaccompanied minors	$ -	$ -	$ 300,000	$ 300,000	*Provide legal services and support to asylum seekers; children enrolled in Oakland schools*
38	CAO	Trustworthy / Responsive Gov't	ADD: CAO Discretionary Pool for TPT conversion	$ 175,000	$ 550,000	$ -	$ 725,000	*Additional funding to reduce temporary positions*
39	OCC	Trustworthy / Responsive Gov't	RESTORE: prior-year staffing cuts for each Council office (.14 FTE), increase Administrative OH (10%); add (.44 FTE) Administrative Support for Office of President	$ 293,775	$ 294,834	$ -	$ 588,609	*Improve constituency services, augment staffing or retain legislative analysts; commensurate with citywide restorations of staffing in the Administration and Mayor's offices*
40	FIN	Trustworthy / Responsive Gov't	ADD: (3) Tax Enforcement Officers	$ 170,000	$ 345,000	$ -	$ 515,000	*TEO to begin January 2016*
41	CAO	Trustworthy / Responsive Gov't	ADD: Increase Oakland Animal Shelter staffing	$ 194,630	$ 197,416	$ -	$ 392,046	*Improve public service; reduce need for euthanasia*
42	FIN	Trustworthy / Responsive Gov't	7.5% GPF Emergency Reserve	$ -	$ -	$ 347,451	$ 347,451	*In accordance with the Consolidated Fiscal Policy*
43	FIN	Trustworthy / Responsive Gov't	ADD: (1) Revenue Assistants	$ 87,000	$ 88,100	$ -	$ 175,100	*Improved efficiency and customer service*
44	CAO	Trustworthy / Responsive Gov't	ADD: CAO Discretionary Pool for Labor Negotiations	$ -	$ 147,901	$ -	$ 147,901	*Compensation consideration*
			Subtotal of Additional GPF Investments	$ 2,897,104	$ 4,308,445	$ 3,058,877	$ 10,264,426	
			Surplus (Deficit) after modifications	**$ 1,860,445**	**$ (1,613,861)**	**$ (246,584)**	**$ -**	

NON-GENERAL PURPOSE FUND ADJUSTMENTS

Item #	Dept	Purpose	Description	FY 2015 - 16	FY 2016 - 17	One-Time	Totals	Notes
1	OPD	Holistic Community Safety	ADD: Funding for Crossing Guards at schools with most significant pedestrian safety and traffic, safety problems	$ 200,000	$ 200,000	$ -	$ 400,000	*Funded using Traffic Safety Fund Balance (one-time funds)*
2	OPW	Vibrant Sustainable Infrastructure	Alternative CIP Plan - -Reduce allocations fro non-paving projects and reprogram funds for paving projects	$ -	$ (1,950,000)	$ -	$ (1,950,000)	*See detail in Budget Q&A batch 4; p.23, With 2 exceptions 1) Maintain traffic calming and 2) Maintain school area pedestrian safety. These savings must be re-directed to street repaving. Paving projects include pothole blitz overtime; pothole/seam sealing; road repairs and miscellaneous paving projects.*
3	OPW	Vibrant Sustainable Infrastructure	Reduce Department of Transportation increase and reprogram to paving projects	$ (250,000)	$ (500,000)		$ (750,000)	*The $250,000/$500,000 reduction in non-GPF (BB) funds for Dept. of Transportation should say in the notes section that these BB funds shall be re-programmed into streets and road repaving.*
4	OPW	Vibrant Sustainable Infrastructure	ADD to amount of work on pothole blitz with overtime	$ 50,000	$ 50,000		$ 100,000	
5	OPW	Vibrant Sustainable Infrastructure	ADD pothole/seam sealing crew	$ 462,000	$ 462,000		$ 924,000	
6	OPW	Vibrant Sustainable Infrastructure	ADD road repairs (seam sealing) weekends OT	$ 30,000	$ 30,000		$ 60,000	
7	OPW	Vibrant Sustainable Infrastructure	ADD funds for paving projects		$ 1,616,000		$ 1,616,000	
8	OPW	Vibrant Sustainable Infrastructure	ADD Front-load revolving fund for sidewalk repair which then bill private property owner			$ 400,000	$ 400,000	*Use CIP Fund Balance using carryforward funds for cash flow purpose*
9	OPW	Improve Quality of Life	TRANSFER: Mattress Recycling Pilot Program	$ -	$ -	$ 100,000	$ 100,000	*Transfer to Recycling Fund 1710; Collaborative effort with Stop Waste to reduce illegal dumping*
10	OPW	Improve Quality of Life	UNFREEZE: (3) Positions in Fund 1720 for illegal dumping and to conduct litter abatement throughout the City through the Keep Oakland Clean and Beautiful Program	$ 257,534	$ 261,221		$ 518,755	*Funded using Comprehensive Clean-up Fund Balance (1720)*
11	OPW	Improve Quality of Life	HVAC Improvements to City-owned facility OACC	$ -	$ -	$ 100,000	$ 100,000	*Use Central District Bond Funds (5612)*
12	OCA	Protect Vulnerable	ADD BACK: (1) Paralegal in Rent Adjustment Program	$ 122,898	$ 125,878	$ -	$ 248,776	*Funded using Rent Adjustment Program Fund Balance (2413)*
13	DHS	Protect Vulnerable	ADD: Provide admin grant for Meals-on-Wheels	$ -	$ -	$ 50,000	$ 50,000	*Funded using CDBG Fund (2108)*

Council Policy Directives for FY 2015-17 Budget:

1. **Tracking Budget Implementation:** Require a quarterly budget implementation tracking report with a line-item matrix to come to the Finance & Management Committee. This report should commence in September 2015 and end only when agreed upon by the Committee or when all items have been implemented.

2. **Code Enforcement:** This department is critical to the health and safety of our tenants, the quality of life in our neighborhoods, and the safety of all residents. This entity of the Department of Building and Planning was provided 4 FTE's in the 2013-2015 budget, however, performance levels and revenues from fines have decreased over the last two years. According to Budget Questions #5 - Question #14, fines and penalties collected by Code Enforcement have decreased significantly, though blight is worsening. It is unclear how many Notices of Violation have been sent, if inspections are scheduled for follow up after issues are reported, and whether fines are collected or issues are ever abated.

City Administration will assist the Code Enforcement Office to develop administrative systems to streamline reporting, noticing, re-inspection, and fine collection. Such systems will send a clear message to property owners, who are responsible to keep their properties safe and blight-free. An informational report on these changes should be provided during the Quarterly Report of the Code Enforcement Office to the Public Works Committee.* (*Beginning October 2015, Code Enforcement will provide quarterly reports to the Community and Economic Development Committee, as approved by the Rules Committee in June 2015.)

The Code Enforcement Department altered their responses to question #14 (In the Budget Responses #5), stating that there had been inaccuracies in their accounting. They provided this chart to show corrected revenues. While this news is positive, it is critical that the City Administrator ensure that Code Enforcement has streamlined systems to deter blight.

3. **City-Wide "Paper Form Free" Policy**: In 2016, the City Council seeks an updated management plan from the City Administrator on her plan to maximize efficiency, reduce redundancies, and enhance customer service in every City agency. The Council believes that the inefficiencies can be reduced through the elimination of paper forms for simple transactions that our businesses and residents must make with the City of Oakland. Internally, the City relies on paper forms for many processes, including payroll. The City Administration will bring an informational report to the Finance Committee by March 2016 with proposed changes and will work with Council offices to promote new and improved City services to their constituents.

4. **Master Fee Schedule Noticing**: Master Fee Schedule must be noticed at least one month prior to consideration at committee, and be presented to Council for adoption in March of each year when there are proposed changes. (This gives the Council more time to consider fees prior to budget adoption.)

5. Addressing Gaps in Revenue Collection: City Councilmembers have expressed concerns at many meetings about the lack of collections, particularly in Business License Tax and Rental Property Tax, and the lack of tracking systems to monitor this revenue. The City Administration will evaluate these concerns in their Quarterly Revenue and Expenditure Reports at the Finance and Management Committee, including but not limited to specific, department level information on revenue tracking systems, revenue projections and actuals by department, etc.

6. City-Wide Delinquent Revenue Collections:

A. Require all departments and bureaus that do not have a Council-approved delinquent revenue collections program shall refer all delinquent revenues to Revenue Management Bureau and Controller's Bureau after 120 days. Effective as soon as possible.
B. The Administration shall provide an informational report to Council about prompt implementation of this centralized delinquent revenue tracking and collection program, beginning October 2015.

7. Fine/fee Waiver Policies: All departments, divisions, bureaus, etc. in the City of Oakland who have fine or fee waiver policies must post such policies online as a permanent City practice. All City waivers, reductions, refunds, or reversal of issued fines/fees must be documented in writing in records maintained by the appropriate Department, which shall issue a report about them semiannually to the City Administrator. Effective as soon as possible.

8. Restore KTOP/Public Access to the Office of the City Clerk: To enhance efficiency and Brown Act Compliance, the City Administrator will realign KTOP under the Office of the City Clerk, and return to City Council with a report on the progress of this no later than January 2016.

9. Transparency & Accountability recommendations of Budget Advisory Committee: City Administration must follow up on Transparency & Accountability recommendations from Budget Advisory Committee and report back to Council during FY 15-16 on plans for implementation or reasons why a particular recommendation should not be implemented.

10. Implement Text-To-911: Text capabilities provide residents an additional way by which to report emergencies. The Oakland Police Department will bring a report to Public Safety Committee in October 2015 with:

A. A thorough description of text features, needed staff training, and analysis of how it changes responsibilities for dispatch personnel
B. Potential options for implementation with costs
C. An implementation plan with timeline for such potential options

11. Process Improvement for Small Grants: City Administration will work with Cultural Arts Department, the City Attorney's Office, Risk Management, and Contract Compliance to determine new methods for processing Cultural Arts and other small grant programs, such as reducing demands unnecessary for such grants and re-creating grant management processes that are online and paperless in order to maximize efficiency. The City Administration will provide an informational report on the changes by January 2016.

12. Tree services, Maintenance, and Plantings: In September 2015. Staff will report to the Public Works Committee about the City of Oakland's Cal Fire Grant Application, including background information about existing and needed tree services, proposed use of grant funds, and status of grant application. (Grant applicants are expected to be notified in July 2015). The City of Oakland should apply for grants which provide funding for tree planting and tree maintenance.

13. Protecting Permitted Cannabis Facilities: Impose a ban on the use of City resources from being used to raid or assist in raids of permitted cannabis facilities. When the Federal government raided Oakland-permitted dispensaries, including Oaksterdam facilities, OPD was asked (at the last minute) to provide numerous additional police officers to help with the raid and the related logistics. This diverted crucial law enforcement resources away from vital safety needs. This should not be allowed to happen again.

14. Regulation and Taxation of Medical Cannabis Production, as approved by voters in 2010: Implement the system for taxing and regulating medical cannabis production, included in mid-cycle adjustment. This implements a tax which has already been authorized by Oakland voters (Measure V of 2010), and is already on the books, (which is 5% of gross receipts). It requires an implementation system and management by the City Administrator's office. The goal is to create that system during the first year, and incorporate the revenue in the second year of the budget.

15. Increasing Retention and Enhancing Recruitment for the Oakland Police Department: The City Administrator will send an informational memo in September 2015 on the formation of the Ad-Hoc Committee on Police Recruitment (as approved in April 2015).

16. Expand and improve business license tax collection effectiveness, including from those not currently paying. Pursue options for expanding collections from new technology industries such as transportation network companies, and the creation of an option to collect from those who do not declare a business category by authorizing collection at a the top rate for "undeclared" businesses, report back to Council by January 2016 on these efforts.

17. The Administration shall conduct a review of the tax payment status of all residential properties which have changed hands since 2007 and which do not have a homeowner exemption filed with the county. Any property which in prior years claimed no income due to renovations to be re-inquired. Property owners shall be informed of the various tax obligations and payment

methods and requirements, and create follow-up system to ensure tax payments are not being improperly avoided. This will allow for a more robust and accurate collection of tax revenue to fill public service needs such as public safety, libraries, senior centers, etc.

18. **Launch the previously Council-authorized online business tax payment system**, and take action to insure that all aspects of revenue data tracking systems are functioning properly. (See Supplemental with Q&A regarding revenue for details on current problems with revenue computer system). Making revenue collection more customer friendly will enhance the City's ability to capture much needed revenue and provide a faster and less cumbersome process for residents. Report back to Council by October 2015 on progress on this issue.

19. **Bring the Proposal to Reorganize the Revenue Department** to the Finance & Management Committee and Council for approval.

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2015 MAY 21 AM 11:31

Approved as to Form and Legality
Oakland City Attorney's Office

OAKLAND CITY COUNCIL

Resolution No. 85632 C.M.S.

RESOLUTION CONFIRMING THE INFORMATION IN THE ENGINEER'S REPORT FOR THE CITY OF OAKLAND LANDSCAPING AND LIGHTING ASSESSMENT DISTRICT FOR FISCAL YEAR (FY) 2015-16 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 June 2, 2015, 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 XIIID, 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 2015-16; and

WHEREAS, Tuesday, June 2, 2015, 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

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 of the City of Oakland hereby determines that the preceding recitals are true and correct and hereby adopts and incorporates them into this Resolution.

2. 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.

3. A Public Hearing was held on June 2, 2015, (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.

4. 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.

5. 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.

6. 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.

7. The City's Budget shall annually appropriate funds from non-District funds to pay for a low-income rebate.

8. The City's and Successor Agency's budgets shall annually appropriate funds from non-district funds to pay for the district's assessment on City and Successor Agency properties.

9. That the report which the District Engineer filed with the City Clerk and scheduled before Council on June 2, 2015 at the hour of 6:30 p.m. for the continuation of the Landscape and Lighting Assessment District for the FY 2015-16, 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.

10. 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 2015-16 County Tax Roll, and to take whatever other action necessary to collect the assessments.

IN COUNCIL, OAKLAND, CALIFORNIA, JUN 02 2015

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID, ~~PRESIDENT GIBSON MCELHANEY~~ - 6

NOES – Ø

ABSENT – Kalb, Gibson McElhaney – 2

ABSTENTION – Ø

ATTEST: LaTonda Simmons

LATONDA SIMMONS
City Clerk and Clerk of the Council of
the City of Oakland, California

NOTES

FILED
OFFICE OF THE CITY CLERK
OAKLAND
2015 MAY 21 AM 11:38

Approved as to Form and Legality
Kathleen Salem Boyd
Oakland City Attorney's Office

OAKLAND CITY COUNCIL

Ordinance No. 13317 C.M.S.

ORDINANCE AUTHORIZING A FISCAL YEAR 2015-16 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 2, 2015 at 5:30 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 City Council of the City of Oakland hereby determines that the preceding recitals are true and correct and hereby adopts and incorporates them into this Ordinance.

2. The Oakland City Council hereby finds that the Consumer Price Index for all items in the San Francisco Bay Area was 245.02 for calendar year 2013 and 251.99 for calendar year 2014.

3. The cost-of-living in the immediate San Francisco Bay Area as shown by the Consumer Price Index, has increased 2.8 percent from calendar year 2013 to calendar year 2014.

4. The Measure M special tax rate upward adjustment shall be 2.8 percent, effective July 1, 2015.

5. The following rate structure will be imposed on parcels within the City of Oakland effective July 1, 2015 for FY 2015-16:

PROPOSED MEASURE M TAX INCREASES BY PARCEL TYPE

PARCEL TYPE	CURRENT PARCEL RATE	PROPOSED INCREASE	FY 2015-16 PARCEL RATE
Single Family Residential Parcels	$13.27	$0.37	$13.64
Multiple Residential (2 to 4 units)	$26.52	$0.74	$27.26
Multiple Residential (5 or more units)	$66.32	$1.86	$68.18
Commercial	$26.52	$0.74	$27.26
Industrial	$53.04	$1.49	$54.53
Rural	$13.27	$0.37	$13.64
Institutional	$13.27	$0.37	$13.64

6. This Ordinance shall become effective immediately on final adoption if it receives six or more affirmative votes; otherwise, it shall become effective upon the seventh day after final adoption.

IN COUNCIL, OAKLAND, CALIFORNIA, JUN 22 2015

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID, and PRESIDENT GIBSON MCELHANEY – 8

NOES- Ø

ABSENT- Ø

ABSTENTION- Ø

ATTEST: Latonda Simmons

LATONDA SIMMONS
City Clerk and Clerk of the Council of
the City of Oakland, California

Introduction Date
JUN 02 2015

Date of Attestation: July 1, 2015

FILED
OFFICE OF THE CITY CLERK
OAKLAND
2015 MAY 21 AM 11:38

Approved as to Form and Legality
Oakland City Attorney's Office

OAKLAND CITY COUNCIL

Ordinance No. 13318 C.M.S.

ORDINANCE AUTHORIZING A FISCAL YEAR 2015-16 INCREASE TO A SPECIAL TAX IMPOSED FOR PARAMEDIC EMERGENCY SERVICES, IN ACCORDANCE WITH THE CONSUMER PRICE INDEX, AND PURSUANT TO THE 1997 PARAMEDIC SERVICES ACT (MEASURE N)

WHEREAS, in 1997 Oakland voters 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 2, 2015 at 5:30 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 City Council of the City of Oakland hereby determines that the preceding recitals are true and correct and hereby adopts and incorporates them into this Ordinance.

2. The Oakland City Council hereby finds that the Consumer Price Index for all items in the San Francisco Bay Area was 245.02 for calendar year 2013 and 251.99 for calendar year 2014.

3. The cost-of-living in the immediate San Francisco Bay Area as shown by the Consumer Price Index, has increased 2.8 percent from calendar year 2013 to calendar year 2014.

4. The Measure N special tax rate upward adjustment shall be 2.8 percent, effective July 1, 2015.

5. The following rate structure will be imposed on parcels within the City of Oakland effective July 1, 2015 for FY 2015-16:

PROPOSED MEASURE N TAX INCREASES BY PARCEL TYPE

PARCEL TYPE	CURRENT PARCEL RATE	PROPOSED INCREASE	FY 2015-16 PARCEL RATE
Single Family Residential Parcels	$10.56	$0.30	$10.86
Multiple Residential (2 to 4 units)	$21.11	$0.59	$21.70
Multiple Residential (5 or more units)	$52.79	$1.48	$54.27
Commercial	$21.11	$0.59	$21.70
Industrial	$42.23	$1.18	$43.41
Rural	$10.56	$0.30	$10.86
Institutional	$10.56	$0.30	$10.86

6. This Ordinance shall become effective immediately on final adoption if it receives six or more affirmative votes; otherwise, it shall become effective upon the seventh day after final adoption.

JUN 22 2015

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID, and PRESIDENT GIBSON MCELHANEY – 8

NOES- Ø

ABSENT- Ø

ABSTENTION- Ø

ATTEST: LaTonda Simmons

LATONDA SIMMONS
City Clerk and Clerk of the Council of
the City of Oakland, California

Introduction Date

JUN 02 2015

Date of Attestation: July 1, 2015

FILED
OFFICE OF THE CITY CLERK
OAKLAND
2015 MAY 21 AM 11:34

Approved as to Form and Legality
Oakland City Attorney's Office

OAKLAND CITY COUNCIL

Ordinance No. 13316 C.M.S.

ORDINANCE AUTHORIZING A FISCAL YEAR 2015-16 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 Tuesday, June 2, 2015 at 5:30 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 City Council of the City of Oakland hereby determines that the preceding recitals are true and correct and hereby adopts and incorporates them into this Ordinance.

2. The Oakland City Council hereby finds that the Consumer Price Index for all items in the San Francisco Bay Area was 245.02 for calendar year 2013 and 251.99 for calendar year 2014.

3. The cost-of-living in the immediate San Francisco Bay Area as shown by the Consumer Price Index, has increased 2.8 percent from calendar year 2013 to calendar year 2014.

4. The Measure Q special tax rate upward adjustment shall be 2.8 percent, effective July 1, 2015.

5. The following rate structure will be imposed on parcels within the City of Oakland effective July 1, 2015 for FY 2015-16:

PROPOSED MEASURE Q TAX INCREASES BY PARCEL TYPE

PARCEL TYPE	CURRENT PARCEL RATE	PROPOSED INCREASE	FY 2015-16 PARCEL RATE
Single Family Residential Parcels	$93.55	$2.62	$96.17
Multiple Residential	$63.90	$1.79	$65.69
Non-Residential Parcels	$47.91	$1.34	$49.25

6. This Ordinance shall become effective immediately on final adoption if it receives six or more affirmative votes; otherwise, it shall become effective upon the seventh day after final adoption.

IN COUNCIL, OAKLAND, CALIFORNIA, JUN 22 2015

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID, and PRESIDENT GIBSON MCELHANEY — 8

NOES- Ø

ABSENT- Ø

ABSTENTION- Ø

Introduction Date
JUN 02 2015

ATTEST: LaTonda Simmons
LATONDA SIMMONS
City Clerk and Clerk of the Council of
the City of Oakland, California

Date of Attestation: July 1, 2015

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2014 AUG -8 PM 2:15

APPROVED AS TO FORM AND LEGALITY
CITY ATTORNEY

OAKLAND CITY COUNCIL

RESOLUTION NO. 85149 C.M.S.

INTRODUCED BY COUNCILMEMBERS GIBSON MCELHANEY, GALLO, KERNIGHAN, REID

RESOLUTION ON THE CITY COUNCIL'S OWN MOTION SUBMITTING TO THE NOVEMBER 4, 2014 STATEWIDE GENERAL ELECTION, A PROPOSED ORDINANCE TO MAINTAIN THE CURRENT SPECIAL PARCEL TAX AND THE PARKING TAX SURCHARGE FOR POLICE SERVICES AND VIOLENCE PREVENTION STRATEGIES, TO ADDRESS VIOLENT CRIME AND TO IMPROVE PUBLIC SAFETY IN THE CITY OF OAKLAND; AND DIRECTING THE CITY CLERK TO FIX THE DATE FOR SUBMISSION OF ARGUMENTS AND PROVIDE FOR NOTICE AND PUBLICATION IN ACCORDANCE WITH THE NOVEMBER 4, 2014 STATEWIDE GENERAL ELECTION

WHEREAS, the City of Oakland has established public safety as one of its highest priorities and has determined that safety is essential for a thriving economy, healthy community and quality of life for all Oakland residents; and,

WHEREAS, the City of Oakland, like many other urban cities, continues to experience budget constraints due to impacts from the global, national, state, and regional recession causing Oakland to fund basic police and fire services at levels below those of similar-sized cities throughout the country; and,

WHEREAS, maintaining a well-equipped and appropriately staffed fire department is a necessary component to public safety including the critical paramedic services and other first responder needs related to acts of violence; and,

WHEREAS, investing in a coordinated system of early intervention, community policing and violence-prevention efforts before injury occurs will reduce economic and emotional costs and will be a fiscally responsible use of taxpayer dollars; and,

WHEREAS, in 2004, voters approved funding to augment basic police and fire services and funded violence prevention and intervention programs in a coordinated effort, now commonly known as "Oakland Unite" that invests in strategic violence prevention and intervention work that has been demonstrated to reduce recidivism, retaliatory violence and interrupt the cycle of violence by focusing efforts on the individuals who are likely to cause or be victims of violence; and

WHEREAS, findings from the California Legislative Analyst's Office reveal that investment in prevention and intervention strategies like those funded by Oakland Unite is fiscally responsible because it costs less than the average annual cost of incarceration and has demonstrated improved safety without increasing incarceration; and,

WHEREAS, the Oakland City Council determines it is in the best interests of the City of Oakland to submit to the voters this proposed ordinance to retain the existing tax structure approved by voters in 2004 to sustain funding for these critical efforts to address violent crime through targeted prevention, intervention and policing strategies, and improve emergency response; now therefore be it

RESOLVED: That the Oakland City Council finds and determines the forgoing recitals are true and correct and hereby adopts and incorporates them into this Resolution; and be it

FURTHER RESOLVED: That the Oakland City Council does hereby submit to the voters, at the November 4, 2014, Statewide General Election, an Ordinance which reads as follows:

The people of the City of Oakland do ordain as follows:

PART 1. GENERAL

Section 1. TITLE AND PURPOSE.

(A) Title. This Ordinance may be cited as the "The 2014 Oakland Public Safety and Services Violence Prevention Act."

(B) Purpose. The taxes imposed under this Ordinance are solely for the purpose of raising revenue necessary to maintain police and fire services and violence prevention and intervention strategies, to address violent crime and to improve public safety in the City of Oakland.

The parcel tax imposed in Part 2 is an excise tax on the privilege of using and use of municipal services. Such municipal services increase and provide greater benefit to Owners of Parcels when programs to prevent violence and crime in the City are enhanced. Because the proceeds of the tax will be deposited in a special fund restricted for the services and programs specified herein, the tax is a special tax.

Section 2. FINDINGS.

(A) This Ordinance is exempt from the California Environmental Quality Act, Public Resources Code section 21000 et seq., as it can be seen with certainty that there is no possibility that the activity authorized herein may have a significant effect on the environment.

(B) Nothing in this Ordinance is intended to preclude owners from recovering the tax from the occupant. Whether the occupant is charged depends on the occupancy agreement and the requirements of the Residential Rent Adjustment

Program. Moreover, non-payment will not be a lien on the property but a personal obligation of the occupant or owner.

Section 3. USE OF PROCEEDS.

(A) Objectives. The tax proceeds raised by these special taxes may be used only to pay for any costs or expenses relating to or arising from efforts to achieve the following objectives and desired outcomes:

1. Reduce homicides, robberies, burglaries, and gun-related violence;

2. Improve police and fire emergency 911 response times and other police services; and,

3. Invest in violence intervention and prevention strategies that provide support for at-risk youth and young adults to interrupt the cycle of violence and recidivism.

(B) Allocation. To achieve the objectives stated herein, three percent (3%) of the total funds collected shall be set aside annually for audit and evaluation of the programs, strategies and services funded by this measure, and to support the work of the Commission established herein (including meeting supplies, retreats, and the hiring of consultants).Of the remaining ninety-seven percent (97%), the Oakland Fire Department shall be allocated special tax revenue in the amount of $2,000,000annually. The tax funds remaining shall be allocated as follows: sixty percent (60%) for purposes described in subsection(C)(1) and forty percent (40%) for purposes described in subsection (C)(3) of this section.

(C) Uses. Taxes collected pursuant to the special taxes imposed herein shall be used only in connection with programs and services that further the objectives set forth in Section 3(A), such as the following:

1. Geographic Policing: hire, deploy and maintain sworn police personnel assigned to specific geographic areas or neighborhoods, performing duties such as:

(a) Crime Reduction Teams (CRTs): strategically geographically deployed sworn police personnel to investigate and respond to the commission of violent crimes in identified violence hot spots using intelligence-based policing;

(b) Community Resource Officers (CROs): these officers would engage in problem solving projects, attend Neighborhood Crime Prevention Council meetings, serve as a liaison with city services teams, provide foot/bike patrols, answer calls for service if needed, lead targeted enforcement projects and coordinate these projects with CRTs, Patrol units and other sworn police personnel;

(c) Conduct intelligence-based violence suppression operations such as field interviews, surveillance, undercover operations, high visibility patrol, probation/ parole compliance checks, search warrants, assist Community Resource Officers (formerly Problem Solving Officer program) projects, violent crime investigation and general follow up;

(d) Domestic violence and child abuse intervention: additional officers to team with social service providers to intervene in situations of domestic violence and child abuse, including sexual exploitation of children;

(e) Sustaining and strengthening of the City's Operation Ceasefire strategy, including project management and crime analysis positions.

2. Maintenance of Sworn Police Personnel: The intent of the augmented funding is to maintain sufficient resources to allow for the implementation of comprehensive policing within the City's limited resources and to begin the process of restoring the sworn staffing of the Oakland Police Department to a number of CRTs, CROs, and other sworn police personnel appropriate to meet the Oakland Police Department's stated mission of providing the people of Oakland an environment where they can live, work, play and thrive free from crime and the fear of crime. To ensure the Department's progress toward this mission, the following shall apply:

(a) Upon passage of this Ordinance, the City shall maintain a budgeted level of no fewer than six hundred seventy eight (678) sworn police personnel (including those sworn police personnel funded by this Ordinance) at all times, and shall hire and maintain no fewer than 678 sworn police personnel as early as practicable after the passage of this Ordinance and at all times after July 1, 2016.

(b) The City is prohibited from laying off any police officers if such layoffs will result in a reduction of sworn police personnel to a level of less than 800. Furthermore, the City is prohibited from laying off any police officers unless the City Council adopts a resolution containing factual findings that it is necessary to layoff officers.

(c) Each fiscal year, before the City adopts its two year policy budget or its mid-cycle budget adjustments, the City Administrator shall submit to the City Council, and the City Council shall adopt, a sworn police personnel hiring plan ("the hiring plan") demonstrating how the City will achieve and /or maintain the strength of force required by this Ordinance. The hiring plan will make use of assumptions that department attrition rates, recruiting success, academy yield and other relevant factors affecting the growth or shrinkage of the department will be comparable to the past two to four years' experience.

(d) The City shall be prohibited from collecting the taxes provided for in this Ordinance at any time that it has failed to budget for a minimum of 678 sworn police personnel. If the City fails to budget the requisite number, the prohibitions set forth in Section 3(C)(2)(e) will apply to the fiscal year of that budget. At any time after July 1, 2016, that the City has failed to hire and maintain a minimum of 678 sworn police personnel, with the exceptions listed below, the prohibitions set forth in Section 3(C)(2)(e) will apply to the fiscal year following 90 days from this determination. The City has 90 days to declare any of the following exceptions:

i. If grant funding or other non-General Purpose Fund funding budgeted for sworn police personnel in the FY 2014-2015 budget becomes unavailable after that fiscal year, the numeric requirements for budgeting and maintaining sworn police personnel shall be reduced by the number of sworn police personnel previously funded by such lost revenue source. This exception shall apply only if the City Administrator submits a report to the City Council explaining the unavailability of the non-General Purpose Fund revenue, the steps that were taken by the City to try to replace such funding and the steps the City will take in the future to replace such funding. In addition, for this exception to apply, the City Council must adopt a resolution stating that such funding is no longer available and alternative non-General Purpose Fund revenue is not available. Such actions must be taken for each fiscal year in which the City fails to meet the minimum staffing requirements of this Ordinance for the reasons described in this sub-section.

ii. If a severe and unanticipated financial or other event occurs that so adversely impacts the General Purpose Fund as to prevent the City from budgeting for, hiring and maintaining the minimum number of sworn police personnel required by this Ordinance, the numeric requirements for budgeting and maintaining sworn police personnel shall be reduced by the numbers the City is unable to fund as a result of such event. This exception shall apply only if the City Administrator submits a report to the City Council explaining the severe and unanticipated event, the steps that were taken by the City to avoid the need to reduce the number of sworn police personnel and the steps that will be taken by the City in the future to restore sworn police personnel. Such actions must be taken for each fiscal year in which the City fails to meet the minimum staffing requirements of this Ordinance for the reasons described in this sub-section.

iii. If the number of sworn police personnel required by this Ordinance unexpectedly falls below the level required despite the City's adoption of and implementation of the hiring plan,

the numeric requirements for budgeting and maintaining sworn police personnel shall be reduced by the shortfall. This exception shall apply only if the City Administrator reports to the City Council concerning the reasons for the shortfall, the steps that should be taken to restore the sworn police personnel level, and the time frame for doing so. If appropriate, the City Council will adopt resolution modifying the hiring plan. The specific facts and circumstances relied upon to establish an exception under this subsection shall not establish an exception in consecutive fiscal years.

(e) Suspension or Reduction of Taxes

i. If at any time the City fails to budget for the staffing levels required in Section 3(C)(2) for a fiscal year and there has been no Council action establishing an exception set forth in Section 3(C)(2)(d), the City shall not impose and levy the parcel tax established pursuant to this ordinance during that fiscal year.

ii. If at any time the City fails to budget for the staffing levels required in Section 3(C)(2) for a fiscal year and there has been no Council action establishing an exception set forth in Section 3(C)(2)(d), appropriate notice shall be provided to all parking lot operators that collection of the parking tax surcharge pursuant to this Ordinance shall be suspended during that fiscal year.

iii. If the City fails to maintain staffing levels required in Section 3(C)(2) and there has been no Council action establishing an exception set forth in Section 3(C)(2)(d), the parcel tax imposed and levied during the following fiscal year shall be reduced by an amount proportionate to the number of days that the City did not meet staffing level requirements during the prior fiscal year.

Example: Parcel tax proportionally reduced for a period of 100 days where the City did not meet the required staffing level during the prior fiscal year, with a tax levied at a rate of $99.77 for a single family residential parcel:

365 days – 100 days = 265 days

265 days ÷ 365 days = 72.60%

72.60% × $99.77 = $72.43

iv. If the City fails to maintain staffing levels required in Section 3(C)(2) and there has been no Council action establishing an

exception set forth in Section 3(C)(2)(d), appropriate notice shall be provided to all parking lot operators that collection of the parking tax surcharge shall be suspended for a period of time determined by the number days that the City did not meet staffing level requirements during the following fiscal year.

3. Community-focused Violence Prevention and Intervention Services and Strategies: Coordination of public systems and community-based social services with a joint focus on youth and young adults at highest risk of violence as guided by data analysis. Invest in and engage the community in collaborative strategies such as:

(a) Street outreach and case management to youth and young adults at high-risk of involvement in violence in order to connect individuals in need of employment, mental health, or educational services to needed programs;

(b) Crisis response, advocacy and case management for victims of crime (including domestic violence victims, commercially sexually exploited children, and victims of shootings and homicides) with a strategic focus on reducing likelihood of being re-victimized;

(c) Reentry programs for youth and young adults, including case management, school support, job training and placement in order to reduce recidivism rates and improve educational and employment outcomes;

(d) Young children exposed to trauma or domestic and/or community violence.

4. Fire Services: Provide fire services such as:

(a) Maintain adequate personnel resources to respond to fire and medical emergencies including, but not limited, response to homicides and gun-related violence and investigate fire causes

Section 4. PLANNING, ACCOUNTABILITY AND EVALUATION.

To ensure the proper revenue collection, spending, and implementation of the programs mandated by this Ordinance, the City shall impose the following requirements:

(A) Commission: Adoption of this Ordinance shall establish a "Public Safety and Services Violence Prevention" Commission.

1. Qualifications: The Commission's membership must be comprised of individuals with experience in criminal justice, public health, social services, research and evaluation, finance, audits, and/or public policy.

2. Conflicts of Interest: Each Commission member shall certify that the member and the member's immediate family members, business

associates and employers have no financial interest in any program, project, organization, agency or other entity that is seeking or will seek funding approval under this Ordinance. Financial interest includes, without limitation, salaries, consultant fees, program fees, commissions, gifts, gratuities, favors, sales income, rental payments, investment income or other business income. A Commission member shall immediately notify the City Administrator and the Chair of the Commission of any real or possible conflict of interest between membership on the Commission and work or other involvement with entities funded by the taxes provided for in this Ordinance. Any dispute about whether a conflict of interest exists shall be resolved by the Public Ethics Commission.

3. Composition: The Commission shall consist of nine (9) members. The Mayor and each councilmember shall recommend one member of the Commission each. All commissioners shall be appointed by the Mayor and confirmed by the City Council in accordance with City Charter Section 601.

   At least two (2) members will have experience working with service-eligible populations, two (2) members will reflect the service-eligible populations, and two (2) members will have a professional law enforcement or criminal justice background. Other members will meet the criteria as established in subsection 1 above.

4. Meetings of the Commission: The Commission shall conduct regular meetings and such special meetings as it deems necessary.

5. Joint Meetings of the Commission and City Council: The City Council, the Commission and other public safety-related boards and commissions shall conduct an annual joint special public informational meeting devoted to the subject of public safety. At each such meeting, the public, Commission and City Council will hear reports from representatives of all departments and the Chief of Police concerning progress of all of the City's efforts to reduce violent crime.

6. Duties of the Commission: The Commission shall perform the following duties:

   (a) Evaluate, inquire, and review the administration, coordination, and evaluation of strategies and practices mandated in this Ordinance.

   (b) Make recommendations to the City Administrator and, as appropriate, the independent evaluator regarding the scope of the annual program performance evaluation. Wherever possible, the scope shall relate directly to the efficacy of strategies to achieve desired outcomes and to issues raised in previous evaluations.

   (c) Receive draft performance reviews to provide feedback before the evaluator finalizes the report.

(d) Report issues identified in the annual fiscal audit to the Mayor and City Council.

(e) Review the annual fiscal and performance audits and evaluations.

(f) Report in a public meeting to the Mayor and the City Council on the implementation of this Ordinance and recommend ordinances, resolutions, and regulations to ensure compliance with the requirements and intents of this Ordinance.

(g) Provide input on strategies: At least every three (3) years, the department head or his/her designee of each department receiving funds from this Ordinance shall present to the Commission a priority spending plan for funds received from this Ordinance. The priority spending plan shall include proposed expenditures, strategic rationales for those expenditures and intended measurable outcomes and metrics expected from those expenditures. The first presentation shall occur within 120 days of the effective date of this Ordinance. In a public meeting, the Commission shall make recommendations to the Mayor and City Council on the strategies in the plans prior to the City Council adoption of the plans. Spending of tax proceeds of this Ordinance must be sufficiently flexible to allow for timely responsiveness to the changing causes of violent crime. The priority spending plans shall reflect such changes.

The Commission will recommend to the Mayor and City Council those strategies and practices funded by tax proceeds of this Ordinance that should be continued and/or terminated, based on successes in responding to, reducing or preventing violent crime as demonstrated in the evaluation.

(h) Semi-Annual Progress Reports: Twice each year, the Commission shall receive a report from a representative of each department receiving funds from this Ordinance, updating the Commission on the priority spending plans and demonstrating progress towards the desired outcomes.

(B) Accountability and Reporting.

1. Annual Program Evaluation: Annual independent program evaluations pursuant to Section 3(C) shall include performance analysis and evidence that policing and violence prevention/intervention programs and strategies are progressing toward the desired outcomes. Evaluations will consider whether programs and strategies are achieving reductions in community violence and serving those at the highest risk. Short-term successes achieved by these strategies and long-term desired outcomes will be considered in the program evaluations.

2. Annual Audit Review: An independent audit shall be performed annually to ensure accountability and proper disbursement of the proceeds of this tax in accordance with the objectives stated herein as provided by Government Code sections 50075.1 and 50075.3. The City will, from time to time, retain an engineer for services pertaining to this parcel tax.

Section 5. SPECIAL FUND.

All funds collected by the City from the tax imposed by this Ordinance shall be deposited into a special fund in the City treasury and appropriated and expended only for the purposes and uses authorized by this Ordinance.

Section 6. EFFECTIVE DATE.

The taxes imposed by this Ordinance shall become effective upon passage.

Section 7. TERM OF TAX IMPOSITION.

The taxes enacted by this Ordinance shall be imposed and levied for a period of ten (10) years. The City shall place delinquencies on subsequent tax bills.

Section 8. SAVINGS CLAUSE.

If any provision, sentence, clause, section or part of this Ordinance is found to be unconstitutional, illegal or invalid by a court of competent jurisdiction, such unconstitutionality, illegality, or invalidity shall affect only such provision, sentence, clause, section or part of this Ordinance and shall not affect or impair any of the remaining provisions, sentences, clauses, sections or parts of this Ordinance. It is hereby declared that the City would have adopted this Ordinance had such unconstitutional, illegal or invalid provision, sentence, clause, section or part thereof not been included herein.

If any tax imposed by this Ordinance is found to be unconstitutional, illegal or invalid by a court of competent jurisdiction, the amounts, services, programs and personnel required to be funded from such tax shall be reduced proportionately by any revenues lost due to such unconstitutionality, illegality or invalidity.

Section 9. NO AMENDMENT.

The tax rates set forth herein may not be increased by action of the City Council without the applicable voter approval, but the City Council may make any other changes to this Ordinance as are consistent with its purpose.

PART 2. PARCEL TAX

Section 1. DEFINITIONS.

For purposes of this Ordinance, the following terms shall be defined as set forth below:

(A) "Additional" shall mean an increase in the existing number.

(B) "Administrative Costs" shall mean overhead costs, including central services, departmental and/or divisional.

(C) "Building" shall mean any structure having a roof supported by columns or by walls and designed for the shelter or housing of any person, chattel or property of any kind. The word "Building" includes the word "structure."

(D) "Family" shall mean one or more persons related by blood, marriage, domestic partnership, or adoption, who are living together in a single residential unit and maintaining a common household. Family shall also mean all unrelated persons who live together in a single Residential Unit and maintain a common household.

(E) "Geographic Policing" means a decentralized and focused approach to policing. Sworn police personnel are assigned and deployed to specific geographic areas. The Commander leading each area is responsible and accountable at all times for addressing crime within the area directing and allocating police resources according to particular local needs.

(F) "Hotel" shall mean as defined by Oakland Municipal Code section 4.24.020.

(G) "Multiple Residential Unit Parcel" shall mean a parcel zoned for a Building, or those portions thereof, which accommodates or is intended to contain two or more residential units.

(H) "Non-Residential" shall mean all parcels that are not classified by this Ordinance as Residential Parcels, and shall include, but not be limited to, parcels for industrial, commercial and institutional improvements, whether or not currently developed.

(I) "Occupancy" shall be as defined by Oakland Municipal Code section 4.24.020.

(J) "Operator" shall be as defined by Oakland Municipal Code section 4.24.020.

(K) "Owner" shall mean the Person having title to real estate as shown on the most current official assessment role of the Alameda County Assessor.

(L) "Parcel" shall mean a unit of real estate in the City of Oakland as shown on the most current official assessment role of the Alameda County Assessor.

(M) "Person" shall mean an individual, firm, partnership, joint venture, association, social club, fraternal organization, joint stock company, corporation, estate, trust, business trust, receiver, trustee, syndicate, or any other group or combination acting as a unit.

(N) "Possessory Interest" as it applies to property owned by any agency of the government of the United States, the State of California, or any political subdivision thereof, shall mean possession of, claim to, or right to the possession of, land or Improvements and shall include any exclusive right to the use of such land or Improvements.

(O) "Residential Unit" shall mean a Building or portion of a Building designed for or occupied exclusively by one Family.

(P) "Single Family Residential Parcel" shall mean a parcel zoned for single-family residences, whether or not developed.

(Q) "Transient" shall mean any individual who exercises Occupancy of a hotel or is entitled to Occupancy by reason of concession, permit, right of access, license or other agreement for a period of thirty (30) consecutive calendar days or less, counting portions of calendar days as full days. Any individual so occupying space in a Hotel shall be deemed to be a Transient until the period of thirty (30) consecutive days has elapsed.

Section 2. IMPOSITION OF PARCEL TAX.

There is hereby imposed a special tax on all Owners of parcels in the City of Oakland for the privilege of using municipal services and the availability of such services. The tax imposed by this Section shall be assessed on the Owner unless the Owner is by law exempt from taxation, in which case, the tax imposed shall be assessed to the holder of any Possessory Interest in such parcel, unless such holder is also by law exempt from taxation. The tax is imposed as of July 1 of each year on the person who owned the parcel on that date. The tax shall be collected at the same time, by the same officials, and pursuant to the same procedures as the one percent property tax imposed pursuant to Article XIII A of the California Constitution.

Base Amount of Tax. The tax hereby imposed shall be set as follows subject to adjustment as provided in Section 5 below:

(A) For owners of all Single Family Residential Parcels, the tax shall be at the annual rate of $99.77 per parcel.

(B) For owners of all Multiple Residential Unit Parcels, the tax shall be at the annual rate of per occupied Residential Unit of $68.15 per parcel.

Owners of units that are vacant for six months or more per year may apply to the Director of Finance to have the rate reduced by 50% per vacant Residential Unit located on the Parcel of $34.07 per parcel.

(C) The tax for Non-Residential Parcels is calculated using both frontage and square footage measurements to determine total Single Family Residential Unit Equivalents (SFE). A frontage of 80 feet for a commercial/industrial parcel, for example, is equal to one (1) single family resident unit equivalent. (See matrix.) An area of 6,400 square feet for the commercial industrial parcel is equal to one (1) single family resident

unit equivalent. The tax is the annual rate $51.09 multiplied by the total number of Single Family Equivalents (determined by the frontage and square footage).

LAND USE CATEGORY	FRONTAGE	AREA (SF)
Commercial Institutional	80	6,400
Industrial	100	10,000
Public Utility	1,000	100,000
Golf Course	500	100,000
Quarry	1,000	250,000

Example: assessment calculation for a Commercial Institutional Parcel with a Frontage of 160 feet and an Area of 12,800 square feet:

Frontage 160 feet ÷ 80 = 2 SFE

Area 12,800 square feet ÷ 6,400 = 2 SFE

2 SFE + 2 SFE = 4 SFE

4 SFE x $51.09 = $204.36 tax

(D) An Owner of an Undeveloped Parcel is exempt from this parcel tax if the Owner can prove that the parcel was undeveloped for at least six months of the year in question.

(E) The tax imposed by this Ordinance shall be imposed on each Hotel within the City as follows:

1. Residential Hotels. Rooms in a Hotel occupied by individuals who were not Transients for 80% or more of the previous Fiscal Year shall be deemed Residential Units and the parcel on which they are located shall be subject to the Parcel tax imposed on Multiple Residential Unit Parcels. The remainder of the Building shall be subject to the applicable tax computed in accordance with the Single Family Residential Unit Equivalent formula set forth in Section 2(C).

2. Transient Hotels. Notwithstanding the previous subsection, if 80% or more of the Operator's gross receipts for the previous Fiscal Year were reported as rent received from Transients on a return filed by the Operator in compliance with section 4.24.010 of the Oakland Municipal Code (commonly known as the Uniform Transient Occupancy Tax of the City of Oakland), such Hotel shall be deemed a Transient Hotel. The entire Building shall be deemed a Non-Residential Parcel, categorized as Commercial/Institutional, and shall be subject to the applicable tax computed in accordance with the Single Family Residential Unit Equivalent formula set forth in Section 2(C), and the parcel tax imposed on Multiple Residential Units shall not apply.

Section 3. EXEMPTIONS.

(A) Low income household exemption. The following is exempt from this tax: an Owner of a Single Family Residential Unit (1) who resides in such unit and (2) whose

combined family income, from all sources for the previous fiscal year, is at or below the income level qualifying as "very low income" for a Family of such size under Section 8 of the United States Housing Act of 1937 (42 U.S.C.A. Sections 1437 et. seq.,) for such fiscal year. Owners must apply for the exemption provided for in this section annually by petition to the Director of the Finance of the City of Oakland ("Director of Finance") or City Administrator designee in the manner and time set forth in procedures established by the Director of Finance. Such petitions shall be on forms provided by the Director of Finance and shall provide such information as the Director of Finance shall require, including, but not limited to, federal income tax returns and W-2 forms of owner-occupants eligible for this exemption.

(B) Fifty percent reduction for affordable housing projects. Rental housing owned by nonprofit corporations and nonprofit-controlled partnerships for senior, disabled and low income households that are exempt from ad valorem property tax pursuant California Revenue and Taxation Code sections 214(f), (g) and (h) shall be liable for only 50% of the parcel tax. The exemption shall apply in the same proportion that is exempted from ad valorem property tax.

(C) Rebate to tenants in foreclosed single family homes. The City will provide a rebate of one-half of the tax and subsequent increases thereto ("Foreclosure Rebate") to tenants in single family homes that have been foreclosed upon who have paid a passed through Parcel Tax. To qualify for the Foreclosure Rebate, a tenant must: (1) have lived in the unit before foreclosure proceedings commenced; and (2) be at or below the income level qualifying as "very low income" for a Family of such size under Section 8 of the United States Housing Act of 1937 (42 U.S.C.A. Sections 1437 et. seq.,) for such fiscal year. The City will provide the Foreclosure Rebate for every month that the tax was applied and the tenant occupied the unit. The City will provide the Foreclosure Rebate at the end of each fiscal year, or when the tenant vacates the unit, whichever is earlier. The City Administrator will promulgate regulations to effectuate this Part 3, Section 3(C).

(D) Real property owned by a religious organization or school that is exempt from property taxes under California law is exempt from this tax. To qualify for this exemption, each religious organization or school seeking such exemption shall submit such information required to determine eligibility for such exemption.

Section 4. REDUCTION IN TAX; RATE ADJUSTMENT.

(A) Subject to paragraph (B) of this section, the tax rates imposed by this Ordinance are maximum rates and may not be increased by the City Council above such maximum rates. The tax imposed by the Ordinance may be suspended, reduced or eliminated by the City Council for a subsequent fiscal year upon a vote of the City Council on or before June 30th of the year in which the City Council determines that after such suspension, reduction or elimination, there will be sufficient revenues available to balance the City Council's Adopted Policy Budget and provide the services and programs described in Part I, Section 3 above. Such suspension, reduction or elimination shall be effective the fiscal year following such vote.

(B) Beginning in the Fiscal Year 2015-2016, and each year thereafter, the City Council may increase the tax imposed hereby only 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 in the San Francisco Bay Area as published by the U.S. Department of Labor Statistics, has increased. The percentage increase of the tax imposed hereby shall not exceed such increase, using Fiscal Year 2014-2015 as the index year and in no event shall any annual adjustment exceed five percent (5%).

Section 5. DUTIES OF THE DIRECTOR OF FINANCE.

It shall be the duty of the Director of the Finance to collect and receive all taxes imposed by this Ordinance. The Director of Finance is charged with the enforcement of this Ordinance and may adopt rules and regulations relating to such enforcement.

Section 6. EXAMINATION OF BOOKS, RECORDS, WITNESSES; PENALTIES.

The Director of Finance or his/her designee is hereby authorized to examine assessment rolls, property tax records, records of the Alameda County Recorder and any other records of the County of Alameda deemed necessary in order to determine ownership of Parcels and computation of the tax imposed by this Ordinance.

The Director of Finance or his/her designee is hereby authorized to examine the books, papers and records of any person subject to the tax imposed by this Ordinance for the purpose of verifying the accuracy of any petition, claim or return filed and to ascertain the tax due. The Director of Finance, or his/her designee is hereby authorized to examine any person, under oath, for the purpose of verifying the accuracy of any petition, claim or return filed or to ascertain the tax due under this Ordinance and for this purpose may compel the production of books, papers and records before him/her, whether as parties or witnesses, whenever s/he believes such persons have knowledge of such matters. The refusal of such examination by any person subject to the tax shall be deemed a violation of this Ordinance and of the Oakland Municipal Code and subject to any and all remedies specified therein.

Section 7. COLLECTION OF TAX; INTEREST AND PENALTIES.

The tax shall be delinquent if the City does not receive it on or before the delinquency date set forth in the notice mailed to the Owner's address as shown on the most current assessment roll of the Alameda County Tax Collector; and the tax shall be collected in such a manner as the City Council may decide. The City may place delinquencies on a subsequent tax bill.

A one-time penalty at a rate set by the City Council, which in no event shall exceed 25% of the tax due per fiscal year, is hereby imposed by this Ordinance on all taxpayers who fail to timely pay the tax provided by this Ordinance; in addition, the City Council may assess interest at the rate of 1% per month on the unpaid tax and the penalty thereon.

Every penalty imposed and such interest as accrues under the provisions of this Ordinance shall become a part of the tax herein required to be paid.

The City may authorize the County of Alameda to collect the taxes imposed by this Ordinance in conjunction with and at the same time and in the same manner as the County collects property taxes for the City. If the City elects to authorize the County of Alameda to collect the tax, penalties and interest shall be those applicable to the nonpayment of property taxes.

Section 8. COLLECTION OF UNPAID TAXES.

The amount of any tax, penalty, and interest imposed under the provisions of this Ordinance shall be deemed a debt to the City. Any person owing money under the provisions of this Ordinance shall be liable to an action brought in the name of the City for the recovery for such amount.

Section 9. REFUND OF TAX, PENALTY, OR INTEREST PAID MORE THAN ONCE; OR ERRONEOUSLY OR ILLEGALLY COLLECTED.

Whenever the amount of any tax, penalty, or interest imposed by this Ordinance has been paid more than once, or has been erroneously or illegally collected or received by the City it may be refunded provided a verified written claim for refund, stating the specific ground upon which such claim is founded, is received by the Director of Finance within one (1) year of the date of payment. The claim shall be filed by the person who paid the tax or such person's guardian, conservator, or the executor of her or his estate. No representative claim may be filed on behalf of a taxpayers or a class of taxpayers. The claim shall be reviewed by the Director of Finance and shall be made on forms provided by the Director of Finance. If the claim is approved by the Director of Finance, the excess amount collected or paid may be refunded or may be credited against any amounts then due and payable from the Person from whom it was collected or by whom paid, and the balance may be refunded to such Person, his/her administrators or executors. Filing a claim shall be a condition precedent to legal action against the City for a refund of the tax.

PART 3. 10-YEAR EXTENSION OF PARKING TAX SURCHARGE

The Municipal Code is hereby amended to add 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). Chapter 4.14, Section 4.16.020 and Section 4.16.031of the Municipal Code are hereby amended to read as follows:

4.16.031 Imposition of Surcharge

Subject to the provisions for the collection of taxes and definitions in this chapter, there shall be an additional tax of eight and one-half (8 1/2) percent imposed on the rental of every parking space in a parking station in the City until December 31, 2024.

...

and be it,

FURTHER RESOLVED, that each ballot used at said election shall have printed therein, in addition to any other matter required by law, the following:

A PROPOSED ORDINANCE TO MAINTAIN A PARCEL TAX AND A PARKING TAX SURCHARGE FOR A PERIOD OF TEN YEARSTO IMPROVE POLICE, FIRE AND EMERGENCY RESPONSE SERVICES AND COMMUNITY STRATEGIES FOR AT-RISK YOUTH AND YOUNG ADULTS.

MEASURE_____

Measure __. Without increasing current tax rates, to reduce gun violence, robberies, and homicides, improve 9-1-1 response times and support at-risk youth/young adults, shall the City provide improved police, fire and emergency response services and proven community programs, including dropout prevention, crisis intervention, and job training/placement, by continuing to collect a parking tax surcharge and a parcel tax for 10 years subject to annual performance and financial audits monitored by a citizens oversight committee?	**Yes**	
	No	

and be it

FURTHER RESOLVED: That the City Council hereby authorizes and directs the City Clerk of the City of Oakland (the "City Clerk") at least 88 days prior to November 4, 2014, to file with the Alameda County Clerk certified copies of this Resolution; and be it

FURTHER RESOLVED: That the City Council does hereby request that the Board of Supervisors of Alameda County include on the ballots and sample ballots recitals and measure language to be voted on by the voters of the qualified electors of the City of Oakland; and be it

FURTHER RESOLVED: That the City Clerk is hereby directed to cause the posting, publication and printing of notices, pursuant to the requirements of the Charter of the City of Oakland, Chapter 3 of the Oakland Municipal Code, the Government Code and the Election Code of the State of California; and be it

FURTHER RESOLVED: That in accordance with the Elections Code and Chapter 11 of the Oakland Municipal Code, the City Clerk shall fix and determine a date for submission

of arguments for or against said proposed Ordinance and rebuttals, and said date shall be posted in the Office of the City Clerk; and be it

FURTHER RESOLVED: That certain sections of this Ordinance may be codified into the City of Oakland Municipal Code at the direction of the City Clerk upon approval by the voters.

IN COUNCIL, OAKLAND, CALIFORNIA JUL 29, 2014

PASSED BY THE FOLLOWING VOTE:

AYES- [redacted]S, GALLO, GIBSON MCELHANEY, KALB, KAPLAN, [redacted], SCHAAF and PRESIDENT KERNIGHAN – 6

NOES 0

ABSENT Brooks, Reid – 2

ABSTENTION 0

ATTEST: LaTonda Simmons

LATONDA SIMMONS
City Clerk and Clerk of the Council
Of the City of Oakland, California

FILED
OFFICE OF THE CITY CLERK
OAKLAND

14 NOV 25 PM 3:51

Approved as to Form and Legality

City Attorney's Office

OAKLAND CITY COUNCIL

ORDINANCE 13278 C.M.S.

INTRODUCED BY
City Councilmember Dan Kalb and City Attorney Barbara J. Parker

ADOPT A "GOVERNMENT ETHICS ACT" ORDINANCE (A) ADOPTING AND EXPANDING LOCAL OVERSIGHT OVER ETHICAL REQUIREMENTS REGARDING CONFLICTS OF INTEREST, REVOLVING DOOR, USE OF CITY RESOURCES FOR PRIVATE GAIN, GIFTS, CITY OFFICERS CONTRACTING WITH THE CITY, AND OTHER ETHICS ISSUES; (B) ADOPTING AND EXPANDING STATE GOVERNMENTAL ETHICS LAWS APPLICABLE TO LOCAL GOVERNMENT OFFICIALS AND PUBLIC SERVANTS; (C) GRANTING THE PUBLIC ETHICS COMMISSION AUTHORITY TO IMPOSE PENALTIES FOR VIOLATIONS OF CERTAIN CHARTER PROVISIONS INCLUDING SECTIONS 218 (NON-INTERFERENCE IN ADMINISTRATIVE AFFAIRS) AND 907 (NEPOTISM); (D) REQUIRING THAT THE PUBLIC ETHICS COMMISSION PROVIDE TRAINING, ADVICE AND ASSISTANCE REGARDING COMPLIANCE WITH THE ACT; AND (E) AUTHORIZING THE COMMISSION TO IMPOSE PENALTIES AND FINES FOR VIOLATIONS, WHICH SHALL BE CODIFIED IN THE OAKLAND MUNCIPAL CODE AS CHAPTER 2.25

WHEREAS, the integrity of City government depends upon Public Servants, as defined in this Act, who are entrusted by the public whom they serve to use City time, property and resources efficiently and in a legal and ethically responsible manner; and

WHEREAS, in order to prevent improper influence, California state law imposes requirements on Public Servants that include but are not limited to regulations avoiding financial conflicts of interest (Government Code Section 87100 et seq.), self-dealing in government contracts (Government Code Section 1090), disclosure of confidential information (Government Code Section 1098), holding incompatible offices (Government Code Section 1099), soliciting contributions from City staff (Government Code Section 3205), and misuse of public resources (Government Code Section 8314); and

WHEREAS, current California laws and regulations provide a minimum standard for the conduct of Public Servants; and

WHEREAS, a Charter City has the constitutional authority to enact local regulations to supplement state ethics laws under the home rule and municipal affairs doctrines; and

WHEREAS, the citizens of Oakland voted to amend the Oakland City Charter in 1996 to create the Public Ethics Commission, for the primary purpose of ensuring compliance with laws and policies seeking fairness, openness, honesty, and integrity in City government; and

WHEREAS, an effective government ethics program requires multiple elements to ensure that Public Servants serve with honesty and integrity; these include political commitment, a clear legal framework, effective accountability measures, prevention activities such as education, advice, and outreach, supportive public service conditions, an ethics coordinating body, an active civil society and probing media; and

WHEREAS, the City Council added Chapter 2.24 to the Oakland Municipal Code to establish the Commission's authority to ensure compliance and enforce various additional ordinances, including the Oakland Campaign Reform Act, Sunshine Ordinance, Lobbyist Registration, and Limited Public Financing Act;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF OAKLAND DOES ORDAIN AS FOLLOWS:

Section 1. Oakland Government Ethics Act. The City Council of the City of Oakland, in order to set clear expectations pertaining to the conduct of public officials, and to provide ethical guidance and support for public officials who serve the public, does hereby enact and amend the Oakland Municipal Code to add the Oakland Government Ethics Act (hereinafter referred to as the "Act"), as new Chapter 2.25, to provide as follows:

FILED
OFFICE OF THE CITY CLERK
OAKLAND

14 NOV 25 PM 3:51

The City of Oakland Government Ethics Act

I. **Title. This chapter shall be known as the City of Oakland Government Ethics Act.**

II. **Purpose**

A. This Government Ethics Act is based on the premises that 1) the integrity of City government depends upon Public Servants who are entrusted by the public to use City time, property and resources efficiently and in a legal and ethically responsible manner, and 2) all individuals and groups who come into contact with our City should have a fair and equal opportunity to participate in government.

B. This Act is intended to provide a clear, comprehensive, and locally enforceable framework of laws to ensure that Oakland City government operates with integrity, that government decisions are made on the merits and in the best interest of its citizens and not for private or individual gain, that the rules are clear for Public Servants, and that the law is fairly and effectively enforced.

C. The provisions in this Act are in addition to other local, state and federal laws, some of which are cited by and incorporated into this Act.

D. Enforcement authority established by this Act shall not be applied to alleged violations occurring prior to the effective date of this Act, except as to continuing violations after proper notice.

III. **Definitions**

A. Unless the term is specifically defined in this Act, or the definition is stated or clearly appears from the context, the definitions set forth in the state or local law that is cited as the source of each relevant provision in this Act shall govern the interpretation of that provision.

B. "City" means the City of Oakland, though the terms "City Administrator," "City Attorney," and "City Auditor" refer to the officers of the City of Oakland as described by the City Charter. This definition of "City" does not apply when it is used in the term "City office."

C. "City Office" includes the Mayor, City Attorney, City Auditor, City Councilmembers and School Board Directors.

D. "Public Servant" includes:

1. any elected or appointed officeholder of the City of Oakland, including any such officeholder elected but not yet sworn in, and not including Oakland School Board Directors, and

2. any City board or commission member, including the Board of Port Commissioners, and

3. any full-time or part-time employee of the City, and

4. any consultant of the City who is required to file a Form 700 Statement of Economic Interests pursuant to the City of Oakland Conflict of Interest Code and the California Political Reform Act.

E. "Relative" means any person who is related within the third degree by blood, marriage, or contract, and includes a spouse, domestic partner, parent, grandparent, child, sibling, parent-in-law, aunt, uncle, niece, nephew, first cousin, and any similar step relationship or similar relationship created by adoption.

IV. Conflicts of Interests and Personal Gain

A. Financial Conflicts of Interests. A Public Servant shall not make, participate in making, or seek to influence a decision of the City in which the Public Servant has a financial interest within the meaning of the California Political Reform Act, Government Code Section 87100 et seq. and pursuant to City Charter Section 1200. All provisions of California Government Code Section 87100 – 87505 and City Charter Section 1200, as they relate to Public Servants, are incorporated by reference into this Act.

B. Statement of Economic Interests (Form 700) Disclosure. The Mayor, City Council Members, City Administrator, City Attorney, City Auditor, any City board or commission member, any candidate for City Office, and any employee or consultant designated in the City Conflict of Interest Code shall file statements of economic interests and shall disclose all required information pursuant to the California Political Reform Act and the City Conflict of Interest Code.

C. Conflicts of Interests in Contracting. A Public Servant shall not make or participate in making a contract in which he or she has a financial interest within the meaning of California Government Code Sections 1090 – 1097. All provisions of California Government Code Section 1090 – 1097, as the Sections relate to Public Servants, are incorporated by reference into this Act.

D. Confidential Information. A Public Servant shall not willfully and knowingly disclose for pecuniary gain, personal advantage or private interest, to any other person, confidential information acquired by him or her in the course of his or her official duties.

E. Incompatible Public Offices. A Public Servant, including but not limited to, an appointed or elected member of a governmental board, commission, committee, or other body, shall not simultaneously hold two public offices that are incompatible, as prohibited by California Government Code Section 1099.

1. Offices are incompatible when any of the following circumstances are present, unless simultaneous holding of the particular offices is compelled or expressly authorized by law:

   a. Either of the offices may audit, overrule, remove members of, dismiss employees of, or exercise supervisory powers over the other office or body or over a multimember body that includes that other office.

   b. Based on the powers and jurisdiction of the offices, there is a possibility of a significant clash of duties or loyalties between the offices.

   c. Public policy considerations make it improper for one person to hold both offices.

2. When two public offices are incompatible, a public officer shall be deemed to have forfeited the first office upon acceding to the second.

3. This Subsection IV(E) does not apply to a position of employment, including a civil servant position.

4. This Subsection IV(E) shall not apply to a governmental body that has only advisory powers.

F. Conflict in Office. As prohibited by City Charter Section 1202, the Mayor and members of the Council shall not hold any other municipal office or any other office or employment to receive compensation from the City; or be appointed or elected to any office created by the Council while he or she is a member thereof, until at least one year shall have expired after the expiration of the term for which he or she was elected.

G. Influencing Prospective Employment. A Public Servant shall not make, participate in making, or otherwise seek to influence a governmental decision affecting a person or entity with whom the Public Servant is discussing or negotiating or has entered into an agreement concerning future employment.

V. Leaving Public Service "Revolving Door" Restrictions

A. Permanent Post-Service Restriction on Representing, Advising and/or Assisting Non-City Parties in Particular Matters.

1. Prohibition. A former Public Servant, after the termination of his or her service or employment with the City, shall not, with the intent to influence, act as agent or attorney, or otherwise represent, any person or entity other than oneself or the City before any court, or before any state, federal, or local agency, including the City Council, or any officer or employee thereof, by making any formal or informal appearance or by making any oral, written, or other communication in connection with a particular matter in which both of the following exist:

a. the City is a party or has a direct and substantial interest; and

b. the Public Servant participated personally and substantially in the matter as a City Public Servant.

2. Definition. "Particular matter" includes but is not limited to a particular claim, official filing to the City by another, contract, negotiation, grant, permit, license, litigation, settlement, or similar transaction.

3. In determining if communication regarding a particular matter violates this prohibition, representation or agency shall be presumed if a former Public Servant is compensated in any way and for any reason during the preceding twelve (12) month period either prior to or after the communication by a non-City person or entity that is either a party to the particular matter or is intending to influence the particular matter.

4. Restriction on assisting others. No former Public Servant, after the termination of his or her service or employment with the City, shall aid, advise, counsel, consult or assist another public or private entity regarding a matter or in any proceeding in which the Public Servant would be precluded under Subsection V(A)(1) from personally appearing.

5. Exception for testimony. The prohibitions in Subsections VA(1) and A(4) do not prohibit a former Public Servant from testifying as a witness pursuant to a subpoena, provided that no compensation is received other than the fees regularly provided for by law or regulation for witnesses.

B. One-Year Post-Service Restriction on Supervisors Representing Non-City Parties.

Prohibition. A former Public Servant, within one (1) year after the termination of his or her service or employment with the City, shall not, with the intent to influence, act as agent or attorney, or otherwise represent, any other public or private entity before any court, or before any state, federal, or local agency, or any officer or employee thereof, by making any formal or informal appearance or by making any oral, written, or other communication in connection with a particular matter, as defined in V(A)(2), in which both of the following exist as it relates to the particular matter:

a. the City is a party or has a direct and substantial interest; and

b. the Public Servant knows or reasonably should know that the particular matter was actually pending under his or her official responsibility as a Public Servant within a period of one (1) year before the termination of his or her service with the City.

C. One-Year Restriction on Public Servants Representing Other Persons Before Former Department. No current or former Public Servant, for one year after termination of his or her service or employment with any

department, board, commission, office or other unit of the City, shall, with the intent to influence a government decision, communicate orally, in writing, or in any other manner on behalf of any other person (except the City) with any officer or employee of the department, board, commission, office or other unit of government, for whieh the Public Servant served.

1. Mayor, Members of the Council, and their Senior Staff Members. For purposes cf the one-year restriction undor Subsection V(C), the "department" for which a former Mayor, a former member of the Council, or a former senior staff member to either the Mayer or a member of the Council served shall be the City and the prohibition in Subsection V(C) shall extend to communications with:

   a. a board, department, commission or agency of the City;

   b. an officer or employee of the City;

   c. an appointee of a board, department, commission, agency, officer, or employee of the City; or

   d. a representative of the City.

2. For the purposes of this Subsection V(C), "a former senior staff member to either the Mayor or a member of the Council" means an individual employed in any of the following positions at the time the individual terminated his or her employment with the City: chief of staff, deputy chief of staff, communications or other director, legislative or policy aide, or any position in the Mayor's or Council Member's office that is required to file a Form 700 pursuant to the Oaklahd Conflict of Interest Code.

D. Employment by a Party to a City Contract on Which the Public Servant Worked. No current or former Public Servant shall be employed by or otherwise receive compensation from a person or entity that entered into a contract with the City within the preceding one year where the Public Servant personally and substantially participated in the award of the contract.

E. Waiver by the Public Ethics Commission.

1. At the request of a current or former Public Servant, the Public Ethics Commission may waive any of the restrictions in Subsections V(A), (B), or (C) for members of City boards and commissions whor by law, must be appointed to represent any profession, trade, business union or association.

2. At the request of a current or former Public Servant, the Public Ethics Commission may waive the prohibition in Subsection V(D) if the Commission determines that imposing the restriction would cause extreme financial hardship for the City Public Servant.

VI. Perks of Office and Misuse of City Resources or Position for Private Gain

A. Misuse of City Resources or Position.

1. As prohibited by California Government Code Section 8314, a Public Servant may not use or permit others to use public resources for a campaign activity or for personal or non-City purposes not authorized by law.

   a. Definitions. For purposes of this Section, the following definitions provided in California Government Code Section 8314 apply:

      i. "Personal purpose" means activities for personal enjoyment, private gain or advantage, or an outside endeavor not related to City business. "Personal purpose" does not include the incidental and minimal use of public resources, such as equipment or office space, for personal purposes, including an occasional telephone call.

      ii. "Campaign activity" means an activity constituting a contribution as defined in California Government Code Section 82015 or an expenditure as defined in California Government Code Section 82025. "Campaign activity" does not include the incidental and minimal use of public resources, such as equipment or office space, for campaign purposes, including the referral of unsolicited political mail, telephone calls, and visitors to private political entities.

      iii. "Public resources" means any property or asset owned by the City, including but not limited to land, buildings, facilities, funds, equipment, supplies, telephones, computers, vehicles, travel, and City-compensated time.

      iv. "Use" means a use of public resources which is substantial enough to result in a gain or advantage to the user or a loss to the City for which a monetary value may be estimated.

   b. Nothing in this Subsection VI(A) shall prohibit the use of public resources for providing information to the public about the possible effects of any bond issue or other ballot measure on government activities, operations, or policies, provided that the informational activities are otherwise authorized by the laws of the City or California and the information provided constitutes a fair and impartial presentation of relevant facts to aid the electorate in reaching an informed judgment regarding the bond issue or ballot measure.

2. No Public Servant or candidate for City Office may use his or her position or prospective position, or the power or authority of his or her office or position, in any manner intended to induce or coerce any person to provide any private advantage, benefit, or economic gain to the City Public Servant or candidate or any other person.

B. Prohibitions Related to Political Activity and Solicitation of Contributions.

1. **Political Activities.** As prohibited by California Government Code Section 3203, no restrictions shall be placed on the political activities of any Public Servant, except as otherwise provided in federal, state or local law.

2. **Political Influence.** As prohibited by California Government Code Section 3204, no Public Servant "who holds, or who is seeking election or appointment to, any office or employment in the City shall, directly or indirectly, use, promise, threaten or attempt to use, any office, authority, or influence, whether then possessed or merely anticipated, to confer upon or secure for any individual person, or to aid or obstruct any individual person in securing, or to prevent any individual person from securing, any position, nomination, confirmation, promotion, or change in compensation or position, within the City, upon consideration or condition that the vote or political influence or action of such person or another shall be given or used in behalf of, or withheld from, any candidate, officer, or party, or upon any other corrupt condition or consideration. This prohibition shall apply to urging or discouraging the individual employee's action."

3. **Solicitation of Contributions.**

   a. As prohibited by California Government Code Section 3205, a Public Servant or candidate for City of Oakland office shall not, directly or indirectly, solicit a political contribution from another City Public Servant, or from a person on an employment list of the City, with knowledge that the person from whom the contribution is solicited is a Public Servant or is on an employment list of the City. This Subsection VI(B)(3)(a) shall not prohibit a City Public Servant or candidate for City of Oakland office from requesting political contributions from Public Servants if the solicitation is part of a solicitation made to a significant segment of the public which may include City Public Servants.

   b. As prohibited by California Government Code Section 3205, an Oakland Unified School District Board Director or candidate for such office shall not, directly or indirectly, solicit a political contribution from an employee of the District, or from a person on an employment list of the District, with knowledge that the person from whom the contribution is solicited is an employee of the District or on an employment list of the District. This Subsection VI(B)(3)(b) shall not prohibit a Director or

candidate from requesting political contributions from District employees if the solicitation is part of a solicitation made to a significant segment of the public which may include District employees.

4. Activities While in Uniform. As prohibited by California Government Code Section 3206, a Public Servant shall not participate in political activities of any kind while in his or her City work-related uniform.

C. Restrictions on Gifts.

1. A person shall not offer or make, and a Public Servant or candidate for City Office shall not accept, a gift when it is reasonably foreseeable that the Public Servant or candidate could be influenced by the gift in the performance of an official act.

2. A Public Servant or candidate for City Office who is required to file a statement of economic interests pursuant to the California Political Reform Act shall comply with the gift requirements and restrictions in the Political Reform Act and the California Constitution except that the total annual gift limit per source for Public Servants shall be $250.

3. In addition to the gift limits and reporting requirements imposed on certain Public Servants by the Political Reform Act and Subsection VI(C) of this Act, a Public Servant shall not solicit or accept, and a person who is a restricted source shall not offer or make, any gift or loan valued at more than $50 cumulatively in a calendar year from a person who the Public Servant knows or has reason to know is a restricted source, except loans received from commercial lending institutions in the ordinary course of business. This prohibition applies to all Public Servants regardless of whether they must file a statement of economic interests.

   a. Restricted Source. For purposes of this Subsection VI(C), a restricted source means:

      i. a person doing business with or seeking to do business with the department of the Public Servant; or

      ii. a person who during the prior 12 months knowingly attempted to influence the Public Servant in any legislative or administrative action.

   b. Gift. For purposes of this Subsection VI(C), the term gift has the same meaning as under the Political Reform Act, California Government Code Section 81000 et seq., and the regulations adopted thereunder. Gifts exempt from the limits imposed by California Government Code Section 89503 shall also be exempt from the prohibition set forth in this Subsection.

4. A lobbyist or lobbying firm shall not act as an agent or intermediary in the making of any gifts or arrange for the making of any gift by another person to any Public Servant. Any intermediary of a gift shall be required to disclose the true source of the gift to the recipient.

5. A Public Servant or candidate for City Office may request that the Public Ethics Commission provide the requestor with written advice concerning the legality of accepting any specific gift. Such request shall contain sufficient information to allow the Commission or its staff to properly consider the matter. The Commission or its staff shall provide written advice in response to such a request within a reasonable time after the Commission's receipt of the request.

D. **Prohibition on City Officers and Board or Commission Members Contracting with the City.** During his or her term of office, no City Officer shall enter, submit a bid for, negotiate for, or otherwise attempt to enter, any contracts or subcontracts with the City, other than compensation or employment stemming from their office held. During his or her term of office, no member of a City Board or Commission, as defined in this subsection shall enter, submit a bid for, negotiate for, or tn otherwise attempt to enter, any contracts or subcontracts with the City, other than compensation or employment stemming from their office held, where the amount of the contracts or the subcontracts exceeds $10,000 in aggregate.

1. Definitions. For purposes of this Subsection VI(D), the following definitions shall apply:

   a. "Business" means any corporation, partnership, sole proprietorship, firm, enterprise, franchise, association, organization, or other legal entity or undertaking organized for economic gain.

   b. "City Officer" shall mean the Mayor, City Council Members, City Administrator, City Attorney, City Auditor, City Controller, the head of any City department, , and any person appointed as the chief executive officer under such board or commission.

   c. "City Boards or Commission" shall include the Children's Fund Planning & Oversight Commission, the Housing, Residential Rent & Relocation Board, the Planning Commission, the Port Commission, the Public Ethics Commission, the Police and Fire Retirement Board, and any other City board or commission with decision making authority beyond merely the making of recommendations.

   d. "Contract" means any agreement other than a grant or an agreement for employment in exchange for payment or benefits.

   e. "Subcontract" means a contract to perform any work for a primary contractor that has an agreement with the City.

2. Exceptions. This Subsection D shall not apply to the following contracts or subcontracts:

   a. A contract or subcontract with a 501(c)(3) nonprofit organization;

   b. A contract or subcontract with a business with which a City Officer or member of a City Board or Commission, as defined in this subsection, is affiliated unless the City Officer or Board or Commission member exercises management and control over the business. A member exercises management and control if he or she is:

      i. An officer or director of a corporation;

      ii. A majority shareholder of a closely held corporation;

      iii. A shareholder with more than five percent beneficial interest in a publicly traded corporation;

      iv. A general partner or limited partner with more than 20 percent beneficial interest in the partnership; or

      v. A general partner regardless of percentage of beneficial interest and who occupies a positien of, or exercises management or control of the business;

      vi. A contract or subcontract enteren into before a member of a board or commission commenced his or her service;

      vii. An agreement to provide property, goods or services to the City and County at substantially below fair market value; or

      viii. A settlement agreement resolving a claim or other legal disputet

3. Waiver. The Ethics Commission may waive the prohibitions in this Subsection VI(D) for any City Officer or member of a City Board or Commission, as defined in this subsection, who, by law, must be appointed to represent any profession, trade, business, union or association.

4. Limitation. Failure of a City Officer or member of a City Board or Commission, as defined in this subsection to comply with this Subsection VI(D) shall not be grounds for invalidating any contract with the City.

VII. Fair Process

A. Prohibition on Bribery. No person shall offer or make, and no Public Servant shall solicit or accept, anything of value in exchange for the performance of any official act.

B. Prohibition on Payment for Office or Appointment. It is unlawful for any Public Servant to give or promise to give to any person any portion of his or her compensation or any money or thing of value in consideration of having been, or of being nominated, appointed, voted for, or elected to any office or employment.

C. Prohibition on City Public Servant Influencing Contracts with Former Employer. In addition to the requirements of Government Code Sections 87100, *et seq.*, no Public Servant shall knowingly make, participate in making, or attempt to use his or her official position to influence any governmental decision directly relating to any contract where the Public Servant knows or has reason to know that any party to the contract is a person by whom the Public Servant was employed immediately prior to entering government service within 12 months prior to the time the Public Servant acts on the matter.

D. Prohibition on Nepotism.

1. In addition to the prohibition in Oakland City Charter Section 907, which is incorporated herein by reference, a Public Servant may not make, participate in making or otherwise seek to influence a decision of the City regarding an employment or contract action involving a Relative. Nothing in this Section shall prohibit a Public Servant from acting as a personal reference or providing a letter of reference for a Relative who is seeking appointment to a position in any City department, board, or commission other than the officer or employee's department, board, or commission or under the department, board or commission's control.

   A department head who is prohibited under Subsection VII(D)(2) from participating in an employment action involving a Relative shall delegate in writing to an employee within the department any decisions regarding such employment action.

2. Public Servant may not supervise another Public Servant who is also a Relative. This prohibition applies to the regular assignment for each Public Servant's position and does not apply to temporary assignments such as working an overtime or traded shift, or substituting for a fellow employee.

E. Non-Interference in Administrative Affairs. As prohibited by City Charter Section 218, except for the purpose of inquiry, the Council and its members shall deal with the administrative service for which the City Administrator, Mayor and other appointed or elected officers are responsible, solely through the City Administrator, Mayor or such other officers. Neither the Council nor any Council

member shall give orders to any subordinate of the City under the jurisdiction of the City Administrator or such other officers, either publicly or privately; nor shall they attempt to coerce or influence the City Administrator or such other officers, in respect to any contract, purchase of any supplies or any other administrative action; nor in any manner direct or request the appointment of any person to or his removal from office by the City Administrator or any of his subordinates or such other officers, nor in any manner take part in the appointment or removal of officers or employees in the administrative service of the City. In addition to the penalties provided for in Charter Section 218, a member of the Council who violates the provisions of this Subsection VII(E) shall be subject to all other penalties provided in this Act.

VIII. Public Ethics Commission Role and Responsibilities

A. Prevention. The Commission, in consultation with the City Attorney, shall provide timely advice, assistance, and training to Public Servants and candidates who are subject to the requirements of this Act.

1. All Public Servants who must file a Form 700 Statement of Economic Interest shall receive training regarding government ethics laws no less than once every two years facilitated by the Public Ethics Commission in partnership with the Office of the City Attorney.

2. The Commission, in consultation with and with the assistance of the City Attorney, shall issue an ethics resource guide for City Public Servants which shall be updated periodically.

B. Implementation. The Commission may adopt, amend, and rescind rules and regulations to carry out the purposes and provisions of this Act, subject to Section 2.24.070 of the Oakland Municipal Code.

C. Enforcement. A person who violates this Act is subject to criminal, civil, administrative, and other penalties provided for in this Section. In the event criminal violations of the Act come to the attention of the Commission, the Commission may forward the information to the appropriate enforcement agency.

1. **Criminal Penalties.** Any person who knowingly or willfully violates any provision of this Act is guilty of a misdemeanor. Any person who knowingly or willfully causes any other person to violate any provision of this Act, or who aids and abets any other person in the violation of any provision of this Act, shall be liable under the provisions of this Act.

   a. No person convicted of a misdemeanor under this Act shall act as a lobbyist or as a City contractor for a period of four years following the date of the conviction unless the court, at the time of sentencing, specifically determines that this pruvision shall not be applicable.

b. For the purposes of this Section, a plea of nolo contendere shall be deemed a conviction.

2. **Civil Penalties.** Any person who intentionally or negligently violates any provision of this Act shall be liable in a civil action brought by the Public Ethics Commission or the City Attorney for an amount up to $5,000 per violation, or up to three times the amount the person failed to report properly or unlawfully contributed, expended, gave or received, whichever is greater. A civil action brought by the Commission requires an affirmative vote of not less than five members of the Commission.

   a. If two or more persons are responsible for any violation, they shall be jointly and severally liable.

   b. In determining the amount of liability, the court may take into account the seriousness of the violation and the degree of culpability of the defendant.

3. **Administrative penalties.** Any person who violates any provision of this Act shall be liable in an administrative proceeding before the Commission held pursuant to the Commission's Complaint Procedures. The Commission may impose administrative penalties in an amount up to $5,000 per violation, or up to three times the amount the person failed to report properly or unlawfully contributed, expended, gave or received, whichever is greater. In addition to administrative penalties, the Commission may issue warnings to or require other remedial measures.

4. **Injunctive Relief.** The Commission, City Attorney, or any individual residing within the City may sue for injunctive relief to enjoin violations or to compel compliance with the provisions of Sections IV, V, VI and VII this Act.

   Any person, other than the Commission or City Attorney, before filing a civil action pursuant to Subsection VIII(C)(4), shall first file with the Commission and City Attorney a written request for the Commission and/or City Attorney to commence the action. The request shall contain a statement of the grounds for believing a cause of action exists. The Commission and City Attorney shall each respond in writing within ninety (90) days after receipt of the request indicating whether they intend to file an action for injunctive relief. If either indicates in the affirmative and files an action within sixty (60) days thereafter, no other action may be brought unless the action brought by the Commission or City Attorney is dismissed without prejudice.

   If the Commission needs additional time to determine whether to file an action or needs additional time to file the action, the Commission may, by resolution indicating evidence of good cause and notice thereof to the requestor, extend the ninety day time period by another sixty (60) days. If both the Commission and City Attorney indicate they will not pursue the matter, or if neither entity files an action within the sixty (60) day period

following their affirmative response to the requestor, the requestor may file suit for injunctive relief. No resident may bring an action under Subsection VIII(C)(4) if the Commission commenced administrative action arising out of the same facts, resulting in either the imposition of or stipulation to remedial measures to prevent reoccurrence of the violation or compel compliance

5. **Costs of Litigation.** The court may award to a party, other than the City or any of its commissions, boards, departments or agencies, who prevails in any civil action authorized by this Act, his or her costs of litigation, including reasonable attorneys' fees. If the costs or fees are awarded against the City, the payment of such award shall be the responsibility of the City.

6. **Limitation of Actions.** No criminal, civil or administrative action alleging a violation of this Act shall be commenced more than four years after the date of the violation.

   a. Commencement of an administrative action is the date the complaint was filed by another person or the date of the Commission's initial notification to the respondent that a violation has been alleged pursuant to the Commission's Complaint Procedures.

   b. Unless otherwise prescribed by applicable law, the date of the violation means the earliest date when the complainant, Commission, or other prosecuting authority has, or reasonably should have, knowledge of the violation and its cause, and a suspicion of wrongdoing. Suspicion shall be determined from an objective standpoint of what is reasonable for the complainant, Commission, or other prosecuting authority to know or suspect under the facts of the situation.

7. **Violations Related to Enforcement.**

   a. False Charges and Information. A person shall not knowingly and intentionally furnish false or fraudulent complaints, evidence, documents, or information to the Public Ethics Commission, District Attorney or City Attorney, or knowingly and intentionally misrepresent any material fact, or conceal any evidence, documents, or information relevant to an investigation by the Commission, District Attorney or City Attorney of an alleged violation of this Act.

   b. Duty to Cooperate and Assist. A Public Servant shall cooperate and assist with an investigation into an alleged violation of this Act, upon the request of the Public Ethics Commission, District Attorney or City Attorney. This requirement shall not be construed as requiring the identification of a confidential whistleblower, as defined by the Oakland Whistleblower Ordinance.

8. Effect of Act on Prior Violations.

Enforcement authority established by this Act shall not be applied to alleged violations occurring prior to the effective date of this Act, except as to continuing violations after proper notice.

IX. Miscellaneous Provisions

A. References to Other Laws in this Act. All references to other laws in this Act shall refer to those laws as they may be amended from time to time.

Section 2. Severability. If any section, subsection, sentence, clause or phrase of this Ordinance is for any reason held to be invalid or unconstitutional by decision of any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions of the Ordinance. The City Council hereby declares that it would have passed this Ordinance and each section, subsection, clause or phrase thereof irrespective of the fact that one or more other sections, subsections, clauses or phrases may be declared invalid or unconstitutional.

Section 3. Effective Date. This Ordinance shall become effective immediately on final adoption if it receives six or more affirmative votes; otherwise it shall become effective upon the seventh day after final adoption.

IN COUNCIL, OAKLAND, CALIFORNIA DEC 0 8 2014

PASSED BY THE FOLLOWING VOTE.

AYES SCHAAF, BROOKS, KAPLAN, GALLO, KALB, GIBSON McELHANEY, REID and PRESIDENT KERNIGHAN — 8

NOES Ø

ABSENT Ø

ABSTENTIONS. Ø

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

Introduction Date NOV 1 8 2014

Date of Attestation: 12/12/14

1516270v1

NOTES

BUDGET TERMINOLOGY

AAMLO	African American Museum & Library at Oakland
ABAT	Alcohol Beverage Action Team
Accrual Basis Accounting	Distinct from cash basis, accrual basis accounting records the financial effects of transactions in the periods in which those transactions occur, regardless of the timing of related cash flows. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.
ACS	Automated Collection System
ACTC	Alameda County Transportation Commission, created in July 2010 by the merger of the Alameda County Congestion Management Agency (ACCMA) and the Alameda County Transportation Improvement Authority (ACTIA).
Actual	Actual refers to the expenditures and/or revenues that are actually realized; as opposed to those that are forecasted or budgeted.
ADA	Americans with Disabilities Act
Adjusted Budget	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.
Adopted Budget	Revenues and appropriations (budgeted expenditures) approved by the City Council in June immediately preceding the new fiscal period.
Affordable Housing Trust Fund (AHTF)	The Affordable Housing Trust Fund was established to provide assistance in developing and maintaining affordable housing in the City. Per Ordinance No. 13193 C.M.S., 25 percent of funds distributed to the City as a taxiing entity under the redevelopment dissolution law is to be allocated to the AHTF.
Agency / Department	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.
Appropriation	An authorization made by the City Council that permits the City to incur obligations and to make expenditures of resources.
Appropriation Resolution	The official resolution adopted by the City Council to establish legal authority for City officials to obligate and expend funds.
ARRA	The American Recovery and Reinvestment Act of 2009 is an economic stimulus package enacted by the 111th United States Congress in February 2009.

BUDGET TERMINOLOGY(continued)

BAC	Budget Advisory Committee
Balanced Budget	Budgeted revenues are equivalent to budgeted expenditures.
BART	Bay Area Rapid Transit
Baseline Budget	Projected revenue and expenditure budgets created as part of the budget development process based on the assumption that current policies will continue unchanged for the upcoming fiscal period.
BID	Business Improvement District
Biennial Budget	Budget lasting or enduring for two fiscal years.
Bond	A form of loan in which the City borrows funds for a defined period of time at a fixed interest rate. Bonds are used by finance capital projects or long-term obligations.
Bond Rating/Credit Rating	A rating given to bonds the City issues that indicates their credit quality, meaning the borrower's ability to pay the principal and interest in a timely fashion. Private independent rating services include Standard & Poor's, Moody's and Fitch. Bond ratings are expressed as letters ranging from 'AAA', which is the highest grade, to 'C' ("junk"), which is the lowest grade.
Budget	A financial plan for a specific fiscal period that documents anticipated revenues and associated authorized expenditures.
Budget Adjustment	A procedure governed by accounting controls and City policies through which City staff revises budget appropriations. City staff has the prerogative to adjust expenditures within departmental budgets. Council approval is required for transfers between departments, between funds, and for additional appropriations from fund balance or new revenue sources.
Budget Calendar	The schedule of key dates or milestones that the City follows in the preparation, adoption, and administration of the budget.
Budget Document	A financial and planning document that reflects the proposed (and later adopted) revenues and appropriations (authorized expenditures) for the City (including operating and capital), historical financial information, and organizational structure and goals.
Budgetary Control	The use of controls and monitoring of a governmental unit or enterprise for the purpose of keeping expenditures within the approved limits and achieving revenue targets.
CAFR	Comprehensive Annual Financial Report
CalPERS	California Public Employees' Retirement System
Capital Budget	A budget for capital expenditures, opposed to operating expenditures.

BUDGET TERMINOLOGY(continued)

Capital Improvement Program (CIP)/Capital Plan	A plan that identifies an organization's capital project needs, prioritizes the projects, estimates costs, and proposes specific revenues, expenditures, and timeline to complete priority capital projects.
Capital Project	Projects generally costing $50,000 or more designed to upgrade and repair existing facilities and infrastructure; purchase technology-related equipment and service contracts; and purchase equipment.
CAO	City Administrator's Office
Carryforward	Appropriations brought forward from a previous fiscal year to continue or complete a specific project, program or activity.
CDBG	Community Development Block Grant
CEDA	Community and Economic Development Agency
CIP	Capital Improvement Program
COIN	Caring for Oaklanders in Need
Consolidated Fiscal Policy	The City's fiscal policies that include the City's policies on budgeting practices, reserve funds, and budget process, fiscal planning, transparency, and public participation.
Contingency Reserve	An appropriation of funds to cover unforeseen events, such as emergencies, newly required programs, shortfalls in revenue or other unforeseen eventualities. For example, the City Council has set a policy for the General Fund reserve (of 7.5 percent).
Contractual Services	Operating expenditures for services provided by outside organizations and businesses, including maintenance contracts, consulting services, etc.
Core Services	Key City lines of business.
CORE	Citizens of Oakland Respond to Emergencies Program
CPRB	Citizen's Police Review Board
CSO	Central Service Overhead, expenditures that are incurred by central service organizations, such as information technology, human resources, legal, accounting, and management, that are recovered through cost allocation to user departments and funds.
Debt Service	The expenditure required to pay ("service") interest and principal on outstanding debt.
Deferred Capital Investments/ Deferred Maintenance	The practice of deferring capital maintenance or renewal activities that would be required to minimize a capital asset's total cost of ownership in order to reduce short term expenditures.

BUDGET TERMINOLOGY(continued)

Deficit/Shortfall	The amount by which budgeted or actual expenditures exceed revenues.
Department / Agency	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.
DOT	Department of Transportation
HSD	Human Services Department
Discretionary Funds	Funds that are not restricted to specific purposes.
Division	A unit of the municipal organization which reports to a department.
EBMUD	East Bay Municipal Utilities District
EDI	Economic Development Initiative
EEC	Enhanced Enterprise Community
EEO	Equal Employment Opportunity
EIR	Environmental Impact Report
Encumbrance	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.
Enterprise Fund	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.
EOC	Emergency Operations Center
EWD	Economic Workforce Development
Expenditure	The actual expending of financial resources, as recorded in the City's financial system.
Expenditure Category	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.

BUDGET TERMINOLOGY(continued)

FEMA	Federal Emergency Management Agency
Fiscal Year	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.
Finance Department	The Finance Department consists of the following bureaus: Treasury, Controller, and Revenue Management.
Five-Year Financial Forecast	Each Budget Cycle the City is required to prepare a Five-Year Financial Forecast pursuant to Resolution No. 81399 C.M.S. The Forecast contains the two-year baseline budget for the forthcoming two-year budget period, clearly reflecting projected expenditures to maintain existing service levels and obligations, plus an additional three year forecast of revenues and expenditures. The Five-Year Financial Forecast is not a budget and does not include any proposed balancing solutions or changed service levels.
FMS	Financial Management System (old pre-Oracle)
Forecast	An estimate of future conditions, particularly related to financial conditions.
FTE	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.
Fund	An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. As required by governmental accounting standards, the City uses different funds to account for expenditures from various revenue sources. Restricted funds may be expended for purposes specified by law or grantor regulations. Discretionary or unrestricted funds may be spent for any lawful purpose designated by the City Council.
Fund Balance	The net effect of a fund's assets less liabilities at any given point in time. The total fund balance includes a designated / reserved portion, usually for encumbrances, projects, or other prior commitments, as well as an undesignated / unreserved (i.e. "available") portion.
Fund Group	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.
GAAP	Generally Accepted Accounting Principles
General Fund	One of seven groups of funds used by the City to account for financial resources for different purposes.
General Obligation (GO) Bond	A type of bond that is repaid and backed by the City's full financial resources. These are distinct from revenue bonds, which are repaid using the revenue generated by the specific project the bonds are issued to fund.

BUDGET TERMINOLOGY(continued)

General Purpose Fund (GPF)	One specific fund within the General Fund group of funds. Revenues from many of the City's taxes, fees and service charges are deposited into the General Purpose Fund. It is the fund from which the City has the most flexibility in making expenditures.
GIS	Geographic-based Information System
Grant	A contribution by a government, other organization, or a private individual, to support a particular activity. 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.
HAAB	Housing Advisory and Appeals Board
HCD	Housing and Community Development
HJKCC	Henry J. Kaiser Convention Center
HMIP	Home Maintenance & Improvement Program
HOPWA	Housing Opportunities for Persons with AIDS
HR	Human Resources Management Department
HUD	Federal Department of Housing and Urban Development
HVAC	Heating, Ventilation & Air Conditioning
IAFF	International Association of Firefighters
IMMS	Integrated Maintenance Management System
ISTEA	Intermodal Surface Transportation Efficiency Act
IT	Information Technology
ITD	Information Technology Department
ISF	Internal Service Fund
JPA	Joint Powers Authority
KTOP	TV Channel 10—Oakland's Government Channel
LAN	Local Area Network
LBE	Local Business Enterprise

BUDGET TERMINOLOGY(continued)

Letter of Transmittal	The opening section of the budget, which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the previous fiscal years, and the views and recommendations of the Mayor and City Administrator.
LLAD	Landscaping and Lighting Assessment District
LMIHF	Low and Moderate Income Housing Fund
Measure M	Emergency Medical Service Retention Act of 1997
Measure N	Paramedic Services Act of 1997
Measure Q	Library Services Retention and Enhancement Act. Approved in 2004, Measure Q is an extension of Measure O, which was approved by voters in 1994.
Measure Y	Violence Prevention and Public Safety Act of 2004. Funding from this Measure Y ended in 2014.
Measure Z	Police Services Parcel Tax and Parking Tax of 2014
MIC	Municipal Improvement Capital Fund
Midcycle Budget	The City adopts a two-year budget (Biennial Budget). At the end of the first year, a Mid-Cycle Budget is adopted if any significant changes in circumstances warrant changes from the original adopted two-year budget.
Modified Accrual Basis	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.
MSSP	Multi Purpose Senior Services Program
MSC	Municipal Service Center
MTC	Metropolitan Transportation Commission
NCR	Neighborhood Commercial Revitalization
Negative Fund Balance	The situation in which a fund's balance is negative, meaning that its liabilities exceed its assets.
NEH	National Endowment for the Humanities

BUDGET TERMINOLOGY(continued)

NOFA	Notice of Funding Availability
NSC	Neighborhood Service Coordinator
OAS	Oakland Animal Services
OBRA	Oakland Base Reuse Authority
OCA	Office of the City Attorney
OFD	Oakland Fire Department
OMCF	Oakland Museum of California Foundation
OMERS	Oakland Municipal Employees Retirement System
On-Going	Expenditures or revenues that is recurring. On-going revenues can be spent on both one-time and on-going expenditures. Some examples include expenditure of funds for salaries or property tax revenues.
One-Time	Expenditures or revenues that is non-recurring. As a best practice, one-time revenues should be spent on one-time expenditures. Some examples include the expenditure of funds for road repaving or real estate transfer tax revenue from a large property sale.
OOB	Oakland Oversight Board, consists of representatives from the local taxing entities; exercises oversight functions over ORSA.
OPACT	Oakland Police and Clergy Together
OPL	Oakland Public Library Department
Other Post-Employment Benefits (OPEB)	Other Post-Employment Benefits refers to benefits due to retirees that are other than pension/retirement benefits. These are primarily composed of retiree medical benefits, but may also include other retiree benefits.
OPED	Oakland Paratransit for the Elderly & Disabled
Operating Budget	A financial plan for the provision of direct services and support functions, as distinct from a capital budget.
Operations and Maintenance (O&M)	Expenditures related to operating costs including supplies, commodities, contract services, materials, utilities and educational services.
OPOA	Oakland Police Officers' Association
OPR	Oakland Parks & Recreation Department

BUDGET TERMINOLOGY(continued)

ORSA	Oakland Redevelopment Successor Agency, successor to the former Oakland Redevelopment Agency that is tasked with winding down all former redevelopment obligations.
OSCAR	Open Space, Conservation and Recreation
OSHA	Occupational Safety & Health Administration
OUSD	Oakland Unified School District
Overhead	Managerial, administrative, and support costs, such as finance, human resources, legal, and others, that are critical to operating the City but that are not associated with a specific direct service provided to the public. These costs are subject to a citywide overhead cost allocation plan to distribute costs on an equitable basis to departments and funds that are the beneficiaries of such activities.
PAL	Police Athletic League
Personnel Services	Expenditures related to employee compensation including wages and salaries, fringe benefits, retirement, premiums, allowances and special / supplemental pay such as shift differentials.
PFRS	Oakland's Police and Fire Retirement System
POB	Pension Obligation Bond
Program Budget	Programs, and associated program codes, are created to identify cross division or departmental efforts that have a common purpose. Using program codes, the budget (both revenues and expenditures) can be described in programmatic terms.
OPD	Oakland Police Department
OPRCA	Oakland Parks and Recreation Cultural Advisory
PSB	Public Sector Budgeting, an Oracle module currently used in the City of Oakland to develop the biennial policy budget.
OPW	Oakland Public Works
ROPS	Recognized Obligation Payment Schedule, a schedule every six months of estimated payments of the Oakland Redevelopment Successor Agency that serves as its budget.

BUDGET TERMINOLOGY(continued)

Reserve	A portion of a fund's balance or a separate fund that is restricted for a specific purpose and is, therefore, not available for general appropriation.
Restricted Funds	Funds that can be spent only for the specific purposes stipulated by external source providers, constitutionally or through enabling legislation. Restrictions may effectively be changed or lifted only with the consent of resource providers. It also includes a legally enforceable requirement that the resources can only be used for specific purposes enumerated in the law.
RETT	Real Estate Transfer Tax
Revenue	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.
RLF	Revolving Loan Fund
RPTTF	Redevelopment Property Tax Trust Fund
SBE	Small Business Enterprise
SCDI	Sustainable Community Development Initiative
SHP	Supportive Housing Program
SLBE	Small Local Business Enterprise
Special Purpose Funds	Funds, exclusive of the General Fund and capital funds, which are separately administered because they are associated with a distinct function or enterprise.
Structural Deficit	A situation in which a fund's expenditures are expected to routinely exceed its revenues, creating a regular shortfall/deficit.
THP	Transitional Housing Program
Transfer	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.
UBC	Uniform Building Code

BUDGET TERMINOLOGY(continued)

UCR	Uniform Crime Report
Unaudited	In reference to financial figures, the term unaudited means prior to the completion of a financial audit of an organization's financial statements.
Long-term Liability (formerly referred to as Unfunded Liability)	A liability for which there is not an offsetting asset, often used in reference to OPEB liabilities and other long-term liabilities.
USAR	Urban Search and Rescue
VLF	Vehicle License Fee
WIA	Workforce Investment Act

NOTES

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