

CITY OF OAKLAND
CALIFORNIA

**FISCAL YEAR 2017-19
PROPOSED POLICY BUDGET**



CITY OF OAKLAND

FY 2017-19 PROPOSED POLICY BUDGET

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Libby Schaaf

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Council President

Abel J. Guillen (District 2)
President Pro Tem

Annie Campbell Washington (District 4)
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Race & Equity

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Transportation

Mission Statement

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

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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Oakland for its biannual budget for the fiscal years 2015-16 and 2016-17.

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 2017-18 and 2018-19, continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

CITY OF OAKLAND



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April 28, 2017

HONORABLE CITY COUNCIL & OAKLAND RESIDENTS:

We're pleased to present the FY 2017-19 Budget for the City of Oakland. This budget represents a realistic approach that tackles costs head on while investing in the future.

Oaklanders might ask: how is it that our city seems to be booming – companies moving in, construction cranes in the air – yet at the same time, potholes are getting deeper and trash piles are getting higher?

While Oakland's economy is growing, so are many of our challenges, including our housing affordability crisis, homelessness, illegal dumping and our pothole epidemic. And while our economic boom is helping city revenues grow, costs are growing even faster. For example, we project our CalPERS employee health care and pension costs will grow by 6 percent and 14 percent respectively.

Driven by these increased costs, our financial projection for the next two years showed a \$32.5 million gap in the General Purpose Fund (GPF) between expected revenues and expenses -- meaning that if we wanted to simply maintain what we are doing now over the next two years, we had to start by finding \$32.5 million of cuts and/or new revenues.

Additionally, we must continue to pay for past financial bets that went wrong -- including CalPERS earning assumptions and Coliseum renovation bonds that turned out to not be cost-covering -- as well as ensure our decisions today don't put future generations in even more financial risk.

The Mayor and City Administrator's Proposed 2017-19 Budget responds to these challenges responsibly.

Our priorities in the developing the 2017-19 Budget were:

- Prevent cuts in current service levels for Oakland residents (polling shows Oaklanders aren't sufficiently satisfied even with existing service levels);
- Preserve staffing levels for city workers who are stretched thin under increasing demands as well as address large unfilled vacancies in the police and fire departments;
- Do not add ANY new unrestricted General Purpose Fund (GPF) funded positions, unless they are cost covered by new revenues, including increased fees;
- Make continued progress on financial stability by reducing the use of one-time revenues for on-going expenses, paying down negative fund balances and contributing \$20 million towards future unfunded medical retirement benefits;
- Add cost-covered positions and leverage new or outside funds to address urgent challenges responsibly, including more fire and code inspectors, rental services, affordable housing development and preservation, police accountability, homelessness, illegal dumping, education, building permits, and road repairs;
- Set aside modest, one-time compensation and employee training funds, recognizing that retaining and attracting talent in city government is critical to serving Oakland's residents.

Significant Expenditures & Service Impacts

We started by closing the \$32.5 million funding gap in the GPF, so we could maintain existing service levels and staffing. We did this, as well as added new cost-covered services, by making the following adjustments:

	FY 2017-18	One-Time FY 2017-18	FY 2018-19	One-Time FY 2018-19
Projected Shortfall	(\$ million)	(\$ million)	(\$ million)	(\$ million)
March (based on FY16-17 2nd Quarter)		(\$13.52)		(\$18.98)
Changes/Solutions:				
Savings Measures	\$17.42	\$4.52	\$12.27	\$3.11
Revenue Enhancements	\$7.49	\$4.75	\$11.76	\$12.70
Additional Services	(\$7.31)	(\$13.35)	(\$9.38)	(\$11.48)
TOTAL	\$4.08	(\$4.08)	(\$4.33)	\$4.33
Net FY 2017-19 surplus/(deficit)	\$0.00		\$0.00	

Some significant new savings and revenues included (across both years):

- Pre-pay the negative balance in our Facilities Fund (4400) to reduce our required on-going installment payments (\$5.73 million);
- Propose revised fees and improved revenue collections including commercial landlord and other minor audits and fire code inspections, plus projected Army Base leasing revenue and off-street parking revenue (\$10.44 million);
- Transfer general fund costs to eligible restricted funds (\$5.04 million);

- Reduce unemployment costs (\$3 million); and
- Suspend the deposit of 25 percent of excess real estate transfer tax (RETT) into the Vital Services Stabilization (aka Rainy Day) Fund in order to preserve critical services, primarily Park Maintenance and ASSETS-funded Senior Center workers (\$4.3 million).

The decision to suspend contributions to our rainy day fund was particularly difficult. But changes in the federal government's ASSETS program and flat or reduced revenues from our Comprehensive Cleanup and Landscape and Lighting Assessment District (LLAD) funds would have otherwise required we cut 45% of all Parks Maintenance staff and 100% of our ASSETS-funded senior workers. Using Vital Services Stabilization funds preserves these services with one-time funds for the next two years, while we identify a permanent structural solution.

The 2017-19 Proposed Budget can be summarized:

Category	FY 2017-18	FY 2018-19
Unrestricted General Purpose Fund (43%)	\$570,529,035	\$592,915,016
Restricted Special Funds (57%)	\$761,034,692	\$770,356,724
TOTAL - All Funds	\$ 1,331,563,727	\$1,363,271,740
Full-Time Equivalent Positions – GPF	2,455.26	2,509.99
Full-Time Equivalent Positions – All Funds	4,247.50	4,299.90

This budget makes many significant investments to preserve existing service levels, as well as enhanced services responsibly in areas of great need as well as City Council consensus, including:

- Nearly triple the number of Fire Prevention Inspectors from 8 to 20 by the end of two years;
- Expand enforcement of renter protections and affordable housing preservation and development;
- Expand Code Enforcement and Building Permit capacity with more than 20 additional positions;
- Provide ongoing funds to continue employ various strategies to provide shelter and services to the homeless population and compassionately mitigate health and safety impacts;
- Start-up the Cannabis equity loan program using projected cannabis revenue;
- Identify healthy children programs consistent with the spirit of Measure HH and reserves an additional \$1 million fund for the yet-to-be-formed Community Advisory Board to advise Council how to spend in the second year;

- Prepare 15,000 more Oakland children for college with early scholarship awards for kindergartners, savings accounts, Future Center support services, college scholarships and persistence supports through the Oakland Promise initiative;
- Expand capacity of Oakland Public Works Call Center/"Oak 311";
- Nearly double the Capital Improvement Program (CIP) budget thanks to new i-Bond funds, as well millions of grant funds secured by the Department of Transportation. Expand capacity to pave over 1,100 blocks – triple past years -- and invest \$21.5 million in improving City facilities; and
- Enhance community policing with grant-funded walking officers in commercial districts, the PRIME police early warning data system and Oakland's first Police Commission.

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

Challenges and Uncertainties

While the City is making progress to meet its financial obligations, there continue to be major challenges that squeeze City finances and create structural imbalance every budget cycle. The City needs new strategies to more aggressively address these long-term challenges before they become unmanageable in the future. They include:

- **Growing medical and pension costs:** As of July 1, 2016, total unfunded liability is close to \$2.5 billion for CalPERS, OPEB and PFRS for both active employees and retirees, which reduces funding for other GPF priorities. This budget proposes to deposit \$10 million to the OPEB trust in addition to the estimated \$25 million pay-as-you-go amount each year; however, it still falls dramatically short of the \$74 million Actuarially Required Contribution ("ARC"). We must find an ongoing funding solution to meet our ARC payments, so future required contributions do not paralyze the City's operations.
- **Possibility of Economic Contraction:** Historically, periods of expansion are followed by economic contraction. Since World War II, the average expansion period lasts for approximately 5-6 years. This current economic expansion has exceeded 5 years. This budget assumes slower overall growth in revenues, but not an economic contraction.
- **Federal Cuts & Uncertainty:** President Trump's budget threatens key sources of the City's federal funding, not even taking into account his threats against Sanctuary Cities. His proposed budget eliminates the Community Development Block Program, the HOME Investment Partnerships Program; the Economic Development Administration, which gives out grants in struggling communities; and cuts \$667 million from FEMA grant programs to state and local agencies, including pre-disaster mitigation grants and counterterrorism funding.

Conclusion

Oakland is enjoying incredible growth and vitality. This budget finds responsible ways to increase key services and strengthen our overall fiscal health. Rating agencies recognized our steady efforts by upgrading Oakland's credit rating last year.

Our structurally constrained resources require that we invest carefully in what we know works and what the organization can reasonably absorb. If there's one thing we've learned over the last year, we must be prepared for unexpected challenges. We do this with strong finances and an even stronger organization. We are proud every day to work alongside some of the most talented, committed and courageous public servants. And we are proud to continue attracting considerable new talent into this incredible organization and equally incredible community.

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

We look forward to providing a brief overview of the FY 2017-19 Proposed Policy Budget to the City Council on May 2, 2017, with a more in-depth presentation to the City Council on May 16, 2017, and a robust schedule of community forums.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Libby Schaaf', with a stylized, flowing script.

Libby Schaaf
Mayor

A handwritten signature in black ink, appearing to read 'Sabrina B. Landreth', with a stylized, flowing script.

Sabrina B. Landreth
City Administrator

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FY 2017-19 CITY OF OAKLAND PRIORITIES

PROCESS

As part of the biennial budget development process, the Mayor and City Council establish priorities based on the concerns and needs of the residents of Oakland. In compliance with the City's policies on Budget Process, Fiscal Planning, Transparency, and Public Participation, the City conducted a priority setting process for FY 2017-19 budget developments that included feedback from:

- Strategic planning sessions conducted by a facilitator;
- Community Forums throughout the City;
- 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 Commission.

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

The priorities for FY 2017-19 are consistent with the FY 2015-17 consolidated Mayor-Council priorities in order to stay the course and provide a stable framework for the City moving into the next two years. All City activities are structured to support these priorities; and the City's FY 2017-19 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

In full consideration of the City of Oakland's continued commitment to our core values of equity and inclusion, the following service enhancements and reductions are outlined for the Fiscal Year (FY) 2017-19 Proposed Policy Budget.

SERVICE ENHANCEMENTS

The following summarizes the service enhancements and improvements anticipated in the FY 2017-19 Proposed Policy Budget.

FIRE & EMERGENCY SERVICES

Improve fire prevention inspections

- Reduce fire and life safety risks for residents, businesses, and visitors to the City of Oakland by initially nearly doubling the number Fire Code Inspectors in FY 2017-18 from 8 to 14, and adding another 6 in FY 2018-19 for a total of 20 Inspectors, thereby improving capacity to conduct inspections citywide. The additional positions are funded by proposing full cost recovery inspection fees.

Increase timely and coordinated emergency response

- Ensure the availability of continuous training and professional development for fire supervisors and dispatchers to maintain Fire Dispatch Center Accredited Center of Excellence (ACE) accreditation with the addition of the Fire Communications Manager.
- Achieve adequate staffing levels to meet the present and ongoing needs for fire suppression and emergency medical response throughout the City of Oakland by funding one Fire Recruit Academy each fiscal year for up to 18 firefighter trainees and 8 firefighter paramedic trainees.

POLICE

Ensure better service levels and training with adequate staffing

- Adding a third Police Academy to begin at the end of FY 2018-19 (adds 50 limited duration police officer trainee positions), in order to offset attrition and reach the budgeted staffing level of 792 sworn officers. This action will expand OPD's ability to investigate crimes including robberies and child trafficking, and improve responsiveness to calls for service. It is the Department's goal to hire a diverse group of police officer trainees who reflect the diversity in Oakland. The trainees will become well trained officers who help build trust and improve relations with communities of color.

Increase community-driven policing in high-need neighborhoods

- The 2016 COPS Hiring Grant approved by the City Council in December 2016 will provide 15 foot patrol officers to focus on community concerns in commercial corridors. The foot patrol officers are expected to reduce crime and help build trust with the community.

POLICE COMMISSION

Enhanced citizen review and oversight of police policy, discipline and misconduct

- The budget adds the new positions required to support the new Police Commission voters approved on November 8, 2016 by passing Measure LL with 83.19 percent (137,032 votes) of the vote. Measure LL establishes: (1) A Police Commission to oversee the Police Department's policies and procedures, and (2) A Community Police Review Agency to investigate police misconduct and recommend discipline. The Police Commission shall be established by October 6, 2017.

SERVICE IMPACTS

INVESTMENTS IN HEALTHY CHILDREN

In November 2016 Oaklanders passed Measure HH by 61 percent imposing a one-cent per ounce general tax on the distribution of sugar sweetened beverages. The tax must be deposited in the City's general fund. The Measure also requires Oakland establish a Community Advisory Board to advise the City Council on how best to support education and prevention programs. As this Board has yet to be established, the budget includes several new investments that are consistent with the goals of the measure. These total more than \$3.5 million in expenditures. Additionally, the FY 2018-19 budget will reserve an additional \$1 million, so that recommendations of the Advisory Board may be considered during the mid-cycle budget process. We look forward to hearing from these community members on their ideas for how Oakland can best prevent the negative health impacts of consuming sugar sweetened beverages and enhance the overall health of our children. We are especially committed to working with our community partners in fighting against the epidemics of childhood obesity and diabetes.

Bring a Pop-Up Mobile Library to low-income Oakland families and youth

There will be enhanced services to underserved youth in Oakland through the deployment of the Oakland Public Library MOVE (Pop-Up Mobile Library), which will bring services and library resources to youth of all ages, with prioritization given to low-income families and youth. This vehicle will create a pop-up social gathering space, by offering a unique and inviting space, while providing youth access to books, various technological tools, and educational resources, with a focus on health and nutrition. It will increase awareness of the Oakland Public Library in areas not currently and consistently reached by library branch services or school outreach efforts.

Advance Oakland's Resiliency, Including Safe and Healthy Neighborhoods & Youth Engagement

As Oakland's Rockefeller grant expires for our Chief Resiliency Officer, we have the opportunity to permanently fund the implementation of this critical work, including all aspects of the social determinants of health, with a special focus on urban greening in neighborhoods most in need, engaging youth in planning Oakland's future, and creating safe and healthy neighborhoods. If the office is maintained, Rockefeller has pledged an additional \$5 million in grants to support implementation.

Prepare 15,000 more Oakland children for college

Provide early scholarship awards for kindergartners, savings accounts and supports for our lowest income babies and their families, Future Center support services, college scholarships and persistence supports through the Oakland Promise initiative. City of Oakland funds less than 5 percent of the total program costs. Oakland's initial investment has leveraged \$25 million in partner and philanthropic contributions over 4 years. This cradle-to-career initiative should triple the number of Oakland public school students who complete college over the next decade. In just two years, the Oakland Promise has served over 7,000 students – the vast majority of whom are students of color (93 percent) and English language learners (over 40 percent). Education is one of the leading social determinants of health. Studies show that completing post-secondary education has a tremendous impact on earning power and upward mobility. Students from low-income backgrounds are five times more likely to move up the income ladder after earning a college degree.

HUMAN SERVICES

Increase services for homeless resident housing and support services, as well as mitigate health and safety risks

- Add \$250,000 each year in ongoing funds to address homeless encampments. Funding will allow for enhanced health and safety measures and expanded outreach services to encampments throughout the City, serving the over 1,400 individuals who live on the streets of Oakland. It will also enable the continued exploration of various innovative strategies to provide shelter and services to the homeless families and individuals. This supplements existing grant funding of over \$7 million for homeless services.

LIBRARY SERVICES

Improve facilities for libraries serving East and West Oakland and Chinatown

- Over the course of the next two years the Brookfield Branch, Asian Branch, and West Oakland branch will be renovated. During the temporary closures for renovation, the Asian Branch Library programming and circulation will transfer to the Main Library. The West Oakland and Brookfield Libraries will need to be serviced by The MOVE during this period. While there will be a disproportionate impact on communities of color, immigrant communities, and low-income communities in West Oakland, deep East Oakland, and Chinatown who are the largest patron groups for these facilities, the long-term benefit to these communities of improved facilities is in keeping with the City of Oakland's equity goals and practices.

ANIMAL SERVICES

Sustain and improve the current rate at which animals can be cared for while new homes are found

- Funds are added for food and medical costs as a result the discontinuation of the "Maddie's Fund" grant in order to sustain the current live release rate (animals coming in alive and leaving alive). Over the past several years, the live release rate has improved from 59 percent to over 80 percent today. The improvement is the result of providing better oversight of shelter operations/functions and by providing care for the many trauma cases seen in Oakland.

HOUSING AND COMMUNITY DEVELOPMENT SERVICES

Better assist tenants and landlords in filing petitions and in need of hearings

- The budget implements the expanded Rent Adjustment Program following the fee increase last July with additional Hearing Officers, staff and IT support for the Housing Assistance Center to support the expanded renters' protection with the passage of Measure JJ in November 2016. RAP services are utilized by communities of color at a higher proportion, therefore improved service in this area will benefit those groups. Expands outreach, counseling and legal services provided by community-based organizations.
- The budget continues to deposit 25% of former Redevelopment Agency tax increment into the affordable housing fund. Through Measure KK (also referred to as the i-Bond), hundreds of new affordable units will be built over the next two years.

Add capacity for the Housing Assistance Center to serve Oaklanders in need

- Provide continued staff support for the Housing Assistance Center with the addition of a Home Management Specialist III. The center provides support and referral services to thousands of Oakland residents, including a high rate of persons of color.

SERVICE IMPACTS

Increase speed of new housing development with more effective disbursement of local housing funds

- Additional Housing Development Coordinator staff will help manage the increase of new construction and rehabilitation projects funded from Alameda County Measure A1 and Oakland's Measure KK bond funds. The new affordable housing units will address the needs for affordable housing by Oakland residents, with the most critical need among communities of color.

Support local non-profits and faith-based organizations in community development efforts that provide much-needed housing and support services, as well as assist businesses impacted by the AC Transit Bus-Rapid Transit Line Expansion

- The addition of one more staff member to oversee the Oakland Sustainable Neighborhood Initiative (OSNI), which includes planning and facilitating meetings that involve more than 20 non-profit faith-based public agencies and residential stakeholders committed to equitable economic development and employment opportunities for residents along the International Boulevard Corridor. This will also increase support for the City's Bus Rapid Transit (BRT) Business Sustainability Program to ensure that businesses along the BRT route are receiving the technical and financial support they need and for which they are eligible, to stay in business during and after BRT construction and operations. This route includes a higher proportion of businesses owned by persons of color.

PLANNING & BUILDING

Enhance cost-covering code enforcement services and public education to increase safety, minimize displacement and increase housing production at all income levels

- Add 20 additional inspector and administrative support positions to enhance the effectiveness of code enforcement activities.
- Add positions to improve the timeliness of building permitting and improve inter-departmental permit coordination.
- Add planner positions to improve the timeliness of zoning permitting and enhance strategic planning, including the development of new legislation proposed by the City Council and by the Housing Implementation Cabinet.

TRANSPORTATION

Accelerate repaving and repair of Oakland's road and fair investment in transportation and infrastructure improvements across the City of Oakland, using an equity framework that considers communities of color, household income and other social indicators

- The capital budget is nearly doubled compared to two years ago with the infusion of i-Bond funds, as well millions of grant funds secured by the Department of Transportation. The passage of SB1 by the State has increased the projected Gas Tax Fund (2230) revenue, which had decreased drastically over the past few years, and allows the maintenance functions to continue to be funded through this source. As a result more Measure B and BB funds can be used for street paving and grant matches. The budget proposes a number of additional engineer positions in Transportation utilizing restricted capital and grant funds in order to deliver the associated capital projects in a timely manner. The capital budget proposes to pave over 1,100 blocks and invests \$21.5 million in improving City facilities.
- Triple the funding applied to street repaving and repair through bond and others funds, and double bicycle, pedestrian, and other complete street investments.

- Add staff to ensure that Oakland delivers paving and complete streets projects funded by the Infrastructure Bond (Measure KK), assuming \$40.6 million in funding in the two year Capital Improvement Program (CIP), as well as prepare to deliver the entire \$350 million dollar transportation program over the life of the bond. This effort will require staffing in all phase of project development and implementation, including necessary project controls and administration.

Streamline handling of parking enforcement and improve policies to better serve Oaklanders

- Incorporate parking enforcement into the Department of Transportation, and manage the on and off street parking supply to best provide for the needs of users, merchants and the City.

PUBLIC WORKS

Give public access to easier one-step reporting system simplifying access to government services

- Fund the initial phase of establishing a 311 call center by augmenting the existing Oakland Public Works (OPW) call center by adding a supervisor position and transferring the positions in the Oaklanders Assistance Center to the OPW call center.

CITY-WIDE

Enhance Oakland's cannabis industry by supporting equitable growth and access for entrepreneurs

- Establish the budget for the Cannabis Equity Assistance Program as approved through per Resolution No. 83366 C.M.S. The Equity Assistance Program that will provide no-interest start up loans and technical assistance to cannabis equity applicants.

Support our most vulnerable Oaklanders

- Establish a Measure KK rebate program for low-income senior and disabled homeowners.
- Help provide Meals on Wheels (MOW) at-home delivery of 19,000—21,000 meals to vulnerable homebound seniors throughout Oakland and critical relief from isolation. In Oakland, MOW clients are 72% African American and over two-thirds need help with multiple daily living activities.
- Extend support services and protections for vulnerable day laborer population for another two years.

Prevent displacement and support stabilization for cultural arts organizations

- Grant funding secured by the Mayor's Office will enable to the City of Oakland to expand staff capacity for a Cultural Spaces Director whose role is to work with 100 cultural and arts organizations to help prevent their displacement and assist in securing permanently sustainable sites and locations across Oakland, and educate the arts community on how to be more self-sustaining.

Fight discriminatory federal policies that are not aligned with community values and put Oaklanders' health and safety at risk

- Continue support in FY 2017-18 for families at risk of deportation as a result of the Trump Administration's policy on immigrants utilizing one-time funds.

Improve cyber safety to protect Oaklanders' digital access to services

- The addition of a Chief Security Officer will be instrumental in implementing best practices for the City as it relates to technology security as he/she will lead the mitigation of cyber risks that are prevalent in the current environment. Moreover, the cost of this position will indirectly result in decreases to vendor costs as the expertise will be in place to address security issues as they arise. These factors will contribute towards a more reliable and secure government, which benefits all citizens of Oakland.

SERVICE IMPACTS

Provide better customer service with improved service delivery, greater efficiencies, enhanced communication and more effective, high-morale better trained City staff

- Plan to finance the cost of updating the Computer Aided Dispatch (CAD) / 911 system for Police and Fire, as well as the second phase of Performance Reporting, Information & Metrics Environment (PRIME) for the Police Department.
 - Add resources to support employee training and development (citywide and within the Race & Equity Department).
-

REDUCTIONS TO SERVICE

The following summarizes the service change decreases anticipated in the Fiscal Year (FY) 2017-19 Proposed Policy Budget. There were many investments made to preserve services, but in some instances decreases in service were necessary. In some of these cases, they are as a result of no longer being able to use one-time money to sustain these programs or the loss of grant funding.

POLICE SERVICES

Discontinue expansion of Shotspotter gunshot detection program

- The City of Oakland used one-time funds for the initial expansion of ShotSpotter Phase II and Phase III. While ShotSpotter provides real time gunshot detection, critical information for officers responding to shooting scenes in real time, criminal investigations, and a more accurate picture of gunshots and violence in Oakland, those funds are no longer available, requiring the discontinuation of the expansion.

HUMAN SERVICES

Complete transition and closure of Eastmont Child Development Center due in part to federal guideline changes

- The Eastmont Center that currently serves 32 children will be closed this year, in part, because the site as currently configured cannot meet the new health and safety standards required by federal childcare Head Start Program guidelines. One-time funding provided during FY 2016-17 was designed to provide a transition year due to federal Head Start Program change. An alternate provider was selected to provide services in this area for these families, but is not yet fully operational.

Decrease in the services and programs for Oakland seniors

- While 25-30 positions have been maintained, changes in the federal program guidelines made the City of Oakland ineligible to apply to continue grant funding for the ASSETS program for older workers. As a result, participation in the program will be reduced by more than 75 percent, and it has forced the closure of the one-stop for senior workers located in the Human Services Department.

Continued reduction of federal grant funds

- The Community Housing Division had a reduction in the federal Community Development Block Grant Funds it previously received. This reduction in funds will require the elimination of supplemental funding for the Brown Bag Food program and reduce monthly distributions from 10 times per year to 6 times per year. It will also require a reduction in the contracted services in the Oakland PATH Re-Housing Initiative (OPRI) program that provides permanent supportive housing to individuals who are homeless. Alternate funding will need to be identified to provide the service match for the units.

ECONOMIC & WORKFORCE DEVELOPMENT

Reallocation and likely cuts in funding for job seekers

- A continued reduction in federal Workforce Innovation & Opportunity Act (WIOA) funds will result in a reduction in staff who perform important governance, organizational, and system coordination functions for the Oakland Workforce Development Board (OWDB) to carry out its responsibilities for the City Of Oakland Local Workforce Development Area.
- Substantial funding reductions in the grant and previous one-time General Purpose Fund allocations will also require the OWDB to make some difficult allocation recommendations for funding services to job seekers and businesses that are provided by multiple community-based organizations and other entities. To help mitigate reductions/shortfalls in revenue, prior year allocations of WIOA funds (which have a two-year life cycle) will be reviewed to determine if there are available funds to reallocate for FY 2017-18.

PUBLIC WORKS

Limit on electrical pole repainting

- The reduction of painter positions will eliminate regular painting of electrical poles throughout the City.

SERVICE IMPACTS

NOTES

BUDGET GUIDE & BACKGROUND

HOW YOU CAN PROVIDE INPUT TO THIS BUDGET PROCESS

The Mayor and City Council welcome community suggestions, comments and questions on the FY 2017-19 Proposed Policy Budget. Community input is a key element of the budget development process. Residents are encouraged to contact their Councilmember or the City's Budget Office by email or telephone. In addition, a number of public meetings have been scheduled to review the budget and provide an opportunity for input and questions.

Engage on Social Media

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

Contact the City of Oakland Budget Office

Website	beta.oaklandca.gov/issues/budget
Email	BudgetSuggestions@oaklandnet.com
Call	(510) 238-2130
Explore Data	budgetdata.oaklandca.gov

Contact your Councilmember

District #1	Dan Kalb	dkalb@oaklandnet.com	(510) 238- 7001
District #2	Abel Guillen	aguillen@oaklandnet.com	(510) 238- 7002
District #3	Lynette McElhaney	lmcelhaney@oaklandnet.com	(510) 238- 7003
District #4	Annie Campbell Washington	acampbellwashington@oaklandnet.com	(510) 238- 7004
District #5	Noel Gallo	ngallo@oaklandnet.com	(510) 238- 7005
District #6	Desley Brooks	dbrooks@oaklandnet.com	(510) 238- 7006
District #7	Larry Reid	lreid@oaklandnet.com	(510) 238- 7007
At-Large	Rebecca Kaplan	atlarge@oaklandnet.com	(510) 238- 7008

Attend the Public Budget Forums

Saturday April 29, 2017	1:00 pm - 3:00 pm	District #5 Councilmember Noel Gallo <i>Spanish interpretation /en Español</i>	Fruitvale-San Antonio Senior Center 3301 E. 12 th Street
Monday May 8, 2017	6:30 pm – 8:30 pm	District #2 Councilmember Abel Guillen	St Paul's Episcopal Church 114 Montecito Avenue
Wednesday May 10, 2017	6:30 pm – 8:30 pm	District #4 Councilmember Annie Campbell Washington	Bret Harte Middle School 3700 Coolidge Avenue
Saturday May 13, 2017	10:00 am – 12:00 pm	District #1 Councilmember Dan Kalb District #3 Councilmember Lynette McElhaney	Beebe Memorial Cathedral 3900 Telegraph Avenue (subject to change)
Wednesday May 17, 2017	6:30 pm – 8:30 pm	District #7 Councilmember Larry Reid At-Large Councilmember Rebecca Kaplan	Oakland Zoo – Snow Building 9777 Golf Links Road
Thursday May 18, 2017	6:00 pm – 8:00 pm	District #6 Councilmember Desley Brooks	Eastmont Police Department Substation 2651 73 rd Avenue
Monday May 22, 2017	6:00 pm – 8:00 pm	District #3 Councilmember Lynette McElhaney	West Oakland Senior Center 1724 Adeline Street
Thursday May 25, 2017	6:30 pm – 8:30 pm	District #2 Councilmember Abel Guillen <i>Cantonese interpretation</i>	Lincoln Recreation Center 261 11 th Street

Attend the City Council Budget Meetings

Tuesday, May 2, 2017	5:30 pm	Mayor's Oral Budget Overview
Tuesday, May 16, 2017	5:00 pm	Budget Presentation
Tuesday, May 30, 2017	5:30 pm	Special Budget Meeting
Monday, June 12, 2017	5:30 pm	Special Budget Meeting
Monday, June 26, 2017	5:30 pm	Special Budget Meeting
City Council Budget meetings will be held at Oakland City Hall, One Frank Ogawa Plaza, 3 rd Floor; and may be viewed on KTOP – TV 10		

Do you need sign language, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email or call 5 days in advance. ¿Necesita ayuda relacionada con una discapacidad, un intérprete en español, Cantonese, Mandarin o de Language de señas para participar? Llame o envíe un correo electrónico con 5 días de anticipación. 需要手語，粵語或普通話翻譯？請五天前聯絡我們。

BUDGET GUIDE & BACKGROUND

BUDGET OVERVIEW

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



The City of Oakland has a two fiscal-year (biennial) budget cycle. For the City of Oakland, the fiscal year begins on July 1 and ends on June 30. This budget is being proposed for fiscal years (FY) 2017-18 and 2018-19. This same fiscal year calendar is used by the State of California, and most cities, counties, and school districts. The City policy of adopting a two-year budget is intended to improve the City's long-term planning, enhance funding stability, and to create greater efficiency in the budget development process. While the City's budget is adopted for a two year period, appropriations are divided into two one-year spending plans. During the second year of the two-year budget cycle, the Mayor and City Council conduct a midcycle budget review to address variances in estimated revenues and expenditures, and other changes to the City's financial condition.

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

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

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

BUDGET GUIDE & BACKGROUND

THE BUDGET PROCESS

The budget process is the procedure through which the City formally develops, deliberates and adopts its budget. The budget process consists of several important stages: 1) Budget Development, 2) Budget Adoption, and 3) Budget Amendment. The City's Consolidated Fiscal Policy, Ordinance 13279 CMS, provides the legal framework that guides the budget process, and mandates that the City pass and adopt a balanced budget. The policy can be found in this document under Financial Policies.

Budget Development

**Nov-Dec 2016:
Baseline Budget
Development**

In the fall of 2016, the Finance Department developed a "baseline budget," which is a preliminary two-year budget that forecasted revenues and expenditures assuming the City maintained its current level of staffing, program funding and policies. The baseline budget is the foundation upon which the proposed budget is developed. The Finance Department worked in conjunction with all City departments to create the baseline budget, taking into account the latest economic projections and information on likely expenditure increases, such as fringe benefit rates for retirement and health care. This forecast of expected revenue and expenditures in the baseline budget helps the City identify whether there will be an operating surplus or the need to address a funding shortfall.

**February 2017:
Five-Year Financial
Forecast Report**

The completed baseline budget became the foundation for development of the City's Five-Year Financial Forecast which was published in February 2017. The Five-Year Financial Forecast is a planning level estimate of future revenues and expenditures and identifies potential budget issues based upon the assumed future financial environment. The Five-Year Financial Forecast assumes no policy changes will be made to the baseline budget, other than those already prescribed by law.

**January-March 2017:
Internal Analysis**

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

**February-March
2017:
Community &
Council Input**

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

BUDGET GUIDE & BACKGROUND

March-April 2017: 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 2017: Community Input

The Administration and City Council conduct Community Budget Forums at varied times and in different neighborhoods across the City. These meetings provide a forum for City Councilmembers to obtain input from constituents on the FY 2017-19 budget priorities and to understand questions and concerns pertaining to the Mayor's Proposed Budget.

May-June 2017: Council Deliberations

Upon presentation of the Proposed Budget, the Mayor and City Council conduct a series of public hearings to review the FY 2017-19 Proposed Budget. The City Council receives additional information and responses to questions raised regarding the Proposed Budget. Councilmembers may request amendments to the Mayor's Proposed Budget for discussion and consideration.

June 2017: Council Budget Adoption

As required by the City Charter, the City Council must adopt a balanced budget by June 30, preceding the start of the fiscal year commencing July 1. The adopted budget provides a two-year appropriation authority for all funds, and first and second-year appropriations for the Capital Improvement Program (CIP). The CIP appropriations are outlined in two annual spending plans for FY 2017-19.

Budget Amendment

March-June 2018: Midcycle Budget Amendment

Toward the end of the first year of the two-year budget cycle, the Mayor and City Council conduct a mid-cycle budget review to address variances in estimated revenues and expenditures, and other changes that may have impacted the City's financial condition. For the FY 2017-19 budget cycle, the mid-cycle review will take place between March and June 2018, and will pertain to revenues and expenditures for the FY 2018-19 fiscal year (i.e. the second year of the biennial budget).

Year-Round: Budget Amendments

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

BUDGET GUIDE & BACKGROUND

OVERVIEW OF BUDGET TERMS & CONCEPTS

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

Budgets & Fiscal Years

Budgets are plans for how organizations intend to use projected resources (revenues) for payment to perform operations or provide services (expenditures), over a defined period of time. Budgets are prospective planning tools and must be balanced between revenues and expenditures within the defined time period. The key period of time for the City of Oakland's Budget (and other financial reports) is the fiscal year (FY). The City's fiscal year begins on July 1st and ends on June 30th of the following year. Fiscal years are generally expressed as follows: the fiscal year which begins July 1, 2017 and will end June 30, 2018 is FY 2017-2018. Fiscal Years may also be divided into quarters or monthly periods for reporting purposes. It is important to note that grants awarded to the City may or may not synchronize with the City's fiscal year, and often are based on the granting agency's fiscal period or other predetermined period as determined by the grant agreement.

The Oakland City Council adopts a biennial (two-year) balanced budget by June 30th of every odd-numbered year. For instance, the City Council will adopt the FY 2017-19 Biennial Budget by June 30, 2017. The City of Oakland has received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada (GFOA) for its biennial budgets for the past 20 consecutive fiscal years.

Revenues

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

<http://www2.oaklandnet.com/oakca1/groups/cityadministrator/documents/policy/oak060194.pdf>

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

Expenditures

Expenditures reflect the costs associated with the provision of services and performance of operations by the City. There are two key categories of expenditures: personnel expenditures and operations & maintenance (O&M) expenditures. Personnel expenditures include the cost for City employees to perform various functions and provide services to the public, and are expended through the City's payroll and benefits systems. These costs include salaries, overtime, retirement, and healthcare costs. O&M expenditures include

BUDGET GUIDE & BACKGROUND

non-labor related costs and are processed through the City's contracting, purchasing, and accounts payable systems. O&M expenditures include items such as contracts for services, supplies and materials, utilities, equipment purchases and debt payments. Expenditures are budgeted and recorded into many detailed accounts. These accounts are aggregated for reporting purposes into broader categories that include salaries, retirement, debt payments, or capital expenditures, among others.

Funds and Fund Transfers

Funds are groups of revenue and expenditure accounts that must be individually balanced. The City's Budget contains over 100 funds, the largest of which is the General Purpose Fund. The General Purpose Fund is unrestricted in its use. Other Funds normally have restrictions on the types of activities they support. These restrictions may be established by local ordinance, the City Charter, federal or state law, or grant agreements. The Policy Budget will often summarize information by General Purpose Fund and All Funds, which is the sum of the General Purpose Fund and all other special funds..

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

Department & Organizational Structures

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

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

Internal Service Funds

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

BUDGET GUIDE & BACKGROUND

Overhead Rates

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

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

Fund Balances & Reserves

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

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

Budget Balancing

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

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

Assets & Liabilities

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

BUDGET GUIDE & BACKGROUND

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

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

Financial Reports & Actuals

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

BACKGROUND ON CALIFORNIA LEGAL REVENUE LIMITATIONS

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

Propositions 13

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

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

Proposition 8

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

Proposition 218

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

BUDGET GUIDE & BACKGROUND

Proposition 26

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

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

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

BUDGET GUIDE & BACKGROUND

THE CITY OF OAKLAND'S ROLE IN SERVICE PROVISION

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

Services Provided to Residents of Oakland by Service Provider

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

The City of Oakland

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

The Oakland Unified School District

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

East Bay Municipal Utilities District (EBMUD)

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

Alameda-Contra Costa Transit (AC Transit)

Bus Transportation

Alameda County

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

The Peralta Community Colleges

Laney & Merritt Community Colleges

East Bay Regional Park District

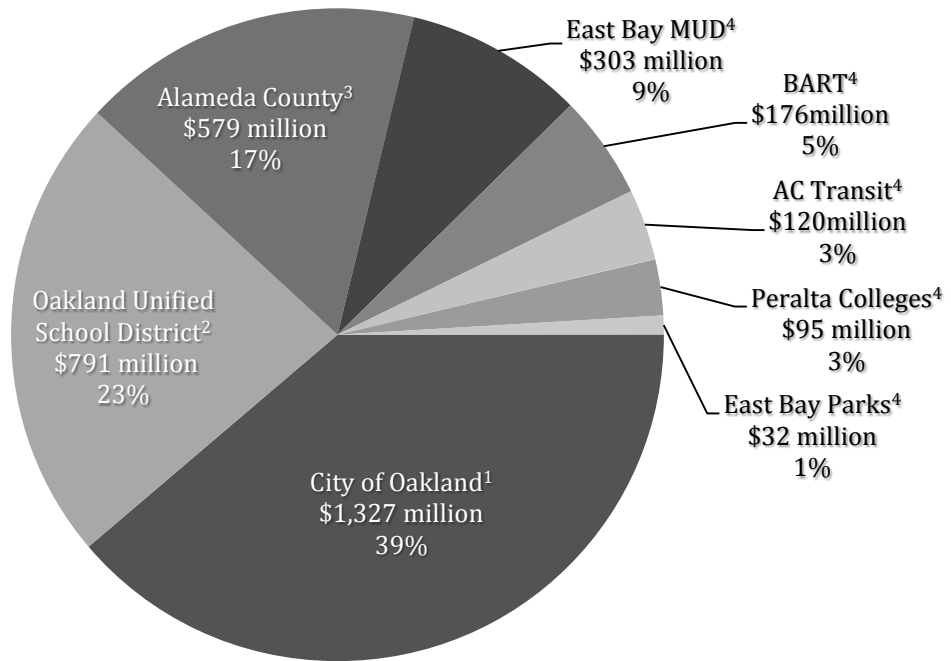
Operations of Regional Parks

Bay Area Rapid Transit District (BART)

Commuter Rail

BUDGET GUIDE & BACKGROUND

Estimated Funds expended in Oakland by Local Government Service Provider



Notes:

1. FY 2017-18 Proposed All Funds Expenditures.

2. FY 2016-17 Adopted All Funds Expenditures.

3. Based upon preliminary estimates of Core Services to Oakland residents provided by Alameda County.

4. Estimates are derived by multiplying FY 2016-17 All Funds expenditures by the ratio of Oakland residents to total population served.

Police and Fire Services – A Budget Comparison

Similar to other cities, police and fire services make up large portions of Oakland's expenditures for any given fiscal year. For the upcoming fiscal year, police and fire services are projected to account for 31% of the City's expenditures. By comparison, the city of Fremont, Alameda County's next largest city, spends roughly 43% of its budget on its police and fire services. Hayward spends 38.3% of its budget on these services. As such, the City of Oakland is in range with other local municipalities in regards to spending for police and fire services. The table below provides a comparison of public safety expenditures for several Bay Area cities:

City	All Funds Totals					
	Budget	Police	% Police	Fire	% Fire	% Police & Fire
Fremont*	\$287,171,000	\$74,555,000	26.00%	\$47,992,000	16.70%	42.70%
San Jose*	\$1,361,371,112	\$346,997,957	25.50%	\$203,413,562	14.90%	40.40%
Hayward*	\$285,583,000	\$72,294,000	25.30%	\$37,221,000	13.00%	38.30%
San Leandro*	\$148,347,755	\$32,077,487	21.60%	\$22,623,423	15.30%	36.90%
Alameda (City)*	\$174,388,844	\$30,495,000	17.50%	\$29,280,000	16.80%	34.30%
Oakland**	\$1,326,705,574	\$274,272,724	20.70%	\$139,088,100	10.50%	31.20%
Berkeley*	\$334,476,436	\$63,409,829	19.00%	\$36,273,849	10.80%	29.80%
Richmond*	\$385,438,969	\$72,594,187	18.80%	\$30,946,733	8.00%	26.80%

*From City's FY 2017 Adopted Budget.

**From Oakland's FY 2017-2018 Proposed Budget.

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 422,856, and a wealth of resources and opportunities. It is home to the Port of Oakland, which handled approximately 2.36 million 20-foot freight containers in 2016. Oakland International Airport serves more than 11 million travelers annually. The airport is served by 11 different airline brands with more than 60 nonstop destinations, including several recently added international cities. 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 its "Necklace of Lights." Lake Merritt is the oldest officially declared wildlife sanctuary in the United States, dating back to 1870.

Statistical Profile	
Date of Incorporation	May 4, 1852
Form of Government	Mayor-Council
Population (2016)*	422,856
Land Area	53.8 square miles
Lake Area	3.5 square miles
Lane Miles of Streets	2,293

*California Dept. of Finance 2016 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

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

Oakland offers abundant resources to its businesses and residents: state-of-the-art transportation, a vibrant dining and entertainment scene, and utility facilities keep the City running smoothly. Oakland has the infrastructure and economic base to support and attract a diverse mix of advanced industries. Downtown Oakland offers competitive office space, a fiber-optic infrastructure and the amenities for both traditional and emerging enterprises. The well-maintained freeways, mass transit systems and ferry service make getting to and from downtown Oakland a relatively quick and easy process—travel times to San Francisco, San Jose and other Bay Area cities are surprisingly short.

Several new office and mixed-use buildings, public facilities, hotels, convention facilities, park enhancements and outdoor art create a cosmopolitan environment in the downtown area. Waterfront restaurants and shops at Jack London Square, as well as the burgeoning Old Oakland and Uptown districts provide lively nighttime attractions. The City's neighborhood retail areas continue to grow, as evidenced by Oakland's 10 Business Improvement Districts. In addition, the Oakland Tourism Business Improvement District was formed in 2015 to ensure strong and sustainable marketing programs for tourism promotion. Oakland plays a pivotal role in the East Bay Trade Area; a variety of incentives are available to companies located in the City's Foreign Trade and Recycling Market Development Zones.

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

Oakland is the county seat for Alameda County. The U.S. Census Bureau has estimated the county population at 1,638,215 for 2015 and a median household income of \$75,619. In the City of Oakland itself, some 158,424 households have a median income of \$54,618 and spend about \$3 billion on retail sales annually. Oakland is a city of rich history, impressive growth and a promising future.

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	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.
2015	The U.S. Census ranked Oakland as the eighth largest city in California, with an estimated population of 419,267. According to a University of Wisconsin study, Oakland is the most ethnically diverse city in the United States. There are at least 100 different languages and dialects spoken here.

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. The combination of train, bus, maritime, aviation, freeway and amenities guarantees ease of travel for local residents and efficient channels of commerce for businesses relying on the City's easy access. Oakland is the headquarters of the Alameda-Contra Costa Transit District (AC Transit), the Bay Area Rapid Transit (BART) system, and the Metropolitan Transportation Commission that oversees transit and transportation for the Bay Area. Oakland's Port is a primary sea terminal for transporting cargo between the western United States and the Pacific Rim, Latin America and Europe. Access to air cargo services is minutes away at the Oakland International Airport. Transportation service providers include:

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

- ◆ Serves all 13 cities and adjacent unincorporated communities in 364 square miles along the east shore of San Francisco Bay. Annually, AC Transit buses drive 18.4 million service miles.
- ◆ Serves approximately 179,000 daily riders with a fleet of 575 buses and a network of more than 151 bus lines with approximately 5,500 bus stops. The bus lines connect with sixteen other public and private bus systems, 25 BART stations, six Amtrak stations, and three ferry terminals.
- ◆ Bus routes serve the Oakland International Airport, the Amtrak Station and ferry terminal located at Jack London Square, downtown San Francisco and other major Bay Area attractions. All buses are accessible to people with disabilities.
- ◆ All buses are equipped with bicycle racks.

BART. The Bay Area Rapid Transit (BART) is a 112-mile, computer-automated rapid transit system:

- ◆ Serves more than 3.5 million people in the three BART counties of Alameda, Contra Costa, and San Francisco, as well as northern San Mateo County.
- ◆ Electric-powered trains traveling up to 80 mph connect 46 stations, including 8 stations in Oakland. Travel time between downtown Oakland and downtown San Francisco averages only 11 minutes on BART.
- ◆ In 2016, BART carried an average of 433,400 passengers each weekday, with about 128.5 million trips made annually.
- ◆ In Oakland, five BART stations – West Oakland, Lake Merritt, MacArthur, Fruitvale and Coliseum — are catalysts for transit-oriented development projects that are in design or construction.
- ◆ The Oakland Airport Connector (OAC) is a 3.2-mile extension of BART from the Coliseum/Oakland Airport BART Station to Oakland International Airport. Opened in November 2014, the OAC provides a seamless connection with driverless trains that travel the alignment in eight minutes and depart every 5 to 20 minutes. Just over 1 million trips were made to the Oakland International Airport in 2016.
- ◆ BART is the USA's cleanest major transit system in its class, emitting fewer pounds of carbon per passenger mile than any other transit system.

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

- ◆ Hosted more than 11.2 million passengers in 2015.
- ◆ 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.

Other:

- ◆ The Alameda/Oakland Ferry Service links Oakland with San Francisco, Angel Island and South San Francisco.
- ◆ Nine major U.S. and California highways pass through Oakland.
- ◆ Daily service to rail destinations throughout the U.S. is offered at the Oakland Amtrak Station in Jack London Square and service along the Capitol Corridor also stops at the Coliseum Amtrak Station.
- ◆ Greyhound Bus Lines also offers daily bus service to cities throughout the United States. MegaBus.com offers service between Oakland and Los Angeles.
- ◆ Car-sharing is offered by City CarShare and Zipcar. Ride sharing is offered by Uber and Lyft.
- ◆ Oakland was one of the first cities to pilot the “sharrow” lane – shared-lane pavement markings to indicate road lanes shared by cyclists and motorists.
- ◆ The Metropolitan Transportation Commission’s Bay Area Bike Share program will bring 1,400 bikes to Oakland, Berkeley and Emeryville by 2018.

INFRASTRUCTURE

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

Local Streets & Roads

- ◆ 2,293 lane miles
- ◆ 155 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

CITY FACTS

Wastewater Collection

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

Public Buildings

- ◆ 309 public buildings

Parks, Trees & City Landscapes

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

Fleet & Equipment

- ◆ 1,575 vehicles & pieces of equipment including fire trucks & police cars

HUMAN SERVICES

Oakland's Human Services Department (HSD) offers various services to assist Oakland residents including seniors, youth, families and the homeless. In FY 2015-16, HSD served *101,000* unduplicated clients, of which 4,270 have disabilities, with varied programs and services:

- ◆ Served 1,022 low-income children and their families at sites throughout Oakland with comprehensive early childhood education and family support services through the Oakland Head Start & Early Head Start programs.
- ◆ Over 8,000 seniors enjoyed a broad range of classes and special events as well as free or low-cost meals at four senior centers operated by the City, and four contracted centers for monolingual seniors.
- ◆ Provided over 31,080 trips annually for frail seniors and disabled persons through its Oakland Paratransit for the Elderly and Disabled Program (OPED).
- ◆ Served over 380 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.
- ◆ Trained and prepared over 100 low income seniors for the workforce through subsidized training and job placement via the ASSETS Sr. Employment Program.
- ◆ Eliminated 38,500 in-crisis episodes of hunger through food distribution services provided by the Hunger Program.
- ◆ Served over 615,000 lunches to children, youth and seniors through Head Start, the Summer Food Service Program, and Senior Centers.
- ◆ Served more than 27,480 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 \$19 million dollars in 162 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 2015 EITC Campaign prepared 3,143 free tax returns in Oakland for low- and moderate-income families-- returning \$5,683,602 in Earned Income Tax Credits (EITC), and \$4,703,250 captured through Child Tax Credits (CTC).
- ◆ Provided 59,237 bed nights for people without permanent housing through shelter vouchers to three shelters: EOCP, St. Mary’s and Henry Robinson BACS Winter Shelter; 445 people received transitional housing.
- ◆ 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 and non-violent crimes after receiving services.

EDUCATION

Oakland offers a diverse array of educational opportunities for students of all ages. Oakland Unified School District serves nearly 50,000 students and is committed to building a Full Service Community School District focused on high academic achievement while serving the whole child. Oakland is also home to numerous institutions of higher learning.

Elementary, Middle, Special, and Secondary Education

- ◆ There are 86 public, 37 charter and 39 private schools in Oakland.

Colleges

- ◆ Holy Names University – an undergraduate and graduate inter-disciplinary study college.
- ◆ Mills College – a private women’s liberal arts college founded in 1852, also offering co-ed graduate programs.
- ◆ Patten University – dedicated to providing high-quality, accessible, and affordable undergraduate and graduate education and offers online programs designed specifically for working adults.
- ◆ Samuel Merritt University – offers degrees in nursing, occupational therapy, physical therapy, physician assistant, and podiatric medicine and is the largest source of 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 programs.
- ◆ Merritt College, and Laney College – part of the Peralta Community College District, these colleges offer arts, liberal arts, college preparatory and vocational trade programs.

LIBRARY SYSTEM

The Oakland Public Library (OPL), founded in 1878, is the second-oldest public library in California. In addition to its Main library, 16 branches and African American Museum and Library, the Oakland Public Library is increasing its efforts to engage with the community, and technology is expanding the volume of resources freely accessible through computers and handheld devices. Its facilities, programs and services include:

- ◆ 1 main library and 16 library branches
- ◆ Second Start Adult Literacy Program
- ◆ Tool lending library
- ◆ African-American Museum and Library
- ◆ 284,273 Registered Borrowers; 56% of Oakland residents have an active library card
- ◆ 892,433 Books Held
- ◆ 2,024,399 Library Visits

CITY FACTS

- ◆ 1,954,926 Virtual Visits to Library Website
- ◆ 2,418,597 Circulation (including e-books)
- ◆ 265,351 Uses of Public Internet Computers
- ◆ 205,394 Program Attendance of which 159,662 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, a strong education and teaching program, a diverse workforce, state-of-the-art research programs and facilities and nationally recognized child advocacy efforts.
- ◆ **Alta Bates Summit Medical Center** offers comprehensive services designed to meet the health care needs of the diverse communities of the greater East Bay.
- ◆ **Alameda Health System's Highland Hospital** provides comprehensive, high-quality medical treatment, health promotion, and health maintenance through an integrated system of hospitals, clinics, and health services staffed by individuals who are responsive to the diverse cultural needs of our community.
- ◆ **Kaiser Permanente** organizes, provides and coordinates members' care, including: preventive care such as well-baby and prenatal care, immunizations, and screening diagnostics; hospital and medical services; and pharmacy services. Kaiser's Oakland Medical Center is the flagship of its national system of hospitals, headquartered here along with the nation's first health maintenance organization (HMO), founded by Henry Kaiser.

OAKLAND POLICE DEPARTMENT

The Oakland Police Department (OPD) is committed to reducing crime and serving the community through fair, quality policing. OPD actively engages all segments of the City's diverse residential and business communities in efforts to increase public safety and quality of life. Current police initiatives partner law enforcement agencies with local community-based social service organizations to create and enhance programs that offer ex-offenders services (training and education) and support (substance abuse recovery and mental health counseling), while maintaining strict accountability and supervision of parolees and those on probation. OPD provides the following:

- ◆ 792 authorized sworn officers (754 filled as of March 2017)
- ◆ 371 authorized non-sworn full-time employees (320 filled as of March 2017)
- ◆ Assignments range within comprehensive 24/7 public safety service and response and include:
 - Patrol
 - Crime analysis
 - Administration
 - Criminal Investigations
 - Communications
 - Tactical Operations Teams (S.W.A.T. and Negotiations)
 - Traffic Enforcement & Investigations
 - Youth or Community Services

- Criminal Intelligence
- Vice
- ◆ Receives and processes nearly 550,000 calls for service annually
- ◆ Handled over 250,000 law enforcement incidents in 2016

OAKLAND FIRE DEPARTMENT

Established in 1869, the Oakland Fire Department (OFD) has a rich history of dedicated men and women providing the best level of service to the residents and visitors of Oakland. OFD is committed to proactive emergency preparedness, response, and mitigation. Staff, firefighters and medical personnel 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. OFD includes:

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

RECREATION

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. 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.

OPR operates:

- ◆ 140 parks
- ◆ 66 ball fields

CITY FACTS

- ◆ 44 tennis courts
- ◆ 38 Recreation Facilities
 - 24 Recreation Centers
 - 5 Pools
 - 2 Boating Centers
 - 2 Discover Science Centers
 - 1 Digital Arts and Culinary Academy 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
- ◆ A host of other public facilities and programs which are designed for tiny tots to seniors, collectively serving over 95,000 enrolled participants and over a million drop-in users annually.

OTHER ATTRACTIONS

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

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

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

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

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

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

Jack London Square – Located along Oakland's waterfront, Jack London Square is home to Yoshi's Jazz Club, a Cineplex, numerous restaurants, and other local attractions.

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

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

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

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

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

Oakland Zoo – Founded in 1922 by naturalist Henry A. Snow, the Oakland Zoo is 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, the museum showcases aviation history through special exhibits, multimedia presentations, hands-on displays incorporating 13 vintage airplanes, photographs, replicas and other artifacts, and classes for students of all ages.

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

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

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

Oakland Urban Wine Trail & Ale Trail – A trip to Oakland isn't complete without tasting a little local flavor on the Urban Wine Trail. Oakland's urban wineries are housed in renovated warehouse spaces, but the wine quality is second to none. Being so close to California wine country doesn't hurt either, as grapes are sourced from all over the state. Looking for locally produced drink options other than wine? Head out on the Oakland Ale Trail. This new breed of makers is developing flavor and style combinations that are making them stand out in the increasingly crowded world of American craft beer. There are currently 12 breweries in Oakland, with nine having tasting rooms open to the public. An additional four more locations are scheduled to open in 2017.

CITY FACTS

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

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

- ◆ **Golden State Warriors** – The Warriors continue to showcase exciting basketball. In 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 June 19, 2015. With a cadre of stars, entertaining game play and dedicated fan base, the team is poised to be a dominant force in the NBA for many years to come.
- ◆ **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.

Key Facts/Accolades: Oakland, California

8th Happiest Place to Live - WalletHub, March 2017

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

7th Most Culturally Diverse U.S. City and 1st in Ethnoracial Diversity - WalletHub, February 2017

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

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

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

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

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

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

7th Greenest City in America - WalletHub, October 2016

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

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

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

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

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

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

Oakland is the most diverse large city in the U.S. - WalletHub, May 2016

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

Oakland was named the 5th Best City for Basketball Fans - WalletHub, March 2016

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

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

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

Forecasting Techniques

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

Qualitative analysis projects future revenues and/or expenditures using non-statistical techniques. These techniques rely on human judgment rather than statistical analysis to arrive at revenue projections. Qualitative forecasting is essential for projecting revenue or expenditure components that are unstable, volatile, or for which there is limited historical information. To facilitate sound qualitative analysis, the City of Oakland seeks input from outside experts in economic forecasting, municipal finance, and other relevant fields. Just two examples of this are the City's reliance on the League of Cities' analysis and recommendations relating to legislative issues impacting cities, and the Legislative Analyst Office for their expertise and analysis of the State of California budgetary issues that may potentially affect the City of Oakland.

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

FINANCIAL SUMMARIES

Revenue Forecast

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

- *Tax Revenues* are projected to grow at rates that are responsive to dynamic forces in the economy. Generally, the assumption is the local economy will be affected by national and state trends, with some deviation expected due to specific characteristics of regional businesses and labor markets.
- *Fee increases* will likely follow 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. Anticipated changes in *State or local policy* are also considered.

Expenditure Forecast

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

The expenditure forecast follows the guidance of the Government Finance Officers Association (GFOA), which recommends that expenditures be grouped into units of analysis that are meaningful to the organization, such as departments and standard budget categories of expenditures. As such, staff grouped proposed budget expenditures by department and by expenditure category consistent with the City's chart of accounts. Future expenditures are forecasted from the FY 2017-19 Proposed Budget. This forecast generally assumes that expenditures will only grow due to inflationary cost escalation. Costs also change due to changes in service or staffing levels, as described in the "Significant Changes" summary for each department and "Service Impacts" section of this document.

BASIS OF BUDGETING

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

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

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

Planning for the Two-Year Budget

The City's budget development process begins over a year in advance of the actual adoption of the two-year budget. During this advance planning process, the City identifies factors (known or anticipated) that may have a significant effect on future revenues, expenditures, or staffing levels. This analysis is based on actual City revenue and expenditure trends, general and relevant economic trends and outlooks, input from the City Departments who oversee those specific expenditure and revenue streams, and input from outside economists and revenue experts.

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 Financial Forecast was presented to the City Council at a budget workshop (held for the FY 2017-19 Budget on March 2, 2017). At that workshop, the City Council was provided with information regarding the status of the local economy and an update on the City's financial situation, including the FY 2016-17 Second Quarter Revenue and Expenditure Report and Five-Year Financial Forecast. The City Council also discussed budget priorities for the next two year period at that meeting.

SUMMARY TABLES

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2017-18 One-Time Incr / (Reduc)	FY 2017-18 On-Going Incr / (Reduc)	FY 2018-19 One-Time Incr / (Reduc)	FY 2018-19 On-Going Incr / (Reduc)
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Significant Revenue Changes

Revenue Management Bureau Audit revenue			\$1.61		\$1.61
Increase Fire Inspection revenue based on revised fees and inspections resulting from additional inspectors			\$2.63		\$3.46
Sugar Sweetened Beverage Tax Revenue			\$5.90		\$5.90
Cannabis Business License Tax Revenue (FY17-18 used for equity loan program)			\$3.40		\$3.40
Army Base Lease revenue (transfer from Fund 5671)			\$0.79		\$1.43
Off-street Parking (transfer from Fund 1750)			\$0.90		\$1.10
Mobile Food Vending & Massage Permit Revenue (covers cost of additional enforcement positions)			\$0.27		\$0.27
Anticipated land sales		\$1.10		\$4.40	

Significant Expenditure Changes

MAYOR

Maintain previously grant-funded Special Assistant to the Mayor III (Education) as required by terms of the grant for a limited duration (end-dated June 30, 2019)	1.00	\$0.27		\$0.28	
Increase vacancy discount		(\$0.12)		(\$0.13)	

CITY COUNCIL

No significant GPF changes

CITY ADMINISTRATOR (CAO)

Transfer Administrative Analyst I to Transportation	(1.00)		(\$0.11)		(\$0.11)
Transfer Oaklanders Assistance Center positions to Oakland Public Works call center to support first phase of 311 establishment	(2.00)		(\$0.23)		(\$0.24)
Transfer portion of a City Administrator Analyst to the Rent Adjustment Fund (2413)	(0.50)		(\$0.07)		(\$0.07)
Transfer 0.15 FTE of an Assistant City Administrator, Executive Assistant to the Assistant City Administrator and Assistant to the City Administrator to the Affordable Housing Trust Fund (1870)	(0.45)		(\$0.11)		(\$0.12)
Transfer the Budget unit to the Finance Department	(4.80)		(\$1.14)		(\$1.28)

FINANCIAL SUMMARIES

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2017-18 One-Time Incr / (Reduc)	FY 2017-18 On-Going Incr / (Reduc)	FY 2018-19 One-Time Incr / (Reduc)	FY 2018-19 On-Going Incr / (Reduc)
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Significant Expenditure Changes

CITY ADMINISTRATOR (CAO) (cont'd)

Transfer Employee Relations from the City Administrators Office to the Department of Human Resource Management	(5.00)		(\$1.10)		(\$1.14)
Transfer Citizens Police Review Board to the Police Commission	(11.00)		(\$1.73)		(\$1.79)
Transfer Executive Assistant to Assistant City Administrator to the Finance Department (split funded with Development Services Fund (2415)	(0.50)		(\$0.06)		(\$0.07)
Ongoing funding for previously one-time funded Contract Compliance Officer to support local minimum wage compliance	1.00		\$0.14		\$0.15
Add previously grant-funded Resiliency Officer (Deputy City Administrator) as required by terms of the grant (grant funding ends August 2017) and for program service continuity	1.00		\$0.23		\$0.28
Add Special Permit Enforcement Officer (covered with projected permit fee revenue)	2.00		\$0.25		\$0.25
Add funds for the Cannabis Equity Assistance Program per Resolution No. 86633 C.M.S.		\$3.40			
Increase operations and maintenance for Oakland Animal Services for food and medical costs needed to sustain a higher live release rate			\$0.20		\$0.20

CITY ATTORNEY

Transfer various position to the General Purpose Fund (1010) from the Self Insurance Liability Fund (1100) - offset by an equal reduction in Non-Departmental	23.72		\$5.21		\$5.43
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CITY AUDITOR

No significant GPF changes

CITY CLERK

Add ongoing \$0.50 million per year for elections cost (FY16-17 election allocation was one-time)			\$0.50		\$0.50
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SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2017-18 One-Time Incr / (Reduc)	FY 2017-18 On-Going Incr / (Reduc)	FY 2018-19 One-Time Incr / (Reduc)	FY 2018-19 On-Going Incr / (Reduc)
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Significant Expenditure Changes

POLICE COMMISSION

Transfer Citizens Police Review Board to Police Commission from City Administrator's Office	11.00		\$1.73		\$1.79
Add two Complaint Investigator II and Complaint Investigator III (6 month costing in FY17-18) and funding for legal support, training, etc.	3.00		\$0.57		\$0.73
Freeze Complaint Investigator II	(1.00)	(\$0.07)		(\$0.15)	

PUBLIC ETHICS COMMISSION

No significant GPF changes

FINANCE

Reduce County administrative fee allocation (historic experience)			(\$0.40)		(\$0.40)
Various Budget Department personnel adjustments and transfer CAO Budget to the Finance Department	4.75		\$1.06		\$1.22
Transfer eligible costs to the Affordable Housing Trust Fund (1870), Police & Fire Retirement System Fund (7100) and the Purchasing Fund (4450)	(1.05)		(\$0.14)		(\$0.14)
Downgrade a Tax Auditor III to a Tax Auditor II	-		(\$0.03)		(\$0.04)
Transfer a Management Assistant and Accountant Clerk from the Fire Department to the Revenue & Management Bureau to handle Fire inspection	2.00		\$0.23		\$0.24
Transfer an Account Clerk II from the Library and downgrade to an Account Clerk I to support Oracle, Phase II: paperless invoice payments	1.00		\$0.07		\$0.07
Add a Revenue Supervisor (cost covering through revenue generation)	1.00		\$0.16		\$0.17
Add contract funds to collect the Sugar Sweetened Beverage Tax			\$0.18		\$0.18

INFORMATION TECHNOLOGY

Reduce operating & maintenance funds (shift expenses to Internal Service Fund allocations)			(\$0.83)		(\$0.83)
Transfer an Information Systems Manager to Radio Fund (4200) and Telephone Fund (4210)	(1.00)		(\$0.26)		(\$0.27)

FINANCIAL SUMMARIES

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2017-18 One-Time Incr / (Reduc)	FY 2017-18 On-Going Incr / (Reduc)	FY 2018-19 One-Time Incr / (Reduc)	FY 2018-19 On-Going Incr / (Reduc)
Significant Expenditure Changes					
INFORMATION TECHNOLOGY (cont'd)					
Transfer portion of a Project Manager III to the Radio Fund (4200)	(0.85)		(\$0.26)		(\$0.26)
Transfer a Help Desk Specialist to the Development Services Fund (2415) to support growing use of Accela	(1.00)		(\$0.10)		(\$0.10)
RACE & EQUITY					
Upgrade a Program Analyst II to Program Analyst III	-		\$0.02		\$0.02
Additional funds for citywide race and equity training			\$0.02		\$0.02
HUMAN RESOURCES					
Transfer Employee Relations to the Department of Human Resource Management from the City Administrators Office	5.00		\$1.10		\$1.14
Transfer a Human Resource Analyst to the Development Services Fund (2415)	(1.00)		(\$0.14)		(\$0.14)
Transfer 0.96 FTE Benefits Representative to Employee Deferred Compensation Fund (7130) , transfer 0.10 FTE Director of Personnel Resource Management from 7130 to the GPF and eliminate 0.05 FTE Benefits Technician	(1.91)		(\$0.08)		(\$0.08)
Additional funds for training			\$0.03		\$0.03
POLICE					
Add 3rd Police Academy to begin at the end of FY18-19 (adds 50 limited duration police officer trainee positions)	50.00			\$1.50	
Transfer a Police Service Technician II from the Traffic Safety Fund (2416); offset with a transfer of vehicle costs to Fund 2416	1.00		(\$0.14)		(\$0.13)
Transfer a Police Officer and a Police Services Technician II to the Vehicle Abatement Fund (2172)	(2.00)		(\$0.35)		(\$0.37)
Transfer Parking Enforcement Personnel and O&M to Transportation	(67.04)		(\$6.51)		(\$6.68)

FINANCIAL SUMMARIES

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2017-18 One-Time Incr / (Reduc)	FY 2017-18 On-Going Incr / (Reduc)	FY 2018-19 One-Time Incr / (Reduc)	FY 2018-19 On-Going Incr / (Reduc)
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Significant Expenditure Changes

FIRE

Add 6.0 Civilian Inspectors, Administrative Assistant, and Business Analyst I in FY17-18; an additional 6.0 Civilian Inspectors in FY18-19; cost covered through proposed revised fees	14.00		\$0.96		\$1.79
Transfer a Non-Sworn Fire Marshal from Comprehensive Clean-up Fund (1720); cost covered through proposed revised fees	0.15		\$0.04		\$0.04
Add one Fire Academy per year including 18 Firefighter trainees and 8 Fire paramedic trainees (includes increased pay for trainees in FY 18-19)	26.00		\$1.10		\$1.53
Transfer a Management Assistant and an Accountant Clerk to the Finance Department to handle Fire inspection invoicing	(2.00)		(\$0.23)		(\$0.24)
Extension of SAFER grant; charge eligible GPF firefighters to the grant		(\$0.78)			
Freeze a Battalion Chief (partially allocated to Measure N Fund (2250))	(0.25)	(\$0.08)		(\$0.08)	

OAKLAND PUBLIC LIBRARY

Increase Library Vacancy Rate from 4.0% to 8.5% to reflect historical experience and anticipated Library branch renovations			(\$0.38)		(\$0.40)
Transfer a portion of the mobile library to Measure Q Fund (2241)	(2.20)		(\$0.27)		(\$0.27)
Transfer an Account Clerk II to Finance and downgrade to an Account Clerk I to support Oracle, Phase II: paperless invoice payments	(1.00)		(\$0.08)		(\$0.08)
Transfer the Measure Q subsidy amount from Non-Departmental		\$0.50		\$0.50	

OAKLAND PARKS & RECREATION

Reduce Oakland Zoo subsidy to contractual amount over a period of two years			(\$0.97)		(\$0.19)
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FINANCIAL SUMMARIES

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2017-18 One-Time Incr / (Reduc)	FY 2017-18 On-Going Incr / (Reduc)	FY 2018-19 One-Time Incr / (Reduc)	FY 2018-19 On-Going Incr / (Reduc)
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Significant Expenditure Changes

OAKLAND PARKS & RECREATION (cont'd)

Transfer 0.39 FTE Recreation Specialist I, PT, 1.13 FTE Recreation Specialist III, PT, and 1.00 FTE Student Trainee, PT from the General Purpose Fund (1010) to the Golf Fund (3200)	(2.52)		(\$0.15)		(\$0.15)
Add an Assistant Director of Parks & Recreation; Eliminate an Assistant Capital Improvement Program Coordinator			\$0.12		\$0.13

HUMAN SERVICES

Funding to continue to shelter the homeless and address homeless encampments			\$0.25		\$0.25
Meals on Wheels		\$0.15		\$0.15	
Kindergarten to College (Oakland Promise)		\$0.35		\$0.35	
Net ASSETS match savings due to loss of grant funds; retains scaled down program with 10.0 Senior Aide positions and a Senior Services Program Assistant	11.00		(\$0.70)		(\$0.71)
Transfer a portion of a Senior Services Supervisor to the GPF from the Department of Health and Human Services Fund (2128)	0.67		\$0.11		\$0.12
Transfer a Case Manager from the GPF to Fund 2128	(1.00)		(\$0.14)		(\$0.14)
Eliminate one-time funding to Head Start for transition costs related to federal reduction in the FY16-17 grant award	(5.00)		(\$0.39)		(\$0.39)
Transfer to the Overhead Clearing Fund (7760) portions of the Director of Human Services, Payroll Personnel Clerk III, Executive Assistant to the Director, Assistant to the Director, Office Assistant I, PPT	(3.11)		(\$0.65)		(\$0.68)
Reduction in O&M related to transfer of departmental overhead from the GPF to the Fund 7760	-		(\$0.15)		(\$0.15)
Transfer 0.10 Human Services Manager from the GPF to the Kids First! Fund (1780)	(0.10)		(\$0.03)		(\$0.03)
Eliminate a Case Manager II supported by one-time funding in FY16-17 for reduction of chronic absenteeism	(1.00)		(\$0.12)		(\$0.12)
Transfer Human Services Central Service Overhead, Departmental Overhead and operating subsidies from Non-Departmental			\$5.20		\$5.69

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2017-18 One-Time Incr / (Reduc)	FY 2017-18 On-Going Incr / (Reduc)	FY 2018-19 One-Time Incr / (Reduc)	FY 2018-19 On-Going Incr / (Reduc)
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Significant Expenditure Changes

ECONOMIC & WORKFORCE DEVELOPMENT

Eliminate four vacant positions; add a Business Development Manager, a Marketing Coordinator and an Executive Assistant	(1.00)		(\$0.30)		(\$0.30)
Reduce lease expense based on historical experience			(\$0.16)		(\$0.16)
Eliminate one-time FY16-17 funding for various workforce job training contract funds		(\$0.53)			
Transfer an Urban Economic Analyst III to the Development Services Fund (2415) for business permitting assistance and economic development activities in specific plans	(1.00)		(\$0.15)		(\$0.16)
Transfer a Development/Redevelopment Program Manager to the Central City East Bond Fund (5643)	(0.50)		(\$0.12)		(\$0.12)
Transfer citywide facilities internal service costs from Real Estate to Non-Departmental			(\$0.88)		(\$0.91)

PLANNING & BUILDING

Add a limited duration Specialty Combination Inspector (end-dated December 31, 2018); offset by medical cannabis project funds	1.00		\$0.00		\$0.00
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PUBLIC WORKS

Transfer Parking Meter Maintenance and O&M to Transportation	(8.00)		(\$3.09)		(\$3.13)
Transfer positions from City Administrator to Oakland Public Works to support the first phase of a 311 call center	2.00		\$0.27		\$0.28
Sustain Park Maintenance services by transferring various positions from the Comprehensive Clean-up Fund (1720)	9.55	\$1.19		\$1.23	

TRANSPORTATION

Transfer Parking Enforcement Personnel and O&M from the Oakland Police Department	67.04		\$7.20		\$7.32
Transfer Parking Meter Maintenance and O&M from Oakland Public Works	8.00		\$3.09		\$3.13

FINANCIAL SUMMARIES

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2017-18 One-Time Incr / (Reduc)	FY 2017-18 On-Going Incr / (Reduc)	FY 2018-19 One-Time Incr / (Reduc)	FY 2018-19 On-Going Incr / (Reduc)
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Significant Expenditure Changes

TRANSPORTATION (cont'd)

Transfer an Administrative Analyst I from City Administrator's Office and downgrade to a Public Service Representative	1.00		\$0.10		\$0.10
Transfer a Parking Manager (Police Services Manager I) to Departmental Overhead Fund (7760)	(1.00)		(\$0.26)		(\$0.27)

NON-DEPARTMENTAL

One-time Employee Compensation Set-Aside (\$8.65 million)		\$5.69		\$2.96	
Use one-time funds to complete the repayment of the Facilities Fund negative fund balance using one-time land sales and Excess RETT for long-term obligations (projected June 30, 2017 balance and FY 2017-19 projected amounts) resulting in ongoing savings in Facilities internal service allocation		\$4.23	(\$2.80)	\$4.23	(\$2.93)
Kids First! transfer to Fund 1780		\$1.42	\$1.19		\$1.59
Increase transfer from the GPF to the Self Insurance Fund (1100) for Excess Liability Insurance; Property and Miscellaneous Insurance			\$0.93		\$0.93
Set-aside for low income senior/disabled grant program for Measure KK		\$0.60		\$0.60	
Day Laborer contract funds		\$0.14		\$0.17	
Funding to support legal services for families at risk of deportation		\$0.15			
Refinancing of Administration debt (\$0.5 to \$1 million annually)			(\$0.50)		(\$0.75)
Financing for CAD and Prime, Phase II			\$0.50		\$0.75
Reduction in Non-Departmental transfer to Fund 1100 (offsets the transfer in of City Attorney positions)			(\$5.21)		(\$5.43)
Transfer Human Services Central Service Overhead, Departmental Overhead and operating subsidies to the Human Services Department			(\$5.20)		(\$5.69)
Transfer the Measure Q subsidy amount to Oakland Public Library			(\$0.50)		(\$0.50)

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2017-18 One-Time Incr / (Reduc)	FY 2017-18 On-Going Incr / (Reduc)	FY 2018-19 One-Time Incr / (Reduc)	FY 2018-19 On-Going Incr / (Reduc)
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Significant Expenditure Changes

NON-DEPARTMENTAL

Transfer citywide facilities internal service costs from Economic & Workforce Development			\$0.88		\$0.91
Eliminate Police Commission contingency			(\$1.00)		(\$1.00)
Eliminate Tax and Revenue Anticipation Note (TRAN) interest allocation		(\$0.40)		(\$0.40)	
Reduce labor negotiations contract funds			(\$0.15)		(\$0.15)
Reduce contributions to the Unemployment Compensation Fund		(\$3.00)			

FINANCIAL SUMMARIES

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
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Significant Revenue Changes

Revenue reduction in the Successor Redevelopment Agency Fund (1610) due to a reduction in eligible costs for the Recognized Obligation Payment Schedule (ROPS)		(\$1.21)	(\$1.17)
Reduction in the Comprehensive Clean-up Fund (1720) revenue		(\$1.22)	(\$0.75)
Increase the transfer to the Kids First! Fund (1780) from the General Purpose Fund (1010)		\$2.83	\$1.85
Increase revenue in the Affordable Housing Trust Fund (1870)		\$0.95	\$1.37
Addition of grant funding from Oakland Housing Authority OPRI to HUD-ESG/SHP/HOPWA Fund (2103) revenue		\$1.31	\$1.31
Reduction of ASSETS grant funding and Fund 1010 subsidies for Sr. Aides Program in Department of Labor Fund (2114) revenue		(\$1.88)	(\$1.88)
Increase in revenues in the State Gas Tax Fund (2230) to reflect anticipated revenues from the \$0.12 gasoline tax increase		\$2.44	\$7.26
Increase in the Rent Adjustment Program Fee Fund (2413) revenue		\$1.71	\$1.71
Increase in the Development Services Fee Fund (2415) revenue		\$7.31	\$8.74
Add revenues in Measure KK: Infrastructure and Affordable Housing to Fund (5330) for Infrastructure Bond Projects		\$27.78	\$34.61
Revenue from ORSA Uptown & Fox Central District: TA Bonds Series 2006T Fund (5614)		\$1.53	\$1.27

Significant Expenditure Changes

MAYOR

Previously approved 0.80 FTE Special Assistant to the Mayor III in Misc Grants Fund (2999) supported by Kenneth Rainin Foundation Grant (end-dated December 31, 2018)	0.80	\$0.21	\$0.11
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CITY COUNCIL

No significant Non-GPF changes

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
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Significant Expenditure Changes

CITY ADMINISTRATOR (CAO)

Transfer portion of an Assistant City Administrator, Executive Assistant to the Assistant City Administrator and Assistant to the City Administrator to the Affordable Housing Trust Fund (1870) from the General Purpose Fund (1010)	0.45	\$0.11	\$0.12
Transfer portion of a City Administrator Analyst to Fund 2413 from Fund 1010	0.50	\$0.07	\$0.07
Transfer 0.50 FTE Executive Assistant to the Assistant City Administrator in Fund 2415 to the Finance Department	(0.50)	(\$0.06)	(\$0.07)
Eliminate funding of a Deputy City Administrator in Miscellaneous Grants Fund (2999) as of August 2017 due to expiration of Rockefeller Grant (position transferred to GPF)	(1.00)	(\$0.23)	(\$0.28)

CITY ATTORNEY

Transfer positions in the Self Insurance Liability Fund (1100) to the General Purpose Fund (1010) - offset by a reduction in the transfer from the General Purpose Fund (1010) to Fund 1100	(23.72)	(\$5.21)	(\$5.43)
Transfer out various partial positions in Successor Redevelopment Agency Reimbursement Fund (1610) to Central District: TA Bonds Series 2005 (5612), Central City East TA Bonds Series 2006A-T (5643) and Coliseum: TA Bonds Series 2006B-T (5656) Funds in FY17-18	(1.42)	(\$0.40)	\$0.00
Transfer partial funding for positions to Fund 5612 from Fund 1610 in FY17-18	0.43	\$0.12	\$0.00
Transfer partial funding for positions to Fund 5643 from Fund 1610 in FY17-18	0.56	\$0.16	\$0.00
Transfer partial funding for positions to Fund 5656 from Fund 1610 in FY17-18	0.43	\$0.12	\$0.00
Transfer out various partial positions in Successor Redevelopment Agency Reimbursement Fund (1610) to Central District: TA Bonds Series 2005 (5612), Central City East TA Bonds Series 2006A-T (5643) and Coliseum: TA Bonds Series 2006B-T (5656) Funds in FY18-19	(1.73)	\$0.00	(\$0.65)
Transfer partial funding for positions to Fund 5612 from Fund 1610 in FY18-19	0.52	\$0.00	\$0.15

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SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
Significant Expenditure Changes			
CITY ATTORNEY (cont'd)			
Transfer partial funding for positions to Fund 5643 from Fund 1610 in FY18-19	0.69	\$0.00	\$0.35
Transfer partial funding for positions to Fund 5656 from Fund 1610 in FY18-19	0.52	\$0.00	\$0.15
CITY AUDITOR			
No significant Non-GPF changes			
CITY CLERK			
No significant Non-GPF changes			
POLICE COMMISSION			
No significant Non-GPF changes			
PUBLIC ETHICS COMMISSION			
No significant Non-GPF changes			
FINANCE			
Transfer eligible costs to the Affordable Housing Trust Fund (1870), Police & Fire Retirement System Fund (7100) and the Purchasing Fund (4450) from the GPF	0.30	\$0.04	\$0.04
Various Budget personnel adjustments in the Oakland Redevelopment Successor Agency Fund (1610)	0.30	(\$0.05)	(\$0.05)
Add an Account Clerk I to Development Service Fund (2415) to support Oracle, Phase II: paperless invoice payments	1.00	\$0.07	\$0.07
INFORMATION TECHNOLOGY			
Add a Chief Security Officer (Project Manager II placeholder) Information Technology Fund (4600) - 6 month costing for FY17-18	1.00	\$0.12	\$0.25
Transfer a Project Manager III to the Radio / Telecommunications Fund (4200) from the General Purpose Fund (1010)	0.85	\$0.26	\$0.26
Transfer an Information Systems Manager to the Radio / Telecommunications Fund (4200) from Fund 1010	0.50	\$0.13	\$0.14

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
Significant Expenditure Changes			
INFORMATION TECHNOLOGY (cont'd)			
Transfer an Information Systems Manager to the Telephone Equipment and Software Fund (4210) from Fund 1010	0.50	\$0.13	\$0.14
Transfer a Help Desk Specialist to the Development Service Fund (2415) from Fund 1010	1.00	\$0.10	\$0.10
RACE & EQUITY			
No significant Non-GPF changes			
HUMAN RESOURCES			
Eliminate a vacant Benefits Technician 0.90 FTE from the Employee Deferred Compensation Fund (7130) and 0.05 FTE from Workers Compensation Fund (1150)	(0.95)	(\$0.09)	(\$0.09)
Transfer 0.10 FTE Director of Personnel Resource Management from Fund 7130 to the General Purpose Fund (1010)	(0.10)	(\$0.03)	(\$0.03)
Transfer 1.0 FTE Human Resource Analyst to Development Service Fund (2415) from Fund 1010	1.00	\$0.14	\$0.14
Transfer 0.10 Claims and Risk Manager to Fund 1150 from Fund 7130	0.10	\$0.03	\$0.03
Transfer 0.10 Claims and Risk Manager from Fund 7130 to Fund 1150	(0.10)	(\$0.03)	(\$0.03)
Transfer 0.96 FTE Benefits Representative to Fund 7130 from Fund 1010	0.96	\$0.10	\$0.11
POLICE			
One-time funding for helicopter maintenance from the Federal Asset Forfeiture: City Share Fund (2912) and the State Asset Forfeiture Fund (2914)		\$0.20	\$0.20
Transfer a Policar Officer to the Vehicle Abatement Authority Fund (2172) from Fund 1010	1.00	\$0.23	\$0.25
Transfer a Policar Services Technician II to the Vehicle Abatement Authority Fund (2172) from Fund 1010	1.00	\$0.11	\$0.11
Transfer a Police Services Technician II from the Traffic Safety Fund (2416) to Fund 1010	(1.00)	(\$0.10)	(\$0.11)

FINANCIAL SUMMARIES

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
Significant Expenditure Changes			
FIRE			
Add a Fire Communications Manager (Police Communications Manager placeholder) to the Measure N Fund (2250)	1.00	\$0.23	\$0.24
Transfer a Fire Marshal from the Comprehensive Clean-up Fund (1720) to the General Purpose Fund (1010)	(0.15)	(\$0.04)	(\$0.04)
Freeze 1.00 FTE Senior Emergency Services Planning Coordinator for FY17-18 only in the US Dept of the Homeland Security Fund (2123)	-	(\$0.16)	
Transfer an Accountant II from the US Dept of Homeland Security Fund (2123) beginning in FY18-19 to the County of Alameda: Grants Fund (2160)	(0.10)		(\$0.01)
Transfer an Accountant II to Fund 2160 beginning in FY18-19 from Fund 2123	0.10		\$0.01
Eliminate a vacant Administrative Services Manager II in Fund 2123	(1.00)	(\$0.23)	(\$0.23)
Eliminate a vacant Senior Emergency Planning Coordinator in Fund 2123	(1.00)	(\$0.16)	(\$0.17)
Transfer 0.20 FTE Emergency Services Manager from the Federal Emergency Management Agency (FEMA) Fund (2124) to the County of Alameda: Grants Fund (2160) and 0.05 FTE to the California Department of Fish and Games Fund (2150)	(0.25)	(\$0.07)	(\$0.07)
Transfer an Emergency Services Manager to Fund 2160 from Fund 2124	0.20	\$0.06	\$0.06
Transfer an Emergency Services Manager to Fund 2150 from Fund 2124	0.05	\$0.01	\$0.01
Transfer a Program Analyst I from Fund 2124 to Fund 2160	(1.00)	(\$0.12)	(\$0.12)
Transfer a Program Analyst I to Fund 2160 from Fund 2124	1.00	\$0.12	\$0.12
Freeze an Emergency Medical Services Coordinator in the Emergency Dispatch Service Supplemental Assessment (Measure M) Fund (2412)	(1.00)	(\$0.21)	(\$0.22)
Reduce Miscellaneous supplies and commodities in Measure M Fund (2412)		(\$0.10)	(\$0.10)
Eliminate a Program Analyst II in the Wildland Fire Prevention Assess District Fund (2321)	(1.00)	(\$0.11)	(\$0.12)
Freeze a Battalion Chief in Measure N Fund (2250); split-funded with the GPF	(0.75)	(\$0.25)	(\$0.26)

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
Significant Expenditure Changes			
OAKLAND PUBLIC LIBRARY			
Rockridge: Library Assessment District Fund (5130) allocated for minor capital improvements		\$0.13	\$0.13
Increase Library Vacancy Rate from 4.0% to 8.5% to reflect historical experience and anticipated Library branch renovations		(\$0.67)	(\$0.69)
Reduce O&M appropriations in Measure Q Fund (2241) to equal FY 2015-16 actual spending		(\$0.70)	(\$0.70)
Transfer positions and portions of O&M related of mobile library to Measure Q Fund (2241) from the General Purpose Fund (1010)	2.20	\$0.27	\$0.27
OAKLAND PARKS & RECREATION			
Increase revenue and expense in the Miscellaneous Trusts Fund (7999) for improvements at Woodminster Amphitheater		\$0.20	\$0.20
Add a Recreation General Supervisor to the OPR Self-Sustaining Fund (1820)	1.00	\$0.15	\$0.15
Add an Administrative Services Manager I; Eliminate two positions from Fund 1820	(1.00)	(\$0.05)	(\$0.05)
Transfer 0.39 FTE Recreation Specialist I, PT, 1.13 FTE Recreation Specialist III, PT, and 1.00 FTE Student Trainee, PT to the Golf Fund (3200) from the General Purpose Fund (1010)	2.52	\$0.15	\$0.15
HUMAN SERVICES			
Transfer 0.10 FTE Human Services Manager to Kids First! Fund (1780) from the General Purpose Fund (1010)	0.10	\$0.03	\$0.03
Increase O&M in Kids First! Fund (1780) due to increase in revenues (transfer from Fund 1010)	-	\$1.19	\$1.59
One-time increase in FY17-18 O&M in Fund 1780 from true-up of FY15-16 Fund 1010 audited revenues	-	\$1.42	\$0.00
Add a Project Manager to support SAMHSA RECAST grant in Department of Health and Human Services Fund (2128)	1.00	\$0.26	\$0.27
Transfer a Case Manager to Fund 2128 from Fund 1010	1.00	\$0.14	\$0.14
Transfer 0.67 FTE Senior Services Supervisor from Fund 2128 to Fund 1010	(0.67)	(\$0.11)	(\$0.12)

FINANCIAL SUMMARIES

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
Significant Expenditure Changes			
HUMAN SERVICES (cont'd)			
Reduction in Fund 2128 O&M due to elimination of one-time start-up funding in FY16-17	-	(\$0.76)	(\$0.76)
Eliminate 2.00 FTE Head Start Program Coordinators, reduce 0.49 FTE Maintenance Mechanic, PT and add 1.00 FTE Head Start Supervisor in Fund 2128 as part of balancing measures	(1.49)	(\$0.13)	(\$0.13)
Increase in O&M for Head Start Pre-K and Family Literacy and Preschool Programs in CA Dept of Education Fund (2138)	-	\$0.13	\$0.13
Right-size Summer Food Program part-time positions (Eliminate 3.00 FTE Food Program Monitor, PT and 0.50 FTE Food Program Coordinator, PPT and Add 1.00 FTE Food Program Driver, PT in the Department of Agriculture Fund (2102)	(2.50)	(\$0.20)	(\$0.21)
Increase O&M in the HUD ESG/SHP/HOPWA Fund (2103) associated with the Oakland Housing Authority OPRI funding	-	\$1.26	\$1.27
Increase O&M in the Fund 2103 associated with the North County Family Rapid Rehousing Grant	-	\$0.14	\$0.14
Eliminate personnel and O&M from the ASSETS Program in the Department of Labor Fund (2114) and Workforce Innovations & Opportunity Act Fund (2195), which was partially subsidized by Fund 1010	(47.08)	(\$1.92)	(\$1.92)
Transfer the Departmental Overhead O&M to the Grant Clearing Fund (7760) from Fund 1010	-	\$0.18	\$0.18
Transfer Departmental Overhead positions, including portions of the Director of Human Services, Payroll Personnel Clerk III, Executive Assistant to the Director, Assistant to the Director, and Office Assistant I, PPT, to Fund 7760 from Fund 1010	3.11	\$0.65	\$0.68
Transfer 0.55 FTE Payroll Personnel Clerk III from Fund 2128 to Fund 7760	(0.55)	(\$0.06)	(\$0.06)
Transfer 0.55 FTE Payroll Personnel Clerk III to Fund 7760 from Fund 2128	0.55	\$0.06	\$0.06
Transfer 0.35 FTE Payroll Personnel Clerk III from State of CA Fund (2159) to Fund 7760	(0.35)	(\$0.04)	(\$0.04)
Transfer 0.35 FTE Payroll Personnel Clerk III to Fund 7760 from Fund 2159	0.35	\$0.04	\$0.04
Transfer 0.15 FTE Executive Assistant to the Director from Fund 1780 to Fund 7760	(0.15)	(\$0.02)	(\$0.02)

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
Significant Expenditure Changes			
HUMAN SERVICES (cont'd)			
Transfer 0.15 FTE Executive Assistant to the Director to Fund 7760 from Fund 1780	0.15	\$0.02	\$0.02
Transfer 0.44 FTE Assistant to the Director from Fund 2159 to Fund 7760	(0.44)	(\$0.10)	(\$0.10)
Transfer 0.44 FTE Assistant to Fund 7760 from Fund 2159	0.44	\$0.10	\$0.10
Increase O&M from addition of CDCR Gold State Works grant in CA Board of Corrections Fund (2152)	-	\$0.46	\$0.45
Eliminate a Case Manager I and Health & Human Services Program Planner in the CA Board of Corrections Fund (2152) associated with end-date of the Cal Grip grant	(2.00)	(\$0.15)	(\$0.31)
Add a Program Analyst II funded 0.60 FTE in Fund 2152 and 0.40 FTE in Measure Z Fund (2252)	1.00	\$0.14	\$0.15
Delete a Program Analyst II, PPT in Fund 2252	(0.50)	(\$0.06)	(\$0.07)
Increase Measure Z funding for Violence Prevention Services in Fund 2252	-	\$0.00	\$0.22
Reduce program funding in HUD-CDBG Fund (2108) for the Brown Bag Food program and OPRI program		(\$0.08)	(\$0.08)
ECONOMIC & WORKFORCE DEVELOPMENT			
Transfer 0.15 FTE Project Manager, 0.30 FTE Urban Economic Analyst IV and 1.00 FTE Urban Economic Coordinator from the Successor Redevelopment Agency Reimbursement Fund (1610) to the Central District TA Bonds Series 2005 Fund (5612)	(1.45)	(\$0.36)	(\$0.37)
Transfer 0.15 FTE Project Manager, 0.30 FTE Urban Economic Analyst IV and 1.00 FTE Urban Economic Coordinator to Fund 5612 from Fund 1610	1.45	\$0.36	\$0.37
Transfer 0.20 FTE Account Clerk II and 0.20 FTE Development/Redevelopment Program Manager from Fund 1610 to the Broadway MacArthur San Pablo Bond Series 2006C-T Fund (5638)	(0.40)	(\$0.07)	(\$0.08)
Transfer 0.20 FTE Account Clerk II and 0.20 FTE Development/Redevelopment Program Manager to Fund 5638 from Fund 1610	0.40	\$0.07	\$0.08

FINANCIAL SUMMARIES

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
Significant Expenditure Changes			
ECONOMIC & WORKFORCE DEVELOPMENT (cont'd)			
Transfer 0.20 FTE Administrative Services Manager II and 0.50 FTE Real Estate Agent from Fund (1610) to the Central City East TA Bonds Series 2006A-T (Taxable) Fund (5643)	(0.70)	(\$0.16)	(\$0.16)
Transfer 0.20 FTE Administrative Services Manager II and 0.50 FTE Real Estate Agent to Fund 5643 from Fund 1610	0.70	\$0.16	\$0.16
Transfer a Development/Redevelopment Program Manager to Fund 5643 from the General Purpose Fund (1010)	0.50	\$0.14	\$0.14
Transfer 0.35 FTE Management Assistant, 0.20 FTE Real Estate Agent, 1.25 FTE Urban Economic Analyst I, 1.00 FTE Urban Economic Analyst II and 0.45 FTE Urban Economic Coordinator from Fund 1610 to the Coliseum TA Bonds Series 2006B-T (Taxable) Fund (5656)	(3.25)	(\$0.52)	(\$0.53)
Transfer 0.35 FTE Management Assistant, 0.20 FTE Real Estate Agent, 1.25 FTE Urban Economic Analyst I, 1.00 FTE Urban Economic Analyst II and 0.45 FTE Urban Economic Coordinator to Fund 5656 from Fund 1610	3.25	\$0.52	\$0.53
Transfer an Urban Economic Analyst III to the Development Services Fund (2415) for business permitting assistance and economic development activities in specific plans from 1010	1.00	\$0.18	\$0.19
Transfer a Project Manager I and a Project Manager III from the Trade Corridor Improvement Fund (TCIF) Fund (2129) to the Measure BB - Oakland Army Base Roadway Infrastructure Improvement Fund (2217)	(2.00)	(\$0.65)	(\$0.67)
Transfer a Project Manager I and a Project Manager III to Fund 2217 from Fund 2129; offset by existing grant project balance	2.00	\$0.00	\$0.00
Eliminate a Program Analyst III from the Workforce Investment & Opportunities Act Fund (2195)	(1.00)	(\$0.15)	(\$0.16)
Reduce contract funds in Fund 2195 due to continued reduction in the grant award		(\$0.58)	(\$0.61)
Transfer leasing revenue from the Army Base Leasing Fund (5671) to Fund 1010		\$0.79	\$1.40
Reallocate \$2.2 million of grant revenue for environmental remediation with the Joint Army Base Infrastructure Fund (5672)		\$0.00	\$0.00

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
Significant Expenditure Changes			
HOUSING			
Add a Hearing Officer and Program Analyst II to the Rent Adjustment Program Fund (2413) based on the July 2016 revised fee structure	2.00	\$0.38	\$0.40
Add 0.70 FTE Business Analyst III to Fund 2413 and 0.30 FTE to the Affordable Housing Trust Fund (1870)	1.00	\$0.21	\$0.21
Eliminate a Loan Servicing Administrator from Fund 1610 (0.41%), the 2011A-T Subordinated Housing Fund (1885) (9%), the CDBG Fund (2108) (25%) and the HUD HOME Fund (2109) (25%)	(1.00)	(\$0.20)	(\$0.21)
Transfer a Housing Development Coordinator IV from Fund 1610 to Fund 1870	(1.00)	(\$0.22)	(\$0.23)
Transfer a Housing Development Coordinator IV to Fund 1870 from Fund 1610	1.00	\$0.22	\$0.23
Transfer an Office Assistant II from Fund 1610 to Fund 1870	(0.62)	(\$0.06)	\$0.06
Transfer an Office Assistant II to Fund 1870 from Fund 1610	0.62	\$0.06	\$0.06
Add a Housing Development Coordinator II and a Housing Development Coordinator III to Fund 1870	2.00	\$0.32	\$0.33
Transfer a Housing Development Coordinator IV from Fund 1885	(0.22)	(\$0.05)	(\$0.05)
Transfer a Housing Development Coordinator IV to Fund 1870	0.22	\$0.05	\$0.05
Eliminate a Loan Service Specialist from HUD-EDI Grant Fund (2105)	(1.00)	(\$0.15)	(\$0.16)
Add a Home Management Specialist III to Fund 2108 and Fund 2413	1.00	\$0.16	\$0.17
Add a Employment Services Supervisor; delete a Development/Redevelopment Program Manager in the HUD-CDBG Fund (2108)	-	(\$0.10)	(\$0.10)
Transfer a portion of a Rehabilitation Supervisor I from Fund 2108 to the HUD HOME Fund (2109)	(0.50)	(\$0.10)	(\$0.10)
Transfer a portion of a Rehabilitation Supervisor I to Fund 2109 from Fund 2108	0.50	\$0.10	\$0.10
Add a Community Development Program Coordinator and a Program Analyst II; delete a Rehabilitation Advisor III and an Administrative Assistant II in Fund (2108)	-	\$0.05	\$0.05

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SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
Significant Expenditure Changes			
HOUSING (cont'd)			
Transfer a Home Management Specialist II from Fund 2108 to Fund 2413	(1.00)	(\$0.14)	(\$0.14)
Transfer a Home Management Specialist II to Fund 2413 from Fund 2108	1.00	\$0.14	\$0.14
Eliminate a Housing Development Coordinator III from Fund 2109	(1.00)	(\$0.16)	(\$0.17)
Increase in Central Service Overhead rate (various funds)	-	\$1.13	\$1.13
PLANNING & BUILDING			
Add a Senior Public Service Representative to the Development Services Fund (2415) to support Code Enforcement	1.00	\$0.11	\$0.11
Add Public Service Representatives to Fund 2415 - 2.0 in FY17-18 and 1.0 additional in FY18-19 to support Code Enforcement customer service	3.00	\$0.21	\$0.31
Add a Senior Specialty Combination Inspector to Fund 2415 to support Code Enforcement and Building Permitting	1.00	\$0.17	\$0.18
Add Specialty Combination Inspectors to Fund 2415 - 3.0 in FY17-18 and 2.0 additional in FY18-19 to support Code Enforcement	5.00	\$0.38	\$0.75
Add a Project Manager II to Fund 2415 to support the Building Permit function	1.00	\$0.29	\$0.30
Add an Assistant Engineer II to Fund 2415 to support the Building Permit function	1.00	\$0.16	\$0.17
Add a Process Coordinator II and Process Coordinator III positions to Fund 2415 to support the Building Permit function	2.00	\$0.32	\$0.34
Add Permit Technicians to Fund 2415	2.00	\$0.22	\$0.22
Add a Planner IV, PPT to Fund 2415 to support the Army Base project	0.50	\$0.09	\$0.10
Add a Planner II and Planner I to Fund 2415 to support the Zoning Permit function	2.00	\$0.28	\$0.28
Add a Planner III and Planner I to Fund 2415 to support Strategic Planning	2.00	\$0.27	\$0.28
Increase contract contingencies	-	\$2.45	\$2.45
Transfer Specialty Combination Inspectors to Fund 2415 from the Comprehensive Clean-up Fund (1720)	2.00	\$0.30	\$0.31
Transfer Specialty Combination Inspectors Fund 1720 to Fund 2415	(2.00)	(\$0.30)	(\$0.31)

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
Significant Expenditure Changes			
OAKLAND PUBLIC WORKS			
Add 0.50 FTE Administrative Services Manager II to the Development Service Fund (2415) and 0.50 FTE to the Overhead Clearing Fund (7760) to support the first phase of establishing a 311 call center	1.00	\$0.26	\$0.27
Add a Program Analyst II to Fund 7760 (project clearing) for contract management support	1.00	\$0.15	\$0.15
Increase O&M in the Facilities Fund (4400) due to CPI and service changes to Security Contract, Security Camera and Alarm program management, and increased vandalism expenses at City facilities		\$1.03	\$1.03
Increase Personnel and O&M in the Sewer Service Fund (3100) for increased emergency OT, CWEA certification training, and ASL services for employee		\$0.25	\$0.25
Increase O&M in the Equipment Fund (4100) for increase to AVL contract amount and increased training requirements		\$0.52	\$0.52
Add O&M in the City Facilities Energy Conservation Fund (4450) due to energy efficiency projects for City facilities, energy efficiency analysis, and CYES contract for weatherization		\$0.19	\$0.19
Transfer various personnel and O&M from Oakland Public Works to Department of Transportation	(193.00)	(\$34.35)	(\$34.92)
Transfer Gardener Crew Leaders to the General Purpose Fund (1010) from the Comprehensive Clean-up Fund (1720)	(9.55)	(\$1.34)	(\$1.39)
Transfer Custodians from the Lighting and Landscape Assessment District Fund (2310) to Fund 4400	(19.00)	(\$1.73)	(\$1.80)
Transfer Custodians to Fund 4400 from Fund 2310 (includes Central Service Overhead)	19.00	\$1.96	\$2.02
Transfer Public Service Representatives to Fund 7760 from Fund 1720	2.00	\$0.22	\$0.23
Transfer Public Service Representatives from Fund 1720 to Fund 7760	(2.00)	(\$0.22)	(\$0.23)
Freeze a Painter and an Electrical Painter in Fund 1720	(2.00)	(\$0.32)	(\$0.33)
TRANSPORTATION			
Add 1.0 FTE Program Analyst II, 9.0 FTE Engineer Assistant II and 2.0 FTE Civil Engineer for Infrastructure Bond Capital Projects; positions will be funded 90% in the Project Clearing Fund (7760) and 10% in Measure B: Local Streets and Roads Fund (2211)	12.00	\$2.65	\$2.66

FINANCIAL SUMMARIES

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
Significant Expenditure Changes			
TRANSPORTATION (cont'd)			
Add 0.50 FTE Engineer Assistant II and 0.10 FTE Accountant II to Fund 2211	0.60	\$0.13	\$0.13
Add 1.0 Program Analyst II, 1.0 FTE Program Analyst III and 1.0 FTE Transportation Engineer to Measure B: Bicycle and Pedestrian Pass Through Fund (2212)	3.00	\$0.66	\$0.66
Add 1.0 FTE Senior Transportation Planner and 1.25 FTE Program Analyst II to Measure BB: Alameda County transportation Commission Sales Tax Fund (2216)	2.25	\$0.53	\$0.53
Add 1.0 FTE Engineer Assistant II, 1.0 FTE Engineering Technician II, 1.0 FTE Business Analyst II and 1.0 FTE Program Analyst II to the Development Service Fund (2415)	4.00	\$0.77	\$0.78
Add 0.90 FTE Accountant II, 1.0 FTE Accountant III, 0.75 FTE Program Analyst II, 1.0 FTE Administrative Analyst I, 1.0 FTE Program Analyst I and 0.50 FTE Engineer Assistant II to Fund 7760 (overhead or project clearing)	5.15	\$0.88	\$0.89
Transfer various personnel and O&M to Department of Transportation from Oakland Public Works	193.00	\$34.35	\$34.92
Reduce O&M in the Comprehensive Clean-up Fund (1720)		(\$0.26)	(\$0.26)
Increase O&M in Fund 2211		\$0.30	\$0.30
Decrease O&M in Fund 2212		(\$0.11)	(\$0.11)
Transfer 0.40 FTE Program Analyst III to Fund 2212 from Fund 7760	0.40	\$0.09	\$0.09
Transfer 0.40 FTE Program Analyst III from Fund 7760 to Fund 2212	(0.40)	(\$0.09)	(\$0.09)
Transfer 0.35 FTE Program Analyst III, 0.50 FTE Program Analyst I and 0.10 FTE Program Analyst II from Fund 2212 to Fund 2216	(0.95)	(\$0.19)	(\$0.19)
Transfer 0.35 FTE Program Analyst III, 0.50 FTE Program Analyst I and 0.10 FTE Program Analyst II to Fund 2216 from Fund 2212	0.95	\$0.19	\$0.19
Transfer 0.50 FTE Program Analyst I and 0.90 FTE Program Analyst II and 1.00 FTE Program Analyst III from 7760 to Fund 2216	(1.40)	(\$0.31)	(\$0.31)
Transfer 0.50 FTE Program Analyst I and 0.90 FTE Program Analyst II and 1.00 FTE Program Analyst III to Fund 2216 from Fund 7760	1.40	\$0.31	\$0.31

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
Significant Expenditure Changes			
TRANSPORTATION (cont'd)			
Transfer O&M, 1.0 FTE Electrician, 1.0 FTE Student Trainee, 2.0 FTE Electrical Engineer III from the Measure F Vehicle Registration Fund (2215) to Fund 2211	(4.00)	(\$1.19)	(\$1.18)
Transfer O&M, 1.0 FTE Electrician, 1.0 FTE Student Trainee, 2.0 FTE Electrical Engineer III to Fund 2211 from Fund 2215	4.00	\$1.19	\$1.18
Increase O&M in Fund 2215	-	\$0.30	\$0.30
Add O&M in the State Gas Tax Prop 42 Replacement Fund (2231)	-	\$0.39	\$0.25
Transfer 0.20 FTE Engineer Assistant II, 0.34 FTE Electrical Construction & Maintenance Planner, 0.34 FTE Manager Electrical Services from the Traffic Safety Fund (2416) to Fund 2211	(0.88)	(\$0.28)	(\$0.28)
Transfer 0.20 FTE Engineer Assistant II, 0.34 FTE Electrical Construction & Maintenance Planner, 0.34 FTE Manager Electrical Services to Fund 2211 from Fund 2416	0.88	\$0.28	\$0.28
Transfer a Public Works Supervisor I from Fund 2416 to the State Gas Tax Fund (2230)	(1.00)	(\$0.23)	(\$0.23)
Transfer a Public Works Supervisor I to Fund 2230 from Fund 2416	1.00	\$0.23	\$0.23
Transfer a Public Works Supervisor I and a Public Works Maintenance Worker from Fund 1720 to Fund 2211	(2.00)	(\$0.33)	(\$0.33)
Transfer a Public Works Supervisor I and a Public Works Maintenance Worker to Fund 2211 to Fund 1720	2.00	\$0.33	\$0.33
NON-DEPARTMENTAL			
Suspend transfer to the Vital Services Stabilization Fund (1020) in order to preserve critical services in the General Purpose Fund (1010)		(\$5.79)	(\$5.79)
Set-aside in Pension Override Tax Revenue Fund (1200) for contribution to PFRS unfunded liabilities		\$44.90	\$46.40
Reduce transfers to fund balance in Pension Override Tax Revenue Fund (1200)		(\$9.85)	(\$9.64)
Increase transfer of parking garage revenue from Multipurpose Reserve Fund (1750) to Fund 1010		\$0.90	\$1.10
Increase subsidies to Measure C recipients (Chabot, Museum, OCVB, Cultural Art Grants, Art and Soul and Fairs and Festivals) from Measure C: Transient Occupancy Tax Fund (2419)		\$0.30	\$0.42

FINANCIAL SUMMARIES

SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2017-19

(\$ in millions)

ALL OTHER FUNDS	FTE	FY 2017-18 Incr / (Reduc)	FY 2018-19 Incr / (Reduc)
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Significant Expenditure Changes

NON-DEPARTMENTAL (cont'd)

Final repayments of the negative fund balance in City Facilities Fund (4400)		\$4.23	\$4.23
Elimination of one-time funding from Unclaimed Cash Fund (7440)		(\$0.28)	(\$0.28)
Elimination of one-time funding in Oakland Public Museum Trust Fund (7640) for museum acquisitions		(\$0.80)	(\$0.80)
Repayment of negative fund balance in Self Insurance Liability Fund (1100); reallocation of funding for Fund 1100 based on cause of claim across various funds		\$0.24	\$0.24
Increase in excess liability insurance and property insurance in the Self Insurance Liability Fund (1100)		\$0.93	\$0.93
Increase funding for excess worker's comp insurance in Worker's Compensation Insurance Claims Fund (1150)		\$0.24	\$0.24

FUND SOURCES AND DESCRIPTIONS

Fund	Fund Description	Source of Funds	Uses of Funds
1010	General Purpose Fund	Revenues from most of the City's taxes, fees and service charges	Discretion of the City Council Most City departments receive General Purpose Fund support
1020	Vital Services Stabilization Fund	25% of the Excess Real Estate Transfer Tax revenues per the Consolidated Fiscal Policy; Ordinance 13279	To preserve City Operations during adverse financial conditions subject to guidelines in the Consolidated Fiscal Policy
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

FINANCIAL SUMMARIES

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
1760	Telecommunications Reserve	Cable television franchise fees	Operation of the City's cable television station (KTOP) and other telecommunications-related operations
1770	Telecommunications Land Use	Fee revenue generated from use of public property for telecommunications equipment	Telecommunication projects
1780	Kids First Oakland Children's Fund	Transfer from the General Purpose Fund (equal to 3.0% of unrestricted revenues)	Programs for children and youth
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

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
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
2061	2006 FEMA 1628 Winter Storms	Federal Emergency Management Agency	Emergency Response and Permanent Storm mitigation measure for damage caused by the 2005-2006 Winter Storms (December 2005 - January 2006).
2062	2006 FEMA 1646 Spring Storms	Federal Emergency Management Agency	Emergency Response and Permanent Storm mitigation measure for damage caused by the 2006 Spring Storms (March 2006 - April 2006).
2102	Department of Agriculture	U.S. Department of Agriculture	Year-round lunch program for school children offered through City's Department of Human Services
2103	Department of Housing and Urban Development (HUD) -- Emergency Shelter Grant (ESG)/ Supportive Housing Program (SHP)/ Housing Opportunities for Persons with AIDS (HOPWA)	U.S. Department of Housing and Urban Development (HUD)	Emergency shelters, housing for persons with AIDs, and transitional housing programs
2104	Department of Commerce	U.S. Department of Commerce, Economic Development Administration (EDA) grants	Traffic and road improvement for the Del Monte Cannery Shopping Center projects
2105	Department of Housing and Urban Development (HUD) -- Economic Development Initiative (EDI) Grants	U.S. Department of Housing and Urban Development (HUD)	Commercial grants and loans and associated operational costs to promote economic development
2107	Department of Housing and Urban Development (HUD) -- 108	U.S. Department of Housing and Urban Development (HUD)	Loan guarantees for commercial and residential loans

FINANCIAL SUMMARIES

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
2108	Department of Housing and Urban Development (HUD) -- Community Development Block Grant (CDBG)	U.S. Department of Housing and Urban Development (HUD)	Grants to non-profit organizations for housing and community development in low- and moderate-income areas
2109	Department of Housing and Urban Development (HUD) -- HOME Investment Partnerships (HOME)	U.S. Department of Housing and Urban Development (HUD)	Support for first-time homebuyers, housing rehabilitation, and housing development
2112	Department of Justice	US Department of Justice (DOJ)	Law enforcement activities, particularly drug law enforcement
2113	Department of Justice - COPS Hiring	US Department of Justice (DOJ)	Law enforcement activities, particularly drug law enforcement
2114	Department of Labor	Federal funds administered by California Employment Development Department (EDD)	Employment training programs
2116	Department of Transportation	State pass-through of Federal Aid for Urban Systems Act funds	Construction and improvements of streets and highways
2117	Department of Treasury	U.S. Department of the Treasury.	Miscellaneous programs.
2120	Federal Action Agency	Federal Government	Various social services programs
2123	US Department of Homeland Security	Urban Area Security Initiative (UASI) Grants	Offset city's costs of supporting the newly established Homeland Security program
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

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
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
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

FINANCIAL SUMMARIES

FUND AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
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 and electric vehicle charging station programs
2172	Alameda County Abandoned Vehicle Abatement Authority	Vehicle registration surcharge	Removal of abandoned vehicles from private or public property
2175	Alameda County: Source Reduction & Recycling	County of Alameda	To provide funding for recycling programs
2185	Oakland Redevelopment Agency Grants	Oakland Redevelopment Agency	Loans to qualified businesses within the Central District Project Area
2190	Private Grants	Corporations and private individuals	Restricted to specific programs
2195	Workforce Innovation & Opportunity Act (WIOA)	US Department of Labor	Employment and training services for Oakland residents; overseen by Oakland Workforce Development Board (OWDB) and the Mayor
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

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
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
2217	Measure BB - OAB Roadway Infrastructure Improvement	Alameda County Transportation Improvement Authority (ACTIA) - 1/2 percent Alameda County sales tax re-authorized by Measure BB in 2014	ACTC Measure BB grant funds for the construction of eligible roadway infrastructure and truck parking improvements at the former Oakland Army Base
2230	State Gas Tax	State of California - allocation of gasoline tax revenues	Uses related to local streets and highways 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
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

FINANCIAL SUMMARIES

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
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
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

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
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 Festivals
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
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

FINANCIAL SUMMARIES

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
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
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

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
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
5130	Rockridge Library Assessment District	Special property tax assessment	Improvements to the Rockridge Library

FINANCIAL SUMMARIES

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
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
5330	Measure KK: Infrastructure and Affordable Housing	Proceeds from General Obligation bonds authorized by Measure KK in 2016	Infrastructure and Affordable Housing projects
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
5614	Central District: TA Bonds Series 2006T	Bond proceeds from the Central District Tax Allocation Bond: Series 2006	To provide funding for Central District redevelopment projects
5630	Broadway/MacArthur/San Pablo Projects	One-time revenues, mainly from bond refinancing / restructuring and financing deals	To provide funding for Broadway/MacArthur/San Pablo area redevelopment projects
5640	Central City East Projects	Funding Agreement with the Former Oakland Redevelopment Agency	To provide funding for Central City East Area redevelopment projects
5642	Central City East TA Bonds Series 2006A-TE (Tax Exempt)	Bond proceeds from the Central City East Tax Allocation Bond: Series 2006A-TE	To provide funding for Central City East Area redevelopment projects
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

FINANCIAL SUMMARIES

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
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	Army Base operating costs
5671	OBRA: Leasing & Utility	Lease revenue	Building maintenance for the Oakland Army Base
5672	Joint Army Base Infrastructure	Transfer from the former Oakland Redevelopment Agency	Oakland Army Base infrastructure cost
5673	OBRA: Environmental Remediation	Transfer from the former Oakland Redevelopment Agency	Oakland Army Base environmental remediation cost
5674	Oakland Army Base Joint Remediation	Transfer from the former Oakland Redevelopment Agency	Oakland Army Base environmental remediation cost
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

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
6064	General Obligation Refunding Bonds, Series 2015A	General Obligation Bond: Series 2015A	Refunding General Obligation Bond series 2005, 2006 and 2009B
6310	Measure G 2002A Debt Srv-Zoo, Museum, Chabot	General obligation bonds	Debt Service: Oakland Zoo, Museum and Chabot Space & Science Center improvements.
6311	Measure G: 2006 Zoo, Museum	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
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
6322	Measure DD 2017C Clean Water, Safe Parks & Open Space Trust Fund for Oakland	Voter-approved Measure DD assessments	Principal and interest on long-term debt
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

FINANCIAL SUMMARIES

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
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
7130	Employee Deferred Compensation	Employee deferred compensation contributions	Account for employees' deferred compensation contributions and disbursements
7320	Pension Annuity Fund	Pension Annuity receipts	Transfer to General Purpose Fund to support accrued pension liability payments
7420	State Asset Trust	Confiscated funds held in the course of Police activities	Dispensed by order of criminal court
7440	Unclaimed Cash	Funds from Police asset forfeitures-redistributed from State	Transfer to General Fund after holding period to fund city services
7450	Affordable Housing	Jobs/Housing Impact Fee	Increase, improve, and preserve the supply of affordable housing in the City of Oakland
7540	Oakland Public Library Trust	Donations, endowments and contributions from individuals and private corporations	Library Programs
7640	Oakland Public Museum Trust	Donations and proceeds from fund-raising activities	Museum programs and improvements
7690	Kerrison Trust for Police Enhancement	Private, individual donation	Uses related to police service enhancements

FINANCIAL SUMMARIES

FUND SOURCES AND DESCRIPTIONS (CONT'D)

Fund	Fund Description	Source of Funds	Uses of Funds
7760	Grant Clearing	Recoveries of departmental burden charges to other subordinate programs within departments	Administrative costs in departments that are largely supported by grant and other restricted funding sources
		Capital project funding for personnel expenditures	Personnel costs that are directly supported by capital projects
7780	Oakland Redevelopment Agency Projects (ORA)	Oakland Redevelopment Agency.	City staff and other costs related to Oakland Redevelopment Agency projects.
7999	Miscellaneous Trusts	Donations and endowments	Miscellaneous programs and services

FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
1010 - General Purpose Fund (GPF) *	89,630,151	570,529,035	570,529,035	2,455.26
Mayor			2,864,074	10.60
City Council			4,817,421	28.52
City Administrator		1,472,729	15,301,327	67.13
City Attorney		3,151	11,753,254	54.12
City Auditor			1,960,729	10.00
City Clerk		28,477	2,448,437	8.36
Police Commission			2,327,784	13.00
Public Ethics Commission			936,734	6.00
Finance		537,142,832	25,989,257	119.23
Information Technology		2,750,492	9,823,757	49.35
Race & Equity			433,292	2.00
Human Resources Management		330,669	5,869,770	33.47
Police		6,722,733	248,266,804	1,143.00
Fire		14,645,770	129,369,962	593.35
Oakland Public Library		654,334	13,009,740	68.26
Oakland Parks & Recreation		175,898	16,506,634	107.08
Human Services		98,248	12,969,613	36.71
Economic & Workforce Development		2,344,736	3,952,550	17.49
Planning & Building			16,000	1.00
Oakland Public Works			1,633,034	11.55
Transportation		1,357	10,396,322	75.04
Non-Departmental		4,157,609	49,366,090	
Capital Improvement Projects			516,450	
1020 - Vital Services Stabilization Fund *	12,076,518	-	-	
Non-Departmental		-	-	
1100 - Self Insurance Liability *	(9,686,987)	22,741,409	22,741,409	
Human Resources Management			4,950	
Police			5,798,011	
Fire			936,010	
Oakland Parks & Recreation			414,922	
Oakland Public Works			4,845,746	
Non-Departmental		22,741,409	10,741,770	

* Includes transfer to or from balance.

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FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
1150 - Worker's Compensation Insurance Claims	-	-	-	16.09
City Attorney			502,620	1.91
Finance			37,834	0.25
Human Resources Management			1,871,774	10.23
Police			404,596	2.00
Fire			31,474	0.20
Oakland Public Works			303,330	1.50
Non-Departmental			(3,151,628)	
1200 - Pension Override Tax Revenue *	124,752,700	106,058,949	106,058,949	
Finance		106,058,949		
Non-Departmental			106,058,949	
1610 - Successor Redevelopment Agency Reimbursement Fund	97,735	5,490,124	5,490,124	22.30
City Administrator		1,929,416	459,467	1.03
City Attorney			799,057	2.58
City Clerk			75,316	0.40
Finance			1,149,792	4.90
Human Resources Management			51,269	0.30
Economic & Workforce Development		2,767,978	2,142,757	8.67
Housing & Community Development		792,730	778,186	4.42
Non-Departmental			34,280	
1700 - Mandatory Refuse Program *	(2,146,349)	2,740,000	2,740,000	8.93
Finance		2,740,000	2,685,138	8.68
Information Technology			47,055	0.25
Non-Departmental			7,807	
1710 - Recycling Program *	2,306,859	4,657,733	4,657,733	18.93
City Attorney			366,176	1.50
Fire			48,870	
Economic & Workforce Development			280,441	1.10
Oakland Public Works		4,657,733	3,950,258	16.33
Non-Departmental			11,988	

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FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
1720 - Comprehensive Clean-up *	2,590,259	22,081,225	22,081,225	121.63
Fire			50,983	
Human Services			60,000	
Economic & Workforce Development			15,880	0.10
Planning & Building			(9,859)	
Oakland Public Works		22,081,225	21,872,651	121.53
Non-Departmental			91,570	
1750 - Multipurpose Reserve *	(2,422,872)	9,394,678	9,394,678	1.86
City Administrator			62,875	0.34
Finance			2,468,196	0.32
Economic & Workforce Development			398,350	
Transportation		9,394,678	3,565,257	1.20
Non-Departmental			2,900,000	
1760 - Telecommunications Reserve *	809,277	1,907,234	1,907,234	9.48
City Clerk		1,907,234	1,767,422	8.74
Information Technology			138,392	0.74
Non-Departmental			1,420	
1770 - Telecommunications Land Use *	232,854	674,334	674,334	2.29
Economic & Workforce Development		674,334	668,096	2.29
Non-Departmental			6,238	
1780 - Kid's First Oakland Children's Fund	6,718,382	17,364,281	17,364,281	7.00
Human Services		17,364,281	17,364,281	7.00
1820 - OPRCA Self Sustaining Revolving Fund *	673,612	7,682,764	7,682,764	118.14
Oakland Parks & Recreation		7,682,764	7,663,648	118.04
Economic & Workforce Development			12,249	0.10
Non-Departmental			6,867	

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FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
1831 - Central City East Project Area Loans	-	500,000	500,000	
Economic & Workforce Development		500,000	500,000	
1870 - Affordable Housing Trust Fund	1,978,560	3,576,447	3,576,447	8.33
City Administrator			114,357	0.45
Finance			18,417	0.15
Housing & Community Development		3,576,447	3,443,673	7.73
1885 - 2011A-T Subordinated Housing	1,117	750,000	750,000	2.83
Housing & Community Development		750,000	750,000	2.83
2102 - Department of Agriculture	(173,824)	1,130,223	1,130,223	4.00
Human Services		1,130,223	1,130,223	4.00
2103 - HUD-ESG/SHP/HOPWA	(6,282,895)	8,079,501	8,079,501	1.84
Human Services		8,079,501	8,079,501	1.84
2105 - HUD-EDI Grants	(342,819)	-	-	1.00
Housing & Community Development				1.00
2107 - HUD-108	(294,261)	-	-	
Housing & Community Development				
2108 - HUD-CDBG *	(1,304,091)	8,059,745	8,059,745	26.97
City Attorney			57,241	0.19
Finance			194,559	1.00
Human Services		132,947	937,492	3.03
Economic & Workforce Development			356,468	1.75
Housing & Community Development		7,926,798	6,491,801	21.00
Non-Departmental			22,184	
2109 - HUD-Home	774,640	2,091,985	2,091,985	2.91
Housing & Community Development		2,091,985	2,088,716	2.91
Non-Departmental			3,269	
2112 - Department of Justice	807,648	-	-	2.00
Police				2.00
2113 - Department of Justice - COPS Hiring	(1,708,978)	1,453,500	1,453,500	14.00
Police		1,453,500	1,453,500	14.00

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FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
2114 - Department of Labor	388,869	-	-	
Human Services				
2116 - Department of Transportation	(21,150)	351,735	351,735	1.80
Transportation		351,735	351,735	1.80
2120 - Federal Action Agency	(39,654)	400,274	400,274	1.01
Human Services		400,274	400,274	1.01
2123 - US Dept of Homeland Security	130,077	-	-	5.10
Fire				5.10
2124 - Federal Emergency Management Agency (FEMA)	(1,171,953)	944,958	944,958	3.29
Fire		944,958	943,076	3.29
Non-Departmental			1,882	
2128 - Department of Health and Human Services	(1,783,601)	23,573,869	23,573,869	137.36
Human Services		23,573,869	23,573,869	137.36
2138 - California Department of Education	4,233	1,078,421	1,078,421	
Human Services		1,078,421	1,078,421	
2148 - California Library Services	86,850	75,482	75,482	0.88
Oakland Public Library		75,482	75,482	0.88
2150 - California Department of Fish and Games	158,589	-	-	0.05
Fire				0.05
2152 - California Board of Corrections	(1,216)	573,808	573,808	2.60
Human Services		573,808	573,808	2.60
2159 - State of California Other	(1,513,623)	320,715	320,715	1.84
Police		114,123	109,791	1.00
Human Services		206,592	206,592	0.84
Non-Departmental			4,332	

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FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
2160 - County of Alameda: Grants *	3,238,179	2,319,594	2,319,594	3.42
Fire		1,403,703	1,403,703	2.20
Human Services		915,891	915,891	1.22
2163 - Metro Transportation Com: Program Grant	(446,898)	72,719	72,719	0.27
Oakland Public Library		72,719	72,719	0.27
2166 - Bay Area Air Quality Management District	294,791	-	-	0.90
Transportation				0.90
2172 - Alameda County: Vehicle Abatement Authority	658,598	537,000	537,000	3.00
Police		537,000	535,884	3.00
Non-Departmental			1,116	
2190 - Private Grants	(512,029)	25,000	25,000	0.20
Fire		25,000	25,000	0.20
2195 - Workforce Investment Act	622,865	3,910,400	3,910,400	4.38
Finance			87,787	0.58
Economic & Workforce Development		3,910,400	3,822,143	3.80
Non-Departmental			470	
2211 - Measure B: ACTIA	8,353,734	10,950,140	10,950,140	20.16
City Attorney			33,063	0.13
Finance			47,683	0.25
Oakland Public Works			269,061	0.20
Transportation		10,950,140	5,925,290	19.58
Non-Departmental			10,437	
Capital Improvement Projects			4,664,606	
2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds *	761,273	1,313,467	1,313,467	4.35
Transportation		1,313,467	1,042,475	4.35
Non-Departmental			992	
Capital Improvement Projects			270,000	
2213 - Measure B: Paratransit - ACTIA	574,936	1,290,856	1,290,856	3.50
Human Services		1,290,856	1,290,856	3.50

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FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
2215 - Measure F - Vehicle Registration Fee	1,647,561	1,795,080	1,795,080	4.33
Transportation		1,795,080	1,795,080	4.33
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	9,276,907	12,640,520	12,640,520	38.01
Mayor			339,926	1.00
Human Services		1,188,606	1,188,453	1.91
Transportation		11,451,914	7,609,089	35.10
Non-Departmental			3,052	
Capital Improvement Projects			3,500,000	
2217 - Measure BB - OAB Roadway Infrastructure Improvement	-	-	-	2.00
Economic & Workforce Development				2.00
2230 - State Gas Tax	758,597	9,711,467	9,711,467	35.22
Oakland Public Works			346,664	2.00
Transportation		9,711,467	9,332,389	33.22
Non-Departmental			32,414	
Capital Improvement Projects				
2231 - State Gas Tax-Prop 42 Replacement Funds	2,042,165	1,698,506	1,698,506	7.26
Transportation		1,698,506	1,690,151	7.26
Non-Departmental			8,355	
2241 - Measure Q-Library Services Retention & Enhancement *	1,968,201	17,627,966	17,627,966	153.66
Finance			17,657	
Information Technology			292,844	2.00
Oakland Public Library		17,627,966	17,317,465	151.66
2242 - Measure Q Reserve- Library Services Retention & Enhancement	3,549	754,121	754,121	
Oakland Public Library		754,121	754,121	
2250 - Measure N: Fund *	490,246	1,672,009	1,672,009	7.10
City Administrator			5,000	
Finance			4,492	
Fire		1,672,009	1,662,517	7.10

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FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	7,273,044	26,648,358	26,648,358	81.00
Mayor			90,240	0.40
City Administrator			693,406	0.80
Finance		26,648,358	41,320	
Police			14,309,344	65.50
Fire			2,000,000	
Human Services			9,514,048	14.30
2310 - Lighting and Landscape Assessment District *	(297,532)	19,928,338	19,928,338	49.86
Finance		19,155,500	54,288	0.20
Oakland Parks & Recreation			3,477,198	1.00
Economic & Workforce Development			1,240	
Oakland Public Works		136,084	11,837,831	48.66
Transportation		207,275	2,601,104	
Non-Departmental		429,479	1,956,677	
2321 - Wildland Fire Prevention Assess District	888,812	-	-	
Fire				
2330 - Werner Court Vegetation Mgmt District	31,377	3,200	3,200	
Fire		3,200	3,200	
2411 - False Alarm Reduction Program	(75,807)	1,655,370	1,655,370	7.50
Finance		300		
Information Technology			229,911	1.00
Police		1,655,070	1,415,999	6.50
Non-Departmental			9,460	
2412 - Measure M - Alameda County: Emergency Dispatch Service Supplemental Assessment *	547,478	2,291,736	2,291,736	10.10
City Administrator			5,000	
Finance			4,453	
Fire		2,291,736	2,282,283	10.10
2413 - Rent Adjustment Program Fund	312,102	4,844,848	4,844,848	25.09
City Administrator			105,912	0.75
City Attorney			819,655	3.90
Finance			485,630	3.33
Housing & Community Development		4,844,848	3,275,230	16.61
Planning & Building			67,172	0.50
Non-Departmental			91,249	

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FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
2415 - Development Service Fund	27,982,361	45,141,884	45,141,884	205.59
City Administrator			444,251	1.83
City Attorney			1,132,457	5.50
Finance		1,243	275,583	2.18
Information Technology			395,408	2.48
Human Resources Management			139,802	1.00
Economic & Workforce Development			184,806	1.00
Planning & Building		37,092,446	34,146,808	159.00
Oakland Public Works		1,171,288	1,171,288	5.60
Transportation		6,876,907	6,876,907	27.00
Non-Departmental			374,574	
2416 - Traffic Safety Fund *	1,161,881	1,453,878	1,453,878	19.00
Finance		1,200,000		
Police		253,878	1,335,621	19.00
Transportation			115,196	
Non-Departmental			3,061	
2417 - Excess Litter Fee Fund	1,324,276	416,440	416,440	
City Administrator			371,675	
Finance		416,440	44,765	
2419 - Measure C: Transient Occupancy Tax (TOT) Surcharge	284,198	5,626,027	5,626,027	0.75
Economic & Workforce Development		703,254	703,254	0.75
Non-Departmental		4,922,773	4,922,773	
2826 - Mortgage Revenue	217,656	89,492	89,492	
Housing & Community Development		89,492	89,492	
2912 - Federal Asset Forfeiture: City Share *	66,682	200,000	200,000	
Police		200,000	200,000	
2914 - State Asset Forfeiture *	(27,282)	-	-	
Police				
2990 - Public Works Grants	(917,928)	280,000	280,000	1.30
Oakland Public Works		280,000	280,000	1.30
2995 - Police Grants	(123,591)	10,000	10,000	
Police		10,000	10,000	

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FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
2996 - Parks and Recreation Grants 2001	41,314	16,847	16,847	
Oakland Parks & Recreation		16,847	16,847	
2999 - Miscellaneous Grants	3,857,413	326,388	326,388	9.27
Mayor		52,237	50,741	0.80
City Administrator				0.17
Police		274,151	274,151	7.50
Transportation				0.80
Non-Departmental			1,496	
3100 - Sewer Service Fund (Cash Balance) *	40,941,629	63,394,404	63,394,404	130.06
City Attorney			798,224	3.80
Finance			2,332,000	0.35
Information Technology			228,355	1.10
Fire			331,022	2.00
Oakland Public Works		63,354,404	29,477,465	105.80
Transportation		40,000	3,328,779	17.01
Non-Departmental			9,589,159	
Capital Improvement Projects			17,309,400	
3150 - Sewer Rate Stabilization Fund *	3,021,405	500,000	500,000	
Oakland Public Works		500,000	500,000	
3200 - Golf Course *	599,046	854,545	854,545	4.27
Finance		25		4.27
Oakland Parks & Recreation		854,520	846,095	
Economic & Workforce Development			8,450	
4100 - Equipment (Cash Balance)	2,895,444	28,078,050	28,078,050	55.00
Human Resources Management			74,821	
Oakland Public Works		28,078,050	24,852,694	55.00
Non-Departmental			3,150,535	
4200 - Radio / Telecommunications (Cash Balance) *	11,512,147	9,254,371	9,254,371	15.01
Finance			47,434	0.33
Information Technology		9,254,371	9,039,565	13.68
Police			157,463	1.00
Non-Departmental			9,909	

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FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
4210 - Telephone Equipment and Software *	1,125,822	507,850	507,850	0.50
Information Technology		507,850	507,850	0.50
4300 - Reproduction	(1,704,495)	1,261,507	1,261,507	5.00
Information Technology		1,261,507	1,256,722	5.00
Non-Departmental			4,785	
4400 - City Facilities (Cash Balance) *	(8,572,736)	37,835,704	37,835,704	133.93
Human Resources Management			19,800	
Oakland Public Works		33,610,704	33,473,778	133.68
Transportation			45,160	0.25
Non-Departmental		4,225,000	4,296,966	
4450 - City Facilities Energy Conservation Projects *	1,654,227	185,000	185,000	1.00
Oakland Public Works		185,000	185,000	1.00
4500 - Central Stores	(3,930,590)	338,839	338,839	2.20
Finance		338,839	336,283	2.20
Non-Departmental			2,556	
4550 - Purchasing	(231,466)	1,368,522	1,368,522	9.10
Finance		1,368,522	1,360,189	9.10
Non-Departmental			8,333	
4600 - Information Technology *	8,901,310	10,568,739	10,568,739	1.00
City Administrator			75,000	
Information Technology		10,568,739	10,493,739	1.00
5130 - Rockridge: Library Assessment District	587,572	135,000	135,000	
Finance		135,000	3,320	
Oakland Public Library			131,680	
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	4,109,446	-	-	4.40
Economic & Workforce Development				0.50
Oakland Public Works				3.90
5330 - Measure KK: Infrastructure and Affordable Housing	-	27,780,000	27,780,000	
Oakland Public Works		9,980,000		
Transportation		17,800,000		
Capital Improvement Projects			27,780,000	

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FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
5505 - Municipal Capital Improvement: Public Arts	369,934	-	-	0.25
Economic & Workforce Development				0.25
5610 - Central District Projects *	7,585,898	4,941,087	4,941,087	
Finance			3,750	
Economic & Workforce Development		4,941,087	4,937,337	
5611 - Central District: TA Bonds Series 2003 *	3,964,457	304,246	304,246	
Economic & Workforce Development		304,246	304,246	
5612 - Central District: TA Bonds Series 2005 *	8,558,591	385,060	385,060	2.88
City Attorney			118,631	0.43
Economic & Workforce Development		385,060	266,429	2.45
5613 - Central District: TA Bonds Series 2009T	5,237,047	-	-	
Non-Departmental				
5614 - Central District: TA Bonds Series 2006T *	1,450,451	1,533,427	1,533,427	
Economic & Workforce Development		1,533,427	1,533,427	
5638 - BMSP: TA Bond Series 2006C-T	1,094,072	600,000	600,000	0.40
Economic & Workforce Development		600,000	600,000	0.40
5640 - Central City East Projects *	144,996	92,112	92,112	
Economic & Workforce Development		92,112	92,112	
5643 - Central City East TA Bonds Series 2006A-T (Taxable) *	22,097,774	410,031	410,031	4.26
City Attorney			158,176	0.56
Economic & Workforce Development		410,031	251,855	3.70
5650 - Coliseum Projects *	2,428,133	884,974	884,974	
Finance			3,750	
Economic & Workforce Development		884,974	881,224	

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FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)	19,897,185	3,375,000	3,375,000	3.33
City Attorney			118,631	0.43
Economic & Workforce Development		3,375,000	3,256,369	2.90
5670 - Oakland Base Reuse Authority *	228,174	225,000	225,000	
Economic & Workforce Development		225,000	225,000	
5671 - OBRA: Leasing & Utility	2,239,168	2,013,980	2,013,980	1.50
City Administrator			175,741	1.00
Economic & Workforce Development		2,013,980	1,834,928	0.50
Non-Departmental			3,311	
6013 - 2013 LED Streetlight Acquisition Lease Financing	356,437	1,671,280	1,671,280	
Non-Departmental		1,671,280	1,671,280	
6029 - Taxable Pension Obligation Bonds: 2012 Series-PFRS	8,218	18,516,997	18,516,997	
Non-Departmental		18,516,997	18,516,997	
6032 - Taxable Pension Obligation: Series 2001	21,934	45,930,501	45,930,501	
Non-Departmental		45,930,501	45,930,501	
6036 - JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt Bonds)	14,905,946	1,655,992	1,655,992	
Non-Departmental		1,655,992	1,655,992	
6064 - GO Refunding Bonds, Series 2015A	5,142,622	14,766,425	14,766,425	
Non-Departmental		14,766,425	14,766,425	
6312 - GOB Series 2012-Refunding Bonds	2,115,979	6,665,475	6,665,475	
Non-Departmental		6,665,475	6,665,475	
6322 - Measure DD: 2017C Clean Water, Safe Parks & Open Space Trust for Oakland	-	1,454,402	1,454,402	
Non-Departmental		1,454,402	1,454,402	
6540 - Skyline Sewer District - Redemption	52,247	30,287	30,287	
Non-Departmental		30,287	30,287	

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FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
6555 - Piedmont Pines 2010 Utility Underground Phase I - Debt Service	170,704	232,941	232,941	
Non-Departmental		232,941	232,941	
6570 - JPFA Pooled Assessment: 1996 Revenue Bonds - Assessment	(95,086)	26,400	26,400	
Non-Departmental		26,400	26,400	
6587 - 2012 Refunding Reassessment Bonds-Debt Service	980,718	458,591	458,591	
Finance			67,540	
Non-Departmental		458,591	391,051	
6612 - JPFA Lease Revenue Refunding Bonds (Admin Building): 2008 Series B	(3,084)	9,067,238	9,067,238	
Non-Departmental		9,067,238	9,067,238	
6999 - Miscellaneous Debt Service	-	24,000,000	24,000,000	
Non-Departmental		24,000,000	24,000,000	
7100 - Police and Fire Retirement System *	358,459,169	3,294,382	3,294,382	5.45
City Attorney			147,066	0.50
Finance		3,294,382	3,147,316	4.95
7130 - Employee Deferred Compensation	(37,181)	237,868	237,868	1.00
Human Resources Management		237,868	237,868	1.00
7320 - Police and Fire Retirement System Refinancing Annuity Trust	70,809,839	6,825,751	6,825,751	
Non-Departmental		6,825,751	6,825,751	
7540 - Oakland Public Library Trust	1,313,209	103,399	103,399	
Oakland Public Library		103,399	103,399	
7640 - Oakland Public Museum Trust	801,730	-	-	
Non-Departmental				

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FINANCIAL SUMMARIES

FY 2017-18 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2016-17 Projected Ending Fund Balance	FY 2017-18 Proposed Revenues	FY 2017-18 Proposed Expenditures	FY 2017-18 Proposed Positions (FTE)
7760 - Grant Clearing	596,419	-		169.02
City Administrator		25,000		
City Attorney		137,803		0.45
Information Technology		345,900		1.90
Human Services				4.60
Economic & Workforce Development		130,784		0.85
Oakland Public Works		870,665		93.02
Transportation		(7,552,946)		68.20
Non-Departmental		6,042,794		
7999 - Miscellaneous Trusts	1,094,768	264,270	264,270	1.00
Oakland Parks & Recreation		264,270	264,270	
				1.00
Grand Total		1,331,563,727	1,331,563,727	4,247.50

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
1010 - General Purpose Fund (GPF) *	2,509.99	592,915,016	592,915,016	87,080,151
Mayor	10.60		2,970,693	
City Council	28.52		4,979,559	
City Administrator	67.30	1,472,729	12,319,932	
City Attorney	54.12	83,907	12,149,812	
City Auditor	10.00		2,025,994	
City Clerk	8.36	48,477	2,501,227	
Police Commission	13.00		2,479,482	
Public Ethics Commission	6.00		968,452	
Finance	119.23	552,053,895	26,734,464	
Information Technology	49.35	2,833,007	10,154,722	
Race & Equity	2.00		447,453	
Human Resources Management	33.47	343,896	6,056,856	
Police	1,193.15	6,750,766	264,681,050	
Fire	597.75	15,262,514	136,084,004	
Oakland Public Library	68.26	654,334	13,403,473	
Oakland Parks & Recreation	107.08	175,898	16,850,511	
Human Services	36.72	98,248	13,619,684	
Economic & Workforce Development	17.49	5,619,736	4,065,091	
Planning & Building	1.00		16,000	
Oakland Public Works	11.55		1,685,468	
Transportation	75.04		10,554,474	
Non-Departmental		7,517,609	47,642,235	
Capital Improvement Projects			524,380	
1020 - Vital Services Stabilization Fund *		-	-	12,076,518
Non-Departmental		-	-	
1100 - Self Insurance Liability *		22,741,409	22,741,409	(4,983,693)
Human Resources Management			4,950	
Police			5,798,011	
Fire			936,010	
Oakland Parks & Recreation			414,922	
Oakland Public Works			4,845,746	
Non-Departmental		22,741,409	10,741,770	

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
1150 - Worker's Compensation Insurance Claims	16.09	-	-	-
City Attorney	1.91		520,260	
Finance	0.25		39,172	
Human Resources Management	10.23		1,931,836	
Police	2.00		417,635	
Fire	0.20		32,512	
Oakland Public Works	1.50		312,810	
Non-Departmental			(3,254,225)	
1200 - Pension Override Tax Revenue *		109,186,052	109,186,052	128,725,280
Finance		109,186,052		
Non-Departmental			109,186,052	
1610 - Successor Redevelopment Agency Reimbursement Fund	22.01	5,539,556	5,539,556	97,735
City Administrator	1.03	1,978,848	507,052	
City Attorney	2.29		761,383	
City Clerk	0.40		83,010	
Finance	4.90		1,133,797	
Human Resources Management	0.30		56,863	
Economic & Workforce Development	8.67	2,767,978	2,140,483	
Housing & Community Development	4.42	792,730	822,688	
Non-Departmental			34,280	
1700 - Mandatory Refuse Program *	8.93	2,740,000	2,740,000	320,399
Finance	8.68	2,740,000	2,683,472	
Information Technology	0.25		48,721	
Non-Departmental			7,807	
1710 - Recycling Program *	18.93	4,775,447	4,775,447	2,306,859
City Attorney	1.50		379,049	
Fire			48,870	
Economic & Workforce Development	1.10		287,015	
Oakland Public Works	16.33	4,775,447	4,048,525	
Non-Departmental			11,988	

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
1720 - Comprehensive Clean-up *	121.63	22,550,012	22,550,012	-
Fire			51,020	
Human Services			60,000	
Economic & Workforce Development	0.10		16,357	
Planning & Building			(10,092)	
Oakland Public Works	121.53	22,550,012	22,341,157	
Non-Departmental			91,570	
1750 - Multipurpose Reserve *	1.86	9,481,868	9,481,868	(1,829,528)
City Administrator	0.34		65,109	
Finance	0.32		2,288,657	
Economic & Workforce Development			398,350	
Transportation	1.20	9,481,868	3,629,752	
Non-Departmental			3,100,000	
1760 - Telecommunications Reserve *	9.48	1,962,762	1,962,762	639,284
City Clerk	8.74	1,962,762	1,818,055	
Information Technology	0.74		143,287	
Non-Departmental			1,420	
1770 - Telecommunications Land Use *	2.29	692,817	692,817	135,703
Economic & Workforce Development	2.29	692,817	686,579	
Non-Departmental			6,238	
1780 - Kid's First Oakland Children's Fund	7.00	16,389,252	16,389,252	6,718,382
Human Services	7.00	16,389,252	16,389,252	
1820 - OPRCA Self Sustaining Revolving Fund *	118.14	7,723,104	7,723,104	741,139
Oakland Parks & Recreation	118.04	7,723,104	7,703,552	
Economic & Workforce Development	0.10		12,685	
Non-Departmental			6,867	

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
1831 - Central City East Project Area Loans		-	-	-
Economic & Workforce Development				
1870 - Affordable Housing Trust Fund	8.33	3,999,907	3,999,907	1,978,560
City Administrator	0.45		118,473	
Finance	0.15		19,085	
Housing & Community Development	7.73	3,999,907	3,862,349	
1885 - 2011A-T Subordinated Housing	2.83	750,000	750,000	1,117
Housing & Community Development	2.83	750,000	750,000	
2102 - Department of Agriculture	4.00	1,135,682	1,135,682	(173,824)
Human Services	4.00	1,135,682	1,135,682	
2103 - HUD-ESG/SHP/HOPWA	1.77	8,078,096	8,078,096	(6,282,895)
Human Services	1.77	8,078,096	8,078,096	
2105 - HUD-EDI Grants	1.00	-	-	(342,819)
Housing & Community Development	1.00			
2107 - HUD-108		-	-	(294,261)
Housing & Community Development				
2108 - HUD-CDBG *	27.04	8,061,926	8,061,926	(1,304,091)
City Attorney	0.19		59,251	
Finance	1.00		200,288	
Human Services	3.10	135,128	965,674	
Economic & Workforce Development	1.75		367,129	
Housing & Community Development	21.00	7,926,798	6,447,400	
Non-Departmental			22,184	
2109 - HUD-Home	2.91	2,111,152	2,111,152	774,640
Housing & Community Development	2.91	2,111,152	2,107,883	
Non-Departmental			3,269	
2112 - Department of Justice		-	-	807,648
Police				
2113 - Department of Justice - COPS Hiring	13.85	1,461,064	1,461,064	(1,708,978)
Police	13.85	1,461,064	1,461,064	

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
2114 - Department of Labor		-	-	388,869
Human Services				
2116 - Department of Transportation	1.80	344,726	344,726	(21,150)
Transportation	1.80	344,726	344,726	
2120 - Federal Action Agency	1.01	405,448	405,448	(39,654)
Human Services	1.01	405,448	405,448	
2123 - US Dept of Homeland Security	6.00	-	-	130,077
Fire	6.00			
2124 - Federal Emergency Management Agency (FEMA)	3.29	944,958	944,958	(1,171,953)
Fire	3.29	944,958	943,076	
Non-Departmental			1,882	
2128 - Department of Health and Human Services	137.36	24,096,952	24,096,952	(1,783,601)
Human Services	137.36	24,096,952	24,096,952	
2138 - California Department of Education		1,078,421	1,078,421	4,233
Human Services		1,078,421	1,078,421	
2148 - California Library Services	0.88	77,330	77,330	86,850
Oakland Public Library	0.88	77,330	77,330	
2150 - California Department of Fish and Games	0.05	-	-	158,589
Fire	0.05			
2152 - California Board of Corrections	0.60	550,000	550,000	(1,216)
Human Services	0.60	550,000	550,000	
2159 - State of California Other	1.84	327,178	327,178	(1,513,623)
Police	1.00	114,123	109,791	
Human Services	0.84	213,055	213,055	
Non-Departmental			4,332	

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
2160 - County of Alameda: Grants *	3.51	2,340,195	2,340,195	2,861,260
Fire	2.30	1,424,710	1,424,710	
Human Services	1.21	915,485	915,485	
2163 - Metro Transportation Com: Program Grant	0.27	72,719	72,719	(446,898)
Oakland Public Library	0.3	72,719	72,719	
2166 - Bay Area Air Quality Management District	0.90	-	-	294,791
Transportation	0.90			
2172 - Alameda County: Vehicle Abatement Authority	3.00	537,000	537,000	658,598
Police	3.00	537,000	535,884	
Non-Departmental			1,116	
2190 - Private Grants	0.20	25,000	25,000	(512,029)
Fire	0.20	25,000	25,000	
2195 - Workforce Investment Act	4.38	3,910,402	3,910,402	622,865
Finance	0.58		90,879	
Economic & Workforce Development	3.80	3,910,402	3,819,053	
Non-Departmental			470	
2211 - Measure B: ACTIA	20.16	11,280,621	11,280,621	8,353,734
City Attorney	0.13		34,222	
Finance	0.25		49,368	
Oakland Public Works	0.20		270,426	
Transportation	19.58	11,280,621	5,942,459	
Non-Departmental			10,437	
Capital Improvement Projects			4,973,709	
2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds *	4.35	1,386,398	1,386,398	761,273
Transportation	4.35	1,386,398	1,045,406	
Non-Departmental			992	
Capital Improvement Projects			340,000	
2213 - Measure B: Paratransit - ACTIA	3.50	1,308,709	1,308,709	574,936
Human Services	3.50	1,308,709	1,308,709	

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
2215 - Measure F - Vehicle Registration Fee	4.33	1,813,031	1,813,031	1,647,561
Transportation	4.33	1,813,031	1,813,031	
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	38.01	13,020,748	13,020,748	9,276,907
Mayor	1.00		352,992	
Human Services	1.91	1,223,171	1,223,018	
Transportation	35.10	11,797,577	7,656,686	
Non-Departmental			3,052	
Capital Improvement Projects			3,785,000	
2217 - Measure BB - OAB Roadway Infrastructure Improvement	2.00	-	-	-
Economic & Workforce Development	2.00			
2230 - State Gas Tax	35.22	14,608,140	14,608,140	758,597
Oakland Public Works	2.00		357,684	
Transportation	33.22	14,608,140	9,218,042	
Non-Departmental			32,414	
Capital Improvement Projects			5,000,000	
2231 - State Gas Tax-Prop 42 Replacement Funds	7.26	1,698,506	1,698,506	2,042,165
Transportation	7.26	1,698,506	1,690,151	
Non-Departmental			8,355	
2241 - Measure Q-Library Services Retention & Enhancement *	153.66	18,033,676	18,033,676	-
Finance			17,657	
Information Technology	2.00		303,462	
Oakland Public Library	151.66	18,033,676	17,712,557	
2242 - Measure Q Reserve- Library Services Retention & Enhancement		754,121	754,121	3,549
Oakland Public Library		754,121	754,121	
2250 - Measure N: Fund *	7.10	1,714,525	1,714,525	463,214
City Administrator			5,000	
Finance			4,492	
Fire	7.10	1,714,525	1,705,033	

* Includes transfer to or from balance.

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	81.00	27,447,807	27,447,807	7,273,044
Mayor	0.40		93,513	
City Administrator	0.80		715,043	
Finance		27,447,807	41,320	
Police	65.50		14,774,624	
Fire			2,000,000	
Human Services	14.30		9,823,307	
2310 - Lighting and Landscape Assessment District *	49.86	19,939,153	19,939,153	(133,030)
Finance	0.20	19,155,500	55,316	
Oakland Parks & Recreation	1.00		3,590,525	
Economic & Workforce Development			1,281	
Oakland Public Works	48.66	136,084	11,771,342	
Transportation		207,275	2,601,153	
Non-Departmental		440,294	1,919,536	
2321 - Wildland Fire Prevention Assess District		-	-	888,812
Fire				
2330 - Werner Court Vegetation Mgmt District		3,200	3,200	31,377
Fire		3,200	3,200	
2411 - False Alarm Reduction Program	7.50	1,655,370	1,655,370	(75,807)
Finance		300		
Information Technology	1.00		238,041	
Police	6.50	1,655,070	1,407,869	
Non-Departmental			9,460	
2412 - Measure M - Alameda County: Emergency Dispatch Service Supplemental Assessment *	10.10	2,345,028	2,345,028	237,390
City Administrator			5,000	
Finance			4,453	
Fire	10.10	2,345,028	2,335,575	
2413 - Rent Adjustment Program Fund	25.09	4,844,848	4,844,848	312,102
City Administrator	0.75		109,753	
City Attorney	3.90		848,464	
Finance	3.33		502,399	
Housing & Community Development	16.61	4,844,848	3,223,375	
Planning & Building	0.50		69,608	
Non-Departmental			91,249	

* Includes transfer to or from balance.

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
2415 - Development Service Fund	208.59	46,571,462	46,571,462	27,982,361
City Administrator	1.83		457,328	
City Attorney	5.50		1,172,363	
Finance	2.18	1,243	285,420	
Information Technology	2.48		409,458	
Human Resources Management	1.00		144,870	
Economic & Workforce Development	1.00		190,394	
Planning & Building	162.00	38,496,730	35,463,566	
Oakland Public Works	5.60	1,171,288	1,171,288	
Transportation	27.00	6,902,201	6,902,201	
Non-Departmental			374,574	
2416 - Traffic Safety Fund *	19.00	1,460,443	1,460,443	647,560
Finance		1,200,000		
Police	19.00	260,443	1,340,772	
Transportation			116,610	
Non-Departmental			3,061	
2417 - Excess Litter Fee Fund		416,440	416,440	1,324,276
City Administrator			371,675	
Finance		416,440	44,765	
2419 - Measure C: Transient Occupancy Tax (TOT) Surcharge	0.75	5,766,677	5,766,677	284,198
Economic & Workforce Development	0.75	720,834	720,834	
Non-Departmental		5,045,843	5,045,843	
2826 - Mortgage Revenue		89,492	89,492	217,656
Housing & Community Development		89,492	89,492	
2912 - Federal Asset Forfeiture: City Share *		110,000	110,000	(243,318)
Police		110,000	110,000	
2914 - State Asset Forfeiture *		90,000	90,000	(117,282)
Police		90,000	90,000	
2990 - Public Works Grants	1.30	280,000	280,000	(917,928)
Oakland Public Works	1.30	280,000	280,000	
2995 - Police Grants		10,000	10,000	(123,591)
Police		10,000	10,000	

* Includes transfer to or from balance.

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
2996 - Parks and Recreation Grants 2001		16,847	16,847	41,314
Oakland Parks & Recreation		16,847	16,847	
2999 - Miscellaneous Grants	8.30	124,854	124,854	3,857,413
Mayor	0.80			
City Administrator				
Police	7.50	124,854	124,854	
Transportation				
Non-Departmental				
3100 - Sewer Service Fund (Cash Balance) *	130.06	63,527,514	63,527,514	39,633,543
City Attorney	3.80		826,296	
Finance	0.35		2,333,993	
Information Technology	1.10		236,432	
Fire	2.00		341,274	
Oakland Public Works	105.80	63,487,514	30,328,606	
Transportation	17.01	40,000	3,349,804	
Non-Departmental			9,596,409	
Capital Improvement Projects			16,514,700	
3150 - Sewer Rate Stabilization Fund *		500,000	500,000	4,021,405
Oakland Public Works		500,000	500,000	
3200 - Golf Course *	4.27	862,910	862,910	302,657
Finance	4.27	25		
Oakland Parks & Recreation		862,885	854,460	
Economic & Workforce Development			8,450	
4100 - Equipment (Cash Balance)	55.00	27,945,295	27,945,295	2,895,444
Human Resources Management			74,821	
Oakland Public Works	55.00	27,945,295	24,719,939	
Non-Departmental			3,150,535	
4200 - Radio / Telecommunications (Cash Balance) *	15.01	8,747,658	8,747,658	9,912,147
Finance	0.33		49,112	
Information Technology	13.68	8,747,658	8,526,110	
Police	1.00		162,527	
Non-Departmental			9,909	

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
4210 - Telephone Equipment and Software *	0.50	607,850	607,850	1,025,822
Information Technology	0.50	607,850	607,850	
4300 - Reproduction	5.00	1,278,011	1,278,011	(1,704,495)
Information Technology	5.00	1,278,011	1,273,226	
Non-Departmental			4,785	
4400 - City Facilities (Cash Balance) *	133.93	38,392,258	38,392,258	(122,736)
Human Resources Management			19,800	
Oakland Public Works	133.68	34,167,258	34,030,061	
Transportation	0.25		45,431	
Non-Departmental		4,225,000	4,296,966	
4450 - City Facilities Energy Conservation Projects *	1.00	185,000	185,000	1,284,227
Oakland Public Works	1.00	185,000	185,000	
4500 - Central Stores	2.20	350,210	350,210	(3,930,590)
Finance	2.20	350,210	347,654	
Non-Departmental			2,556	
4550 - Purchasing	9.10	1,384,625	1,384,625	(231,466)
Finance	9.10	1,384,625	1,376,292	
Non-Departmental			8,333	
4600 - Information Technology *	1.00	10,344,609	10,344,609	8,046,310
City Administrator			75,000	
Information Technology	1.00	10,344,609	10,269,609	
5130 - Rockridge: Library Assessment District		135,000	135,000	587,572
Finance		135,000	3,320	
Oakland Public Library			131,680	
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	4.40	-	-	4,109,446
Economic & Workforce Development	0.50			
Oakland Public Works	3.90			
5330 - Measure KK: Infrastructure and Affordable Housing		34,605,000	34,605,000	-
Oakland Public Works		11,805,000		
Transportation		22,800,000		
Capital Improvement Projects			34,605,000	

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
5505 - Municipal Capital Improvement: Public Arts	0.25	-	-	369,934
Economic & Workforce Development	0.25			
5610 - Central District Projects *		200,000	200,000	3,044,811
Finance			3,750	
Economic & Workforce Development		200,000	196,250	
5611 - Central District: TA Bonds Series 2003 *		-	-	3,660,211
Economic & Workforce Development				
5612 - Central District: TA Bonds Series 2005 *	2.96	-	-	8,173,531
City Attorney	0.51		146,777	
Economic & Workforce Development	2.45		(146,777)	
5613 - Central District: TA Bonds Series 2009T		-	-	5,237,047
Non-Departmental				
5614 - Central District: TA Bonds Series 2006T *		1,270,000	1,270,000	1,092,024
Economic & Workforce Development		1,270,000	1,270,000	
5638 - BMSP: TA Bond Series 2006C-T	0.40	-	-	1,094,072
Economic & Workforce Development	0.40			
5640 - Central City East Projects *		-	-	52,884
Economic & Workforce Development				
5643 - Central City East TA Bonds Series 2006A-T (Taxable) *	4.39	120,000	120,000	21,807,743
City Attorney	0.69		195,705	
Economic & Workforce Development	3.70	120,000	(75,705)	
5650 - Coliseum Projects *		100,000	100,000	1,643,159
Finance			3,750	
Economic & Workforce Development		100,000	96,250	

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)	3.41	-	-	19,897,185
City Attorney	0.51		146,777	
Economic & Workforce Development	2.90		(146,777)	
5670 - Oakland Base Reuse Authority *		-	-	3,174
Economic & Workforce Development				
5671 - OBRA: Leasing & Utility	1.50	2,317,623	2,317,623	2,239,168
City Administrator	1.00		181,999.00	
Economic & Workforce Development	0.50	2,317,623.00	2,132,313.00	
Non-Departmental			3,311.00	
6013 - 2013 LED Streetlight Acquisition Lease Financing		1,634,139	1,634,139	356,437
Non-Departmental		1,634,139	1,634,139	
6029 - Taxable Pension Obligation Bonds: 2012 Series-PFRS		18,418,959	18,418,959	8,218
Non-Departmental		18,418,959	18,418,959	
6032 - Taxable Pension Obligation: Series 2001		47,300,501	47,300,501	21,934
Non-Departmental		47,300,501	47,300,501	
6036 - JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt Bonds)		1,281,277	1,281,277	14,905,946
Non-Departmental		1,281,277	1,281,277	
6064 - GO Refunding Bonds, Series 2015A		14,786,425	14,786,425	5,142,622
Non-Departmental		14,786,425	14,786,425	
6312 - GOB Series 2012-Refunding Bonds		6,670,725	6,670,725	2,115,979
Non-Departmental		6,670,725	6,670,725	
6322 - Measure DD: 2017C Clean Water, Safe Parks & Open Space Trust for Oakland		1,453,732	1,453,732	-
Non-Departmental		1,453,732	1,453,732	
6540 - Skyline Sewer District - Redemption		28,720	28,720	52,247
Non-Departmental		28,720	28,720	

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
6555 - Piedmont Pines 2010 Utility Underground Phase I - Debt Service		235,168	235,168	170,704
Non-Departmental		235,168	235,168	
6570 - JPFA Pooled Assessment: 1996 Revenue Bonds - Assessment		24,800	24,800	(95,086)
Non-Departmental		24,800	24,800	
6587 - 2012 Refunding Reassessment Bonds-Debt Service		447,788	447,788	980,718
Finance			67,540	
Non-Departmental		447,788	380,248	
6612 - JPFA Lease Revenue Refunding Bonds (Admin Building): 2008 Series B		9,065,663	9,065,663	(3,084)
Non-Departmental		9,065,663	9,065,663	
6999 - Miscellaneous Debt Service		25,000,000	25,000,000	-
Non-Departmental		25,000,000	25,000,000	
7100 - Police and Fire Retirement System *	5.45	3,338,797	3,338,797	351,825,990
City Attorney	0.50		152,230	
Finance	4.95	3,338,797	3,186,567	
7130 - Employee Deferred Compensation	1.00	242,212	242,212	(37,181)
Human Resources Management	1.00	242,212	242,212	
7320 - Police and Fire Retirement System Refinancing Annuity Trust		6,306,055	6,306,055	70,809,839
Non-Departmental		6,306,055	6,306,055	
7540 - Oakland Public Library Trust		103,399	103,399	1,313,209
Oakland Public Library		103,399	103,399	
7640 - Oakland Public Museum Trust		-	-	801,730
Non-Departmental				

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FINANCIAL SUMMARIES

FY 2018-19 PROPOSED BUDGET SUMMARY BY FUND (CONT'D)

Fund Description	FY 2018-19 Proposed Positions (FTE)	FY 2018-19 Proposed Revenues	FY 2018-19 Proposed Expenditures	FY 2018-19 Estimated Ending Fund Balance **
7760 - Grant Clearing	168.82	-		596,419
City Administrator		25,000		
City Attorney	0.45	142,618		
Information Technology	1.90	357,986		
Human Services	4.60			
Economic & Workforce Development	0.85	135,396		
Oakland Public Works	93.02	902,258		
Transportation	68.00	(7,606,052)		
Non-Departmental		6,042,794		
7999 - Miscellaneous Trusts		264,270	264,270	1,094,768
Oakland Parks & Recreation		264,270	264,270	
Grand Total	4,299.90	1,363,271,740	1,363,271,740	

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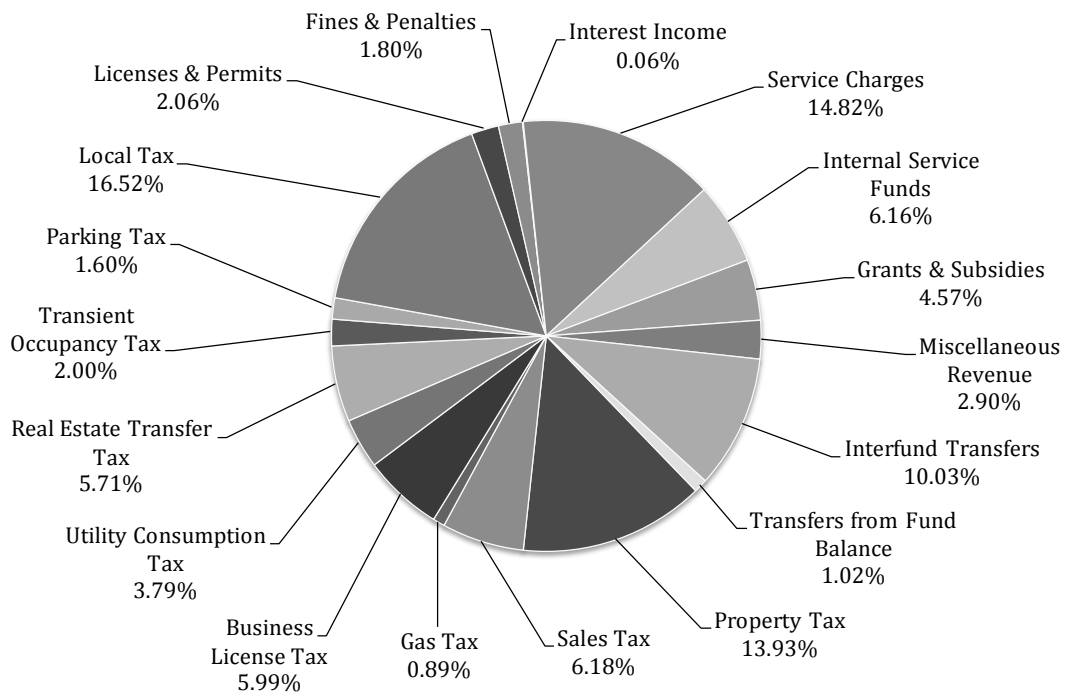
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REVENUE TABLES

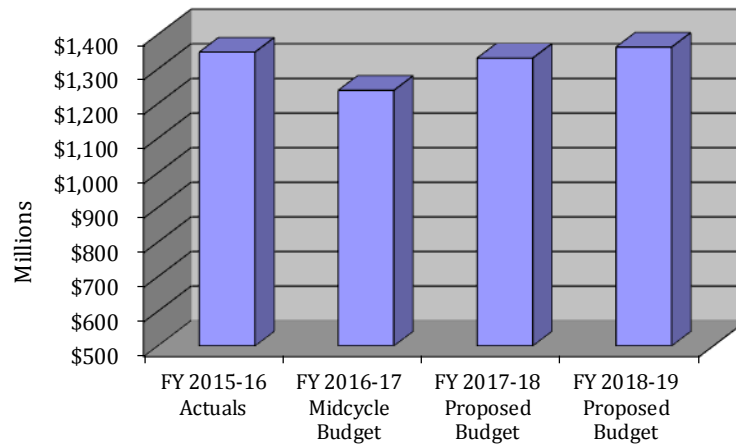
ALL FUNDS REVENUE						
Revenue Type	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	Percent change to 2017-18	FY 2017-18 Proposed Budget	Percent change to 2018-19	FY 2018-19 Proposed Budget
Property Tax	\$161,238,211	\$161,928,456	13.6%	\$183,972,690	4.0%	\$191,284,783
Sales Tax	80,407,811	78,682,024	4.2%	81,959,504	3.0%	84,456,349
Vehicle License Fee	165,671	0				
Gas Tax	6,642,816	7,392,242	29.5%	9,570,490	51.2%	14,467,163
Business License Tax	75,504,456	72,241,300	10.2%	79,580,950	2.8%	81,834,879
Utility Consumption Tax	50,966,400	50,500,000	1.0%	51,000,000	0.0%	51,000,000
Real Estate Transfer Tax	89,594,472	69,851,000	8.5%	75,822,812	2.8%	77,962,496
Transient Occupancy Tax	25,276,477	24,664,754	7.8%	26,596,007	2.7%	27,313,331
Parking Tax	20,174,146	22,455,508	-5.5%	21,220,188	3.0%	21,856,794
Local Tax	156,393,012	149,639,570	45.0%	216,997,440	5.1%	228,111,269
Licenses & Permits	29,416,984	18,462,137	47.2%	27,179,543	4.6%	28,421,428
Fines & Penalties	24,641,082	28,795,176	-15.8%	24,237,530	0.1%	24,250,136
Interest Income	6,246,473	4,219,825	-80.9%	804,518	0.1%	805,018
Service Charges	188,727,002	177,285,790	11.3%	197,278,623	2.4%	202,040,945
Internal Service Funds	69,924,106	72,423,815	14.1%	82,608,482	0.8%	83,299,916
Grants & Subsidies	152,802,527	58,540,318	8.7%	63,622,064	-6.6%	59,447,058
Miscellaneous Revenue	46,045,612	42,176,346	-12.0%	37,120,080	10.3%	40,956,805
Interfund Transfers	164,684,569	141,570,612	-4.8%	134,811,175	0.5%	135,532,660
Subtotal Revenue	\$1,348,851,828	\$1,180,828,873	11.3%	\$1,314,382,096	2.9%	\$1,353,041,030
Transfers from Fund Balance	-	57,476,057	-70.1%	17,181,631	-40.5%	10,230,710
Grand Total	\$1,348,851,828	\$1,238,304,930	7.5%	\$1,331,563,727	2.4%	\$1,363,271,740

FINANCIAL SUMMARIES

BREAKDOWN OF FY 2017-19 ALL FUNDS REVENUE BY TYPE



HISTORICAL CHANGES IN ALL FUNDS REVENUE

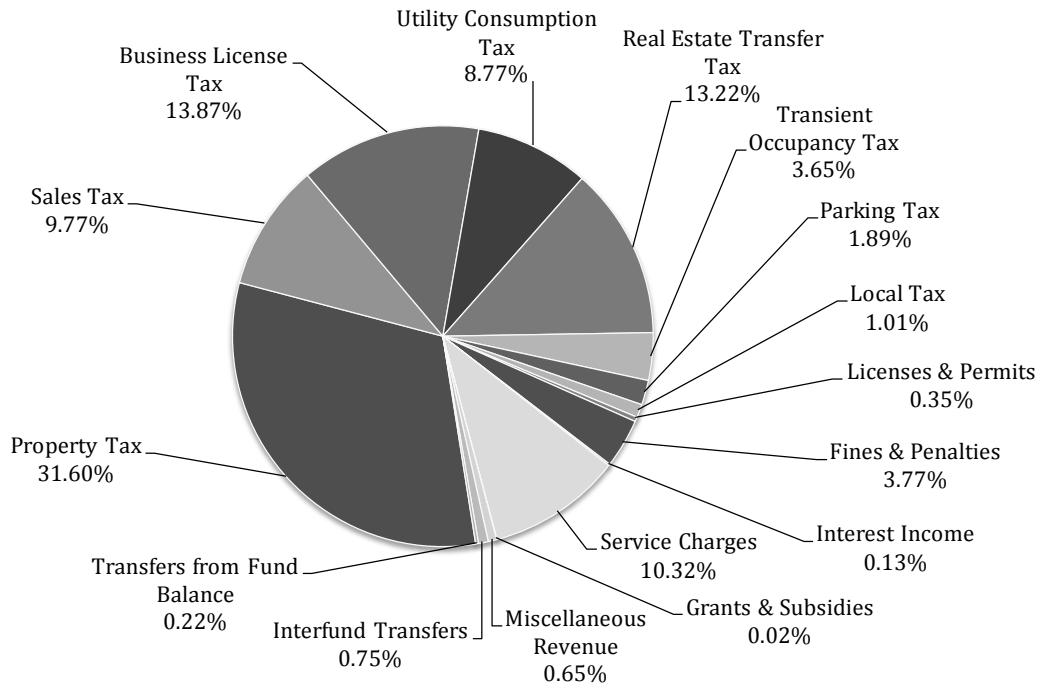


FINANCIAL SUMMARIES

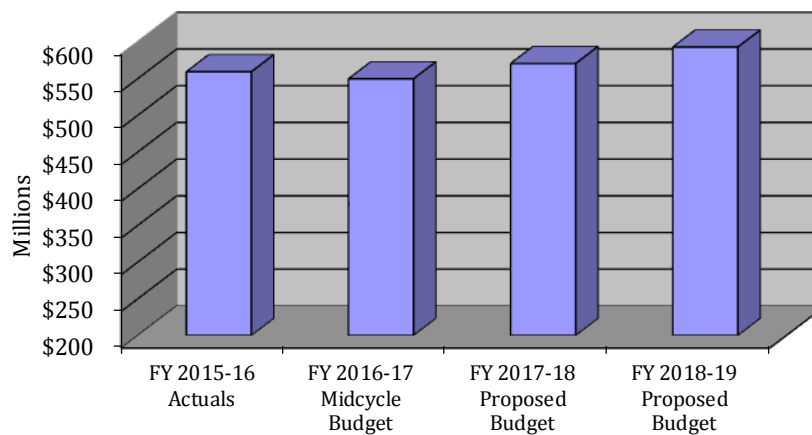
GENERAL PURPOSE FUND REVENUE						
Revenue Type	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	Percent change to 2017-18	FY 2017-18 Proposed Budget	Percent change to 2018-19	FY 2018-19 Proposed Budget
Property Tax	\$158,692,829	\$159,110,144	13.4%	\$180,381,460	3.8%	\$187,270,093
Sales Tax	55,234,590	53,318,906	5.0%	55,998,537	3.0%	57,678,493
Vehicle License Fee	165,671	0	0.0%	0	0.0%	0
Business License Tax	75,504,456	72,241,300	10.2%	79,580,950	2.8%	81,834,879
Utility Consumption Tax	50,966,465	50,500,000	1.0%	51,000,000	0.0%	51,000,000
Real Estate Transfer Tax	89,594,472	69,851,000	8.5%	75,822,812	2.8%	77,962,496
Transient Occupancy Tax	19,814,310	19,379,450	8.2%	20,969,980	2.7%	21,546,654
Parking Tax	10,219,541	12,138,000	-10.8%	10,832,713	3.0%	11,157,695
Local Tax	40,013	0	0.0%	5,900,000	0.0%	5,900,000
Licenses & Permits	1,590,174	2,335,747	-11.8%	2,060,303	0.2%	2,064,974
Fines & Penalties	21,741,255	24,050,024	-8.7%	21,953,367	0.1%	21,965,973
Interest Income	924,898	740,482	0.0%	740,482	0.0%	740,482
Service Charges	52,938,469	50,108,087	18.0%	59,115,932	3.0%	60,894,058
Grants & Subsidies	1,524,122	119,435	0.0%	119,435	0.0%	119,435
Miscellaneous Revenue	5,396,634	5,149,320	-59.4%	2,088,857	161.2%	5,455,577
Interfund Transfers	14,922,885	2,554,207	55.2%	3,964,207	20.4%	4,774,207
Subtotal Revenue	\$559,270,783	\$521,596,102	9.4%	\$570,529,035	3.5%	\$590,365,016
Transfers from Fund Balance	0	28,070,087	-100.0%	0	0.0%	2,550,000
Grand Total	\$559,270,783	\$549,666,189	3.8%	\$570,529,035	3.9%	\$592,915,016

FINANCIAL SUMMARIES

BREAKDOWN OF FY 2017-19 GPF REVENUE BY TYPE



HISTORICAL CHANGES IN GPF REVENUE



SUMMARY OF THE GENERAL PURPOSE FUND REVENUES

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

Property Tax

Property tax is the largest single source of revenue for the General Purpose Fund (GPF), and represents approximately over one third of all GPF Revenues. The property tax is *ad valorem*, which means that the tax paid on a property is proportional to the property's value. There are exemptions to certain portions of property values and certain types of properties which are regulated by the State and administered by the County. The exemption that has had the most significant impact to property tax is Proposition 13. Passed in 1978, Proposition 13 introduced two significant changes: 1) the annual tax owed is a maximum of 1 percent of a property's assessed value, and 2) the assessed value can only increase a maximum 2 percent each year unless ownership changes, in which case the prevailing market value assessment is used as the basis for taxation.

The one percent of property tax assessed value (net after any exemption) is collected by the County and is distributed to various public entities in accordance with a complex formula. The County's computation results in the City receiving about 26 percent of total collections.

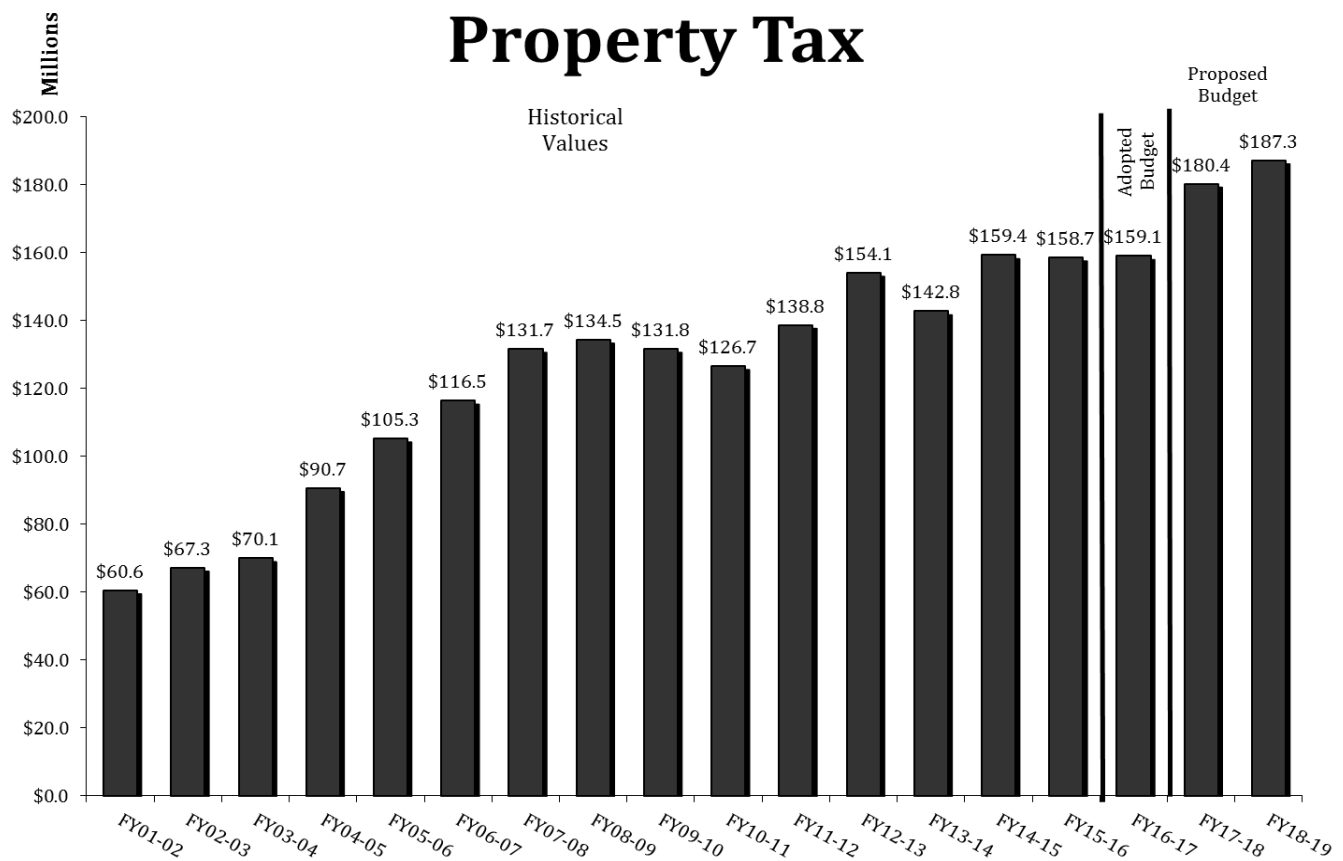


Over the last 16 years, property tax revenue has grown on average, year-over-year, at a steady pace of 7.6 percent. The growth for that period was accelerated by a rapid run-up of housing demand, new construction, and developments that began in FY 2004-05. The rise in FY 2004-05 property tax revenues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

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

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Starting in FY 2012-13, the City began to see a rebound in housing prices. Currently the median single-family home value is around \$656,000. Of note, since 2012, the City receives a portion of the residual property tax trust fund (RPTTF) as the result of the dissolution of the Redevelopment Agency, which is regulated by state law. The RPTTF is the portion of property tax increment that would have gone to redevelopment agencies if they had not been dissolved, less the funding required to wind-down the obligations of that redevelopment agency. Of particular note is FY 2012-13, which realized a one-time spike in RPTTF resulting from the distribution of all unobligated tax increment revenue held in reserve by the former Redevelopment Agency. Please note that the RPTTF should not be viewed as the growth of property tax, but rather as a shift of local resources after losing redevelopment agency funding.



Sales & Use Tax

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

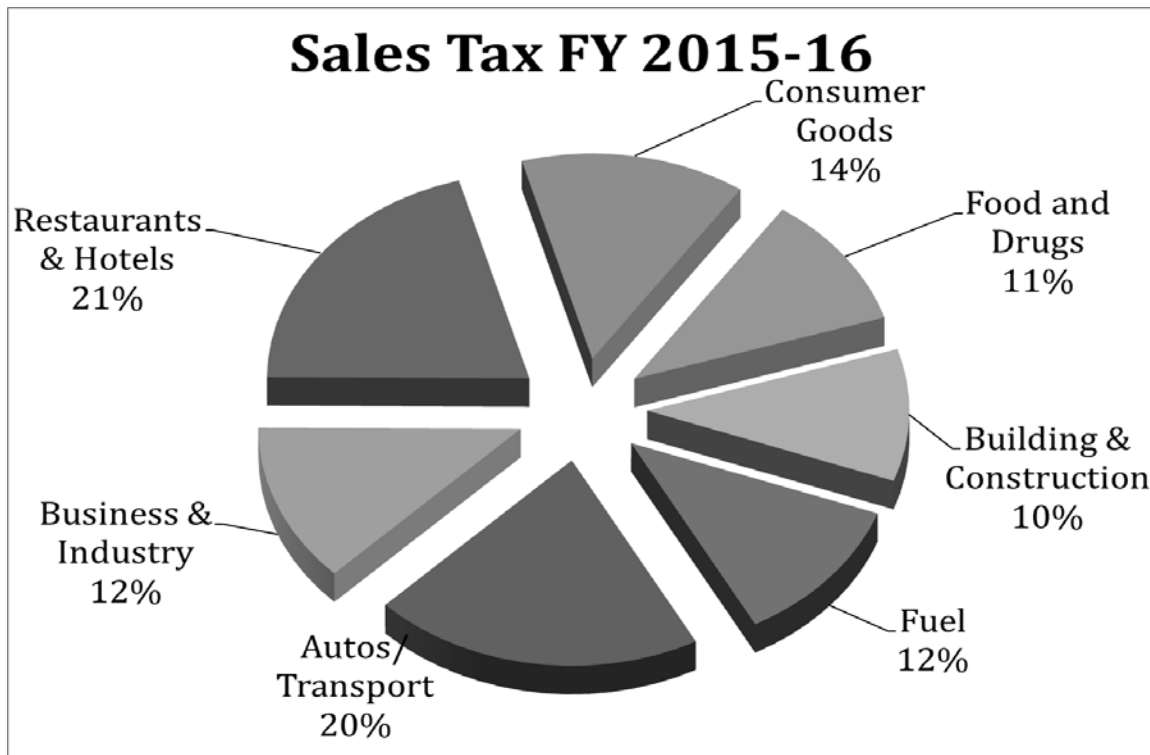
The table below details the general allocation of sales and use tax on purchases in the City of Oakland. Some of the tax revenue receive by the State of California is redistributed to counties to provide health and public safety services.



Receiving Agency	Rate
The State of California	6.00%
The City of Oakland	1.00%
County Transportation Funds	0.25%
The Bay Area Rapid Transit District	0.50%
Alameda County Transportation Improvement Authority	1.00%
Alameda County Essential Health Care Services	0.50%
Total Sales Tax	9.25%

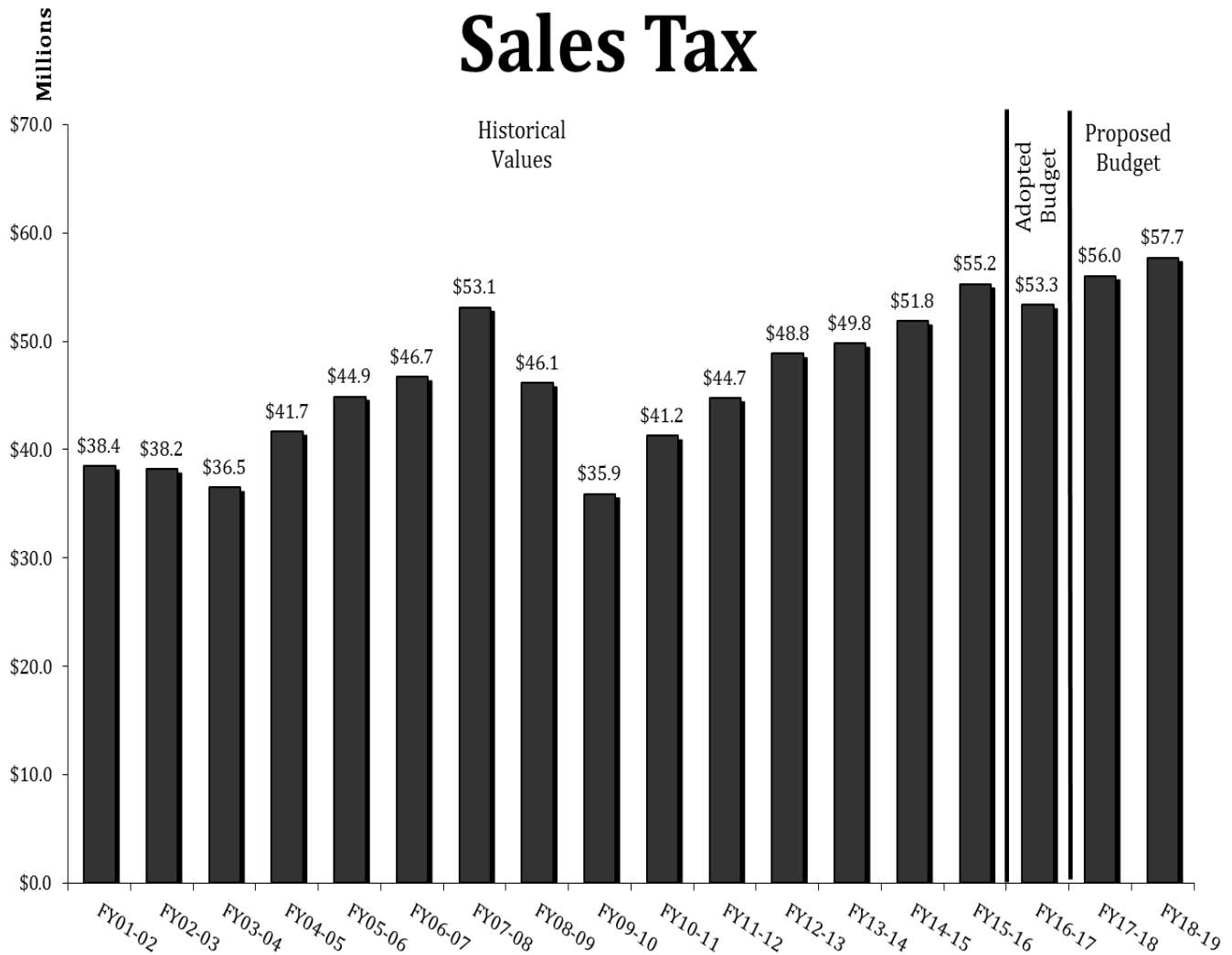
Sales tax revenue is fairly volatile, varying to a large extent with the overall strength of the local and national economy. During the previous recession, sales tax revenue declined significantly. Recently sales tax revenues have increased due to the economic recovery. Increases are also attributable 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 21 percent of the total. See the chart below.



FINANCIAL SUMMARIES

Sales Tax revenue in FY 2016-17 is projected to be 3.47 percent lower than its FY 2015-16 level, due to a one-time increase from the close out of the “Triple-Flip” in FY 2015-16. The Triple Flip refers to a funding shift beginning in FY 2004-05 under which the State withheld 0.25 percent of the local 1 percent portion of sales tax to pay debt service on \$15.0 billion in bonds authorized under the Proposition 57, California Economic Recovery Bond Act. The withheld 0.25 percent was backfilled with an equivalent amount of property tax revenue that would have otherwise been given to schools. The bonds were retired in FY 2015-16 and the City received a one-time true-up sales tax remittance of \$3 million. These were one-time revenues.

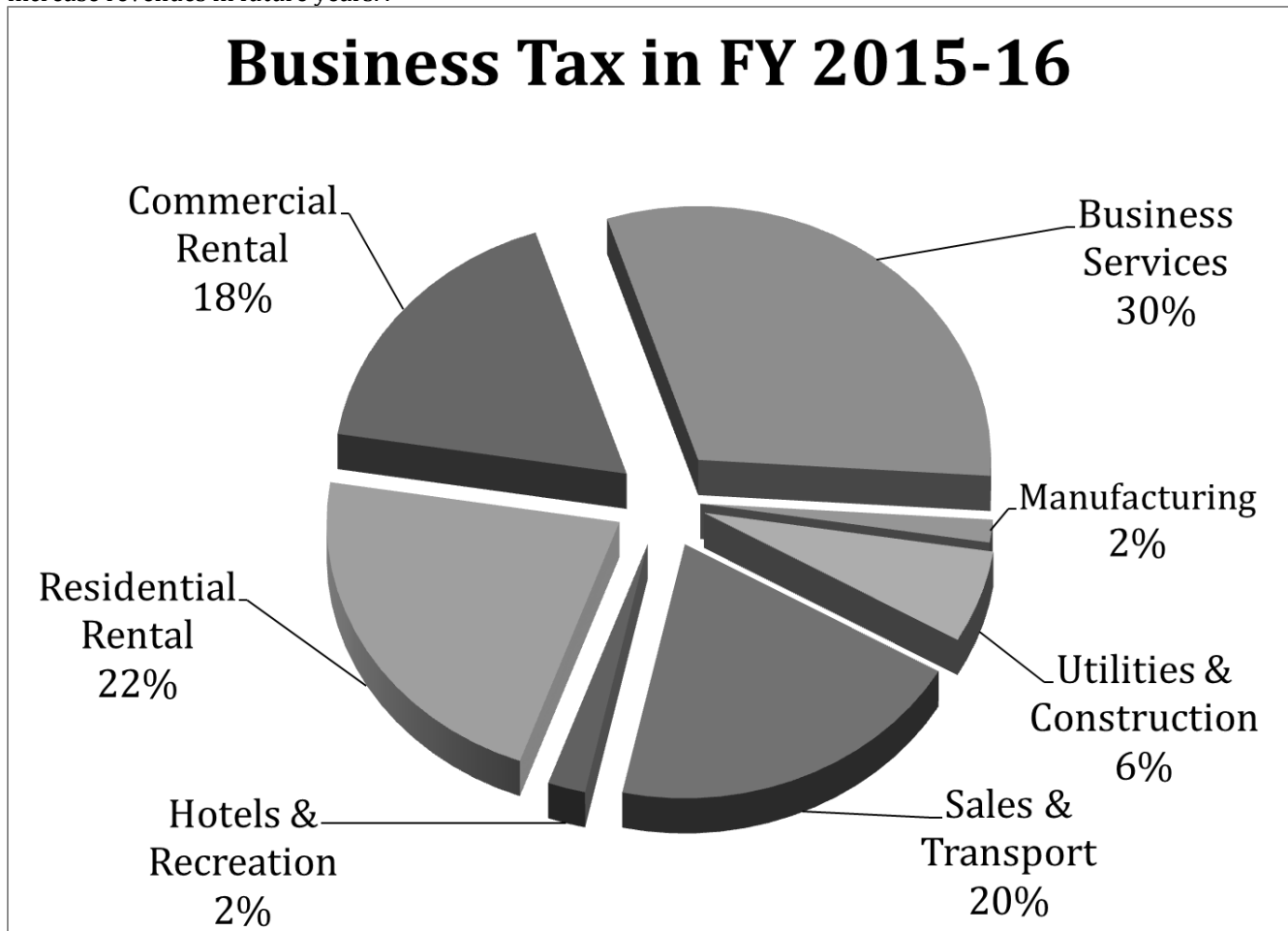


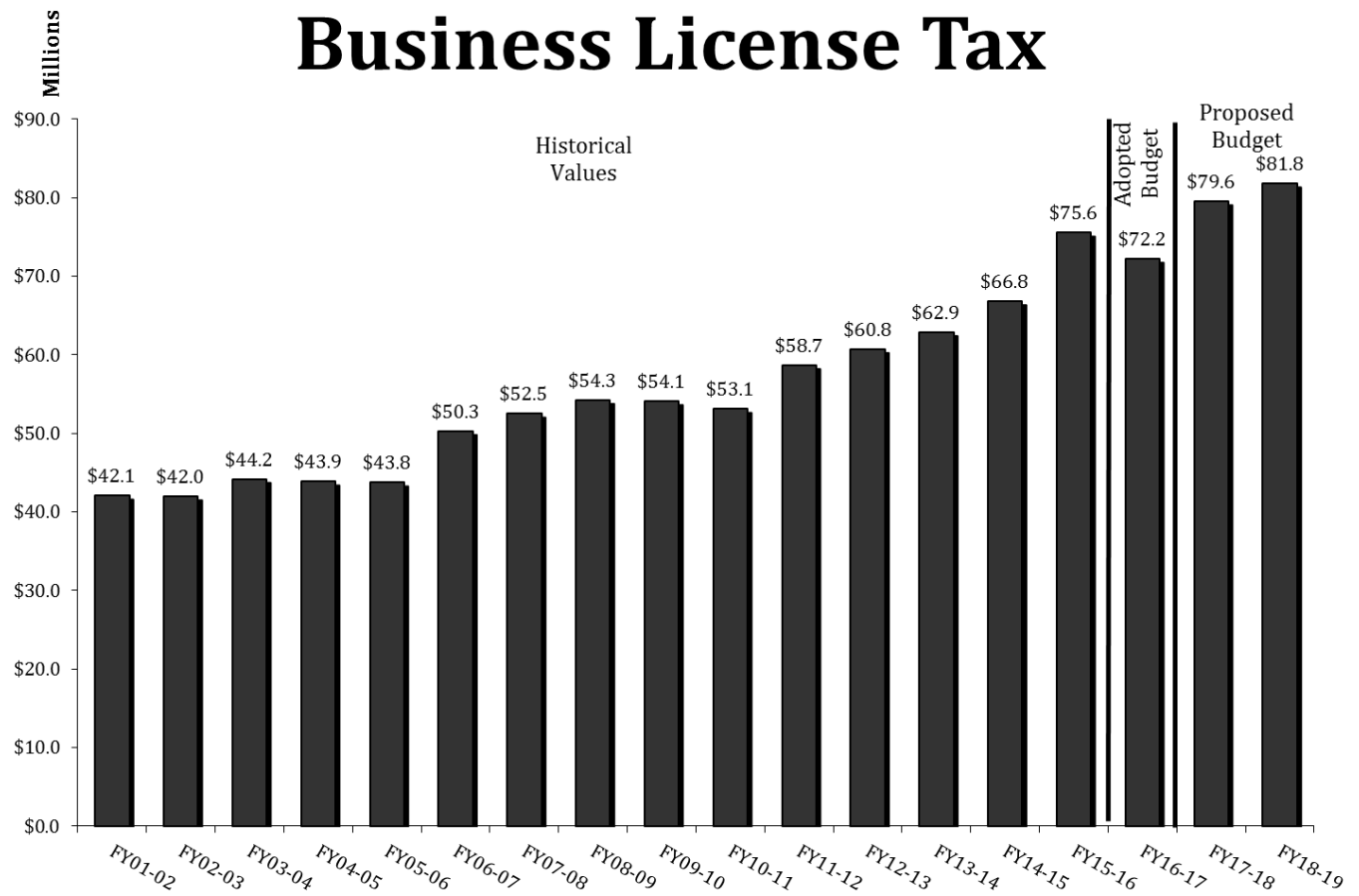
Business License Tax

The Business License Tax (BLT) is charged annually to Oakland businesses based either on gross receipts (accounts for approximately 60 percent of business license tax revenue) or rental income (40 percent of revenue). The rate on gross receipts varies by type of business, ranging currently from a low of sixty cents per \$1,000 of receipts for grocers, to six dollars per \$1,000 of receipts for public utilities. The rate on rental income is \$13.95 per \$1,000.

BLT has been a relatively steady and reliable revenue source for the City, as shown in the next charts. However, BLT is impacted by the health of the economy. Recessions slow down business activities, which in turn slow the number of businesses paying business license taxes and reduces gross receipts. Recovery of the local economy and the implementation of a new business discovery program are expected to help increase revenues in future years. As a result of state legislation (AB63 – Tax Discovery Program), the California State Franchise Tax Board (FTB) is now authorized to disclose certain records related to business activities of residents, corporations, and other entities within the City of Oakland. By matching the FTB data to our existing records, we now have an additional, effective tool to identify unregistered businesses within the City. In FY 2015-16 the City conducted a non-compliant rental property project. Staff licensed and brought into compliance approximately 4,900 unregistered landlords. The project generated invoices of \$8.25 million of which \$2 million is anticipated to be on-going revenues.

Implementation of a new business discovery program and additional cannabis businesses are expected to help increase revenues in future years. .





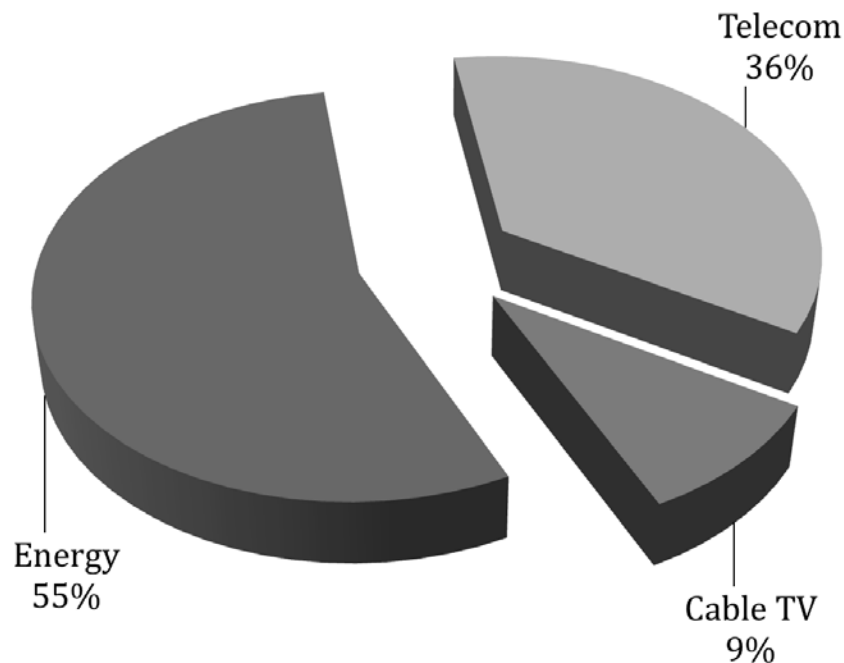
Utility Consumption Tax

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

Assembly Bill 1717 (AB1717) passed by the legislature in 2014, established the Prepaid Mobile Telephony Services Surcharge Collection and Local Prepaid Mobile Telephone Services Collection Act. AB1717 effectively closed a loophole whereby the sale of prepaid calling cards, cellphones and the like were not subject to the City's local UCT. The California State Board of Equalization (BOE) has been charged with establishing a surcharge rate that will be charged on the sales of all prepaid mobile telephone services, collected by the retailer, remitted to the BOE quarterly, and then remitted to the appropriate local taxing jurisdiction less an administrative fee. AB1717 generates approximately \$500,000 annually.

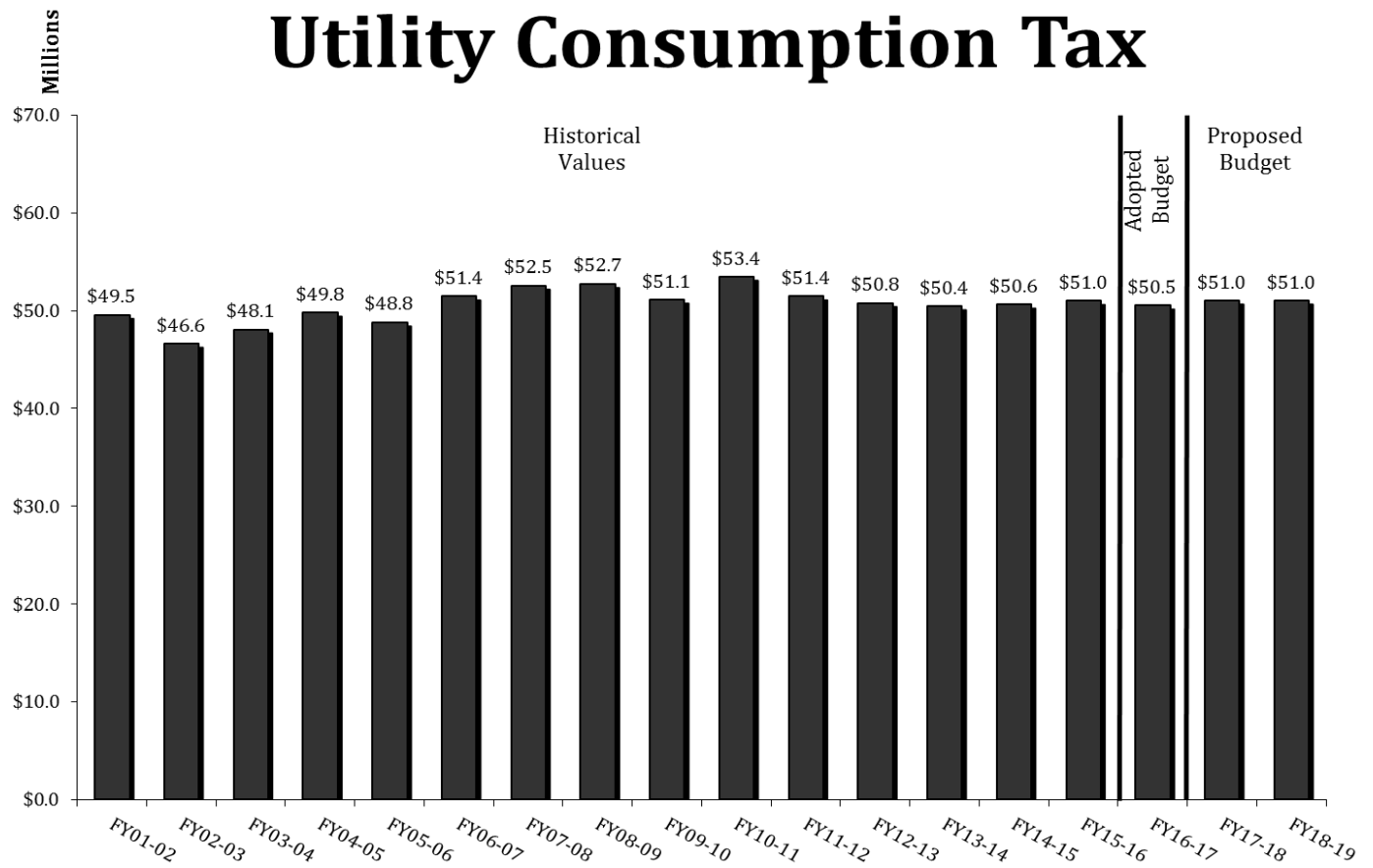
The FY 2015-16 UCT revenue totaled \$50.97 million and its composition is shown below. The graph illustrates that in FY 2015-16, energy and telecommunications accounted for a major portion of UCT, at 55 percent and 36 percent, respectively. Cable television accounted for the remaining 9 percent.

UCT Revenues in FY 2015-16



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.

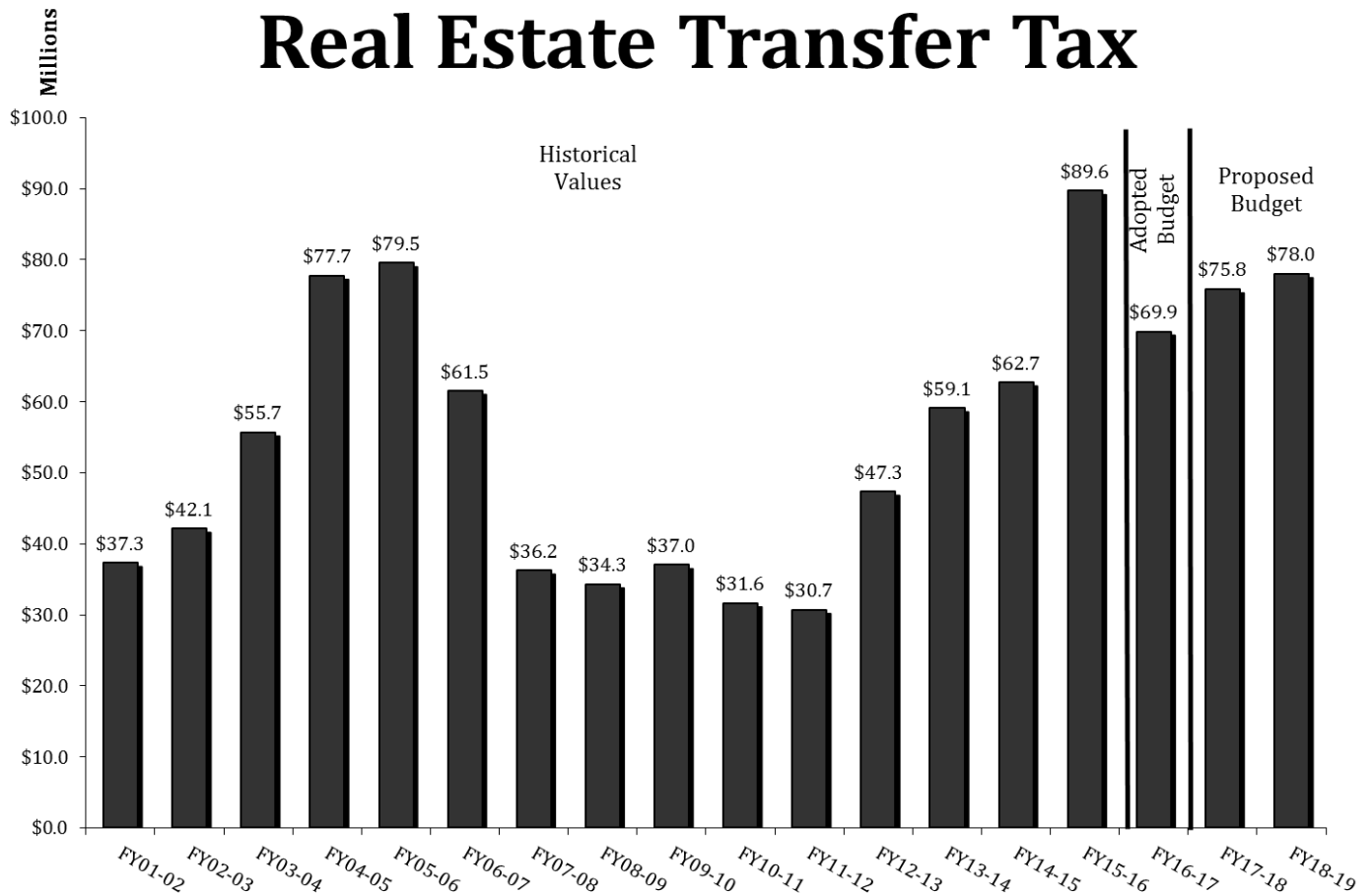
Energy consumption is impacted by the recession, energy efficiency programs, and by local conservation efforts. Telecommunications accounts for 36 percent of UCT revenues, down from 40 percent in FY 2009-10. This is due to innovations in technology that have begun to erode the tax base. Services like 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.



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.

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



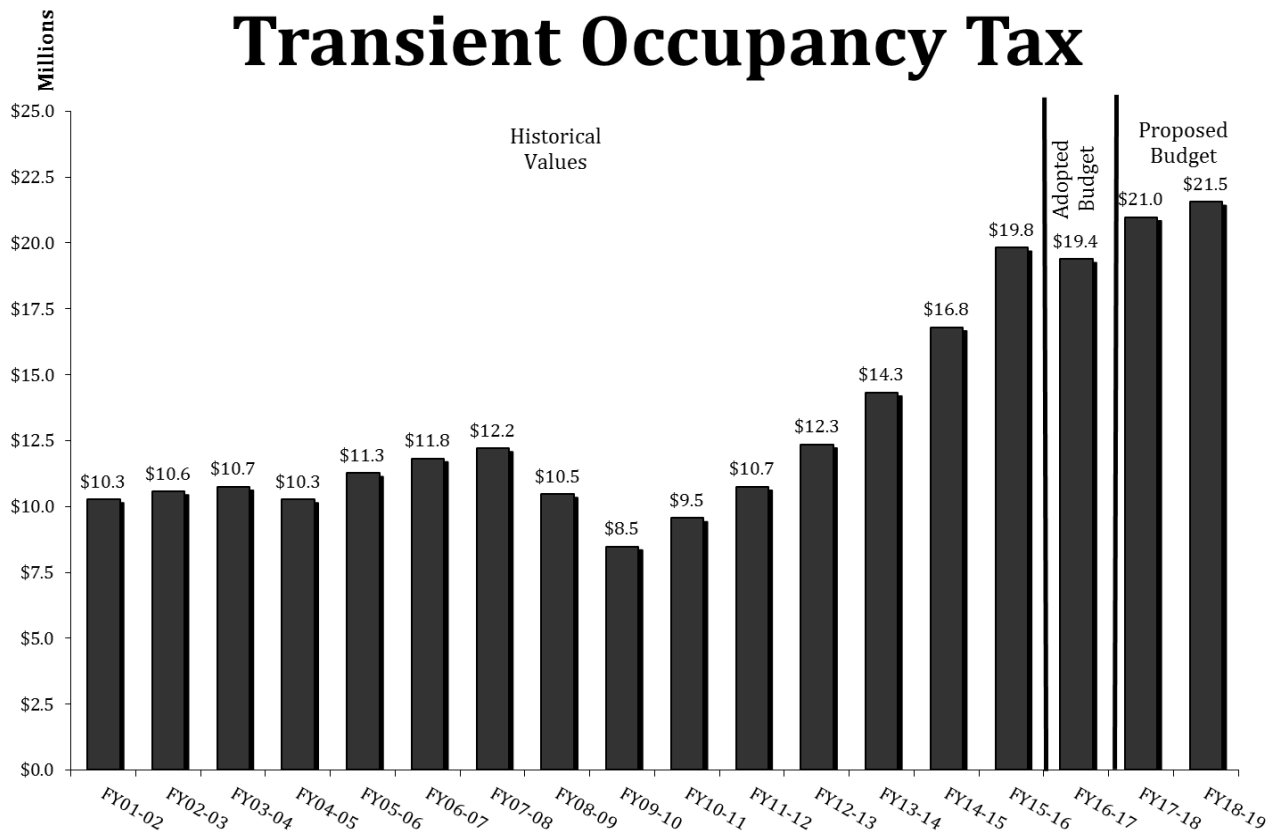
FINANCIAL SUMMARIES

Transient Occupancy Tax

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

Hotel revenue is measured by three factors: occupancy, average daily room rate, and revenue per occupied room (REVPAR). REVPAR is a performance metric in the hotel industry, which is calculated by multiplying a hotel's average daily room rate by its occupancy rate. Due to increased demand, the City has seen its hotel occupancy rate increase to 79.5 percent. In 2016, REVPAR increased 9.9 percent. The average daily room rate is \$131. However, the City is limited by a static supply of hotel rooms and what the market can bear regarding pricing.

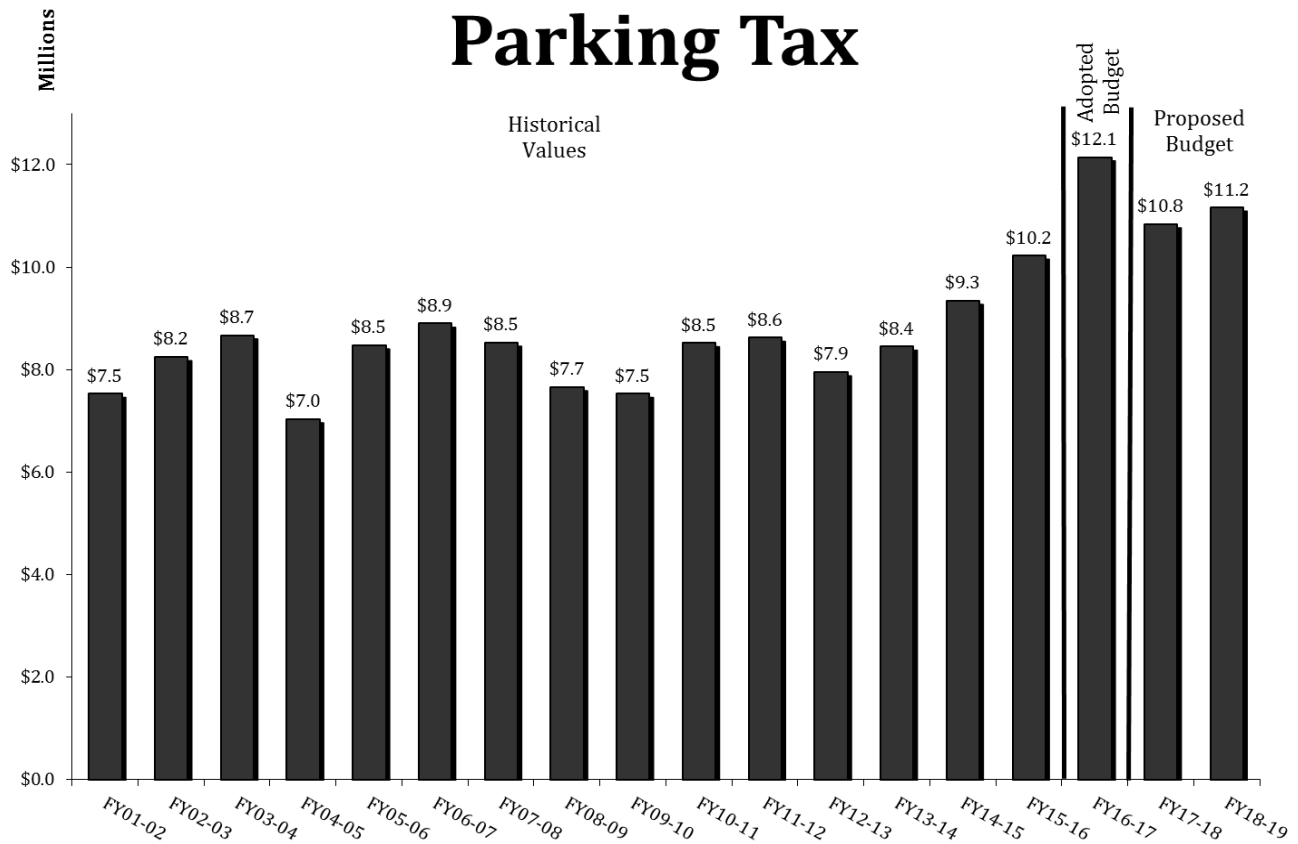
TOT revenue declined by 17 percent between FY 2008-09 and FY 2009-10 due to the Great Recession's adverse effects on tourism and travel. This type of decline is consistent with prior periods of economic recession. For example, following the September 11th terrorist attacks and subsequent economic slowdown, 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, culminating in a near-record high of \$12.2 million in FY 2007-08. In FY 2008-09, TOT was again affected by an unprecedented economic downturn. Starting in FY 2011-12, the City started to experience a rebound and steady growth in TOT revenue. The chart below shows the TOT revenue historical trend since 2000. TOT is expected to grow steadily over the two-year budget, reaching \$21.55 million in FY 2018-19. 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.



FINANCIAL SUMMARIES

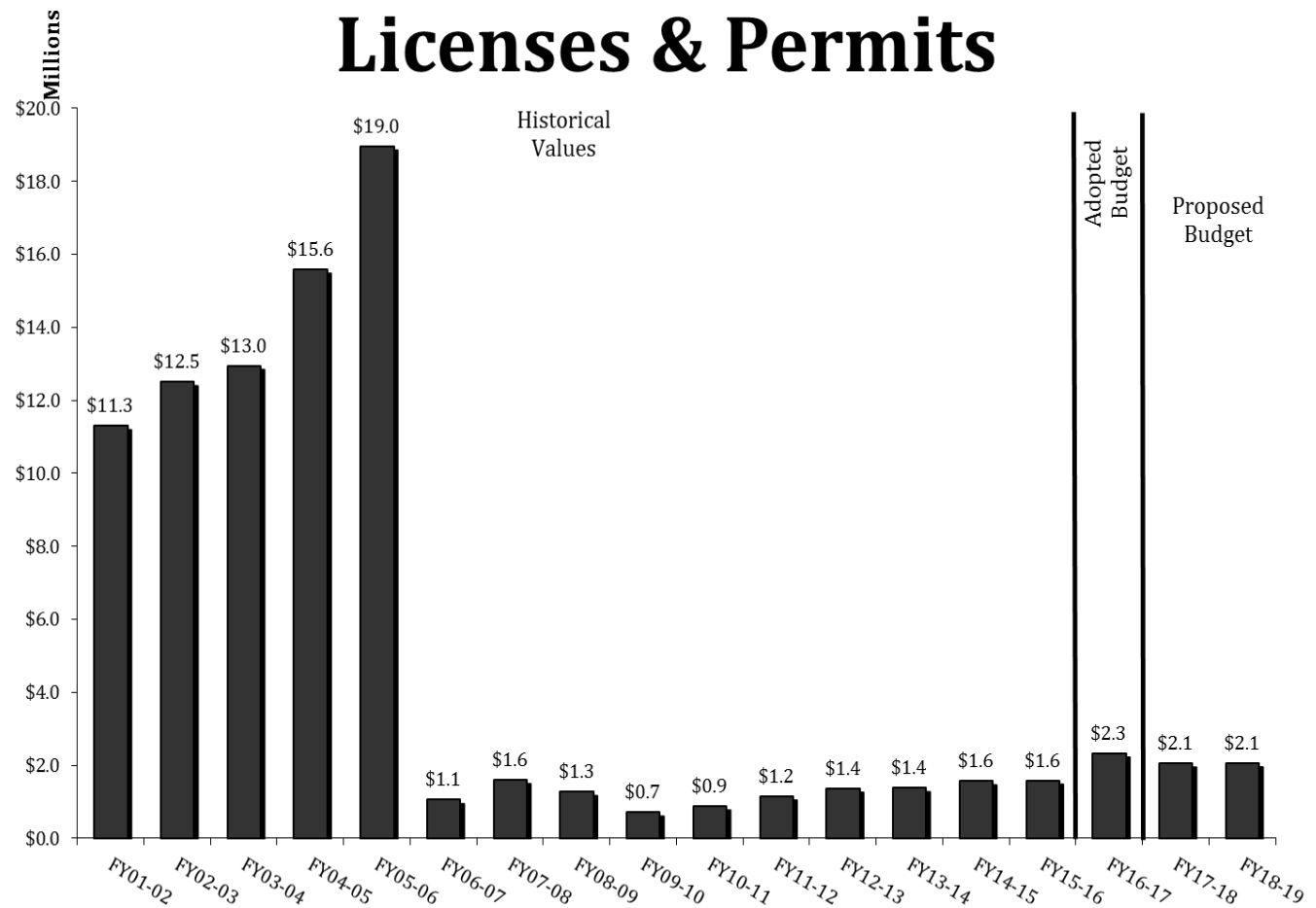
Licenses & Permits

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.

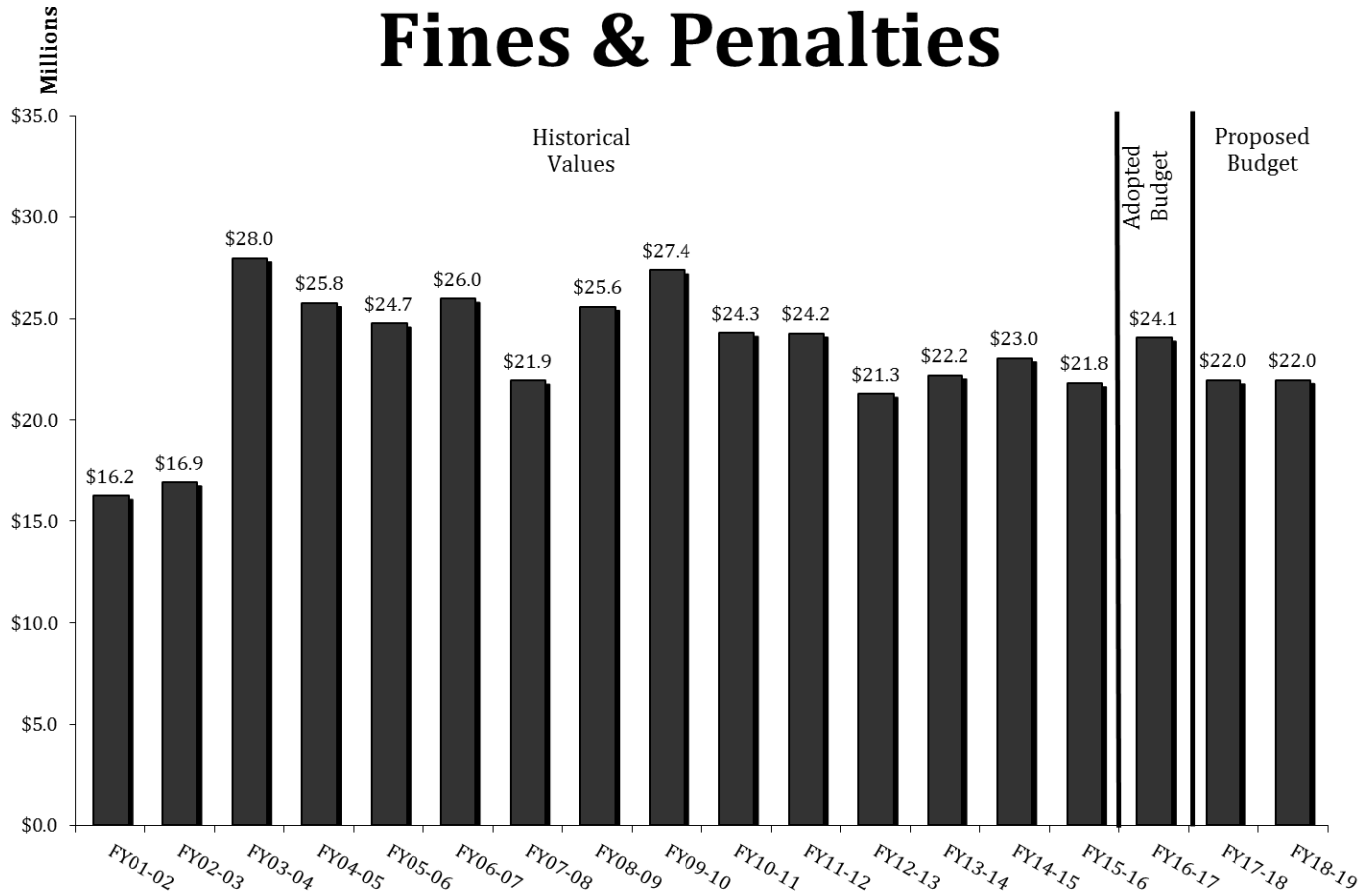
Proposed increases to the City's Master Fee Schedule is responsible for the growth forecasted in FY 2016-17 over FY 2015-16. In FY 2017-18 and FY 2018-19 revenues are projected to remain flat.



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.

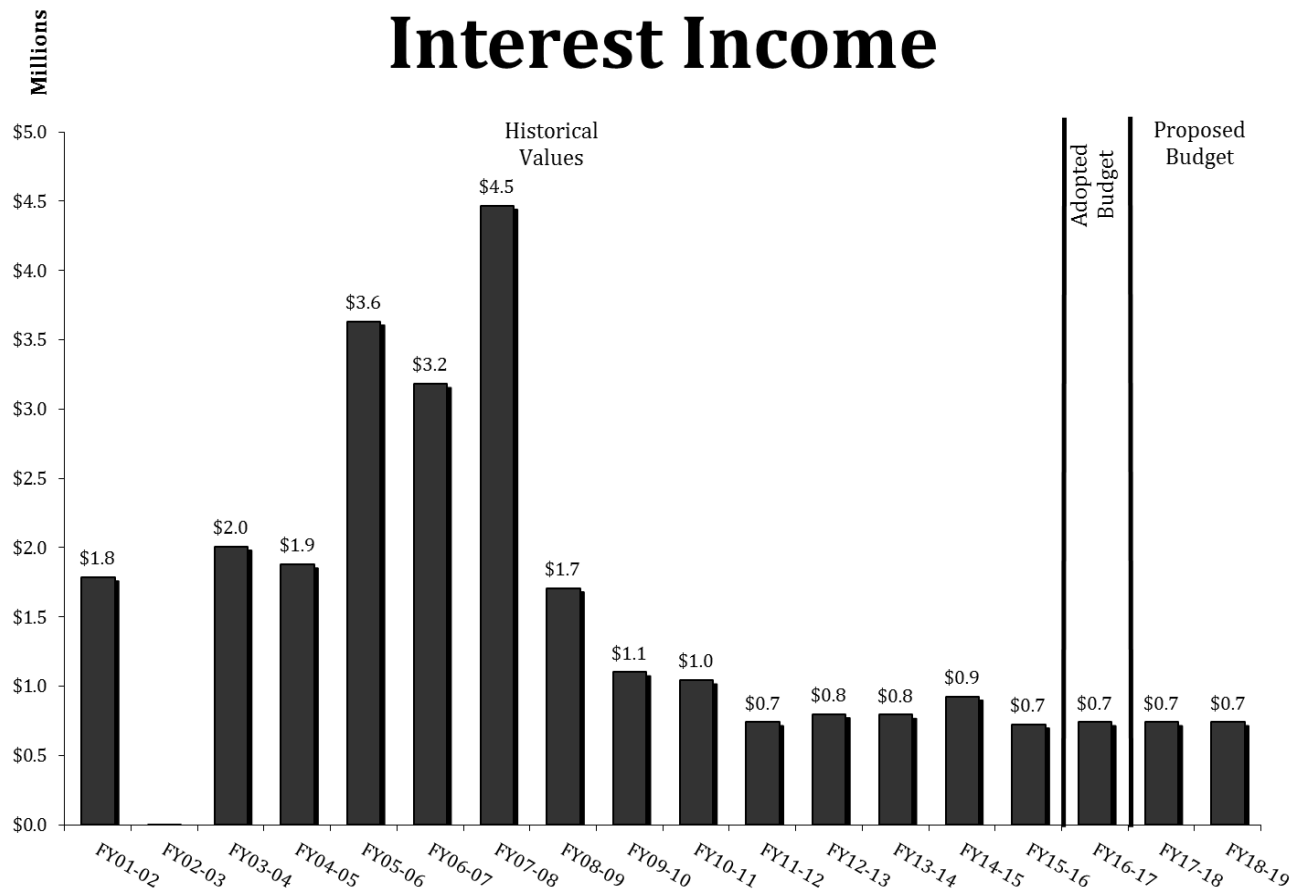


FINANCIAL SUMMARIES

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.

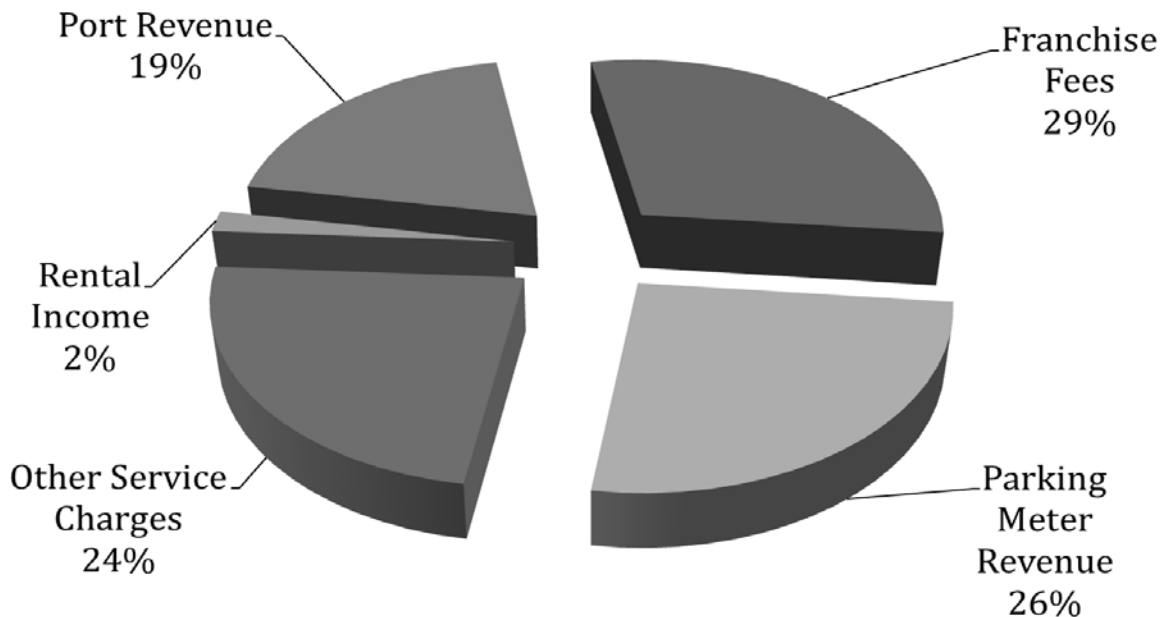
Interest income is volatile, fluctuating along with short-term interest rate movements. Interest income is estimated at \$0.7 million in each of FY 2017-18 and FY 2018-19. The amount reflects the interest income projected to be received from pooled investments.



Service Charges

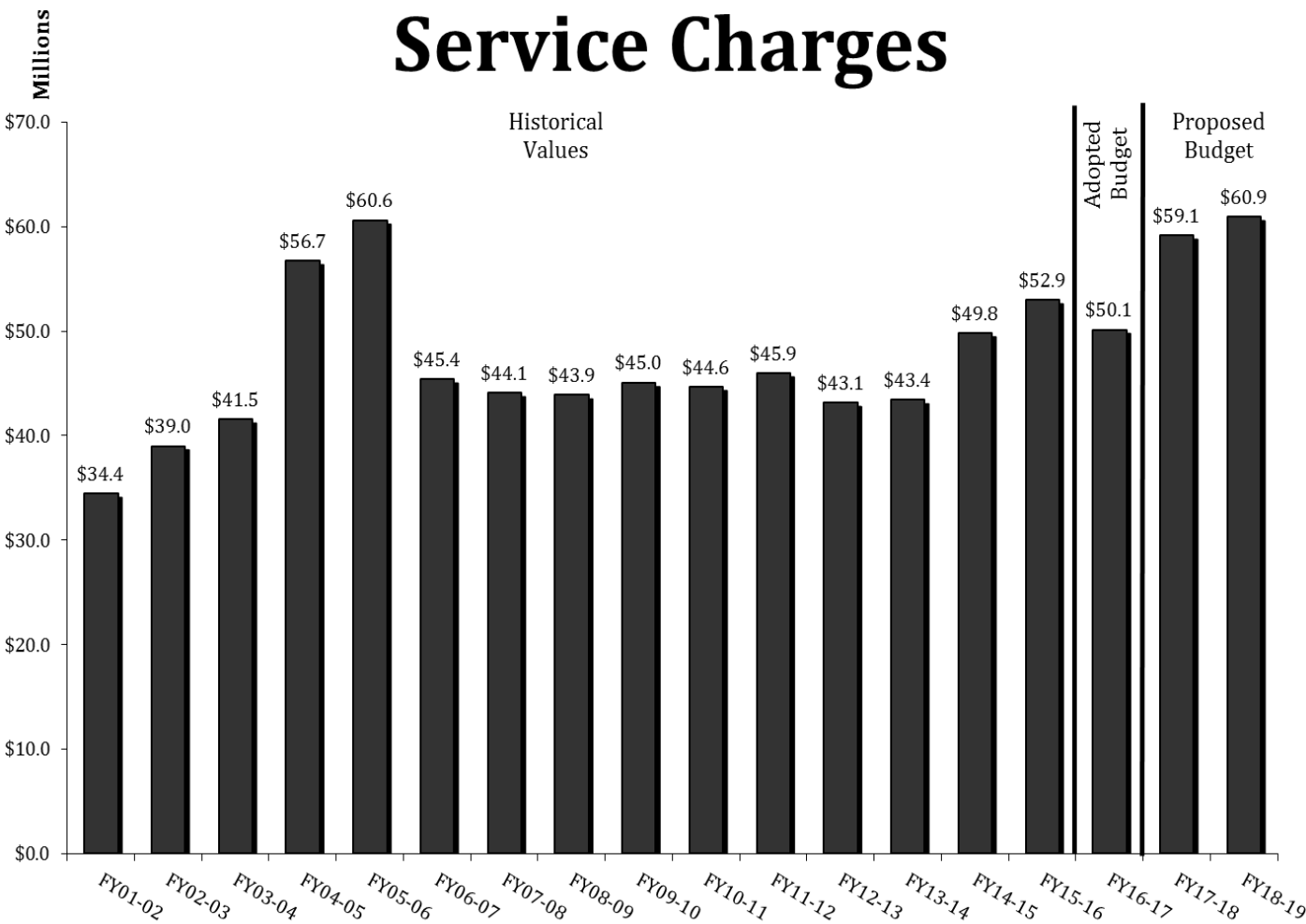
Service charges are imposed on the user of a service provided by the City. The charge (or fee) may recover all or part of the cost of providing the service. In FY 2006-07, the composition of this revenue changed significantly, explaining the steep drop in revenue that year. A major change in that year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

Budgeted Service Charges by Category in FY 2017-18



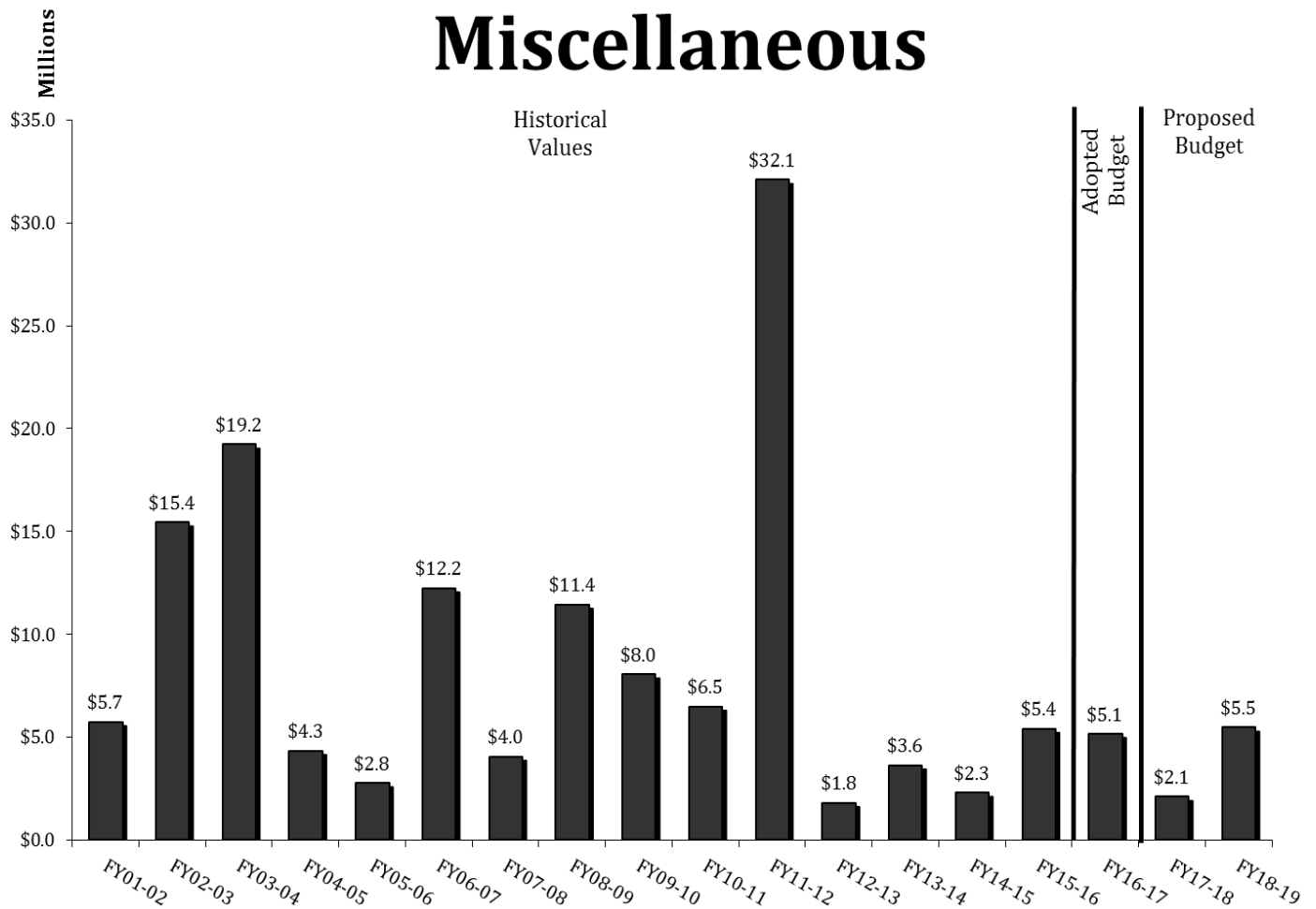
Background information concerning the components of service charges is provided below:

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



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. The City anticipates \$4.4 million in FY 2018-19 from land sales.



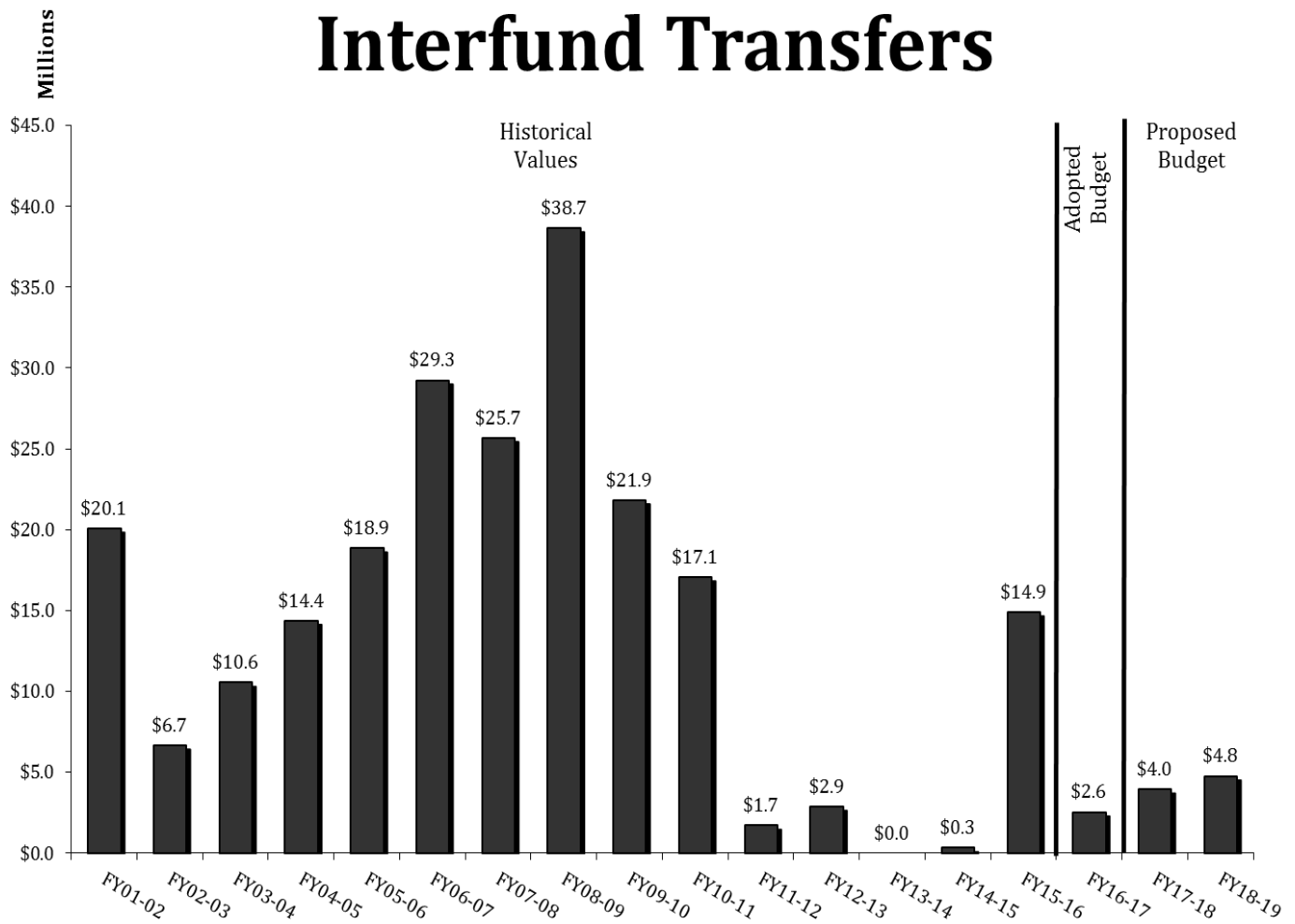
FINANCIAL SUMMARIES

Interfund Transfers

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

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

In FY 2017-18 and 2018-19 the GPF is expected to receive approximately \$3.96 million and \$4.77 million, respectively in Interfund Transfer revenue.



Sugar Sweetened Beverage Tax – Local Tax

In 2016 the voters of Oakland passed Measure HH, the Sugar Sweetened Beverage Tax (SSBT). The SSBT is a general tax and is presented in the General Purpose Fund. Collection of the SSBT begins July 1, 2017. Revenues are forecasted to be \$5.9 million annually.

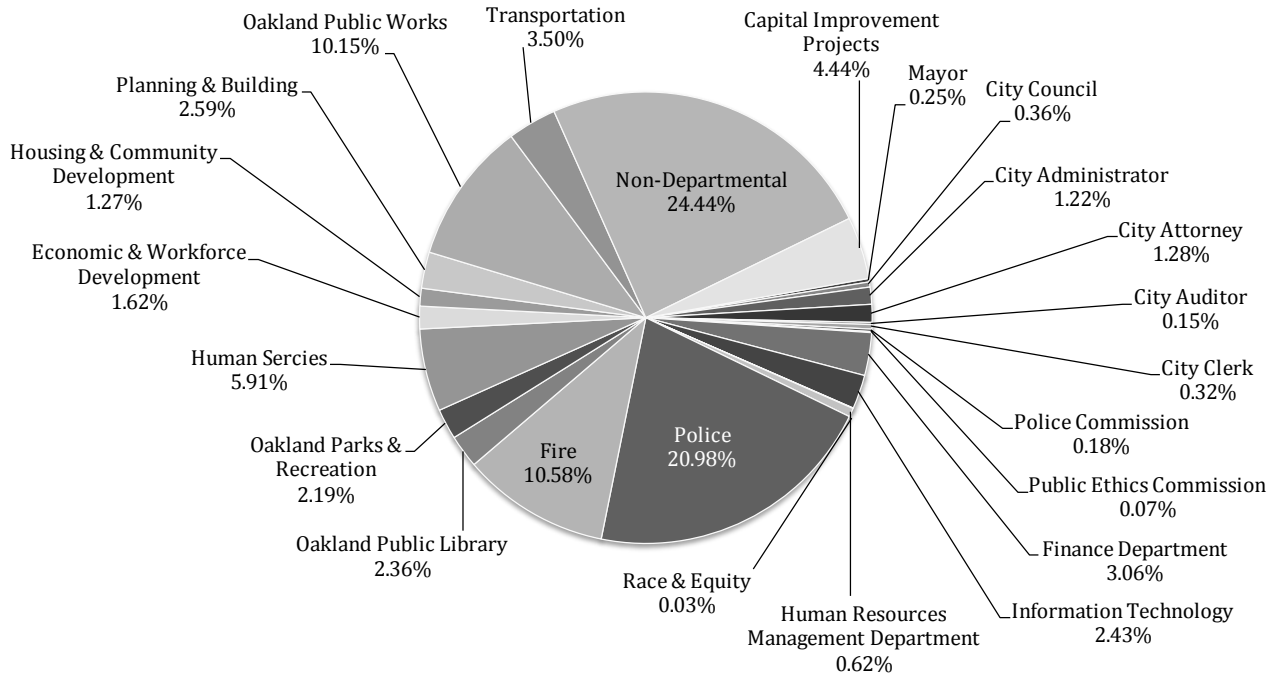
EXPENDITURE TABLES

ALL FUNDS EXPENDITURES

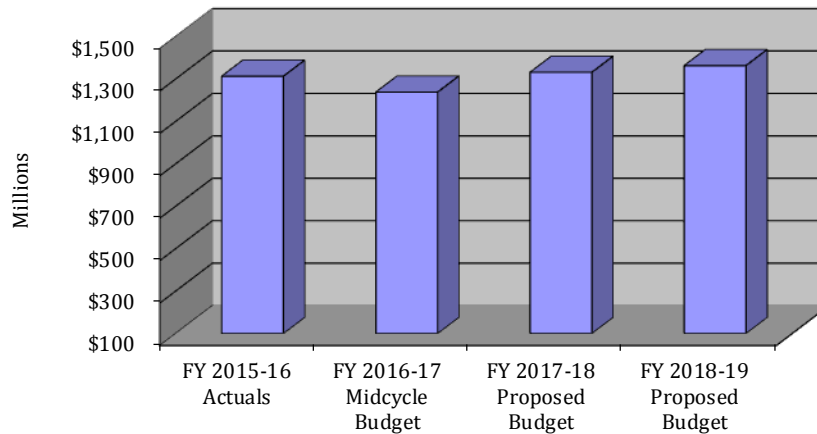
Department	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	Percent change to 2017-19	FY 2017-18 Proposed Budget	Percent change to 2018-19	FY 2018-19 Proposed Budget
Mayor	\$2,697,764	\$3,033,708	8.6%	\$3,294,240	3.7%	\$3,417,198
City Council	4,579,548	4,806,964	0.2%	4,817,421	3.4%	4,979,559
City Administrator	17,403,922	18,666,061	-4.2%	17,889,752	-16.4%	14,956,364
City Attorney	18,432,870	16,341,608	3.7%	16,942,054	3.5%	17,535,207
City Auditor	1,809,608	1,915,510	2.4%	1,960,729	3.3%	2,025,994
City Clerk	3,388,917	4,642,795	-7.6%	4,291,175	2.6%	4,402,292
Police Commission	-	-	0.0%	2,327,784	6.5%	2,479,482
Public Ethics Commission	612,713	917,989	2.0%	936,734	3.4%	968,452
Finance Department	32,588,278	38,377,188	6.6%	40,908,433	1.6%	41,566,982
Information Technology	22,827,203	31,568,948	3.9%	32,799,498	-0.7%	32,568,904
Race & Equity	83,832	331,097	30.9%	433,292	3.3%	447,453
Human Resources Management	7,037,100	7,093,065	16.6%	8,270,054	3.2%	8,532,208
Police Department	273,985,825	260,951,168	5.1%	274,271,164	6.1%	291,024,081
Fire Department	138,727,020	138,462,514	0.5%	139,088,100	4.9%	145,930,284
Oakland Public Library	27,760,931	31,715,126	-0.8%	31,464,606	2.5%	32,255,279
Oakland Parks & Recreation	28,701,187	27,369,899	6.6%	29,189,614	1.7%	29,695,087
Human Services	72,327,888	71,618,099	10.7%	79,283,322	0.7%	79,862,783
Economic & Workforce Development	20,161,541	18,147,003	50.8%	27,360,395	-40.9%	16,174,651
Housing & Community Development	28,363,722	17,765,090	-4.8%	16,917,098	2.3%	17,303,187
Planning & Building	25,673,196	29,931,578	14.3%	34,220,121	3.9%	35,539,082
Oakland Public Works	177,575,686	170,638,932	-20.4%	135,869,465	1.4%	137,750,310
Transportation	-	-	0.0%	47,121,988	0.4%	47,303,874
Non-Departmental	286,039,304	306,154,098	7.1%	327,866,232	0.9%	330,810,238
Subtotal Expenditures	\$1,190,778,057	\$1,200,448,440	6.4%	\$1,277,523,271	1.6%	\$1,297,528,951
Capital Improvement Projects	122,552,201	37,811,638	42.9%	54,040,456	21.7%	65,742,789
Grand Total	\$1,313,330,258	\$1,238,260,078	7.5%	\$1,331,563,727	2.4%	\$1,363,271,740

FINANCIAL SUMMARIES

BREAKDOWN OF FY 2017-19 ALL FUNDS EXPENDITURE BY DEPARTMENT



HISTORICAL CHANGES IN ALL FUNDS

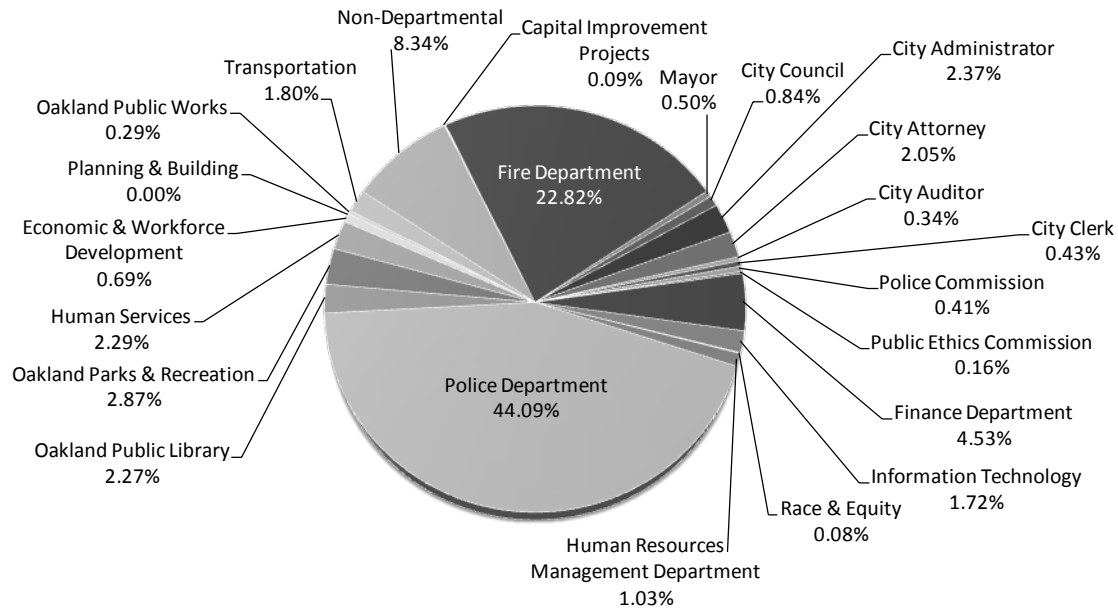


GENERAL PURPOSE FUND EXPENDITURES

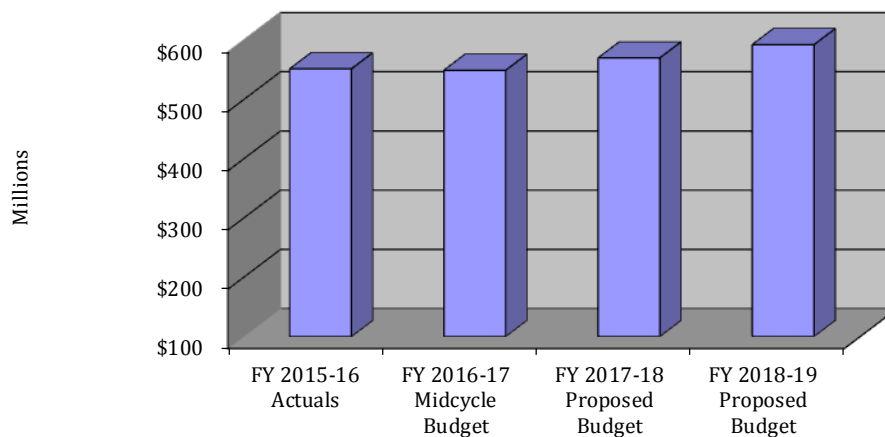
Agency / Department	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	Percent change to 2017-18	FY 2017-18 Proposed Budget	Percent change to 2018-19	FY 2018-19 Proposed Budget
Mayor	\$2,313,197	\$2,719,384	5.3%	\$2,864,074	3.7%	\$2,970,693
City Council	4,579,548	4,806,964	0.2%	4,817,421	3.4%	4,979,559
City Administrator	15,324,806	15,913,750	-3.8%	15,301,327	-19.5%	12,319,932
City Attorney	7,734,706	5,873,913	100.1%	11,753,254	3.4%	12,149,812
City Auditor	1,809,608	1,915,510	2.4%	1,960,729	3.3%	2,025,994
City Clerk	1,688,911	2,932,917	-16.5%	2,448,437	2.2%	2,501,227
DP - Police Commission	-	-	0.0%	2,327,784	6.5%	2,479,482
Public Ethics Commission	612,713	917,989	2.0%	936,734	3.4%	968,452
Finance Department	20,648,550	24,389,719	6.6%	25,989,257	2.9%	26,734,464
Information Technology	11,633,112	11,030,389	-10.9%	9,823,757	3.4%	10,154,722
Race & Equity	83,832	331,097	30.9%	433,292	3.3%	447,453
Human Resources Management	4,753,068	4,931,930	19.0%	5,869,770	3.2%	6,056,856
Police Department	243,794,125	234,237,981	6.0%	248,266,804	6.6%	264,681,050
Fire Department	125,849,563	127,204,328	1.7%	129,369,962	5.2%	136,084,004
Oakland Public Library	11,500,788	12,672,646	2.7%	13,009,740	3.0%	13,403,473
Oakland Parks & Recreation	16,410,592	15,965,426	3.4%	16,506,634	2.1%	16,850,511
Human Services	6,401,949	8,082,345	60.5%	12,969,613	5.0%	13,619,684
Economic & Workforce Development	4,957,651	5,664,439	-30.2%	3,952,550	2.8%	4,065,091
Housing & Community Development	508,502	365,000	-100.0%	-	0.0%	-
Planning & Building	31,569	41,648	-61.6%	16,000	0.0%	16,000
Oakland Public Works	2,229,808	2,629,820	-37.9%	1,633,034	3.2%	1,685,468
Transportation	-	-	0.0%	10,396,322	1.5%	10,554,474
Non-Departmental	67,521,713	66,536,994	-25.8%	49,366,090	-3.5%	47,642,235
Subtotal Expenditures	\$550,388,313	\$549,164,189	3.8%	\$570,012,585	3.9%	\$592,390,636
Capital Improvement Projects	1,742,119	502,000	2.9%	516,450	1.5%	524,380
Grand Total	\$552,130,432	\$549,666,189	3.8%	\$570,529,035	3.9%	\$592,915,016

FINANCIAL SUMMARIES

BREAKDOWN OF FY 2017-19 GENERAL PURPOSE FUND EXPENDITURE BY DEPARTMENT



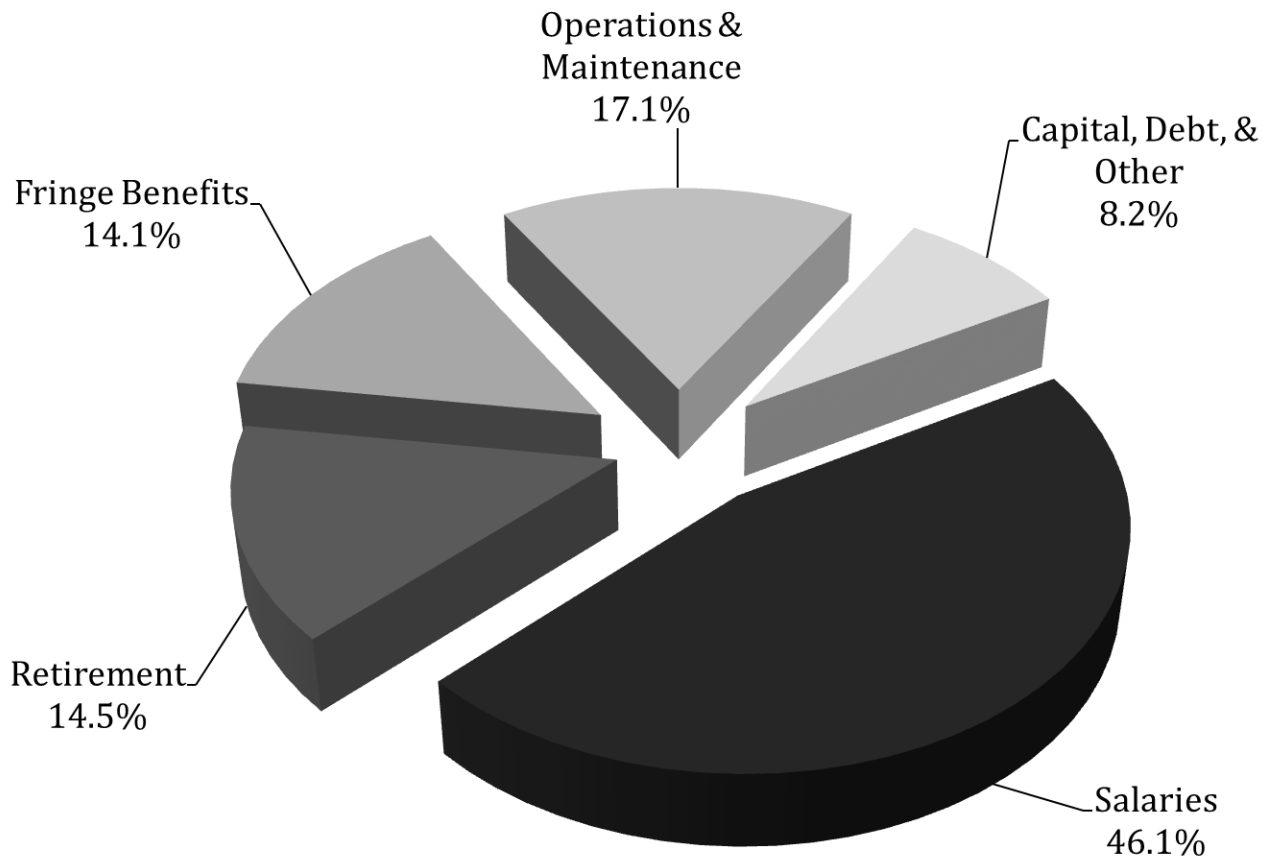
HISTORICAL CHANGES IN GENERAL PURPOSE FUNDS



SUMMARY OF THE GENERAL PURPOSE FUND EXPENDITURES

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

**GPF Budgeted Expenditures
by Category in FY 2017-18**



FINANCIAL SUMMARIES

PERSONNEL EXPENDITURES

Salaries

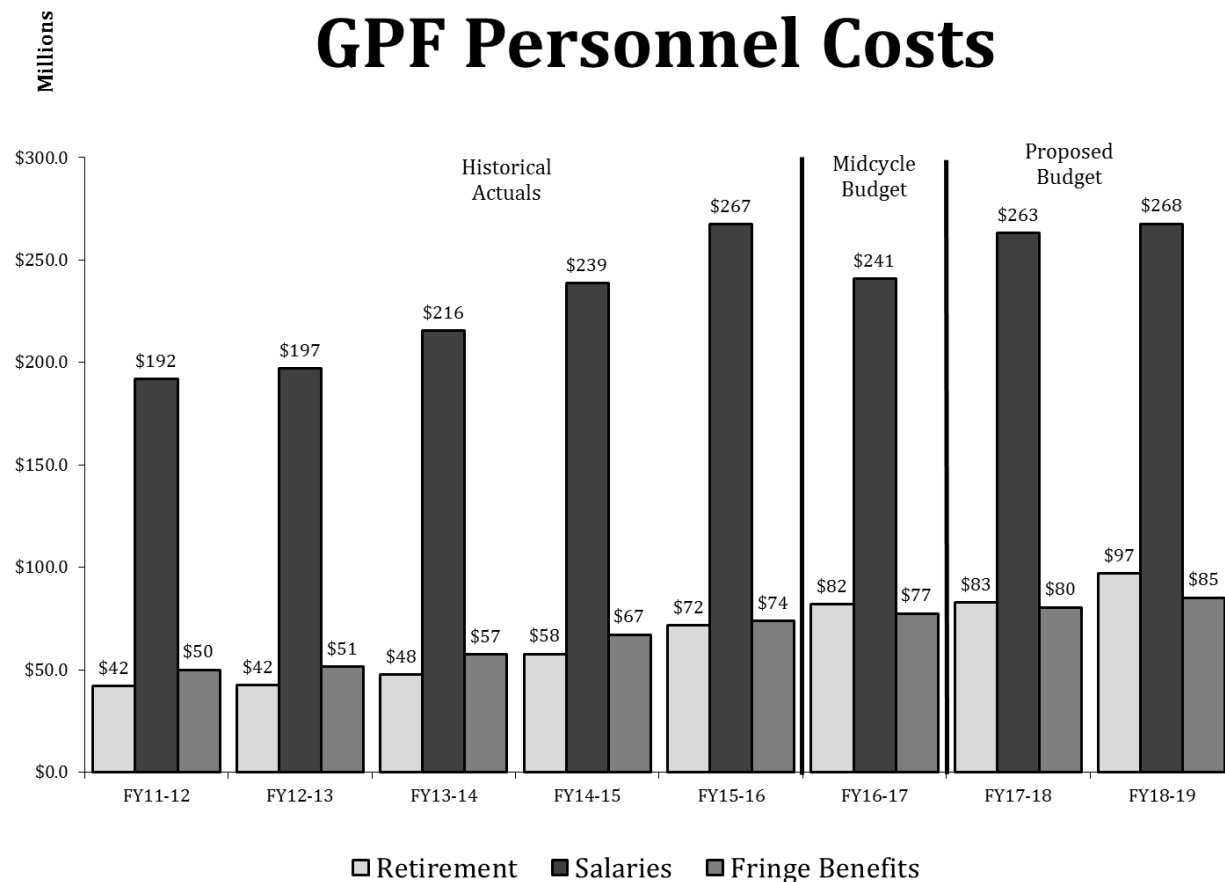
The budget includes assumptions related to salaries for sworn and civilian personnel that are consistent with the City's memoranda of understanding with its bargaining units. The budget includes Cost of Living Adjustments for sworn police personnel that were agreed to in the Memorandum of Understanding reached with the Oakland Police Officer's Association (OPOA) and Oakland Police Management Association (OPMA), effective July 1, 2015. As agreements covering the two year budget cycle have not been reached with the City's other bargaining units no COLAs are assumed.

Fringe Benefits

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

Retirement

Projected future pension rates for active employees are based on estimates provided by the California Public Employees Retirement System (CalPERS), the City's retirement program administrator. Based on the most current information available, it is expected that the civilian employee rate will increase to 36.35% in FY 2017-18 and 43.86% in FY 2018-19. The rates for sworn employees are expected to be 36.67% and 39.49% respectively.



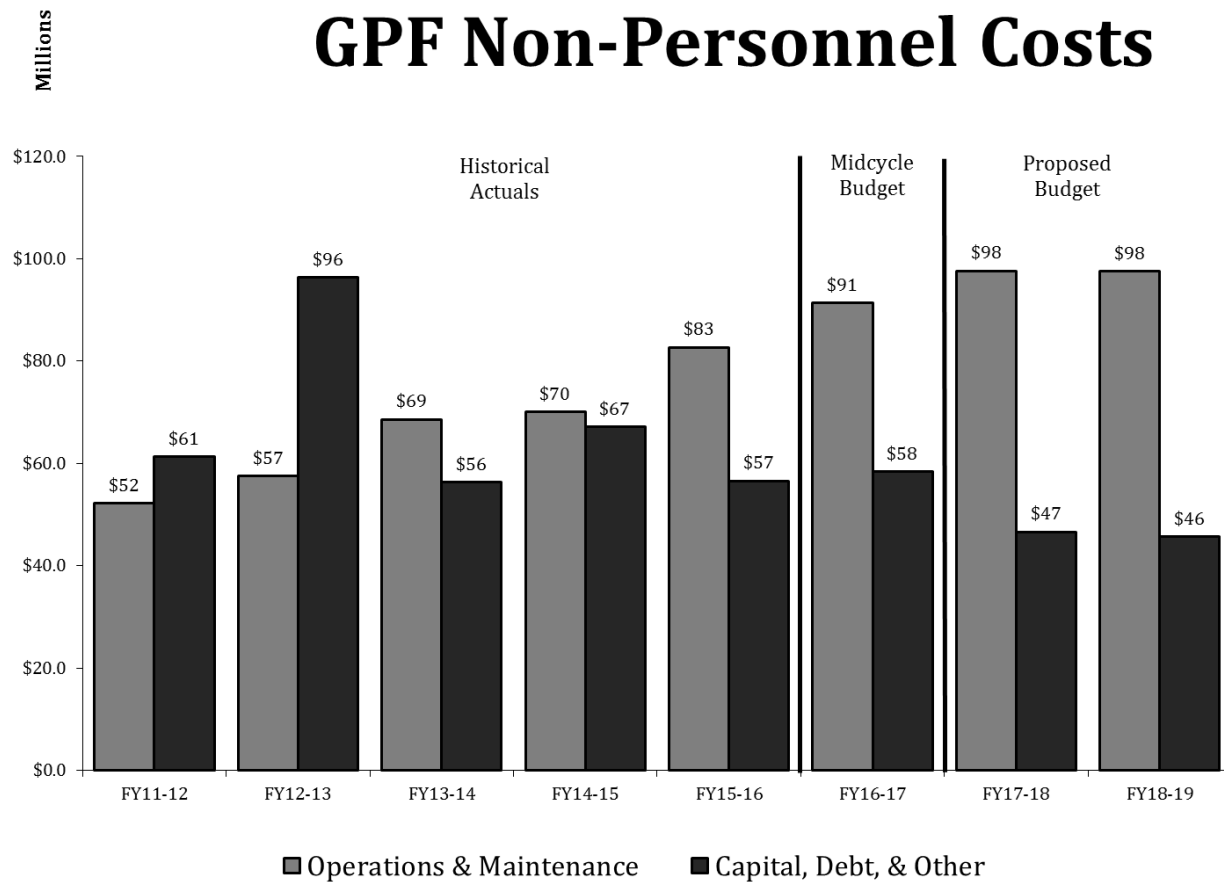
NON-PERSONNEL EXPENDITURES

Operations and Maintenance

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

Debt Service, Capital, and Other Expenditures

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



OTHER BUDGET INFORMATION

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 (\$11.0 million projected by the end of FY 2016-17), Mandatory Refuse Program (\$3.3 million), Municipal Capital Improvement (\$5.5 million), and Facilities Fund (\$13.0 million). These negative balances harm the overall health of the City's assets by borrowing from the available positive funds, such as the General Purpose Fund, internal pension assets, deferred leave balances, etc. Except for the GPF, these other positive funds are mostly restricted, and funds borrowed from them will require repayment.

FINANCIAL SUMMARIES

NEGATIVE FUNDS

Fund	Description	Ending Fund Balance (as of 6/30/13)	Ending Fund Balance (as of 6/30/2014)	Ending Fund Balance (as of 6/30/2015)	Ending Fund Balance (as of 6/30/2016)	Explanation of negative fund balance
Negative Funds with Repayment Schedules:						
1100	Self Insurance Liability	(21,016,159)	(22,474,395)	(15,374,053)	(11,007,188)	On repayment plan through 2022.
1700	Mandatory Refuse Program	(5,881,460)	(5,063,421)	(3,851,273)	(3,316,282)	Negative balance due to lien receivables from non-payment of garbage fees, and previous multiple transfers to GPF. Negative Funds should be eliminated over time as liens are collected through the sale of lien properties. Additionally the recent increase of surcharge rate will leave a positive effect on this fund balance.
1730	Henry J Kaiser Convention Ce	(2,907,559)	(2,338,469)	(1,765,491)	-	Fully reimbursed in FY 2015-16.
1750	Multipurpose Reserve	(4,557,584)	(5,206,844)	(4,867,100)	(2,631,841)	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 pilot programs were adopted in FY 2015-16, which increased revenue thereby decreasing the negative balance.
1791	Contract Administration Fee	(2,360,355)	(1,789,294)	(1,214,270)	(6,097)	On repayment plan through 2016 - remaining negative interest will be cleaned up and the fund closed in FY 2016-17.
2310	Lighting and Landscape Assessment Dis	-		(289,890)	(297,532)	Repayment estimated by FY 2022.
4100	Equipment	(4,265,613)	(1,584,849)	-	-	Fully reimbursed in FY 2014-15.
4300	Reproduction	(1,220,643)	(1,530,670)	(1,651,661)	(1,704,495)	Repayment estimated by FY 2022.
4400	City Facilities	(21,494,517)	(18,329,573)	(17,537,264)	(12,970,821)	On repayment plan through 2019.
4500	Central Stores	(3,922,045)	(3,820,440)	(3,838,796)	(4,064,200)	Repayment estimated by FY 2022.
4550	Purchasing	(300,431)	(140,664)	(108,697)	(231,466)	Repayment estimated by FY 2022.
Subtotal		(67,926,367)	(62,278,619)	(50,498,495)	(36,238,738)	
Reimbursable Negative Funds:						
2061	2006 FEMA: 1628 Winter Storm	(198,501)	(174,446)	(32,151)	-	Fully reimbursed in FY 2015-16.
2062	2006 FEMA: 1646 Spring Storm	(271,331)	(271,683)	(271,643)	-	Fully reimbursed in FY 2015-16.
2102	Department of Agriculture	(107,446)	(161,917)	(256,109)	(173,824)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.

NEGATIVE FUNDS (CONT'D)

Fund Description	Ending Fund Balance (as of 6/30/13)	Ending Fund Balance (as of 6/30/2014)	Ending Fund Balance (as of 6/30/2015)	Ending Fund Balance (as of 6/30/2016)	Explanation of negative fund balance
Reimbursable Negative Funds:					
2103 HUD-ESG/SHP/HOPWA	(4,738,988)	(4,445,304)	(4,565,763)	(6,282,895)	Historical negative balance (pre FY1999-2000) requires one-time offset of \$3.9M. A portion of this uncollectible amount (approximately \$1.2 M) is due to HUD's modified cost reimbursement methodology.
2105 HUD-EDI Grants	-	536,047	-	(342,819)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2107 HUD-108	(1,586,671)	(3,613,637)	(3,242,669)	(294,261)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2108 HUD-CDBG	-	(547,014)	(240,281)	(1,204,091)	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	(71,552)	(78,606)	(80,269)	(80,332)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2112 Department of Justice	-	(87,332)	-	-	Fully reimbursed in FY 2014-15.
2113 Department of Justice- COPS	(1,262,927)	(270,750)	(215,771)	(1,708,978)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2114 Department of Labor	(39,995)	(108,390)	(242,278)	-	Fully reimbursed in FY 2015-16.
2116 Department of Transportation	(1,301,865)	(109,220)	-	(21,150)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2120 Federal Action Agency	(18,231)	(36,949)	(20,556)	(39,654)	Historical negative balance is due to accumulated negative interest of \$17K. Timing of drawdown and/or reimbursement.
2123 US Dept of Homeland Security	(909,388)	(764,364)	(389,866)	-	Fully reimbursed in FY 2015-16.
2124 Federal Emergency Management	(872,254)	(1,249,486)	(847,080)	(1,171,953)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2127 Department of Transportation-Tiger	(1,960,603)	(15,091)	-	-	Fully reimbursed in FY 2014-15.
2128 Dept. of Health and Human Services	(1,239,783)	(1,553,583)	(3,121,772)	(1,783,601)	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	-	(274,718)	(1,124,417)	(232,838)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.

FINANCIAL SUMMARIES

NEGATIVE FUNDS (CONT'D)

Fund Description	Ending Fund Balance (as of 6/30/13)	Ending Fund Balance (as of 6/30/2014)	Ending Fund Balance (as of 6/30/2015)	Ending Fund Balance (as of 6/30/2016)	Explanation of negative fund balance
Reimbursable Negative Funds:					
2134 California Parks and Recreation	(1,069,058)	(1,445,219)	(2,896,902)	(1,078,478)	Historical negative balance (pre FY1999-2000) 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	(123,555)	-	-	-	Fully reimbursed in FY 2013-14.
2140 California Department of Transportation	-	-	-	(1,030,167)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2144 California Housing and Community Development	(321,583)	(1,518,506)	(412,057)	(1,787,533)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2148 California Library Services	(561,841)	(564,621)	-	-	Fully reimbursed in FY 2014-15.
2152 California Board of Corrections	-	-	-	(1,216)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2154 California Integrated Waste Management	(72,533)	(72,790)	(77,300)	(82,668)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2159 State of California Other	(2,708,265)	-	(634,164)	(1,513,623)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2162 Metro Transportation Com: TD	(52,614)	(10,870)	(47,709)	(58,866)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2163 Metro Transportation Com: Program Grants	(624,988)	(537,224)	(319,125)	(446,898)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2164 Congestion Mitigation & Air Quality	(91,556)	(91,717)	(91,703)	(91,775)	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	-	(23,462)	-	-	Fully reimbursed in FY 2014-15.
2166 Bay Area Air Quality Management District	(8,441)	(59,557)	-	-	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
2190 Private Grants	(546,559)	(540,691)	(523,013)	(512,029)	Historical negative balance due to Neighborhood law project (City Attorney's Office). This project requires a one-time revenue offset.
2214 ACTIA Reimbursable Grants	(217,606)	-	(1,167,347)	(1,100,384)	The remaining deficit balance is from several streetscape projects. Staff is continuing to review the ability to receive reimbursement for these projects.

NEGATIVE FUNDS (CONT'D)

Fund Description	Ending Fund Balance (as of 6/30/13)	Ending Fund Balance (as of 6/30/2014)	Ending Fund Balance (as of 6/30/2015)	Ending Fund Balance (as of 6/30/2016)	Explanation of negative fund balance
Reimbursable Negative Funds:					
2260 Measure WW: East Bay Regional Parks I	(2,052,029)	(951,249)	(879,096)	(1,386,755)	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	(2,827,714)	-	-	-	Fully reimbursed in FY 2014-15.
2605 Dept of Health & Human Services	(141)	(138)	(135)	(133)	Negative will be resolved and fund closed in FY 2016-17.
2609 Dept of Energy-EECBG Program	(212,957)	-	-	-	Fully reimbursed in FY 2014-15.
2610 State Water Control Board-CW	(11,379)	-	-	-	Fully reimbursed in FY 2014-15.
2611 HUD-CDBG (ARRA)	(69,694)	-	-	-	Fully reimbursed in FY 2014-15.
2613 Port Security Grant Program	(83,480)	(51,094)	(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	(37,333)	-	-	-	Fully reimbursed in FY 2014-15.
2990 Public Works Grants	(859,049)	(879,048)	(706,980)	(917,928)	OPW 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.
2995 Police Grants	-	-	-	(123,591)	Current negative fund balance is due to lag time between spending grant funds and receiving reimbursement from the grantor.
5008 Emergency Response: GOB Series 1992	(155,732)	(156,342)	(156,821)	(157,405)	OPW staff will coordinate with responsible departments to move ineligible charges to other funds.
6570 JPFA Pooled Assessment: 1996 Revenue	(143,744)	(144,305)	(94,734)	(95,086)	Fund balance to be recovered by assessment.
6612 JPFA Lease Revenue Refunding	(2,353)	(4,206)	(1,196)	(3,084)	Fund balance to be recovered by assessment.
7780 Oakland Redevelopment Agency Project	-	-	(1,671)	(16,356)	Negative fund balance created by transfers.
1831 Central City East Project Area Loans	(498,834.40)	(710)	(712)	(715)	Negative will be resolved in FY 2016-17.
1832 Coliseum Project Area Loans	(327,239.59)	-	-	-	Fully reimbursed in FY 2014-15.
1883 2000 Subordinated Housing Services	(410,230.86)	-	(128,007)	(791,561)	Reimbursed by ORSA.
1885 2011A-T Subordinated Housing Services	(1,152,558.61)	(1,451,335)	-	-	Reimbursed by ORSA.
5660 West Oakland Projects	(1,026,591.12)	(1,152,559)	(1,244,494)	(1,362,109)	Loan repayment approved by Oversight Board, but Department of Finance has refused to honor the repayment from RPTTF.
5672 Joint Arm Base Infrastructure	(754,244.11)	-	-	-	Fully reimbursed in FY 2014-15.
Subtotal	(31,603,437)	(22,882,083)	(24,084,884)	(24,915,683)	

FINANCIAL SUMMARIES

NEGATIVE FUNDS (CONT'D)

Fund Description	Ending Fund Balance (as of 6/30/13)	Ending Fund Balance (as of 6/30/2014)	Ending Fund Balance (as of 6/30/2015)	Ending Fund Balance (as of 6/30/2016)	Explanation of negative fund balance
Non-Reimbursable Negative Funds without Repayment Plan:					
1600 Underground District Revolving Fund	(964,635)	(968,269)	(971,381)	(974,997)	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 continues to accumulate negative interest (over \$700k) and all remaining charges are considered uncollectable. This fund requires a one-time revenue off-set.
2992 Parks and Recreation Grants	(2,583,736)	(2,588,260)	(2,587,880)	(2,589,917)	Historical negative balance (FY1993-1994) requires one-time offset. Over \$160k is related to accumulated negative interest.
5012 JPFA Admin Building: Series 1996	(1,612,887)	(1,619,201)	(1,624,167)	(1,630,213)	Historical negative balance (FY2001-2002) 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	(4,900,385)	(5,007,783)	(5,414,975)	(5,469,869)	Historical negative balance caused by expenditures exceeding revenues. This fund requires a one-time revenue offset.
5999 Miscellaneous Capital Projects	(3,385,425)	(3,336,084)	(3,317,981)	(3,278,531)	Historical negative balance related to over \$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.
7130 Employee Deferred Compensation	-	-	(2,502)	(37,181)	Over spent on its personnel; DHRM to move ineligible costs to matching funds in FY 2016-17.
Subtotal	(13,447,067)	(13,519,597)	(13,918,886)	(13,980,707)	
Total Negative Funds	(112,976,871)	(98,680,299)	(88,502,265)	(75,135,128)	

TEN-YEAR REPAYMENT PLAN FOR FUNDS WITH NEGATIVE BALANCES

Certain funds with negative balances, such as the Facilities Fund and Self-Insurance 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. Initially, there were six funds on repayment plans; four of the funds have been paid off and the Facilities Fund is projected to be paid off by the end of FY 2018-19.

TEN-YEAR NEGATIVE FUND REPAYMENT SCHEDULES

SELF-INSURANCE FUND (1100) FINANCIAL PROJECTION

Beginning Fund Deficit \$ (15,374,053)	Amount of Transfer							
	Total Revenues	Total Expenditures	Change in Fund Balance	Year- End Fund Balance	GPF Portion	Non-GPF Portion	Change in Transfer	Increase in Subsidy
2015-16*	27,541,771	23,174,906	4,366,865	(11,007,188)	21,509,077	3,774,814	2,154,533	9%
2016-17	25,309,345	23,989,144	1,320,201	(9,686,987)	21,534,531	3,774,814	25,454	0%
2017-18	22,741,409	20,389,762	2,351,647	(7,335,340)	11,114,132	11,627,277	(2,567,936)	-10%
2018-19	22,741,409	20,389,762	2,351,647	(4,983,693)	11,115,628	11,625,781	0	0%
2019-20	23,082,530	21,001,455	2,081,075	(2,902,618)	11,310,440	11,772,090	341,121	1%
2020-21	23,428,768	21,631,499	1,797,270	(1,105,348)	11,480,096	11,948,672	346,238	1%
2021-22	23,385,792	22,280,443	1,105,349	0	11,459,038	11,926,754	(42,976)	0%

*Reflects audited results

FACILITIES FUND (4400) FINANCIAL PROJECTION

Beginning Cash Deficit \$ (17,525,011)	Change in Fund Balance							Year- End Fund Balance
	ISF Revenues	non-ISF Revenue	Total Revenue	Total Expenditures	Non GPF	GPF	TOTAL	
2015-16*	34,168,084	1,664,142	35,832,226	29,673,952	230,415	5,927,860	6,158,275	(11,366,736)
2016-17	30,305,787	658,345	30,964,132	28,170,132	866,140	1,927,860	2,794,000	(8,572,736)
2017-18	37,263,904	571,800	37,835,704	33,610,704	0	4,225,000	4,225,000	(4,347,736)
2018-19	37,820,458	571,800	38,392,258	34,167,258	0	4,225,000	4,225,000	(122,736)

*Reflects audited results; ISF Revenues included one-time \$4.0 mil from GPF

LONG-TERM LIABILITIES

Overview of Long-Term Liabilities

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

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

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

Unfunded Amount	Descriptions
\$1,293M ¹	California Public Employees Retirement System (Cal PERS) unfunded balance as of June 30, 2015. The Public Safety Plan has a \$575M unfunded liability and 67.2% funded ratio; the Miscellaneous (non-sworn) Plan has a \$718M unfunded liability and 70.2% funded ratio. The City annual pension cost for FY 2015-16 – \$111.7 million.
\$860M ²	Other Post-Employment Benefits (OPEB) has the unfunded actuarial accrued liability (UAAL) of \$860M as of July 1, 2015. The City contributed \$20.5 million for FY 2015-16.
\$309M ³	Police and Fire Retirement System (PFRS) closed retirement system has an unfunded balance of \$309M as of July 1, 2015. Payments will resume in FY 2017-18, estimated at \$44.9M. 100% funding is 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.
\$47.1M	Accrued Leave is approximately \$47.1M unfunded as of June 30, 2016.

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 began 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 plans 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 contributions.

FINANCIAL SUMMARIES

Unfunded Pension Liability for PFRS– Closed Retirement Plans

The Police and Fire Retirement System (PFRS) is a closed pension system that provides pension, disability and beneficiary payments to retired Police and Fire sworn officers hired prior to July 1, 1976. As of July 1, 2016, PFRS covered no active employees and 929 retired employees and beneficiaries. An actuarial valuation of PFRS is conducted at least every two years; the most recent valuation was based on data as of July 1, 2016. The City's pre-payment period, in which the City deposited \$210 million to the PFRS fund, is set to expire on June 30, 2017. Beginning July 1, 2017, the City will be required to contribute an estimated \$44.9M to fund PFRS UAAL. Payments in excess of the available revenues (tax override) will be payable from the General Fund.

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. Based on the most recent actuarial report prepared by Cheiron, as of July 1, 2015, the OPEB Unfunded Actuarial Liability (UAL) is approximately \$860 million. Assuming a 4.00% interest earnings and recognizing implicit subsidy for the first time, the City's projected net OPEB obligation (defined, in terms of balance sheet liability, as the cumulative difference between the annual OPEB cost on an actuarial basis and the City's actual contribution to the OPEB plan since 2008) will be approximately \$305.0 million. The ARC for the fiscal year ending June 30, 2016 was approximately \$74.1 million and the City anticipates paying approximately \$25.4 million on a pay-as-you-go basis to CalPERS for retirees.

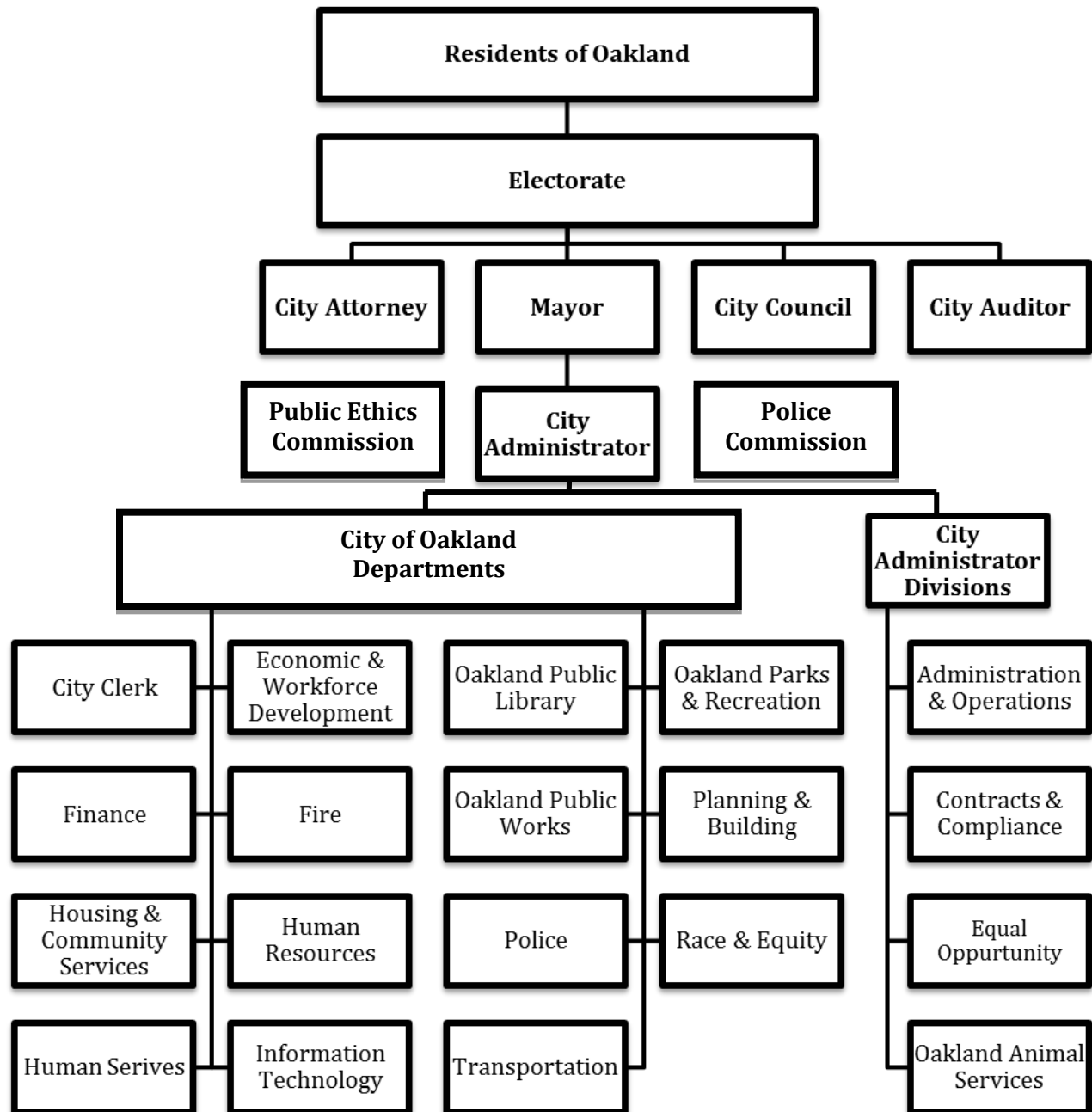
In addition to making annual payments on a pay-as-you go basis, the City has begun investing into the California Employer's Retiree Benefit Trust (CERBT), an agent multi-employer defined benefit post-employment healthcare funding plan administered by CalPERS. After the dissolution of the former Redevelopment Agency, the City has requested payments for OPEB through the Recognized Obligation Payment Schedule ("ROPS"). The City will receive approximately \$665,000 annually until June 30, 2022; thus, over this period the City will secure approximately \$14 million to pay unfunded OPEB liabilities. As of December 1, 2016, the City had deposited approximately \$4.07 million into CERBT for its OPEB obligations. The City plans to continue to contribute approximately \$665,000 annually until June 30, 2022.

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

The City's policy and its agreements with employee groups permit employees to accumulate earned, but unused vested vacation, sick leave and other compensatory time. All earned compensatory time is accrued when incurred in the government-wide financial statements and the proprietary fund financial statements. A liability for these amounts is reported in the governmental funds only if they are due and payable. As of June 30, 2016, the current liability was \$47.1 million.

ORGANIZATIONAL SUMMARY

CITY OF OAKLAND ORGANIZATIONAL SUMMARY



ORGANIZATIONAL SUMMARY

SUMMARY OF POSITIONS BY DEPARTMENT FY 2011-12 through FY 2018-19 (in Full Time Equivalents)

Department	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 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Mayor	9.00	9.00	9.00	10.00	11.00	11.00	12.80	12.80
City Council	26.46	26.46	26.46	26.46	28.02	28.52	28.52	28.52
City Administrator ¹	64.30	187.15	115.65	75.75	95.25	95.25	73.50	73.50
City Attorney	61.00	62.00	65.00	68.00	75.00	76.00	76.00	76.00
City Auditor	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk ¹	10.00	9.00	9.00	9.00	17.50	17.50	17.50	17.50
Police Commission ¹							13.00	13.00
Public Ethics Commission ¹					6.00	6.00	6.00	6.00
Administrative Services ²		164.50						
Finance & Management ³	215.70							
Finance Department ³							158.00	158.00
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		
Information Technology ²	64.00		69.00	75.00	73.00	78.00	79.00	79.00
Race & Equity					2.00	2.00	2.00	2.00
Human Resources Mgmt ³	37.50		38.70	43.00	42.00	42.00	46.00	46.00
Police Department ¹	961.65	1,001.85	1,138.85	1,215.35	1,240.70	1,318.54	1,264.50	1,312.50
Fire Department	589.95	589.95	595.95	596.95	593.95	591.49	623.59	628.99
Community Services ²		506.69						
Neighborhood Services ¹			4.00					
Oakland Public Library	217.01	215.01	215.79	214.89	215.69	221.25	221.07	221.07
Oakland Parks & Recreation	232.13		240.58	236.44	229.34	230.15	230.39	230.39
Human Services	266.06		303.49	301.37	305.37	265.48	219.92	217.92
Economic & Workforce Development ¹				54.00	54.50	53.10	51.60	50.60
Housing & Community Development ⁴		48.75	46.25	55.50	54.50	53.50	56.50	56.50
Planning & Building ⁴		127.75	118.75	116.50	140.50	142.00	160.50	163.50
Community & Economic Development Agency ⁴	257.00							
Oakland Public Works	732.83	722.58	753.58	764.47	785.57	791.57	601.07	601.07
Transportation							296.04	295.04
TOTAL FTE	3,754.59	3,680.69	3,898.05	4,009.68	4,126.89	4,180.35	4,247.50	4,299.90

¹ City Administrator's Office (CAO) assumed the Revenue Division and Parking Collection from Finance & Management. CAO assumed Employee Relations from HRM. CAO assumed Office of Economic and Workforce Development and Office of Neighborhood Investment responsibilities from Community & 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 the CAO and renamed Oakland Animal Services. In FY 2015-16, Neighborhood Services Division was absorbed by other departments, KTOP transferred to the City Clerk's office per Council direction and Public Ethic was restructured as a stand-alone department per voter approval of Measure CC. In FY2017-18 Budget, Employee Relations, and Oaklander's Assistance Center are move from CAO to Finance, HRM, and Public Work's Call Center, respectively. The Citizen's Police Review Board (CPRB) is moved to the Police Commission per voter approval of Measure LL.

² Administrative Services is created, composed of Information Technology, Finance & Management, and Human Resources Management; and Community Services is created composed of Human Services and Parks & Recreation in FY 2012-13. In FY 2013-14 both Departments were dissolved.

³ Finance & Management transferred Parking Collection to CAO, 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 Budget, Controller, Treasury and Revenue Management Bureaus.

⁴ With the dissolution of the ORA in FY 2011-12, the Community & Economic Development Agency was dissolved and new departments, the Planning & Building Department and the Housing & Community Development Department, were created.

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
City Administrator *	95.25	73.50	73.50
Accountant III	1.00		
Admin Asst to City Administrator	1.00	1.00	1.00
Administrative Analyst I	1.00		
Administrative Analyst II	2.00	2.00	2.00
Administrative Assistant I	1.00	1.00	1.00
Administrative Assistant II (CONF)	1.00	1.00	1.00
Administrative Services Manager I	1.00	1.00	1.00
Animal Care Attendant	7.00	7.00	7.00
Animal Care Attendant, PT	3.00	3.00	3.00
Animal Control & Shelter Manager	1.00	1.00	1.00
Animal Control Officer	9.00	9.00	9.00
Animal Control Officer, PPT	1.00	1.00	1.00
Animal Control Supervisor	1.00	1.00	1.00
Assist to the City Administrator	7.00	5.00	5.00
Assistant City Administrator	2.00	2.00	2.00
Assistant to the Director	1.00	1.00	1.00
Budget Director	1.00		
City Administrator	1.00	1.00	1.00
City Administrator Analyst	6.00	5.00	5.00
Complaint Investigator II	5.00		
Complaint Investigator III			
Contract Compliance Field Tech	1.00	1.00	1.00
Contract Compliance Office Asst	2.00	2.00	2.00
Contract Compliance Officer	3.00	4.00	4.00
Contract Compliance Officer, Sr.	1.00	1.00	1.00
CPRB Executive Director	1.00		
CPRB Policy Analyst	1.00		
Deputy City Administrator	2.00	2.00	2.00
Director of Animal Services	1.00	1.00	1.00

**Citizens' Police Review Board has moved to the new Police Commission. Budget has moved to the Finance Department.
Employee Relations has moved to Human Resources.*

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
City Administrator (con't)			
Director of Contracts & Purchasing	1.00	1.00	1.00
Emp & Labor Relations Analyst, Senior	2.00		
Employee Relations Analyst Prin	1.00		
Employee Relations Director	1.00		
Employment Services Supervisor	1.00	1.00	1.00
Equal Emp Opportunities Officer	1.00	1.00	1.00
Equal Opportunity Specialist	2.00	2.00	2.00
Exec Asst to Asst City Administrator	2.00	1.00	1.00
Exec Asst to City Administrator	1.00	1.00	1.00
Exec Asst to the Director	1.00	1.00	1.00
Human Resource Technician	1.00		
Intake Technician	3.00		
Job Developer	1.00	1.00	1.00
Manager, Agency Administrative	0.75		
Mayor's PSE 14	2.00		
Office Assistant II	1.00		
Public Information Officer II	1.00	2.00	2.00
Public Service Rep, PPT	0.50	0.50	0.50
Public Service Representative	2.00	2.00	2.00
Receptionist	1.00	1.00	1.00
Tax Enforcement Officer II		2.00	2.00
Veterinarian	1.00	1.00	1.00
Veterinary Technician	2.00	2.00	2.00
Volunteer Program Specialist II	1.00	1.00	1.00
City Attorney	76.00	76.00	76.00
Accountant II	1.00	1.00	1.00
Administrative Analyst I	1.00		
Administrative Analyst II		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

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
City Attorney (cont'd)			
Deputy City Attorney II	4.00	4.00	4.00
Deputy City Attorney III	11.00	11.00	11.00
Deputy City Attorney IV	11.00	11.00	11.00
Deputy City Attorney V	6.00	6.00	6.00
Exec Asst to Asst City Attorney	2.00	2.00	2.00
Exec Asst to City Attorney	1.00	1.00	1.00
Information System Administrator	1.00	1.00	1.00
Information Systems Spec II	1.00	1.00	1.00
Legal Admin Assistant, Supervising	1.00	1.00	1.00
Legal Administrative Assistant	9.00	9.00	9.00
Legal Support Supervisor	1.00	1.00	1.00
Manager, Agency Administrative	1.00	1.00	1.00
Manager, Legal Admin Services	1.00	1.00	1.00
Neighborhood Law Corps Attorney	5.00	5.00	5.00
Office Assistant I	1.00	1.00	1.00
Open Government Coordinator	1.00	1.00	1.00
Paralegal	8.00	8.00	8.00
Public Service Representative	2.00	2.00	2.00
Special Counsel	3.00	3.00	3.00
City Auditor	10.00	10.00	10.00
Administrative Assistant II	1.00	1.00	1.00
City Auditor	1.00	1.00	1.00
City Auditor, Assistant	1.00	1.00	1.00
Exec Asst to the City Auditor	1.00	1.00	1.00
Performance Audit Manager	2.00	2.00	2.00
Performance Auditor	2.00	2.00	2.00
Performance Auditor, Sr.	2.00	2.00	2.00
City Clerk	17.50	17.50	17.50
Administrative Analyst I	1.00	1.00	1.00
Cable Operations Technician	4.00	4.00	4.00
Cable TV Operations Chief Engineer	1.00	1.00	1.00
Cable TV Prod & Ops Manager	1.00	1.00	1.00

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
City Clerk (cont'd)			
Cable TV Production Assistant	2.00	2.00	2.00
Cable TV Stage Manager, PT	0.50	0.50	0.50
City Clerk	1.00	1.00	1.00
City Clerk, Assistant	1.00	1.00	1.00
Citywide Records Manager	1.00	1.00	1.00
Exec Asst to the Director	1.00	1.00	1.00
Legislative Recorder	3.00	3.00	3.00
Management Assistant	1.00	1.00	1.00
City Council	28.52	28.52	28.52
City Council Admin Assistant	5.00	5.00	5.00
City Councilmember's Assistant	14.52	14.52	14.52
Council Member	8.00	8.00	8.00
Exec Asst to the City Council	1.00	1.00	1.00
Economic & Workforce Development	53.10	51.60	50.60
Account Clerk II		1.00	1.00
Account Clerk III	1.00		
Administrative Analyst II	2.00	1.00	1.00
Administrative Assistant I	1.00	1.00	1.00
Administrative Services Manager II	1.00	1.00	1.00
City Administrator Analyst	1.00	1.00	1.00
Deputy Director, Econ Dev & Employ*		1.00	1.00
Development/Redevelopment Pgrm MGR	2.00	2.00	2.00
Director of Econ & Workfrce Dev	1.00	1.00	1.00
Employment Services Supervisor	1.00		
Exec Asst to the Director		1.00	1.00
Graphic Design Specialist	1.00	1.00	1.00
Management Assistant		1.00	1.00
Manager, Cultural Affairs	1.00	1.00	1.00
Manager, Marketing Pgm	1.00		

*Placeholder for Business Development Manager.

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Economic & Workforce Development (cont'd)			
Office Assistant II	1.00	1.00	1.00
Program Analyst I, PPT	0.50	0.50	0.50
Program Analyst II	5.00	6.00	5.00
Program Analyst II, PPT	0.50	0.50	0.50
Program Analyst III	2.00	1.00	1.00
Project Manager	1.00	1.00	1.00
Project Manager III	3.00	3.00	3.00
Project Manager III, PPT	1.00		
Real Estate Agent	4.00	4.00	4.00
Real Estate Services Manager	1.00	1.00	1.00
Special Events Coordinator	1.00	1.00	1.00
Student Trainee, PT	2.50	2.00	2.00
Urban Economic Analyst I	2.00	2.00	2.00
Urban Economic Analyst II	3.00	2.00	2.00
Urban Economic Analyst III	4.00	4.00	4.00
Urban Economic Analyst III (PPT)		1.00	1.00
Urban Economic Analyst IV, Projects	5.60	4.60	4.60
Urban Economic Coordinator*	3.00	4.00	4.00
Finance Department **	147.00	158.00	158.00
Account Clerk I		2.00	2.00
Account Clerk II		1.00	1.00
Account Clerk III	1.00	1.00	1.00
Accountant II	3.00	3.00	3.00
Accountant III	8.00	9.00	9.00
Accounting Supervisor	1.00	1.00	1.00
Accounting Technician	5.00	5.00	5.00
Administrative Analyst I	1.00	1.00	1.00
Administrative Assistant II	2.00	2.00	2.00
Assist to the City Administrator		1.00	1.00

*One position is a placeholder for a Marketing Coordinator.

**Budget moved to the Finance Department from the City Administrator's Office.

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Finance Department (cont'd)			
Assistant Budget Analyst		1.00	1.00
Assistant to the Director		1.00	1.00
Benefits Representative	2.00	2.00	2.00
Budget & Operations Analyst III	2.00	2.00	2.00
Business Analyst I	1.00	1.00	1.00
Business Analyst IV	1.00	1.00	1.00
Buyer	6.00	6.00	6.00
Cashier	2.00	1.00	1.00
City Administrator Analyst	2.00	3.00	3.00
Collections Officer	6.00	6.00	6.00
Controller*	1.00	2.00	2.00
Controller, Assistant**	3.00	3.00	3.00
Director of Finance	1.00	1.00	1.00
Exec Asst to the Director	1.00	2.00	2.00
Financial Analyst	3.00	3.00	3.00
Financial Analyst, Principal	2.00	2.00	2.00
Human Res Operations Tech, Senior	3.00	3.00	3.00
Human Res Operations Technician	1.00	1.00	1.00
Human Res Systems Analyst, Senior	2.00	2.00	2.00
Human Res Systems Analyst, Supv	1.00	1.00	1.00
Human Resource Oper Supervisor	1.00	1.00	1.00
Investment Officer	2.00	2.00	2.00
Management Assistant		1.00	1.00
Manager, Agency Administrative		1.00	1.00
Office Assistant II	1.00	1.00	1.00
Parking Meter Collector	8.00	8.00	8.00
Parking Meter Collector Supervisor	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
Public Service Rep, Sr		1.00	1.00

*One position is a placeholder for a Budget Administrator.

**One position is a placeholder for an Assistant Budget Administrator.

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Finance Department (cont'd)			
Public Service Representative	13.00	11.00	11.00
Purchasing Supervisor	1.00	1.00	1.00
Retirement Systems Accountant	1.00	1.00	1.00
Revenue & Tax Administrator	1.00	1.00	1.00
Revenue Analyst	1.00	1.00	1.00
Revenue Analyst, Principal	2.00	2.00	2.00
Revenue Assistant	11.00	11.00	11.00
Revenue Operations Supervisor	6.00	7.00	7.00
Storekeeper II	1.00	1.00	1.00
Storekeeper III	1.00	1.00	1.00
Systems Accountant III	1.00	1.00	1.00
Tax Auditor II	7.00	8.00	8.00
Tax Auditor III	1.00		
Tax Enforcement Officer II	18.00	18.00	18.00
Tax Representative II	2.00	2.00	2.00
Treasury Analyst I	1.00	1.00	1.00
Treasury Analyst II	1.00	1.00	1.00
Treasury Manager	1.00	1.00	1.00
Fire Department	591.49	623.59	628.99
Account Clerk II	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	2.00	3.00	3.00
Administrative Assistant I, PPT	0.54	0.54	0.54
Administrative Assistant II	3.00	3.00	3.00
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	11.00	11.00
Business Analyst I		1.00	1.00

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Fire Department (cont'd)			
Captain of Fire Department	57.00	57.00	57.00
Chief of Fire	1.00	1.00	1.00
Deputy Chief of Fire Department	2.00	2.00	2.00
Emer Medical Srvcs Coordinator	4.00	3.00	3.00
Emer Serv Manager, Assistant	1.00	1.00	1.00
Emergency Medical Srvcs Instructor, PT	1.00	1.00	1.00
Emergency Planning Coordinator	1.00	1.00	1.00
Emergency Planning Coordinator, Sr	2.00	2.00	3.00
Engineer of Fire Department	85.00	85.00	85.00
Exec Asst to the Director	1.00	1.00	1.00
Fire Communications Dispatcher	18.00	18.00	18.00
Fire Communications Dispatcher, Sr	4.00	1.00	1.00
Fire Communications Supervisor	1.00	4.00	4.00
Fire Division Manager	2.00	2.00	2.00
Fire Equipment Technician	2.00	2.00	2.00
Fire Fighter	187.00	187.00	187.00
Fire Fighter Paramedic	93.00	93.00	93.00
Fire Fighter Paramedic Trainee		8.00	8.00
Fire Fighter Trainee		18.00	18.00
Fire Investigator	3.00	3.00	3.00
Fire Marshal (Non-Sworn)	1.00	1.00	1.00
Fire Marshall, Assistant	1.00	1.00	1.00
Fire Personnel Operations Spec	1.00	1.00	1.00
Fire Prevent Bureau Inspect, Civil	8.00	15.00	20.00
Fire Protection Engineer	3.00	3.00	3.00
Fire Safety Education Coordinator	1.00	1.00	1.00
Fire Suppression Dist Inspect PT	0.50	0.50	0.50
Fire Suppression District Inspector	3.00	3.00	3.00
Hazardous Materials Inspector II	1.00	1.00	1.00
Heavy Equipment Operator		1.00	1.00
Lieutenant of Fire Department	67.00	67.00	67.00
Management Assistant	1.00		

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Fire Department (cont'd)			
Management Intern, PT	1.75	1.75	1.75
Manager, Emergency Services	1.00	1.00	1.00
Office Assistant I, PPT		0.60	
Office Assistant II	3.00	3.00	3.00
Office Manager	2.00	2.00	2.00
Payroll Personnel Clerk III	1.00	1.00	1.00
Police Communications Manager*		1.00	1.00
Program Analyst I	1.00	1.00	1.00
Program Analyst II	1.00		
Temp Contract Svcs Employee, PT	1.70	1.20	1.20
Vegetation Management Supervisor	1.00	1.00	1.00
Housing & Community Development	53.50	56.50	56.50
Account Clerk II	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00
Administrative Analyst I	1.00	1.00	1.00
Administrative Assistant I	5.00	5.00	5.00
Administrative Assistant II	3.00	2.00	2.00
Administrative Services Manager I	1.00	1.00	1.00
Business Analyst III		1.00	1.00
Community Dev Prgm Coordinator	3.00	4.00	4.00
Development/Redevelopment Prgm MGR	4.00	3.00	3.00
Director of Housing & Comm Dev	1.00	1.00	1.00
Employment Services Supervisor		1.00	1.00
Exec Asst to the Director	1.00	1.00	1.00
Hearing Officer	3.00	4.00	4.00
Home Management Specialist II	2.00	2.00	2.00
Home Management Specialist III	2.00	3.00	3.00
Housing Development Coord I	1.00	1.00	1.00
Housing Development Coord II		1.00	1.00
Housing Development Coordinator III	1.00	1.00	1.00

*Placeholder for Fire Communications Manager.

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Housing & Community Development (cont'd)			
Housing Development Coordinator IV	5.00	5.00	5.00
Loan Servicing Administrator	1.00		
Loan Servicing Specialist	2.00	1.00	1.00
Mortgage Advisor	2.00	2.00	2.00
Office Assistant II	1.00	1.00	1.00
Program Analyst I	2.00	2.00	2.00
Program Analyst II	2.00	4.00	4.00
Program Analyst III	2.00	2.00	2.00
Project Manager II	1.00	1.00	1.00
Rehabilitation Advisor I	1.00	1.00	1.00
Rehabilitation Advisor III	2.00	1.00	1.00
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 Department*	42.00	46.00	46.00
Administrative Analyst II	2.00	2.00	2.00
Benefits Analyst	1.00	1.00	1.00
Benefits Coordinator	1.00	1.00	1.00
Benefits Representative	2.00	2.00	2.00
Benefits Technician	2.00	1.00	1.00
Claims & Risk Manager	1.00	1.00	1.00
Director of Human Resources Mgmt	1.00	1.00	1.00
Disability Access Coordinator	2.00		
Disability Benefits Coordinator		2.00	2.00
Emp & Labor Relations Analyst, Senior		1.00	1.00
Employee Fleet & Safety Coordinator	1.00	1.00	1.00
Employee Relations Analyst Prin		2.00	2.00
Exec Asst to the Director	1.00	1.00	1.00

**Employee Relations has moved to Human Resources from the City Administrator's Office.*

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Human Resources Management Department (cont'd)			
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	2.00	2.00	2.00
Human Resource Clerk	3.00	3.00	3.00
Human Resource Oper Supervisor	1.00	1.00	1.00
Human Resource Technician	6.00	7.00	7.00
Human Resources Manager	1.00	2.00	2.00
Management Assistant	1.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00
Program Analyst I	1.00	1.00	1.00
Program Analyst III	1.00	1.00	1.00
Safety & Loss Control Specialist	1.00	1.00	1.00
Training Coordinator	1.00	1.00	1.00
Human Services	265.48	219.92	217.92
Accountant I	1.00	1.00	1.00
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 I, PPT	0.80	0.80	0.80
Administrative Assistant II	3.00	3.00	3.00
Administrative Services Manager II	1.00	1.00	1.00
Assistant to the Director	1.00	1.00	1.00
Case Manager I	5.00	5.00	4.00
Case Manager II	5.00	4.00	4.00
Case Manager, Supervising	1.80	1.80	1.80
Child Education Coordinator	1.00	1.00	1.00
Community Action Agency Manager		1.00	1.00
Community Housing Services Manager	1.00		
Cook III	1.00	1.00	1.00
Custodian	4.00	4.00	4.00
Custodian Supervisor	1.00	1.00	1.00

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Human Services (cont'd)			
Custodian, PT	1.49	1.49	1.49
Data Entry Operator	1.00	1.00	1.00
Data Entry Operator, Senior	1.00	1.00	1.00
Director of Human Services	1.00	1.00	1.00
Early Childhood Center Director	14.00	13.00	13.00
Exec Asst to the Director	1.00	1.00	1.00
Family Advocate	10.00	10.00	10.00
Food Program Coordinator, PPT	1.00	0.50	0.50
Food Program Driver, PT	2.50	3.50	3.50
Food Program Monitor, PT	5.00	2.00	2.00
Food Service Worker	3.00	3.00	3.00
Head Start Driver Courier	3.00	3.00	3.00
Head Start Instructor	67.00	63.00	63.00
Head Start Nutrition Coordinator	2.00	2.00	2.00
Head Start Supervisor	3.00	4.00	4.00
Headstart Program Coordinator	8.00	6.00	6.00
Health & Human Svcs Prgm Planner	8.00	7.00	6.00
Maintenance Mechanic, PPT	2.00	2.00	2.00
Maintenance Mechanic, PT	1.00	0.51	0.51
Manager, Human Services	3.00	5.00	5.00
Manager, Youth Services	1.00		
Nurse Case Manager	1.80	1.80	1.80
Office Assistant I, PPT	0.60	0.60	0.60
Office Assistant I, PT	0.53	0.53	0.53
Office Assistant II	1.00	1.00	1.00
Outreach Developer	2.00	1.00	1.00
Outreach Worker, PT	1.06	1.06	1.06
Park Attendant, PT	1.00	1.00	1.00
Payroll Personnel Clerk III	1.00	1.00	1.00
Program Analyst I	8.00	8.00	8.00
Program Analyst II	10.00	11.00	11.00
Program Analyst II, PPT	1.50	1.00	1.00

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Human Services (cont'd)			
Program Analyst III	1.00	1.00	1.00
Project Manager		1.00	1.00
Senior Aide, PT	47.32	11.99	11.99
Senior Center Director	4.00	4.00	4.00
Senior Services Prgm Assistant	3.00	4.00	4.00
Senior Services Prgm Assistant, PPT	1.27	0.53	0.53
Senior Services Supervisor	4.00	3.00	3.00
Student Trainee, PT	0.81	0.81	0.81
Information Technology	78.00	79.00	79.00
Accountant II	1.00		
Administrative Analyst I	2.00	2.00	2.00
Administrative Analyst II	1.00	2.00	2.00
Administrative Services Manager I	1.00	1.00	1.00
Application Developer II	1.00	1.00	1.00
Application Developer III	9.00	8.00	8.00
Assistant to the Director	1.00	1.00	1.00
Database Administrator	2.00	2.00	2.00
Database Analyst III	1.00	1.00	1.00
Director of Info Technology	1.00	1.00	1.00
Electronics Technician	3.00	3.00	3.00
Exec Asst to the Director	1.00	1.00	1.00
Help Desk Specialist	4.00	4.00	4.00
Information System Administrator	1.00	1.00	1.00
Information Systems Manager I	4.00	5.00	5.00
Information Systems Spec I	3.00	3.00	3.00
Information Systems Spec II	13.00	13.00	13.00
Information Systems Spec III	7.00	7.00	7.00
Manager, Information Systems	2.00	1.00	1.00
Manager, Oracle Operations	1.00	1.00	1.00
Network Architect	2.00	2.00	2.00
Project Manager II*	1.00	3.00	3.00

*One position is a placeholder for a Chief Security Officer.

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Information Technology (cont'd)			
Project Manager III	2.00	2.00	2.00
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
Telecommunication Systems Engineer	2.00	2.00	2.00
Telecommunications Electrician, Sr	1.00	1.00	1.00
Telephone Services Specialist	2.00	2.00	2.00
Mayor	11.00	12.80	12.80
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	3.00	4.80	4.80
Oakland Parks & Recreation	230.14	230.39	230.39
Account Clerk II	1.00	1.00	1.00
Account Clerk III	1.00	1.00	1.00
Accountant III	1.00	1.00	1.00
Administrative Analyst II	1.00	1.00	1.00
Administrative Services Manager I		1.00	1.00
Administrative Services Manager II	1.00	1.00	1.00
Assist Director, Parks & Rec		1.00	1.00
Assistant to the Director	1.00	1.00	1.00
Capital Imp Proj Coord, Asst	1.00		
Director of Parks & Recreation	1.00	1.00	1.00
Exec Asst to the Director	1.00	1.00	1.00
Facility Manager	1.00	1.00	1.00
Facility Security Assistant	1.98	1.98	1.98
Facility Security Assistant, PPT	0.75	0.75	0.75
Facility Security Assistant, PT	3.50	3.50	3.50
Lifeguard, PT	17.12	17.12	17.12

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Oakland Parks & Recreation (cont'd)			
Naturalist, Supervising	1.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00
Office Manager	1.00	1.00	1.00
Payroll Personnel Clerk II	1.00	1.00	1.00
Payroll Personnel Clerk III	1.00	1.00	1.00
Pool Manager, PT	3.25	3.25	3.25
Program Analyst II	1.00	1.00	1.00
Public Service Rep, PPT	1.00	1.00	1.00
Public Service Rep, Sr	1.00		
Public Service Representative	3.00	4.00	4.00
Public Service Representative, PT	2.00	2.00	2.00
Recreation Aide, PT	11.28	11.28	11.28
Recreation Attendant I, PT	8.81	8.81	8.81
Recreation Attendant II, PPT	1.00	1.00	1.00
Recreation Attendant II, PT	1.68	1.68	1.68
Recreation Center Director	14.00	14.00	14.00
Recreation General Supervisor	1.00	2.00	2.00
Recreation Leader I, PT	29.87	29.87	29.87
Recreation Leader II, PPT	29.05	28.30	28.30
Recreation Leader II, PT	11.20	11.20	11.20
Recreation Program Director	12.00	12.00	12.00
Recreation Specialist I, PPT	1.23	1.23	1.23
Recreation Specialist I, PT	11.49	11.49	11.49
Recreation Specialist II, PPT	8.65	9.65	9.65
Recreation Specialist II, PT	2.60	1.60	1.60
Recreation Specialist III, PT	5.18	5.18	5.18
Recreation Supervisor	9.00	8.00	8.00
Sports Official, PT	2.56	2.56	2.56
Sports Program Coordinator		2.00	2.00
Stagehand, PT	0.60	0.60	0.60
Student Trainee, PT	1.48	1.48	1.48
Temp Contract Svcs Employee, PT	1.00	1.00	1.00
Temp Rec Spec II, Sr, PT	0.35	0.35	0.35

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Oakland Parks & Recreation (cont'd)			
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 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		
Oakland Public Library	221.25	221.07	221.07
Account Clerk II	2.00	1.00	1.00
Account Clerk III	2.00	2.00	2.00
Accountant III	1.00	1.00	1.00
Administrative Services Manager II	1.00	1.00	1.00
Archivist	1.00	1.00	1.00
Associate Director, Library Services	1.00	1.00	1.00
Curator AAMLO, Chief	1.00	1.00	1.00
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	22.00	22.00
Librarian I, PPT	0.04	0.04	0.04
Librarian I, PT	4.38	4.38	4.38
Librarian II	34.00	33.00	33.00
Librarian II, PPT	0.60	0.60	0.60
Librarian II, PT	0.70	0.70	0.70
Librarian, Senior	10.00	10.00	10.00
Librarian, Senior, PT	0.38	0.38	0.38
Librarian, Supervising	7.00	7.00	7.00
Library Aide	6.00	6.00	6.00
Library Aide, PPT	13.20	13.20	13.20
Library Aide, PT	39.60	40.42	40.42
Library Assistant	29.00	29.00	29.00

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Oakland Public Library (cont'd)			
Library Assistant, PT	9.37	9.37	9.37
Library Assistant, Senior	10.00	10.00	10.00
Library Asst, PPT	8.30	8.30	8.30
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	2.00	2.00	2.00
Office Assistant II	2.00	2.00	2.00
Office Manager	1.00	1.00	1.00
Program Analyst I, PT	0.70	0.70	0.70
Student Trainee, PT	0.60	0.60	0.60
Oakland Public Works *	791.57	601.07	601.07
Account Clerk II	1.00	1.00	1.00
Account Clerk III	5.00	4.00	4.00
Accountant I	2.00	1.00	1.00
Accountant II	2.00	2.00	2.00
Accountant III	3.00	3.00	3.00
ADA Projects Coordinator	1.00		
Administrative Analyst II	2.00	3.00	3.00
Administrative Assistant I	5.00	4.00	4.00
Administrative Assistant II	17.00	11.00	11.00
Administrative Assistant II (CONF)	1.00	1.00	1.00
Administrative Services Manager I	2.00	1.00	1.00
Administrative Services Manager II	1.00	2.00	2.00
Arboricultural Inspector	3.00	2.00	2.00
Architectural Assistant (Office)	1.00	1.00	1.00

**Transfer Transportation related functions to the Department of Transportation.*

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Oakland Public Works (cont'd)			
Architectural Associate (Field)	1.00		
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		
Budget & Grants Administrator	1.00	1.00	1.00
Budget & Operations Analyst III	1.00	1.00	1.00
Business Analyst II	1.00	1.00	1.00
Business Analyst III		1.00	1.00
Capital Improvement Project Coor	7.00	7.00	7.00
Carpenter	5.00	5.00	5.00
Chief of Party	1.00		
City Land Surveyor	1.00		
Concrete Finisher	3.00		
Construction & Maintenance Mechanic	7.00	7.00	7.00
Construction & Maintenance Supv I	2.00	2.00	2.00
Construction Inspector (Field)	16.00	6.00	6.00
Construction Inspector Sup (Field)	3.00	2.00	2.00
Construction Inspector, Sr (Field)	4.00		
Construction Inspector, Sup II	1.00	1.00	1.00
Custodial Services Supervisor I	3.00	3.00	3.00
Custodian	44.40	46.40	46.40
Custodian Supervisor	1.00	1.00	1.00
Custodian, PPT	5.89	5.89	5.89
Custodian, PT	14.79	14.79	14.79
Director of Public Works	1.00	1.00	1.00
Drafting Technician, Int (Office)	2.00	1.00	1.00
Drafting/Design Technician, Sr	2.00		
Electrical Const & Maint Planner	2.00		
Electrical Engineer II	2.00	2.00	2.00
Electrical Engineer III	2.00		

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Oakland Public Works (cont'd)			
Electrical Painter	3.00	2.00	2.00
Electrical Supervisor	2.00		
Electrician	12.00	2.00	2.00
Electrician Helper	1.00		
Electrician Leader	3.00	1.00	1.00
Electro-Mechanical Machinist	1.00	1.00	1.00
Energy Engineer III	1.00	1.00	1.00
Engineer, Assistant II (Field)	1.00		
Engineer, Assistant II (Office)	30.00	16.00	16.00
Engineer, Civil (Field)	3.00	3.00	3.00
Engineer, Civil (Office)	17.00	9.00	9.00
Engineer, Civil Principal	3.00	2.00	2.00
Engineer, Civil Supervising (Field)	1.00	1.00	1.00
Engineer, Civil Supv (Office)	5.00	2.00	2.00
Engineer, Transportation	8.00		
Engineer, Transportation Assistant	2.00	1.00	1.00
Engineer, Transportation Supv	2.00		
Engineering Intern, PT	4.00	2.00	2.00
Engineering Technician II (Office)	3.00		
Engineering Technician, Sr (Office)	2.00		
Environment Svcs Analyst, Asst	1.00	1.00	1.00
Environmental Program Specialist	4.00	4.00	4.00
Environmental Program Supervisor	1.00	1.00	1.00
Equipment Body Repair Worker	3.00	3.00	3.00
Equipment Parts Technician	3.00	4.00	4.00
Equipment Services Superintendent	1.00	1.00	1.00
Equipment Supervisor	3.00	3.00	3.00
Exec Asst to the Director	1.00	1.00	1.00
Facilities Complex Manager	2.00	2.00	2.00
Facility Security Assistant, PT	0.50	0.50	0.50
Fleet Compliance Coordinator	1.00	1.00	1.00
Fleet Specialist	1.00	1.00	1.00

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Oakland Public Works (cont'd)			
Gardener Crew Leader	21.00	21.00	21.00
Gardener II	13.00	13.00	13.00
Heavy Equipment Mechanic	14.00	15.00	15.00
Heavy Equipment Operator	7.00	3.00	3.00
Heavy Equipment Service Worker	7.00	6.00	6.00
Heavy Equipment Supervisor	2.00	2.00	2.00
Irrigation Repair Specialist	4.00	4.00	4.00
Maintenance Mechanic	12.00	11.00	11.00
Maintenance Mechanic, PT		0.50	0.50
Management Assistant	2.00	2.00	2.00
Management Intern	1.00	1.00	1.00
Management Intern, PT	1.00	1.00	1.00
Manager, Agency Administrative	1.00	1.00	1.00
Manager, Building Services	1.00	1.00	1.00
Manager, Capital Improvement Pgrm	2.00	1.00	1.00
Manager, Electrical Services	1.00		
Manager, Environmental Services	1.00	1.00	1.00
Manager, Equipment Services	1.00	1.00	1.00
Manager, Park Services	1.00	1.00	1.00
Manager, Support Services	1.00	1.00	1.00
Manager, Sustainability Pgm	1.00	1.00	1.00
Manager, Technology Pgm	1.00	1.00	1.00
Mayor's PSE 14		2.00	2.00
Office Assistant II	2.00	1.00	1.00
Painter	8.00	7.00	7.00
Park Attendant, PPT	3.71	3.71	3.71
Park Attendant, PT	33.73	33.73	33.73
Park Equipment Operator	5.00	5.00	5.00
Park Supervisor I	5.00	5.00	5.00
Park Supervisor II	1.00	1.00	1.00
Parking Meter Repair Worker	7.00		
Payroll Personnel Clerk III	4.00	3.00	3.00

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Oakland Public Works (cont'd)			
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	5.00	3.00	3.00
Program Analyst II	8.00	5.00	5.00
Program Analyst III	10.00	5.00	5.00
Project Manager II	3.00	2.00	2.00
Public Information Officer II		1.00	1.00
Public Service Representative	5.00	5.00	5.00
Public Works Maintenance Worker	68.00	43.00	43.00
Public Works Operations Manager	3.00	2.00	2.00
Public Works Supervisor I	17.00	12.00	12.00
Public Works Supervisor II	7.00	5.00	5.00
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 Planner		1.00	1.00
Sewer Maintenance Worker	32.00	32.00	32.00
Sign Maintenance Worker	7.00		
Solid Waste/Recycling Prog Sup	1.00	1.00	1.00
Spatial Data Analyst III	1.00		
Stationary Engineer	9.00	10.00	10.00
Stationary Engineer, Chief	3.00	3.00	3.00
Street Maintenance Leader	35.00	22.00	22.00
Street Sweeper Operator	20.00	20.00	20.00
Student Trainee, PT	5.55	1.55	1.55
Support Services Supervisor	3.00	2.00	2.00
Surveying Technician (Field)	1.00		
Surveying Technician, Sr (Field)	2.00		
Traffic Engineering Tech, Senior (O)	1.00		
Traffic Painter	4.00		

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Oakland Public Works (cont'd)			
Traffic Sign Maker	2.00		
Training & Public Svcs Admin	1.00		
Transportation Planner, Senior	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	142.00	160.50	163.50
Account Clerk II	3.00	2.00	2.00
Account Clerk III	1.00	1.00	1.00
Administrative Analyst II	2.00	3.00	3.00
Administrative Assistant I	1.00	1.00	1.00
Administrative Assistant II	1.00	1.00	1.00
Administrative Services Manager I	1.00	1.00	1.00
Business Analyst II	1.00		
Business Analyst IV	1.00	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 Planning & Building	1.00	1.00	1.00
Engineer, Assistant II (Office)	5.00	5.00	5.00
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	1.00
Exec Asst to the Director	1.00	1.00	1.00
Graphic Delineator	1.00	1.00	1.00
Inspection Services Manager	1.00		
Management Assistant	1.00	2.00	2.00
Manager, Zoning	1.00	1.00	1.00
Office Assistant II	8.00	8.00	8.00

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Planning & Building (cont'd)			
Office Manager	1.00	1.00	1.00
Permit Technician I	4.00	6.00	6.00
Permit Technician II	1.00	1.00	1.00
Planner I	2.00	4.00	4.00
Planner II	8.00	9.00	9.00
Planner II, Design Review	1.00	1.00	1.00
Planner III	11.00	12.00	12.00
Planner III, Historic Preservation	2.00	2.00	2.00
Planner IV	5.00	5.50	5.50
Planner V	2.00	2.00	2.00
Planning Intern, PT	2.00	2.00	2.00
Planning Investigator	1.00	1.00	1.00
Principal Inspection Supv	2.00	3.00	3.00
Process Coordinator II	2.00	3.00	3.00
Process Coordinator III	2.00	4.00	4.00
Program Analyst III	1.00	1.00	1.00
Project Manager II		1.00	1.00
Public Service Rep, Sr	3.00	3.00	3.00
Public Service Representative	9.00	12.00	13.00
Specialty Combination Insp, Senior	4.00	5.00	5.00
Specialty Combination Inspector	36.00	40.00	42.00
Police Commission*		13.00	13.00
Complaint Investigator II		6.00	6.00
Complaint Investigator III		1.00	1.00
CPRB Executive Director		1.00	1.00
CPRB Policy Analyst		1.00	1.00
Intake Technician		3.00	3.00
Office Assistant II		1.00	1.00

* Citizens' Police Review Board has moved to the new Police Commission from City Administrator's Office.

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Police Department *	1,318.54	1,264.50	1,312.50
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	16.00	16.00
Administrative Assistant I	3.00	3.00	3.00
Business Analyst II	1.00	1.00	1.00
Business Analyst IV		1.00	1.00
Captain of Police (PERS)	10.00	10.00	10.00
Chief of Police	1.00	1.00	1.00
Chief of Police, Assistant	1.00	1.00	1.00
Crime Analyst	5.00	4.00	4.00
Criminalist I	1.00	1.00	
Criminalist II	15.00	15.00	15.00
Criminalist III	5.00	5.00	5.00
Crossing Guard, PPT	2.00	2.00	2.00
Crossing Guard, PT	17.00	17.00	17.00
Deputy Chief of Police	2.00		
Deputy Chief of Police (PERS)	2.00	4.00	4.00
Exec Asst to the Director	1.00	1.00	1.00
Forensic Technician	1.00	1.00	
Grants Coordinator	1.00	1.00	1.00
Intake Technician	4.00	4.00	4.00
Latent Print Examiner II	5.00	5.00	5.00
Latent Print Examiner III	1.00	1.00	1.00
Lieutenant of Police (PERS)	27.00	27.00	27.00
Management Assistant	5.00	5.00	5.00

*Parking Enforcement has moved from the Police Department to the Department of Transportation.

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Police Department (cont'd)			
Manager, Crime Laboratory	1.00	1.00	1.00
Neighborhood Services Coordinator	10.00	10.00	10.00
Office Assistant I		1.00	1.00
Office Assistant I, PT	0.50	0.50	0.50
Office Assistant II	1.00	1.00	1.00
Parking Control Technician	27.00		
Parking Control Technician, PPT	13.75		
Parking Control Technician, PT	20.29		
Parking Enforcement Supervisor I	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		
Police Cadet, PT	16.50	16.50	16.50
Police Communications Dispatcher	63.00	63.00	63.00
Police Communications Manager	1.00	1.00	1.00
Police Communications Operator	11.00	11.00	11.00
Police Communications Supervisor	8.00	8.00	8.00
Police Evidence Technician	20.00	20.00	20.00
Police Officer (PERS)	605.00	620.00	620.00
Police Officer Trainee	100.00	100.00	150.00
Police Performance Auditor	3.00	3.00	3.00
Police Personnel Oper Specialist	2.00	2.00	2.00
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	54.00	54.00
Police Records Supervisor	5.00	5.00	5.00
Police Services Manager I	7.00	5.00	5.00
Police Services Technician II	60.00	59.00	59.00
Program Analyst III	2.00	2.00	2.00
Project Manager II	1.00	1.00	1.00

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Police Department (cont'd)			
Project Manager III	1.00	1.00	1.00
Public Service Representative	1.00		
Reproduction Offset Operator	1.00	1.00	1.00
Sergeant of Police (PERS)	129.00	129.00	129.00
Storekeeper II	1.00		
Student Trainee, PT	0.50	0.50	0.50
Technical Communications Specialist	1.00	1.00	1.00
Volunteer Program Specialist II	1.00	1.00	1.00
Public Ethics Commission	6.00	6.00	6.00
Administrative Assistant II	1.00	1.00	1.00
Deputy Dir, Public Ethics Comm	1.00	1.00	1.00
Ethics Analyst I	1.00	1.00	1.00
Ethics Analyst II	1.00	1.00	1.00
Ethics Investigator	1.00	1.00	1.00
Exec Dir, Public Ethics Comm	1.00	1.00	1.00
Race & Equity	2.00	2.00	2.00
Director of Race and Equity	1.00	1.00	1.00
Program Analyst II	1.00		
Program Analyst III		1.00	1.00
Transportation*		296.04	295.04
Account Clerk III		1.00	1.00
Accountant I		1.00	1.00
Accountant II		1.00	1.00
Accountant III		1.00	1.00
Administrative Analyst I		1.00	1.00
Administrative Assistant I		1.00	1.00
Administrative Assistant II		4.00	4.00
Administrative Services Manager I		1.00	1.00
Arboricultural Inspector		1.00	1.00
Architectural Associate (Field)		1.00	1.00
Assist Director, Pub Works Agency		1.00	1.00

* Transportation related functions moved from Oakland Public Works and Parking Enforcement moved from Oakland Police Department to the Department of Transportation.

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Transportation (cont'd)			
Account Clerk III		1.00	1.00
Accountant I		1.00	1.00
Accountant II		1.00	1.00
Accountant III		1.00	1.00
Administrative Analyst I		1.00	1.00
Administrative Assistant I		1.00	1.00
Administrative Assistant II		4.00	4.00
Administrative Services Manager I		1.00	1.00
Arboricultural Inspector		1.00	1.00
Architectural Associate (Field)		1.00	1.00
Assist Director, Pub Works Agency		1.00	1.00
Business Analyst II		1.00	1.00
Chief of Party		1.00	1.00
City Land Surveyor		1.00	1.00
Concrete Finisher		3.00	3.00
Construction Inspector (Field)		10.00	10.00
Construction Inspector Sup (Field)		1.00	1.00
Construction Inspector, Sr (Field)		4.00	4.00
Director of Transportation		1.00	1.00
Disability Access Coordinator		1.00	1.00
Drafting Technician, Int (Office)		1.00	1.00
Drafting/Design Technician, Sr		2.00	2.00
Electrical Const & Maint Planner		1.00	1.00
Electrical Engineer III		2.00	2.00
Electrical Supervisor		2.00	2.00
Electrician		10.00	10.00
Electrician Helper		1.00	1.00
Electrician Leader		2.00	2.00
Engineer, Assistant II (Field)		1.00	1.00
Engineer, Assistant II (Office)		25.00	25.00
Engineer, Civil (Office)		10.00	10.00

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Transportation (cont'd)			
Engineer, Civil Principal		2.00	2.00
Engineer, Civil Supv (Office)		3.00	3.00
Engineer, Transportation		9.00	9.00
Engineer, Transportation Assistant		1.00	1.00
Engineer, Transportation Supv		2.00	2.00
Engineering Intern, PT		2.00	2.00
Engineering Technician II (Office)		4.00	4.00
Engineering Technician, Sr (Office)		2.00	2.00
Exec Asst to the Director		1.00	1.00
Heavy Equipment Operator		4.00	4.00
Manager, Agency Administrative		1.00	1.00
Manager, Capital Improvement Pgrm		1.00	1.00
Manager, Electrical Services		1.00	1.00
Office Assistant II		1.00	1.00
Parking Control Technician		27.00	27.00
Parking Control Technician, PPT		13.75	13.75
Parking Control Technician, PT		20.29	20.29
Parking Enforcement Supervisor I		4.00	4.00
Parking Meter Repair Worker		7.00	7.00
Payroll Personnel Clerk III		1.00	1.00
Police Services Manager I		1.00	1.00
Program Analyst I		4.00	4.00
Program Analyst II		8.00	8.00
Program Analyst III		6.00	6.00
Project Manager II		1.00	
Public Service Representative		2.00	2.00
Public Works Maintenance Worker		25.00	25.00
Public Works Operations Manager		1.00	1.00
Public Works Supervisor I		5.00	5.00
Public Works Supervisor II		2.00	2.00

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

DEPARTMENT	FY16-17 Midcycle Budget FTE	FY17-18 Proposed Budget FTE	FY18-19 Proposed Budget FTE
Transportation (cont'd)			
Sign Maintenance Worker		7.00	7.00
Spatial Data Analyst III		1.00	1.00
Street Maintenance Leader		13.00	13.00
Student Trainee, PT		5.00	5.00
Support Services Supervisor		1.00	1.00
Surveying Technician (Field)		1.00	1.00
Surveying Technician, Sr (Field)		2.00	2.00
Traffic Engineering Tech, Senior (O)		1.00	1.00
Traffic Painter		4.00	4.00
Traffic Sign Maker		2.00	2.00
Transportation Planner, Senior		3.00	3.00
Grand Total	4,180.34	4,247.50	4,299.90

Citywide	FY 2016-17 Adopted Budget FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Civilian	2,811.34	2,821.50	2,823.90
Fire Sworn	507.00	508.00	508.00
Police Sworn	762.00	792.00	792.00
Fire Fighter / Fire Fighter Paramedic Trainee	-	26.00	26.00
Police Officer Trainee	100.00	100.00	150.00
Grand Total	4,180.34	4,247.50	4,299.90

ORGANIZATIONAL SUMMARY

CLASSIFICATION SUMMARY BY DEPARTMENT (In Full Time Equivalents)

Positions Frozen or Eliminated			
Department	Primary Fund	FY 2017-18 Status	FY 2018-19 Status
Human Resources Management			
Benefits Technician	Fund 7130	Eliminated	Eliminated
Fire			
Battalion Chief	Fund 2250	Frozen	Frozen
Administrative Services Manager II	Fund 2123	Eliminated	Eliminated
Emergency Planning Coordinator, Sr.	Fund 2123	Frozen	Active
Emergency Planning Coordinator, Sr.	Fund 2123	Eliminated	Eliminated
Emergency Medical Services Coordinator	Fund 2412	Frozen	Frozen
Public Works			
Maintenance Mechanic	Fund 3100	Eliminated	Eliminated
Electrical Painter	Fund 1720	Frozen	Frozen
Painter	Fund 1720	Frozen	Frozen
Human Services			
Outreach Developer	Fund 2195	Eliminated	Eliminated
Senior Aide, PT - 35.33 FTE	Fund 2114	Eliminated	Eliminated
Senior Services Supervisor	Fund 2128	Eliminated	Eliminated
Economic & Workforce Development			
Student Trainee, PT - 0.5 FTE	Fund 5671	Eliminated	Eliminated
Program Analyst III	Fund 2195	Eliminated	Eliminated
Employment Services Supervisor	Fund 1010	Eliminated	Eliminated
Housing & Community Development			
Loan Servicing Administrator	Fund 1610	Eliminated	Eliminated

MAYOR

DUTIES AND RESPONSIBILITIES

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

- The Mayor shall be responsible for the submission of an annual budget to the Council that shall be prepared by the City Administrator under the direction of the Mayor and Council. The Mayor shall, at the time of the submission of the budget, submit a general statement of the conditions of the affairs of the City, the goals of the administration and recommendations of such measures as she may deem expedient and proper to accomplish such goals.
- The Mayor shall recommend to the Council measures and legislation as she deems necessary and to make such other recommendations to the Council concerning the affairs of the City as she finds desirable.
- The Mayor shall encourage programs for the physical, economic, social and cultural development of the City.
- The Mayor shall actively promote economic development to broaden and strengthen the commercial and employment base of the City.
- The Mayor shall appoint the City Administrator, subject to confirmation by the City Council, remove the City Administrator and give direction to the City Administrator. The Mayor shall advise the Council before removing the City Administrator.
- The Mayor shall appoint the Chief of Police from a pool of at least 4 candidates provided by the Oakland Police Commission, remove the Chief of Police either jointly or separately from the Commission.
- The Mayor shall serve as ceremonial head of the City.
- The Mayor shall represent the City in inter-governmental relations as directed by the Council.
- The Mayor shall provide community leadership.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund	\$2,313,197	\$2,719,384	\$2,864,074	\$2,970,693
2216 Measure BB - Alameda County Transportation	244,750	225,504	339,926	352,992
2252 Measure Z - Violence Prevention and Public Safety	-	88,820	90,240	93,513
2999 Miscellaneous Grants	125,300	-	-	-
7999 Miscellaneous Trusts	14,517	-	-	-
TOTAL	\$2,697,764	\$3,033,708	\$3,294,240	\$3,417,198
GPF Percent to Total Department	85.7%	89.6%	86.9%	86.9%
GPF Percent to Citywide GPF Expenditures	0.4%	0.5%	0.5%	0.5%

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Mayor's Support	11.00	12.80	12.80
1010 - General Fund: General Purpose	9.60	10.60	10.60
2216 - Measure BB - Alameda County Transportation Commission	1.00	1.00	1.00
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	0.40	0.40	0.40
2999 - Miscellaneous Grants	-	0.80	0.80
TOTAL	11.00	12.80	12.80

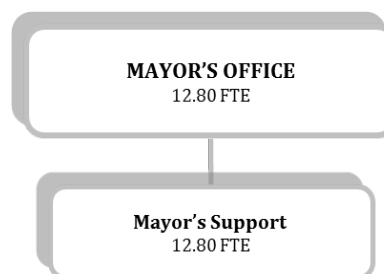
SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Mayor's Support	\$2,697,764	\$3,033,708	\$3,294,240	\$3,417,198
TOTAL	\$2,697,764	\$3,033,708	\$3,294,240	\$3,417,198

SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Maintain previously grant-funded Special Assistant to the Mayor III (Education) as required by terms of the grant for a limited duration (end-dated June 30, 2019)	1.00	\$266,755	\$283,338
Increase vacancy discount	-	(\$123,810)	(\$128,967)
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Previously approved 0.80 FTE Special Assistant to the Mayor III in Misc. Grants Fund (2999) supported by Kenneth Rainin Foundation Grant (end-dated December 31, 2018)	0.80	\$210,651	\$109,143

ORGANIZATIONAL CHART BY SERVICE AREA



PRIORITIES

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

HOLISTIC COMMUNITY SAFETY

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

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

KEEPING THE OAKLAND PROMISE

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

- Open 250 college savings accounts of \$500 for babies born into poverty, as well as give financial coaching and up to \$500 of financial assistance to their parents, annually.
- Award 5,000 early scholarships to kindergartners at 36 OUSD schools and incentivize 500 of their families to open college savings accounts, annually.

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

FIGHTING DISPLACEMENT & HOUSING OUR MOST VULNERABLE

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

- Protect 6,000 Oakland households annually from displacement through recently adopted renter protections and services.
- Build at least 3,000 new units of housing annually with 20% protected affordable for low to extremely low income tenants.
- Assist 500 small businesses and non-profits to stay and grow in Oakland, annually.
- Implement new proactive commercial and residential inspection programs.

- Continue the Compassionate Communities services-in-place for homeless encampments; secure an additional Navigation Center/Henry Robinson site and commence development of a permanent housing project for unsheltered residents.

TRANSPORTATION AND INFRASTRUCTURE THAT WORKS

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

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

RESPONSIVE TRUSTWORTHY GOVERNMENT

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

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

CITY COUNCIL

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

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

DUTIES AND RESPONSIBILITIES

In accordance with the Charter, the City Council:

- sets the goals and priorities for the City,
- adopts the City budget,
- adopts the city's laws by ordinance and resolution, and
- 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 residents and Oakland Business Owners are successful and that equitable job opportunities are provided for

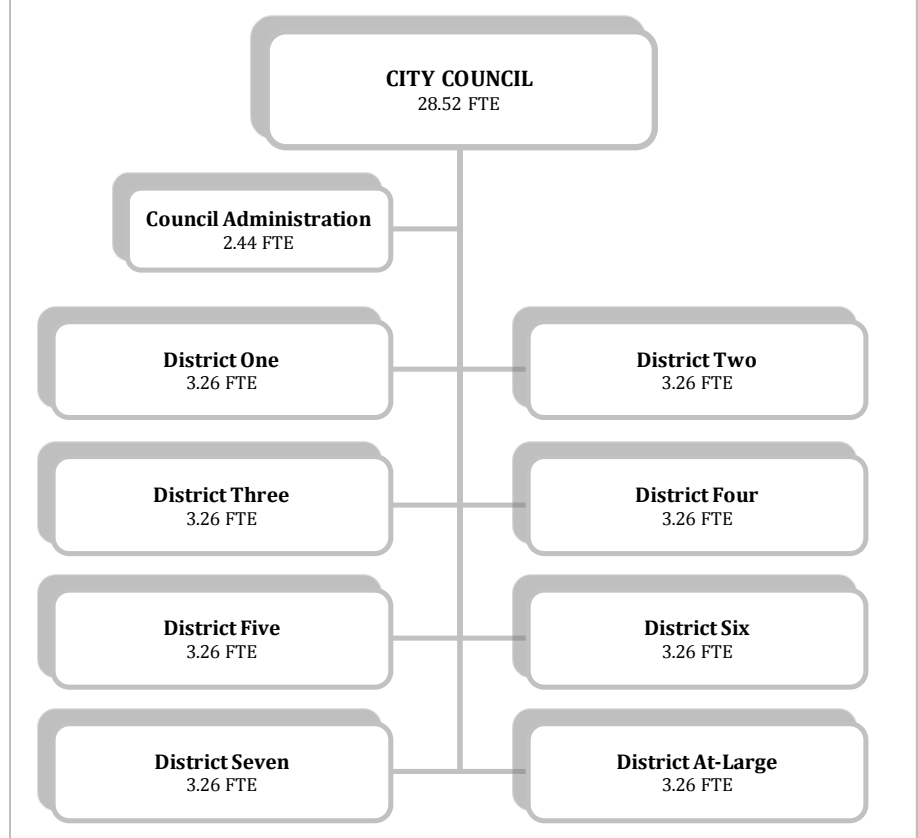
SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$4,579,548	\$4,806,964	\$4,817,421	\$4,979,559
TOTAL	\$4,579,548	\$4,806,964	\$4,817,421	\$4,979,559
GPF Percent to Total Department	100.0%	100.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.8%	0.9%	0.8%	0.8%

AUTHORIZED POSITIONS FOR CITY COUNCIL

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
City Council	28.52	28.52	28.52
1010 - General Purpose Fund (GPF)	28.52	28.52	28.52
TOTAL	28.52	28.52	28.52

ORGANIZATIONAL CHART BY COUNCIL DISTRICT



CITY COUNCIL

BUSINESS GOALS (CONT'D)

- residents of Oakland, and small local/LBE/ and women owned businesses.
- Provide for equitable contracting opportunities for Oakland based business owners.

FUNCTION DESCRIPTIONS

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

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET				
Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
City Council	\$4,579,548	\$4,806,964	\$4,817,421	\$4,979,559
TOTAL	\$4,579,548	\$4,806,964	\$4,817,421	\$4,979,559

SIGNIFICANT CHANGES			
General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
NONE			

CITY ADMINISTRATOR

MISSION STATEMENT

The Office of the City Administrator provides strategic leadership that supports the Mayor and City Council and motivates and challenges the organization to deliver equitable, 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.

SERVICE AREAS

ADMINISTRATION / OPERATIONS

This program directs and coordinates all City departments to ensure the goals and policy directives of the Mayor and City Council are implemented and services are equitably delivered to the community in an efficient and effective manner. The Administration Division also includes Agenda Management, Communications, Measure Z evaluation, Nuisance Abatement, Special Activity Permits, Resilience, and the Oaklanders' Assistance Center.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Fund: General Purpose	\$15,324,806	\$15,913,750	\$15,301,327	\$12,319,932
1610 Successor Redevelopment Agency Reimbursement	702,790	710,518	459,467	507,052
1720 Comprehensive Clean-up	4,009	-	-	-
1750 Multipurpose Reserve	65,198	55,755	62,875	65,109
1770 Telecommunications Land Use	15,000	50,000	-	-
1870 Affordable Housing Trust Fund	-	-	114,357	118,473
2241 Measure Q-Library Services Retention &	6,328	17,657	-	-
2250 Measure N: Fund	3,669	9,492	5,000	5,000
2251 Measure Y: Public Safety Act 2004	122,066	-	-	-
2252 Measure Z - Violence Prevention and Public Safety	168,941	714,367	693,406	715,043
2310 Lighting and Landscape Assessment District	6,401	25,973	-	-
2412 Alameda County: Emergency Dispatch Service	3,669	9,453	5,000	5,000
2413 Rent Adjustment Program Fund	-	-	105,912	109,753
2415 Development Service Fund	291,995	332,057	444,251	457,328
2417 Excess Litter Fee Fund	181,712	373,163	371,675	371,675
2999 Miscellaneous Grants	297,903	254,213	50,741	-
4600 Information Technology	-	-	75,000	75,000
5130 Rockridge: Library Assessment District	1,223	3,320	-	-
5650 Coliseum Projects	20,184	-	-	-
5671 OBRA: Leasing & Utility	181,321	171,343	175,741	181,999
7760 Grant Clearing	6,707	25,000	25,000	25,000
TOTAL	\$17,403,922	\$18,666,061	\$17,889,752	\$14,956,364
GPF Percent to Total Department	88.1%	85.3%	85.5%	82.4%
GPF Percent to Citywide GPF Expenditures	2.8%	2.9%	2.7%	2.1%

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Administration / Operations	24.75	23.00	23.00
1010 - General Purpose Fund (GPF)	19.25	17.63	17.80
1610 - Successor Redevelopment Agency Reimbursement Fund	1.78	1.03	1.03
1750 - Multipurpose Reserve	0.34	0.34	0.34
1870 - Affordable Housing Trust Fund	-	0.45	0.45
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	0.80	0.80	0.80
2413 - Rent Adjustment Program Fund	-	0.75	0.75
2415 - Development Service Fund	1.58	1.83	1.83
2999 - Miscellaneous Grants	1.00	0.17	-
Budget	5.00	-	-
1010 - General Purpose Fund (GPF)	4.80	-	-
1610 - Successor Redevelopment Agency Reimbursement Fund	0.20	-	-
Citizens' Police Review Board	11.00	-	-
1010 - General Purpose Fund (GPF)	11.00	-	-
Contracts & Compliance	14.00	15.00	15.00
1010 - General Purpose Fund (GPF)	13.00	14.00	14.00
5671 - OBRA: Leasing & Utility	1.00	1.00	1.00
Employee Relations	5.00	-	-
1010 - General Purpose Fund (GPF)	5.00	-	-
Equal Opportunity	3.00	3.00	3.00
1010 - General Purpose Fund (GPF)	3.00	3.00	3.00
Oakland Animal Services	32.50	32.50	32.50
1010 - General Purpose Fund (GPF)	32.50	32.50	32.50
TOTAL	95.25	73.50	73.50

¹ Citizens' Police Review Board has moved to the new Police Commission.

² Budget has moved to the Finance Department.

³ Employee Relations has moved to Human Resources.

CITY ADMINISTRATOR

SERVICE AREAS (CONT'D)

CONTRACTS & COMPLIANCE

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

EQUAL OPPORTUNITY

Equal Opportunity Program is mandated by federal, state, and local laws and regulations and performs the following functions: investigates the 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.

OAKLAND ANIMAL SERVICES (OAS)

This program is dedicated to improving the relationship between Oakland residents and its animals through the delivery of effective,

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Administration / Operations	\$7,095,583	\$7,938,653	\$10,473,609	\$7,308,071
Budget ¹	860,447	1,179,347	-	-
Citizens' Police Review Board ²	1,536,355	1,734,222	-	-
Contracts & Compliance	2,543,635	2,271,517	2,578,442	2,666,887
Employee Relations ³	1,014,649	986,356	-	-
Equal Opportunity	361,993	499,704	571,197	590,933
Oakland Animal Services	3,991,260	4,056,262	4,266,504	4,390,473
TOTAL	\$17,403,922	\$18,666,061	\$17,889,752	\$14,956,364

¹ Budget has moved to the Finance Department.

² Citizens' Police Review Board has moved to the new Police Commission.

³ Employee Relations has moved to Human Resources.

ORGANIZATIONAL CHART BY SERVICE AREA



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.

CITY ADMINISTRATOR

SIGNIFICANT CHANGES			
General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Ongoing funding for previously one-time funded Contract Compliance Officer to support local minimum wage compliance	1.00	\$143,249	\$148,443
Maintain previously grant-funded Resiliency Officer (Deputy City Administrator) as required by terms of the grant (grant funding ends August 2017)	1.00	\$229,177	\$284,998
Add Special Permit Enforcement Officer (covered with projected permit fee revenue)	2.00	\$245,236	\$254,128
Add one-time funds for the Cannabis Equity Assistance Program per Resolution No. 86633 C.M.S.		\$3,400,000	\$0
Transfer Administrative Analyst I to Transportation	(1.00)	(\$108,964)	(\$112,915)
Transfer portion of a City Administrator Analyst to the Rent Adjustment Fund (2413)	(0.50)	(\$69,405)	(\$71,922)
Transfer portion of Assistant City Administrator, Executive Assistant to the Assistant City Administrator and Assistant to the City Administrator to the Affordable Housing Trust Fund (1870)	(0.45)	(\$114,357)	(\$118,473)
Transfer Exec Asst to Asst City Administrator to the Finance Department (split funded with Development Services Fund (2415)	(0.50)	(\$63,109)	(\$65,396)
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer portion of Assistant City Administrator, Executive Assistant to the Assistant City Administrator and Assistant to the City Administrator to the Affordable Housing Trust Fund (1870) from the General Purpose Fund (1010)	0.45	\$114,357	\$118,473
Transfer portion of a City Administrator Analyst to Fund 2413 from Fund 1010	0.50	\$69,406	\$71,923
Transfer 0.50 FTE Exec Asst to Asst City Administrator in Fund 2415 to the Finance Department	(0.50)	(\$63,109)	(\$65,396)
Eliminate funding of Deputy City Administrator in Miscellaneous Grants Fund (2999) as of August 2017 due to expiration of Rockefeller Grant (funding of position transferred to GPF)	(1.00)	(\$229,177)	(\$284,998)
Organizational Changes	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer Budget to the Finance Department	(4.80)	(\$1,144,551)	(\$1,280,590)
Transfer Employee Relations from the City Administrators Office to the Department of Human Resource Management	(5.00)	(\$1,104,054)	(\$1,139,283)
Transfer Oaklanders Assistance Center positions to Oakland Public Works call center to support first phase of 311 establishment	(2.00)	(\$234,630)	(\$243,136)
Transfer Citizens Police Review Board to the Police Commission	(11.00)	(\$1,731,805)	(\$1,789,803)

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 by negotiating, drafting, and reviewing agreements, legislation, regulations, policies, and procedures and helping to shape viable, legally sound policies, programs, and services for the City.
- Aggressively defend and advocate for Oakland's interests and resources in court and in administrative proceedings, and initiate legal action and other initiatives to protect and enhance the rights, interests, and quality of life of all Oakland residents and our community.
- Advocate for equal opportunity, equity, diversity, justice, and a level playing field in our community and the world as a whole.
- Continue to explore and identify ways to provide the highest quality professional legal services in the most efficient and cost-effective manner.
- Restore and maintain a staff of well-qualified attorneys and support staff with extensive knowledge of the City of Oakland and municipal law, making it possible for them to meet demands more efficiently and effectively.

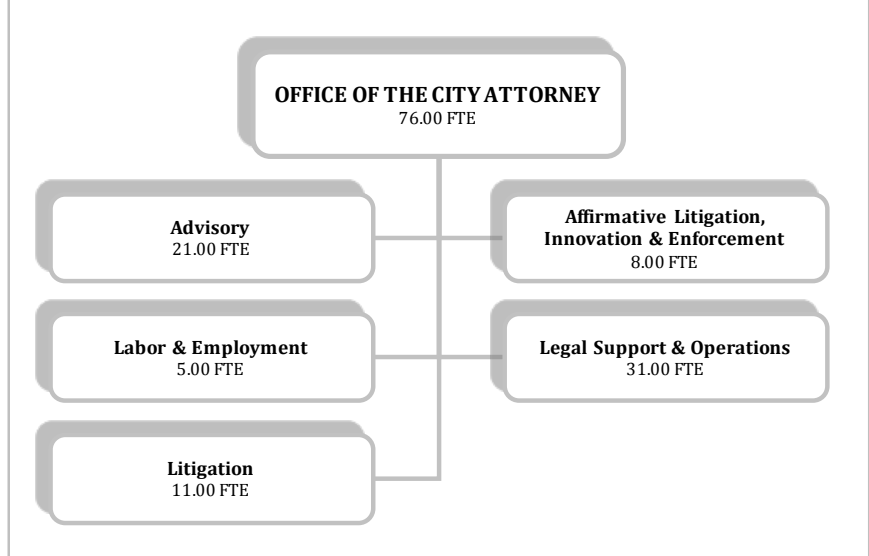
SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$7,734,706	\$5,873,913	\$11,753,254	\$12,149,812
1100 Self Insurance Liability	5,489,379	5,361,281	-	-
1150 Worker's Compensation Insurance Claims	475,249	520,896	502,620	520,260
1610 Successor Redevelopment Agency Reimbursement	1,284,295	1,103,222	799,057	761,383
1710 Recycling Program	357,106	355,414	366,176	379,049
2108 HUD-CDBG	59,461	53,390	57,241	59,251
2211 Measure B: Local Streets & Roads	35,792	32,150	33,063	34,222
2413 Rent Adjustment Program Fund	808,226	790,099	819,655	848,464
2415 Development Service Fund	1,123,082	1,174,969	1,132,457	1,172,363
3100 Sewer Service Fund	788,286	794,714	798,224	826,296
5612 Central District: TA Bonds Series 2005	-	-	118,631	146,777
5643 Central City East TA Bonds Series 2006A-T (Taxable)	-	-	158,176	195,705
5656 Coliseum: TA Bonds Series 2006B-T (Taxable)	-	-	118,631	146,777
7100 Police and Fire Retirement System	145,242	138,380	147,066	152,230
7760 Grant Clearing	132,047	143,180	137,803	142,618
TOTAL	\$18,432,870	\$16,341,608	\$16,942,054	\$17,535,207
GPF Percent to Total Department	42.0%	35.9%	69.4%	69.3%
GPF Percent to Citywide GPF Expenditures	1.4%	1.1%	2.1%	2.0%

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Advisory	\$7,623,612	\$7,130,673	\$6,303,158	\$6,532,359
Affirmative Litigation, Innovation & Enforcement	-	-	1,355,949	1,404,692
Labor & Employment	-	-	1,368,627	1,418,070
Legal Support & Operations	5,393,269	5,302,318	5,065,140	5,232,470
Litigation	5,415,989	3,908,617	2,849,180	2,947,616
TOTAL	\$18,432,870	\$16,341,608	\$16,942,054	\$17,535,207

ORGANIZATIONAL CHART BY SERVICE AREA



CITY ATTORNEY

TOP PRIORITIES & GOALS (CONT'D)

- Uphold transparent, honest, and fair government by enforcing the Public Records Act and other open government laws, and by ensuring that City officials and employees know and play by the same rules.

SERVICE AREAS

ADVISORY

Provide legal services covering the full spectrum of municipal affairs, including but not limited to legal advice and counsel, drafting legislation, and contracts, providing advice on housing and economic development projects, land use, negotiating real estate transactions, and providing advice regarding finance, municipal bonds, retirement, benefits, elections, tax, constitutional law, ethics, and conflicts of interest.

AFFIRMATIVE LITIGATION, INNOVATION & ENFORCEMENT

The Affirmative Litigation, Innovation & Enforcement Division includes affirmative litigation, community lawyering, civil rights enforcement, code enforcement, general public safety and the Neighborhood Law Corps ("NLC"). This Division focuses on preventing illegal dumping, suing abusive landlords who violate the rights of Oakland tenants and shutting down hotels, massage parlors and other businesses that collude in human trafficking and the sexual exploitation of minors, and proactive lawsuits and other actions to protect and advance the rights and interests of all Oakland residents.

LABOR & EMPLOYMENT

Advise the City on labor and employment matters with a special focus on advice and counsel to the Oakland Police Department and police discipline from the investigation through arbitration. The division includes Departmental Counsel for the Oakland Police Department to enhance coordination of the City Attorney's handling of police matters, including police department policies and personnel/discipline cases.

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Advisory	28.00	21.00	21.00
1010 - General Purpose Fund (GPF)	10.04	10.41	10.41
1100 - Self Insurance Liability	7.32	-	-
1150 - Worker's Compensation Insurance Claims	0.92	0.87	0.87
1610 - Successor Redevelopment Agency Reimbursement Fund	3.50	2.25	2.00
1710 - Recycling Program	1.00	1.00	1.00
2108 - HUD-CDBG	0.19	0.19	0.19
2211 - Measure B: Local Streets & Roads	0.13	0.13	0.13
2413 - Rent Adjustment Program Fund	1.90	1.90	1.90
2415 - Development Service Fund	1.15	1.15	1.15
3100 - Sewer Service Fund	1.10	1.10	1.10
5612 - Central District: TA Bonds Series 2005	-	0.38	0.45
5643 - Central City East TA Bonds Series 2006A-T (Taxable)	-	0.49	0.60
5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)	-	0.38	0.45
7100 - Police and Fire Retirement System	0.50	0.50	0.50
7760 - Grant Clearing	0.25	0.25	0.25
Affirmative Litigation, Innovation & Enforcement	-	8.00	8.00
1010 - General Purpose Fund (GPF)	-	8.00	8.00
Labor & Employment	-	5.00	5.00
1010 - General Purpose Fund (GPF)	-	3.39	3.39
1150 - Worker's Compensation Insurance Claims	-	1.04	1.04
2415 - Development Service Fund	-	0.40	0.40
3100 - Sewer Service Fund	-	0.17	0.17
Legal Support & Operations	29.00	31.00	31.00
1010 - General Purpose Fund (GPF)	14.86	23.46	23.46
1100 - Self Insurance Liability	6.60	-	-
1610 - Successor Redevelopment Agency Reimbursement Fund	0.50	0.33	0.29
1710 - Recycling Program	0.50	0.50	0.50
2413 - Rent Adjustment Program Fund	2.00	2.00	2.00
2415 - Development Service Fund	2.60	2.60	2.60
3100 - Sewer Service Fund	1.94	1.94	1.94
5612 - Central District: TA Bonds Series 2005	-	0.05	0.06
5643 - Central City East TA Bonds Series 2006A-T (Taxable)	-	0.07	0.09
5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)	-	0.05	0.06
Litigation	19.00	11.00	11.00
1010 - General Purpose Fund (GPF)	5.50	8.86	8.86
1100 - Self Insurance Liability	9.80	-	-
1150 - Worker's Compensation Insurance Claims	0.99	-	-
2415 - Development Service Fund	1.75	1.35	1.35
3100 - Sewer Service Fund	0.76	0.59	0.59
7760 - Grant Clearing	0.20	0.20	0.20
TOTAL	76.00	76.00	76.00

SERVICE AREAS (CONT'D)**LEGAL SUPPORT & OPERATIONS**

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

LITIGATION SERVICES

Advocate the City's interest in claims and lawsuits that are filed against or on behalf of the City, its officers, employees, and agencies. Lawsuits are litigated in the state and federal trial and appellate courts.

SIGNIFICANT CHANGES			
General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer positions to the General Purpose Fund (1010) from the Self Insurance Liability Fund (1100) - offset by an equal reduction in Non-Departmental transfer to Fund 1100	23.72	\$5,205,893	\$5,428,750
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer positions in the Self Insurance Liability Fund (1100) to the General Purpose Fund (1010) - offset by a reduction in the transfer from Fund 1010 to Fund 1100	(23.72)	(\$5,205,893)	(\$5,428,750)
Transfer out various partial positions in Successor Redevelopment Agency Reimbursement Fund (1610) to Central District: TA Bonds Series 2005 (5612), Central City East TA Bonds Series 2006A-T (5643) and Coliseum: TA Bonds Series 2006B-T (5656) Funds in FY17-18	(1.42)	(\$395,438)	\$0
Transfer partial funding for positions to Fund 5612 from Fund 1610 in FY17-18	0.43	\$118,631	\$0
Transfer partial funding for positions to Fund 5643 from Fund 1610 in FY17-18	0.56	\$158,176	\$0
Transfer partial funding for positions to Fund 5656 from Fund 1610 in FY17-18	0.43	\$118,631	\$0
Transfer out various partial positions in Successor Redevelopment Agency Reimbursement Fund (1610) to Central District: TA Bonds Series 2005 (5612), Central City East TA Bonds Series 2006A-T (5643) and Coliseum: TA Bonds Series 2006B-T (5656) Funds in FY18-19	(1.73)	\$0	(\$647,435)
Transfer partial funding for positions to Fund 5612 from Fund 1610 in FY18-19	0.52	\$0	\$146,777
Transfer partial funding for positions to Fund 5643 from Fund 1610 in FY18-19	0.69	\$0	\$353,881
Transfer partial funding for positions to Fund 5656 from Fund 1610 in FY18-19	0.52	\$0	\$146,777

NOTES

CITY AUDITOR

MISSION STATEMENT

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

BUSINESS GOALS

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

SERVICE AREA

AUDITING

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

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$1,809,608	\$1,915,510	\$1,960,729	\$2,025,994
TOTAL	\$1,809,608	\$1,915,510	\$1,960,729	\$2,025,994
GPF Percent to Total Department	100.0%	100.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.3%	0.3%	0.3%	0.3%

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed 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

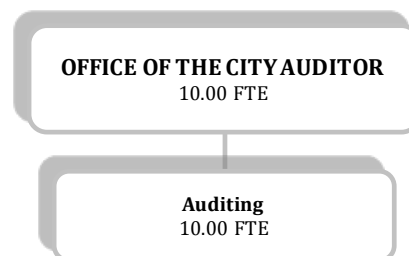
SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Auditing	\$1,809,608	\$1,915,510	\$1,960,729	\$2,025,994
TOTAL	\$1,809,608	\$1,915,510	\$1,960,729	\$2,025,994

SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2015-16 Changes	FY 2016-17 Changes
NONE		\$0	\$0

ORGANIZATIONAL CHART BY SERVICE AREA



NOTES

CITY CLERK

MISSION STATEMENT

The mission of the Office of the City Clerk is to deliver high quality, professional services to the citizens of the City of Oakland, elected officials, and the internal organization that 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.

SERVICE AREAS

CITY CLERK OPERATIONS

- Agenda Management –
Manages and performs processes to prepare and issue City Council legislative agendas and materials in advance to the public, members of the Council, and executive staff; facilitate opportunities for public comment during the meeting; record official actions taken by the Council, the Oakland Redevelopment Successor Agency, JPA, and certain other governing bodies (Legally Mandated).
- Customer Service and Public Relations –
Manage general operations for the department: finance, budget, payroll, personnel, workers comp; process Domestic Partnership

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$1,688,911	\$2,932,917	\$2,448,437	\$2,501,227
1610 Successor Redevelopment Agency Reimbursement	73,895	71,444	75,316	83,010
1760 Telecommunications Reserve	1,626,111	1,638,434	1,767,422	1,818,055
TOTAL	\$3,388,917	\$4,642,795	\$4,291,175	\$4,402,292
GPF Percent to Total Department	49.8%	63.2%	57.1%	56.8%
GPF Percent to Citywide GPF Expenditures	0.3%	0.5%	0.4%	0.4%

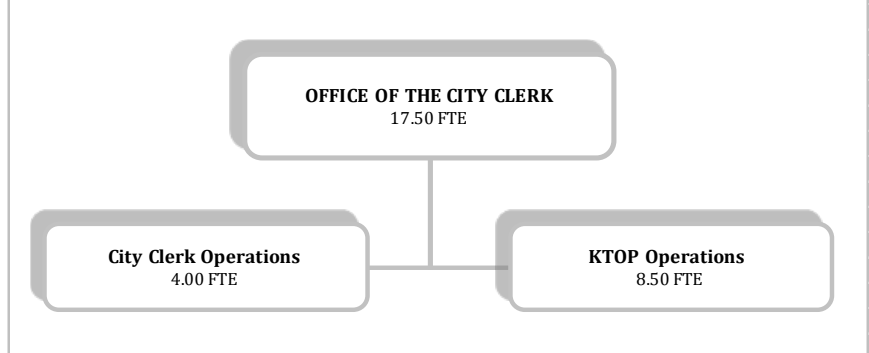
AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
City Clerk Operations	9.00	9.00	9.00
1010 - General Purpose Fund (GPF)	8.36	8.36	8.36
1610 - Successor Redevelopment Agency Reimbursement Fund	0.40	0.40	0.40
1760 - Telecommunications Reserve	0.24	0.24	0.24
KTOP Operations	8.50	8.50	8.50
1760 - Telecommunications Reserve	8.50	8.50	8.50
TOTAL	17.50	17.50	17.50

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
City Clerk Operations	\$1,822,481	\$3,073,585	\$2,606,297	\$2,669,640
KTOP Operations	1,566,437	1,569,210	1,684,878	1,732,652
TOTAL	\$3,388,917	\$4,642,795	\$4,291,175	\$4,402,292

ORGANIZATIONAL CHART BY SERVICE AREA



SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Add ongoing \$0.50 million per year for elections cost (FY16-17 election allocation was one-time)		\$500,000	\$500,000

CITY CLERK

SERVICE AREAS

CITY CLERK OPERATIONS (CONT'D)

- Registration Applications; coordinate facilities' needs; and Equal Access (Legally Mandated).
- Elections & Political Compliance – Administer and Coordinate election services for the selection of City and OUSD officers, approval of Initiatives, City Measures, Referendums, and Recalls; Serve as Filing Officer and Filing Official for the issuance, filing, review, and audit of required Fair Political Practices Commission (FPPC)

Statements of Economic Interest (Form 700) (Legally Mandated).

- Records Management - Maintain minutes, ordinances, resolutions, motions, 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; facilitation of bid openings; manage access to and contract for offsite storage facility; coordinate records requests; manages records' disposition

processes; processes discovery requests for litigation requests (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.

POLICE COMMISSION

On November 8, 2016, Oakland voters approved Measure LL with 83.19% (137,032 votes) in favor of the measure. Measure LL establishes: (1) A Police Commission to oversee the Police Department's policies and procedures, and (2) A Community Police Review Agency to investigate police misconduct and recommend discipline.

The Police Commission shall be established by October 6, 2017. In the meantime, the Citizens' Police Review Board continues as the civilian police oversight agency for the City of Oakland.

MISSION STATEMENT

The Citizens' Police Review Board strives to provide the community with a public forum to voice its concerns on policy matters and individual cases alleging police misconduct, through a mechanism of independent, impartial, fair, and transparent civilian oversight.

BUSINESS GOALS

- Develop an effective mediation program
- Become the "go-to" place for Oaklanders to file police misconduct complaints
- Be viewed as an Independent/Impartial Body
- Operate as an Independent/Impartial Body
- Conduct outreach (Develop Strategic Partnerships)
- Develop Board Policy and Procedures
- Develop Board Bylaws
- Develop Staff Policy and Procedures
- Conduct timely investigations (180 days or less)

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND				
Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$0	\$0	\$2,327,784	\$2,479,482
TOTAL	\$0	\$0	\$2,327,784	\$2,479,482
GPF Percent to Total Department	0.0%	0.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.0%	0.0%	0.4%	0.4%

* In FY 2015-17 Citizens' Police Review Board was part of the City Administrator's Office.

AUTHORIZED POSITIONS BY SERVICE AREA			
Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Citizens' Police Review Board	-	13.00	13.00
1010 - General Purpose Fund (GPF)	-	13.00	13.00
TOTAL	-	13.00	13.00

* In FY 2015-17 Citizens' Police Review Board was part of the City Administrator's Office.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA				
Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Citizens' Police Review Board	\$0	\$0	\$2,327,784	\$2,479,482
TOTAL	\$0	\$0	\$2,327,784	\$2,479,482

* In FY 2015-17 Citizens' Police Review Board was part of the City Administrator's Office.

ORGANIZATIONAL CHART BY SERVICE AREA



SERVICE AREA

CITIZENS' POLICE REVIEW BOARD

The CPRB is a twelve-member board (includes three alternate members) of Oakland residents who review allegations of misconduct committed

by sworn members of the Oakland Police Department, providing policy and disciplinary recommendations to the City Administrator as necessary. These recommendations are the result of investigations which are conducted by CPRB staff members. The findings of these investigations

POLICE COMMISSION

SERVICE AREA

CITIZENS' POLICE REVIEW BOARD

(CONT'D)

are independent of any findings of the OPD Internal Affairs Division. The CPRB holds public meetings on the 2nd and 4th Thursday evenings of each month, with the exception of August. It is during these meetings that members of the public have an opportunity to voice their concerns on matters involving the operation and procedures of the OPD, the CPRB, and police/community relations in the City of Oakland.

SIGNIFICANT CHANGES			
General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Add 2.0 Complaint Investigator II and 1.0 Complaint Investigator III starting 1/1/18	3.00	\$230,565	\$477,846
Freeze 1.0 Complaint Investigator II	(1.00)	(\$73,015)	(\$151,325)
Add funding for legal support, training, etc. including start-up funds for additional positions	-	\$334,394	\$256,880
Organizational Changes	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer Citizens Police Review Board to Police Commission from City Administrator's Office	11.00	\$1,731,805	\$1,789,803

PUBLIC ETHICS COMMISSION

MISSION STATEMENT

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

BUSINESS GOALS

- **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.

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

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$612,713	\$917,989	\$936,734	\$968,452
TOTAL	\$612,713	\$917,989	\$936,734	\$968,452
GPF Percent to Total Department	0.0%	0.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.1%	0.2%	0.2%	0.2%

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Public Ethics	6.00	6.00	6.00
1010 - General Purpose Fund (GPF)	6.00	6.00	6.00
TOTAL	6.00	6.00	6.00

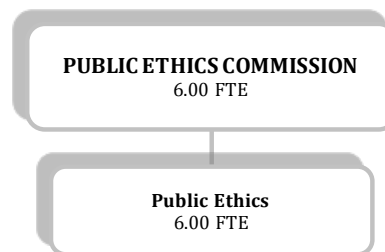
SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Public Ethics	\$612,713	\$917,989	\$936,734	\$968,452
TOTAL	\$612,713	\$917,989	\$936,734	\$968,452

SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
NONE	-	\$0	\$0

ORGANIZATIONAL CHART BY SERVICE AREA



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

NOTES

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; collects deposits and records City revenues; procures materials, supplies and services for City departments; manages the City's investments; and issues and restructures the City's and Successor Redevelopment Agency's bond issues and debt.

The Finance Department includes the following Bureaus:

- Administration
- Budget
- Controller
- Revenue Management
- Treasury

SERVICE AREAS

ADMINISTRATION

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

BUDGET

This bureau is responsible for developing a balanced and fiscally responsible budget that meets City Council priorities and community needs; produces timely and accurate analysis of program revenues and expenditures; provides consultative services to ensure City programs are

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND				
Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Fund: General Purpose	\$20,648,550	\$24,389,719	\$25,989,257	\$26,734,464
1150 Worker's Compensation Insurance Claims	38,497	33,203	37,834	39,172
1610 Successor Redevelopment Agency Reimbursement	855,651	742,058	1,149,792	1,133,797
1700 Mandatory Refuse Program	977,338	2,548,219	2,685,138	2,683,472
1750 Multipurpose Reserve	2,468,093	2,611,912	2,468,196	2,288,657
1760 Telecommunications Reserve	2,114	-	-	-
1870 Affordable Housing Trust Fund	-	-	18,417	19,085
2108 HUD-CDBG	177,795	189,569	194,559	200,288
2128 Department of Health and Human Services	4,350	-	-	-
2195 Workforce Investment Act	88,726	86,076	87,787	90,879
2211 Measure B: Local Streets & Roads	46,770	41,840	47,683	49,368
2241 Measure Q-Library Services Retention &	-	-	17,657	17,657
2250 Measure N: Fund	-	-	4,492	4,492
2252 Measure Z - Violence Prevention and Public Safety	280,542	23,320	41,320	41,320
2310 Lighting and Landscape Assessment District	33,058	29,308	54,288	55,316
2412 Alameda County: Emergency Dispatch Service	-	-	4,453	4,453
2413 Rent Adjustment Program Fund	525,393	476,689	485,630	502,399
2415 Development Service Fund	171,743	135,602	275,583	285,420
2417 Excess Litter Fee Fund	\$0	44,765	44,765	44,765
3100 Sewer Service Fund	2,031,790	2,338,841	2,332,000	2,333,993
4200 Radio / Telecommunications	30,296	46,427	47,434	49,112
4500 Central Stores	558,834	516,419	336,283	347,654
4550 Purchasing	854,835	910,229	1,360,189	1,376,292
5130 Rockridge: Library Assessment District	2,261	131,100	3,320	3,320
5610 Central District Projects	-	-	3,750	3,750
5611 Central District: TA Bonds Series 2003	(1,241)	-	-	-
5613 Central District: TA Bonds Series 2009T	(3,489)	-	-	-
5650 Coliseum Projects	-	-	3,750	3,750
6587 2012 Refunding Reassessment Bonds-Debt Service	45,225	68,205	67,540	67,540
7100 Police and Fire Retirement System	2,751,147	3,013,687	3,147,316	3,186,567
TOTAL	\$32,588,278	\$38,377,188	\$40,908,433	\$41,566,982
GPF Percent to Total Department	63.4%	63.6%	63.5%	64.3%
GPF Percent to Citywide GPF Expenditures	3.7%	4.4%	4.6%	4.5%

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA				
Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Administration	\$616,914	\$1,164,731	\$1,235,697	\$1,276,640
Budget *	-	-	2,379,811	2,570,585
Controller	6,315,655	6,661,965	5,996,773	6,209,004
Revenue Management	19,125,464	23,273,315	24,303,955	24,468,010
Treasury	6,530,245	7,277,177	6,992,197	7,042,743
TOTAL	\$32,588,278	\$38,377,188	\$40,908,433	\$41,566,982

* New Budget Bureau created from joining of City Administrator's Budget and Controller's Budget units.

efficient and effective; compiles and produces the Biennial Proposed Budget and prepares the Adopted Budget; provides thorough legislative analysis to the City Administrator and elected officials to ensure the City remains proactive in its legislative agenda.

CONTROLLER

This bureau is responsible for financial reporting. 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

FINANCE DEPARTMENT

SERVICE AREAS

CONTROLLER (CONT'D)

information in the City's financial management systems; and the designing and monitoring of internal controls that safeguard 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 and issues and distributes vendor checks.

REVENUE MANAGEMENT

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

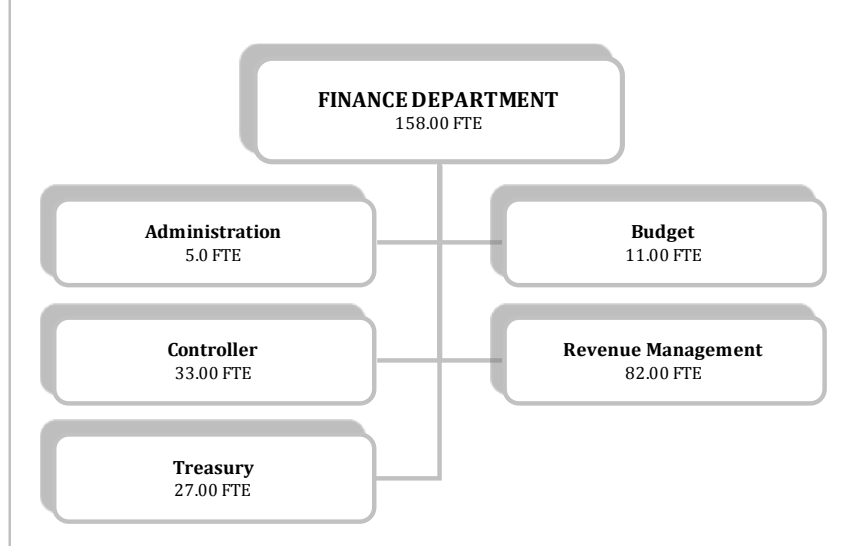
This Bureau has five sections: Investment Section, Debt Management Section, Cash and Operations Section, Payroll Section and Retirement Section. The Bureau is responsible for Cash Management (for the City, Successor Agency and Port of Oakland) i.e. managing day to day investments for safety, liquidity and yield; Debt Management for the City and Successor Agency, including issuance of new debt, maintaining and restructuring debt, regulatory compliance and continuing disclosure, and preserving strong credit ratings and investor relations; Cash related services include cash collections, banking services, asset management and petty cash management. Also, this Bureau processes timely citywide payroll and payments including benefits and taxes; maintains and upgrades HR/payroll

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Administration	2.00	5.00	5.00
1010 - General Purpose Fund	2.00	4.59	4.59
2413 - Rent Adjustment Program Fund	-	0.23	0.23
2415 - Development Service Fund	-	0.18	0.18
Budget *	-	11.00	11.00
1010 - General Purpose Fund	-	9.05	9.05
1610 - Successor Redevelopment Agency Reimbursement Fund	-	1.55	1.55
1870 - Affordable Housing Trust Fund	-	0.15	0.15
2211 - Measure B: Local Streets & Roads	-	0.25	0.25
Controller	38.00	33.00	33.00
1010 - General Purpose Fund	21.82	16.27	16.27
1150 - Worker's Compensation Insurance Claims	0.25	0.25	0.25
1610 - Successor Redevelopment Agency Reimbursement Fund	2.15	1.85	1.85
2108 - HUD-CDBG	1.00	1.00	1.00
2195 - Workforce Investment Act	0.58	0.58	0.58
2211 - Measure B: Local Streets & Roads	0.25	-	-
2415 - Development Service Fund	0.50	1.50	1.50
3100 - Sewer Service Fund	0.25	0.25	0.25
4500 - Central Stores	2.50	2.20	2.20
4550 - Purchasing	8.00	9.10	9.10
7100 - Police and Fire Retirement System	0.70	-	-
Revenue Management	80.00	82.00	82.00
1010 - General Purpose Fund	66.60	69.60	69.60
1700 - Mandatory Refuse Program	8.68	8.68	8.68
1750 - Multipurpose Reserve	0.32	0.32	0.32
2310 - Lighting and Landscape Assessment District	0.20	0.20	0.20
2413 - Rent Adjustment Program Fund	4.10	3.10	3.10
3100 - Sewer Service Fund	0.10	0.10	0.10
Treasury	27.00	27.00	27.00
1010 - General Purpose Fund	20.72	19.72	19.72
1610 - Successor Redevelopment Agency Reimbursement Fund	1.50	1.50	1.50
2415 - Development Service Fund	0.50	0.50	0.50
4200 - Radio / Telecommunications	0.33	0.33	0.33
7100 - Police and Fire Retirement System	3.95	4.95	4.95
TOTAL	147.00	158.00	158.00

* New Budget Bureau created from joining of City Administrator's Budget and Controller's Budget units.

ORGANIZATIONAL CHART BY SERVICE AREA



SERVICE AREAS

TREASURY (CONT'D)

systems, including implementing changes as compliance to labor contracts, legislative and other system requirements; and maintains database of historical data for various reporting requirements. In addition, this Bureau administers all three of the City's retirement systems (CalPERS, OMERS, and PFRS) including timely pension payments, facilitating all retiree medical, administering the various pension boards and committees, and oversight responsibility of a wide range of pension investment portfolios held in trust.

SIGNIFICANT CHANGES			
General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Add Revenue Supervisor (cost covering through revenue generation)	1.00	\$160,964	\$166,801
Add contract funds to collect the Sugar Sweetened Beverage Tax		\$180,000	\$180,000
Transfer CAO Budget to the Finance Department; various Budget personnel adjustments	4.75	\$1,062,071	\$1,217,428
Transfer Account Clerk II from the Library and downgrade to an Account Clerk I to support Oracle, Phase II: paperless invoice payments	1.00	\$66,562	\$68,975
Transfer eligible costs to the Affordable Housing Trust Fund (1870), Police & Fire Retirement System Fund (7100) and the Purchasing Fund (4450)	(1.05)	(\$135,236)	(\$137,286)
Downgrade a Tax Auditor III to a Tax Auditor II		(\$34,228)	(\$35,469)
Reduce County administrative fee allocation (historic experience)		(\$400,000)	(\$400,000)
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer eligible costs to the Affordable Housing Trust Fund (1870), Police & Fire Retirement System Fund (7100) and the Purchasing Fund (4450) from the GPF	0.30	\$40,340	\$41,803
Various Budget personnel adjustments in the Oakland Redevelopment Successor Agency Fund (1610)	0.30	(\$48,978)	(\$50,659)
Add Account Clerk I to Development Service Fund (2415) to support Oracle, Phase II: paperless invoice payments	1.00	\$66,562	\$68,975
Organizational Changes	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer the Budget Department from the City Administrators Office and the Controller's Budget unit from the Department of Finance to a consolidated Budget Bureau in the Department of Finance	11.00	\$2,409,805	\$2,601,874
Transfer a Management Assistant and Accountant Clerk from the Fire Department to the Revenue & Management Bureau to handle Fire inspection invoicing	2.00	\$233,928	\$242,409

INFORMATION TECHNOLOGY

MISSION STATEMENT

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

BUSINESS GOALS

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

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$11,633,112	\$11,030,389	\$9,823,757	\$10,154,722
1610 Successor Redevelopment Agency Reimbursement	153			
1700 Mandatory Refuse Program		48,654	47,055	48,721
1760 Telecommunications Reserve	55,769	160,956	138,392	143,287
2241 Measure Q-Library Services Retention &	257,994	262,645	292,844	303,462
2411 False Alarm Reduction Program	223,460	260,602	229,911	238,041
2415 Development Service Fund	164,095	318,210	395,408	409,458
2999 Miscellaneous Grants	97,245			
3100 Sewer Service Fund	236,770	244,921	228,355	236,432
4200 Radio / Telecommunications	5,298,402	7,998,904	9,039,565	8,526,110
4210 Telephone Equipment and Software	660,377	308,530	507,850	607,850
4300 Reproduction	1,292,970	1,320,007	1,256,722	1,273,226
4600 Information Technology	2,566,179	9,449,851	10,493,739	10,269,609
7100 Police and Fire Retirement System	263			
7760 Grant Clearing	340,415	165,279	345,900	357,986
TOTAL	\$22,827,203	\$31,568,948	\$32,799,498	\$32,568,904
GPF Percent to Total Department	51.0%	34.9%	30.0%	31.2%
GPF Percent to Citywide GPF Expenditures	2.1%	2.0%	1.7%	1.7%

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Office of the Chief Information Officer	19.00	18.00	18.00
1010 - General Purpose Fund	9.85	8.60	8.60
1700 - Mandatory Refuse Program	0.25	-	-
1760 - Telecommunications Reserve	0.40	-	-
2415 - Development Service Fund	0.50	0.15	0.15
4200 - Radio / Telecommunications	3.00	3.25	3.25
4300 - Reproduction	5.00	5.00	5.00
4600 - Information Technology	-	1.00	1.00
Operations/Infrastructure	38.00	39.00	39.00
1010 - General Purpose Fund	26.05	23.00	23.00
1760 - Telecommunications Reserve	-	0.40	0.40
2241 - Measure Q-Library Services Retention & Enhancement	2.00	2.00	2.00
2411 - False Alarm Reduction Program	1.00	1.00	1.00
2415 - Development Service Fund	-	1.00	1.00
4200 - Radio / Telecommunications	7.95	10.10	10.10
4210 - Telephone Equipment and Software	-	0.50	0.50
7760 - Grant Clearing	1.00	1.00	1.00
Applications	21.00	22.00	22.00
1010 - General Purpose Fund	15.85	17.75	17.75
1700 - Mandatory Refuse Program	-	0.25	0.25
1760 - Telecommunications Reserve	0.34	0.34	0.34
2415 - Development Service Fund	0.98	1.33	1.33
3100 - Sewer Service Fund	1.10	1.10	1.10
4200 - Radio / Telecommunications	1.83	0.33	0.33
7760 - Grant Clearing	0.90	0.90	0.90
TOTAL	78.00	79.00	79.00

INFORMATION TECHNOLOGY

BUSINESS GOALS (CONT'D)

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

SERVICE AREAS

OFFICE OF THE CHIEF INFORMATION OFFICER

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

OPERATIONS/INFRASTRUCTURE

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

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

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

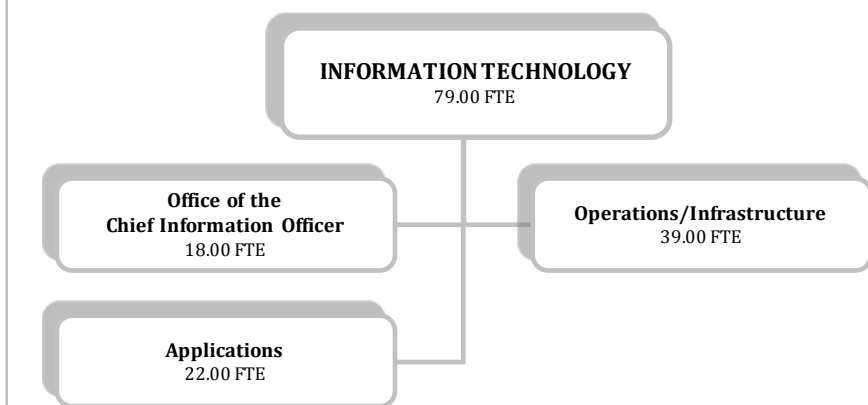
SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Office of the Chief Information Officer	\$6,665,573	\$14,488,668	\$15,372,786	\$14,759,553
Operations/Infrastructure	11,577,725	12,413,761	12,679,195	12,899,670
Applications	4,583,905	4,666,519	4,747,517	4,909,681
TOTAL	\$22,827,203	\$31,568,948	\$32,799,498	\$32,568,904

SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Reduce operating & maintenance funds (shift expenses to Internal Service Fund allocations)		(\$828,369)	(\$828,369)
Transfer Information Systems Manager to Radio Fund (4200) and Telephone Fund (4210)	(1.00)	(\$263,609)	(\$273,168)
Transfer portion of Project Manager III to the Radio Fund (4200)	(0.85)	(\$255,648)	(\$264,788)
Transfer Help Desk Specialist to the Development Services Fund (2415) to support growing use of Accela	(1.00)	(\$95,459)	(\$98,919)
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Add Chief Security Officer (PM II Placeholder) Information Technology Fund (4600) - 6 month costing for FY17-18	1.00	\$122,020	\$252,891
Transfer in Project Manager III to the Radio / Telecommunications Fund (4200) from the General Purpose Fund (1010)	0.85	\$255,648	\$264,788
Transfer in Information Systems Manager to Radio / Telecommunications Fund (4200) from Fund 1010	0.50	\$131,805	\$136,584
Transfer in Information Systems Manager to Telephone Equipment and Software Fund (4210) from Fund 1010	0.50	\$131,805	\$136,584
Transfer in Help Desk Specialist to the Development Service Fund (2415) from the GPF	1.00	\$95,459	\$98,919

ORGANIZATIONAL CHART BY SERVICE AREA



SERVICE AREAS (CONT'D)

OPERATIONS/INFRASTRUCTURE (CONT'D)

equipment in the police and fire vehicles.

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

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

communications needed by the agencies and department throughout the City.

APPLICATIONS

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

This division also provide GIS information to users; researches GIS database accuracy and completeness;

develops web applications to access various resources; maintains intranet applications including web content management; performance capacity planning. It also provides GIS information to users; researches GIS database accuracy and completeness; develops web applications to access various resources; maintains intranet applications including web content management.

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

RACE & EQUITY

MISSION STATEMENT

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

BUSINESS GOALS

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

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

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$83,832	\$331,097	\$433,292	\$447,453
TOTAL	\$83,832	\$331,097	\$433,292	\$447,453
GPF Percent to Total Department	0.0%	0.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.0%	0.1%	0.1%	0.1%

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Race & Equity	2.00	2.00	2.00
1010 - General Purpose Fund (GPF)	2.00	2.00	2.00
TOTAL	2.00	2.00	2.00

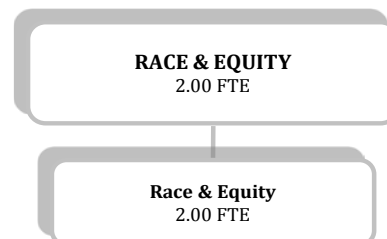
SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Race & Equity	\$83,832	\$331,097	\$433,292	\$447,453
TOTAL	\$83,832	\$331,097	\$433,292	\$447,453

SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
NONE			

ORGANIZATIONAL CHART BY SERVICE AREA



RACE & EQUITY

BUSINESS GOALS (CONT'D)

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

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

opportunity for all people, particularly for people of color, low-income communities and people with limited English proficiency or, when decisions that have a negative impact on fairness and opportunity are unavoidable, steps are implemented that mitigate the negative impacts;

4. Foster an organizational culture that promotes fairness and opportunity with collaboration across departments and other organizations;
5. Build capacity to engage all communities in a manner that: promotes and foster trust among people across geographic, race, class and gender lines; results in more effective policies, processes and services; and supports communities' efforts to develop solutions.

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.

HUMAN RESOURCES MANAGEMENT

MISSION STATEMENT

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

BUSINESS GOALS

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

SERVICE AREAS

ADMINISTRATION

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

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$4,753,068	\$4,931,930	\$5,869,770	\$6,056,856
1100 Self Insurance Liability	1,000	4,950	4,950	4,950
1150 Worker's Compensation Insurance Claims	1,933,135	1,755,086	1,871,774	1,931,836
1610 Successor Redevelopment Agency Reimbursement	63,122	52,098	51,269	56,863
2415 Development Service Fund	-	-	139,802	144,870
4100 Equipment	14,000	74,821	74,821	74,821
4400 City Facilities	103,556	19,800	19,800	19,800
7130 Employee Deferred Compensation	169,219	254,380	237,868	242,212
TOTAL	\$7,037,100	\$7,093,065	\$8,270,054	\$8,532,208
GPF Percent to Total Department	67.5%	69.5%	71.0%	71.0%
GPF Percent to Citywide GPF Expenditures	0.9%	0.9%	1.0%	1.0%

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Administration	4.00	5.00	5.00
1010 - General Purpose Fund	3.67	4.77	4.77
1150 - Worker's Compensation Insurance Claims	0.23	0.23	0.23
7130 - Employee Deferred Compensation	0.10	-	-
Employee Relations *	-	5.00	5.00
1010 - General Purpose Fund (GPF)	-	5.00	5.00
Recruitment & Classification	24.00	23.00	23.00
1010 - General Purpose Fund	23.90	21.90	21.90
1610 - Successor Redevelopment Agency Reimbursement Fund	0.10	0.10	0.10
2415 - Development Service Fund	-	1.00	1.00
Risk & Benefits	14.00	13.00	13.00
1010 - General Purpose Fund	2.81	1.80	1.80
1150 - Worker's Compensation Insurance Claims	9.95	10.00	10.00
1610 - Successor Redevelopment Agency Reimbursement Fund	0.20	0.20	0.20
7130 - Employee Deferred Compensation	1.04	1.00	1.00
TOTAL	42.00	46.00	46.00

* In FY 2015-17 Employee Relations was part of the City Administrator's Office.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Administration	1,418,010	\$1,447,705	\$1,257,144	\$1,288,320
Employee Relations *	-	-	1,104,054	1,139,283
Recruitment & Classification	3,362,766	3,555,850	3,674,614	3,794,009
Risk & Benefits	2,256,324	2,089,510	2,234,242	2,310,596
TOTAL	\$7,037,100	\$7,093,065	\$8,270,054	\$8,532,208

* In FY 2015-17 Employee Relations was part of the City Administrator's Office.

HUMAN RESOURCES

SERVICE AREAS (CONT'D)

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

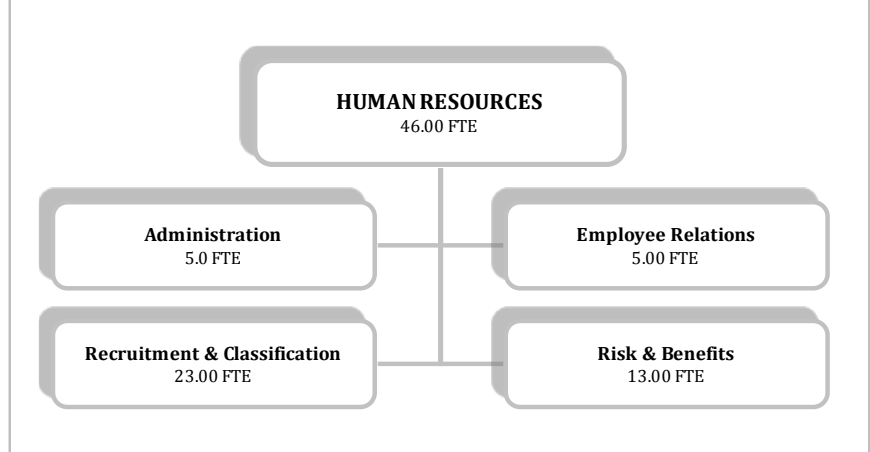
RECRUITMENT & CLASSIFICATION

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

General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer Human Resource Analyst to the Development Service Fund (2415)	(1.00)	(\$139,802)	(\$144,870)
Transfer 0.96 FTE Benefits Representative to Employee Deferred Compensation Fund (7130) , transfer 0.10 FTE Director of Personnel Resource Management from 7130 to the GPF and eliminate 0.05 FTE Benefits Technician	(1.91)	(\$76,063)	(\$78,868)
Additional funds for training		\$25,000	\$25,000
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Eliminate vacant Benefits Technician 0.90 FTE from the Employee Deferred Compensation Fund (7130) and 0.05 FTE from Workers Compensation Fund (1150)	(0.95)	(\$90,639)	(\$94,550)
Transfer 0.10 FTE Director of Personnel Resource Management from Fund 7130 to the General Purpose Fund (1010)	(0.10)	(\$33,314)	(\$34,507)
Transfer 1.0 FTE Human Resource Analyst to Development Service Fund (2415) from Fund 1010	1.00	\$139,802	\$144,870
Transfer 0.10 Claims and Risk Manager to Fund 1150 from Fund 7130	0.10	\$26,791	\$27,747
Transfer 0.10 Claims and Risk Manager from Fund 7130 to Fund 1150	(0.10)	(\$26,791)	(\$27,747)
Transfer 0.96 FTE Benefits Representative to Fund 7130 from Fund 1010	0.96	\$104,605	\$108,398
Organizational Changes	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer Employee Relations to the Department of Human Resource Management from the City Administrators Office	5.00	\$1,104,054	\$1,139,283

ORGANIZATIONAL CHART BY SERVICE AREA



Recruitment & Classification

Represents the City and provides support to City staff on matters concerning employees represented services in accordance with the by labor unions; negotiates on behalf of the City to set wages, hours, and

other conditions of employment; assists City management staff in the interpretation of labor contracts; conducts workplace investigations; and addresses grievances.

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

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Fund: General Purpose	\$243,794,125	\$234,237,981	\$248,266,804	\$264,681,050
1100 Self Insurance Liability	4,613,605	5,798,011	5,798,011	5,798,011
1150 Worker's Compensation Insurance Claims	12,376	389,896	404,596	417,635
2112 Department of Justice	758,038	-	-	-
2113 Department of Justice - COPS Hiring	6,309,484	748,451	1,453,500	1,461,064
2117 Department of Treasury	3,577	-	-	-
2152 California Board of Corrections	42,573	-	-	-
2158 5th Year State COPS Grant, AB 1913, Statutes of 2000	71,418	-	-	-
2159 State of California Other	662,643	114,123	109,791	109,791
2172 Alameda County: Vehicle Abatement Authority	373,146	433,047	535,884	535,884
2251 Measure Y: Public Safety Act 2004	1,777	-	-	-
2252 Measure Z - Violence Prevention and Public Safety Act of 2014	13,115,859	14,285,339	14,309,344	14,774,624
2411 False Alarm Reduction Program	2,213,056	1,464,353	1,415,999	1,407,869
2416 Traffic Safety Fund	897,846	2,342,651	1,335,621	1,340,772
2912 Federal Asset Forfeiture: City Share	-	500,000	200,000	110,000
2914 State Asset Forfeiture	6,613	200,000	-	90,000
2995 Police Grants	183,732	20,000	10,000	10,000
2999 Miscellaneous Grants	812,668	275,711	274,151	124,854
4200 Radio / Telecommunications	-	141,605	157,463	162,527
7440 Unclaimed Cash	113,287	-	-	-
TOTAL	\$273,985,825	\$260,951,168	\$274,271,164	\$291,024,081
GPF Percent to Total Department	89.0%	89.8%	90.5%	90.9%
GPF Percent to Citywide GPF Expenditures	44.2%	42.6%	43.5%	44.6%

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Office of the Chief of Police	68.00	68.00	68.00
1010 - General Purpose Fund	64.50	64.50	64.50
2252 - Measure Z - Violence Prevention & Public Safety Act of 2014	1.00	1.00	1.00
2411 - False Alarm Reduction Program	2.50	2.50	2.50
Bureau of Field Operations 1	403.50	423.50	423.50
1010 - General Purpose Fund	354.90	371.69	371.84
2113 - Department of Justice - COPS Hiring	4.60	9.81	9.66
2252 - Measure Z - Violence Prevention & Public Safety Act of 2014	44.00	42.00	42.00
Bureau of Field Operations 2 *	339.04	298.00	298.00
1010 - General Purpose Fund	301.68	259.47	259.47
2113 - Department of Justice - COPS Hiring	1.36	3.03	3.03
2172 - Alameda County: Vehicle Abatement Authority	2.00	3.00	3.00
2252 - Measure Z - Violence Prevention & Public Safety Act of 2014	13.00	13.50	13.50
2416 - Traffic Safety Fund	21.00	19.00	19.00
Bureau of Services	305.00	302.00	352.00
1010 - General Purpose Fund	290.50	288.50	338.50
1150 - Worker's Compensation Insurance Claims	2.00	2.00	2.00
2411 - False Alarm Reduction Program	4.00	3.00	3.00
2999 - Miscellaneous Grants	7.50	7.50	7.50
4200 - Radio / Telecommunications	1.00	1.00	1.00
Bureau of Investigation	164.00	159.00	157.00
1010 - General Purpose Fund	158.84	153.84	153.84
2112 - Department of Justice	2.00	2.00	-
2113 - Department of Justice - COPS Hiring	1.16	1.16	1.16
2159 - State of California Other	1.00	1.00	1.00
2411 - False Alarm Reduction Program	1.00	1.00	1.00
Ceasefire	39.00	14.00	14.00
1010 - General Purpose Fund	28.50	5.00	5.00
2252 - Measure Z - Violence Prevention & Public Safety Act of 2014	9.50	9.00	9.00
2416 - Traffic Safety Fund	1.00	-	-
TOTAL	1,318.54	1,264.50	1,312.50

* In FY 2017-19 Parking Enforcement moved to Transportation.

POLICE DEPARTMENT

BUSINESS GOALS (CONT'D)

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.

SERVICE AREAS

OFFICE OF THE CHIEF OF POLICE

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

BUREAU OF FIELD OPERATIONS 1 AND BUREAU OF FIELD OPERATIONS 2

The Bureau of Field Operations 1 is responsible for all patrol and specialized

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Office of the Chief of Police	\$41,078,364	\$41,570,538	\$40,931,324	\$41,218,560
Bureau of Field Operations 1	79,587,774	76,034,745	85,158,401	92,236,920
Bureau of Field Operations 2 *	68,078,052	60,414,174	63,388,701	67,988,663
Bureau of Services	41,023,211	40,016,913	45,362,611	47,508,447
Bureau of Investigation	39,333,296	33,791,224	34,921,675	37,292,248
Ceasefire	4,885,128	9,123,574	4,508,452	4,779,243
TOTAL	\$273,985,825	\$260,951,168	\$274,271,164	\$291,024,081

* In FY 2017-19 Parking Enforcement moved to Transportation.

SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Add 3rd Police Academy to begin at the end of FY18-19 (adds 50 limited duration police officer trainee positions)	50.00		\$1,502,418
Transfer a Police Service Technician II from the Traffic Safety Fund (2416); offset with a transfer of vehicle costs to Fund 2416	1.00	\$137,452	\$132,974
Transfer Police Officer and Police Services Technician II to the Vehicle Abatement Fund (2172)	(2.00)	(\$347,040)	(\$367,646)
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Add Police Officers to the Department of Justice - COPS Hiring Fund (2113) for the 2016 COPS Grant; split-funded with General Purpose Fund (1010)	3.66	\$653,400	\$670,185
One-time funding for helicopter maintenance from the Federal Asset Forfeiture: City Share Fund (2912) and the State Asset Forfeiture Fund (2914)		\$200,000	\$200,000
Transfer in a Policar Officer to the Vehicle Abatement Authority Fund (2172) from Fund 1010	1.00	\$232,010	\$252,409
Transfer in a Policar Services Technician II to the Vehicle Abatement Authority Fund (2172) from Fund 1010	1.00	\$107,620	\$111,227
Transfer out a Police Services Technician II from the Traffic Safety Fund (2416) to Fund 1010	(1.00)	(\$102,965)	(\$106,699)
Organizational Changes	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer Parking Enforcement to Department of Transportation within the General Purpose Fund (1010)	(67.04)	(\$6,508,567)	(\$6,680,439)

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.

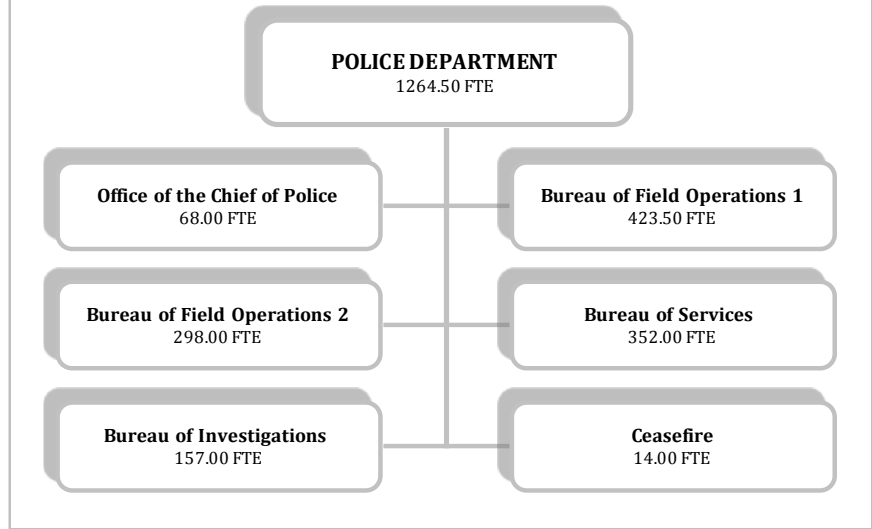
POLICE DEPARTMENT

BUREAU/DIVISION DESCRIPTIONS

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 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

ORGANIZATIONAL CHART BY BUREAU/DIVISION



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; Crime Analysis Section; Special

Victims Section; Robbery and Burglary Section; General Crimes, Task Forces and Felony Assault 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. Included in Ceasefire are the Special Investigations Unit and Intelligence.

FIRE DEPARTMENT

MISSION STATEMENT

The proud men and women of the Oakland Fire Department are committed to providing the highest quality and highest level of courteous and responsive services to the residents and visitors to Oakland.

This is accomplished by implementing comprehensive strategies and training in fire prevention, fire suppression, emergency medical services, and all risk mitigation, including: human-caused and natural disasters, emergency preparedness, 9-1-1 services and community-based fire services.

BUSINESS GOALS

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

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$125,849,563	\$127,204,328	\$129,369,962	\$136,084,004
1100 Self Insurance Liability	433,585	936,010	936,010	936,010
1150 Worker's Compensation Insurance Claims	24,608	31,276	31,474	32,512
1710 Recycling Program	14,664	50,230	48,870	48,870
1720 Comprehensive Clean-up	135,398	97,162	50,983	51,020
1740 Hazardous Materials Inspections	371,903	-	-	-
2123 US Dept of Homeland Security	1,976,823	-	-	-
2124 Federal Emergency Management Agency (FEMA)	2,711,662	944,958	943,076	943,076
2150 California Department of Fish and Games	12,500	-	-	-
2160 County of Alameda: Grants	288,461	1,225,747	1,403,703	1,424,710
2190 Private Grants	3,594	25,000	25,000	25,000
2250 Measure N: Fund	1,564,157	1,721,890	1,662,517	1,705,033
2252 Measure Z - Violence Prevention and Public Safety Act of 2014	2,000,000	2,000,000	2,000,000	2,000,000
2321 Wildland Fire Prevention Assess District	849,732	1,393,582	-	-
2330 Werner Court Vegetation Mgmt District	58	3,200	3,200	3,200
2412 Alameda County: Emergency Dispatch Service Supplemental Assessment	2,188,561	2,517,536	2,282,283	2,335,575
3100 Sewer Service Fund	290,751	311,595	331,022	341,274
5500 Municipal Capital Improvement	11,001	-	-	-
TOTAL	\$138,727,020	\$138,462,514	\$139,088,100	\$145,930,284
GPF Percent to Total Department	90.7%	91.9%	93.0%	93.3%
GPF Percent to Citywide GPF Expenditures	22.8%	23.1%	22.7%	23.0%

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Office of the Fire Chief & Fiscal/Administration Services	\$2,532,788	\$2,572,815	\$2,704,227	\$2,782,256
Field Operations	113,528,277	114,648,058	114,321,279	119,396,987
Fire Prevention	4,863,142	5,482,044	4,834,166	5,784,960
Training & Support Services	7,992,386	6,350,397	7,538,715	8,045,091
Emergency Management Services	2,547,697	737,599	698,459	731,330
Medical Services, Communication & Information	7,262,729	8,671,601	8,991,254	9,189,660
TOTAL	\$138,727,020	\$138,462,514	\$139,088,100	\$145,930,284

- Review 98-100% of all plans, sprinkler, fire alarm, evacuation, hood and duct (Tenant Improvements (TI), and Tenant Parcel Maps (TPMs) within 15 business days; ensure public and private buildings are in compliance with the California Fire Code; develop and implement online permitting with an online payment option; develop and implement new inspection and billing database.
- Continue to maintain an effective and efficient Fiscal and Administration Services Division to ensure minimal vacancies with effective recruitment and exam processes.
- Ensure employee safety and health, which will result in increased productivity and reduced workers' compensation claims.
- Partner with Oakland Public Works to provide logistical support to the Oakland Fire Department's facilities, apparatus, and equipment, including developing and instituting reasonable maintenance schedules to ensure CAL-OSHA compliance.
- Continue to explore revenue opportunities, such as grant funds

FIRE DEPARTMENT

BUSINESS GOALS (CONT'D)

- 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. Enhance training capacity and efficiency of meeting mandated training requirements by utilizing online, web-based training.

SERVICE AREAS

OFFICE OF THE FIRE CHIEF & 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 Oakland community, 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.

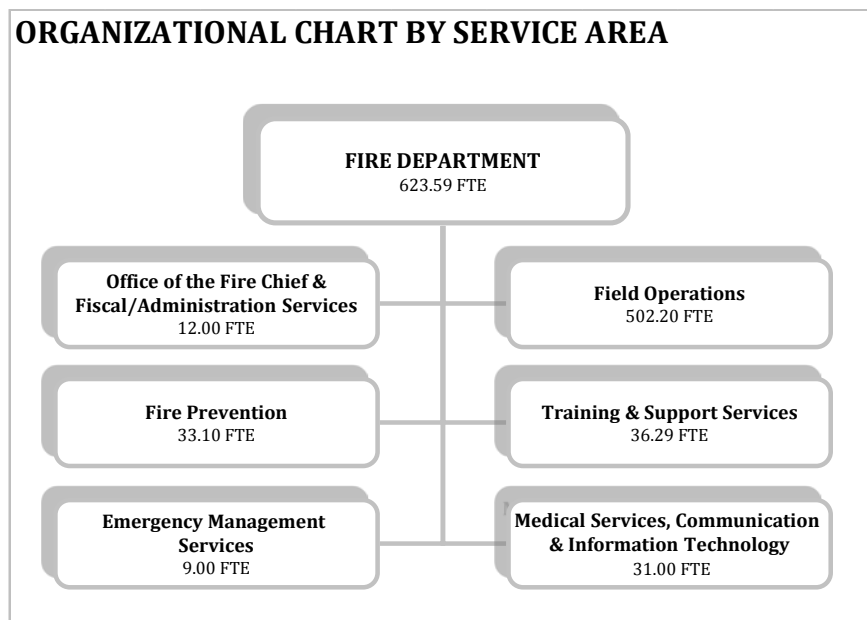
FIELD OPERATIONS

Responsible for emergency medical response, fire suppression, mitigation of disasters and rescue activities. The Field Operations Bureau is the Department's 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

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Office of the Fire Chief & Fiscal/Administration Services	11.90	12.00	12.00
1010 - General Purpose Fund	11.50	11.50	11.50
1150 - Worker's Compensation Insurance Claims	0.20	0.20	0.20
2123 - US Dept of Homeland Security	-	0.10	-
2160 - County of Alameda: Grants	-	-	0.10
2250 - Measure N: Fund	0.10	0.10	0.10
2412 - Alameda County: Emergency Dispatch Service Supplemental Assessment	0.10	0.10	0.10
Field Operations	502.20	502.20	502.20
1010 - General Purpose Fund	502.00	502.00	502.00
2190 - Private Grants	0.20	0.20	0.20
Fire Prevention	26.50	33.10	37.50
1010 - General Purpose Fund	24.35	32.10	36.50
1720 - Comprehensive Clean-up	0.15	-	-
2321 - Wildland Fire Prevention Assess District	1.00	-	-
3100 - Sewer Service Fund	1.00	1.00	1.00
Training & Support Services	10.79	36.29	36.29
1010 - General Purpose Fund	7.25	33.00	33.00
2124 - Federal Emergency Management Agency (FEMA)	2.79	3.29	3.29
2250 - Measure N: Fund	0.75	-	-
Emergency Management Services	9.10	9.00	10.00
1010 - General Purpose Fund	2.75	2.75	2.75
2123 - US Dept of Homeland Security	5.10	5.00	6.00
2124 - Federal Emergency Management Agency (FEMA)	0.25	-	-
2150 - California Department of Fish and Games	-	0.05	0.05
2160 - County of Alameda: Grants	1.00	1.20	1.20
Medical Services, Communication & Information Technology	31.00	31.00	31.00
1010 - General Purpose Fund	12.00	12.00	12.00
2124 - Federal Emergency Management Agency (FEMA)	1.00	-	-
2160 - County of Alameda: Grants	-	1.00	1.00
2250 - Measure N: Fund	6.00	7.00	7.00
2412 - Alameda County: Emergency Dispatch Service Supplemental Assessment	11.00	10.00	10.00
3100 - Sewer Service Fund	1.00	1.00	1.00
TOTAL	591.49	623.59	628.99

ORGANIZATIONAL CHART BY SERVICE AREA



SERVICE AREAS

FIELD OPERATIONS (CONT'D)

airport) and 7 truck companies. 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

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.

TRAINING & SUPPORT SERVICES

The Training and 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 Urban Search and Rescue

SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Add 6.0 Fire Prevention Bureau Inspector Civilian, 1.0 Administrative Assistant I, and 1.0 Business Analyst I in FY17-18; an additional 6.0 Fire Prevention Bureau Inspector Civilian in Y2; cost covered through proposed revised fees	14.00	\$961,500	\$1,789,276
Transfer Non-Sworn Fire Marshal from Comprehensive Clean-up Fund (1720); cost covered through proposed revised fees	0.15	\$42,778	\$44,221
Add one Fire Academy per year including 18 Firefighter Trainees and 8 Firefighter Paramedic Trainees (includes increased pay for trainees in FY 18-19)	26.00	\$1,100,490	\$1,531,026
2014 SAFER Grant revised performance period; charge eligible GPF firefighters to the grant		(\$782,362)	
Freeze Battalion Chief (partially allocated to Measure N Fund (2250)	(0.25)	(\$78,773)	(\$81,837)
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Add Fire Communications Manager (Placeholder -Police Communications Manager) to the Measure N Fund (2250)	1.00	\$228,746	\$236,466
Transfer out Fire Marshal from the Comprehensive Clean-up Fund (1720) to the General Purpose Fund (1010)	(0.15)	(\$42,778)	(\$44,221)
Freeze 1.00 FTE Senior Emergency Services Planning Coordinator for FY17-18 only in the US Dept of Homeland Security Fund (2123)	-	(\$164,743)	
Transfer out Accountant II from the US Dept of Homeland Security Fund (2123) beginning in FY18-19 to the County of Alameda: Grants Fund (2160)	(0.10)		(\$14,599)
Transfer in Accountant II to Fund 2160 beginning in FY18-19 from Fund 2123	0.10		\$14,599
Eliminate vacant Administrative Services Manager II in Fund 2123	(1.00)	(\$226,481)	(\$234,125)
Eliminate vacant Senior Emergency Planning Coordinator in Fund 2123	(1.00)	(\$164,743)	(\$170,303)
Transfer out 0.20 FTE Emergency Services Manager from the Federal Emergency Management Agency (FEMA) Fund (2124) to the County of Alameda: Grants Fund (2160) and 0.05 FTE to the California Department of Fish and Games Fund (2150)	(0.25)	(\$68,826)	(\$71,148)
Transfer in Emergency Services Manager to Fund 2160 from Fund 2124	0.20	\$55,060	\$56,919
Transfer in Emergency Services Manager to Fund 2150 from Fund 2124	0.05	\$13,766	\$14,231
Transfer out a Program Analyst I from Fund 2124 to Fund 2160	(1.00)	(\$117,062)	(\$121,013)
Transfer in a Program Analyst I to Fund 2160 from Fund 2124	1.00	\$117,062	\$121,013
Freeze Emergency Medical Services Coordinator in the Emergency Dispatch Service Supplemental Assessment (Measure M) Fund (2412)	(1.00)	(\$211,597)	(\$218,730)
Reduce Miscellaneous supplies and commodities in Measure M Fund (2412)		(\$100,000)	(\$100,000)
Eliminate Program Analyst II in the Wildland Fire Prevention Assess District Fund (2321)	(1.00)	(\$113,859)	(\$117,988)
Freeze Battalion Chief in Measure N Fund (2250); split-funded with the GPF	(0.75)	(\$252,198)	(\$261,393)
Organizational Changes	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer a Management Assistant and Account Clerk II in General Purpose Fund (1010) from the Fire Department to the Finance Department to handle Fire inspection invoicing	(2.00)	(\$233,928)	(\$242,409)

FIRE DEPARTMENT

SERVICE AREAS

TRAINING & SUPPORT SERVICES

(CONT'D)

team, while and coordinates mandated training for existing and recruit personnel.

EMERGENCY MANAGEMENT SERVICES

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, & COMMUNICATION & INFORMATION TECHNOLOGY

Ensures 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).

OAKLAND PUBLIC LIBRARY

MISSION STATEMENT

Your Oakland Public Library empowers all people to explore, connect, and grow.

VISION STATEMENT

The Oakland Public Library values diversity, equity, community, responsive service, adaptability, empowerment, and joy..

BUSINESS GOALS

The library's three-year goals (2016-2019, not in priority order) are:

1. Reach more people where they are
2. Improve our physical spaces
3. Increase operational efficiencies
4. Increase funding
5. Develop, retain and attract quality staff

In support of these overarching three-year goals are the following business goals:

- Implement expanded services through the pop-up Mobile Library and a new Bikemobile.
- Implement expanded access to the library's resources for students through a joint Oakland Unified School District/Library identification card.
- Prioritize and implement projects to improve library facilities with the proceeds from Measure KK, the 2016 infrastructure bond measure which includes \$15 million for libraries.
- Address the need for a new temporary, and permanent, location for the Piedmont Ave Library.
- Upgrade bandwidth in at least three branch locations.
- 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.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND				
Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$11,500,788	\$12,672,646	\$13,009,740	\$13,403,473
2148 California Library Services	79,123	75,569	75,482	77,330
2163 Metro Transportation Com: Program Grant	62,717	72,719	72,719	72,719
2241 Measure Q-Library Services Retention & Enhancement	15,075,903	18,029,192	17,317,465	17,712,557
2242 Measure Q Reserve- Library Services Retention & Enhancement	733,580	754,121	754,121	754,121
2993 Library Grants	2,031	-	-	-
2999 Miscellaneous Grants	2,363	-	-	-
5130 Rockridge: Library Assessment District	-	-	131,680	131,680
7540 Oakland Public Library Trust	304,426	110,879	103,399	103,399
TOTAL	\$27,760,931	\$31,715,126	\$31,464,606	\$32,255,279
GPF Percent to Total Department	41.4%	40.0%	41.3%	41.6%
GPF Percent to Citywide GPF Expenditures	2.1%	2.3%	2.3%	2.3%

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
African American Museum & Library at Oakland	5.40	5.40	5.40
1010 - General Purpose Fund (GPF)	1.00	1.00	1.00
2241 - Measure Q-Library Services Retention & Enhancement	4.40	4.40	4.40
Branch Library Services	112.99	113.36	113.36
1010 - General Purpose Fund (GPF)	38.34	36.51	36.51
2163 - Metro Transportation Com: Program Grant	0.27	0.27	0.27
2241 - Measure Q-Library Services Retention & Enhancement	74.38	76.58	76.58
Library Systemwide Support	58.28	57.73	57.73
1010 - General Purpose Fund (GPF)	23.51	22.96	22.96
2241 - Measure Q-Library Services Retention & Enhancement	34.77	34.77	34.77
Literacy Programs	4.11	4.11	4.11
2148 - California Library Services	0.88	0.88	0.88
2241 - Measure Q-Library Services Retention & Enhancement	3.23	3.23	3.23
Main Library Services	40.47	40.47	40.47
1010 - General Purpose Fund (GPF)	7.79	7.79	7.79
2241 - Measure Q-Library Services Retention & Enhancement	32.68	32.68	32.68
TOTAL	221.25	221.07	221.07

- Prepare a library operations plan and budget in preparation for a November 2018 finance measure to increase funding and address existing structural deficit.
- Improve staff training and opportunities for advancement through in-house training for new and current employees, sharing best practices with all staff, and creating support networks for staff interesting in pursuing a library degree.
- Increase the library's responsiveness to and inclusiveness of Oakland's diverse communities through engaging and creative activities inside and outside the library walls.
- Increase the use of all circulating library materials, including books, magazines, e-books, DVDs, tools, toys, downloadable/streaming music and movies, as well as laptops and computers for use inside the library.
- Enhance services and programs for children including story times for preschool children and promotion of early literacy.
- Offer teen programming that expands youth expectations of libraries through arts, gaming, civic engagement and volunteer opportunities that help develop leadership skills and workplace preparedness.
- 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.

OAKLAND PUBLIC LIBRARY

BUSINESS GOALS (CONT'D)

- Be widely known as a safe and central place for participation, conversation, community building and learning.
- 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.
- Provide a thriving Adult and Family Literacy Program that assists adults with low reading levels to improve life skills.
- Engage volunteers, Friends groups, Commissioners and donors in supporting the Library's mission through outreach and stewardship activities.

SERVICE AREAS

AFRICAN AMERICAN MUSEUM & LIBRARY AT OAKLAND (AAMLO)

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

BRANCH LIBRARY SERVICES

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

LIBRARY SYSTEM-WIDE SUPPORT

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

LITERACY PROGRAMS

This program represents the Literacy services provided by the Second Start Adult Literacy Program.

MAIN LIBRARY SERVICES

This program represents the public services provided at the Main

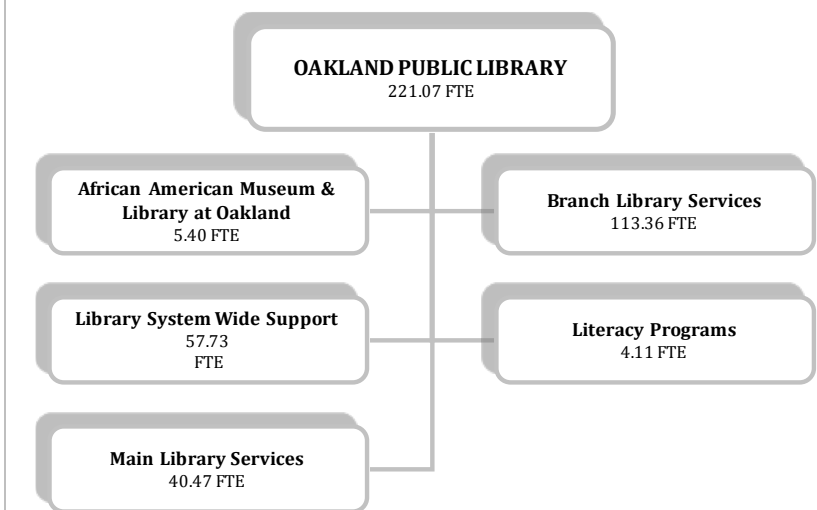
SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
African American Museum & Library at Oakland	\$775,593	\$753,960	\$1,361,098	\$1,389,122
Branch Library Services	10,247,224	11,912,249	13,267,396	13,647,172
Library Systemwide Support	13,002,556	14,928,434	12,111,366	12,357,897
Literacy Programs	363,873	386,650	431,649	444,267
Main Library Services	3,371,685	3,733,833	4,293,097	4,416,821
TOTAL	\$27,760,931	\$31,715,126	\$31,464,606	\$32,255,279

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer positions and portions of O&M related of mobile library from the General Purpose Fund (1010) to Measure Q Fund (2241)	(2.20)	(\$265,941)	(\$273,282)
Increase Library Vacancy Rate from 4.0% to 8.5% to reflect historical experience and anticipated renovations		(\$383,251)	(\$396,701)
Transfer Account Clerk II to Finance and downgrade to an Account Clerk I to support Oracle, Phase II: paperless invoice payments	(1.00)	(\$78,125)	(\$80,957)
Transfer the Measure Q subsidy amount from Non-Departmental	-	\$500,000	\$500,000
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Rockridge: Library Assessment District Fund (5130) allocated for minor capital improvements		\$131,680	\$131,680
Increase Library Vacancy Rate from 4.0% to 8.5% to reflect historical experience and anticipated renovations		(\$667,993)	(\$687,424)
Reduce O&M appropriations in Measure Q Fund (2241) to equal FY 2015-16 spending		(\$703,016)	(\$703,016)
Transfer positions and portions of O&M related of mobile library to Measure Q Fund (2241) from the General Purpose Fund (1010)	2.20	\$265,941	\$273,282

ORGANIZATIONAL CHART BY SERVICE AREA



Library. These include General Reference services, Main Library Administration, the Oakland History

Room, Magazines and Newspapers, Science, Children's Room, Computer Lab and Circulation.

OAKLAND PARKS & RECREATION

MISSION STATEMENT

With an emphasis on Oakland's Youth, Oakland Parks & Recreation, (OPR) and its partners will provide best in class, relevant and equitable programs and services, while meeting the specific needs of people and communities both at the neighborhood level and regionally throughout the City of Oakland. We achieve this mission through intentional engagement and by removing the barriers that prohibit equitable opportunities for all.

BUSINESS GOALS

High quality afterschool programs generate positive outcomes for youth including improved academic performance, classroom behavior, and health and nutrition. The community and businesses also benefit when youth have safe and productive ways to spend their time while their parents are at work.

OPR out-of-school programs encompass a broad range of focus areas including academic support, mentoring, arts, technology, and sports and recreation. OPR will use its Five Transformational Experiences to engage Oakland Youth during out-of-school time:

- **Reintroduction to Nature:** From camping to hiking to animal identification, youth will be acquainted with the natural offerings of the city that they live in.
- **Cultural and Artistic Experience:** Youth will be provided the space to explore poetry, acting, art making, and other outlets for their creativity, and do so in a supportive and educational environment.
- **Technological Groundwork:** Technology is the groundwork for the world economy and having an underlying IT knowledge of the basics is integral for whatever career one pursues. We do not want our youth to fall behind especially now that Oakland is becoming a major

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$16,410,592	\$15,965,426	\$16,506,634	\$16,850,511
1100 Self Insurance Liability	56,812	414,922	414,922	414,922
1780 Kid's First Oakland Children's Fund	367,107			
1820 OPRCA Self Sustaining Revolving Fund	7,724,281	7,622,502	7,663,648	7,703,552
2108 HUD-CDBG	277,764			
2175 Alameda County: Source Reduction & Recycling	910			
2310 Lighting and Landscape Assessment District	2,637,771	2,629,850	3,477,198	3,590,525
2996 Parks and Recreation Grants 2001	104,606	16,847	16,847	16,847
3200 Golf Course	1,120,233	651,082	846,095	854,460
7999 Miscellaneous Trusts	1,111	69,270	264,270	264,270
TOTAL	\$28,701,187	\$27,369,899	\$29,189,614	\$29,695,087
GPF Percent to Total Department	57.2%	58.3%	56.5%	56.7%
GPF Percent to Citywide GPF Expenditures	3.0%	2.9%	2.9%	2.8%

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Central Administration	23.14	21.99	21.99
1010 - General Purpose Fund	18.14	14.99	14.99
1820 - OPRCA Self Sustaining Revolving Fund	5.00	7.00	7.00
Area I - East	13.50	17.65	17.65
1010 - General Purpose Fund	9.75	13.90	13.90
1820 - OPRCA Self Sustaining Revolving Fund	3.75	3.75	3.75
Area II - Central	29.11	30.62	30.62
1010 - General Purpose Fund	10.74	12.25	12.25
1820 - OPRCA Self Sustaining Revolving Fund	18.37	18.37	18.37
Area III - North / West	23.62	21.11	21.11
1010 - General Purpose Fund	16.01	13.50	13.50
1820 - OPRCA Self Sustaining Revolving Fund	7.61	7.61	7.61
Area IV - Aquatics / Pools	19.93	19.93	19.93
1010 - General Purpose Fund	9.96	9.96	9.96
1820 - OPRCA Self Sustaining Revolving Fund	9.97	9.97	9.97
Area V - Aquatics / Boating	9.68	9.68	9.68
1010 - General Purpose Fund	2.93	2.93	2.93
1820 - OPRCA Self Sustaining Revolving Fund	6.75	6.75	6.75
Area VI - CityWide	13.98	13.98	13.98
1010 - General Purpose Fund	6.69	6.69	6.69
1820 - OPRCA Self Sustaining Revolving Fund	7.29	7.29	7.29
Specialty Arts, Culture, & Nature	24.96	26.21	26.21
1010 - General Purpose Fund	9.93	10.93	10.93
1820 - OPRCA Self Sustaining Revolving Fund	14.03	14.28	14.28
2310 - Lighting and Landscape Assessment District	1.00	1.00	1.00
Enterprise Facilities & Services	22.15	19.15	19.15
1010 - General Purpose Fund (GPF)	2.00	1.00	1.00
1820 - OPRCA Self Sustaining Revolving Fund	20.15	18.15	18.15
Sports	50.07	50.07	50.07
1010 - General Purpose Fund	23.45	20.93	20.93
1820 - OPRCA Self Sustaining Revolving Fund	24.87	24.87	24.87
3200 - Golf Course	1.75	4.27	4.27
TOTAL	230.14	230.39	230.39

OAKLAND PARKS & RECREATION

BUSINESS GOALS (CONT'D)

technology center. Youth will be introduced to the world of coding, graphic design, and web making.

- "Excel after the Bell" Out-of-School Education: Having confidence can make you achieve the seemingly unachievable. Confidence starts with education. We will have certified teachers leading schoolwork assistance so that every child can confidently perform in school.
- Physical Fitness and Swimming: Physical fitness is important for everyone, especially youth who are in the throes of becoming the person they want to be. This is why OPRYD is setting a mission to have every child by grade 5 have swimming lessons.

SERVICE AREAS

OPR has five service areas: 1) Community Centers, Programs, and Services, 2) Specialty Arts, Culture & Nature, 3) Sports, 4) Enterprise Facilities, and 5) Administration.

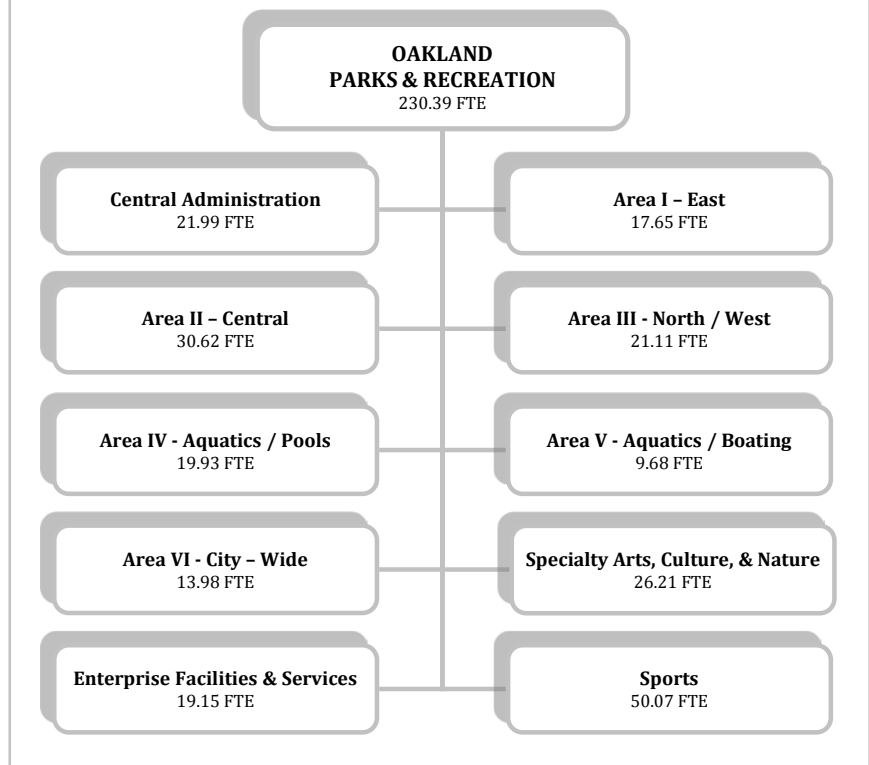
COMMUNITY CENTERS, PROGRAMS, & SERVICES (AREAS I – VI)

Community Centers, Programs, and Services (CCPS) is composed of 20 community centers, 6 swimming pools, 2 boating centers, 1 inclusion center and citywide preschool programming. CCPS aims to create supportive environments for citizens and visitors to explore their interests, develop new skills and gain knowledge through social, athletic, civic, artistic, health and wellness activities. This is achieved by accessing resources facilitated by exceptional staffs that are skilled and trained. CCPS resources include Community Centers (Area I – East Oakland, Area II – Central Oakland, Area III – North & West Oakland), Area IV – Swimming Pools, Area V – Boating Centers, Area VI – City Wide activities. Additional resources include gyms, fitness centers, and open spaces.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Central Administration	\$11,240,697	\$11,856,897	\$6,622,774	\$6,616,335
Area I - East	1,733,279	1,252,412	1,959,285	2,011,976
Area II - Central	2,162,002	2,165,886	3,257,668	3,336,005
Area III - North / West	2,103,461	1,823,929	2,433,673	2,502,295
Area IV - Aquatics / Pools	976,670	1,030,900	1,573,657	1,597,169
Area V - Aquatics / Boating	718,445	682,662	991,011	1,011,632
Area VI - City - Wide	1,040,906	945,409	1,340,544	1,374,100
Specialty Arts, Culture, & Nature	2,680,598	2,043,646	3,161,840	3,241,487
Enterprise Facilities & Services	1,573,056	1,601,960	2,214,060	2,267,100
Sports	4,472,074	3,966,198	5,635,102	5,736,988
TOTAL	\$28,701,187	\$27,369,899	\$29,189,614	\$29,695,087

ORGANIZATIONAL CHART BY SERVICE AREA



SPECIALTY ARTS, CULTURE, & NATURE

Specialty Arts, Culture and Nature provides a new era of experiential opportunities that appeal to our communities through arts, culture

and nature. Committed to enriching and invigorating the spirit of youth and adults, SACAN will cultivate cultural richness for the Oakland community.

SERVICE AREAS

SPORTS

The Sports program aims to provide an extraordinary variety of athletic and leisure opportunities that meet the interests and needs of a broad range of citizens and visitors. Participants will develop physically, intellectually and personally, all while having fun.

ENTERPRISE FACILITIES & SERVICES

OPR Enterprise Facilities are affordable and offer perfect rental options for business and community meetings, ceremonies, receptions, parties and walk-a-thons in beautiful open park settings. Tables, chairs, approved caterers, commercial kitchens and party rentals are available at a nominal fee. Guests can celebrate inside and outside at quaint and serene settings making events memorable.

There are 8 Enterprise Facilities available for rent: Jack London Aquatic Center, Joaquin Miller Community Park Garden Center, Leona Lodge, Morcom Rose Garden, Sequoia Lodge, Park Garden Center, Leona Lodge, Morcom Rose Garden, Sequoia Lodge, and the Dunsmuir Hellman Historical Estate.

SPORTS

The Sports program aims to provide an extraordinary variety of athletic and leisure opportunities that meet the interests and needs of a broad range of citizens and visitors. Participants will develop physically, intellectually and personally, all while having fun.

SIGNIFICANT CHANGES			
General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Add Assistant Director of Parks & Recreation; Eliminate an Assistant Capital Improvement Program Coordinator		\$123,137	\$127,601
Reduce Oakland Zoo subsidy to contractual amount over a period of two years		(\$96,508)	(\$193,015)
Transfer Recreation Specialist I, PT (0.39), Recreation Specialist III, PT (1.13), and Student Trainee, PT (1.0) from the General Purpose Fund (1010) to the Golf Fund (3200)	(2.52)	(\$151,484)	(\$151,484)
The FY 2017-19 Proposed Budget Includes GPF Grant Funding For:			
Oakland Zoo		\$267,922	\$171,414
Lake Chabot Space & Science Center		\$273,105	\$273,105
Children's Fairyland		\$136,500	\$136,500
Peralta Hacienda Historical Park		\$45,900	\$45,900
Oakland Asian Cultural Center		\$51,000	\$51,000
Oakland Parks and Recreation Foundation		\$20,000	\$20,000
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Increase revenue and expense in the Miscellaneous Trusts Fund (7999) for improvements at Woodminster Amphitheater		\$195,000	\$195,000
Add a Recreation General Supervisor to the OPR Self-Sustaining Fund (1820)	1.00	\$146,030	\$151,325
Add an Administrative Services Manager I; eliminate 2.0 vacant positions in Fund 1820	(1.00)	(\$47,579)	(\$50,085)
Transfer Recreation Specialist I, PT (0.39), Recreation Specialist III, PT (1.13), and Student Trainee, PT (1.0) from the General Purpose Fund (1010) to the Golf Fund (3200)	2.52	\$151,484	\$151,484

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.

SERVICE AREAS

AGING & ADULT SERVICES

Provide a comprehensive and coordinated network of support

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$6,401,949	\$8,082,345	\$12,969,613	\$13,619,684
1720 Comprehensive Clean-up	60,000	60,000	60,000	60,000
1780 Kid's First Oakland Children's Fund	12,055,385	14,536,156	17,364,281	16,389,252
1882 Multi Service Center/Rent	72,206	-	-	-
2102 Department of Agriculture	934,016	1,286,820	1,130,223	1,135,682
2103 HUD-ESG/SHP/HOPWA	9,707,311	6,643,896	8,079,501	8,078,096
2108 HUD-CDBG	1,126,280	1,094,861	937,492	965,674
2112 Department of Justice	385,657	-	-	-
2114 Department of Labor	1,287,965	1,878,379	-	-
2120 Federal Action Agency	358,920	399,805	400,274	405,448
2128 Department of Health and Human Services	24,278,237	23,236,143	23,573,869	24,096,952
2138 California Department of Education	1,333,549	945,921	1,078,421	1,078,421
2152 California Board of Corrections	877,281	33,946	573,808	550,000
2159 State of California Other	3,336,135	388,240	206,592	213,055
2160 County of Alameda: Grants	586,486	912,464	915,891	915,485
2190 Private Grants	15,220	-	-	-
2195 Workforce Investment Act	140,012	169,027	-	-
2213 Measure B: Paratransit - ACTIA	1,111,551	1,307,867	1,290,856	1,308,709
2216 Measure BB - Alameda County Transportation Commission Sales Tax	522,320	1,146,964	1,188,453	1,223,018
2251 Measure Y: Public Safety Act 2004	799,502	-	-	-
2252 Measure Z - Violence Prevention and Public Safety Act of 2014	6,662,993	9,495,265	9,514,048	9,823,307
2994 Social Services Grants	92,748	-	-	-
7901 Oakland Senior Center: Downtown	127,954	-	-	-
7902 Oakland Senior Center: North	32,997	-	-	-
7903 Oakland Senior Center: West	8,968	-	-	-
7904 Oakland Senior Center: East	12,244	-	-	-
TOTAL	\$72,327,888	\$71,618,099	\$79,283,322	\$79,862,783
GPF Percent to Total Department	8.9%	11.3%	16.4%	17.1%
GPF Percent to Citywide GPF Expenditures	1.2%	1.5%	2.3%	2.3%

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Administration	\$983,268	\$952,585	\$5,986,473	\$6,462,679
Aging & Adult Services	8,627,968	9,933,743	8,722,517	8,969,824
Children & Youth Services	12,782,310	16,069,357	18,362,905	17,407,631
Community Housing Services	12,708,074	10,268,848	11,349,069	11,386,811
Early Childhood & Family Services	23,579,583	22,840,141	22,364,041	22,844,964
Policy & Planning	13,646,685	11,553,425	12,498,317	12,790,874
TOTAL	\$72,327,888	\$71,618,099	\$79,283,322	\$79,862,783

services, information and referrals, and activities for seniors and persons with disabilities. Programs include: The Program (MSSP) which supports frail seniors and persons with disabilities to remain independent; Senior Companion and Foster Grandparent (SC/FG) Programs which offer volunteer opportunities for seniors to work with frail-elderly and at-risk children; and the ASSETS program which provides low income

seniors with employment training services and job placement. Oakland Paratransit for the Elderly and Disabled (OPED) provides paratransit services which augment the County's paratransit program. OPED is funded by Alameda County Measure B Transportation Initiative and is augmented by Measure BB. Additionally, City-sponsored Senior Centers offer culturally appropriate and accessible social, nutrition,

HUMAN SERVICES

SERVICE AREAS

AGING & ADULT SERVICES (CONT'D)

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.

COMMUNITY HOUSING SERVICES

Encompasses HSD services specifically designed to make residents safer and to support individuals and families who are very low income, HIV/ AIDS positive, experiencing homelessness and/or food insecurity. ; Community Housing Services, provides a range of housing supports including shelter, transitional housing, service enriched interim housing models, and permanent supportive housing. Services also include interventions for individuals living on the streets through outreach, case management and housing navigation. Through its brown bag food program, low income individuals in all parts of Oakland are provided with essential supplemental meals.

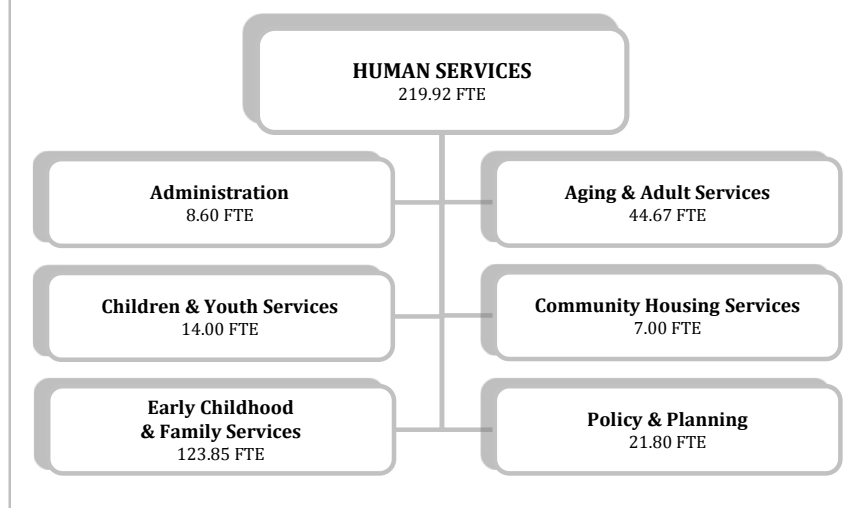
POLICY & PLANNING

Measure Z, Oakland's Violence Prevention Initiative passed in 2014 replaces Measure Y, the first violence prevention initiative voted in by Oaklanders in 2004, and provides funding annually for violence prevention programs to neighborhoods and youth and young adults most at risk for committing or being victims of violence. Measure Z priorities for violence prevention include: 1) Violent Incident and Crisis Response which provides immediate and long term services to support individuals and families involved in or affected by gun violence; 2) Focused Youth Services which helps youth most likely to be involved in violence with comprehensive services to support them to embrace alternatives, stay in school and out of jail; 3) Youth Adult Reentry assists young adults on probation or parole with a network of support services allowing them to gain valuable job skills and find and retain permanent employment; 4) Family

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Administration	7.94	8.60	8.60
1010 - General Purpose Fund (GPF)	6.65	2.98	2.98
2120 - Federal Action Agency		0.07	0.07
2128 - Department of Health and Human Services		1.40	1.40
2159 - State of California Other	1.29	0.50	0.50
2252 - Measure Z - Violence Prevention and Public Safety Act of		0.05	0.05
7760 - Grant Clearing		3.60	3.60
Aging & Adult Services	81.63	44.67	44.67
1010 - General Purpose Fund (GPF)	17.76	27.62	27.62
2114 - Department of Labor	46.06		
2120 - Federal Action Agency	1.01	0.94	0.94
2128 - Department of Health and Human Services	9.31	9.64	9.64
2160 - County of Alameda: Grants	1.06	1.06	1.06
2195 - Workforce Investment Act	1.02		
2213 - Measure B: Paratransit - ACTIA	3.50	3.50	3.50
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	1.91	1.91	1.91
Children & Youth Services	17.75	14.00	14.00
1010 - General Purpose Fund (GPF)	4.20	3.10	3.10
1780 - Kid's First Oakland Children's Fund	7.05	6.90	6.90
2102 - Department of Agriculture	6.50	4.00	4.00
Community Housing Services	7.00	7.00	7.00
1010 - General Purpose Fund (GPF)	1.85	1.97	1.98
2103 - HUD-ESG/SHP/HOPWA	1.29	1.84	1.77
2108 - HUD-CDBG	3.76	3.03	3.10
2160 - County of Alameda: Grants	0.10	0.16	0.15
Early Childhood & Family Services	129.81	123.85	123.85
1010 - General Purpose Fund (GPF)	5.05	0.43	0.43
1780 - Kid's First Oakland Children's Fund		0.10	0.10
2128 - Department of Health and Human Services	124.76	122.32	122.32
7760 - Grant Clearing		1.00	1.00
Policy & Planning	21.35	21.80	19.80
1010 - General Purpose Fund (GPF)	0.61	0.61	0.61
2128 - Department of Health and Human Services	4.00	4.00	4.00
2152 - California Board of Corrections	2.00	2.60	0.60
2159 - State of California Other	0.34	0.34	0.34
2252 - Measure Z - Violence Prevention and Public Safety Act of	14.40	14.25	14.25
TOTAL	265.48	219.92	217.92

ORGANIZATIONAL CHART BY SERVICE AREA



SERVICE AREAS

POLICY & PLANNING (CONT'D)

Violence Intervention serves victims of family violence, commercially sexually exploited children and young children (0-5 years old) exposed to violence to overcome trauma and victimization. The Alameda County – Oakland Community Action Partnership (AC-OCAP) provides funding and staff support to programs designed to promote self-sufficiency and eliminate poverty in the community. Initiatives and partnerships are designed to promote economic self-sufficiency. They include hunger relief, employment strategies, housing advocacy, low income banking efforts, and free tax preparation and promotion of the Earned Income Tax Credit.

CHILDREN & YOUTH SERVICES

The Oakland Fund for Children & Youth (OFCY) fosters the development of young people ages 0 to 20 by providing grant funds for services and programs that improve outcomes for children and youth. The Planning and Oversight Committee provides policy recommendations to the City Council and oversees strategic planning, evaluation and grant-making through a competitive proposal process. A City Charter amendment (1996 Measure K – Kids First! voter initiative) established OFCY as a mandated set aside of funds 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 vices 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. Also included is the Youth Commission

SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer a portion of a Senior Services Supervisor to the GPF from the Department of Health and Human Services Fund (2128)	0.67	\$111,113	\$115,227
Transfer 1.00 Case Manager from the GPF to Fund 2128	(1.00)	(\$135,447)	(\$139,726)
Eliminate one-time funding to Head Start for transition costs related to federal reduction in the FY16-17 grant award	(5.00)	(\$390,000)	(\$390,000)
Transfer to the Overhead Clearing Fund (7760) GPF funded portions of Director of Human Services, Payroll Personnel Clerk III, Exec Asst to the Director, Assistant to the Director, Office Assistant I, PPT	(3.11)	(\$652,038)	(\$676,216)
Reduction in O&M related to transfer of departmental overhead from GPF to Grant Clearing Fund (7760)	-	(\$145,880)	(\$145,880)
Transfer 0.10 Manager, Human Services from GPF to Kids First! Fund (1780)	(0.10)	(\$31,072)	(\$32,056)
Elimination of Case Manager II supported by one-time funding in FY16/17 for reduction of chronic absenteeism	(1.00)	(\$118,257)	(\$118,257)
Add 10.00 Sr. Aides, 1.00 Sr Srvs Program Asst and O&M for newly created ASSETS program	11.00	\$409,405	\$414,493
Elimination of former ASSETS program including GPF O&M, 0.42 Senior Services Prgm Assistant, 0.57 Senior Services Supervisor, and operating and overhead subsidies to Dept of Labor Fund (2114) and Workforce Investment Act Fund (2195)	(0.99)	(\$1,107,888)	(\$1,124,150)
Transfer Human Services Central Service Overhead, Departmental Overhead and operating subsidies from Non-Departmental		\$5,195,855	\$5,690,697
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer 0.10 Manager, Human Services from GPF to Kids First! Fund (1780)	0.10	\$31,072	\$32,056
Add Project Manager to support SAMHSA RECAST grant in Department of Health and Human Services Fund (2128)	1.00	\$261,404	\$269,661
Right-size Summer Food Program Part-Time positions (Eliminate 3.00 Food Program Monitor, PT and 0.50 Food Program Coordinator, PPT and Add 1.00 Food Program Driver, PT in Dept of Agriculture Fund (2102)	(2.50)	(\$203,926)	(\$206,204)
Transfer 1.00 Case Manager from GPF to Department of Health and Human Services Fund (2128)	1.00	\$135,447	\$139,726
Elimination of O&M and Personnel from Assets Program in Dept of Labor Fund (2114) and Workforce Investment Act Fund (2195) and associated GPF subsidies to funds	(47.08)	(\$1,919,253)	(\$1,919,253)
Add O&M in Grant Clearing Fund (7760) from transfer of Departmental Overhead from GPF		\$181,050	\$181,050
Transfer to Grant Clearing Fund (7760) GPF funded portions of Director of Human Services, Payroll Personnel Clerk III, Exec Asst to the Director, Assistant to the Director, Office Assistant I, PPT	3.11	\$652,038	\$676,216
Transfer 0.55 Payroll Personnel Clerk III from Head Start Fund (2128) to Grant Clearing Fund (7760)	(0.55)	(\$60,171)	(\$62,417)
Transfer 0.55 Payroll Personnel Clerk III to Grant Clearing Fund (7760) from Department of Health and Human Services Fund (2128)	0.55	\$60,171	\$62,417
Transfer 0.35 Payroll Personnel Clerk III from State of CA Fund (2159) to Grant Clearing Fund (7760)	(0.35)	(\$38,291)	(\$39,720)
Transfer 0.35 Payroll Personnel Clerk III to Grant Clearing Fund (7760) from State of CA Fund (2159) to	0.35	\$38,291	\$39,720

HUMAN SERVICES

SERVICE AREAS

CHILDREN & YOUTH SERVICES (CONT'D)

which gives youth the opportunity to build leadership skills and participate in civic activities. The Summer Food Service program delivers free, healthy nutritious lunches to low income school-aged children in Oakland neighborhoods (over 80 sites) during the summer months. The OUSD Academies program provides on-the-job work experience for high school students.

EARLY CHILDHOOD & FAMILY SERVICES

These programs provide services that improve the health, development and quality of life for children, youth and their families. Early Head Start (ages 0- 3) and Head Start (ages 3-5) focus on the child's social, emotional, cognitive and physical development while providing their families with opportunities to be involved in program activities and governance. Families are also supported with linkages to community services to support their personal goals and to develop their skills as lifelong advocates for their child's education. The program(s) serve over 1,000 low income children and their families throughout Oakland with full day, full year services with an emphasis on school readiness and quality classroom experiences.

CHILDREN & YOUTH SERVICES

Administration provides overall management and administration and fiscal support to all HSD Divisions. Administration includes liaison with elected official, legislative advocacy, fund development, intergovernmental relations, supporting multi-agency initiatives, and policy development. Fiscal management includes budgeting, audits, grants monitoring and accounting

SIGNIFICANT CHANGES (CONT'D)			
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer 0.15 Exec Asst to the Director from Kids First! Fund (1780) to Grant Clearing Fund (7760)	(0.15)	(\$20,954)	(\$21,736)
Transfer 0.15 Exec Asst to the Director to Grant Clearing Fund (7760) from Kids First! Fund (1780)	0.15	\$20,954	\$21,736
Transfer 0.44 Assistant to the Director from State of CA Fund (2159) to Grant Clearing Fund (7760)	(0.44)	(\$99,128)	(\$102,828)
Transfer 0.44 Assistant to the Director to Grant Clearing Fund (7760) from State of CA Fund (2159)	0.44	\$99,128	\$102,828
Eliminate 2.00 Head Start Program Coordinators, reduce 0.49 Maintenance Mechanic, PT and add 1.00 Head Start Supervisor in Head Start Fund (2128) as part of balancing measures	(1.49)	(\$126,333)	(\$130,596)
Transfer 0.67 Senior Services Supervisor from Health and Human Services Fund (2128) to GPF	(0.67)	(\$111,113)	(\$115,227)
One-time increase in FY17/18 O&M in the Kids First! Fund (1780) from true-up of FY15-16 GPF audited revenues		\$1,417,664	\$0
Increase O&M in the Kids First! Fund (1780) due to increase in revenues (transfer from the GPF)		\$1,186,770	\$1,590,183
Reduction in Department of Health and Human Services Fund (2128) O&M due to elimination of one-time start-up funding in FY16/17		(\$756,719)	(\$756,719)
Increase in O&M for Head Start Pre-K and Family Literacy and Preschool Programs in CA Dept of Education Fund (2138)		\$132,500	\$132,500
Increase O&M from addition of CDCR Gold State Works grant in CA Board of Corrections Fund (2152)		\$456,135	\$453,170
Add Program Analyst II funded 0.60 in CA Board of Corrections Fund (2152) and 0.40 in Measure Z Fund (2252)	1.00	\$144,329	\$149,124
Delete Program Analyst II, PPT in Measure Z Fund (2252)	(0.50)	(\$63,783)	(\$66,536)
Eliminate 1.00 Case Manager I and 1.0 Health & Human Svcs Prg	(2.00)	(\$154,893)	(\$309,786)
Increase Measure Z funding for Violence Prevention Services in Measure Z Fund (2252)		\$0	\$222,239
Increase O&M in the HUD ESG/SHP/HOPWA Fund (2103) associated with Oakland Housing Authority OPRI funding		\$1,263,020	\$1,265,569
Increase O&M in the HUD ESG/SHP/HOPWA Fund (2103) associated with North County Family Rapid Rehousing Grant		\$141,930	\$141,736
Reduce program funding in HUD-CDBG Fund (2108) for the Brown Bag Food program and OPRI program		(\$84,300)	(\$84,300)

ECONOMIC & WORKFORCE DEVELOPMENT

MISSION STATEMENT

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

BUSINESS GOALS

- Establish and implement an Economic Development Strategy for the City of Oakland that clearly communicates to external and internal stakeholders the City's economic values, goals and actions for the next 5 years for business development and marketing, public/private development, workforce development, and cultural affairs.
- Enhance existing revenue streams through economic development activities that increase investment in the City of Oakland.
- Manage and implement key business development activities to retain, expand, and attract businesses in key economic sectors such as manufacturing, retail and technology; manage the CBD/BID program in key commercial corridors; expand and improve the digital delivery of development services; proactively implement Specific Plans and promote opportunity sites for new development; and reposition the Oakland Business Assistance Center to better support small businesses with permitting, registration, financing, and technical assistance.
- Negotiate and implement major catalytic development projects including Oakland Army Base, Coliseum City, Henry J. Kaiser Civic Auditorium, Oak Knoll, 12 St. Remainder parcel, City Center Parcels, 1911 Telegraph, 1800 San Pablo, and TOD projects at West Oakland, Macarthur, Downtown, Fruitvale and Coliseum BART stations.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND				
Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$4,957,651	\$5,664,439	\$3,952,550	\$4,065,091
1610 Successor Redevelopment Agency Reimbursement	2,602,348	3,089,522	2,142,757	2,140,483
1710 Recycling Program	221,161	269,622	280,441	287,015
1720 Comprehensive Clean-up	1,325	16,552	15,880	16,357
1750 Multipurpose Reserve	366,915	398,350	398,350	398,350
1770 Telecommunications Land Use	736,472	709,193	668,096	686,579
1820 OPRCA Self Sustaining Revolving Fund	541	13,278	12,249	12,685
1831 Central City East Project Area Loans	-	-	500,000	-
2108 HUD-CDBG	412,222	331,850	356,468	367,129
2125 Environmental Protection Agency	59	-	-	-
2128 Department of Health and Human Services	754	-	-	-
2129 Trade Corridor Improvement Fund (TCIF) State	564,624	(125,000)	-	-
2134 California Parks and Recreation	2,440	-	-	-
2144 California Housing and Community Development	715,389	-	-	-
2159 State of California Other	30,261	-	-	-
2195 Workforce Investment Act	5,058,135	4,314,075	3,822,143	3,819,053
2214 ACTIA Reimbursable Grants	404,477	-	-	-
2310 Lighting and Landscape Assessment District	-	707	1,240	1,281
2415 Development Service Fund	-	100,000	184,806	190,394
2419 Measure C: Transient Occupancy Tax (TOT) Surcharge	583,423	660,663	703,254	720,834
2999 Miscellaneous Grants	400,348	-	-	-
3200 Golf Course	8,450	8,450	8,450	8,450
5200 JPFA Capital Projects: Series 2005	25,900	-	-	-
5321 Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund	(66,773)	-	-	-
5505 Municipal Capital Improvement: Public Arts	17,142	-	-	-
5610 Central District Projects	51,504	350,000	4,937,337	196,250
5611 Central District: TA Bonds Series 2003	-	-	304,246	-
5612 Central District: TA Bonds Series 2005	-	-	266,429	(146,777)
5614 Central District: TA Bonds Series 2006T	-	-	1,533,427	1,270,000
5630 Broadway/MacArthur/San Pablo Projects	3,250	-	-	-
5638 BMSP: TA Bond Series 2006C-T	-	-	600,000	-
5640 Central City East Projects	-	-	92,112	-
5643 Central City East TA Bonds Series 2006A-T	259,242	-	251,855	(75,705)
5650 Coliseum Projects	16,317	100,000	881,224	96,250
5656 Coliseum: TA Bonds Series 2006B-T (Taxable)	-	-	3,256,369	(146,777)
5670 Oakland Base Reuse Authority	562,751	560,547	225,000	-
5671 OBRA: Leasing & Utility	1,086,779	1,679,755	1,834,928	2,132,313
5674 Oakland Army Base Joint Remediation	598,963	-	-	-
5999 Miscellaneous Capital Projects	27,314	5,000	-	-
7760 Grant Clearing	-	-	130,784	135,396
7999 Miscellaneous Trusts	512,156	-	-	-
TOTAL	\$20,161,541	\$18,147,003	\$27,360,395	\$16,174,651
GPF Percent to Total Department	24.6%	31.2%	14.4%	25.1%
GPF Percent to Citywide GPF Expenditures	0.9%	1.0%	0.7%	0.7%

- Provide real estate services for leasing, appraising, disposing, and acquiring property. Develop and implement a strategic portfolio asset management plan for all City properties.
- Engage and link local and regional businesses, education institutions, and workforce providers to expand training and employment opportunities for Oakland residents and youth, particularly those from under-served

communities, with disabilities, veterans, and justice-involved.

- Provide comprehensive marketing communications effort to create modern, attractive marketing collateral that helps communicate and market Oakland to investors, developers, new businesses, and other stakeholders.
- Establish a cultural arts plan; assist in the preservation and expansion of arts and cultural workspaces;

ECONOMIC & WORKFORCE DEVELOPMENT

BUSINESS GOALS (CONT'D)

implement public art capital projects and provide support to the newly adopted public art on private development ordinance; administer cultural funding grants to artists and non-profits, including coordinating outreach, workshops, panels, and professional services agreements; continue to support large-scale and neighborhood-level public events, festivals, and tours.

SERVICE AREAS

BUSINESS DEVELOPMENT

This division is responsible for developing and implementing programs and strategies to retain, expand, and attract businesses to Oakland, create a business-friendly environment, and help businesses succeed. The division works directly with individual business owners and operators, developers, and professional organizations to foster public/private partnerships, and to bolster Oakland's competitive advantage and position, in target economic cluster groups including: health/life science; innovative digital media; clean & green tech; retail; manufacturing, logistics, and food production. This division also works to position Oakland as a desirable place to live, work, and invest through the creation of marketing collateral, multi-media communications, advertising, sponsorships, and other tools that help convey a clear, coordinated message about Oakland.

PUBLIC/PRIVATE DEVELOPMENT

This division is responsible for negotiating and implementing major land development and public improvements projects including Oakland Army Base, Coliseum Area, Henry J. Kaiser Civic Auditorium, Oak Knoll, 1911 Telegraph, 2100 Telegraph, 1800 San Pablo, 12th St. Remainder parcel, City Center Parcels, and Transit-Oriented Development (TOD) projects at West Oakland, MacArthur, Downtown, Fruitvale, and Coliseum BART stations. The division manages the former Redevelopment Agency's streetscape, façade and tenant im-

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Business Development	10.00	11.00	11.00
1010 - General Purpose Fund (GPF)	7.75	7.45	7.45
1610 - Successor Redevelopment Agency Reimbursement Fund	0.25	-	-
1710 - Recycling Program	1.00	1.10	1.10
1720 - Comprehensive Clean-up	-	0.10	0.10
1820 - OPRCA Self Sustaining Revolving Fund	-	0.10	0.10
2108 - HUD-CDBG	1.00	1.00	1.00
2415 - Development Service Fund	-	1.00	1.00
5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)	-	0.25	0.25
Public/Private Development	20.15	18.60	18.60
1010 - General Purpose Fund (GPF)	1.50	1.00	1.00
1610 - Successor Redevelopment Agency Reimbursement Fund	13.65	7.30	7.30
2129 - Trade Corridor Improvement Fund (TCIF) State Grant	2.00	-	-
2217 - Measure BB - OAB Roadway Infrastructure Improvement	-	2.00	2.00
5612 - Central District: TA Bonds Series 2005	-	2.45	2.45
5638 - BMSP: TA Bond Series 2006C-T	-	0.40	0.40
5643 - Central City East TA Bonds Series 2006A-T (Taxable)	2.50	3.00	3.00
5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)	-	2.45	2.45
5671 - OBRA: Leasing & Utility	0.50	-	-
Workforce Development	6.00	6.00	5.00
1010 - General Purpose Fund (GPF)	1.00	1.00	1.00
2195 - Workforce Investment Act	4.50	3.50	3.50
5671 - OBRA: Leasing & Utility	0.50	0.50	0.50
7999 - Miscellaneous Trusts	-	1.00	-
Cultural Affairs	7.00	5.00	5.00
1010 - General Purpose Fund (GPF)	5.20	3.50	3.50
1710 - Recycling Program	0.10	-	-
1720 - Comprehensive Clean-up	0.10	-	-
1820 - OPRCA Self Sustaining Revolving Fund	0.10	-	-
2419 - Measure C: Transient Occupancy Tax (TOT) Surcharge	0.75	0.75	0.75
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space	0.50	0.50	0.50
5505 - Municipal Capital Improvement: Public Arts	0.25	0.25	0.25
Real Estate Asset Management	6.00	6.00	6.00
1010 - General Purpose Fund (GPF)	1.64	1.64	1.64
1610 - Successor Redevelopment Agency Reimbursement Fund	1.22	0.52	0.52
1770 - Telecommunications Land Use	3.14	2.29	2.29
5643 - Central City East TA Bonds Series 2006A-T (Taxable)	-	0.50	0.50
5656 - Coliseum: TA Bonds Series 2006B-T (Taxable)	-	0.20	0.20
7760 - Grant Clearing	-	0.85	0.85
Administration	3.95	5.00	5.00
1010 - General Purpose Fund (GPF)	2.90	2.90	2.90
1610 - Successor Redevelopment Agency Reimbursement Fund	-	0.85	0.85
2108 - HUD-CDBG	0.75	0.75	0.75
2195 - Workforce Investment Act	0.30	0.30	0.30
5643 - Central City East TA Bonds Series 2006A-T (Taxable)	-	0.20	0.20
TOTAL	53.10	51.60	50.60

provement 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).

WORKFORCE DEVELOPMENT

This division manages Workforce Innovation and Opportunity Act (WIOA) funds, which are intended to induce

businesses to participate in the local delivery of workforce development services. WIOA emphasizes services to disenfranchised out-of-school youth, the disabled, and veterans, as well as incumbent workers and employers in specified growth sectors through career pathways and apprenticeship strategies, with an emphasis on regional planning with our East Bay Works

ECONOMIC & WORKFORCE DEVELOPMENT

SERVICE AREAS

WORKFORCE DEVELOPMENT (CONT'D)

to disenfranchised out-of-school youth, the disabled, and veterans, as well as incumbent workers and employers in specified growth sectors through career pathways and apprenticeship strategies, with an emphasis on regional planning with our East Bay Works partners. This division staffs the Oakland Workforce Development Board (OWDB), which is charged with oversight and policy development for the grant funds. Workforce also develops city-wide job training initiatives, coordinates the Youth Internship, and Earn to Learn Programs, and oversees the operation of the West Oakland Job Resource Center.

CULTURAL AFFAIRS

This division provides oversight for the commissioning of temporary and permanent works of art throughout Oakland; maintains the City's art collection; disseminates public information on all projects; facilitates and consults on art projects generated by individual artists and for the development of community-generated art projects; and reviews proposed gifts of art to the City. It manages the City's cultural arts grant program that supports Oakland-based art and cultural activities throughout the City. The division also oversees special events, produces the City's flagship annual Art & Soul Festival, leads historic walking tours, and coordinates film production.

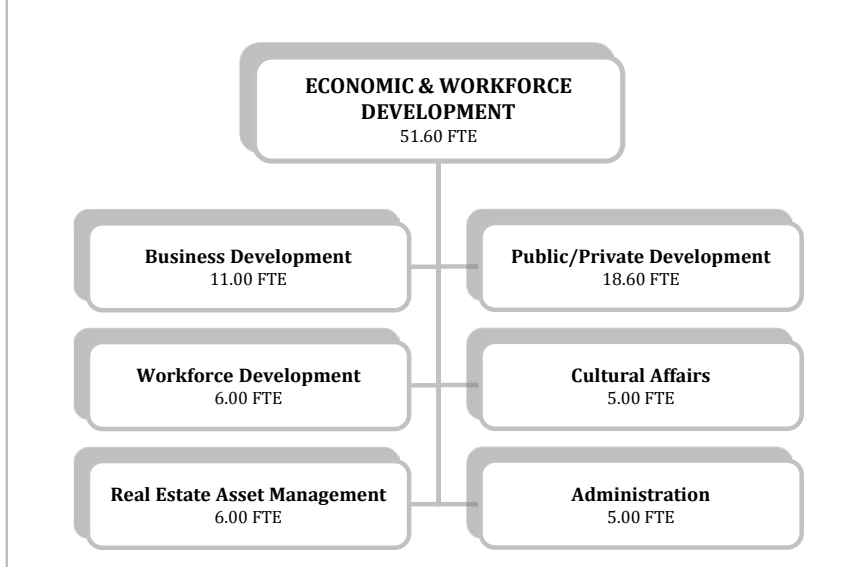
REAL ESTATE ASSET MANAGEMENT

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

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Business Development	\$2,375,215	\$1,493,096	\$2,612,290	\$2,680,999
Public/Private Development	6,023,954	4,892,184	19,220,214	4,344,633
Workforce Development	6,389,644	5,109,879	4,542,761	4,545,220
Cultural Affairs	1,467,280	1,902,320	1,369,529	1,409,395
Real Estate Asset Management	2,734,554	3,173,442	1,952,567	1,993,838
Administration	1,170,895	1,576,082	1,163,034	1,200,566
TOTAL	\$20,161,541	\$18,147,003	\$30,860,395	\$16,174,651

ORGANIZATIONAL CHART BY SERVICE AREA



SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Eliminate four vacant positions; add Business Development Manager, Marketing Coordinator & Executive Assistant	(1.00)	(\$295,193)	(\$299,347)
Reduce lease expense based on historical experience		\$155,530	(\$155,530)
Transfer Urban Economic Analyst III to the Development Services Fund (2415) for business permitting assistance and economic development activities in specific plans	(1.00)	(\$154,132)	(\$159,720)
Transfer Development/Redevelopment Program Manager to the Central City East Bond Fund (5643)	(0.50)	(\$115,959)	(\$120,088)
Transfer citywide facilities internal service costs from Real Estate to Non-Departmental		(\$883,133)	(\$911,856)
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer 0.15 FTE Project Manager, 0.30 FTE Urban Economic Analyst IV and 1.00 FTE Urban Economic Coordinator from the Successor Redevelopment Agency Reimbursement Fund (1610) to the Central District TA Bonds Series 2005 Fund (5612)	(1.45)	(\$363,222)	(\$374,204)
Transfer 0.15 FTE Project Manager, 0.30 FTE Urban Economic Analyst IV and 1.00 FTE Urban Economic Coordinator to Fund 5612 from Fund (1610)	1.45	\$363,222	\$374,204

ECONOMIC & WORKFORCE DEVELOPMENT

SERVICE AREAS (CONT'D)

ADMINISTRATION

Directs and coordinates work for the Department, including overseeing fiscal, budget, and personnel management, legal and legislative issues, and policy and procedure development, as well as other inter-departmental and inter-division special projects.

SIGNIFICANT CHANGES (CONT'D)			
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer 0.20 FTE Account Clerk II and 0.20 FTE Development/Redevelopment Program Manager from Fund 1610 to the Broadway MacArthur San Pablo Bond Series 2006C-T Fund (5638)	(0.40)	(\$73,116)	(\$75,329)
Transfer 0.20 FTE Account Clerk II and 0.20 FTE Development/Redevelopment Program Manager to Fund 5638 from Fund 1610	0.40	\$73,116	\$75,329
Transfer 0.20 FTE Administrative Services Manager II and 0.50 FTE Real Estate Agent from Fund (1610) to the Central City East TA Bonds Series 2006A-T (Taxable) Fund (5643)	(0.70)	(\$160,085)	(\$164,861)
Transfer 0.20 FTE Administrative Services Manager II and 0.50 FTE Real Estate Agent to Fund 5643 from Fund 1610	0.70	\$160,085	\$164,861
Transfer Development/Redevelopment Program Manager to Fund 5643 from the General Purpose Fund (1010)	0.50	\$138,621	\$142,750
Transfer 0.35 Management Assistant, 0.20 Real Estate Agent, 1.25 FTE Urban Economic Analyst I, 1.00 FTE Urban Economic Analyst II and 0.45 FTE Urban Economic Coordinator from Fund 1610 to the Coliseum TA Bonds Series 2006B-T (Taxable) Fund (5656)	(3.25)	(\$516,595)	(\$532,208)
Transfer 0.35 Management Assistant, 0.20 Real Estate Agent, 1.25 FTE Urban Economic Analyst I, 1.00 FTE Urban Economic Analyst II and 0.45 FTE Urban Economic Coordinator to Fund 5656 from Fund 1610	3.25	\$516,595	\$532,208
Transfer Urban Economic Analyst III to the Development Services Fund (2415) for business permitting assistance and economic development activities in specific plans from 1010	1.00	\$184,806	\$190,394
Transfer a Project Manager I and Project Manager III from the Trade Corridor Improvement Fund (TCIF) Fund (2129) to the Measure BB - Oakland Army Base Roadway Infrastructure Improvement Fund (2217)	(2.00)	(\$651,287)	(\$670,906)
Transfer a Project Manager I and Project Manager III to Fund 2217 from Fund 2129; offset by existing grant project balance	2.00	\$0	\$0
Eliminate a Program Analyst III from Workforce Investment Act Fund (2195)	(1.00)	(\$154,222)	(\$160,089)
Reduce contract funds in Fund (2195) due to continued reduction in the grant award		(\$577,087)	(\$607,387)
Transfer leasing revenue from Fund (5671) to Fund 1010		\$790,000	\$1,400,000
Reallocate \$2.2 million of grant revenue for environmental remediation with the Joint Army Base Infrastructure Fund (5672)		\$0	\$0

HOUSING & COMMUNITY DEVELOPMENT

HOUSING & COMMUNITY DEVELOPMENT

MISSION STATEMENT

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

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

BUSINESS GOALS

- 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

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$508,502	\$365,000	\$0	\$0
1610 Successor Redevelopment Agency Reimbursement	1,516,398	935,978	778,186	822,688
1870 Affordable Housing Trust Fund	2,388,788	2,630,000	3,443,673	3,862,349
1880 Low Mod Operations	373,628	-	-	-
1883 2000 Subordinated Housing Set-aside	996,304	-	-	-
1884 2006 Housing Bond Proceeds	400,927	-	-	-
1885 2011A-T Subordinated Housing	5,112,000	687,372	750,000	750,000
2105 HUD-EDI Grants	499,931	-	-	-
2107 HUD-108	659,711	2,119,000	-	-
2108 HUD-CDBG	6,858,800	6,714,206	6,491,801	6,447,400
2109 HUD-Home	2,913,153	2,148,143	2,088,716	2,107,883
2144 California Housing and Community Development	24,502	-	-	-
2159 State of California Other	414,954	-	-	-
2185 Oakland Redevelopment Agency Grants	2,153,945	-	-	-
2413 Rent Adjustment Program Fund	2,148,386	1,867,177	3,275,230	3,223,375
2415 Development Service Fund	3,383	1,722	-	-
2611 HUD-CDBG (ARRA)	90,684	-	-	-
2826 Mortgage Revenue	64,262	296,492	89,492	89,492
2830 Low and Moderate Income Housing Asset Fund	1,095,310	-	-	-
2999 Miscellaneous Grants	157,520	-	-	-
7450 Affordable Housing	(20,274)	-	-	-
7780 Oakland Redevelopment Agency Projects (ORA)	2,907	-	-	-
TOTAL	\$28,363,722	\$17,765,090	\$16,917,098	\$17,303,187
GPF Percent to Total Department	1.8%	2.1%	0.0%	0.0%
GPF Percent to Citywide GPF Expenditures	0.1%	0.1%	0.0%	0.0%

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Administration	9.00	10.00	10.00
1610 - Successor Redevelopment Agency Reimbursement Fund	0.80	0.80	0.80
1870 - Affordable Housing Trust Fund	1.00	1.30	1.30
1885 - 2011A-T Subordinated Housing	0.50	0.50	0.50
2108 - HUD-CDBG	4.50	4.50	4.50
2109 - HUD-Home	1.79	0.79	0.79
2413 - Rent Adjustment Program Fund	0.41	2.11	2.11
Commercial Lending	3.00	2.00	2.00
2105 - HUD-EDI Grants	2.00	1.00	1.00
2108 - HUD-CDBG	1.00	1.00	1.00
Community Development Block Grants	6.00	6.00	6.00
2108 - HUD-CDBG	6.00	6.00	6.00
Home Ownership & Rehabilitation & Residential Lending	14.50	13.50	13.50
1610 - Successor Redevelopment Agency Reimbursement Fund	1.33	1.80	1.80
1885 - 2011A-T Subordinated Housing	0.17	0.20	0.20
2108 - HUD-CDBG	11.75	9.50	9.50
2109 - HUD-Home	1.25	1.50	1.50
2413 - Rent Adjustment Program Fund	-	0.50	0.50
Housing Development	9.00	11.00	11.00
1610 - Successor Redevelopment Agency Reimbursement Fund	3.32	1.82	1.82
1870 - Affordable Housing Trust Fund	2.59	6.43	6.43
1885 - 2011A-T Subordinated Housing	2.47	2.13	2.13
2109 - HUD-Home	0.62	0.62	0.62
Residential Rent Adjustment	12.00	13.00	13.00
2413 - Rent Adjustment Program Fund	12.00	13.00	13.00
TOTAL	53.50	55.50	55.50

HOUSING & COMMUNITY DEVELOPMENT

BUSINESS GOALS (CONT'D)

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.
- 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 entre-

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Administration	\$2,700,192	\$2,522,149	\$2,133,180	\$2,194,997
Commercial Lending	1,353,936	2,432,044	335,094	338,971
Community Development Block Grants	2,487,015	2,290,266	2,295,588	2,177,860
Home Ownership & Rehabilitation & Residential Lending	6,134,350	3,231,386	3,238,190	3,301,867
Housing Development	13,621,562	5,511,548	6,119,996	6,560,402
Residential Rent Adjustment	2,066,668	1,777,697	2,795,050	2,729,090
TOTAL	\$28,363,722	\$17,765,090	\$16,917,098	\$17,303,187

ORGANIZATIONAL CHART BY SERVICE AREA



preneurs 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 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 re-

ducing 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.

HOUSING & COMMUNITY DEVELOPMENT

SERVICE AREAS

ADMINISTRATION

Provides the overall management of the Department of Housing and Community Development including personnel, fiscal, policy and information technology. Fiscal Administration unit will combine loan servicing, fiscal and commercial lending staff for better integration of fiscal services.

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 loans funded by HUD, Economic Development Agency and other loan fund sources. 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

SIGNIFICANT CHANGES

ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Add a Hearing Officer and Program Analyst II to the Rent Adjustment Program Fund (2413) based on the July 2016 revised fee structure	2.00	\$383,857	\$395,190
Add 0.70 FTE Business Analyst III to Fund 2413 and 0.30 to the Affordable Housing Trust Fund (1870)	1.00	\$207,635	\$213,764
Eliminate a Loan Servicing Administrator: 0.41 Fund 1610, 0.09 2011A-T Subordinated Housing Fund (1885), 0.25 CDBG Fund (2108) and 0.25 HUD HOME Fund (2109)	(1.00)	(\$200,963)	(\$208,282)
Transfer Housing Development Coordinator IV from Fund 1610 to Fund 1870	(1.00)	(\$222,094)	(\$230,183)
Transfer Housing Development Coordinator IV to Fund 1870 from Fund 1610	1.00	\$222,094	\$230,183
Transfer Office Assistant II from Fund 1610 to Fund 1870	(0.62)	(\$62,272)	\$64,541
Transfer Office Assistant II to Fund 1870 from Fund 1610	0.62	\$62,272	\$64,541
Add Housing Development Coordinator II and Housing Development Coordinator III to Fund 1870	2.00	\$318,360	\$327,759
Transfer Housing Development Coordinator IV from Fund 1885	(0.22)	(\$50,645)	(\$53,307)
Transfer Housing Development Coordinator IV to Fund 1870	0.22	\$50,645	\$53,307
Eliminate a Loan Service Specialist from HUD-EDI Grant Fund (2105)	(1.00)	(\$149,951)	(\$155,412)
Add a Home Management Specialist III to Fund 2108 and Fund 2413	1.00	\$162,670	\$167,472
Add a Employment Services Supervisor; delete a Development/Redevelopment Program Manager in the HUD-CDBG Fund (2108)		(\$95,303)	(\$98,028)
Transfer a portion of a Rehabilitation Supervisor I from Fund 2108 to Fund 2109	(0.50)	(\$95,066)	(\$97,873)
Transfer a portion of a Rehabilitation Supervisor I to Fund 2109 from Fund 2108	0.50	\$95,066	\$97,873
Add Community Development Program Coordinator and Program Analyst II; delete Rehabilitation Advisor III and Administrative Assistant II in Fund (2108)		\$53,317	\$52,825
Transfer Home Management Specialist II from Fund 2108 to Fund 2413	(1.00)	(\$135,990)	(\$135,990)
Transfer Home Management Specialist II to Fund 2413 from Fund 2108	1.00	\$135,990	\$135,990
Eliminate a Housing Development Coordinator III from Fund 2109	(1.00)	(\$160,372)	(\$172,774)
Increase in Central Service Overhead rate (various funds)		\$1,128,178	\$1,128,178

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 and memoranda of understanding with non-profit organizations and several city departments for the provision of services. The CDBG program staff provides technical assis-

tance to the seven Community Development District Boards and monitors the contracts and programs funded with CDBG funds. The CDBG Program also acts as the lead for the City's Consolidated Annual Action Plan and Consolidated Annual Performance & Evaluation Report, both submitted to the U.S. Department of Housing & Urban Development for the CDBG, Emergency Solutions Grant, HOME Investments Partnership, and Housing Opportunities for Persons with AIDS programs.

HOUSING & COMMUNITY DEVELOPMENT

SERVICE AREAS (CONT'D)

HOME OWNERSHIP & REHABILITATION & RESIDENTIAL LENDING

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

- Elevate pride of ownership and sustainability in residential neighborhoods.
- Improvement of the existing housing stock by assisting low-income homeowners.

- Build community and foster livable neighborhoods.
- Systematic restoration of neighborhoods within the City
- Provide the city with a well-organized mechanism for effectively rehabilitating the City's stock of salvageable housing.
- Prevent neighborhood deterioration
- Provide residents with the necessary financial and technical assistance to improve their individual property and the overall environment of the Districts.
- Facilitate blight removal, lead-hazard reduction, and building code adherence on all 1-4 unit residential improvement projects.
- Implemented new FEMA funded Seismic Retrofit Program that provides grants to owners and landlords to mitigate soft story condition.

HOUSING DEVELOPMENT

This program helps implement the City's affordable housing development programs. Staff works with for-profit and non-profit developers to revitalize neighborhoods and increase housing opportunities through new construction, substantial rehabilitation and preservation of rental and ownership housing for very low or low and moderate income households. Staff implements the City's annual Notice of Fund-

ing 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.

The City and Alameda County voters approved Measure A1 and Measure KK funds to provide Affordable Housing Funds for the County and the City with substantial increase in new construction and rehabilitation projects over the next two to three years.

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

The Planning and Building Department believes that people and places matter. We are dedicated to the enrichment of Oakland's physical environment and improving the lives of Oakland residents, businesses, and visitors.

We work with communities to translate their visions for Oakland into plans, policies, and regulations that guide the future development of the city. We implement these plans, policies, and regulations to promote a sustainable, livable, safe, and equitable city.

Excellent customer service is central to our work. We strive to provide effective, efficient, and timely service to our customers – both internal and external.

BUSINESS GOALS

- **Continue to Enhance Service Delivery:** Add additional staff to meet service demands.
- **Continue to Implement Housing Affordability Initiatives:** Prioritize efforts to improve housing affordability, including strategies from the Mayor's Housing Cabinet, including the following:
 - Adopt new regulations for short-term residential rentals;
 - Adopt new regulations for the conversion of single room occupancies (SROs);
 - Promote construction of secondary dwelling units;
 - Encourage modular construction;
 - Establish a class of "by-right" development projects that do not need discretionary review;
 - Strengthen the permit processing and coordination function in the Building Bureau to assist applicants in obtaining building permits; and
 - Continue to enhance the City's overall development permitting system.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND				
Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$31,569	\$41,648	\$16,000	\$16,000
1720 Comprehensive Clean-up	320,532	275,471	(9,859)	(10,092)
2159 State of California Other	20	-	-	-
2163 Metro Transportation Com: Program Grant	254,592	-	-	-
2413 Rent Adjustment Program Fund	-	-	67,172	69,608
2415 Development Service Fund	24,762,675	29,614,459	34,146,808	35,463,566
2418 Traffic Impact Program (TIP)	6,168	-	-	-
2999 Miscellaneous Grants	1,672	-	-	-
5643 Central City East TA Bonds Series 2006A-T (Taxable)	74,129	-	-	-
5655 Coliseum: TA Bonds Series 2006B-TE (Tax Exempt)	1,709,948	-	-	-
5656 Coliseum: TA Bonds Series 2006B-T (Taxable)	(1,488,110)	-	-	-
TOTAL	\$25,673,196	\$29,931,578	\$34,220,121	\$35,539,082
GPF Percent to Total Department	0.1%	0.1%	0.0%	0.0%
GPF Percent to Citywide GPF Expenditures	0.0%	0.0%	0.0%	0.0%

AUTHORIZED POSITIONS BY SERVICE AREA			
Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Administration	8.00	9.00	9.00
2415 - Development Service Fund	8.00	9.00	9.00
Development Permit Inspections	37.00	47.00	48.00
2415 - Development Service Fund	37.00	47.00	48.00
Development Review/Zoning	41.00	42.00	42.00
1010 - General Purpose Fund	-	1.00	1.00
2415 - Development Service Fund	41.00	41.00	41.00
Engineering & Architectural Plan Approval	4.00	4.00	4.00
2415 - Development Service Fund	4.00	4.00	4.00
General Plan, Zoning Update & Strategic Analysis	38.00	41.50	41.50
2415 - Development Service Fund	38.00	41.50	41.50
Livable Neighborhood Code Enforcement Services	14.00	17.00	19.00
1720 - Comprehensive Clean-up	2.00	-	-
2413 - Rent Adjustment Program Fund	-	0.50	0.50
2415 - Development Service Fund	12.00	16.50	18.50
TOTAL	142.00	160.50	163.50

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA				
Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Administration	\$4,491,786	\$6,818,683	\$7,175,471	\$7,243,797
Development Permit Inspections	5,148,224	5,539,253	7,296,628	7,627,060
Development Review/Zoning	5,390,660	6,592,352	6,858,830	7,074,618
Engineering & Architectural Plan Approval	1,678,832	1,585,667	1,480,406	1,509,260
General Plan, Zoning Update & Strategic Analysis	6,026,161	6,604,024	7,420,028	7,639,714
Livable Neighborhood Code Enforcement Services	2,937,534	2,791,599	3,988,758	4,444,633
TOTAL	\$25,673,196	\$29,931,578	\$34,220,121	\$35,539,082

PLANNING & BUILDING

BUSINESS GOALS (CONT'D)

- **Enhance Code Enforcement and Safety/Anti-Displacement Efforts:** Continue to implement the Mayor's Executive Order on safety and non-permitted spaces and enhance code enforcement efforts by adding additional inspectors and support staff.

PROGRAM DESCRIPTIONS

ADMINISTRATION

Provides department 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.

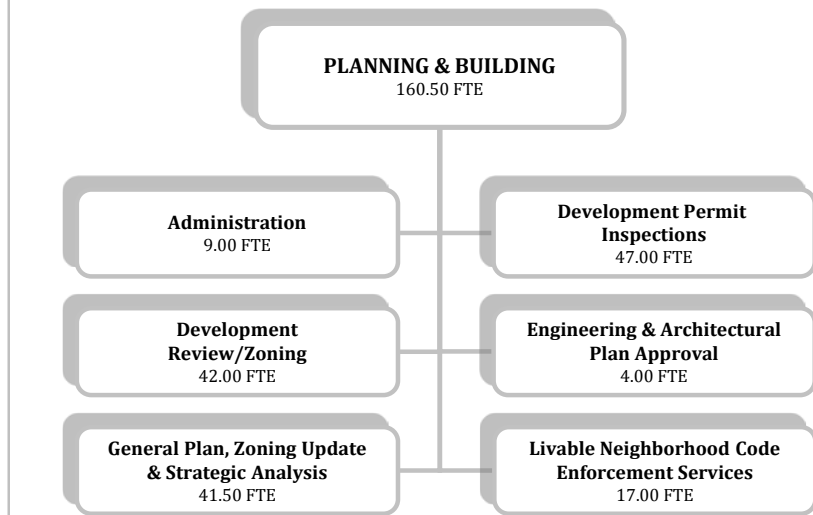
DEVELOPMENT PERMIT INSPECTIONS

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

DEVELOPMENT REVIEW/ZONING

Provides information on zoning regulations and reviews proposed development applications for minor approvals 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 Manager after public notice and comments - 40%; and 3) residential design review cases decided by staff - 50%. Also supports the City's Historic Preservation Program including maintaining a library/archive and citywide database on historic properties, providing information to the public about historic properties,

ORGANIZATIONAL CHART BY SERVICE AREA



SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Add limited duration Specialty Combination Inspector (end-dated December 31, 2018); offset by existing medical cannabis project funds	1.00	\$0	\$0
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Add Senior Public Service Representatives to Fund 2415 to support Code Enforcement	1.00	\$109,671	\$113,255
Add Public Service Representatives to Fund 2415 - 2.0 in FY17-18 and 1.0 additional in FY18-19 to support Code Enforcement customer service	3.00	\$207,486	\$310,917
Add a Senior Specialty Combination Inspector Fund 2415 to support Code Enforcement	1.00	\$170,063	\$175,619
Add Specialty Combination Inspectors to Fund 2415 - 3.0 in FY17-18 and 2.0 additional in FY18-19 to support Code Enforcement and Building Permitting	5.00	\$377,498	\$752,737
Add a Project Manager II to Fund 2415 to support the Building Permit function	1.00	\$292,513	\$302,072
Add a Assistant Engineer II to Fund 2415 to support the Building Permit function	1.00	\$160,882	\$166,138
Add a Process Coordinator II and Process Coordinator III positions to Fund 2415 to support the Building Permit function	2.00	\$324,951	\$335,569
Add Permit Technicians to Fund 2415	2.00	\$216,356	\$223,428
Add a Planner IV, PPT to Fund 2415 to support the Army Base project	0.50	\$93,804	\$96,869
Add a Planner II and Planner I to Fund 2415 to support the Zoning Permit function	2.00	\$275,335	\$284,332
Add a Planner III and Planner I to Fund 2415 to support Strategic Planning	2.00	\$269,496	\$278,302
Increase contract contingencies	-	\$2,450,568	\$2,450,568
Transfer Specialty Combination Inspectors to Fund 2415 from the Comprehensive Clean-up Fund (1720)	2.00	\$301,370	\$311,168
Transfer Specialty Combination Inspectors Fund 1720 to Fund 2415	(2.00)	(\$301,370)	(\$311,168)

PROGRAM DESCRIPTIONS

DEVELOPMENT REVIEW/ZONING

(CONT'D)

conducting design reviews involving historic properties, and providing staff support to the Landmarks Preservation Advisory Board, which designates and reviews landmark projects.

ENGINEERING & ARCHITECTURAL PLAN APPROVAL

This program assists builders, property owners, architects, engineers, and real

tors 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.

LIVABLE NEIGHBORHOOD / CODE ENFORCEMENT SERVICES

This program enforces the California Housing Law and the Oakland Munici-

pal Code regulating the maintenance of buildings used for human occupancy and the surrounding property.

GENERAL PLAN, ZONING UPDATE & STRATEGIC ANALYSIS

Responsible for preparing and updating land use plans, policies and regulations, including the Oakland General Plan, Specific Plans for various neighborhoods, and the zoning regulations.

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

SERVICE AREAS

ADMINISTRATION

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

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$2,229,808	\$2,629,820	\$1,633,034	\$1,685,468
1100 Self Insurance Liability	2,758,245	4,845,746	4,845,746	4,845,746
1150 Worker's Compensation Insurance Claims	78,072	288,966	303,330	312,810
1710 Recycling Program	4,158,222	3,890,409	3,950,258	4,048,525
1720 Comprehensive Clean-up	20,998,631	22,847,175	21,872,651	22,341,157
1750 Multipurpose Reserve	2,335,341	3,475,057	-	-
2062 2006 FEMA: 1646 Spring Storms	(271,643)	-	-	-
2108 HUD-CDBG	81,485	-	-	-
2116 Department of Transportation	412,276	298,863	-	-
2125 Environmental Protection Agency	(601)	-	-	-
2129 Trade Corridor Improvement Fund (TCIF) State Grant	127,051	125,000	-	-
2134 California Parks and Recreation	233,262	-	-	-
2139 California Department of Conservation	55,457	-	-	-
2140 California Department of Transportation	468,209	-	-	-
2144 California Housing and Community Development	252,297	-	-	-
2146 California State Emergency Services	271,643	-	-	-
2154 California Integrated Waste Management Board	133,199	-	-	-
2158 5th Year State COPS Grant, AB 1913, Statutes of 2000	1,430	-	-	-
2159 State of California Other	92,937	-	-	-
2160 County of Alameda: Grants	29,189	-	-	-
2162 Metro Transportation Com: TDA	93,125	-	-	-
2163 Metro Transportation Com: Program Grant	(20,943)	-	-	-
2166 Bay Area Air Quality Management District	51,786	-	-	-
2175 Alameda County: Source Reduction & Recycling	275,574	-	-	-
2211 Measure B: Local Streets & Roads	5,273,435	3,277,586	269,061	270,426
2212 Measure B: Bicycle/Pedestrian Pass-Thru Funds	956,794	531,210	-	-
2214 ACTIA Reimbursable Grants	(31,517)	-	-	-
2215 Measure F - Vehicle Registration Fee	2,009,125	2,388,744	-	-
2216 Measure BB - Alameda County Transportation Commission Sales Tax	2,885,809	6,755,363	-	-
2230 State Gas Tax	9,204,868	8,004,004	346,664	357,684
2231 State Gas Tax-Prop 42 Replacement Funds	2,065,843	992,206	-	-
2260 Measure WW: East Bay Regional Parks District Local Grant	187,923	-	-	-
2310 Lighting and Landscape Assessment District	16,075,055	16,028,428	11,837,831	11,771,342
2415 Development Service Fund	5,461,469	6,152,985	1,171,288	1,171,288
2416 Traffic Safety Fund	423,425	584,113	-	-
2417 Excess Litter Fee Fund	-	60,000	-	-
2609 Dept of Energy-EECBG Program (ARRA)	5,126	-	-	-
2990 Public Works Grants	280,218	280,000	280,000	280,000
2999 Miscellaneous Grants	405,862	-	-	-
3100 Sewer Service Fund	31,637,859	33,274,103	29,477,465	30,328,606
3150 Sewer Rate Stabilization Fund	-	500,000	500,000	500,000
4100 Equipment	32,660,623	23,894,361	24,852,694	24,719,939
4200 Radio / Telecommunications	10,595	-	-	-
4400 City Facilities	28,747,601	28,969,205	33,473,778	34,030,061
4450 City Facilities Energy Conservation Projects	331,556	-	185,000	185,000
5130 Rockridge: Library Assessment District	32,023	-	-	-
5320 Measure DD: 2003A Clean Water, Safe Parks & Open Space Trust Fund	8,463	-	-	-
5321 Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund	1,871,886	434,830	-	-
5500 Municipal Capital Improvement	995	-	-	-
5510 Capital Reserves	7,346	-	-	-
5610 Central District Projects	764,485	-	-	-
5611 Central District: TA Bonds Series 2003	185,525	-	-	-
5612 Central District: TA Bonds Series 2005	63,235	-	-	-
5613 Central District: TA Bonds Series 2009T	385,489	-	-	-
5630 Broadway/MacArthur/San Pablo Projects	4,666	-	-	-
5640 Central City East Projects	66,712	-	-	-
5643 Central City East TA Bonds Series 2006A-T (Taxable)	899,575	-	-	-
5650 Coliseum Projects	210,822	-	-	-
5653 Coliseum: TA Bonds Series 2003	11,481	-	-	-
5656 Coliseum: TA Bonds Series 2006B-T (Taxable)	35,946	-	-	-
5660 West Oakland Projects	51,775	-	-	-
5671 OBRA: Leasing & Utility	720	-	-	-

OAKLAND PUBLIC WORKS

SERVICE AREAS

ADMINISTRATION (CONT'D)

The Fiscal Services division processes over 25,000 financial transaction annually, including accounts payable, accounts receivable, reimbursements, and general ledger adjustments. They are also responsible for managing the department's budget from development through implementation and reporting.

The Human Resources division manages the recruitment, hiring, payroll, separation and employee relations for the department's personnel. In addition, this division manages the Safety and Training programs which serves all Public Works employees and aggressively addresses and improves issues of employee safety and training needs. Reduces worker's compensation claims, increases the number of employees returning to work, and decreasing the amount of exposure and liability to the city. Activities within the program include training in sound safety and health practices, developing and enforcing safety and health rules, and investigating every accident promptly and thoroughly to determine cause and implement proper measures to prevent recurrence. This program works closely with the City Attorney's Office, the City's Risk Management Division and the third party administrator.

The Business Information and Analytics division (BIAD) manages our departments' data analytics. In close coordination with ITD, BIAD manages Cityworks, SeeClickFix, OPW/DOT implementations of Accela, and ArcGIS. This division also produces reporting used to track compliance and performance metrics.

The Public Works Call Center is the public contact point for all issues Public Works and Dept. of Transportation. In 2016, the Call Center handled over 70,000 calls for service. The Call Center also works with internal and external divisions to solve complex service requests which do not have a clear assignment of responsibility.

BUILDINGS & FACILITIES MANAGEMENT & MAINTENANCE

Oakland Public Works provides custodial services, security, preventative and general maintenance to

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

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
5672 Joint Army Base Infrastructure	10,372	-	-	-
5999 Miscellaneous Capital Projects	5,499	-	-	-
7540 Oakland Public Library Trust	(16,770)	-	-	-
7760 Grant Clearing	(461,576)	110,758	870,665	902,258
7999 Miscellaneous Trusts	1,293			
TOTAL	\$177,575,686	\$170,638,932	\$135,869,465	\$137,750,310
GPF Percent to Total Department	1.3%	1.5%	1.2%	1.2%
GPF Percent to Citywide GPF Expenditures	0.4%	0.5%	0.3%	0.3%

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Administration	40.00	39.00	39.00
1010 - General Purpose Fund (GPF)	-	2.00	2.00
1150 - Worker's Compensation Insurance Claims	1.50	1.50	1.50
1720 - Comprehensive Clean-up	2.00	-	-
2230 - State Gas Tax	1.00	1.00	1.00
2415 - Development Service Fund	-	0.50	0.50
3100 - Sewer Service Fund	1.00	1.00	1.00
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund	1.00	1.00	1.00
7760 - Grant Clearing	33.50	32.00	32.00
Buildings & Facilities Management & Maintenance	125.08	129.58	129.58
2310 - Lighting and Landscape Assessment District	21.00	-	-
4400 - City Facilities	101.08	126.58	126.58
7760 - Grant Clearing	3.00	3.00	3.00
Design & Construction	63.55	64.55	64.55
2211 - Measure B: Local Streets & Roads	0.50	0.20	0.20
2415 - Development Service Fund	0.10	5.10	5.10
2999 - Miscellaneous Grants	0.80	-	-
3100 - Sewer Service Fund	6.40	7.60	7.60
4400 - City Facilities	0.50	0.50	0.50
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund	-	0.80	0.80
7760 - Grant Clearing	55.25	50.35	50.35
Environmental Services	26.00	25.00	25.00
1710 - Recycling Program	16.33	16.33	16.33
2990 - Public Works Grants	0.47	0.47	0.47
3100 - Sewer Service Fund	2.40	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
Fleet & Equipment Management & Maintenance	55.00	55.00	55.00
4100 - Equipment	55.00	55.00	55.00
Keep Oakland Clean & Beautiful	81.50	79.50	79.50
1720 - Comprehensive Clean-up	80.30	78.30	78.30
3100 - Sewer Service Fund	1.20	1.20	1.20
Parks, Grounds & Medians Maintenance	91.44	90.44	90.44
1010 - General Purpose Fund (GPF)	-	9.55	9.55
1720 - Comprehensive Clean-up	51.48	43.23	43.23
2310 - Lighting and Landscape Assessment District	34.96	33.66	33.66
4400 - City Facilities	5.00	4.00	4.00
Sanitary Sewer Management & Maintenance	100.00	97.00	97.00
2215 - Measure F - Vehicle Registration Fee	1.00	-	-
2230 - State Gas Tax	-	1.00	1.00
3100 - Sewer Service Fund	96.00	93.00	93.00
7760 - Grant Clearing	3.00	3.00	3.00
Tree Management & Maintenance	15.00	15.00	15.00
2310 - Lighting and Landscape Assessment District	15.00	15.00	15.00

SERVICE AREAS

BUILDINGS & FACILITIES MANAGEMENT & MAINTENANCE (CONT'D)

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

DESIGN & CONSTRUCTION

OPW Design provides project management, long-range planning, and design services for portions of the City's critical infrastructure, including the sanitary sewer system, City buildings and facilities, and City parks, fields, and recreational facilities. Major Capital Improvement projects and technical support for City Departments (Library, Parks and Recreation, Fire, Police, etc.) are co-ordinated and provided through staff and consultant engineers, architects, landscape architects and project managers. Various grant and bond funds for capital projects are also implemented and managed through OPW. The construction management of all major capital improvement projects is handled through the OPW Project Delivery Division. On average, \$30 million in major capital improvement projects are completed annually.

ENVIRONMENTAL SERVICES

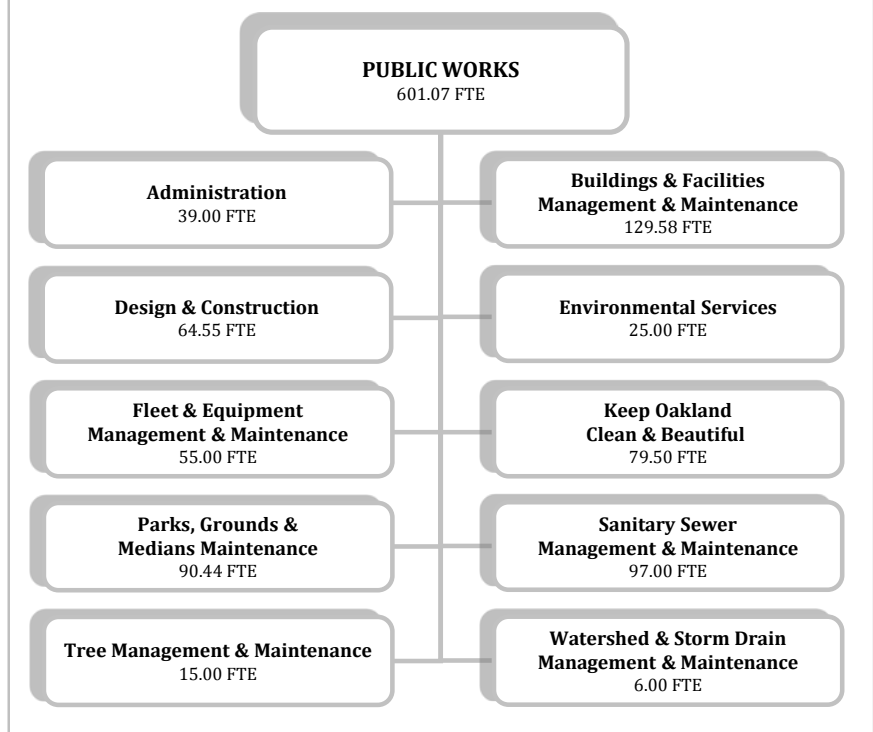
Environmental Services leads OPW efforts in the protection of Oakland's natural resources and the improvement to health of our community, through programs that focus on energy efficiency and increased use of renewable energy sources, pollution prevention, environmental cleanup and restoration, waste reduction and recycling, and promotion of environmental sustainability.

AUTHORIZED POSITIONS BY SERVICE AREA (CONT'D)

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Watershed & Storm Drain Management & Maintenance	7.00	6.00	6.00
2990 - Public Works Grants	0.83	0.83	0.83
3100 - Sewer Service Fund	1.80	1.60	1.60
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund	2.90	2.10	2.10
7760 - Grant Clearing	1.47	1.47	1.47
Transportation *	187.00	-	-
1010 - General Purpose Fund (GPF)	8.00	-	-
1720 - Comprehensive Clean-up	2.00	-	-
1750 - Multipurpose Reserve	1.20	-	-
2116 - Department of Transportation	1.80	-	-
2166 - Bay Area Air Quality Management District	0.90	-	-
2211 - Measure B: Local Streets & Roads	8.80	-	-
2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds	1.90	-	-
2215 - Measure F - Vehicle Registration Fee	7.33	-	-
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	30.50	-	-
2230 - State Gas Tax	33.22	-	-
2231 - State Gas Tax-Prop 42 Replacement Funds	7.26	-	-
2415 - Development Service Fund	25.00	-	-
2416 - Traffic Safety Fund	1.88	-	-
3100 - Sewer Service Fund	15.11	-	-
4400 - City Facilities	0.25	-	-
7760 - Grant Clearing	41.85	-	-
TOTAL	791.57	601.07	601.07

* Transportation related functions move from Oakland Public Works to Department of Transportation.

ORGANIZATIONAL CHART BY SERVICE AREA



OAKLAND PUBLIC WORKS

SERVICE AREAS

ENVIRONMENTAL SERVICES (CONT'D)

Environmental Services is dedicated to reducing energy consumption in and maintaining environmental compliance for municipal facilities; conducting environmental assessment and cleanup of open spaces, rights-of-way, waterways and development projects; managing franchise contracts that provide Oakland residences and businesses with weekly trash, compost and recycling services in pursuit of Oakland's Zero Waste goals; and implementing broad-based sustainability projects throughout the community. Environmental Services supports the efforts of community volunteers to clean, green, and beautify Oakland's streets, parks, and creeks through the Adopt a Spot program, and major beautification events such as Earth Day and Creek to Bay Day. Environmental Services tracks Oakland's progress in becoming a more sustainable city, coordinates climate change mitigation and adaptation initiatives, leads internal sustainability teams, and aggressively seeks grants to support these efforts, which has enabled Oakland to be a top 10 green cities in the nation.

FLEET & EQUIPMENT MANAGEMENT & MAINTENANCE

The City of Oakland owns and operates 1,575 vehicles and major pieces of equipment used to provide emergency, health and safety, and mission essential support to the citizens and businesses of Oakland. The City's fleet has been increased by over 100 vehicles in the past two years while staffing levels have remained consistent. A full-time City staff of 55 mechanics, service workers, technicians, and administrative staff completing over 13,000 vehicle service and repair work orders keep the City's aging fleet at an 91% availability rate. The average fleet vehicle is 10.7 years old which is more than twice the 5.2-year replacement age recommended by the National Association of Fleet Administrators (NAFA). Currently, over 55% of City vehicles are over the NAFA recommended replacement age.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Administration	\$5,177,544	\$7,337,593	\$2,810,174	\$2,576,022
Buildings & Facilities Management & Maintenance	29,309,512	30,073,534	32,641,754	33,176,789
Design & Construction	10,473,528	8,573,666	6,974,576	7,351,231
Environmental Services	6,462,285	5,551,672	6,487,100	6,633,683
Fleet & Equipment Management & Maintenance	32,147,620	23,381,358	24,852,694	24,719,939
Keep Oakland Clean & Beautiful	15,961,612	17,179,312	17,925,744	18,319,128
Parks, Grounds & Medians Maintenance	11,236,912	12,834,370	13,695,601	13,856,885
Sanitary Sewer Management & Maintenance	21,166,279	24,101,474	24,989,609	25,518,851
Tree Management & Maintenance	3,057,372	3,277,384	3,591,144	3,678,528
Watershed & Storm Drain Management & Maintenance	1,213,329	1,834,912	1,901,069	1,919,254
Transportation *	41,369,694	36,493,657	-	-
TOTAL	\$177,575,686	\$170,638,932	\$135,869,465	\$137,750,310

* Transportation related functions move from Oakland Public Works to Department of Transportation.

SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer Gardener Crew Leaders from the Comprehensive Cleanup Fund (1720) to the General Purpose Fund (1010)	9.55	\$1,189,202	\$1,231,932
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Add 0.50 FTE Administrative Services Manager II to the Development Service Fund (2415) and 0.50 FTE to the Overhead Clearing Fund (7760) to support the first phase of establishing a 311 call center	1.00	\$258,581	\$267,313
Add Program Analyst II to Fund 7760 (project clearing) for contract management support	1.00	\$145,438	\$150,666
Increase O&M in Fund 4400		\$1,025,000	\$1,025,000
Increase O&M in the Sewer Service Fund (3100)		\$250,000	\$250,000
Increase O&M in the Equipment Fund (4100)		\$517,000	\$517,000
Add O&M in the City Facilities Energy Conservation Fund (4450)		\$185,000	\$185,000
Transfer Gardener Crew Leaders to the General Purpose Fund (1010) from the Comprehensive Clean-up Fund (1720)	(9.55)	(\$1,337,390)	(\$1,385,447)
Transfer Custodians from the Lighting and Landscape Assessment District Fund (2310) to the City Facilities Fund (4400)	(19.00)	(\$1,734,995)	(\$1,796,972)
Transfer Custodians to Fund 4400 from Fund 2310 (include Central Service Overhead)	19.00	\$1,955,847	\$2,017,824
Transfer Public Service Representatives to Fund 7760 from Fund 1720	2.00	\$218,744	\$226,604
Transfer Public Service Representative from Fund 1720 to Fund 7760	(2.00)	(\$218,744)	(\$226,604)
Freeze Painter and Electrical Painter in Fund 1720	(2.00)	(\$321,047)	(\$332,334)
Organizational Changes	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer Mayor's PSE 14 from City Administrator's Office Oaklander's Assistance Center to support the first phase of a 311 call center	2.00	\$269,985	\$279,689
Transfer Personnel and O&M from Oakland Public Works to the Department of Transportation	(201.00)	(\$37,444,966)	(\$38,051,129)
Transfer Parking Meter Maintenance and O&M to Transportation	(8.00)	(\$3,091,509)	(\$3,130,312)

SERVICE AREA

FLEET & EQUIPMENT MANAGEMENT & MAINTENANCE (CONT'D)

A continued investment in regular replacement cycles for equipment will increase availability, reduce total operating costs, and reduce the fleet's carbon footprint.

KEEP OAKLAND CLEAN & BEAUTIFUL

The Keep Oakland Clean and Beautiful program maintains and enhances the cleanliness, health, and appearance of City streets and neighborhoods. Activities include more than 20,000 annual requests for removal of illegal dumping; abatement of over 100 homeless encampments annually; removal of 800,000 sq. ft. of graffiti; support for volunteer cleanup and beautification events; special events support; and street sweeping of 614 routes monthly to improve the quality of life for Oakland residents and comply with Clean Water regulations.

PARKS, GROUNDS & MEDIANS MAINTENANCE

Oakland Public Works provides landscape maintenance, litter removal and homeless encampment abatement for 134 parks and public spaces. This includes two region-serving parks, nine community parks, 53 neighborhood parks, 15 special use parks, 26 athletic fields, plus many mini-parks, linear parks, and public grounds. There are another 1,055 acres of Resource Conservation Area (open space) primarily in the Oakland hills. Approximately 100 landscaped medians and streetscapes are also included in the City's park maintenance responsibility along with grounds at City facilities. New and renovated parks and plans are being developed primarily funded by voter-supported Measure DD (2002 Oakland Trust for Clean Water & Safe Parks), Measure WW (2008 Preserve Open Space for Recreation and Wildlife Habitat), State Park Bond Funds (2002 California Clean Water, Clean Air, Safe Neighborhood Parks, and Coastal Protection Act) and Redevelopment funds (still funding projects in process). Bonds and former Redevelopment funds are restricted to supporting the creation of a park or other facility, and are not available to fund staff or mate-

rials for ongoing maintenance. No funds have been budgeted to maintain these newly constructed parks. Park maintenance staffing levels for fulltime staff was reduced nearly 50% in 2008. These reductions have impacted the maintenance; resulting in a look and feel that Oakland parks are unkempt and have increased risk to the City.

SANITARY SEWER MANAGEMENT & MAINTENANCE

The City of Oakland has 929 miles of City-owned and operated sanitary sewer pipes, seven pump stations, and over 27,000 manholes and structures. Most of Oakland's sewer system is greater than 50 years old. During wet-weather events, sewer flows are significantly increased due to infiltration and inflow (I/I) of storm water into the sanitary sewer system. The Sewer Service Charge that is collected from all properties pays for the operating and capital expenses incurred to maintain the system. The sanitary sewer collection system is a network of pipes, manholes, clean-outs, pump stations, and other structures used to collect residential, commercial, and industrial wastewater, and transport it to the East Bay Municipal Utility (EBMUD) treatment facility. The City of Oakland's sanitary sewer system is a collection system only. Sewage treatment and disposal occurs at the EBMUD Treatment Facility near the Bay Bridge and two other facilities—Oakport Wet-Weather Facility and San Antonio Creek Wet-Weather Facility.

Conditions such as ground movement, tree root intrusion, quality of material, and other factors can significantly decrease the service-life of sewer pipes and manholes. In 1987, a long-term capital improvement program was initiated to rehabilitate about 25% of sewer lines that contributed the highest amounts of inflow/infiltration, and had the highest incidents of overflows. In 2010, the City, in response to EPA mandates, started a two-year flow metering and modeling project to evaluate system capacity, and plan for the next long-term capital improvements – with the objective of improving pipe conditions and reducing wet-weather overflows. In 2014, the City and the US EPA, along with other East Bay communities, agreed on a landmark 22-year sewer consent decree to continue its sewer

rehabilitation program at a rate of 13 miles per year. The agreement also called for other operational changes including 5-year cyclic system cleaning, 10-year cyclic system inspection, chemical root treatment, and other asset management practices needed to reduce sanitary sewer overflows and decrease wet-weather flows into EBMUD facilities.

TREE MANAGEMENT & MAINTENANCE

Oakland is known for its green tree canopy; the 100-year-old Jack London Oak tree symbolizes our commitment to being a Green City. The urban forest maintained by OPW consists of over 250,000 trees of which 42,642 are street trees (per the 2008 Sidewalk Survey) plus trees found in public parks, medians, streetscapes, and within the street right-of-way, the exact number has not been quantified. Several hundred new street trees have been planted by Urban Relief, Sierra Club, West Oakland Greening Initiative and homeowners, far fewer than pre-2006 when the City had a tree planting crew that planted over 1,000 trees a year.

Tree staff is also responsible for processing over 200 tree permits annually under the City Tree and View Ordinances. All permits and hazardous tree requests must be inspected by an Arboricultural Inspector or Tree Supervisor. There are currently two positions which handle this work. Tree Services staffing was reduced by 50% since 2006. Tree services are limited to managing emergency tree response. The City ended the tree planting and aesthetic tree pruning program in 2008.

WATERSHED & STORM DRAIN MANAGEMENT & MAINTENANCE

The City's storm water infrastructure includes more than 402 miles of pipe that range from 6" to 98" in diameter, including trash collection devices such as Vortex Units, 15,000 structures, and over 80 miles of open creek. The majority of the City's storm water infrastructure was constructed over 80 years ago. Since that time, very little to no upgrading of the system has taken place. Much of the system has long suffered from inadequate resources leading to increasing instances of flooding, erosion,

SERVICE AREA

WATERSHED & STORM DRAIN MANAGEMENT & MAINTENANCE

(CONT'D)

and property damage. Additionally, the City of Oakland is subject to storm water quality regulations (Municipal Regional Permit - MRP) that mandates the City implement numerous programs including : New development and redevelopment permitting and enforcement, Industrial and commercial site inspections, enforcement, and control, Illicit discharge detection and

elimination, Construction site inspections, enforcement, and controls, Public information and outreach, Water quality monitoring, Trash load reduction, Mercury, PCBs, copper and legacy pesticide, PBDE, and selenium controls and Development of plans for implementation of green infrastructure. The City of Oakland has no fund source dedicated to managing storm water or for water quality compliance. Without a dedicated source of funding for ongoing maintenance, capital improvements, and water quality efforts the existing storm water system will continue to deteriorate, damage related to flooding

and infrastructure failure will increase and compliance with water quality regulations will be jeopardized. Much of the system is now nearing the end of its useful life and is in need of replacement. If water quality regulatory requirements, such as trash reduction and PCB reduction are not met the City may face potential fines from the Water Board and third party lawsuits. An average annual investment of \$20 to \$25 million is needed for storm water system capital projects and maintenance and for water quality compliance.

TRANSPORTATION

MISSION STATEMENT

Envision, plan, build, operate and maintain a transportation system for the City of Oakland—in partnership with local transit providers and other agencies—and assure safe, equitable, and sustainable access and mobility for residents, businesses, and visitors.

GOALS

- Ensuring transportation options meet the needs of Oakland's diverse communities
- Making Oakland's streets safe and welcoming
- Designing, building, and maintaining 21st Century streets for all
- Providing Oaklanders with an open, accessible, and efficient transportation agency

SERVICE AREAS

ADMINISTRATION

Includes department-wide administrative support functions including the Director's Office, Administrative Manager, Assistant Director, Human Resources, Fiscal Services, Strategic Planning, Business Analytics and Funding Strategy. The department's service areas are organized into six divisions, some of which are organized into functional groups.

GREAT STREETS DELIVERY

Responsible for planning, designing, implementing and managing major transportation infrastructure projects.

Complete Streets Planning & Project Development

Plan and develop Oakland's Complete Streets Policy through a corridor approach that values all users—pedestrians, cyclists, transit riders, and drivers—in ways that improve the safety and livability of key corridors across the city. In coordination with ACTC's Multimodal Arterial Plan and AC Transit's Major Corridors Plan, this group is responsible for policy development,

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

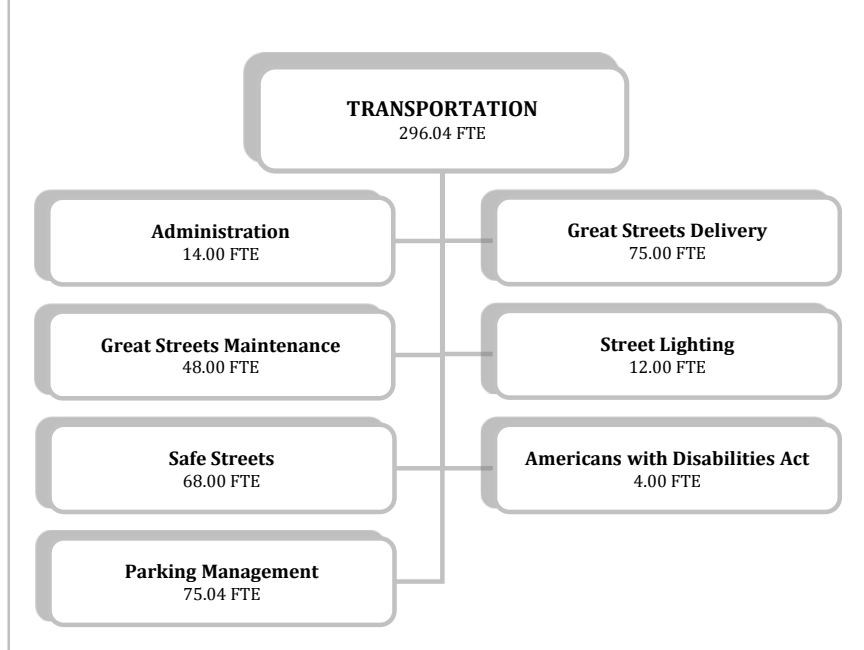
Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$0	\$0	\$10,396,322	\$10,554,474
1750 Multipurpose Reserve	-	-	3,565,257	3,629,752
2116 Department of Transportation	-	-	351,735	344,726
2211 Measure B: Local Streets & Roads	-	-	5,925,290	5,942,459
2212 Measure B: Bicycle/Pedestrian Pass-Thru Funds	-	-	1,042,475	1,045,406
2215 Measure F - Vehicle Registration Fee	-	-	1,795,080	1,813,031
2216 Measure BB - Alameda County Transportation	-	-	7,609,089	7,656,686
2230 State Gas Tax	-	-	9,332,389	9,218,042
2231 State Gas Tax-Prop 42 Replacement Funds	-	-	1,690,151	1,690,151
2310 Lighting and Landscape Assessment District	-	-	2,601,104	2,601,153
2415 Development Service Fund	-	-	6,876,907	6,902,201
2416 Traffic Safety Fund	-	-	115,196	116,610
3100 Sewer Service Fund	-	-	3,328,779	3,349,804
4400 City Facilities	-	-	45,160	45,431
7760 Grant Clearing	-	-	(7,552,946)	(7,606,052)
TOTAL	\$0	\$0	\$47,121,988	\$47,303,874
GPF Percent to Total Department	0.0%	0.0%	22.1%	22.3%
GPF Percent to Citywide GPF Expenditures	0.0%	0.0%	1.8%	1.8%

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA

Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Administration	\$0	\$0	(\$2,222,857)	(\$2,321,820)
Great Streets Delivery	-	-	877,968	957,277
Great Streets Maintenance	-	-	10,917,077	10,840,846
Street Lighting	-	-	6,514,083	6,533,234
Safe Streets	-	-	19,817,786	19,948,316
Americans with Disabilities Act	-	-	755,266	721,009
Parking Management	-	-	10,462,665	10,625,012
TOTAL	\$0	\$0	\$47,121,988	\$47,303,874

* Transportation related functions move from Oakland Public Works and Parking Enforcement moved from Oakland Police Department

ORGANIZATIONAL CHART BY SERVICE AREA



TRANSPORTATION

SERVICE AREAS

GREAT STREETS DELIVERY (CONT'D)

community outreach, master plans, corridor plans, and preliminary design, including the critical transition between plan recommendations and project definitions that can be competitive for outside funding.

- **Complete Streets Design**

Prepare design and construction documents for capital improvements of streetscape, pedestrian and bikeways, traffic safety, paving, sidewalks, curb ramps, stairs and paths. Group also provides engineering review for project development and construction programs.

- **Complete Streets Pavement & Sidewalk Management**

Provide safe, well-maintained local transportation networks for every neighborhood, supporting access by bus, bike, on foot, in a wheelchair or stroller, or in a car. Repaving provides an opportunity to update newly resurfaced streets with designs that accommodate all users and significantly improve safety and accessibility.

- **Traffic Capital Projects**

Manage the preparation of design and construction documents for capital improvements related to traffic safety and traffic operational improvements including Intelligent Transportation System (ITS) projects, transit priority signalization projects, as well as pedestrian, bikeways, and traffic safety improvements.

- **Right of Way Management**

Ensure that work done in the public right-of-way (ROW) adheres to the City's highest standards, and that construction projects that bring housing and jobs to the City are implemented per safety standards. This group also provides engineering oversight for private development projects, and oversees construction inspectors who confirm that private projects in Oakland's ROW are being carried out per plan.

AUTHORIZED POSITIONS BY SERVICE AREA

Service Area	FY 2016-17 Midcycle Authorized FTE	FY 2017-18 Proposed Budget FTE	FY 2018-19 Proposed Budget FTE
Administration	-	14.00	14.00
1010 - General Purpose Fund (GPF)	-	1.00	1.00
7760 - Grant Clearing	-	13.00	13.00
Great Streets Delivery	-	75.00	75.00
2211 - Measure B: Local Streets & Roads	-	8.05	8.05
2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds	-	1.25	1.25
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	-	5.90	5.90
2415 - Development Service Fund	-	27.00	27.00
3100 - Sewer Service Fund	-	2.00	2.00
7760 - Grant Clearing	-	30.80	30.80
Great Streets Maintenance	-	48.00	48.00
2211 - Measure B: Local Streets & Roads	-	2.00	2.00
2215 - Measure F - Vehicle Registration Fee	-	1.00	1.00
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	-	11.27	11.27
2230 - State Gas Tax	-	11.56	11.56
2231 - State Gas Tax-Prop 42 Replacement Funds	-	7.26	7.26
3100 - Sewer Service Fund	-	14.91	14.91
Street Lighting	-	12.00	12.00
2211 - Measure B: Local Streets & Roads	-	3.68	3.68
2215 - Measure F - Vehicle Registration Fee	-	1.33	1.33
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	-	3.83	3.83
2230 - State Gas Tax	-	3.16	3.16
Safe Streets	-	68.00	68.00
1750 - Multipurpose Reserve	-	1.20	1.20
2116 - Department of Transportation	-	1.80	1.80
2166 - Bay Area Air Quality Management District	-	0.90	0.90
2211 - Measure B: Local Streets & Roads	-	4.60	4.60
2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds	-	3.10	3.10
2215 - Measure F - Vehicle Registration Fee	-	2.00	2.00
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	-	14.10	14.10
2230 - State Gas Tax	-	18.50	18.50
3100 - Sewer Service Fund	-	0.10	0.10
7760 - Grant Clearing	-	21.70	21.70
Americans with Disabilities Act	-	4.00	3.00
2211 - Measure B: Local Streets & Roads	-	1.25	1.25
2999 - Miscellaneous Grants	-	0.80	-
4400 - City Facilities	-	0.25	0.25
7760 - Grant Clearing	-	1.70	1.50
Parking Management	-	75.04	75.04
1010 - General Purpose Fund (GPF)	-	74.04	74.04
7760 - Grant Clearing	-	1.00	1.00
TOTAL	-	296.04	295.04

* Transportation related functions move from Oakland Public Works and Parking Enforcement moved from Oakland Police Department

- **Survey**

Provide essential survey services for anything being built in the City of Oakland and support the department's civil engineers as they enter the design phases of major streets projects. The group also provides assessments of parcel boundaries, pivotal for private projects being constructed in the City.

GREAT STREETS MAINTENANCE

Responsible for maintaining streets, sidewalks, guardrails and other major road features, including 2,227 miles of asphalt pavement within the public right-of-way, requiring ongoing crack sealing, pothole filling, trench paving, and maintaining asphalt berms. The division also responds to service requests to repair 200 miles of curb and gutter, 66 miles of concrete streets, 72 miles of concrete medians, and 1,120 linear miles of sidewalks.

SERVICE AREAS

STREET LIGHTING

Provide maintenance and repair of 36,000 City street lights and provides for proper City street lighting. Division goals include updating the street lighting catalog to include durable, easily maintained pedestrian and plaza fixtures; and complete conversion of all existing street lights to LED. Committed to leveling the playing field and providing affordable, energy-efficient and easily maintained lighting in every neighborhood for pedestrians, cyclists and transit riders, as well as motorists, helping make every journey safe, no matter how you travel.

AMERICANS WITH DISABILITIES ACT

Implement policies regarding disability access compliance (excluding employment), administering the citywide ADA Buildings and Facilities Transition Plan and ADA Accommodations capital programs, reviewing other City capital improvement and major development projects for access compliance, responding to ADA grievances and facilitates reasonable program modifications for customers with disabilities, administering the Auxiliary Aides and Services Program that provides communications services to employees and customers with disabilities, and facilitates, monitors, and implements ADA litigation settlements.

SAFE STREETS

Responsible for actively developing and efficiently maintaining transportation programs and assets in ways that promote the safety and well-being of Oakland residents and visitors.

- **Complete Street Maintenance**

Provide the installation and replacement of City traffic signs, striping, and legends and maintains 200,000 traffic signs, 3,600 miles of lane striping, 400,000 linear feet crosswalks and 6,000 legends. The group also supports a project delivery pipeline by combining in-house capacity and on-call striping contract for the

SIGNIFICANT CHANGES

General Purpose Fund (GPF)	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer Parking Manager (Police Services Manager I) to Departmental Overhead Fund (7760)	(1.00)	(\$257,391)	(\$266,895)
Transfer Administrative Analyst I from the City Administrator's Office and downgrade to Public Service	1.00	\$100,218	\$103,201
ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Add 1.0 FTE Program Analyst II, 9.0 FTE Engineer Assistant II and 2.0 FTE Civil Engineer for I-Bond Capital Projects; positions will be funded 90% in the Project Clearing Fund (7760) and 10% in Measure B: Local Streets and Roads Fund (2211)	12.00	\$2,645,702	\$2,661,529
Add 0.50 FTE Engineer Assistant II and 0.10 FTE Accountant II to Fund 2211	0.60	\$126,785	\$127,545
Add 1.0 Program Analyst II, 1.0 FTE Program Analyst III and 1.0 FTE Transportation Engineer to Measure B: Bicycle and Pedestrian Pass Through Fund (2212)	3.00	\$659,675	\$663,622
Add 1.0 FTE Senior Transportation Planner and 1.25 FTE Program Analyst II to Measure BB: Alameda County transportation Commission Sales Tax Fund (2216)	2.25	\$528,676	\$531,837
Add 1.0 FTE Engineer Assistant II, 1.0 FTE Engineering Technician II, 1.0 FTE Business Analyst II and 1.0 FTE Program Analyst II to the Development Service Fund (2415)	4.00	\$773,289	\$777,914
Add 0.90 FTE Accountant II, 1.0 FTE Accountant III, 0.75 FTE Program Analyst II, 1.0 FTE Administrative Analyst I, 1.0 FTE Program Analyst I and 0.50 FTE Engineer Assistant II to Fund 7760 (Overhead or Project Clearing)	5.15	\$878,308	\$888,691
Reduce O&M in the Comprehensive Clean-up Fund (1720)	-	(\$260,488)	(\$260,488)
Increase O&M in Fund 2211	-	\$300,000	\$300,000
Decrease O&M in Fund 2212	-	(\$110,000)	(\$110,000)
Transfer 0.40 FTE Program Analyst III to Fund 2212 from Fund 7760	0.40	\$87,381	\$87,903
Transfer 0.40 FTE Program Analyst III from Fund 7760 to Fund 2212	(0.40)	(\$87,381)	(\$87,903)
Transfer 0.35 FTE Program Analyst III, 0.50 FTE Program Analyst I and 0.10 Program Analyst II from Fund 2212 to Fund 2216	(0.95)	(\$188,012)	(\$189,136)
Transfer 0.35 FTE Program Analyst III, 0.50 FTE Program Analyst I and 0.10 Program Analyst II to Fund 2216 from Fund 2212	0.95	\$188,012	\$189,136
Transfer 0.50 FTE Program Analyst I and 0.90 FTE Program Analyst II Program Analyst III from 7760 to Fund 2216	(1.40)	(\$308,173)	(\$310,015)
Transfer 0.50 FTE Program Analyst I and 0.90 FTE Program Analyst II Program Analyst III to Fund 2216 from Fund 7760	1.40	\$308,173	\$310,015
Transfer O&M and 1.0 FTE Electrician, 1.0 FTE Student Trainee, 2.0 FTE Electrical Engineer III from the Measure F Vehicle Registration Fund (2215) to Fund 2211	(4.00)	(\$1,190,983)	(\$1,183,864)
Transfer O&M and 1.0 FTE Electrician, 1.0 FTE Student Trainee, 2.0 FTE Electrical Engineer III to Fund 2211 from Fund 2215	4.00	\$1,190,983	\$1,183,864
Increase O&M in Fund 2215	-	\$300,000	\$300,000
Add O&M in the State Gas Tax Prop 42 Replacement Fund (2231)	-	\$385,000	\$250,000
Transfer 0.20 FTE Engineer Assistant II, 0.34 FTE Electrical Const & Maint Planner, 0.34 FTE Manager Electrical Services from the Traffic Safety Fund (2416) to Fund 2211	(0.88)	(\$280,418)	(\$282,198)
Transfer 0.20 FTE Engineer Assistant II, 0.34 FTE Electrical Const & Maint Planner, 0.34 FTE Manager Electrical Services to Fund 2211 from Fund 2416	0.88	\$280,418	\$282,198

TRANSPORTATION

SERVICE AREAS

SAFE STREETS (CONT'D)

responsive and efficient construction of striping only projects.

- Neighborhood Traffic Safety**
 Support a safe city by assessing trends in traffic collisions proactively and comprehensively, identifying underlying causes of the most serious traffic crashes, and implementing targeted design strategies to ensure that limited resources are used efficiently.
- Bicycle & Pedestrian Programs**
 Advance and improve Oakland's bicycle and pedestrian infrastructure using a systematic and coordinated approach, recognizing that whether you drive, bike, or take transit, everyone is a pedestrian as we walk from a parking spot or bus stop to our schools, jobs, or other destinations. The group is focused on developing and delivering low-cost, high impact striping/signage improvements in a programmatic manner.
- Major Corridor Multimodal Operations**
 Balance the needs of transit, pedestrians, bicycles and the changing flow of vehicles at different times of the day by engineering and maintaining the City's 671 traffic signals, regulating the right-of-way and playing a critical role in creating new rules for safety on Oakland's streets. The group also

provides 24 / 7 standby crews for emergency response.

- Mobility Management**
 Actively manage scarce curb space and off-street parking facilities, including important innovations such as demand-responsive parking, smart transportation technologies and shared mobility services such as bike share, car share, rideshare and taxis. The group combines customer service and data-driven decision making to ensure timely and accurate responses to service requests, parking availability in commercial districts, increasing access for disabled mo-

torists, and adequate loading zones for businesses while balancing the rapidly changing demands and needs of all Oaklanders.

PARKING MANAGEMENT

Administer on-street parking, including enforcement and parking meter maintenance. Enforcement supports the shared use of scarce curb space, making sure that neighbors, residents and business owners feel supported in their parking needs. Meter maintenance is responsible for the City's 3,900 single-space parking meters and 567 multi-space parking kiosks.

SIGNIFICANT CHANGES (CONT'D)

ALL Other Funds	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer 1.0 FTE Public Works Supervisor I from Fund 2416 to the State Gas Tax Fund (2230)	(1.00)	(\$225,297)	(\$226,816)
Transfer 1.0 FTE Public Works Supervisor I to Fund 2230 from Fund 2416	1.00	\$225,297	\$226,816
Transfer Public Works Supervisor I and Public Works Maintenance Worker from Fund 1720 to Fund 2211	(2.00)	(\$330,930)	(\$333,066)
Transfer Public Works Supervisor I and Public Works Maintenance Worker to Fund 2211 to Fund 1720	2.00	\$330,930	\$333,066
Organizational Changes	FTE	FY 2017-18 Changes	FY 2018-19 Changes
Transfer Parking Enforcement Personnel and O&M from the Oakland Police Department	67.04	\$7,197,287	\$7,324,621
Transfer various personnel and O&M from Oakland Public Works	201.00	\$37,444,966	\$38,051,129
Transfer Taxi Permit Administration from City Administrators Office	1.00	\$110,174	\$114,928

NON-DEPARTMENTAL

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

SERVICE AREAS

CITYWIDE ACTIVITIES

Citywide Activities consists of a wide variety of city-wide costs and programs. Fund transfers are included in Citywide Activities, such as the transfer of reserves to the Vital Services Stabilization Fund (\$2.3 million). 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 (\$155,000) and Business Improvement District assessment charges on City-owned property. Examples of subsidies include City-wide Arts Grants (\$730,000).

DEBT/LEASE PAYMENTS

Includes several debt service payments, for example 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 (\$12 million).

FISCAL MANAGEMENT

Fiscal Management includes overhead cost recoveries and contingency line items. The largest item is a cost recovery into the General Purpose Fund for \$20million 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.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
1010 General Purpose Fund (GPF)	\$67,521,713	\$66,536,994	\$49,366,090	\$47,642,235
1020 Vital Services Stabilization Fund	-	5,787,078	-	-
1100 Self Insurance Liability	9,822,279	9,577,375	10,741,770	10,741,770
1150 Worker's Compensation Insurance Claims	(2,504,808)	(3,019,323)	(3,151,628)	(3,254,225)
1200 Pension Override Tax Revenue	60,909,314	73,974,413	106,058,949	109,186,052
1610 Successor Redevelopment Agency Reimbursement	-	-	34,280	34,280
1700 Mandatory Refuse Program	-	-	7,807	7,807
1710 Recycling Program	-	-	11,988	11,988
1720 Comprehensive Clean-up	-	-	91,570	91,570
1750 Multipurpose Reserve	5,200,000	2,000,000	2,900,000	3,100,000
1760 Telecommunications Reserve	-	-	1,420	1,420
1770 Telecommunications Land Use	16,615	-	6,238	6,238
1820 OPRCA Self Sustaining Revolving Fund	-	-	6,867	6,867
2108 HUD-CDBG	-	-	22,184	22,184
2109 HUD-Home	-	-	3,269	3,269
2124 Federal Emergency Management Agency (FEMA)	-	-	1,882	1,882
2159 State of California Other	-	-	4,332	4,332
2172 Alameda County: Vehicle Abatement Authority	-	-	1,116	1,116
2195 Workforce Investment Act	-	-	470	470
2211 Measure B: Local Streets & Roads	-	-	10,437	10,437
2212 Measure B: Bicycle/Pedestrian Pass-Thru Funds	-	-	992	992
2216 Measure BB - Alameda County Transportation Commission Sales Tax	-	-	3,052	3,052
2230 State Gas Tax	-	-	32,414	32,414
2231 State Gas Tax-Prop 42 Replacement Funds	-	-	8,355	8,355
2310 Lighting and Landscape Assessment District	1,421,142	1,701,399	1,956,677	1,919,536
2411 False Alarm Reduction Program	-	-	9,460	9,460
2413 Rent Adjustment Program Fund	-	-	91,249	91,249
2415 Development Service Fund	-	-	374,574	374,574
2416 Traffic Safety Fund	-	-	3,061	3,061
2419 Measure C: Transient Occupancy Tax (TOT) Surcharge	4,779,077	4,624,641	4,922,773	5,045,843
2999 Miscellaneous Grants	-	-	1,496	-
3100 Sewer Service Fund	10,084,915	8,293,480	9,589,159	9,596,409
4100 Equipment	(70,429)	-	3,150,535	3,150,535
4200 Radio / Telecommunications	42,196	-	9,909	9,909
4300 Reproduction	-	-	4,785	4,785
4400 City Facilities	(4,678)	2,068,927	4,296,966	4,296,966
4500 Central Stores	-	-	2,556	2,556
4550 Purchasing	-	-	8,333	8,333
4600 Information Technology	170,744	-	-	-
5057 2012 Reassessment Project Fund	311,571	-	-	-
5311 Measure G: 2006 Zoo, Museum	1,660,794	-	-	-
5611 Central District: TA Bonds Series 2003	1,311,000	-	-	-
5613 Central District: TA Bonds Series 2009T	1,887,000	-	-	-
5671 OBRA: Leasing & Utility	-	-	3,311	3,311
6013 2013 LED Streetlight Acquisition Lease Financing	1,734,490	1,701,399	1,671,280	1,634,139
6027 JPFA Capital Projects: Series 2005	1,364,462	-	-	-
6029 Taxable Pension Obligation Bonds: 2012 Series-PFRS	8,963,654	8,966,222	18,516,997	18,418,959
6032 Taxable Pension Obligation: Series 2001	43,288,684	44,595,002	45,930,501	47,300,501
6036 JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt Bonds)	17,441,675	17,142,674	1,655,992	1,281,277
6037 JPFA Refunding Revenue Bonds: 2008 Series A-2 (Taxable Bonds)	2,081,741	-	-	-
6063 General Obligation Bonds: Series 2005	3,226,445	-	-	-
6064 GO Refunding Bonds, Series 2015A	5,641,368	14,740,227	14,766,425	14,786,425
6310 Measure G: 2002A Zoo, Museum, Chabot	2,163,552	-	-	-
6311 Measure G: 2006 Zoo, Museum	317,415	-	-	-
6312 GOB Series 2012-Refunding Bonds	6,656,909	6,671,477	6,665,475	6,670,725
6320 Measure DD: 2003A Clean Water, Safe Parks and Open Space Trust Fund	1,901,339	-	-	-
6321 Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund	1,147,870	-	-	-
6322 Measure DD: 2017C Clean Water, Safe Parks & Open Space Trust for Oakland	-	-	1,454,402	1,453,732

NON-DEPARTMENTAL

SERVICE AREAS (CONT'D)

CITYWIDE ACTIVITIES

Includes transfers from the General Purpose Fund and various Non-General Purpose funds to pay for the City's self-insurance premiums, as well as claims and settlements, outside legal services and court costs.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND (CONT'D)				
Expenditures by Fund	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
6540 Skyline Sewer District - Redemption	25,002	35,355	30,287	28,720
6555 Piedmont Pines 2010 Utility Underground Phase I - Debt Service	234,410	236,545	232,941	235,168
6570 JPFA Pooled Assessment: 1996 Revenue Bonds - Assessment	22,464	28,000	26,400	24,800
6585 JPFA Reassessment District: 1999 Debt Service	997	-	-	-
6587 2012 Refunding Reassessment Bonds-Debt Service	386,323	385,082	391,051	380,248
6612 JPFA Lease Revenue Refunding Bonds (Admin Building): 2008 Series B	9,063,284	9,065,650	9,067,238	9,065,663
6999 Miscellaneous Debt Service	-	21,500,000	24,000,000	25,000,000
7320 Police and Fire Retirement System Refinancing Annuity Trust	17,818,775	8,462,481	6,825,751	6,306,055
7440 Unclaimed Cash	-	280,000	-	-
7640 Oakland Public Museum Trust	-	799,000	-	-
7760 Grant Clearing	-	-	6,042,794	6,042,794
TOTAL	\$286,039,304	\$306,154,098	\$327,866,232	\$330,810,238
GPF Percent to Total Department	23.6%	21.7%	15.1%	14.4%
GPF Percent to Citywide GPF Expenditures	12.2%	12.1%	8.7%	8.0%

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY SERVICE AREA				
Service Area	FY 2015-16 Actuals	FY 2016-17 Midcycle Budget	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Citywide Activities	\$55,736,198	\$55,820,561	\$59,433,679	\$55,478,106
Debt/Lease Payments	202,688,865	233,415,037	267,862,772	271,837,451
Fiscal Management	(25,710,960)	(28,515,687)	(30,828,516)	(27,903,616)
Insurance and Liability Claims	53,325,201	45,434,187	31,398,297	31,398,297
TOTAL	\$286,039,304	\$306,154,098	\$327,866,232	\$330,810,238

NON-DEPARTMENTAL - KEY ITEMS		
Expenditure Detail - General Purpose Fund (1010)	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget
Business Improvement District Assessments	\$175,685	\$180,078
City Memberships (e.g. ABAG, League of CA Cities, etc.)	155,000	155,000
Contingency Reserves (Council and City Administrator's)	200,000	200,000
Cultural Funding Grants	730,120	730,120
Day Laborer Contract *	140,000	170,000
Employee Appreciation & Training	100,000	100,000
Employee Compensation set-aside *	5,692,157	2,983,811
Information Technology Debt Service	3,700,267	2,728,042
Kids First! transfer	15,946,617	16,389,252
Lake Merritt Maintenance	429,479	440,294
Legal support for families at risk of deportation *	150,000	-
Measure KK grant program for low income seniors/disabled *	600,000	600,000
Museum Contract	4,200,000	3,700,000
National Night Out	15,000	15,000
Oakland Alameda County Coliseum Authority (JPA) subsidy	12,000,000	12,500,000
Safe Passages	150,000	150,000
Scotlan Convention Center Support	829,500	834,135
Set-Aside for Limited Public Financing	77,500	77,500
Sister Cities	20,000	20,000
State/Federal Lobbyist	280,000	280,000
TOTAL	\$45,591,325	\$42,253,232

* One-time funding

SIGNIFICANT CHANGES		
General Purpose Fund (GPF)	FY 2017-18 Changes	FY 2018-19 Changes
One-time Employee Compensation Set-Aside	\$5,692,157	\$2,983,811
Use one-time funds to complete the repayment of the Facilities Fund negative fund balance using one-time land sales and Excess RETT for long-term obligations (projected June 30, 2017 balance and FY 2017-19 projected amounts)	\$4,225,000	\$4,225,000
Ongoing savings in Facilities internal service allocation resulting from the use of one-time funds to repay the negative balance	(\$2,800,000)	(\$2,930,000)
Kids First! transfer to Fund 1780	\$1,186,770	\$1,590,183
Increase transfer from the GPF to the Self Insurance Fund (1100) for Excess Liability Insurance; Property & Misc. Insurance	\$925,623	\$925,623
One-time set-aside for low income senior/disabled grant program for Measure KK	\$600,000	\$600,000
One-time funding for the Day Laborer contract	\$140,000	\$170,000
One-time funding to support legal services for families at risk of deportation	\$150,000	\$0
Transfer citywide facilities internal service costs to Non-Departmental from Economic & Workforce Development	\$883,133	\$911,856
Reduction in Non-Departmental transfer to Fund 1100 (offsets the transfer in of City Attorney positions)	(\$5,205,893)	(\$5,428,750)
Transfer Human Services Central Service Overhead, Departmental Overhead and operating subsidies to Human Services	(\$5,195,855)	(\$5,690,697)
Refinancing of Administration debt (\$0.5 to \$1 million annually)	(\$500,000)	(\$750,000)
Transfer the Measure Q subsidy amount to Oakland Public Library	(\$500,000)	(\$500,000)
Financing for CAD and Prime, Phase II	\$500,000	\$750,000
Eliminate Police Commission contingency	(\$1,000,000)	(\$1,000,000)
Eliminate Tax and Revenue Anticipation Note (TRAN) interest allocation (one-time)	(\$400,000)	(\$400,000)
Reduce labor negotiations contract funds	(\$147,901)	(\$147,901)
One-time reduction of contributions to the Unemployment Compensation Fund	(\$3,000,000)	\$0
ALL Other Funds	FY 2017-18 Changes	FY 2018-19 Changes
Suspend transfer to the Vital Services Stabilization Fund (1020) in order to preserve various services	(\$5,787,078)	(\$5,787,078)
Set-aside in Pension Override Tax Revenue Fund (1200) for contribution to PFRS unfunded liabilities	\$44,900,000	\$46,400,000
Reduce transfers to fund balance in Pension Override Tax Revenue Fund (1200)	(\$9,851,786)	(\$9,641,626)
Increase transfers of garage revenue from Multipurpose Reserve Fund (1750) to GPF	\$900,000	\$1,100,000
Increase subsidies to Measure C recipients (Chabot, Museum, OCVB, Cultural Art Grants, Art and Soul and Fairs and Festivals) from Measure C: Transient Occupancy Tax Fund (2419)	\$298,132	\$421,202
Final repayments of negative fund balance in City Facilities Fund (4400)	\$4,225,000	\$4,225,000
Elimination of one-time funding from Unclaimed Cash Fund (7440)	(\$280,000)	(\$280,000)
Elimination of one-time funding in Oakland Public Museum Trust Fund (7640) for museum acquisitions	(\$799,000)	(\$799,000)
Repayment of negative fund balance in Self Insurance Liability Fund (1100); reallocation of funding for Fund 1100 based on cause of claim across various funds	\$238,772	\$238,772
Increases in excess liability insurance and property insurance in Self Insurance Liability Fund (1100)	\$925,623	\$925,623
Increase funding for excess worker's comp insurance in Worker's Compensation Insurance Claims Fund (1150)	\$243,829	\$243,829

CAPITAL IMPROVEMENT PROGRAM

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.

CATEGORIES

The FY 2017-19 Capital Improvement Program budget is organized in the categories listed below.

BUILDINGS & FACILITIES

Projects in this category include new construction and replacement or improvement of recreation centers, fire stations, community centers, and other City buildings, facilities, and structures.

PARKS & OPEN SPACE

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

SEWERS & STORM DRAINS

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

CAPITAL IMPROVEMENT PROGRAM FY 2017-19

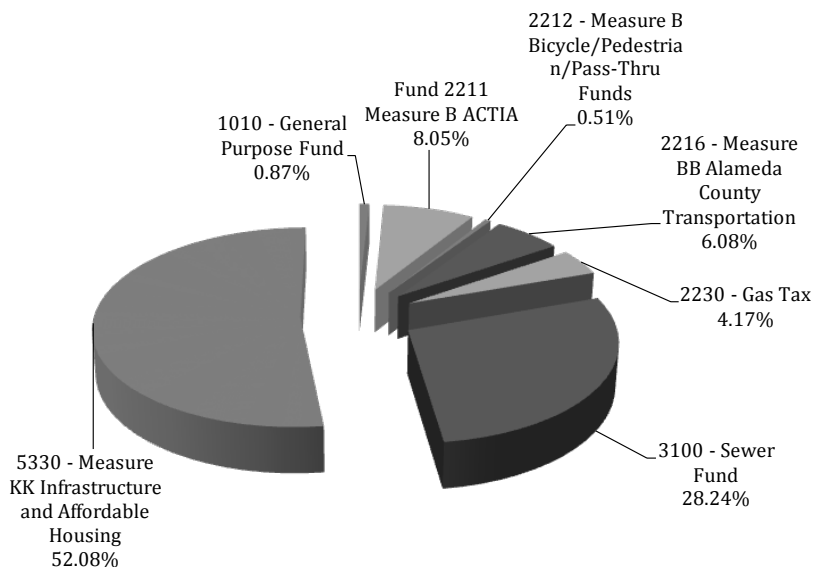
Summary by Source

Source	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget	FY 2017-19 Total Budget
1010 General Fund: General Purpose	516,450	524,380	1,040,830
2211 Measure B: Local Streets & Roads	4,664,606	4,973,709	9,638,315
2212 Measure B: Bicycle/Pedestrian Pass-Thru Funds	270,000	340,000	610,000
2216 Measure BB - Alameda County Transportation Commission Sales Tax	3,500,000	3,785,000	7,285,000
2230 State Gas Tax	-	5,000,000	5,000,000
3100 Sewer Service Fund	17,309,400	16,514,700	33,824,100
5330 Measure KK: Infrastructure and Affordable Housing	27,780,000	34,605,000	62,385,000
TOTAL	\$54,040,456	\$65,742,789	\$119,783,245

CAPITAL IMPROVEMENT PROGRAM FY 2017-19

Summary By Source - City

\$119,783,245



CAPITAL IMPROVEMENT PROGRAM

CATEGORIES

SEWERS & STORM DRAINS (CONT'D)

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

GREAT STREETS

Projects in this category include street paving and rehabilitation, streetscape projects, sidewalk repair, curb ramp construction, bridge repair and other similar programs. These projects are designed to address the maintenance backlog of City streets and sidewalks.

SAFE STREETS

Projects in this category include transportation-related safety and mobility improvements, including traffic calming, safe routes to schools, pedestrian safety, bicycle projects, traffic signal projects and signal operations. They are intended to improve the safety of all modes of travel: pedestrian, cyclist and automobile.

CIP OVERVIEW

Oakland's Capital Improvement Program (CIP) represents a major investment in our infrastructure and assets through the funding of prioritized Capital Projects. The 2017-19 Proposed CIP seeks to balance the need to repair and replace existing assets and to deliver new assets where they are most needed within available resources. Further detailed information regarding the CIP is available in a standalone document available on the City's website.

CAPITAL IMPROVEMENT PROGRAM FY 2017-19

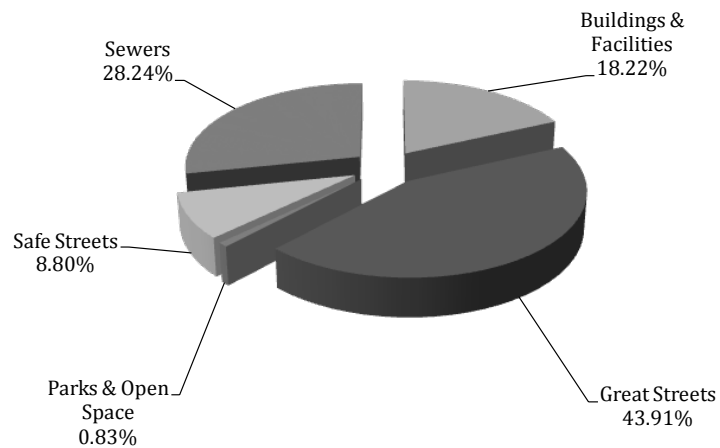
Summary by Category

Source	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget	FY 2017-19 Total Budget
Buildings & Facilities	10,171,450	11,654,380	21,825,830
Great Streets	20,884,606	31,708,709	52,593,315
Parks & Open Space	325,000	675,000	1,000,000
Safe Streets	5,350,000	5,190,000	10,540,000
Sewers	17,309,400	16,514,700	33,824,100
TOTAL	\$54,040,456	\$65,742,789	\$119,783,245

CAPITAL IMPROVEMENT PROGRAM FY 2017-19

Summary by Category

\$71,359,352



The CIP reflects the overall priorities of the City and has an enormous impact on the health and vibrancy of our community. Oakland's CIP is formally updated, reviewed and approved every two years. Development of the CIP follows several Council-approved policy documents that guide project prioritization within the constraints of limited resources. Through these

policies, the Oakland Public Works Department works with all City Departments to review revisions to existing unfunded requests and new projects, and rank projects in relative priority. As such, the projects included in the proposed CIP reflect priority policies and the limits of existing funding sources, and place emphasis on preserving the City's significant investment in existing

CAPITAL IMPROVEMENT PROGRAM

CIP OVERVIEW (CONT'D)

infrastructure assets. Like many older cities, Oakland has an aging infrastructure and a significant backlog of deferred maintenance. Many of our assets have reached the end of their useful life and need replacement. Others have historic value or other intrinsic value to the community.

Requests for capital investment continue to outweigh our capacity to fund them as there are limited sources for capital improvements. However, over the last two fiscal years, staff successfully applied for and received a total of \$47.8 million in grants for 25 capital projects. In November of 2016 the voters of Oakland passed the 2016 Infrastructure Bond (Measure KK), a general obligation bond to invest up to \$600 million in streets and sidewalk repair, city facilities, parks and open space, and anti-displacement and affordable housing efforts. The bond will provide \$350 million for street and road projects, \$150 million for City facilities, and \$100 million for affordable housing over the life of the bond. The Infrastructure Bond and continued solicitation of grants will dramatically help the City to repair and replace its assets.

A strategic approach to prioritizing the remaining unmet needs is essential. Such an approach will require an assessment of core City programs, the assets needed to deliver those programs, the condition of those City assets, and a development long-term funding strategy. In addition the City must also consider how to provide sufficient resources for maintenance in order to preserve and extend the life of the City's assets.

CAPITAL IMPROVEMENT PROGRAM FY 2017-19			
Projects By Category			
Category	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget	FY 2017-19 Total Budget
Buildings and Facilities			
Animal Shelter - Replace HVAC and Energy Management System	\$400,000	\$1,250,000	\$1,650,000
Dimond Park - Lions Pool Repair	\$200,000	\$815,000	\$1,015,000
Feasibility Study, Right of Way Acquisition Options, Preliminary Design for New Fire Stations 4 and 29	\$1,000,000	\$0	\$1,000,000
Fire Stations - Telescopic Apparatus Door	\$75,000	\$75,000	\$150,000
Fire Stations Citywide - Renovations (For FY 2017-19 Priority is Stations where Dormitory Renovations Required 10,12,15, 16)	\$500,000	\$2,500,000	\$3,000,000
Fire Stations Systemwide - Aprons and Hardscape	\$400,000	\$600,000	\$1,000,000
Fire Stations Systemwide - Roof Replacement (Sta. 1, 3, 5, and 20)	\$337,500	\$750,000	\$1,087,500
Head Start at Brookfield Recreation Center - Room upgrade	\$75,000	\$300,000	\$375,000
Head Start Fac. - Arroyo Viejo Rec. Ctr. Renovation/remodel	\$100,000	\$275,000	\$375,000
Head Start Playgrounds Replacement at Arroyo Viejo, Brookefield, Manzanita, and San Antonio Rec.	\$100,000	\$380,000	\$480,000
Head Start Renovation at Manzanita Rec. Ctr. - Flooring & new restroom	\$100,000	\$500,000	\$600,000
Henry Robinson Multi Service Center - Air Conditioning Replacement	\$97,500	\$160,000	\$257,500
Library - Branch Renovations (West Oakland, Asian, and Brookfield)	\$500,000	\$1,525,000	\$2,025,000
Museum Improvements	\$264,450	\$272,380	\$536,830
On-Call ADA Capital Improvement Project FY17-19 - Citywide	\$252,000	\$252,000	\$504,000
Main Library Improvements	\$350,000	\$2,000,000	\$2,350,000
Rainbow Rec Ctr & Pk Expansion/Addition	\$5,000,000	\$0	\$5,000,000
Tassafaronga Gymnasium Water Intrusion Repair	\$420,000	\$0	\$420,000
Buildings and Facilities Total	\$10,171,450	\$11,654,380	\$21,825,830
Great Streets			
14th Street Safe Routes in the City	\$0		\$0
ADA 30-Year Curb Ramp Transition Plan	\$1,800,000	\$1,800,000	\$3,600,000
Annual Street Pavement Program	\$0	\$5,000,000	\$5,000,000
Annual Street Pavement Program	\$10,000,000	\$15,000,000	\$25,000,000
Bridge Repair Program	\$500,000	\$500,000	\$1,000,000
Citywide Emergency Roadway Repairs	\$850,000	\$500,000	\$1,350,000
Citywide Sidewalk Repairs	\$1,000,000	\$1,000,000	\$2,000,000
Community Transportation Plans	\$350,000	\$500,000	\$850,000
Complete Streets Project Development	\$350,000	\$500,000	\$850,000
Matching Funds for Transportation Grant Projects -	\$2,434,606	\$3,323,709	\$5,758,315
Matching Funds for Transportation Grant Projects -	\$900,000	\$885,000	\$1,785,000
Repair and Rehabilitation of City Paths and Stairs	\$200,000	\$200,000	\$400,000
Streetscapes/Complete Street Capital	\$2,500,000	\$2,500,000	\$5,000,000
Great Streets Total	\$20,884,606	\$31,708,709	\$52,593,315

CAPITAL IMPROVEMENT PROGRAM

CIP OVERVIEW (CONT'D)

Further detailed information regarding the CIP is available in a standalone document available on the City's website.

CAPITAL IMPROVEMENT PROGRAM FY 2017-19			
Projects By Category (cont'd)			
Category	FY 2017-18 Proposed Budget	FY 2018-19 Proposed Budget	FY 2017-19 Total Budget
Parks & Open Space			
Ballfield Wiring Hazard Mitigation - multiple location	\$325,000	\$675,000	\$1,000,000
Parks & Open Space Total	\$325,000	\$675,000	\$1,000,000
Sewers			
Annual Inflow Correction Program	\$250,000	\$250,000	\$500,000
City-Owned Sewer Laterals Rehabilitation	\$580,000	\$580,000	\$1,160,000
Citywide Sanitary Sewer Capacity Upgrades	\$1,000,000	\$1,000,000	\$2,000,000
Emergency On Call Sewer Rehabilitation	\$203,300	\$0	\$203,300
Rehabilitation of Parkridge Dr, Skyline blvd, and	\$1,600,000	\$0	\$1,600,000
Rehabilitation of Sanitary Sewer Sub-Basin 56-07	\$2,753,600	\$0	\$2,753,600
Rehabilitation of Sanitary Sewer Sub-Basin 56-07	\$2,580,000	\$0	\$2,580,000
Rehabilitation of Sanitary Sewer Sub-Basin 80-022	\$759,000	\$2,471,000	\$3,230,000
Rehabilitation of Sanitary Sewer Sub-Basin 80-101	\$942,000	\$2,691,300	\$3,633,300
Rehabilitation of Sanitary Sewer Sub-Basin 83-002	\$1,384,500	\$3,955,700	\$5,340,200
Rehabilitation of Sanitary Sewer Sub-Basin 83-012	\$1,963,000	\$0	\$1,963,000
Rehabilitation of Sanitary Sewer Sub-Basin 83-103	\$2,414,000	\$0	\$2,414,000
Rehabilitation of Sanitary Sewer Sub-Basin 83-403	\$0	\$1,427,100	\$1,427,100
Rehabilitation of Sanitary Sewer Sub-Basin 83-503	\$0	\$1,366,500	\$1,366,500
Rehabilitation of Sanitary Sewer Sub-Basin 84-003	\$0	\$823,100	\$823,100
Sanitary Sewer On-Call Projects	\$0	\$1,000,000	\$1,000,000
Sanitary Sewer Root Foaming Services	\$880,000	\$950,000	\$1,830,000
Sewers Total	\$17,309,400	\$16,514,700	\$33,824,100
Safe Streets			
Bicycle Master Plan Implementation Program	\$100,000	\$100,000	\$200,000
Bicycle Master Plan Implementation Program	\$1,500,000	\$1,500,000	\$3,000,000
Bicycle Master Plan Implementation Program	\$135,000	\$170,000	\$305,000
BRT construction support	\$230,000	\$0	\$230,000
Neighborhood Traffic Calming, School Area Ped	\$1,000,000	\$1,000,000	\$2,000,000
Neighborhood Traffic Calming, School Area Ped	\$500,000	\$500,000	\$1,000,000
Pedestrian Master Plan Implementation Program	\$100,000	\$100,000	\$200,000
Pedestrian Master Plan Implementation Program	\$135,000	\$170,000	\$305,000
Replacement of Traffic Cabinets and Traffic Signal	\$150,000	\$150,000	\$300,000
Traffic Signal System Management	\$1,500,000	\$1,500,000	\$3,000,000
Safe Streets Total	\$5,350,000	\$5,190,000	\$10,540,000

CITY OF OAKLAND BUDGET AND FINANCIAL POLICIES

Financial Policy	Date of Adoption	Resolution/ Ordinance
The City of Oakland Consolidated Fiscal Policy	December 9, 2014	Ordinance No. 13279
Debt Management Policy and Swap Policy	October 16, 2012	Resolution No. 84063
City of Oakland Investment Policy	June 21, 2016	Resolution No. 86233
Oakland Redevelopment Agency Delegation of Investment Authority to Agency Treasurer	June 21, 2016	Resolution No. 2016-004
Report on Assessment of Stakeholder Needs, Concerns, & Priorities - Budget Priorities Poll	January 31, 2017	Report Provided In Accordance with the Consolidated Fiscal Policy

FINANCIAL POLICIES

[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

FINANCIAL POLICIES

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.

DEC 09 2014

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, GALLO, GIBSON MCELHANEY, KALB, KAPLAN, REID, SCHAAF, and PRESIDENT
KERNIGHAN - 8

NOES- 0

ABSENT- 0

ABSTENTION- 0

ATTEST: _____

LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

Introduction Date

NOV 18 2014

DATE OF ATTESTATION: _____

12/12/14

CITY OF OAKLAND

CONSOLIDATED FISCAL POLICY



FINANCIAL POLICIES

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

FINANCIAL POLICIES

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 purposes 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.

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.

FINANCIAL POLICIES

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 hereby finds and determines that it is in the public interest to spend Pay-go account fund to facilitate and support programs & services of the City of Oakland, capital improvement projects of the City of Oakland, and programs & capital improvement projects of the public schools and other public entities within the City of Oakland. The Council authorizes Pay-Go account funds to be used for the following purposes:

Capital Improvements:

1. To pay for or augment funding for a City of Oakland capital improvement project including planning and pre-construction services for projects such as, but not limited to, feasibility studies and design, landscaping, architectural and engineering services and all services and materials needed to construct a capital improvements such as, but not limited to, contractor services, lumber, concrete, gravel, plants and other landscape materials, fountains, benches, banners, signs, affixed artwork and any other design and decorative elements of the project; and
2. To provide a grant to a public school, including a school chartered by the State of California or Oakland Unified School District, or other public entity for use on capital improvement project within the City of Oakland, including planning and pre-construction services for projects such as, but not limited to, feasibility studies and design, landscaping, architectural and engineering services and all services and materials needed to construct a capital improvements such as, but not limited to, contractor services, lumber, concrete, gravel, plants and other landscape materials, fountains, benches, banners, signs, affixed artwork and any other design and decorative elements of the project; and

Furniture, Equipment:

3. To pay for or augment funding for purchase of furniture and equipment, including computer equipment and software, to be used by participants in a program operated by the City of Oakland; and
4. To provide a grant to a public school, including a school chartered by the State of California or Oakland Unified School District, or another public entity to be used for furniture and equipment, including computer equipment and software, to be used by participants in a program operated by the public school or public entity.

Pay-go purposes stated above shall operate as restrictions on Pay-go expenditures or Pay-go grants, regardless of the Pay-go account funding source.

Pay-go purposes stated above shall apply to any and all Pay-go expenditures or grants made by the Mayor and each City Councilmember.

All Pay-go expenditures and grants shall be administered by the City Administrator on behalf of the city, and grant agreements shall be required for all such grants.

In accord with the City Council's motion approving the initial allocation of Councilmember Priority Project funds on June 8, 2006, the City Councilmembers must obtain City Council approval for all Priority Project expenditures.

All Priority Project fund grants approved by the City Council and shall be administered and executed by the City Administrator on behalf of the city, and grant agreements shall be required for all such grants.

FINANCIAL POLICIES

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.

FINANCIAL POLICIES

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.

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

FINANCIAL POLICIES

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.

FINANCIAL POLICIES

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.

- **Inclusiveness and Equity:** Public participation processes identify, reach out to, and encourage participation of the community in its full diversity. Processes respect a range of values and interests and the knowledge of those involved. Historically excluded individuals and groups are included authentically in processes, activities, and decision and policymaking. Impacts, including costs and benefits, are identified and distributed fairly.
- **Informed Participation:** Participants in the process have information and/or access to expertise consistent with the work that sponsors and conveners ask them to do. Members of the public receive the information they need, and with enough lead time, to participate effectively.
- **Accessible Participation:** Public participation processes are broadly accessible in terms of location, time, and language, and support the engagement of community members with disabilities.
- **Appropriate Process:** The public participation process uses one or more engagement formats that are responsive to the needs of identified participant groups; and encourage full, authentic, effective and equitable participation consistent with process purposes. Participation processes and techniques are well-designed to appropriately fit the scope, character, and impact of a policy or project. Processes adapt to changing needs and issues as they move forward.
- **Use of Information:** The ideas, preferences, and/or recommendations contributed by community members are documented and given consideration by decision-makers. Local officials communicate decisions back to process participants and the broader public, with a description of how the public input was considered and used.
- **Building Relationships and Community Capacity:** Public participation processes invest in and develop long-term, collaborative working relationships and learning opportunities with community partners and stakeholders. This may include relationships with other temporary or ongoing community participation venues.
- **Evaluation:** Sponsors and participants evaluate each public participation process with the collected feedback and learning shared broadly and applied to future public participation efforts.

FINANCIAL POLICIES

RESOLUTION ALTERNATIVE RECOMMENDED BY FINANCE COMMITTEE

OFFICE OF THE CITY CLERK
OAKLAND
[INCLUDING EXHIBIT A AND EXHIBIT B]

2012 OCT -4 PM 12:17

INTRODUCED BY COUNCIL MEMBER _____

APPROVED AS TO FORM AND
LEGALITY


DEPUTY CITY ATTORNEY

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 City; 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

FINANCIAL POLICIES

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, ~~SEP~~ OCT 16 2012, 2012

PASSED BY THE FOLLOWING VOTE:

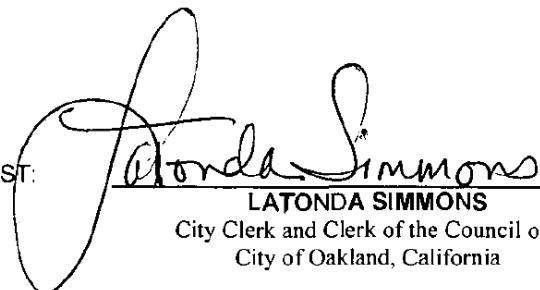
AYES: - DE LA FUENTE, KERNIGHAN, NADEL, SCHAAF, BROOKS, BRUNNER, KAPLAN, AND PRESIDENT REID - 8

NOES - 0

ABSENT - 0

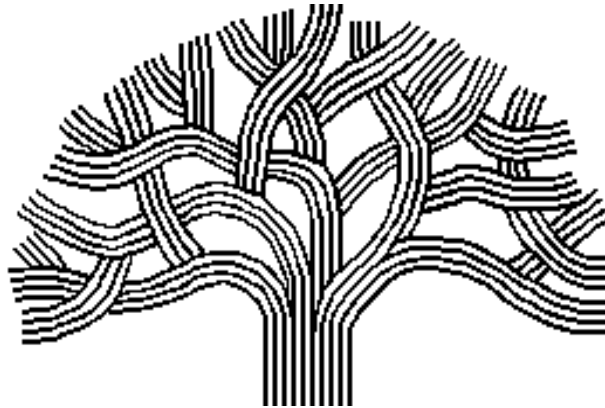
ABSTENTION - 0

ATTEST:


LATONDA SIMMONS
City Clerk and Clerk of the Council of the
City of Oakland, California

City of Oakland

Debt Policy



**Prepared by
Treasury Division**

**Presented to the Finance & Management Committee
On September 25, 2012
City Administrator's Office**

**Adopted by the City Council
On October 16, 2012**

Executive Summary of Debt Management Policy

- I. **Goals and Objectives.** In implementing a formal debt management policy, the goal of the City of Oakland (the “City”) is to maintain long-term financial flexibility while ensuring that the City’s capital needs are adequately supported.
- II. **Approach to Debt Management.** The City’s approach to its financings is to ensure continued market access at the lowest cost of borrowing. As such, the Debt Policy denotes debt affordability for the City compared to capacity ratios which are established by the rating agencies (Moody’s Investor Service, Standard & Poor’s Ratings Services, and Fitch Ratings). Debt capacity ratios are defined as annual debt service payments as a percentage of General Fund and other revenues. Below are the debt capacity ratio ranges:
 - Low debt capacity ratio <5%
 - Moderate debt capacity ratio 5% - 15%
 - High debt capacity ratio >15%
- III. **Standards for Use of Debt Financing.** Debt financing will be utilized when public policy, equity and economic efficiency favor debt over pay-as-you-go financing.
 - Debt will be used to finance long-term capital projects, and the respective maturities will not exceed the respective projects’ useful lives.
 - The City will seek to use the most economical financing alternative.
 - The City will ensure good record-keeping and compliance with all debt covenants and State and Federal laws.
- IV. **Financing Criteria.** Whether issuing long- or short-term debt, the City will determine the most appropriate structure, the mode (fixed or variable), and the possible use of synthetic fixed or 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 (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
- 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 and Budget Director that discusses the impact of the proposed borrowing on the Capital Plan. The Capital Plan is reviewed and presented to the City Council at least once annually.

C. Qualified Capital Projects. Generally, the City will not issue bonds for capital improvements with a cost less than \$250,000. The City shall not construct or acquire a public facility if it is unable to adequately provide for the subsequent annual operation and maintenance costs of the facility throughout its life.

- D. Cash Financing of Capital Outlays.** To demonstrate the City's commitment to a continued capital program, ensure careful consideration of capital expenditure levels, and enhance the City's overall credit worthiness, the City shall seek to fund at least between two and five percent of the overall capital program from current resources, depending upon the specific projects and annual budgetary constraints.
- E. Authorization for Issuance.** Debt issuance for capital projects shall not be considered unless such issuance has been incorporated into the Capital Plan.
- F. Affordability Targets.** The ratios, standards, and limits identified below are primarily intended to restrict the use of debt financing in order to facilitate long-term access to capital while ensuring that financial leveraging decisions do not negatively impact the City's annual operations.
- 1. Debt Capacity** - The City's approach to its financings is to ensure continued market access at the lowest cost of borrowing. As such, the Debt Policy denotes debt affordability for the City compared to capacity ratios which are established by the rating agencies (Moody's Investor Service, Standard & Poor's Ratings Services, and Fitch Ratings). Debt capacity ratios are defined as annual debt service payments as a percentage of General Fund and other revenues. Below are the debt capacity ratio ranges:
 - Low debt capacity ratio <5%
 - Moderate debt capacity ratio 5% - 15%
 - High debt capacity ratio >15%
 - 2. Self-supporting Debt** - In some cases, the City will issue debt for which there is an identified repayment source. For debt to be characterized as self-supporting, the repayment source must support the issue through its maturity. Bond issues where interest has been capitalized are not considered to be self-supporting.
 - 3. Overlapping Debt** (including debt from all other jurisdictions, which tax City taxpayers) will be taken into consideration in planning debt issuance.
- G. Credit Quality.** All City debt management activities will be conducted to receive the highest credit ratings possible for each issue, consistent with the City's financing objectives, and to maintain the current credit ratings assigned to the City's debt by the major credit rating agencies.

III. Standards for Use of Debt Financing

The City's debt management program will promote the use of debt only in those cases where public policy, equity, and economic efficiency favor debt over cash (pay-as-you-go) financing. Whenever possible, the debt shall be self-supporting.

- A. Long-Term Capital Projects.** Debt will be used primarily to finance long-term capital projects — paying for the facilities or equipment over some or all of their useful

life and concurrent with the stream of benefits from these facilities. The City will consider the debt capacity in determining the use of debt financing.

- B. Special Circumstances for Non-Capital-Project Debt Issuance.** Debt may be used in special circumstances for projects other than long-term capital projects such as pension obligations, only after careful policy evaluation by the City.
- C. Debt Financing Mechanisms.** The City will evaluate the use of all financial alternatives available, including, but not limited to: long-term debt, pay-as-you-go, joint financing, reserve fund releases, lease-purchase, authority sponsored debt, special districts, community facility districts, special assessments, Mello-Roos bonds, state and federal aid, certificates of participation, tax increment, private placement, master lease programs, and interfund borrowing. The City will utilize the most cost advantageous financing alternative available while limiting the General Fund's risk exposure.
- D. Record-Keeping.** All debt related records shall be maintained within the Treasury Division. At a minimum, this repository will include all official statements, bid documents, ordinances, indentures, trustee reports, leases, etc., for all City debt. To the extent that official transcripts incorporate these documents, possession of a transcript will suffice (transcripts may be in hard copy or stored on CD-ROM). The Treasury Division will maintain all available documentation for outstanding debt and will develop a standard procedure for archiving transcripts for any new debt.
- E. Rebate Policy and System.** The City will accurately account for all interest earnings in debt-related funds. These records will be designed to ensure that the City is in compliance with all debt covenants, and with State and Federal laws. The City will maximize the interest earnings on all funds within the investment parameters set forth in each respective indenture. The City will calculate and report interest earnings that relate to Internal Revenue Code rebate, yield limits, and arbitrage.

IV. Financing Criteria

- A. Types of Debt.** When the City determines that the use of debt is appropriate, the following criteria will be utilized to evaluate the type of debt to be issued.
 - 1. Long-Term Debt.** 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 limitations.
 - c) **Lines of Credit** shall be considered as an alternative to other short-term borrowing options. The lines of credit shall be structured to limit concerns as to the Internal Revenue Code.
 - d) **Other Short-Term Debt**, including commercial paper notes, may be used.
3. **Lease-Purchase Debt.** Lease-purchase debt, including certificates of participation, shall be considered as an alternative to long-term vendor leases. Such debt shall be subject to annual appropriation. In order to reduce the cost of lease borrowing and to improve control over leases, the City may adopt a master lease program.
4. **Variable Rate Debt.** To maintain a predictable debt service burden, the City may give preference to debt that carries a fixed interest rate. Variable rate debt, which is synthetically fixed, shall be considered fixed rate debt through the maturity of the swap. The City, however, may consider variable rate debt in certain instances, such as:

- a) **High Interest Rate Environment.** Current interest rates are above historic average trends.
- b) **Variable Revenue Stream.** The revenue stream for repayment is variable, and is anticipated to move in the same direction as market-generated variable interest rates, or the dedication of revenues allows capacity for variability.
- c) **Adequate Safeguards Against Risk.** Financing structure and budgetary safeguards are in place to prevent adverse impacts from interest rate shifts; such structures could include, but are not limited to, interest rate swaps, interest rate caps and the matching of assets and liabilities.
- d) **As a Component to Synthetic Fixed Rate Debt.** Variable rate bonds may be used in conjunction with a financial strategy, which results in synthetic fixed rate debt. Prior to using synthetic fixed rate debt, the City shall certify that the interest rate cost is lower than traditional fixed rate debt.
- e) **Variable Rate Debt Capacity.** Consistent with rating agency guidelines, the percentage of variable rate debt outstanding (not including debt which has been converted to synthetic fixed rate debt) shall be hedged by cash flow liquidity.

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 ten or more basis points, and is able to reasonably quantify and understand potential risks.

The City shall not use derivative structures for the sole purpose of generating operating or capital proceeds, without a determination that such structure will accrue interest rate and borrowing costs benefits for the City. *Aside from the current outstanding 1998 Swap, the City has placed a moratorium on any future use of Swaps in connection with debt financing.*

For more information on "swaps", please refer to the City's Swap Policy.

- H. Multiple Series.** In instances where multiple series of bonds are to be issued, the City shall make a final determination as to which facilities are of the highest priority and those facilities which will be financed first, pursuant to funding availability and the proposed timing of facilities development, and which will generally be subject to the earliest or most senior lien.

VI. Credit Enhancements

The City will consider the use of credit enhancement on a case-by-case basis, evaluating the economic benefit versus cost for each case. Only when a clearly demonstrable savings can be shown shall enhancement be considered. The City will consider each of the following enhancements as alternatives by evaluating the cost and benefit of such enhancement.

- A. Bond Insurance.** The City shall have the authority to purchase bond insurance when such purchase is deemed prudent and advantageous. The predominant determination shall be based on such insurance being less costly than the present value of the difference in the interest on insured bonds versus uninsured bonds.

1. Provider Selection. The Treasurer or designee will solicit quotes for bond insurance from interested providers, or in the case of a competitive sale submit an application for pre-qualification on insurance. In a negotiated sale, the City Administrator or designee and/or the Treasurer or designee shall have the authority to select a provider whose bid is most cost effective and whose terms and conditions governing the guarantee are satisfactory to the City. The winning bidder in a competitive sale will determine whether it chooses to purchase bond insurance for the issue.

B. Debt Service Reserves. When required, a reserve fund equal to the least of ten percent (10%) of the original principal amount of the bonds, one hundred percent (100%) of the maximum annual debt service, and one hundred and twenty five percent (125%) of average annual debt service, or, if permitted, 10 percent (10%) of par value of bonds outstanding (the "Reserve Requirement") shall be funded from the proceeds of each series of bonds, subject to federal tax regulations and in accordance with the requirements of credit enhancement providers and/or rating agencies.

The City may purchase reserve equivalents (i.e., the use of a reserve fund surety) when such purchase is deemed prudent and advantageous. Such equivalents shall be evaluated in comparison to cash funding of reserves on a net present value basis.

C. Letters of Credit. The City may enter into a letter-of-credit ("LOC") agreement when such an agreement is deemed prudent and advantageous. The City Administrator or designee and/or the Treasurer or designee shall prepare (or cause to be prepared) and distribute to qualified financial institutions as described in paragraph 2 below, a request for qualifications which includes terms and conditions that are acceptable to the City.

1. Provider Selection. Only those financial institutions with long-term ratings greater than or equal to that of the City, and short-term ratings of VMIG 1/A-1 F1, by Moody's Investors Service, Standard & Poor's Ratings Services and Fitch Ratings, respectively, may be solicited.

2. Selection Criteria. The selection of LOC providers will be based on responses to a City-issued request for qualifications; criteria will include, but not be limited to, the following:

- a) Ratings at least equal to or better than the City's
- b) Evidence of ratings (including "Outlook")
- c) Trading value relative to other financial institutions
- d) Terms and conditions acceptable to the City; the City may provide a term sheet along with the request for qualifications to which the financial institution may make modifications

- e) Representative list of clients for whom the bank has provided liquidity facilities
- f) Fees, specifically, cost of LOC, draws, financial institution counsel and other administrative charges

VII. Refinancing Outstanding Debt

The Treasurer 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 Treasurer or designee will consider the following issues when analyzing possible refunding opportunities:

- A. Debt Service Savings.** The City establishes a minimum savings threshold goal of three percent (3%) of the refunded bond principal amount or at least \$500,000, whichever is less, in present value savings (including foregone interest earnings) unless there are legal or restructuring reasons for defeasance. 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 City Administrator or designee, or the Treasurer or designee.
- B. Restructuring.** The City will refund debt when in its best interest to do so. Refundings will include restructuring to meet unanticipated revenue expectations, terminate swaps, achieve cost savings, mitigate irregular debt service payments, release reserve funds, or remove unduly restrictive bond covenants.
- C. Term of Refunding Issues.** The City may refund bonds within the term of the originally issued debt. However, the City may consider maturity extension, when necessary to achieve a desired outcome, provided that such extension is legally permissible. The City may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed facility and the concept of inter-generational equity should guide this decision.
- D. Escrow Structuring.** The City shall utilize the least costly securities available in structuring refunding escrows. The City will examine the viability of an economic versus legal defeasance on a net present value basis. A certificate will be required from a third party agent who is not a broker-dealer, stating that the securities were procured through an arms-length, competitive bid process (in the case of open market securities), that such securities were more cost effective than State and Local Government Obligations (SLGS), and that the price paid for the securities was reasonable within Federal guidelines. Under no circumstances shall an underwriter, agent or financial advisor sell escrow securities to the City from its own account.
- E. Arbitrage.** Arbitrage regulations apply to all of the City's tax-exempt financings. The City shall take all necessary steps to optimize escrows and to avoid negative arbitrage in

its refundings. Any resulting positive arbitrage will be rebated as necessary according to Federal guidelines.

VIII. Methods of Issuance

The City will determine, on a case-by-case basis, whether to sell its bonds competitively or through negotiation. General Obligation Bonds and Tax and Revenue Anticipation Notes will be issued on a competitive basis unless otherwise determined on a case-by-case basis that a negotiated sale is the most advantageous.

A. Competitive Sale. In a competitive sale, the City's bonds shall be awarded to the bidder providing the lowest bid as long as the bid adheres to the requirements set forth in the published official notice of sale.

B. Negotiated Sale. In a negotiated sale, the terms and price are negotiated by the City and the selected underwriter(s). The City recognizes that some securities are best sold through negotiation. In its consideration of a negotiated sale, the City shall assess the following circumstances:

1. Bonds issued as variable rate demand obligations
2. A complex structure which may require a strong pre-marketing effort
3. Size of the issue which may limit the number of potential bidders
4. Market volatility is such that the City would be better served by flexibility in timing its sale in changing interest rate environments

C. Private Placement. From time to time the City may elect to privately place its debt. Such placement shall only be considered if this method is demonstrated to result in a cost savings to the City relative to other methods of debt issuance.

D. Conduit Debt Issuance. The City may issue conduit revenue bonds that are not a debt or obligation of the City itself, but are obligations of a private borrower. Notwithstanding other credit requirements of the City, such conduit revenue bonds may be issued and sold with or without a credit rating, provided that for any bond with a rating lower than "A", the following conditions shall be met:

1. Bonds shall be issued only in denominations of not less than two-hundred and fifty thousand dollars
2. Bonds shall be eligible for purchase only by “qualified institutional buyers” as defined in Rule 144A of the Securities Act of 1933
3. Bonds shall be sold only to buyers who execute a standard form investor letter containing, among other things, representations of the buyer as sophistication as an investor and its familiarity with the transaction

E. Issuance Method Analysis. The City shall evaluate each method of issuance on a net present value basis.

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 or designee and/or the Treasurer or designee shall be responsible for maintaining the City's relationships with Moody's Investors Service, Standard & Poor's Ratings Services and Fitch Ratings. The City may, from time to time, choose to deal with only one or two of these agencies as circumstances dictate. In addition to general communication, the City Administrator or designee, the Treasurer or designee and the Budget 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 nine (9) months of the close of the fiscal year. The inability to make timely filings must be disclosed and would be a negative reflection on the City. While also relying on timely audit and preparation of the City's annual report, the Treasurer or designee will ensure the City's timely filing with 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 Treasurer or designee shall ensure that proceeds and investments are tracked in a manner that facilitates accurate calculation, calculations are completed, and rebates, if any, are made in a timely manner.

D. Other Jurisdictions. From time to time, the City will issue bonds on behalf of other public or private entities ("conduit" issues). While the City will make every effort to facilitate the desires of these entities, the Treasurer or designee will ensure that the highest quality financings are done and that the City is insulated from all risks. The City shall require that all conduit financings achieve a rating at least equal to the City's ratings or that credit enhancement is obtained.

X. Fees. The City will charge an administrative fee equal to direct costs plus indirect costs as calculated by the City's OMB A87 model to reimburse its administrative costs incurred in debt issuance on behalf of other governmental entities.

XI. Consultants. The City shall select its primary consultant(s) by competitive process through a Request for Proposals (RFP), however, if there are unforeseen events that necessitate immediate action including but not limited to redemption, defeasance, or restructuring to prevent the City from experiencing further losses, the City Administrator or designee and/or the Treasurer or designee can select a consultant without using the RFP process. In addition, the City should be encouraged to use local and disadvantaged banks and financial firms, 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 Treasurer or designee shall recommend to the City Administrator or designee the selection of a senior manager for a proposed negotiated sale. Solicited or unsolicited RFP's or Request of Qualifications (RFQ) will be used to determine the selection and appointment of the senior managers and co-managers on the debt issuances. The criteria for selection as reflected in the RFP or RFQ shall include but not be limited to the following:

- The firm's ability and experience in managing complex transactions
- Prior knowledge and experience with the City
- The firm's willingness to risk capital and demonstration of such risk
- The firm's ability to sell bonds
- Quality and experience of personnel assigned to the City's engagement
- Financing plan presented

Co-Manager Selection. Co-managers will be selected on the same basis as the senior manager. In addition to their qualifications, co-managers appointed to specific transactions will be a function of transaction size and the necessity to ensure maximum distribution of the City's bonds.

Selling Groups. The City may establish selling groups in certain transactions. To the extent that selling groups are used, the City Administrator or designee and/or the Treasurer or designee at his or her discretion, may make appointments to selling groups from within the pool of underwriters or from outside the pool, as the transaction dictates.

Underwriter's Discount.

- All fees and allocation of the management fee will be determined prior to the sale date; a cap on management fee, expenses and underwriter's counsel will be established and communicated to all parties by the Treasurer or designee. The senior manager shall submit an itemized list of expenses charged to members of the underwriting group. Any additional expenses must be substantiated.

Evaluation. The City and/or 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 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 regulations governing the priority of orders and allocations
- Within ten working days after the sale date, submit to the Treasurer or designee a detail of orders, allocations and other relevant information pertaining to the City's sale

Selection of Underwriter's Counsel. In any negotiated sale of City debt in which legal counsel is required to represent the underwriter, the appointment will be made by the lead underwriter.

Selection of Financial Advisor: The City shall conduct a request for qualifications from potential candidates every three years to establish a pool of qualified financial advisors for each of the following areas:

The City Administrator or designee and/or the Treasurer or designee will make recommendations for financial advisors and the City shall utilize the services of qualified applicants in the pool on a rotational basis, as applicable, for any issue of debt, financing or debt instrument. The recommended pool has to be approved by finance committee.

Selection of the City's financial advisor(s) and financial advisor pool shall be based on, but not limited to, the following criteria:

- Experience in providing consulting services to complex issuers
- Knowledge and experience in structuring and analyzing complex issues
- Experience and reputation of assigned personnel
- Fees and expenses

B. Financial Advisory Services. Financial advisory services provided to the City shall include, but shall not be limited to the following:

1. Evaluation of risks and opportunities associated with debt issuance
 2. Monitoring marketing opportunities
 3. Evaluation of proposals submitted to the City by investment banking firms
 4. Structuring and pricing
 5. Preparation of request for proposals for other financial services (trustee and paying agent services, printing, credit facilities, remarketing agent services, etc.)
 6. Advice, assistance and preparation for presentations with rating agencies and investors
 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 investing the security proceeds in higher-yielding taxable securities. IRS regulations govern arbitrage on the proceeds from issuance of municipal securities.

Balloon Maturity. A later maturity within an issue of bonds which contains a disproportionately large percentage of the principal amount of the original issue.

Bond Anticipation Notes (BANs). Notes issued by the government unit, usually for capital projects, which are paid from the proceeds of the issuance of long term bonds.

Bullet Maturity. A maturity for which there are no sinking fund payments prior to the stated maturity date.

Call Provisions. The terms of the bond contract giving the issuer the right to redeem all or a portion of an outstanding issue of bonds prior to their stated dates of maturity at a specific price, usually at or above par.

Capitalized Interest. A portion of the proceeds of an issue which is set aside to pay interest on the securities for a specific period of time. Interest is commonly capitalized for the construction period of the project.

Certificates of Participation (COP). A bond from an issue, which is secured by lease payments made by the party leasing the facilities, financed by the issue. Typically certificates of participation ("COPs") are used to finance construction of facilities (i.e., schools or office buildings) used by a state or municipality, which leases the facilities from a financing authority. Often the leasing municipality is legally obligated to appropriate moneys from its general tax revenues to make lease payments.

Commercial Paper. Very short-term, unsecured promissory notes issued in either registered or bearer form, and usually backed by a line of credit with a bank.

Competitive Sale. A sale of securities by an issuer in which underwriters or syndicates of underwriters submit sealed bids to purchase the securities in contrast to a negotiated sale.

Continuing Disclosure. The principle that accurate and complete information material to the transaction which potential investors would be likely to consider material in making investment decisions with respect to the securities be made available on an ongoing basis.

Credit Enhancement. Credit support purchased by the issuer to raise the credit rating of the issue. The most common credit enhancements consist of bond insurance, direct or standby letters of credit, and lines of credit.

Debt Service Reserve Fund. The fund in which moneys are placed which may be used to pay debt service if pledged revenues are insufficient to satisfy the debt service requirements.

Deep Discount Bonds. Bonds which are priced for sale at a substantial discount from their face or par value.

Derivatives. A financial product whose value is derived from some underlying asset value.

Designation Policies. Outline of how an investor's order is filled when a maturity is oversubscribed when there is an underwriting syndicate. The senior managing underwriter and issuer decide how the bonds will be allocated among the syndicate. There are three primary classifications of orders, which form the designation policy.

The highest priority is given to Group Net orders; the next priority is given to Net Designated orders and Member orders are given the lowest priority.

Escrow. A fund established to hold moneys pledged and to be used to pay debt service on an outstanding issue.

Expenses. Compensates senior managers for out-of-pocket expenses including: underwriters' counsel, DTC charges, travel, syndicate expenses, dealer fees, overtime expenses, communication expenses, computer time and postage.

Lease-Purchase. A financing lease which may be sold publicly to finance capital equipment, real property acquisition or construction. The lease may be resold as certificates of participation or lease revenue bonds.

Letters of Credit. A bank credit facility wherein the bank agrees to lend a specified amount of funds for a limited term.

Management Fee. The fixed percentage of the gross spread which is paid to the managing underwriter for the structuring phase of a transaction.

Members. Underwriters in a syndicate other than the senior underwriter.

Moody's Median. Key financial, debt, economic and tax base statistics with median values for each statistic presented. Moody's uses audits for both rated and unrated cities to ensure that the medians presented are representative of all cities.

Negotiated Sale. A method of sale in which the issuer chooses one underwriter to negotiate terms pursuant to which such underwriter will purchase and market the bonds.

Original Issue Discount. The amount by which the original par amount of an issue exceeds its public offering price at the time it is originally offered to an investor.

Overlapping Debt. That portion of the debt of other governmental units for which residents of a particular municipality are responsible.

Pay-As-You-Go. An issuer elects to finance a project with existing cash flow as opposed to issuing debt obligations.

Present Value. The current value of a future cash flow.

Private Placement. The original placement of an issue with one or more investors as opposed to being publicly offered or sold.

Rebate. A requirement imposed by Tax Reform Act of 1986 whereby the issuer of the bonds must pay the IRS an amount equal to its profit earned from investment of bond proceeds at a yield above the bond yield calculated pursuant to the IRS code together with all income earned on the accumulated profit pending payment.

Selling Groups. The group of securities dealers that participate in an offering not as underwriters but as sellers who receive securities, less the selling concession, from the managing underwriter for distribution at the public offering price.

Special Assessments. Fees imposed against properties, which have received a special benefit by the construction of public improvements such as water, sewer and irrigation.

Syndicate Policies. The contractual obligations placed on the underwriting group relating to distribution, price limitations and market transactions.

Tax Increment. A portion of property tax revenue received by a redevelopment agency, which is attributable to the increase in assessed valuation since adoption of the project area plan.

Underwriter. A dealer that purchases new issues of municipal securities from the Issuer and resells them to investors.

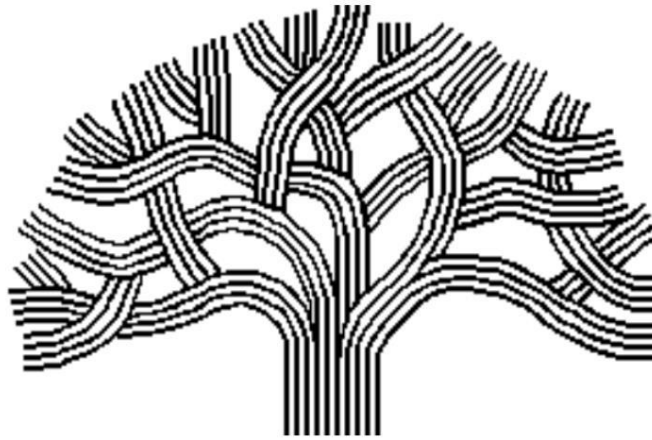
Underwriter's Discount. The difference between the price at which bonds are bought by the Underwriter from the Issuer and the price at which they are reoffered to investors.

Variable Rate Debt. An interest rate on a security, which changes at intervals according to an index or a formula or other standard of measurement, as stated in the bond contract.

Exhibit B

City of Oakland

Swap Policy



Prepared by
Treasury Division

Presented to the Finance & Management Committee
On September 25, 2012

Adopted by the City Council
On October 16, 2012

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I. Introduction

The purpose of the Swap Policy (the “Policy”) of the City of Oakland (the “City”) is to establish guidelines for the use and management of interest rate swaps. This Policy will provide the appropriate internal framework to ensure that consistent objectives, practices, controls and authorizations are maintained throughout the City in terms of debt related risks and the management of hedging thereof.

The City is authorized under California Government Code Section 5922 to enter into interest rate swaps to reduce the amount and duration of rate, spread, or similar risk when used in combination with the issuance of bonds.

II. Scope and Authority

This Policy shall govern the City’s use and management of all interest rate swaps. While adherence to this Policy is required in applicable circumstances, the City maintains the right to modify this Policy and make exceptions to certain guidelines at any time to the extent that it achieves one or more of the City’s overall financial and/or policy goals.

In conjunction with the City’s Debt Policy, this Policy shall be reviewed and updated, as needed, and presented to the City Council (the “Council”) for approval. The City Administrator or designee, in conjunction with the Treasurer or designee, are the designated administrators of this Policy. The Treasurer or designee shall have the day-to-day responsibility and authority for structuring, implementing, and managing interest rate swaps.

Council shall approve any transaction involving an interest rate swap. The City shall be authorized to enter into interest rate swap or derivative hedging transactions only with qualified counterparties. The Treasurer or designee, in consultation with the City Administrator or designee, shall have the authority to select the counterparties, so long as the criteria set forth in this Policy are met.

III. Conditions for the Use of Interest Rate Swaps**A. General Usage**

The City will use interest rate swaps or derivative hedging products (collectively referred to as “swap products”) to produce debt service savings, limit or hedge overall interest rate exposure, enhance investment returns within prudent risk guidelines, achieve market flexibility not available in the traditional market, optimize capital structure (i.e., alter the pattern of debt service payments), or for asset/liability matching purposes.

In connection with the use of any swap products, Council shall make a finding that the authorized swap product will be used in a beneficial manner that when

implemented in combination with new or outstanding bonds, the swap product will enhance the relationship between risk and return, or achieve other policy objectives of the City.

Any agreement implementing the use of swap product will only be entered into after the careful assessment of all inherent risks. Swap products will not be used for speculative purposes.

B. Maximum Notional Amount

The City will limit the total notional amount of any interest rate swaps based on criteria set forth in this Policy regarding the proper management of risks, calculation of termination exposure, and development of a contingency plan for mandatory termination.

C. Interest Rate Swap Considerations

When considering the relative advantage of an interest rate swap versus traditional fixed rate or variable rate bonds, the City, among other things, will consider the impact of all associated up-front costs, ongoing support costs, and potential impact of market fluctuation.

IV. Interest Rate Swap Features

A. Interest Rate Swap Agreement

To the extent possible, any interest rate swap agreements entered into by the City will contain the terms and conditions as set forth in the International Swap and Derivatives Association, Inc. ("ISDA") Master Agreement, including the Schedule to the Master Agreement, the Credit Support Annex, and any other related document. As the City deems appropriate, these ISDA documents may be reviewed by the City's financial advisors in order to amend the documents as changing market conditions warrant, provided the changes benefit the City. The swap agreement between the City and each counterparty shall include payment, term, security, collateral, default, remedy, termination, and other terms, conditions, provisions and safeguards as the City, in consultation with its legal counsel, deems necessary or desirable.

Subject to the provisions contained herein, the terms of any City swap agreement shall use the following guidelines:

1. Downgrade provisions triggering termination shall in no event be worse than those affecting the counterparty.
2. Governing law for swaps will be New York, but should reflect California authorization provisions.
3. The specified indebtedness related to credit events in any swap agreement should be narrowly defined and refer only to indebtedness of the City that could have a materially adverse effect on City's ability to perform its

obligations under the swap. Debt should typically only include obligations within the same lien as the swap obligation.

4. Collateral thresholds stipulating when collateral will be required to be posted by the swap provider are designated in the policy and are based on credit ratings of the swap provider. Collateral requirements setting out the amount and types of collateral will be established for each swap based upon the credit ratings of the swap provider and any guarantor.
5. Eligible collateral should generally be limited to cash, U.S. Treasury securities and obligations of Federal Agencies where the principal and interest are guaranteed by the full faith and credit of the United States government. At the discretion of the Treasurer or designee, other high-quality obligations of Federal agencies, not secured by the full faith and credit of the U.S. government, may be used as collateral.
6. City shall have the right to optionally terminate a swap agreement at "market" or at a below market value cost negotiated with the counterparty at any time over the term of the agreement.
7. Termination value should be set by a "market quotation" methodology, unless the City deems an alternate methodology appropriate.

B. Interest Rate Swap Counterparties

1. Credit Criteria

The City will make its best efforts to work with qualified swap counterparties that have a general credit rating of:

- a. at least "Aa3" or "AA-" by at least two of the three nationally recognized rating agencies, which are Moody's, S&P and Fitch, and not rated lower than "A2" or "A" by any of these rating agencies, or
- b. have a "AAA" subsidiary that is appropriately rated by at least one of the three nationally recognized rating agencies.

For lower rated counterparties, where two of the three ratings from the nationally recognized firms is below "AA-" or "Aa3", the City will seek credit enhancement in the form of:

- a. Contingent credit support or enhancement;
- b. Collateral consistent with the policies contained herein;
- c. Ratings downgrade triggers;
- d. Guaranty of parent, if any.

In addition, qualified swap counterparties must have a demonstrated record of successfully executing swap transactions as well as creating and implementing innovative ideas in the swap market.

The swap counterparty will also be required to notify the City in the event a credit agency takes negative action with regard to the counterparty’s credit rating, including both an actual downgrading of the credit rating as well as the publication of a notice by a rating agency that the counterparty’s rating is in jeopardy of a downgrading (i.e., being placed on Standard & Poor’s Credit Watch or being assigned a negative outlook by Moody’s).

2. Counterparty Termination Exposure

In order to diversify the City’s counterparty credit risk, and to limit the City’s credit exposure to any one counterparty, limits will be established for each counterparty based upon both the credit rating of the counterparty as well as the relative level of risk associated with each existing swap transaction. The risk measure will be calculated based upon the mark-to-market sensitivity of each transaction to an assumed shift in interest rates. Assuming a 25 basis point movement in the swap rate, the maximum net exposure (termination payment) per counterparty shall not exceed the following amounts based on the lowest credit rating assigned by any of the three nationally recognized rating agencies unless fully collateralized:

Credit Rating	Maximum Net Sensitivity to a 25 Basis Point Shift in Yield Curve*
Fully Collateralized	\$10,000,000
AAA	\$10,000,000
AA Category	\$ 8,000,000

The calculation of net interest rate sensitivity per counterparty will take into consideration multiple transactions, some of which may offset market interest rate risk thereby reducing overall exposure to the City. In addition, additional exposure provisions are as follows:

- a. The sum total notional amount per swap counterparty may not exceed 25 percent of City’s total revenue bond indebtedness. The appropriate collateral amount will be determined on a case by case basis, and approved by the Treasurer or designee in consultation with the City Administrator or designee.
- b. If the sensitivity limit is exceeded by a counterparty, City shall conduct a review of the exposure sensitivity limit calculation of the counterparty. The Treasurer or designee shall evaluate appropriate strategies in consultation with the City Administrator or designee to mitigate this exposure.

* The maximum net exposure limitations establish guidelines with respect to whether City should enter into an additional swap agreement with an existing counterparty. For example, assume City executed a fifteen-year \$400 million notional amount swap with a "AAA" rated counterparty. If the yield curve moved 25 basis points, City could have a significant market exposure to that swap counterparty (i.e. in order to terminate the swap City would have to make a payment of up to \$10 million dollars). The same scenario would apply to a fully collateralized counterparty. If such event occurred the Treasurer or designee would evaluate whether it is prudent and advisable to enter into additional swap transactions with such counterparties in order to mitigate the exposure to such counterparty. For "AA" rated counterparties, the maximum net exposure limitation would be reduced to \$8 million given its lower credit rating.

C. Term and Notional Amount

The City shall determine the appropriate term for an interest rate swap agreement on a case-by-case basis. For purposes of calculating the net notional amount, credit shall be given in situations where there are off-setting fixed rate and variable rate swaps. In addition, for variable rate transactions, credit may also be given for any assets that are used to hedge a transaction as long as in the City's judgment such assets are reasonably expected to remain in place on a continuous basis with the swap.

D. Collateral Requirements

As part of any swap agreement, the City will seek to include terms imposing collateral requirements based on credit ratings of the counterparty, requiring collateralization or other forms of credit enhancements to secure any or all swap payment obligations. The City will determine the collateral requirements in consultation with its counsel and its financial advisor, if applicable, and may require the posting of securities, surety bonds, letters of credit or other credit enhancement if the highest credit rating of the counterparty, parent, or guarantor falls below a rating of "AA-" or "Aa3". Additional collateral for further decreases in credit ratings of the counterparty shall be posted by the counterparty in accordance with the provisions contained in the collateral support agreement to the counterparty with the City.

Threshold collateral amounts shall be determined by the City on a case-by-case basis. The City will determine the reasonable threshold limits for the initial deposit and for increments of collateral posting thereafter. Collateral shall be deposited with a third party trustee, or as mutually agreed upon between the City and the counterparty. A list of acceptable securities that may be posted as collateral and the valuation of such collateral will be determined and mutually agreed upon during negotiation of the swap agreement with each swap counterparty. The market value of the collateral shall be determined on a monthly basis or more frequently if the City determines it is in its best interest given the specific nature of the swap(s) and/or collateral security.

E. Security and Source of Repayment

The City will generally use the same security and source of repayment (pledged revenues) for interest rate swaps as is used for the bonds that are hedged or carried by the swap, if any, but shall consider the economic costs and benefits of subordinating the City's payments under the swap and/or termination payment.

F. Prohibited Interest Rate Swap Features

The City will not use interest rate swaps that are:

1. speculative or create extraordinary leverage or risk,
2. lacking in adequate liquidity to terminate without incurring a significant bid/ask spread,

3. providing insufficient price transparency to allow reasonable valuation, or
4. used as investments.

V. Evaluation and Management of Interest Rate Swap Risks

Prior to the execution of any swap transaction, the City Administrator or designee, the Treasurer or designee and Bond Counsel shall evaluate the proposed transaction and recommend the findings to Council. Such a review shall include the identification of the proposed benefit and potential risks inherent in the transaction. As part of this evaluation, the City shall compute the Maximum Net Termination Exposure to the proposed swap counterparty.

A. Evaluation Methodology

The City will review the following areas of potential risk for new and existing interest rate swaps:

Type of Risk	Description	Evaluation Methodology	Mitigation
Basis Risk	The risk where there is a mismatch between actual variable rate debt service and variable rate indices used to determine swap payment.	The City will review historical trading differentials between the variable rate bonds and the variable rate index.	The City will analyze historic relationships and consider mitigation techniques as warranted. When used in connection with an advanced refunding, mitigation techniques could include maintaining a cushion between the floating rate index and the expected trading level of the floating rate instrument, creating a reserve to cover potential basis risk mismatches, and including provisions for optional termination.
Credit Risk	The occurrence of an event modifying the credit quality or credit rating of the City or its counterparty.	The City will actively monitor the ratings of its counterparties, insurers and guarantors, if applicable.	The City can minimize cross defaults and the favorable negotiation of credit event triggers in the underlying documentation.
Counterparty Risk	The failures of the counterparty to make required payments or otherwise comply with the terms of the swap agreement.	The City will monitor exposure levels, ratings thresholds and collateralization requirements.	The City will diversify its counterparty exposure, impose minimum credit rating standards and require protective documentation provisions. (See Counterparty Credit Criteria)
Rollover Risk	The risk that the City can not secure a cost-	The City will evaluate the	This risk is shared generally by variable-rate

FINANCIAL POLICIES

City of Oakland

Exhibit B
Swap Policy

	effective renewal of a line or letter of credit.	expected availability of liquidity support for hedged (swapped) and unhedged variable rate debt.	debt structures. The City may use any of the following mitigation techniques: purchasing longer term facilities for credits where rollover risk is greatest; including SIFMA Index Bonds in the bond documents; and staggering the maturity dates of different liquidity facility programs to diversify points of market re-entry.
Tax Event Risk	The risk that the spread between taxable and tax-exempt rates will change as a result of changes in income tax laws or other conditions.	The City will review the tax events proposed in swap agreements and evaluate the impact of potential changes in tax law on LIBOR-based swaps.	The City should monitor its tax risk position, including taking steps to reduce tax risk when favorable market opportunities present themselves, limiting tax risk to within acceptable bounds, and considering the use of financial mechanisms to cap tax risk exposure.
Termination Risk	The risk that a swap has a negative value and the City will owe a "breakage" fee if the contract has to be liquidated for any reason.	The City will compute its termination exposure for all existing and proposed swaps at market value and under an expected worst-case scenario. A contingency plan will be periodically updated specifying how much the City would finance a termination payment and/or replace the hedge.	The City will use protective documentation provisions and will evaluate sources of internal liquidity and market access that could be used in the event a termination payment were required to be made.
Interest Rate Risk	The risk that the City's costs associated with variable-rate exposure increase and negatively affects budgets, coverage ratios and cash flow margins. Variable-rate exposure may be	Prior to taking on interest rate risk, the City will measure its capacity for floating rate exposure, based on policy targets for its mix of fixed	The City will make selected use of interest rate hedges, like caps and collars, to reduce that risk. In evaluating its variable rate exposure, the District will consider the residual risks of variable rate debt that is not fully hedged by swaps,

B-7

	created by a Swap from fixed to variable, or a Swap that otherwise creates some type of variable liability, such as basis risk, tax risk or yield curve risk. The interest rate risk presented by such a Swap may be increased as interest rates increase generally, as intramarket relationships change, or because of credit concerns relating to the District or a credit enhancer.	and variable rate debt and investments, taking into consideration future variable rate needs.	such as basis and tax risk.
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B. Managing Interest Rate Swap Risks

1. Reporting

The City will evaluate the risks associated with outstanding interest rate swaps, as needed, or as requested by the City Council, and provide a written report along with the updated Swap Policy to Council. This evaluation will include the following information:

- a. A description of all outstanding interest rate swaps, including related bond series, types of swaps, rates paid and received by the City, existing notional amount, the mark-to-market value of each swap, and the average life and remaining term of each swap agreement.
- b. The credit rating of each swap counterparty, parent, guarantor, and credit enhancer insuring swap payments, if any.
- c. Actual collateral posting by swap counterparty, if any, per swap agreement and in total by swap counterparty.
- d. Information concerning any material event involving outstanding swap agreements, including a default by a swap counterparty, counterparty downgrade, or termination.
- e. An updated contingency plan to replace, or fund a termination payment in the event an outstanding swap is terminated.
- f. The status of any liquidity support used in connection with interest rate swaps, including the remaining term and current fee.
- g. The termination value of the swap based on a current market calculation of the cost of terminating the swap contract given the market conditions on the valuation date. The City will require that the counterparty provide

monthly current market valuations of the swap, and the City may also seek independent valuations from third-party professionals.

- h. A discussion of other risks associated with the swap transaction.

The Treasurer or designee shall update, as needed, this Policy in accordance with its Debt Policy and submit the update to Council for approval.

2. Contingency Plan for Mandatory Termination

The City shall compute the termination exposure of each of its swaps and its total swap termination payment exposure at least annually and prepare a contingency plan to either replace the swaps or fund the termination payments, if any, in the event one or more outstanding swaps are terminated. The City shall assess its ability to obtain replacement swaps and identify revenue sources to fund potential termination payments.

3. Ongoing Management

The City shall actively monitor its swaps in order to manage the benefits and risks associated with a swap. The City shall continuously monitor market conditions (such as current interest rates, credit ratings of the counterparty, counterparty exposure and other relevant factors) for opportunities and risks, in conjunction with the counterparty and the City's advisors.

C. Terminating Interest Rate Swaps

1. Optional Termination

All swap transactions shall contain provisions granting the City the right to optionally terminate the agreement at its market value or at a below market value cost negotiated with the counterparty at any time. The City, in consultation with its counsel, may terminate a swap if it is determined that it is financially advantageous, or will further other policy objectives, such as management of exposure to swaps or variable rate debt.

In general, except in the event of the counterparty's ratings being downgraded below the ratings required by this Policy, the counterparty will not have the right to assign or optionally terminate the agreement.

2. Mandatory Termination

In the event a swap is terminated as a result of a termination event, such as a default or a decrease in credit rating of either the City or the counterparty, the City will evaluate whether it is financially advantageous to obtain a replacement swap, or, depending on market value, make or receive a termination payment.

It is the intent of the City not to make a termination payment to a counterparty that does not meet its contractual obligations.

In the event the City makes a swap termination payment, the City shall attempt to follow the process identified in its contingency plan for mandatory termination. The City shall also evaluate the economic costs and benefits of incorporating a provision into the swap agreement that will allow the City to make termination payments over time.

3. Events of Default

The City will incorporate into any swap contract the right to terminate the agreement upon an event of default by the counterparty. Such right may be conditioned on the consent of any person providing credit enhancement or liquidity to any transaction. Upon such termination, the counterparty will be the “defaulting party” for the purposes of calculating the termination payment owed. Events of default of a counterparty will include the following:

- a. Failure to make payments when due
- b. Material breach of representations and warranties
- c. Illegality
- d. Failure to comply with downgrade provisions, and
- e. Failure to comply with any other provisions of the agreement after a specified notice period.

VI. Selecting and Procuring Interest Rate Swaps

A. Financing Team

The City will retain the services of a nationally recognized municipal bond counsel firm, and will consider the use of a qualified financial advisor and/or swap advisor for all interest rate swaps.

B. Underwriter Selection

In the event bonds are issued in connection with interest rate swaps and/or hedging products, the City will price the bonds according to the guidelines set forth in its approved Debt Policy.

C. Counterparty Selection

The City will determine, on a case-by-case basis, whether to select a counterparty (or counterparties, if applicable) through a competitive bid process or on a negotiated basis. Regardless of the method of procurement, the City will obtain a valuation from an independent financial advisor that the terms and conditions of the swap agreement reflect a fair market value of such agreement as of the date of its execution. In all transactions, the counterparty must disclose any gifts or payments made to City elected officials and City finance professionals that the officials would be required to report on their California Fair

Political Practices Commission Form 700. The counterparty shall also be required to disclose all payments to third parties (including lobbyists, consultants and attorneys) who assisted the counterparty in securing business with the City and all payments made to third parties for the benefit of the City in connection with the Swap transaction (such as fees to a broker or other intermediary). In addition, upon request of counsel to the City, the counterparty shall be required to disclose the terms of any “mirror” or “back-up” swap or other hedging relationship entered into by the counterparty in connection with the City’s swap.

VII. Disclosure and Financial Reporting

The City will take steps to ensure that there is full and complete disclosure of all interest rate swaps to rating agencies and in disclosure documents. Disclosure in marketing documents shall provide a clear summary of the special risks involved with swaps and any potential exposure to interest rate volatility or unusually large and rapid changes in market value. With respect to its financial statements, the City will adhere to the reporting and disclosure guidelines for derivative products as set forth by the Government Accounting Standards Board (“GASB”).

Glossary of Terms

Asset/Liability Matching - Matching the term and amount of assets and liabilities in order to mitigate the impact of changes in interest rates.

Bid/Ask Spread - The difference between the bid price (at which a market maker is willing to buy) and the ask price (at which a market maker is willing to sell).

Collateral – Assets pledged to secure an obligation. The assets are potentially subject to seizure in the event of default.

Downgrade - A negative change in credit ratings.

Hedge - A transaction that reduces the interest rate risk of an underlying security.

Interest Rate Swap - The exchange of a fixed interest rate and a floating interest rate between counterparties.

Liquidity Support - An agreement by a bank to make payment on a variable rate security to assure investors that the security can be sold.

LIBOR - London Interbank Offer Rate. Often used as an index to compute the variable rate on an interest rate swap.

Notional Amount - The amount used to determine the interest payments on a swap.

Termination Payment - A payment made by a counterparty that is required to terminate the swap. The payment is commonly based on the market value of the swap, which is computed using the rate on the initial swap and the rate on a replacement swap.

FINANCIAL POLICIES

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OAKLAND

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OAKLAND CITY COUNCIL

APPROVED AS TO FORM AND LEGALITY


CITY ATTORNEY

RESOLUTION NO. ____ C.M.S.

RESOLUTION ADOPTING THE CITY OF OAKLAND INVESTMENT POLICY FOR FISCAL YEAR 2016-2017

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 2015-2016; and

WHEREAS, a proposed City of Oakland Investment Policy for fiscal year 2016-17 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 2016-2017 attached hereto as Exhibit A is adopted

FURTHER RESOLVED, that this Resolution shall take effect immediately upon its passage.

In Council, Oakland, California. JUN 21 2016, 2016

PASSID BY THE FOLLOWING VOTE:

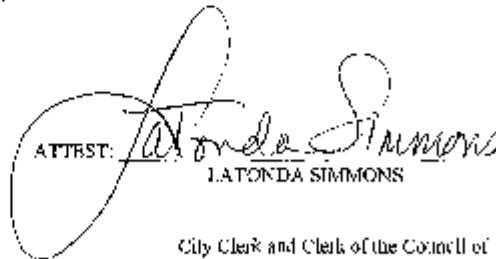
AYES - BROOKS, CAMPBELL-WASHINGTON, GALLO, KALB, KAPLAN, REED, GUTTEN and
PRESIDENT GIBSON MCELHANEY

NOES-

ABSENT-

ABSTENTION-

ATTEST:


LATONDA SIMMONS

City Clerk and Clerk of the Council of the
City of Oakland, California

FILED
OFFICE OF THE CLERK
OAKLAND

ORIGINAL

APPROVED AS TO FORM AND MERIT

BY:



ORSA COUNSEL

2016 JUL -6 AM 9:53

OAKLAND REDEVELOPMENT SUCCESSOR AGENCY

RESOLUTION No. 2016- 004

RESOLUTION PURSUANT TO GOVERNMENT CODE SECTION 53607 DELEGATING INVESTMENT AUTHORITY OF THE OAKLAND REDEVELOPMENT SUCCESSOR AGENCY TO THE AGENCY TREASURER FOR FISCAL YEAR 2016-2017

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 2016-2017 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 these transactions to the Agency, now therefore be it

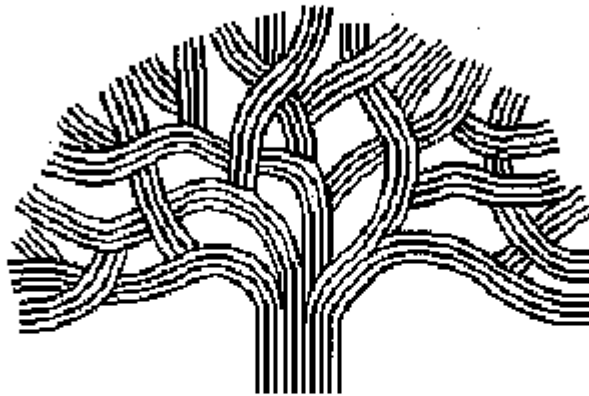
RESOLVED, that the Successor Agency hereby determines that the preceding recitals are true and correct and hereby adopts and incorporates them into this Resolution; and be it

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 2016-2017; 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.

Exhibit A

**City of Oakland
Investment Policy
For
Fiscal Year 2016-2017**



Prepared by
Treasury Bureau
Adopted by the City Council
On June 21, 2016
(Effective July 1, 2016)

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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 21, 2016 and will serve as the City of Oakland's Investment Policy for Fiscal Year 2016-17 and until it's further revised.

2.0 SCOPE

The Investment Policy applies to the operating funds of the City of Oakland, and the Port of Oakland (the "City Operating Pool"), which includes the General Fund, Special Revenue Funds, Debt Service Funds and all other funds comprised in City Operating Pool.

2.1 Proceeds of notes, bonds issues or similar financings including, but not limited to, reserve funds, project funds, debt service funds and capital trust funds derived from such financing, are not governed by this Investment Policy, but rather shall be invested pursuant to their respective bond indentures or the State of California Government Code 53600, as applicable.

2.2 Retirement/Pension Funds and Deferred Compensation Funds are also not governed by this Investment Policy, but rather by the policies and Federal or State statutes explicitly applicable to such funds.

3.0 PRUDENCE

All investments and evaluation of such investments shall be made with the Prudent Investor Standard as set forth by California Government Code, Section 53600.3 and 27000.3, is defined as;

Prudent Investor Standard: Acting with care, skill, prudence and diligence under the circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the professional management of their business affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

4.0 OBJECTIVES

The primary objectives, in order of priority, of the City Portfolio are:

4.1 Preservation of Capital (Safety)

The first and primary goal of the Portfolio is the preservation of capital. Investment shall be undertaken in a manner to avoid losses due to market value risk, issuer default and broker default. To attain this objective; investments are diversified.

4.2 Liquidity

The Portfolio will be structured in a manner that will provide cash as needed to meet anticipated disbursements. Cash flow modeling ensures that investments mature as needed for disbursements.

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4.3 Diversity

The objective is to avoid over-concentration in issuers, instruments, and maturity sectors. No more than 5 percent of the total assets of the investments held by the City may be invested in the securities of any one issuer, except the obligations of the United States government or government-sponsored enterprises.

4.4 Yield

The Portfolio is also managed to maximize its overall market return with consideration of the safety, liquidity, and diversity parameters discussed above.

5.0 DELEGATION OF AUTHORITY

Management responsibility for the investment program is specifically delegated by the City Administrator or designee to the 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. The Assistant Controller-Treasury and/or Investment Officer may execute investment transactions in the absence of the Treasurer or designee per the Treasurer's instructions or prior authorization.

An Assistant Controller-Treasury or Investment Officer may make decisions only with respect to overnight investments, but may implement investment decisions received directly from the Treasurer or designee.

6.0 INTERNAL CONTROL

The Treasurer or designee shall maintain a system of internal controls designed to ensure compliance with the Investment Policy and to prevent losses due to fraud, employee error, and misrepresentations by third parties or unanticipated changes in financial markets.

7.0 ETHICS AND CONFLICTS OF INTEREST

All officers and employees involved in the investment process shall not engage in any personal business activity, which could conflict with proper execution of investments subject to this Policy. Any material financial interests in financial institutions which do business with the City should be disclosed to the City Administrator. All individuals involved in the investment process are required to report all gifts and income in accordance with California State Law.

8.0 SAFEKEEPING AND CUSTODY

All security transactions, including collateral for repurchase agreements, entered into by the City shall be conducted on a delivery-versus-payment (DVP) basis pursuant to approved custodial safekeeping agreements. All securities owned by the City shall be held in safekeeping by the City's custodial bank, which acts as agent for the City under the terms of custody agreement.

9.0 APPLICABLE ORDINANCES

9.1 Nuclear Free Zone Ordinance

Under the guidelines of a voter-approved Measure, the Oakland City Council approved Ordinance No. 11062 C.M.S effective December 16, 1988, which restricts the City's investments in U.S Government Treasuries. The Treasurer shall make every attempt to invest in any available short-term option that provides approximately the same level of security and return as Treasuries. In the event that no reasonable alternatives exist, or to the extent that the City may experience financial hardship as a result of investment in these alternatives, the City Council may adopt a waiver for a period not to exceed 60 days, as authorized by the Ordinance, allowing the City to invest in U.S securities.

9.2 Linked Banking Ordinance

Pursuant to Ordinance No. 12066 C.M.S adopted by Council on July 14, 1998, the City has established a Linked Banking Service Program. This reference applies to depositories for both the City of Oakland and the Port of Oakland banking needs. Depositories are defined within the Ordinance as "all banking services utilized by the City including the Port of Oakland operating fund, with the exception of investments made through investment banks and broker/dealers." Depositories providing services to the City and the Port of Oakland must provide to the City, annually, the information enumerated under Section 3 of the Ordinance.

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.

FINANCIAL POLICIES

The quarterly cash management report will be deemed timely pursuant to this Investment Policy and Government Code Section 53646, so long as it has been submitted to the Assistant City Administrator within 30 days following the period being reported to be scheduled for the Finance and Management Committee. The quarterly cash management report for the period ending June 30 will be filed in a timely manner, but it will not be approved until September due to the City Council summer recess.

The report will include the information required under Government Code Section 53646 including: the type of investment, issuer, date of maturity, par and dollar amount invested (this data may be in the form of a subsidiary ledger of investments); a description of any investments under management of contracted parties, if any; current market values and source of valuation; statement of compliance or manner of non-compliance with the Investment Policy; and a statement denoting the ability to meet the Fund's expenditure requirements for the next six months. In addition, the report shall summarize economic conditions, liquidity, diversity, risk characteristics and other features of the portfolio. The report will disclose the total investment return for the 3-month period. In meeting these requirements, the report shall include an appendix that discloses all transactions during each month and the holdings at the end of each month during the period being reported.

11.2 Annual Audit

Investment Portfolio is priced to market per Government Accounting Standards Board (GASB) and reported in compliance with General Accepted Accounting 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 may be conducted periodically to review its procedures and policies and make any recommendations for changes and improvements if needed.

12.0 TRADING POLICES

12.1 Sales Prior to Maturity

"Buy and hold" is not necessarily the strategy to be used in managing the Funds. It is expected that gains will be realized when prudent. Losses are acceptable if the proposed swap/trade clearly enhances the portfolio yield over the life of the new security on a total return basis.

Sufficient written documentation will be maintained to facilitate an audit of the transaction. Losses, if any, will be recognized and recorded based on the transaction date.

13.0 BROKER/DEALERS AND FINANCIAL INSTITUTIONS

The purchase of any authorized investment shall be made either directly from the issuer or from any of the following:

- Institutions licensed by the State of California as a broker/dealer
- Members of a federally regulated securities exchange
- National or state-chartered banks

- Federal or state savings institutions or associations as defined in Finance Code Section 5102
- Brokerage firms reporting as a primary government dealer to the Federal Reserve Bank

The Treasurer or designee will maintain a current and eligible list of reputable primary and regional dealers, brokers and financial institutions with whom securities trading and placement of funds are authorized. A strong capital base credit worthiness, and, where applicable, a broker/dealer staff experienced in transactions with California local governments are the primary criteria for inclusion on the City of Oakland's approved list.

Approved dealers and brokers shall be limited to primary dealers or regional dealers that qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule) and which provide: proof of Financial Industry Regulatory Authority (FINRA) certification; proof of California State registration; and a completed City of Oakland broker/dealer questionnaire. In addition, prior to approval and for every two years thereafter, approved dealers and brokers must provide: an audited financial statement; certification of receipt, review of and willingness to comply with the current Investment Policy; and certification of compliance with Rule G-37 of the Municipal Securities Rulemaking Board regarding limitations on political contributions to the Mayor or any member of the City Council or to any candidate for these offices.

The Treasurer may remove a firm from the approved list at any time due to: any failure to comply with any of the above criteria; any failure to successfully execute a transaction; any change in broker/dealer staff; or any other action, event or failure to act which, in the sole discretion of the Treasurer is materially adverse to the best interests of the City.

14.0 GENERAL CREDIT QUALITY

Short-term debt shall be rated at least "A-1" by Standard & Poor's Corporation, "P-1" by Moody's Investor Service, Inc., "F-1" by Fitch. Long-term debt shall be rated 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.

15.1 U. S. Treasury Securities

Bills, notes and bonds issued by the U.S. Treasury which are direct obligations of the federal government.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: 20%*
- Maximum Issuer Exposure: Prudent person standard applies overall

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- Credit Requirement: N.A.

*20% limit is a result of the Nuclear Free Zone Ordinance, subject also to prior adoption by Council of a waiver for a period not to exceed 60 days allowing investment in U.S. Treasury securities due to specified findings. There is no limitation under the Government Code

15.2 Federal Agencies and Instrumentalities

Notes and bonds of federal agencies, government-sponsored enterprises and international institutions. Not all are direct obligations of the U. S. Treasury but may involve federal sponsorship and/or guarantees, in some instances.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: None
- Maximum Issuer Exposure: Prudent person standard applies overall
- Credit Requirement: N.A.

15.3 Banker's Acceptances (BA)

Bills of exchange or time drafts drawn on and accepted by a commercial bank, typically created from a letter of credit issued in a foreign trade transaction.

- Maximum Maturity: 180 days
- Maximum Portfolio Exposure: 40%
- Maximum Issuer Exposure: 30% of total surplus funds may be in BAs of one commercial bank; maximum 5% per issuer
- Credit Requirement: A1, P1, or F1 or better by two or the three nationally recognized rating services. No rating may be lower than any of the rating listed above.

15.4 Commercial Paper

A short-term, unsecured promissory note issued by financial and non-financial companies to raise short-term cash. Financial companies issue commercial paper to support their consumer and/or business lending; non-financial companies issue for operating funds.

- Maximum Maturity : 270 days
- Maximum Portfolio Exposure: 25%
- Maximum Issuer Exposure: No more than 10% of the total assets of the investments held by the City may be invested in any one issuer's commercial paper; and maximum 5% per issuer
- Credit Requirement: A1, P1, or F1 or better by two or the three nationally recognized rating services. No rating may be lower than any of the rating listed above.

- Eligibility Limited to general corporations organized and operating in the United States with assets in excess of \$500 million, and having "A" or higher ratings for the issuer's debt, other than commercial paper, if any, as provided by NRSRO.

15.5 Asset-Backed Commercial Paper

Asset-Backed Commercial Paper ("ABCP") issued by special purpose corporations ("SPCs") that is supported by credit enhancement facilities (e.g. over-collateralization, letters of credit, surety bonds, etc.)

- Maximum Maturity: 270 days
- Maximum Portfolio Exposure: 25% (Not to exceed 25% of total secured and unsecured CP)
- Maximum Issuer Exposure : No more than 10% of the total assets of the investments held by the City or Agency may be invested in any one issuer's commercial paper; and maximum 5% per issuer
- Credit Requirement: A1, P1, or F1 or better by two or the three nationally recognized rating services. No rating may be lower than any of the rating listed above.
- Eligibility: Issued by special purpose corporations ("SPC") organized and operating in the United States with assets exceeding \$500 million. Restricted to programs sponsored by commercial banks or finance companies organized and operated in the United States.
- Program must have credit facility that provides at least 100% liquidity
- Serialized ABCP programs are not eligible
- Ratings are to be routinely monitored. The Treasurer is to perform his/her own due diligence as to creditworthiness.

15.6 Local Government Investment Pools

For local agencies (including counties, cities or other local agencies) that pool money in deposits or investments with other local agencies, investments may be made subject to the following:

- Maximum Maturity : N/A
- Maximum Portfolio Exposure: 20%
- NAV Requirement: \$1.00
- Credit Requirement: Top ranking or highest letter and numerical rating provided by at least two nationally recognized statistical rating organizations
- Must retain an Investment Advisor

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- Registered with the SEC with not less than 5 years experience in investing securities as authorized by the Code, and with assets under management in excess of \$500 million
-
- Fund Composition Comprised of instruments in accordance with the California State Government Code

15.7 Medium Term Notes

Corporate Bonds, Corporate Notes and Deposit Notes. Issuers are banks and bank holding companies, thrifts, finance companies, insurance companies and industrial corporations. These are debt obligations that are generally unsecured.

- Maximum Maturity: 5 years (additional limitations based on credit, below)
- Maximum Portfolio Exposure: 30%
- Maximum Issuer Exposure: No more than 5% of the Portfolio shall be invested in any single institution.
- Credit Requirement: Must be Rated A3, A-, or A- or better by two of the three nationally recognized rating services, Moody's, S&P, or Fitch, respectively. No Rating may be lower than any of the Rating listed above.
- Eligibility: Limited to corporations organized and operating within the United States or depository institutions licensed by the United States or any state and operating within the United States

15.8 Negotiable Certificates of Deposit

Issued by commercial banks and thrifts, and foreign banks (Yankee CD's).

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: 30%
- Maximum Issuer Exposure : Prudent person standard applies overall; maximum 5% per issuer
- Credit Requirement : Top 3 rating categories, A, A2 or A (S&P/Moody's/Fitch) being the lowest, if rated by S&P, Moody's or Fitch.

15.9 Repurchase Agreements

A contractual transaction between the investor and a bank/dealer to exchange cash for temporary ownership or control of securities/collateral with an agreement by the bank/dealer to repurchase the securities on a future date. Primarily used as an overnight investment vehicle.

- Maximum Maturity: 360 days
- Maximum Portfolio : Exposure None
- Maximum Dealer Exposure: Prudent person standard applies overall; maximum 5% per issuer

- Collateral Requirements: Collateral limited to Treasury and Agency securities; must be 102% or greater

- Mark-to-market: Daily
- Eligibility: Limited to primary dealers of the Federal Reserve Bank of New York, for which a current Master Repurchase Agreement has been executed with the City.

15.10 Reverse Repurchase Agreements

The mirror image of a repurchase agreement. Used as a source of liquidity when there is a mismatch of cash flow requirement and scheduled maturities. A mechanism to avoid liquidating securities for immediate cash needs. Restricted to securities owned for a minimum of 30 days prior to settlement of the repurchase agreement.

This strategy should be used solely for liquidity and not for arbitrage or leverage purposes.

- Maximum Maturity: 92 days (unless a written agreement guaranteeing the earnings or spread for the entire period)
- Maximum Portfolio Exposure: 20% of the base value of the portfolio
- Eligibility: Limited to primary dealers of the Federal Reserve Bank of New York or nationally or State chartered bank with significant banking relationship with the City.

15.11 Secured Obligations and Agreements

Obligations, including notes or bonds, collateralized at all times in accordance with Sections 53651 and 53652 of the Government Code.

- Maximum Maturity: 2 years
- Maximum Portfolio Exposure 20%
- Maximum Issued/Provider Exposure: Prudent person standard applies overall; maximum 5% per issue
- Collateral Requirements: Collateral limited to Treasury and Agency securities; must be 102% or greater
- Mark-to-market: Daily
- Credit Requirement: Issuer/Provider rated in "AA" category by at least one national rating agency; or agreement guaranteed by an "AA" company
- Eligibility: Banks, insurance companies, insurance holding companies and other financial institutions

15.12 Certificates of Deposit

Time deposits, which are non-negotiable, are issued most commonly by commercial banks, savings and loans and credit unions with federal deposit insurance available for

FINANCIAL POLICIES

amounts up to \$250,000. Deposits in banks, savings and loan associations and federal credit unions with a branch office within Oakland will be made (to the extent permissible by State and Federal law or rulings) pursuant to the following conditions:

- Maximum Maturity: 360 days
- Maximum Portfolio Exposure: Prudent person standard applies.
- Maximum Issuer Exposure: Prudent person standard applies.
- Credit Requirement: For deposits over \$250,000: Top 3 rating categories - A, A2 or A (S&P/Moody's/Fitch) being the lowest, if rated by S&P, Moody's or Fitch.
- Deposit Limit: For federally insured deposits of \$250,000 or less: No minimum credit rating required. City's deposits cannot exceed the total shareholder's equity of the institution. For deposits over \$250,000, it must be collateralized.
- Depository Selection: Highest available rate of interest
- Institution Requirements: Most recent Annual Report

Pursuant to Government code 53637, the City is prohibited from investing in negotiable certificates of deposit of a state or federal credit union if a member of the legislative body or decision-making authority serves on the board of directors or committee.

15.13 Money Market Mutual Funds

Regulated by the SEC, these funds operate under strict maturity and diversification guidelines. These funds have no federal guarantee but are viewed as a very safe short-term cash investment.

- Maximum Maturity: N/A
- Maximum Portfolio Exposure: 20%
- NAV Requirement: \$1.00
- Credit Requirement: Top ranking or highest letter and numerical rating provided by at least two nationally recognized statistical rating organizations
- Investment Advisor Alternative to Ratings: Registered with the SEC with not less than 5 years experience in investing securities as authorized by the Code, and with assets under management in excess of \$500 million
- Fund Composition: Comprised of instruments in accordance with the California State Government Code

15.14 State Investment Pool (Local Agency Investment Fund)

A pooled investment fund overseen by the State Treasurer, which operates like a money market fund, but is for the exclusive benefit of governmental entities within the state.

Maximum currently authorized by Local Agency Investment Fund (LAIF) is \$65 million, which is subject to change. The LAIF is in trust in the custody of the State Treasurer. The City's right to withdraw its deposited monies from LAIF is not contingent upon the State's failure to adopt a State Budget.

- Maximum Maturity N/A
- Maximum Portfolio Exposure None

15.15 Local City/Agency Bonds

Bonds issued by the City of Oakland, or any department, board, agency or authority of the City.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: None
- Maximum Issuer Exposure: Prudent person standard applies overall; maximum 5% per issuer
- Credit Requirement: Prudent person standard applies

15.16 State of California Obligations and Others

State of California and any other of the 49 United States registered state warrants, treasury notes, or bonds issued by a State.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: None
- Maximum Issuer Exposure: Prudent person standard applies overall; maximum 5% per issuer
- Credit Requirement: Prudent person standard applies

15.17 Other Local Agency Bonds

Bonds, notes, warrants or other evidences of indebtedness of any local agency with the state.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: None
- Maximum Issuer Exposure: Prudent person standard applies overall; maximum 5% per issuer
- Credit Requirement: Prudent person standard applies

15.18 Deposits- Private Placement

Prudent to Government Code Section 53601.8 and 53635.8, local agencies are

FINANCIAL POLICIES

authorized to invest their surplus funds in deposits, certificates of deposits including negotiable certificate of deposits at a commercial or saving bank, saving and loan, or credit union using a private sector deposit placement service.

- Maximum Portfolio Exposure: 30%
- Maximum Issuer Exposure: maximum 10% per private sector placement entity
- Credit Requirement: Prudent person standard applies
- Sunset on January 1, 2021

15.19 Supranationals

U.S dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by any of the supranational institutions such as International Bank of Reconstruction and Development (IBRD), the International Finance Corporation (IFC), and the Inter-American Development Bank (IADB). Eligible for purchase and sale within the United States.

- Maximum Maturity: 5 years
- Maximum Portfolio Exposure: 30%
- Credit Requirement: Rated “AA” or better by NRSRO

16.0 MAXIMUM MATURITIES

The City’s Investment Policy shall be structured to provide that sufficient funds from investments are available to meet City’s anticipated cash need. No investments will have a maturity of more than 5 years from its date of purchase.

17.0 GLOSSARY

Definitions of investment-related terms are listed in Exhibit A.

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 of 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.

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CASH FLOW: An analysis of all changes that affect the cash account during a specified period.

CERTIFICATE OF DEPOSIT (CD): A time deposit with a specific maturity evidenced by a certificate. Large-denomination CD's are typically negotiable.

COLLATERAL: Securities, evidence of deposit or other property which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

COLLATERALIZED MORTGAGE OBLIGATION (CMO): A type of mortgage-backed security that creates separate pools of pass-through rates for different classes of bondholders with varying maturities, called tranches. The repayments from the pool of pass-through securities are used to retire the bonds in the order specified by the bonds' prospectus.

COMMERCIAL PAPER: Short-term, unsecured, negotiable promissory notes of corporations.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): The official annual financial report for the City. It includes combined statements and basic financial statements for each individual fund and account group prepared in conformity with Generally Accepted Accounting Principles (GAAP).

CORPORATE NOTE: Debt instrument issued by a private corporation.

COUPON: The annual rate at which a bond pays interest.

CREDIT RATINGS: A grade given to a debt instrument that indicates its credit quality. Private independent rating services such as Standard & Poor's, Moody's and Fitch provide these

CREDIT RISK: The risk that an obligation will not be paid and a loss will result due to a failure of the issuer of a security.

CUSIP: Stands for Committee on Uniform Securities Identification Procedures. A CUSIP number identifies most securities, including: stocks of all registered U.S. and Canadian companies, and U.S. government and municipal bonds. The CUSIP system—owned by the American Bankers Association and operated by Standard & Poor's—facilitates the clearing and settlement process of securities. The number consists of nine characters (including letters and numbers) that uniquely identify a company or issuer and the type of security.

CURRENT YIELD: The annual interest on an investment divided by the current market value. Since the calculation relies on the current market value rather than the investor's cost, current yield is unrelated to the actual return the investor will earn if the security is held to maturity.

CUSTODIAN: A bank or other financial institution that keeps custody of stock certificates and other assets.

DEALER: A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his/her own risk and account or inventory.

DEBENTURES: A bond secured only by the general credit of the issuers.

DELIVERY VERSUS PAYMENT (DVP): Delivery of securities with a simultaneous exchange of money for the securities.

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

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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.

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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.

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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		P-2	A+	A-1	A+	F1	
A2	A		A				
A3	A-		A-2	A-	F2	Lower medium grade	
Baa1	BBB+	BBB+					
Baa2	P-3	BBB	A-3	BBB	F3	Lower medium grade	
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		Highly speculative	
Ba3		BB-		BB-			
B1		B+		B+			
B2		B		B			
B3		B-		B-			
Caa1		CCC+	C	CCC	C	Substantial risks	
Caa2		CCC				Extremely speculative	
Caa3		CCC-				Default imminent with little prospect for recovery	
Ca		CC					
C		C					
/		D	/	DDD	/	In default	
				DD			
				D			

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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.

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).

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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.



FILED
OFFICE OF THE CITY CLERK
OAKLAND

2017 JAN 26 PM 6:56

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Sarah T. Schlenk
Acting Budget Director

SUBJECT: FY 2017-19 Budget Polling Results

DATE: January 25, 2017

City Administrator Approval

Date:

1/26/17

RECOMMENDATION

Staff Recommends That The City Council Accept This Informational Report Presenting The Results Of The Budget Priorities Poll Of Oakland Residents Conducted In Accordance With The Consolidated Fiscal Policy (Ordinance 13279 C.M.S.) As Part Of The Fiscal Year (FY) 2017-19 Budget Development.

EXECUTIVE SUMMARY

This informational report provides the results of the poll conducted to assess budget priorities, concerns and needs to the City Council and 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 Commission (BAC) for review of bias, relevance, consistency in administration, inclusion of benchmark questions, and ability to assess concerns, needs and priorities.

The FY 2015-17 Biennial Budget included an appropriation of \$90,000 to conduct a professional poll. Additional funding was included to reach a sample of all Oakland residents rather than just registered voters. 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, 2008, and 2014) which serve as comparative benchmark information. The questions were developed in accordance with the Consolidated Fiscal Policy. FM3 and the staff met with the 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.

Item: _____
Special City Council
January 31, 2017

FINANCIAL POLICIES

Sabrina B. Landreth, City Administrator
Subject: FY 2017-19 Budget Polling Results
Date: January 25, 2017

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ANALYSIS

The results of the survey suggest that voters in Oakland are, overall, happy with life in their city, although they hold less favorable views of how City government delivers services. 73 percent (%) of Oakland residents rate quality of life as "excellent" or "good" while just 34% feel similarly about the City's provision of services. Few residents pay significant attention to the City budget (16% follow the budget "extremely" or "very closely"), but many (46%) say that they are interested in the city budget.

Housing and related issues have recently emerged as clear top concerns among residents, followed closely by public safety issues, education & youth services, and economic development. The number of Oaklanders who stated that housing was their top concern increased by 29% over the last two-years. Consistent with the 2015 poll, the 2017 poll shows that there are very few programs or services that most Oaklanders would not pay at least a little more to maintain or improve. The intensity of this sentiment has notably increased overall since 2015. The percentage of residents preferring to see cuts in services (averaged across all services polled) fell from 31% in 2015 to 19% in 2017. A majority of Oaklanders prefer to access programs and services using the City's website (57%), with pluralities favoring this platform in every demographic subgroup.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council accept this informational report presenting the results of the budget priorities poll of Oakland residents conducted in accordance with the Consolidated Fiscal Policy (Ordinance 13279 C.M.S.) as part of the FY 2017-19 budget development.

For questions regarding this report, please contact Bradley Johnson, Assistant to the City Administrator, at 510-238-6119.

Respectfully submitted,



SARAH T. SCHLENK
Acting Budget Director

Prepared by:
Bradley Johnson, Assistant to the City Administrator

Attachments (1):

- **Attachment A:** Budget Priorities Survey Results Report
- **Attachment B:** Budget Priorities Survey Results Presentation

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INTRODUCTION AND METHODOLOGY

Between January 3-12, 2017, Fairbank, Maslin, Maullin, Metz & Associates (FM3) conducted a telephone survey of 1,202 randomly selected residents 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 Commission, and several were repeated from similar surveys conducted in 2015, 2005, 2002 and 2000.

It is important to note in making comparisons to previous years that the sample for 2005, 2002 and 2000 surveys were drawn by a random digit dialing or RDD methodology from the entire population of Oakland residents. Due to the escalating costs associated with conducting RDD surveys – and the practical difficulties with interviewing a representative sample using this methodology given the large share of cell phone users in large cities like Oakland – the 2015 survey was conducted using a voter sample.

In order to uncover potential differences in attitudes and opinions among registered voters compared with those of residents not registered to vote, this year's study used two sample sources. Half of the respondents came from a list of all registered voters in Oakland, and the other half were selected using the aforementioned RDD methodology. FM3 designed demographic and geographic quotas based upon U.S. Census data and then randomly called phone numbers in the area to screen for adult Oakland residents to ensure that the total universe of respondents demographically reflected the City's adult population. Special cell phone RDD samples complemented traditional landline RDD samples to ensure that sufficient numbers of those exclusively or primarily using cell phones were adequately represented.

Of the 602 interviewed from the RDD sample, just 65 said they were *not* registered to vote. Unless otherwise noted, the combined voter and RDD sample results are presented throughout this report.

Nearly two-thirds (63%) of the interviews were conducted with respondents using a cell phone; 95 percent indicated that they own a cell phone. Four percent of the interviews were conducted in Spanish (3%) or Cantonese (1%). Overall, 9 percent of respondents reported being born outside the U.S., and their countries of origin are summarized in **Figure 1** on the next page.

The overall sample was weighted slightly to conform to demographic data on the City's adult population: by gender, age, City Council District and ethnicity. The margin of sampling error for the survey sample as a whole is +/-2.8 percent at the 95 percent confidence level. The margin of error for smaller subgroups within the sample is larger; for example, the margin of error for the RDD sample is +/-4.0 percent. The same is true of the voter-file sample. Looking only at the non-voter subsample, the margin of error is +/-12.2 percent.

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 engagement with the City budget, including levels of current engagement and desire to learn more about the budget.
- **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 and their preferred modes of transportation.

The topline results of the survey are included at the end of the report in **Appendix A**, followed by topline for the RDD sample only and the voter-only sample.

FIGURE 1:
Country of Origin, 2017 Oakland Survey Respondents

Country of Origin	Number of Respondents	Country of Origin	Number of Respondents
United States	1,070	France	1
China	15	Guatemala	1
Mexico	12	Honduras	1
Germany	4	Hungary	1
El Salvador	4	India	1
United Kingdom	4	Iran	1
Canada	3	Israel	1
Vietnam	3	Jamaica	1
Ethiopia	2	Laos	1
Argentina	2	Malta	1
Cuba	2	Nicaragua	1
Japan	2	Nigeria	1
Italy	2	Palestine	1
Korea	2	Panama	1
Switzerland	2	Philippines	1
Africa*	1	Poland	1
Asia*	1	Portugal	1
Australia	1	South Africa	1
Bermuda	1	Sweden	1
Cambodia	1	Trinidad	1
Central America*	1	Venezuela	1
Egypt	1	Yemen	1

**Respondent-supplied answers.*

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SUMMARY OF MAJOR FINDINGS

The survey results suggest that voters in Oakland are, overall, quite happy with life in their city, although they hold more tepid views of how the City government delivers services. Few residents pay significant attention to the City budget, but many say that they are interested in learning more. Housing affordability has emerged as a clear top concern among residents, followed closely by public safety issues like crime and policing, then education, and economic development. Consistent with the 2015 poll, the 2017 poll shows that there are very few programs or services that most Oaklanders would not pay at least a little more to maintain or improve. The intensity of this sentiment has notably increased overall, though the relative rankings of specific programs and services has shifted somewhat.

Specifically:

Oakland residents hold very positive views of the city's quality of life (73% rate it "excellent" or "good") but continue to have mixed feelings about City service provision. While few feel the City is doing a poor job providing services, most see clear room for improvement (just 34% rate it "excellent" or "good").

However, very few pay particular attention to Oakland's City budget (16% follow the budget "extremely" or "very closely"), though many say they would like to learn more about the City's spending priorities (46% "extremely" or "very interested" in learning more).

While public safety remains a top spending priority of residents, concerns about housing affordability and homelessness have spiked. Residents would also like to see investment in economic development, chiefly job training.

Residents show a clear preference for continued or increased investment in nearly all City services and programs when faced with a choice between seeing cuts or paying more. Overall, this willingness has notably increased since 2015. The share of residents preferring to see cuts in services (averaged across all services polled) fell from 31% in 2015 to 19% in 2017.

Finally, a clear majority prefers to access programs and services using the City's website (57%), with pluralities favoring this platform in every demographic subgroup. In addition to the website, older residents also select offline channels (in person, phone, mail) and younger residents say they are also comfortable with digital platforms (email, mobile apps).

PART 1: IMPRESSIONS OF LIFE IN OAKLAND

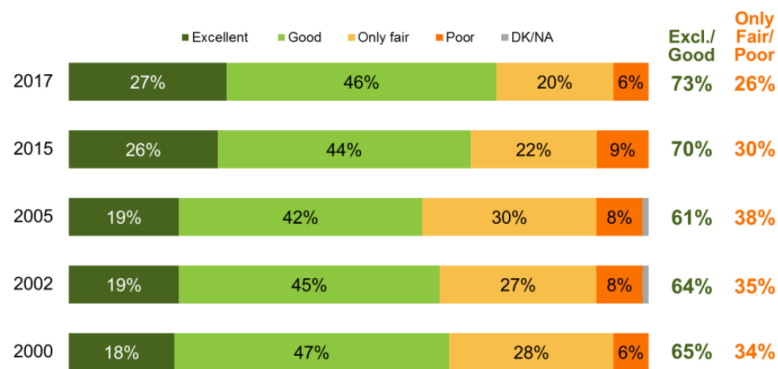
Overall, survey respondents generally feel quite positive toward life in Oakland, but offer lower marks for how well the City provides services to its residents.

1.1 Perceptions of Oakland as a Place to Live

As a place to live, Oakland receives high marks. More than seven in ten survey respondents rate it as “excellent” (27%) or “good” (46%), while only one in four (26%) rated it as “only fair” (20%) or “poor” (6%). As **Figure 2** illustrates, this builds on nearly two decades of steady improvement in the share of residents who rate life here as “excellent.”

FIGURE 2:
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?*



Results among Subgroups

Solid majorities of demographic subgroups within Oakland reported positive ratings. Residents from the voter-file sample gave slightly more positive ratings to their quality of life compared with those from the RDD sample. The relatively small group of non-voters (5% of the overall sample) also had less-positive views, with 14 percent rating quality of life as “excellent,” 52 percent rating it “good,” and 34 percent rating it as “only fair” or “poor.”

FIGURE 3:
Quality of Life Ratings by Sample Source

Rating	%	
	Voter File	RDD
Total positive	76	70
Excellent	27	27
Good	50	43
Total negative	23	29
Only fair	19	21
Poor	4	8

FINANCIAL POLICIES

Several demographic subgroups expressed more positive feelings about the quality of life in Oakland. These respondents were disproportionately affluent, white, and formally educated:

- Residents with household incomes of more than \$100,000 annually (38% “excellent” compared to 27% overall);
- White residents (36%);
- Post-graduate educated residents (33%); and
- Residents of City Council District 1 (35%) and District 2 (31%).

In comparison, the subgroups who disproportionately rated life in Oakland as “poor” did so at a rate of a little more than one in ten. These tended to be African-American, reside in East Oakland, and younger:

- African-American (11% “poor” compared to 6% overall);
- Residents of City Council District 7 (11%), District 6 (9%), and District 5 (10%);
- Not registered to vote (10%); and
- Ages 18 to 29 (10%).

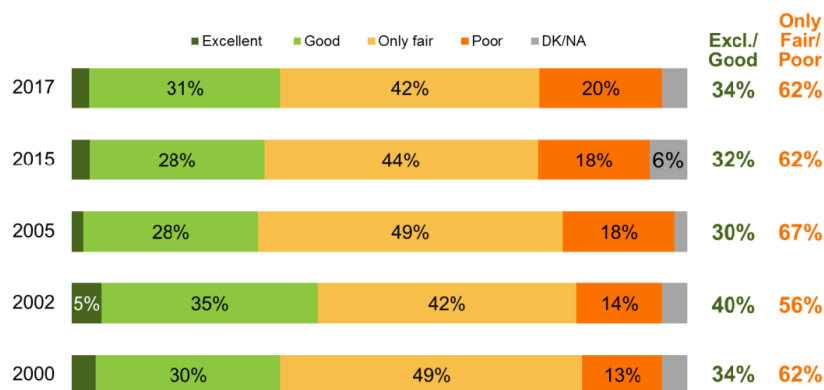
Perhaps most notably overall, while 84 percent of white residents had a positive view of quality of life in the City, just two-thirds (67%) of residents of color did, including 60 percent of African-Americans more specifically.

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 receives mixed ratings from survey respondents. One-third (34%) rate *the overall job being done by Oakland city government in providing services for the people who live here* as “excellent” (3%) or “good” (31%), while 42 percent rate it as “only fair” and 20 percent rate it as “poor.” As shown in **Figure 4**, these ratings are generally comparable to the ratings given by Oakland residents in 2000, 2002, 2005, and 2015.

FIGURE 4:
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?



Results among Subgroups

In general, there were not large variations among different subgroups in how they viewed City government’s provision of services. Pluralities of most major demographic groups gave the City an “only fair” rating, including both voter-file and RDD samples.

FIGURE 5:
Service Provision Ratings by Sample Source

Rating	%	
	Voter File	RDD
Total positive	32	35
Excellent	2	4
Good	31	31
Total negative	64	61
Only fair	44	41
Poor	20	20

While no more than six 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:

- Asian/Pacific Islanders who do not identify as Chinese (47%, compared with 34% overall) and residents born outside the United States (42%);
- White residents (42%);
- Residents of City Council District 4 (41%) and District 2 (40%); and
- Those with a post-graduate education (40%).

The subgroups disproportionately rating the City’s provision of services as “poor” included longer-term residents, African Americans, and residents in West and East Oakland districts:

- Residents of City Council District 6 (35% “poor” compared to 20% overall) and Districts 3 (26%) and 7 (24%);
- African-Americans (31%);
- Women without a college degree (29%); and
- Those who have lived in Oakland between 21 and 40 years (27%).

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, two in five (41%) 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 affluent, newer arrivals, as well as those who are self-employed and use transit regularly:

- Those with household incomes greater than \$100,000 (50% compared to 41% overall);
- Those who work outside the city (48%), and those who are self-employed or work at home (47%);
- People who moved here after 2011 (48%);
- Regular cyclists (47%) and bus riders (47%);
- Non-voters (72%); and
- Residents of City Council District 1 (46%).

PART 2: ENGAGEMENT WITH THE OAKLAND CITY BUDGET

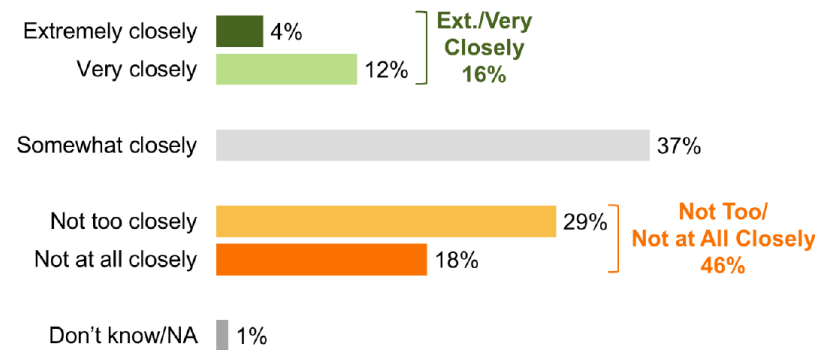
Few Oaklanders say they pay much attention to the City budget currently, but many claim that they would like to learn more about it.

2.1 Following the City Budget

As might be expected, the majority of Oaklanders admit that they pay little or no attention to budget issues. As **Figure 6** illustrates, one in six (16%) say they follow these issues “extremely” or “very closely.” More than twice as many (37 percent) claim to pay only “somewhat” close attention – an option potentially selected due to the social desirability of civic engagement. Meanwhile, nearly half (46 percent) say they follow the budget “not too” or “not at all closely.”

FIGURE 6:
Attention to the City Budget

How closely do you follow issues related to the Oakland City budget?



Results among Subgroups

Notably, the voter-file sample was somewhat *less* likely to say they follow budget issues closely than those from the RDD sample. Half (50%) of those from the voter file said they follow the budget “not too” or “not at all closely,” compared with 42 percent among the RDD sample.

FIGURE 7:
Service Provision Ratings by Sample Source

Rating	%	
	Voter File	RDD
Total closely	13	19
Extremely	4	4
Very	9	15
Somewhat closely	35	38
Total not closely	50	42
Not too	32	25
Not at all	18	17

The highest share of a demographic subgroup that indicated they follow the City budget “extremely” or “very closely” was 22 percent (regular carpoolers and residents of City Council District 6) – still relatively low. However, those with the most intensely positive and negative views of City services were somewhat more likely to pay attention to the budget. In addition, one in five (19% or more) of each of the following groups express those higher levels of interest:

- Residents who have lived in Oakland 21 to 40 years, or who are between 50 and 64 years old;
- City Council District 3 residents;
- Men aged 50 and older; and
- Those in households earning \$30,000 or less annually, and those earning between \$60,000 and \$75,000 annually.

Majorities of several demographic subgroups reported that they follow the budget “not too closely,” or “not at all.” These include:

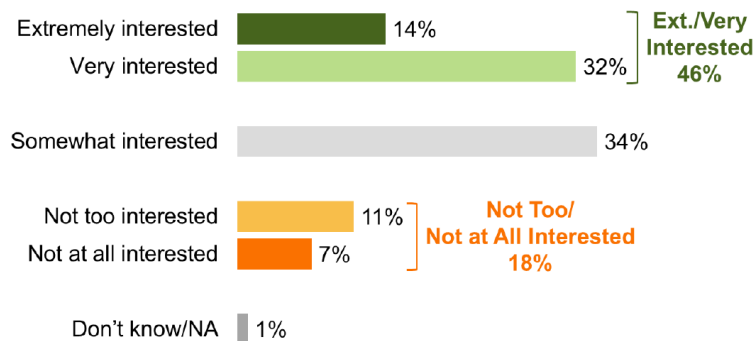
- Non-voters (60%, compared with 46% overall);
- Residents with a high school education or less (58%);
- Those born outside the United States (58%);
- Chinese residents (56%), and Asian/Pacific Islanders more generally (53%); and
- Residents aged 75 or older (53%).

2.2 Interest in the City Budget

While, as discussed above, relatively few follow budget issues closely now, nearly half (46%) of Oakland residents claim they are “extremely” or “very interested” in learning more. Fewer than one in five (18%) say they are *not* interested in learning more, as shown in **Figure 8** below. Again, the 34 percent who say they are “somewhat interested” do not have especially strong opinions on the matter.

FIGURE 8:
Desire to Learn More About the City Budget

*How interested are you in learning more about Oakland’s
City budget and how its funds are allocated?*



Results among Subgroups

The sample of registered voters expressed slightly higher interest in learning more about the budget than those in the RDD sample. More than two in five (43%) of non-voters say they are not at all or not too interested in the budget – which likely accounts for some of the difference between the RDD and voter-file samples.

**FIGURE 9:
Interest in Learning about Budget by Sample Source**

Rating	%	
	Voter File	RDD
Total interested	49	44
Extremely	12	16
Very	36	28
Somewhat interested	34	35
Total not interested	16	20
Not too	9	13
Not at all	7	7

There are several groups of Oaklanders with a majority or more reporting they are extremely or very interested in learning about budget issues. These include:

- Residents of City Council District 6 (57%, compared to 46% overall);
- Oaklanders earning \$100,000 per year or more (54%);
- Those who regularly carpool or ride BART (both 54%), or who use ride-hailing apps (52%);
- Oaklanders in their 40s (52%) and
- Women registered to vote with no party preference (53%) and Republican men (53%).

By contrast, those who said they had little interest were disproportionately:

- Non-voters (43%, compared with 18% overall);
- Chinese residents (34%) and Asian/Pacific Islanders more generally (29%);
- Residents with high-school educations (29%); and
- Republicans (28%).

Taken together, one-third (34%) of Oakland residents say they are “extremely” or “very interested” in learning about budget issues, but that they currently do not follow them closely (“somewhat,” “not too” or “not at all closely.”) These Oaklanders may be an especially fruitful target for engagement in budget issues. Demographic subgroups especially likely to fall into this category include:

- Recent arrivals to the City (42%, compared with 34% overall);
- Speakers of Cantonese or Spanish (41%);
- Residents of City Council District 6 (40%);
- High-income households (40%); and
- Women under age 50 (40%).

PART 3: SPECIFIC BUDGET PRIORITIES

The study took three approaches to determining Oaklanders' budget priorities: (1) by asking them to state, in their own words, their two most important issues; (2) by having them allocate a hypothetical \$100 budget across five goals for the city; and (3) asking whether they would prefer to pay more or see cuts to a list of specific programs and services.

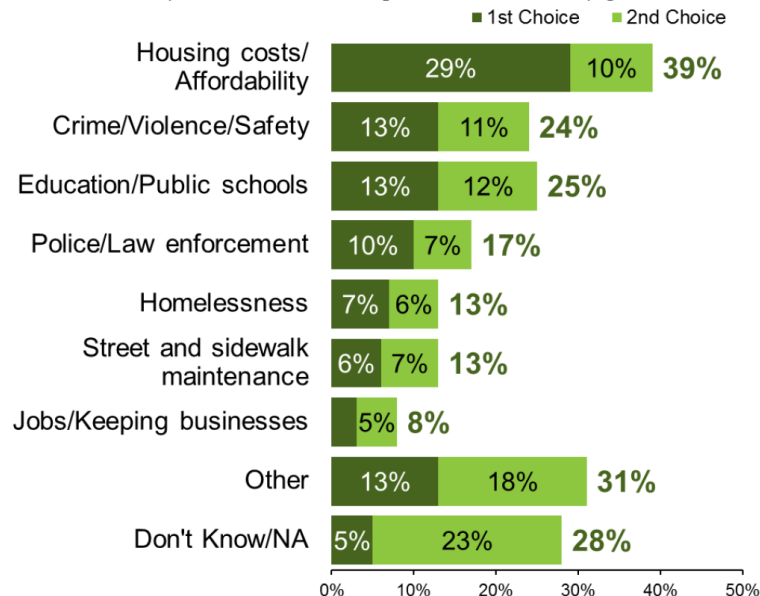
When asked to come up with their own priorities for the City budget, respondents were most likely to name housing costs and affordability. Public safety – including response to crime and police issues – ranked close behind. Safety also topped the list of potential goals for the city, and in the areas 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 10**, their most frequent answers related to housing costs and affordability, which nearly two in five (39%) mentioned as either their first or second choice; then crime/violence/safety (13% first choice, 11% second), followed by education/public schools (13% first choice, 12% second) and police/law enforcement (10% first choice, 7% second choice). Homelessness and street and sidewalk maintenance were priorities for 13 percent each, and 8 percent ranked jobs/keeping business in their top two priorities. A wide variety of other priorities were mentioned (included in the “other” category), ranging from traffic flow and illegal dumping to fire safety and food access.

FIGURE 10:
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?



While housing costs is the clear leader, combining crime/violence/safety and police/law enforcement yields a clear second priority, with 23 percent naming it a top priority, and 18 percent ranking it second. While some

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responses in the police/law enforcement category have to do with police staffing and patrols, others were more focused on the department's relationship with the community. (Notably, the first two days of poll fielding occurred during a time before the City had announced the hiring of Chief Anne Kirkpatrick, and a few mentioned this gap specifically.)

Combining homelessness with housing costs reinforces the primacy of housing issues for Oakland residents – with more than one-third (36%) saying that is their top budget issue.

These priorities have shifted significantly since 2015, and even more dramatically from earlier years (**Figure 11**). Housing costs/affordability is the number-one priority to fully 19 percent more of Oakland's residents than it was two years ago. 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 11:
Comparing Open-Ended Priorities over Time
(1st Choice; 3% and above shown)

Issues	2000	2002	2005	2015	2017
Housing costs/Affordability	8%	12%	5%	10%	↑ 29%
Crime/Violence/Safety	19%	26%	22%	20%	↓ 13%
Education/Public schools	33%	14%	35%	17%	↓ 13%
Police/Law enforcement	NA	2%	2%	10%	10%
Homelessness	3%	4%	2%	2%	7%
Street and sidewalk maintenance	3%	4%	4%	8%	6%
Jobs/Keeping businesses	5%	3%	4%	7%	3%

Results among Subgroups

On this question, there were some marked differences by demographic subgroup:

- There was a sharp difference between homeowners and renters on housing, which 41 percent of renters said was their top issue, and just 20 percent of homeowners saying so.
- Homeowners were much more concerned with public safety and the police. In addition, 42 percent of Oakland's newest residents put housing first.
- Housing costs were a bigger concern in District 1 (35%), District 2 (36%) and District 3 (40%) than in the remaining areas of the city.
- Asian/Pacific Islanders were more likely than those of other ethnicities to name homelessness a top concern (14 percent, compared with 7 percent overall).
- Residents under age 50 were more likely to name education a top concern (16 percent compared with 9 percent for those over 50).

3.2 Allocation of Budget Among Five Goals

Before turning to specific programs and services, the study assessed the relative value of five goals for the City provided by the Budget Advisory Commission. Each respondent was given a hypothetical \$100 City budget and the list of goals, then asked to divide the \$100 across each category.

As shown in **Figure 12**, *a safe city* was the distinct top priority – the average Oaklander would spend \$24.80 on this goal. *A sustainable, prosperous economy that creates quality jobs* would receive \$22.60. In a third tier, *competent and effective delivery of City services* and *a just, equitable and diverse community* would receive about \$19 each. Finally, *an attractive vibrant community* is the lowest priority, at \$15.

FIGURE 12:
Allocating the City Budget Across Five Goals

Next, I am going to ask you to imagine you are in charge of Oakland's city budget. The City of Oakland has five major priority goals and I would like you to tell me how you would prioritize City spending to achieve these goals. After I read you all of the goals, please tell me how many dollars out of 100 you would spend on each. (Average)



Results among Subgroups

Having *a safe city* is the top priority in every City Council District (see **Figure 13** on the next page). However, residents of Districts 6 and 7 each put nearly \$27 toward that goal. In District 1, nearly equal shares were allocated to safety and the economy.

Homeowners and those earning more than \$100,000 annually allocated \$26.40 to *a safe city*, compared with \$23 allocated by renters. Renters would spend an additional \$2 on *a just, equitable and diverse community*; Asian/Pacific Islanders are also particularly interested in funding that goal.

FIGURE 13:
Allocating the City Budget Across Five Goals by Council District



3.3 Preferences for Revenue Increases or Cuts for Specific Programs

Respondents near-universally indicate they prefer paying additional taxes or fees over budget cuts for a broad range of services the City provides, and they are more likely to say they would pay “significantly more” than they were in 2015 for an array of programs. The services they are most willing to pay for reflect the priorities listed in the previous sections: public safety, affordable housing, street repair, and job training.

As in prior years, Oaklanders are much more likely to express willingness to pay more in taxes or fees to maintain or improve programs and services than to see cuts of any size. (The one exception in 2017 was *keeping existing professional sports teams*, with 49% willing to cut it, and just 40% willing to pay more.) One way to make clear the distinctions in Oaklanders’ relative priorities is to subtract the share willing to make cuts from the share willing to pay more. That is illustrated for both 2015 and 2017 survey results in **Figure 14** on the next page, ranked by the 2017 figure.

As demonstrated in the open-ended question and \$100 allocation exercise, Oaklanders put a clear emphasis on housing and public safety. Nearly three-quarters (73%) say they would pay more to invest in *providing services to homeless populations*. While a direct comparison to 2015 is not available for that item, two-thirds (67%) say they would invest more in *housing programs and affordable housing development*, a net 14-point gain over 2015. This buttresses evidence throughout the survey that the cost of housing is top-of-mind for Oakland residents.

Repair of potholes in City streets and broken sidewalks was a fairly high priority in 2015, with a net majority wishing to pay more for it (57 percent); in 2017, more than seven in ten (72%) now do.

This question also sheds some light on the issues of crime and policing in the city. While *violence prevention and intervention services* is a priority investment to seven in ten (70%), an increase of 5 percent over 2015, *police protection in your neighborhood* has held steady, to net 60 percent from net 62 percent.

Framed as cuts versus paying more, programs for youth are also high-ranking in terms of willingness to invest – something not captured in other methods of examining the budget. *Child care and Head Start programs*, a consistent top concern in 2015, is also quite important to Oaklanders in 2017 (net 72 percent), as is *youth programs at City parks and recreation centers* (net 71 percent).

FIGURE 14:
Preference for Cuts vs. Paying More for Specific Programs

I am going to mention some of the services the City provides its residents. Every two years, the City faces hard choices about these services in order to balance its budget. 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.

Program or Service	Pay More Minus Cuts		% Change
	2015	2017	
Providing services to homeless populations*	--	73%	--
Child care and Head Start programs	56%	72%	16%
Repair of potholes in City streets and broken sidewalks	57%	72%	15%
Youth programs at City parks and recreation centers	55%	71%	16%
Job training and employment programs	57%	70%	13%
Violence prevention and intervention services	65%	70%	5%
Fire prevention and response	61%	68%	7%
Emergency medical response	66%	68%	2%
Housing programs and affordable housing development	53%	67%	14%
Police protection in your neighborhood	62%	60%	-2%
Clean-up and removal of illegal dumping	38%	59%	21%
Maintenance of public parks, street medians, and other open space	36%	57%	21%
Ensuring current residents are not priced out of the Oakland housing market*	--	57%	--
Programs at senior centers	38%	57%	19%
Timely response to resident requests for services	40%	56%	16%
Library services and hours	31%	51%	20%
Providing services to Oakland's immigrant population*	--	50%	50%
Flood prevention and storm drain maintenance	25%	50%	25%
Artistic and cultural activities and events	6%	44%	38%
Street lighting in your neighborhood	31%	43%	12%
Addressing abandoned homes and businesses	14%	41%	27%
Improvements to bicycle, pedestrian, and public transit services/infrastructure	26%	41%	15%
Reducing and preparing for climate change*	--	36%	36%
Maintenance of public buildings	5%	34%	29%
Programs to retain, expand, and attract businesses to Oakland	20%	34%	14%
Neighborhood traffic congestion improvements	3%	29%	26%
Removal of graffiti	-9%	16%	25%
Keeping existing professional sports teams**	-26%	-9%	17%

* Not asked in 2015

** 2015 phrasing: "Keeping existing and attracting new professional sports teams"

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Artistic and cultural activities and events, once something that only a net 6 percent of Oaklanders were willing to pay more for, are now seen as an investment priority for net 44 percent. Notably, the types of services that have seen the greatest gains in willingness to invest are related to basic public works and maintenance, such as, *maintenance of public buildings, neighborhood traffic congestion improvements, removal of graffiti and clean-up and removal of illegal dumping*.

Additional insights are yielded by looking at the share who say they are willing to “pay significantly more” for a service or a program (see **Appendix A**, Question 7). From 2015 to 2017, the programs that have seen at least a doubling include:

- One-quarter (25%) are willing to pay significantly more for *maintenance of public parks, street medians and open space*, compared with 11% in 2015;
- Willingness to pay significantly more for *maintenance of public buildings* has doubled from 8 percent in 2015 to 16 percent in 2017; and
- It has also doubled for *addressing abandoned homes and businesses* (to 27% from 13%) and *neighborhood traffic congestion improvements* (20% from 11%).

Results among Subgroups

The results were very similar across subgroups in the study, with public safety and housing and homelessness at the top and funding for sports teams at the bottom. In addition:

- More than half of African Americans said they would pay “significantly more” to provide services to people who are homeless.
- A similarly large share of Chinese residents would invest more in Head Start and child care.
- Oakland residents who are not registered to vote were more than twice as likely than registered voters to say they would accept cuts to programs limiting displacement; they were much more likely, by contrast, to favor investment in police protection.
- Residents of City Council District 5 were much less likely to say cuts to traffic improvements are acceptable.
- Significant majorities in Districts 1 and 6 would invest much more in affordable housing development.
- Nearly two-thirds of those who have lived in Oakland fewer than 5 years said they are willing to see cuts to efforts to attract sports teams.

PART 4: INTERACTIONS WITH THE CITY AND TRANSPORTATION

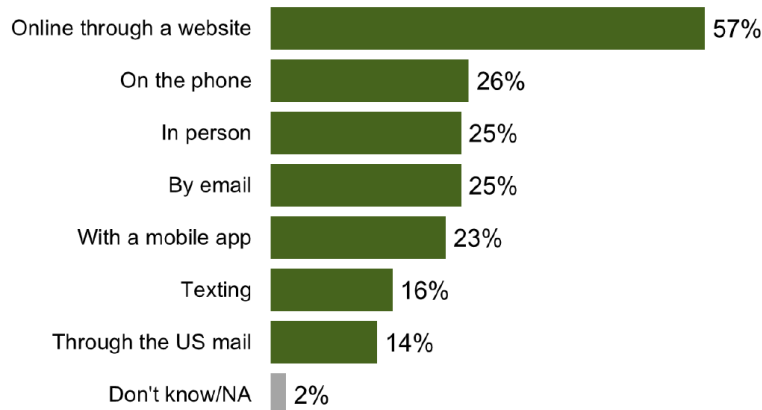
The budget survey also asked Oakland residents about how they interact with their City, and how they move about. While residents name several platforms they would like to be able to use to access programs, information and services, the City’s website is preferred most broadly. And while more than seven in ten drive alone regularly, just 37 percent say that their car is their only mode of transportation.

4.1 Preferred Platforms for Interaction with City Government

Given a selection of modes of accessing City programs, information and services (and allowed to make multiple selections), nearly three in five (57%) say they would like to be able to use the City’s website to do so. As shown in **Figure 15**, about one-quarter each also selected phone, in-person, email, and mobile apps for these purposes. Fewer chose texting or mail.

FIGURE 15:
Preferred Platforms for Accessing City Programs and Services

Which of the following methods would you most like to be able to use to access programs, information or services provided by the City, such as learning about the City budget, applying for a permit, paying a parking ticket, reporting a pothole, or signing up for a program? (Multiple Responses)



Results among Subgroups

Although the City website is the most commonly preferred platform across *all* subgroups of the population, there are a number of distinctions among groups worth noting:

- Using a website appealed to Oaklanders in nearly every major demographic group. Those who were disproportionately likely to prefer that method were high-income (74% compared with 57% overall), highly educated (71%) and newcomers to the City (72%).
- And while one-quarter overall liked phone, in-person, app and email methods, there are clear differences by demographic group. Older, African-American and low-income and long-term residents were more likely to choose in-person and phone interactions than others, with up to 39% in each group opting for these non-digital methods. Wealthy residents (32%), those in their 30s (37%), and newcomers to Oakland (32%) were also more likely than other groups to said they would connect with an app.
- Asian/Pacific Islanders stood out as a group that found email appealing – 33% compared with 25% overall.

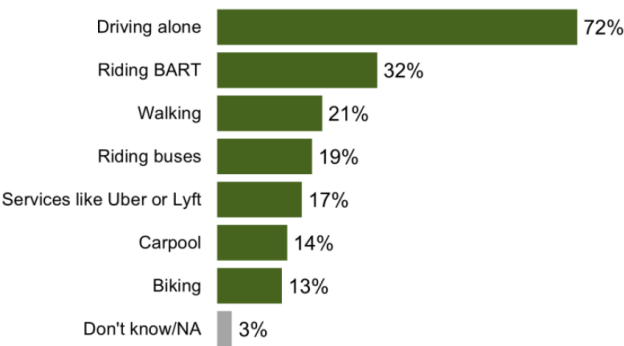
The group of Oaklanders who do not currently follow the budget closely but would like to engage (defined on Page 11) has preferences largely similar to those of Oakland residents overall. They were only slightly more likely to say they would like to be able to use apps, texting, email, mail, or in-person methods.

4.2 Modes of Transportation

While the vast majority of Oaklanders regularly rely on a car to get around (72%), significant shares also said that they travel by BART, bus, walk, bike, carpool and use ride-hailing apps. However, there is significant overlap among these modes – just 37 percent say they *exclusively* drive alone. Those who do not rely on a private car are likely to report that they use a variety of these alternatives: for example, those who report regularly using the bus are nearly twice as likely as Oaklanders overall to also use BART or ride-hailing apps.

FIGURE 16:
Modes of Transportation

Which of the following modes of transportation do you use regularly? (Multiple Responses)



Results among Subgroups

While driving alone is popular in many demographic subgroups, some were disproportionately likely to say they use this method of transportation, including the most affluent (83%), those who work in Oakland (82%), homeowners (81%); and residents of City Council District 4 (78%), District 6 (77%) and District 7 (79%).

PART 5: PROFILES OF COUNCIL DISTRICTS

City Council District 1

- 81% rate quality of life as excellent or good
- 35% rate the City's service provision as excellent or good
- 14% say they follow the budget extremely or very closely
- 46% are extremely or very interested in learning more about the budget
- The three services District 1 residents are most willing to pay significantly more for are housing programs and affordable housing development (59%), repair of potholes in city streets and broken sidewalks (47%), and child care and Head Start programs (45%).
- The programs that more than three in ten are willing to see cut include keeping existing professional sports teams (57%), graffiti removal (41%), and maintenance of public buildings (32%).



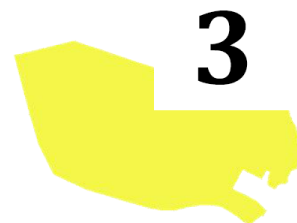
City Council District 2

- 78% rate quality of life as excellent or good
- 40% rate the City's service provision as excellent or good
- 13% say they follow the budget extremely or very closely
- 34% are extremely or very interested in learning more about the budget
- The three services District 2 residents are most willing to pay significantly more for are housing programs and affordable housing development (49%), ensuring current residents are not priced out of the Oakland housing market (48%), and providing services to homeless populations (47%).
- The programs that more than three in ten are willing to see cut include keeping existing professional sports teams (52%) and removal of graffiti (37%).



City Council District 3

- 73% rate quality of life as excellent or good
- 34% rate the City's service provision as excellent or good
- 20% say they follow the budget extremely or very closely
- 47% are extremely or very interested in learning more about the budget
- The three services District 3 residents are most willing to pay significantly more for are housing programs and affordable housing development (52%), providing services to homeless populations (49%), and ensuring current residents are not priced out of the Oakland housing market (45%).
- The programs that more than three in ten are willing to see cut include keeping existing professional sports teams (47%), graffiti removal (41%), neighborhood traffic congestion improvements (31%), and programs to retain, expand and attract businesses (31%).



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City Council District 4

- 82% rate quality of life as excellent or good
- 41% rate the City's service provision as excellent or good
- 14% say they follow the budget extremely or very closely
- 46% are extremely or very interested in learning more about the budget
- The four services District 4 residents are most willing to pay significantly more for are providing services to homeless populations (39%), housing programs and affordable housing development (37%), repair of potholes in city streets and broken sidewalks (36%) and clean-up and removal of illegal dumping (36%).
- The programs that more than three in ten are willing to see cut include keeping existing professional sports teams (43%) and graffiti removal (32%).



City Council District 5

- 63% rate quality of life as excellent or good
- 29% rate the City's service provision as excellent or good
- 12% say they follow the budget extremely or very closely
- 48% are extremely or very interested in learning more about the budget
- The four services District 5 residents are most willing to pay significantly more for are ensuring current residents are not priced out of the Oakland housing market (49%), violence prevention and intervention programs (48%), providing services to homeless populations (42%), and housing programs and affordable housing development (42%).
- The programs that more than three in ten are willing to see cut include keeping existing professional sports teams (49%), reducing or preparing for the impact of climate change (33%), street lighting in your neighborhood (32%) and graffiti removal (31%).



City Council District 6

- 65% rate quality of life as excellent or good
- 24% rate the City's service provision as excellent or good
- 22% say they follow the budget extremely or very closely
- 57% are extremely or very interested in learning more about the budget
- The three services District 6 residents are most willing to pay significantly more for are housing programs and affordable development (56%), providing services to homeless populations (49%), and repair of potholes in city streets and broken sidewalks (48%).
- The programs that more than three in ten are willing to see cut include keeping existing professional sports teams (50%), neighborhood traffic congestion improvements (33%), and graffiti removal (32%).



City Council District 7

- 67% rate quality of life as excellent or good
- 30% rate the City's service provision as excellent or good
- 14% say they follow the budget extremely or very closely
- 45% are extremely or very interested in learning more about the budget
- The four services District 7 residents are most willing to pay significantly more for are violence prevention and intervention programs (46%), repair of potholes in city streets and broken sidewalks (44%), and housing programs and affordable housing development (44%).
- The programs that more than three in ten are willing to see cut include keeping existing professional sports teams (43%), neighborhood traffic congestion improvements (32%), and graffiti removal (32%).



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CONCLUSIONS

The survey findings 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. In contrast, a plurality feels the City is only doing an “only fair” job providing services. This suggests 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.

While these attitudes generally hold across demographic subgroups, there are significant differences between white residents and residents of color, and between residents of higher and lower socioeconomic status. Residents of color – specifically African-Americans – and lower-income residents give lower ratings to their quality of life and poorer ratings for City service provision.

Housing costs are now tied with public safety as residents’ top concern and top budget priority. However, large majorities would rather pay more to protect other services – such as job training, street/sidewalk repair, youth programs, senior programs, park maintenance, library services, and others – rather than see them cut. Overall, residents are more open than they were in 2015 to paying more – often significantly more – to maintain a variety of City services. As demonstrated in Part 5, residents’ degree of willingness to pay or see cuts differs by council district, though the services in the top and bottom of those rankings are largely similar.

That being said, very few pay particular attention to the City’s budget, though many claim they would like to learn more about the City’s priorities. Among this group – and most residents overall – the City’s website is their preferred method of two-way communication.

FY 2017-19 PROPOSED POLICY BUDGET LEGISLATION

Legislative Item	Anticipated Approval Date	Resolution / Ordinance
BUDGET LEGISLATION		
Appropriations Limit for FY 2017-19	June 26, 2017	Resolution No. ____
Budget Adoption and City Council Budget Amendments	June 26, 2017	Resolution No. ____
Amendments to Chapter 2.29 of the Oakland Municipal Code – “City Agencies, Departments and Offices”	June 26, 2017	Ordinance No. ____
LOCAL ASSESSMENTS		
Landscaping and Lighting Assessment District	June 20, 2017	Resolution No. ____
LOCAL MEASURES		
Emergency Medical Services (Measure M) Paramedic Emergency Services (Measure N) Library Services (Measure Q) Public Safety and Services Violence Prevention Act of 2014 (Measure Z)	June 20, 2017	Ordinance No. ____
VOTER APPROVED MANDATES		
Public Safety and Services Violence Prevention Act of 2014 (Measure Z)	July 29, 2014	Resolution No. 85149
Government Ethics Act of 2014	December 8, 2014	Ordinance No. 13278
Sugar-Sweetened Beverage Tax (Measure HH)	May 3, 2016	Resolution No. 86161
Oakland Infrastructure and Affordable Housing (Measure KK)	July 19, 2016	Resolution No. 86335
Oakland Police Commission and Community Police Review Agency (Measure LL)	July 26, 2016	Resolution No. 86333

APPROVED AS TO FORM AND LEGALITY

CITY ATTORNEY

OAKLAND CITY COUNCIL**Resolution No. _____ C.M.S.**

**RESOLUTION ESTABLISHING AN APPROPRIATIONS LIMIT FOR FISCAL
YEAR 2017-18 PURSUANT TO ARTICLE XIII B OF THE CALIFORNIA
CONSTITUTION**

WHEREAS, Article XIII B of the California Constitution (Limitation of Government Appropriations) was passed by the California electorate on November 6, 1979, and became effective on July 1, 1980; and

WHEREAS, the Chapter 1205, Statute of 1980, Section 7900 of the Government Code, formally implements methods for governmental entities to establish and define annual appropriations limits, based on annual appropriations for the prior fiscal year, which is fiscal year 2016-17, for fiscal year 2017-18; now therefore be it

RESOLVED: That the annual appropriations limit for the City of Oakland for FY 2017-18 is \$XXX,XXX,XXX 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, _____, 2017

PASSED BY THE FOLLOWING VOTE:

AYES-- BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN,
AND PRESIDENT REID

NOES---

ABSENT---

ABSTENTION---

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

OAKLAND CITY COUNCIL

City Attorney**RESOLUTION No. _____ C.M.S.**

**RESOLUTION AUTHORIZING THE FY 2017-2019 BIENNIAL BUDGET AND
APPROPRIATING CERTAIN FUNDS TO PROVIDE FOR THE EXPENDITURES
PROPOSED BY SAID BUDGET**

WHEREAS, the City Council has reviewed departmental and non-departmental budgets in public hearings in view of estimated resources available for Fiscal Years 2017-2019; and

WHEREAS, the City Council has given careful consideration to the proposed budget for the use of funds for Fiscal Years 2017-2019 as set forth in the FY 2017-2019 Proposed Policy Budget document; and

WHEREAS, the Other Post-Employment Benefits (OPEB) actuarial report as of July 1, 2015 reflects an Unfunded Actuarial Liability (UAL) of approximately \$829.9 million; the City currently makes payments on a pay-as-you-go basis and not meeting the annual required contribution (ARC); the City has invested \$4.0 million into the California Employee's Retiree Benefit Trust (CERBT) as of December 2016 to begin funding the OPEB obligations; and

WHEREAS, the City Council has agreed on modifications to the proposed budget as shown in exhibit ___, which together with the proposed budget constitute the 2017-2019 Adopted Policy Budget; now therefore be it

RESOLVED, that the City Administrator is authorized to expend in accordance with the laws of the State of California and the City of Oakland on behalf of the City Council new appropriations for departments and activity programs as incorporated in the FY 2017-2019 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

LEGISLATION

FURTHER RESOLVED, that the City Administrator must obtain approval from the City Council before (1) substantially or materially altering the relative department allocations of funding set out in the Adopted Policy Budget, (2) substantially or materially changing the levels of service expressly prioritized and funded by the Adopted Policy Budget including but not limited to layoffs and/or freezes that would substantially or materially (a) change levels of service, or (b) affect programs, or (3) eliminates or suspends entire programs funded by the Adopted Policy Budget; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to periodically transfer funds between Departments and completed Projects as needed in order to clean-up negative budget balances within the same Fund; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized and directed to calculate all required set-asides and make appropriate adjustments, based on the final adopted budget amendments, as legally required, such as Kid's First! and the 7.5 percent Emergency Reserve; and be it

FURTHER RESOLVED, that the City Administrator may periodically transfer unexpended funds from the Unclaimed Cash Fund (Fund 7440) to the General Purpose Fund (Fund 1010); and be it

FURTHER RESOLVED, the City Administrator is authorized to deposit \$10 million annually in FY 2017-18 and FY 2018-19 from existing accrued medical balances (Fund 1300 - Fringe Benefits) into the California Employee's Retiree Benefit Trust (CERBT) to continue progress in funding the OPEB obligations; and be it

FURTHER RESOLVED, that this Resolution shall take effect immediately upon its passage.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES-- BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN, AND PRESIDENT REID

NOES -

ABSENT -

ABSTENTION -

ATTEST: _____

LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

ORDINANCE NO. _____ C.M.S.

ORDINANCE AMENDING CHAPTER 2.29 OF THE OAKLAND MUNICIPAL CODE ENTITLED "CITY AGENCIES, DEPARTMENTS AND OFFICES" TO CREATE THE COMMUNITY POLICE REVIEW AGENCY; TO TRANSFER EMPLOYEE RELATIONS TO THE HUMAN RESOURCES DEPARTMENT; TO TRANSFER THE BUDGET OFFICE TO THE FINANCE DEPARTMENT; AND TO REMOVE REFERENCES TO DIVISIONS AND BUREAUS

WHEREAS, Article VI of the Charter of the City of Oakland ("Charter") and its subsections provide that the City Council shall by ordinance provide the form of the organization through which the functions of the City are to be administered; and

WHEREAS, on November 8, 2016 the voters approved Measure LL which created Charter Section 604 and enabled the formation of the Oakland Police Commission; and

WHEREAS, the City Administrator has determined that greater efficiencies can be gained by transferring the Budget function to the Finance Department from the City Administrator's Office; transferring the function of Employee Relations to the Human Resources Department from the City Administrator's Office; and deleting references to divisions and bureaus to allow for greater operational flexibility; and

WHEREAS, the changes to the organizational structure were included as part of the FY2017-19 Proposed Policy Budget; and

WHEREAS, Chapter 2.29 of the Oakland Municipal Code is revised from time to time when the structure or description of the City organization changes; now, therefore

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

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

SECTION 2. Oakland Municipal Code Chapter 2.29, which establishes the City of Oakland organizational structure, is hereby amended to modify sections as set forth below; additions are indicated by underscoring and deletions are indicated by ~~strike-through type~~; portions of the Chapter not cited or not shown in underscoring or strike-through type are not changed.

LEGISLATION

2.29.010 Purpose.

The rendition of efficient and effective services in the City is best accomplished through the establishment of departments and agencies, each of which shall function under the leadership of a single Director and may consist of divisions and/or bureaus. The Director of any department shall serve as “department head” within the meaning of Article IX of the City Charter.

2.29.015 Definitions.

~~“Bureau(s)” as used in this Chapter 2.29 shall mean a combination of work units, comprised of several subordinate divisions, clustered together to report to one Deputy Director or Assistant Director that reports to a Department Director.~~

~~“Subordinate division” as used in this Chapter 2.29 shall mean a combination of work units, comprised of like functions that are clustered together under one subordinate division manager that reports to a Bureau Deputy Director or Assistant Director when the subordinate division is part of a Bureau, or that reports directly to the Department Director when the subordinate division is independent of a Bureau.~~

2.29.020 Police Department.

There is established in the City government a Police Department which shall be under the supervision and administrative control of the City Administrator. The powers, functions and duties of said Department shall be those assigned, authorized and directed by the City Administrator. The management and operation of the Police Department shall be the responsibility of the Chief of Police who shall serve as Director of said Department, subject to the direction of the City Administrator. ~~In the Police Department there shall be an Office of the Chief of Police and the following Bureaus: Field Operations East, Field Operations West, and Services; and there shall be the following divisions: Support Operations, Internal Affairs, Office of the Inspector General, Criminalistics, Personnel & Training, Communications, Fiscal Services, Records, Research & Planning, Information Systems, CompStat/Ceasefire, Neighborhood Services, and Criminal Investigation.~~

2.29.030 Community Police Review Agency.

There is established in the City government a Community Police Review Agency. The powers, functions and duties of said department shall be those assigned, authorized and directed by the provisions of section 604 of the Oakland City Charter: Police Commission. The management and operation of the Community Police Review Agency shall be the responsibility of the Executive Director of the Community Police Review Agency, subject to the direction of the Police Commission.

2.29.030-040 Fire Department.

There is established in the City government a Fire Department which shall be under the supervision and administrative control of the City Administrator. The powers, functions and duties of said Department shall be those assigned, authorized and directed by the City Administrator. The management and operation of the Fire Department shall be the responsibility

of the Chief of Fire who shall serve as Director of said Department, subject to the direction of the City Administrator. ~~In the Fire Department there shall be the following Bureaus: Field Operations, Fire Prevention; and there shall be the following subordinate divisions: Fiscal and Administration Services, Emergency Management Services, Medical Services, Communications & Information Technology, and Training and Support Services.~~

2.29.040-050 Finance Department.

There is established in the City government a Finance Department which shall be under the supervision and administrative control of the City Administrator. The powers, functions and duties of said Department shall be those assigned, authorized and directed by the City Administrator. The management and operation of the Finance Department shall be the responsibility of the Director of Finance, subject to the direction of the City Administrator. ~~In the Finance Department there shall be the following bureaus: Treasury, Controller, and Revenue Management; and there shall be a subordinate division of Administration.~~

2.29.050-060 Oakland Public Works Department.

There is established in the City government an Oakland Public Works Department which shall be under the supervision and administrative control of the City Administrator. The powers, functions, and duties of said Department shall be those assigned, authorized and directed by the City Administrator. The management and operation of the Oakland Public Works Department shall be the responsibility of the Director of Public Works, subject to the direction of the City Administrator. ~~In the Oakland Public Works Department there shall be the following Bureaus: Administration, Engineering & Construction, Infrastructure & Operations, and Facilities & Environment.~~

2.29.060-070 Human Services Department.

There is established in the City government a Human Services Department which shall be under the supervision and administrative control of the City Administrator. The powers, functions and duties of said Department shall be those assigned, authorized and directed by the City Administrator. The management and operation of the Human Services Department shall be the responsibility of the Director of Human Services, subject to the direction of the City Administrator. ~~In the Human Services Department there shall be the following subordinate divisions: Administration, Policy & Planning, Early Childhood & Family Services, Children and Youth Services, Aging & Adult Services, Community Housing Services.~~

2.29.070-080 Housing & Community Development Department.

There is established in the City government a Housing & Community Development Department which shall be under the supervision and administrative control of the City Administrator. The powers, functions and duties of said Department shall be those assigned, authorized and directed by the City Administrator. The management and operation of the Housing & Community Development Department shall be the responsibility of the Director of Housing & Community Development, subject to the direction of the City Administrator.

LEGISLATION

2.29.~~080-090~~ 090 Oakland Parks & Recreation Department.

There is established in the City government an Oakland Parks & Recreation Department, which shall be under the supervision and administrative control of the City Administrator. The powers, functions and duties of said Department shall be those assigned, authorized and directed by the City Administrator. The management and operation of the Oakland Parks & Recreation Department shall be the responsibility of the Director of Parks & Recreation, subject to the direction of the City Administrator. ~~In the Oakland Parks & Recreation Department there are the following subordinate divisions: Administration, Contract Classes, Aquatics (East Oakland Sports Center, Pools/Boating), City Wide Cultural Arts, City Wide Sports, Citywide Reservations/Activities, Area One Recreation Centers, Area Two Recreation Centers, and Area Three Recreation Centers.~~

2.29.~~090-100~~ 100 Planning & Building Department.

There is established in the City government a Planning & Building Department, which shall be under the supervision and administrative control of the City Administrator. The powers, functions, and duties of said Department shall be those assigned, authorized, and directed by the City Administrator. The management and operation of the Planning and Building Department shall be the responsibility of the Director of Planning & Building, subject to the direction of the City Administrator. ~~In the Planning & Building there are two bureaus; Planning and Building.~~

2.29.~~100-110~~ 110 Oakland Public Library Department.

There is established in the City government an Oakland Public Library Department, which shall be under the supervision and administrative control of the City Administrator. The powers, functions and duties of said Department shall be those assigned, authorized and directed by the City Administrator. The management and operation of the Oakland Public Library Department shall be the responsibility of the Director of Library Services, subject to the direction of the City Administrator. ~~In the Oakland Public Library Department there are the following divisions: African American Museum & Library at Oakland, Branch Services, Library System Wide Support, Literacy Programs, and Main Library Services.~~

2.29.~~110-120~~ 120 Human Resources Management Department.

There is established in the City government a Human Resources Management Department, which shall be under the supervision and administrative control of the City Administrator. The powers, functions and duties of said Department shall be those assigned, authorized and directed by the City Administrator. The management and operation of the Human Resources Management Department shall be the responsibility of the Director of Human Resources Management, subject to the direction of the City Administrator. The Director of Human Resources Management shall also serve as the City's ~~Director of Personnel~~ Personnel Director as identified in the Oakland City Charter and the Personnel Manual of the Civil Service Board, subject to the direction of the City Administrator. ~~In the Human Resources Management Department there are the following divisions: Recruitment & Classification, and Risk and Benefits.~~

2.29.~~120~~130 Information Technology Department.

There is established in the City government an Information Technology Department, which shall be under the supervision and administrative control of the City Administrator. The powers, functions and duties of said Department shall be those assigned, authorized and directed by the City Administrator. The management and operation of the Information Technology Department shall be the responsibility of the Director of Information Technology, subject to the direction of the City Administrator. ~~In the Information Technology Department there are the following divisions: Administration, Customer Support, Application Services, Infrastructure Systems, and Public Safety Systems.~~

2.29.~~130~~140 Economic & Workforce Development Department.

There is established in the City government an Economic & Workforce Development Department, which shall be under the supervision and administrative control of the City Administrator. The powers, functions and duties of said Department shall be those assigned, authorized and directed by the City Administrator. The management and operation of the Economic & Workforce Development Department shall be the responsibility of the Director of Economic & Workforce Development, subject to the direction of the City Administrator. ~~The Economic and Workforce Development Department shall consist of the following subordinate divisions: Economic Development, Workforce Development, Real Estate, Cultural Arts & Marketing, and Project Implementation.~~

2.29.~~140~~150 Public Ethics Commission Department.

There is established in the City government a Public Ethics Commission Department. The powers, functions and duties of said Department shall be those assigned, authorized and directed by the provisions of section 603 of the Oakland City Charter: Public Ethics Commission. The management and operation of the Public Ethics Commission Department shall be the responsibility of the Executive Director of the Public Ethics Commission, subject to the direction of the Public Ethics Commission.

2.29.~~150~~160 Department of Transportation.

There is established in the City government a Department of Transportation which shall be under the supervision and administrative control of the City Administrator. The powers, functions, and duties of said Department shall be those assigned, authorized and directed by the City Administrator. The management and operation of the Department of Transportation shall be the responsibility of the Director of Transportation, subject to the direction of the City Administrator.

2.29.~~160~~170 Department of Race and Equity.

There is established in the city government a Department of Race and Equity which shall be under the supervision and administrative control of the City Administrator. The powers, functions and duties of said Department shall be those assigned, authorized and directed by the City Administrator. The management and operation of the Department of Race and

LEGISLATION

Equity shall be the responsibility of the Director of Department of Race and Equity who shall serve as Director of said agency, subject to the direction of the City Administrator. ~~In the Department of Race and Equity there shall be the following divisions: Race and Equity, Equitable City, Equity Training, Equitable Community engagement, and Project Implementation.~~

2.29.160170.1. Through adoption of this Ordinance the City of Oakland and the establishment of the Department of Race and Equity, the City of Oakland will intentionally integrate, on a citywide basis, the principle of “fair and just” in all the city does in order to achieve equitable opportunities for all people and communities. This ordinance establishes definitions and identifies the specific approaches necessary to implement and achieve the “fair and just” principle that is embedded as a core element of the goals, objectives and strategies of the city.

2.29.160170.2. The definitions in this section apply throughout this ordinance unless the context clearly requires otherwise.

- “Community” means a group of people who share some or all of the following: geographic boundaries, sense of membership, culture, language, common norms and interests.
- II. “Determinants of equity” means the social, economic, geographic, political and physical environment conditions in which people in our city are born, grow, live, work and age that lead to the creation of a fair and just society. Access to the determinants of equity is necessary to have equity for all people regardless of race, class, gender or language spoken. Inequities are created when barriers exist that prevent individuals and communities from accessing these conditions and reaching their full potential. The determinants of equity are:
 - A. 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;
 - B. 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 safe to live, work and play in any neighborhood in Oakland;
 - C. A law and justice system that provides equitable access and fair treatment for all;
 - D. 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;
 - E. Education that is high quality and culturally appropriate and allows each student to reach his or her full learning and career potential;
 - F. 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;

- G.** Food systems that support local food production and provide access to affordable, healthy, and culturally appropriate foods for all people;
 - H.** Health and human services that are high quality, affordable and culturally appropriate and support the optimal well-being of all people;
 - I.** 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;
 - J.** Housing for all people that is safe, affordable, high quality and healthy;
 - K.** Job training and jobs that provide all residents with the knowledge and skills to compete in a diverse workforce and with the ability to make sufficient income for the purchase of basic necessities to support them and their families;
 - L.** 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;
 - M.** 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
 - N.** Transportation that provides everyone with safe, efficient, affordable, convenient and reliable mobility options including public transit, walking, carpooling and biking.
- C.** “Equity” means all people have full and equal access to opportunities that enable them to attain their full potential.
- D.** “Equity and social justice foundational practices” means those practices that can increase the city's influence on access to the determinants of equity when applied to the city's actions in: siting and delivery of services; policy development and decision making; education and communication within city government; and community engagement and partnerships. Equity and social justice foundational practices are goals for all governmental actions; across citywide strategic goals, objectives and strategies; and across agencies, programs and services. The equity and social justice foundational practices are efforts that enable Oakland government to:
- 1. Raise and sustain the visibility of the citywide vision of “fair and just” principle and 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;
 - 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

LEGISLATION

- 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;
 5. Collaborate across agencies, departments and other organizations;
 6. 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.
- E. “Fair and just” means the city serves all residents by promoting fairness and opportunity and eliminating inequities through actions to which equity and social justice foundational practices are applied.
- F. “Inequity” means differences in well-being that disadvantage one individual or group in favor of another. These differences are systematic, patterned and unfair and can be changed. Inequities are not random; they are caused by past and current decisions, systems of power and privilege, policies and the implementation of those policies.
- G. “Social justice” means all aspects of justice, including legal, political and economic, and requires the fair distribution of public goods, institutional resources and life opportunities for all people.
- 2.29.160170.3.** To achieve the fair and just principle embedded within the citywide goals, objectives and strategies, the City Administrator shall:
- A. Apply equity and social justice foundational practices to city actions and endeavor to integrate these practices 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;
 - B. Establish an inter-branch team to facilitate accountability of and coordination by all branches, departments, agencies, and offices of city government regarding implementation of the fair and just principle of the city. The Department on Race and Equity shall be responsible for leading the effort. The inter-branch team shall be composed of the directors of all branches, departments, agencies and offices of city government. Further the City Administrator shall support the city's application of equity and social justice foundational practices through:
 1. Development of analytical tools to support all branches' departments and agencies in identifying the equity impacts of policies and decisions and ways in which to amplify positive impacts and mitigate negative impacts;
 2. Development of guidelines which can be implemented across all City branches, departments, and agencies for outreach, communication and community engagement to improve the scope and effectiveness of city efforts to ensure that all communities receive information and have the opportunity to shape city policies and services;

3. Identifying focus areas and supporting the development of policies and actions that improve fairness and opportunity in city government organizational practices, including all employment practices such as hiring, training, retention and promotion and business practices such as contracting, procurement and grant writing;
 4. Providing a forum for exchange of information and identification of opportunities for collaboration across branches' departments and agencies on equity and social justice foundational practices; and
 5. Supporting the identification of annual work plans by city departments and agencies on application of equity and social justice practices, including the items listed in subsection B.1. through 5. of this section; and
- C. Design and publish an annual report for Oakland elected leadership, employees and the public on the status and trends in equity in the city and measures of accountability for work plans and results related to implementation of this ordinance.

2.29.160170.4. It is the intent of the council that this ordinance is a general statement of city policy that cannot form the basis of a private right of action.

2.29.170-180 Office of the City Administrator.

There is established in the City government an Office of the City Administrator to assist in the operation and execution of functions as described in the City Charter under Articles IV, V, VI, VIII and IX. There shall be in the Office of the City Administrator the ~~following Departments: Budget, Citizens' Police Review Board/Complaint Intake, Employee Relations, and Oakland Animal Services Department; there shall also be the following divisions: Administration, Contracts & Compliance, and Equal Opportunity Programs.~~

Pursuant to City of Oakland Charter Section 402, the City Clerk shall be appointed or discharged by the City Administrator subject to confirmation by the Council.

2.29.180-190 Preservation of City Charter Offices.

Consistent with the Oakland City Charter and to assist in the operation and execution of functions described therein, there shall be an Office of the Mayor, Office of the City Council, Office of the City Attorney, Office of the City Auditor, and Office of the City Clerk; ~~in the Office of the City Clerk there shall be a subordinate KTOP Operations Division.~~

SECTION 3. If any section, subsection, sentence, clause or phrase of this Ordinance is for any reason held by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of the remaining portions of this ordinance. The City Council declares that it would have adopted this Ordinance and each section, subsection, sentence, clause and phrase thereof, irrespective of the fact that any one or more section, subsection, sentence, clause, or phrase be declared invalid.

LEGISLATION

SECTION 4. 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. The organizational structure established by this Ordinance will become effective on the effective date of the Ordinance.

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN AND PRESIDENT REID

NOES-

ABSENT-

ABSTENTION-

ATTEST: _____

LATONDA SIMMONS
City Clerk and Clerk of the Council
of the City of Oakland, California

Date of Attestation: _____

NOTICE AND DIGEST**ORDINANCE AMENDING CHAPTER 2.29 OF THE OAKLAND MUNICIPAL CODE ENTITLED “CITY AGENCIES, DEPARTMENTS AND OFFICES” TO: CREATE THE OAKLAND POLICE COMMISSION AGENCY; TRANSFER THE NEIGHBORHOOD SERVICES DIVISION TO THE POLICE DEPARTMENT; AND ELIMINATING BUREAUS IN THE FIRE, PUBLIC WORKS AND PLANNING AND BUILDING DEPARTMENTS**

This Ordinance would amend Oakland Municipal Code Chapter 2.29, which established the organizational structure of the City of Oakland per Oakland Charter section 600, to create the Oakland Police Commission Agency, and other administrative organizational changes.

Upon final adoption on second reading this ordinance will become effective immediately if it receives six or more affirmative votes; otherwise it shall become effective upon the seventh day after final adoption. The organizational structure established by this Ordinance will become effective on the effective date of the Ordinance.

NOTES

Approved as to Form and Legality

Oakland City Attorney's Office**OAKLAND CITY COUNCIL**

Resolution No. _____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) 2017-18 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 20, 2017, reports for the continuation of the Landscape and Lighting Assessment District in order to raise funds for the installation, maintenance and servicing of public landscaping and lighting; and

WHEREAS, pursuant to Sections 22500 and following of the Act of 1972, the City took a series of actions preliminary to ordering the establishment of the Landscape and Lighting Assessment District ("District") and did establish such District of June 23, 1989; and

WHEREAS, pursuant to Sections 22500 and following of the Act of 1972, the City has renewed the District each subsequent year; and

WHEREAS, the voters of the City of Oakland previously approved the continuation of the District, in accordance with Article XIID, Section 5, of the California Constitution (Proposition 218); and

WHEREAS, the District Engineer has filed an Engineer's Report for the District confirming the applicability of the existing assessment rates for FY 2017-18; and

WHEREAS, Tuesday, June 20, 2017, at the hour of 6:30 p.m. was fixed and properly noticed as the day and hour for the City Council to hear and pass on said reports, together with any objections or protests which may be raised by any of the property owners liable to be assessed for the costs of certain public maintenance and improvements equitably only among those citizens and businesses benefiting from such city programs; and

WHEREAS, the Engineer's Report was prepared in accordance with the provisions of Article XIII of the California Constitution and state law; and

LEGISLATION

WHEREAS, the Engineer's Report, incorporated by this reference, provides for services of particular benefit to the properties located within the District (as more specifically identified in the Engineer's Report); now, therefore be it

RESOLVED by the Council of the City of Oakland, as follows:

1. The City Council finds that the City Clerk gave notice of these proceedings as required by Government Code Section 53753 and in compliance with state law, and Article XIII of the California Constitution, and gave all other notices and took all other actions required by law with regard thereto.
2. A Public Hearing was held on June 20, 2017, (at 6:30 p.m. in the City Council Chambers in City Hall, located at 1 Frank H. Ogawa Plaza, Oakland California) to hear all public comments, protests, and thereafter to take final action as to the annual assessment for the District.
3. At the hearing the testimony of all interested persons for or against the furnishing of the specified types of improvements or activities, and the imposition of the annual assessment for the District was heard. All protests, both written and oral, are overruled and denied, and the City Council finds that there is not a majority protest within the meaning of the law.
4. The City Council finds, determines and declares that the District and each parcel therein is benefited by the improvements, maintenance, and activities funded by the assessment to be levied, including all expenses incurred incidentally thereto, upon the lots and parcels of real property in proportion to the estimated benefits to be received as specified in the Engineer's Report.
5. The Engineer's Report for the District and the proposed assessment district boundary description, assessment roll and map is accepted and approved and the assessments shall be as provided for in the Engineer's Report and assessment roll. The reasons for the assessments and the types of improvements, activities and services proposed to be funded and provided by the levy of assessments on property in the District and the time period for which the proposed assessments are to be made are those specified in the Engineer's Report.
6. The City's Budget shall annually appropriate funds from non-District funds to pay for a low-income rebate.
7. The City's and 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.
8. That the report which the District Engineer filed with the City Clerk and scheduled before Council on June 20, 2017 at the hour of 6:30 p.m. for the continuation of the Landscape and Lighting Assessment District for the FY 2017-18, and the diagram and assessment as set forth in the annual report of the Engineering Work and each component part of it, including each exhibit incorporated by reference in the report and the levying of each individual assessment as stated in the Assessment Roll described therein, as modified to reflect no increases in the assessment, be and are hereby accepted and confirmed.
9. That upon approval of the Landscape and Lighting Assessments, the City Administrator shall present an itemized report to the Alameda County Auditor-Controller Agency, State of California,

to be placed on the FY 2017-18 County Tax Roll, and to take whatever other action necessary to collect the assessments.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN, AND PRESIDENT REID

NOES –

ABSENT –

ABSTENTION –

ATTEST:

LATONDA SIMMONS
City Clerk and Clerk of the Council of
the City of Oakland, California

NOTES

Approved as to Form and Legality

Oakland City Attorney's Office**OAKLAND CITY COUNCIL****Ordinance No. _____ C.M.S.**

ORDINANCE AUTHORIZING A FISCAL YEAR 2017-18 INCREASE IN ACCORDANCE WITH THE CONSUMER PRICE INDEX, FIXING THE RATE OF PROPERTY TAX, AND LEVYING A TAX ON REAL AND PERSONAL PROPERTY IN THE CITY OF OAKLAND FOR FISCAL YEAR 2017-18 FOR VOTER APPROVED MEASURE M (THE EMERGENCY MEDICAL SERVICES RETENTION ACT), MEASURE N (THE 1997 PARAMEDIC SERVICES ACT), MEASURE Q (THE LIBRARY SERVICES AND RETENTION ACT), AND MEASURE Z (THE PUBLIC SAFETY AND SERVICES ACT OF 2014)

WHEREAS, the City of Oakland must annually set the property tax levy rates and inform the County of Alameda of these rates by August 14th for inclusion on that year's property tax bill for Measures M, N, Q, and Z; and

WHEREAS, the passage of this ordinance will provide additional documentation needed for the City to levy and collect the Fiscal Year 2017-18 revenues included in the Fiscal Year 2017-2019 Proposed Policy Budget related to Measures M, N, Q, and Z; and

WHEREAS, in 1997 the voters of Oakland approved Measure M, a special tax to fund emergency medical services to impose a special tax on all parcels in the City of Oakland, except where the parcels are otherwise exempt from taxation by Section 3 of the Ordinance, and provided that beginning in Fiscal Year 1998-1999 and each fiscal year thereafter, the Oakland City Council may increase the tax only upon a finding that the cost of living in the immediate San Francisco Bay Area, as shown by the Consumer Price Index (CPI) for all items, has increased since the 1997 index year; and

WHEREAS, in 1997 Oakland voters approved Measure N, a special tax to fund paramedic emergency services to impose a special tax on all parcels in the City of Oakland, except where the parcels are otherwise exempt from taxation by Section 3 of the Ordinance, and provided that beginning in fiscal year 2000-2001 and each fiscal year thereafter, the Oakland City Council may increase the tax only upon a finding that the cost of living in the immediate San Francisco Bay Area, as shown by the CPI for all items, has increased since the 1997 index year; and

WHEREAS, the voters of Oakland in 2004 approved Measure Q, the Library Services Retention and Enhancement Act of 2004, which extended the original Measure O Library Services Retention and Enhancement of 1994, through June 30, 2024 imposing this special tax on all parcels in the City of Oakland, except where the parcels are otherwise exempt from taxation by Section 6 of the Ordinance, allowing the City Council to increase the tax annually upon a finding that the cost of living in the

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immediate San Francisco Bay Area, as shown on the Consumer Price Index (CPI) for all items, has increased since the 1994 index year; and

WHEREAS, the City of Oakland voters passed Measure Z, the 2014 Oakland Public Safety and Services Violence Prevention Act ("Measure Z"), in November 2014, approving a series of taxes to support violence intervention objectives, including police services and programs and services that provide support for at-risk youth and young adults to interrupt the cycle of violence and recidivism, and for youth and young adults at highest risk of violence as guided by data analysis; and

WHEREAS, Measure Z imposes the same special tax from the Violence Prevention and Public Safety Act of 2004 (Measure Y) on all parcels in the City of Oakland, except where the parcels are otherwise exempt from taxation by Part 3 Section 4 of the Ordinance, and provides that beginning in FY 2015-2016 and each fiscal year thereafter, the Oakland City Council may increase the tax only upon a finding that the cost-of-living in the immediate San Francisco Bay Area, as shown by the Consumer Price Index (CPI) for all items, has increased since the 2014-15 index year; now, therefore,

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

Section 1. The City Council hereby finds that the Consumer Price Index for all items in the San Francisco Bay Area was 258.57 for calendar year 2015 and 266.34 for calendar year 2016. Thus the cost-of-living in the immediate San Francisco Bay Area, as shown by the Consumer Price Index (CPI) for all items, has increased 3.0 percent from calendar year 2015 to calendar year 2016 and the increases set forth in the Ordinance conform to that increase.

Section 2. The Measure M, N, Q, and Z special tax rates upward adjustments shall be 3.0 percent, effective July 1, 2017. The following rates shall be levied, effective July 1, 2017, for Fiscal Year 2017-2018 for Measures M, N, Q, and Z as noted below by Measure and parcel type:

Measure	RATES			
	Parcel Type	Current Parcel Rate	Proposed Increase	FY 2017-18 Parcel Rate
Measure M	Single Family Residential Parcels	\$13.99	\$0.42	\$14.41
	Multiple Residential (2 to 4 units)	\$27.97	\$0.84	\$28.81
	Multiple Residential (5+ units)	\$69.95	\$2.10	\$72.05
	Commercial	\$27.97	\$0.84	\$28.81
	Industrial	\$55.95	\$1.68	\$57.63
	Rural	\$13.99	\$0.42	\$14.41
	Institutional	\$13.99	\$0.42	\$14.41
Measure N	Single Family Residential Parcels	\$11.14	\$0.33	\$11.47
	Multiple Residential (2 to 4 units)	\$22.26	\$0.67	\$22.93
	Multiple Residential (5+ units)	\$55.68	\$1.67	\$57.35
	Commercial	\$22.26	\$0.67	\$22.93
	Industrial	\$44.54	\$1.34	\$45.88
	Rural	\$11.14	\$0.33	\$11.47
	Institutional	\$11.14	\$0.33	\$11.47
Measure Q	Single Family Residential Parcels	\$98.67	\$2.96	\$101.63
	Multiple Residential	\$67.40	\$2.02	\$69.42
	Non-Residential Parcels	\$50.53	\$1.52	\$52.05
Measure Z	Single Family Residential Parcels	\$102.36	\$3.07	\$105.43
	Multiple Residential	\$69.92	\$2.10	\$72.02
	Non-Residential Parcels	\$52.42	\$1.57	\$53.99

Section 3. The provisions of this Ordinance are severable, and if any clause, sentence, paragraph, provision, or part of this Ordinance, or the application of this Ordinance to any person, is held to be invalid, such holding shall not impair or invalidate the remainder of this Ordinance. It is hereby declared to be the legislative intent that this Ordinance would have been adopted had such provisions not been included.

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Section 4. This Ordinance shall be in full force and effect immediately upon its passage as provided by Section 216 of the City Charter if adopted by at least six members of the City Council, or upon the seventh day after final adoption if adopted by fewer votes.

IN COUNCIL, OAKLAND, CALIFORNIA, _____, 2017

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN, AND PRESIDENT REID

NOES-

ABSENT-

ABSTENTION-

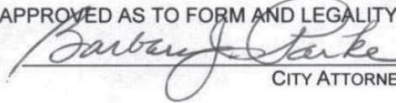
ATTEST:

LATONDA SIMMONS
City Clerk and Clerk of the Council of
the City of Oakland, California

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

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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 \$2,000,000 annually. 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:

$$365 \text{ days} - 100 \text{ days} = 265 \text{ days}$$

$$265 \text{ days} \div 365 \text{ days} = 72.60\%$$

$$72.60\% \times \$99.77 = \$72.43$$

- 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

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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

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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.

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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 4.16.031 of 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

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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:

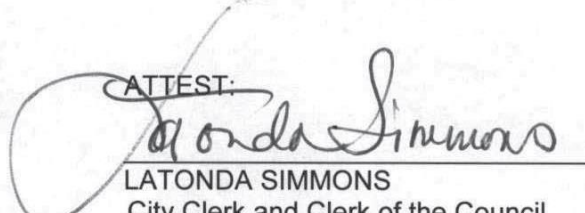
AYES-~~REID~~S, GALLO, GIBSON MCELHANEY, KALB, KAPLAN, ~~REID~~, SCHAAF and PRESIDENT KERNIGHAN -6

NOES Q

ABSENT Brooks, Reid -2

ABSTENTION Q

ATTEST:


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~~ **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 MUNICIPAL 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

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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:

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:

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- 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 which the Public Servant served.

1. Mayor, Members of the Council, and their Senior Staff Members. For purposes of the one-year restriction under 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 Mayor 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 Oakland 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 who, 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 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.

LEGISLATION

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 position of, or exercises management or control of the business;
 - vi. A contract or subcontract entered 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 dispute;
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 provision 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 08 2014

PASSED BY THE FOLLOWING VOTE.


AYES SCHAAF, BROOKS, KAPLAN, GALLO, KALB, GIBSON McELHANEY, REID and
PRESIDENT KERNIGHAN - 8

NOES 0

ABSENT 0

ABSTENTIONS. 0

ATTEST:


LATONDA SIMMONS
City Clerk and Clerk of the Council
of the City of Oakland, California

Introduction Date
NOV 18 2014

Date of Attestation: 12/12/14

1516270v1

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 MUNICIPAL 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

LEGISLATION

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:

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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 which the Public Servant served.

1. Mayor, Members of the Council, and their Senior Staff Members. For purposes of the one-year restriction under 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 Mayor 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 Oakland 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 who, 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

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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 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 position of, or exercises management or control of the business;
 - vi. A contract or subcontract entered 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 dispute;
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 provision 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

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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 08 2014

PASSED BY THE FOLLOWING VOTE.


AYES SCHAFF, BROOKS, KAPLAN, GALLO, KALB, GIBSON McELHANEY, REID and
PRESIDENT KERNIGHAN - 8

NOES ☒

ABSENT ☒

ABSTENTIONS. ☒

ATTEST: _____


LATONDA SIMMONS
City Clerk and Clerk of the Council
of the City of Oakland, California

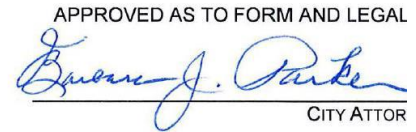
Introduction Date
NOV 18 2014

Date of Attestation: 12/12/14

1516270v1

REVISED: APRIL 28, 2016

FILED
OFFICE OF THE CITY CLERK
OAKLAND
2016 APR 28 PM 3:16

APPROVED AS TO FORM AND LEGAL

CITY ATTORNEY

OAKLAND CITY COUNCIL

RESOLUTION NO. 86161 C.M.S.

INTRODUCED BY VICE MAYOR CAMPBELL WASHINGTON,
AND COUNCILMEMBERS BROOKS AND KAPLAN

ADOPT A RESOLUTION ON THE CITY COUNCIL'S OWN MOTION SUBMITTING TO THE NOVEMBER 8, 2016 STATEWIDE GENERAL ELECTION, A PROPOSED ORDINANCE TO IMPOSE A 4%1 CENT PER OUNCE TAX ON THE DISTRIBUTION OF SUGAR-SWEETENED BEVERAGES; AND DIRECTING THE CITY CLERK TO FIX THE DATE FOR SUBMISSION OF ARGUMENTS AND PROVIDE FOR NOTICE AND PUBLICATION IN ACCORDANCE WITH THE NOVEMBER 8, 2016 STATEWIDE GENERAL ELECTION

WHEREAS, we are currently facing a public health crisis in Oakland and across the country; and,

WHEREAS, one third of all children and nearly half of African-American and Latino children are predicted to develop diabetes in their lifetimes; and,

WHEREAS, more than 37% of Oakland adolescents are overweight or obese, which puts them at risk of developing diabetes and other chronic diseases; and,

WHEREAS, the costs for diabetes related healthcare in Alameda County alone was estimated at \$560 million dollars in 2010; and,

WHEREAS, soda and sugary drinks are the number one source of added sugar in the American diet, they account for half of all consumed sugar but have no nutritional value and there is growing scientific evidence that it is the most dangerous way to consume added sugar ; and,

WHEREAS, drinking just one 12-oz can of soda per day can increase your risk of dying from heart disease by nearly one-third, people who drink one to two sugar-sweetened beverages per day have a 26% higher risk of developing Type 2 diabetes, and every additional sugary beverage consumed daily increases a child's risk for obesity by 60%; and,

WHEREAS, more than any category of food, rigorous scientific studies have shown that consumption of Sugar Sweetened Beverages contributes to poor diet, and risk for obesity, diabetes and a number of other serious health problems.; and

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WHEREAS, since a tax on sugary drinks was adopted in Mexico, there has already been a 12% decline in overall consumption, and a 17% decline in consumption in low income communities; and

WHEREAS, the tax will help to offset the extra costs borne by society for extra medical and dental care, waste, pollution and even greenhouse gases associated with the production of sugary drinks; and,

WHEREAS, taxing Sugar Sweetened Beverages is considered by many public health experts and policymakers to be one of the best strategies to improve the nation's nutrition, raise revenue for health programs and recover the medical and insurance costs of treating diet-related diseases; and,

WHEREAS, since 2009, policymakers in approximately 24 states and 6 cities have proposed Sugar Sweetened Beverages taxes, more than 25 national and state organizations have recommended or endorsed them and some countries, including Denmark, Finland, France, and Hungary, have taxes on Sugar Sweetened Beverages; and,

WHEREAS, in 2014, 76% of Berkeley voters supported the sugar sweetened beverages tax on the ballot and the Measure was supported by the Berkeley NAACP, Latinos Unidos de Berkeley, Berkeley Federation of Teachers, the California Nurses Association, the Heart Association and many others; and,

WHEREAS, as of November 2015, after nine months of tax implementation, \$1,093,778 revenue was paid to the City of Berkeley from the Sugar Sweetened Beverage Tax and funds generated have been allocated for school based nutrition education and community programs; and,

WHEREAS, the ordinance proposes the formation of a Community Advisory Board which will advise and make recommendations on how the City Council should establish and/or fund programs to prevent or reduce the consequences of the consumption of sugar sweetened beverages on health in Oakland communities and will evaluate the impact of the Tax on beverage prices, consumer purchasing behavior, and public health impacts; and,

WHEREAS, programs funded by the excise tax can improve community nutrition, reduce childhood obesity and tooth decay, increase physical activity and prevent diabetes in children and families, especially those most affected by health disparities; now, therefore be it

RESOLVED, that the Oakland City Council finds and determines the forgoing recitals are true and correct and hereby adopts and incorporates them into this Resolution; and be it

FURTHER RESOLVED, that the Oakland City Council does hereby submit to the voters, at the November 8, 2016, Statewide General Election, an Ordinance that reads as follows:

The people of the City of Oakland do ordain as follows:

Section 1. TITLE.

Title. This Ordinance shall be referred to as the “Sugar-Sweetened Beverage Distribution Tax Ordinance.”

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

Section 3. Code Amendment. ~~That a new Article~~Chapter 4.52, Sugar-Sweetened Beverage Distribution Tax Ordinance ~~is added to Title 4, Revenue And Finance~~ the Oakland Municipal Code to read as follows:

Chapter 4.52 – SUGAR-SWEETENED BEVERAGE DISTRIBUTION TAX ORDINANCE

4.52.010 – Short Title.

This chapter shall be known as the “Sugar-Sweetened Beverage Distribution Tax Ordinance.”

4.52.020 – Definitions.

Except where the context otherwise requires, the following definitions govern the construction of this chapter:

- A. “Alcoholic Beverage” means any beverage that is subject to taxation as an Alcoholic beverage under California Revenue and Taxation Code, Sections 32001 et seq., as may be amended from time to time.
- B. “Beverage for Medical Use” means a beverage suitable for human consumption and manufactured for use as an oral nutritional therapy for persons who cannot absorb or metabolize dietary nutrients from food or beverages, or for use as an oral rehydration electrolyte solution formulated to prevent or treat dehydration due to illness. “Beverage for Medical Use” also means a “medical food” as defined in Section 109971 of the California Health and Safety Code. “Beverage for Medical Use” shall not include beverages commonly referred to as “sports drinks” or any other common names that are derivations thereof.
- C. “Business Entity” means any Person except for a natural person.
- D. “Caloric Sweetener” means any substance or combination of substances meeting all of the following criteria:

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- (1) Is suitable for human consumption,
- (2) Adds calories to the diet when consumed,
- (3) Is perceived as sweet when consumed, and
- (4) Is used for making, mixing, or compounding Sugar-Sweetened beverages by combining the substance or substances with one or more ingredients including, but not limited to, water, ice, powder, coffee, tea, fruit juice, vegetable juice, or carbonation or other gas.

"Caloric Sweetener" includes, but is not limited to, sucrose, fructose, glucose, other sugars, and high fructose corn syrup.

- E. "City" means the City of Oakland, California.
- F. "Community Advisory Board" means the Sugar-Sweetened Beverage Distribution Tax Advisory Board described in Section 4.52.070.
- G. "Consumer" or "Consumers" means a natural person or persons who purchase a Sugar-Sweetened Beverage Product(s) in the City for a purpose other than resale in the ordinary course of business.
- H. "Distribution", ~~or~~ "Distribute" or "Distributing" means the transfer of title or possession: (a) from one Business Entity to another for consideration; or (b) within a single Business Entity, such as by a wholesale or warehousing unit to a retail outlet or between two or more employees or contractors of said Business Entity. "Distribution" or "Distribute" shall not mean the retail sale to a consumer.
- I. "Distributor" means any Person who Distributes Sugar-Sweetened Beverage Product(s) within the City.
- ~~I.~~J. "General Tax" means any tax imposed for general governmental purposes.
- ~~J.~~K. "Milk Product" means: (a) any beverage whose principal ingredient by weight is natural milk secreted by an animal; and (b) any plant-based substance or combination of substances in which (i) water and (ii) grains, nuts, legumes, or seeds, constitute the two greatest ingredients by volume. For purposes of this definition, "natural milk" includes natural milk concentrate and dehydrated natural milk, whether or not reconstituted. For purposes of this definition, "Milk Product" includes, but is not limited to, soy milk, almond milk, rice milk, coconut milk, hemp milk, oat milk, hazelnut milk, flax milk.
- ~~K.~~L. "Natural Common Sweetener" means: granulated white sugar, brown sugar, honey, molasses, xylem sap of maple trees, or agave nectar.
- ~~L.~~M. "Person" means any natural person, partnership, cooperative, association, Limited Liability Company, corporation, personal representative, receiver, trustee, assignee, or any other legal entity.

- M.N. "Powder" means any solid mixture containing one or more Caloric Sweeteners as an ingredient intended to be used in making, mixing or compounding a Sugar-Sweetened Beverage by combining the Powder with one or more other ingredients.
- N.O. "Retailer" means any Person serves Sugar-Sweetened Beverage Product(s) to Consumer(s).
- O.P. "Small Business" means any Business Entity with less than \$100,000 in annual gross receipts in the most recent calendar year that distributes, sells, serves or provides Sugar- Sweetened Beverage Product(s) directly to final Consumers.
- P.Q. "Sugar-Sweetened Beverage" means any beverage intended for human consumption to which one or more caloric sweeteners has been added and that contains 25 or more calories per 12 fluid ounces of beverage.
1. "Sugar-Sweetened Beverage" includes, but is not limited to, drinks and beverages commonly referred to as "soda," "pop," "cola," "soft drinks," "sports drinks," "energy drinks," "slushies," "sweetened ice teas," or any other common names that are derivations thereof.
 2. "Sugar-Sweetened Beverage" shall not include: (a) any beverage sold for consumption by infants, which is commonly referred to as "infant formula" or "baby formula," or oral rehydration fluids for children; (b) any Beverage for Medical Use; (c) any beverage designed as supplemental, meal replacement, or sole-source nutrition that includes proteins, carbohydrates, and multiple vitamins and minerals; (d) Milk Products; (e) 100 percent natural fruit or vegetable juice with no added caloric sweetener; or (f) alcoholic beverage .
- Q.R. "Sugar-Sweetened Beverage Distribution Tax" or "Tax" is the general excise tax imposed under Section 4.52.030.
- R.S. "Sugar-Sweetened Beverage Product(s)" means a Sugar-Sweetened Beverage or caloric sweetener.
- S.T. "Syrup" means any liquid or frozen mixture, containing one or more Caloric Sweeteners as an ingredient, intended to be used in making, mixing, or compounding a Sugar-Sweetened Beverage by combining the Syrup with one or more other ingredients.
- T.U. "Tax Administrator" means the Director of Finance for the City of Oakland or the designee of the Director of Finance.

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4.52.030 – Excise Tax.

- A. In addition to any other taxes imposed by the City, the City hereby levies a General Tax of one cent (\$0.01) per fluid ounce on the privilege of Distributing Sugar-Sweetened Beverage Products in the City.
- B. For the purposes of this Chapter, the volume, in ounces, of a Sugar-Sweetened Beverage product shall be calculated as follows:
 - 1. For a Sugar-Sweetened Beverage, the volume, in fluid ounces, of Sugar-Sweetened Beverages distributed to any Person in the course of business in the City.
 - 2. For added Caloric Sweeteners, the largest volume, in fluid ounces, of Sugar-Sweetened Beverages that could be produced from the added Caloric Sweeteners. In accordance with rules and regulations promulgated by the City pursuant to Section 4.52.040, the largest volume, in fluid ounces, that would typically be produced from the added Caloric Sweeteners shall be determined based on the manufacturer's instructions or, if the Distributor uses that added Caloric Sweeteners to produce a Sugar-Sweetened Beverage, the regular practice of the Distributor.
 - 3. The Tax shall be paid upon the first nonexempt Distribution of a Sugar-Sweetened Beverage product in the City. To the extent that there is a chain of Distribution within Oakland involving more than one Distributor, the tax shall be levied on the first Distributor subject to the jurisdiction of the City. To the extent the Tax is not paid as set forth above for any reason, it shall be payable on subsequent Distributions and by subsequent Distributors; provided, that the Distribution of Sugar-Sweetened Beverage products may not be taxed more than once in the chain of commerce.
- C. The Tax shall not apply to:
 - 1. To any Distributor that is not subject to taxation by the City under the laws of the United States or the State of California.
 - 2. The Distribution of any Sugar-Sweetened Beverage Product by a Small Business as defined in this chapter.
 - 3. To any Distribution of Natural or Common sweeteners.

4.52.040 – Administration of Tax.

- A. It shall be the duty of the Tax Administrator to collect and receive all taxes imposed by this Chapter, and to keep an accurate record thereof.
- B. The Tax Administrator is hereby charged with the enforcement of this Chapter, except as otherwise provided herein, and may prescribe, adopt, and enforce

rules and regulations relating to the administration and enforcement of this Chapter. Such rules and regulations shall include, but are not limited to:

1. The reexamination and correction of returns and payments, and for reporting.
2. Prescribing the methods, frequency, and schedules for the calculation, collection and payment of the tax.
3. The manner and form in which a Distributor must register with the City, and shall report and remit the tax.
4. How a Distributor or a Retailer who receives, in the City, Sugar-Sweetened Beverage Product(s) from a Distributor must report to the City the name of that Distributor and the volume of Sugar-Sweetened Beverage Product(s).
5. The documentation to be created or maintained by a Distributor or a Retailer.
6. The administrative process and procedures for any Person against whom a determination is made by the Tax Administrator under this Chapter or any Person directly interested in such determination, shall follow to dispute or otherwise challenge a determination, and the form, manner and time within which a determination may be disputed or challenged.

C. Adoption and implementation by the Tax Administrator of rules and regulations authorized by this Section shall not constitute new or increased tax requiring approval by the voters of the City.

D. The Tax Administrator shall annually verify that the taxes owed under this Chapter have been properly applied, exempted, collected and remitted.

4.52.050 – Collection of Tax and Registration of Distributors.

- A. Every Person engaged in or about to engage in business as a Distributor in the City shall immediately register with the City in the manner and form determined by the Tax Administrator. Persons engaged in such business must be registered no later than thirty (30) days after the date the tax imposed by this Chapter becomes effective on July 1, 2017, but such privilege of such registration after the date of imposition of such tax shall not relieve any person from the obligation or payment or collection of tax on and after the date of imposition thereof, regardless of registration.
- B. Any person who fails to pay the tax to the City or any amount of tax required to be collected and paid to the City within the time required by the rules and regulations established by the Tax Administrator shall pay a penalty of twenty-five (25) percent of the tax or amount of the tax, in addition to the tax or amount of delinquent tax, plus interest, computed on the amount of delinquent tax, inclusive of penalties, at the rate of one percent per month, or fraction thereof,

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from the date on which the tax or the amount of tax required to be collected became due and payable to the City and until the date of payment.

- C. The amount of any tax, penalty, and interest imposed by this Chapter shall be deemed a debt to the City. Any Distributor owing money under the provisions of this Chapter shall be liable in an action brought in the name of the City for the recovery of such amount.
- D. In order to aid in the collection of taxes due to the City under this Chapter, any Distributor or Retailer that distributes, receives or sells Sugar-Sweetened Beverage Product(s) shall provide information to the City regarding the Distribution of these products in accordance with rules and regulations adopted by the Tax Administrator.
- E. The City Council is authorized to have the taxes imposed by this Chapter collected by the County of Alameda or the California Board of Equalization in conjunction with the collection of other taxes for the City. If the City Council exercises this authorization, the duties and responsibilities of the Tax Administrator shall be given, as appropriate, to the County of Alameda or the California Board of Equalization, which may delegate such duties and responsibilities as necessary and as authorized by law.

4.52.060 – Credits and Refunds.

- A. Any tax under this Chapter that has been paid more than once or has been erroneously or illegally collected or received by the City shall be refunded as determined by the Tax Administrator.
- B. Any tax under this Chapter that has been returned to the Distributor within six (6) months of the initial Distribution and for which the entire purchase price has been refunded in cash or credit shall be refunded as determined by the Tax Administrator.
- C. Claims must be filed with the Tax Administrator and determined in accordance with the rules and regulations to be established by the Tax Administrator within one year from the date of payment of the tax to the City. No refund shall be paid under this Section unless claimant establishes entitlement thereto by written documentation.

4.52.070 – Examination of books, records, witnesses—Confidentiality of Information—Penalty.

The Tax Administrator or any authorized employee is authorized to examine the books, papers, tax returns and records of any Person subject to this chapter for the purpose of verifying the accuracy of any declaration made, or if no declaration was made, to ascertain the tax due.

Every Person subject to the provisions of this chapter is directed and required to furnish to the Tax Administrator or duly authorized agent or employee, the means,

facilities and opportunity for making such examination and investigations. The Tax Administrator is authorized to examine a person under oath, for the purpose of verifying the accuracy of any declaration made, or if no declaration was made, to ascertain the business tax or registration fees due under this chapter. In order to ascertain the business tax or registration fees due under this chapter, the Tax Administrator may compel, by administrative subpoena, the production of relevant books, papers and records and the attendance of all persons as parties or witnesses.

Except for disclosures to agents, attorneys, or employees of the City necessary to the purpose of administering or enforcing the tax, or in compliance with a court order, or in connection with an appeal, hearing or court action, City employees shall maintain the confidentiality of all business and personal information and documents furnished to or obtained by the Tax Administrator in connection with the collection or administrative proceedings relating to the determination and assessment of taxes.

The refusal to submit to such examination or production by any employer or person subject to the provisions of this chapter shall be deemed a violation of this chapter, and administrative subpoenas shall be enforced pursuant to applicable state law.

4.52.080 – Community Advisory Board.

There is hereby established a Community Advisory Board.

- A. The Community Advisory Board shall advise and make recommendations on how and to what extent the City Council should establish and/or fund programs to prevent or reduce the health consequences of the consumption of sugar-sweetened beverages in Oakland communities, including but not limited to programs and projects to improve community nutrition, reduce childhood obesity and tooth decay, increase physical activity and prevent diabetes in children and families, especially those most affected by health disparities.
- B. The Community Advisory Board shall consist of nine (9) members who are all residents of the City. City Councilmembers shall make recommendations for members to the Mayor. Members of the Advisory Board shall be appointed by the Mayor and confirmed by the City Council in accordance with City Charter section 601.
 1. At least three (3) members will be residents who live in areas, as defined by the most current census tracts, which are disproportionately impacted by diseases related to the consumption of sugar, as measured by the most recent data available to the Alameda County Department of Public Health.
 2. At least two (2) members will be one medical and one dental professional who have public health experience or who engage in whole or in part in the prevention, diagnosis, treatment, or research of, or education about, chronic diseases linked to the consumption of sugar.

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3. At least two (2) parents of students currently enrolled in an Oakland Unified School District (OUSD). The parent representatives shall have a student enrolled in an OUSD school at the commencement of the initial term and any subsequent term.
4. At least two (2) members will have experience in addressing public health issues, related to diabetes, obesity and sugary drink consumption, community-based youth food and nutrition programs, school-based food and nutrition programs, oral health or early childhood nutrition.
- C. Members shall serve three (3) year terms. No member shall serve more than two (2) consecutive three (3) year terms. The initial two (3) year term for each of the initial members shall commence as of the date that six (6) members have been appointed, which is when the Advisory Board may begin its work. A quorum of the Advisory Board shall be five (5) members. Absence from three (3) consecutive regular meetings, or four (4) regular meetings during a single fiscal year, shall constitute resignation from the Advisory Board.
- D. Members of the Community Advisory Board shall serve without pay.
- E. The City Administrator shall provide clerical assistance and administrative support and technical assistance to the Community Advisory Board. All City departments, boards, and commissions shall reasonably assist and cooperate with the Community Advisory Board.
- F. The Community Advisory Board shall meet at least four (4) times per fiscal year.
- G. Unless otherwise reauthorized by the City Council, this Section shall expire by operation of law, and the Community Advisory Board shall terminate, as of December 31, 2028. After that date, the City Attorney shall cause this Section to be removed from the Administrative Code.
- H. The Community Advisory Board shall publish an annual report that includes the following: 1) Recommendations on how to allocate the City's general funds to reduce the consumption of sugar sweetened beverages in Oakland and to address the results of such consumption; 2) How and to what extent the City Council and Mayor have implemented the recommendations presented by the Board; 3) Information, if available, concerning the impact of this Chapter on the public health of the residents of the City; and 4) Any additional information that the Panel deems appropriate..
- I. Within 15 days of receipt of the publication of the Advisory Board's annual report, the City Administrator shall cause the report to be published on the City's Internet website and to be transmitted to the City Council.

4.52.090 – Collection Date.

Collection of the tax shall begin on July 1, 2017.

4.52.100 – General Fund Revenue.

All tax revenue collected and remitted to the City pursuant to this Chapter shall be deposited in the City of Oakland unrestricted general fund to be used for any lawful government purpose.

Section 4. Conflicting Measures.

This measure is intended to be comprehensive. It is the intent of the people of the City of Oakland that in the event this measure and one or more measures relating to the taxation of Sugar-Sweetened Beverages shall appear on the same ballot, the provisions of the other measure or measures shall be deemed to be in conflict with this measure. In the event that this measure receives a greater number of affirmative votes, the provisions of this measure shall prevail in their entirety, and all provisions of the other measure or measures shall be null and void. If this measure is approved by a majority of the voters but does not receive a greater number of affirmative votes than any other measure appearing on the same ballot regarding taxation of Sugar-Sweetened Beverages, this measure shall take effect to the extent not in conflict with said other measure or measures.

Section 5. Liberal Construction.

This measure shall be liberally construed to effectuate its purposes.

Section 6. Municipal Affair.

The People of the City of Oakland hereby declare that the taxation of the Distribution of Sugar-Sweetened Beverage Products and the public health impact of Sugar-Sweetened Beverages separately and together constitute municipal affairs. The People of the City of Oakland hereby further declare their desire for this measure to coexist with any similar tax adopted at the county or state levels.

Section 7. Not a Sales and Use Tax.

The tax imposed by this chapter is a general excise tax on the privilege of conducting business within the City of Oakland. It is not a sales tax or use tax or other excise tax on the sale, consumption, or use of sugar-sweetened beverages.

Section 8. Effective Date.

This Ordinance shall be effective only if approved by a majority of the voters voting thereon and shall go into effect ten (10) days after the vote is declared by the City Council.

Section 9. Council Amendments.

The City Council of the City of Oakland is hereby authorized to amend Chapter 4.52 of the Oakland Municipal Code as adopted by this Ordinance in any manner that does not increase the rate of the Sugar-Sweetened Beverage Distribution Tax or

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otherwise constitute a tax increase for which voter approval is required by Article XIII C of the California Constitution.

Section 10. Savings Clause.

If any provision, sentence, clause, section or part of this Ordinance is found to be unconstitutional, illegal or invalid by a court of competent jurisdiction, such unconstitutionality, illegality, or invalidity shall affect only such provision, sentence, clause, section or part of this Ordinance and shall not affect or impair any of the remaining provisions, sentences, clauses, sections or parts of this Ordinance. It is hereby declared that this Ordinance would have adopted had such unconstitutional, illegal or invalid provision, sentence, clause, section or part thereof not been included herein.

; and be it

FURTHER RESOLVED, that each ballot used at said election shall have printed therein, in addition to any other matter required by law, the following:

AN ORDINANCE IMPOSING A TAX OF ONE CENT PER FLUID OUNCE
ON THE DISTRIBUTION OF SUGAR-SWEETENED BEVERAGES IN
THE CITY OF OAKLAND.

MEASURE_____

Measure _____. <i>Shall the City of Oakland impose a 1 cent per ounce general tax on the distribution of sugar-sweetened beverages, including products such as sodas, sports drinks, sweetened teas, energy drinks, but exempting: milk products, 100% juice, baby formula, diet drinks, or drinks taken for medical reasons; and providing an exemption for small businesses?</i>	Yes	
[FINAL BALLOT QUESTION SUBJECT TO FINAL CITY ATTORNEY APPROVAL]	No	

; and be it

FURTHER RESOLVED, that the City Council does hereby submit to the qualified voters of the City, at the November 8, 2016 election, the ordinance and ballot measure set forth herein. The City proposes to impose a tax on the distribution of sugar-sweetened beverages in the City of Oakland if a majority of all qualified voters voting on the ballot measure vote in favor thereof; and be it

FURTHER RESOLVED, that the City Council hereby authorizes and directs the City Clerk of the City of Oakland (the "City Clerk") at least 88 days prior to November 8, 2016, to file with the Alameda County Clerk certified copies of this Resolution; and be it

FURTHER RESOLVED, that the City Council does hereby request that the Board of Supervisors of Alameda County include on the ballots and sample ballots recitals and measure language to be voted on by the voters of the qualified electors of the City of Oakland; and be it

FURTHER RESOLVED, that the City Clerk is hereby directed to cause the posting, publication and printing of notices, pursuant to the requirements of the Charter of the City of Oakland, Chapter 3 of the Oakland Municipal Code, the Government Code and the Election Code of the State of California; and be it

FURTHER RESOLVED, that in accordance with the Elections Code and the Oakland Municipal Code, the City Clerk shall fix and determine a date for submission of arguments for or against said proposed Ordinance and rebuttals, and said date shall be posted in the Office of the City Clerk; and be it

FURTHER RESOLVED, that certain sections of this Ordinance may be codified into the City of Oakland Municipal Code at the direction of the City Clerk upon approval by the voters; and be it

FURTHER RESOLVED, that this resolution shall be effective immediately upon approval by five members of the Council.

1891020v1

IN COUNCIL, OAKLAND, CALIFORNIA MAY 03 2016, 2016

PASSED BY THE FOLLOWING VOTE:

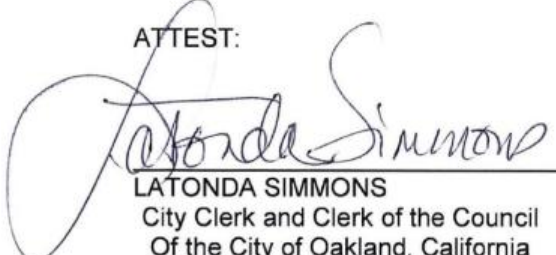
AYES- BROOKS, GALLO, GUILLEN, KALB, KAPLAN, REID, CAMPBELL WASHINGTON,
PRESIDENT GIBSON MCELHANEY — 8

NOES — 0

ABSENT — 0

ABSTENTION — 0

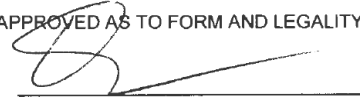
ATTEST:


LATONDA SIMMONS
City Clerk and Clerk of the Council
Of the City of Oakland, California

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2016 AUG -5 AM 9:27

APPROVED AS TO FORM AND LEGALITY


CITY ATTORNEY

OAKLAND CITY COUNCIL

RESOLUTION NO. 86385 C.M.S.

INTRODUCED BY VICE MAYOR CAMPBELL WASHINGTON
AND COUNCILMEMBER GUILLEN

RESOLUTION ON THE CITY COUNCIL'S OWN MOTION SUBMITTING TO THE NOVEMBER 8, 2016 STATEWIDE GENERAL ELECTION, A PROPOSED ORDINANCE TO AUTHORIZE ISSUANCE OF \$600 MILLION GENERAL OBLIGATION BONDS TO FUND VARIOUS CITY INFRASTRUCTURE AND AFFORDABLE HOUSING PROJECTS; AND DIRECTING THE CITY CLERK TO FIX THE DATE FOR SUBMISSION OF ARGUMENTS AND PROVIDE FOR NOTICE AND PUBLICATION IN ACCORDANCE WITH THE NOVEMBER 8, 2016 STATEWIDE GENERAL ELECTION; ACTION TAKEN IN RELIANCE ON PREVIOUSLY CERTIFIED ENVIRONMENTAL IMPACT REPORTS AND CEQA EXEMPTIONS WITHOUT LIMITATION, CEQA GUIDELINES 15162, 15183, 15183.3 and 15378

WHEREAS, the City of Oakland has identified critically needed investment in streets and roads, public facilities and affordable housing as integral to ensuring public safety, quality of life for all Oaklanders and the City's long-term economic vitality; and,

WHEREAS, the City Council recognizes the need to enhance the City's streets, bike lanes, and related infrastructure in order to create a system that is more safe, reliable, and efficient, and meets future demands; and,

WHEREAS, the City Council recognizes that investment in the City's infrastructure, including parks, libraries, public safety buildings, recreation and senior centers is necessary to preserve and enhance the quality of life for all Oaklanders; and,

WHEREAS, Oakland is the one of the most expensive housing markets in the country, just behind San Francisco, New York and Boston, and with rising rents outpacing the increase in incomes faster than any other place in the country, protecting Oakland residents from displacement and providing affordable housing opportunities is necessary to preserve the quality of life for all City residents, to protect the City's low income families, seniors and persons with disabilities, and to ensure the City's long term economic vitality; and,

WHEREAS, pursuant to Article 34 of the California Constitution, voter approval is necessary in some cases to authorize the City to develop, construct and/or acquire "low rent housing", including housing that will be funded by a City general obligation bond; and

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WHEREAS, the City has an unfunded capital need of approximately \$2.5 billion; and

WHEREAS, the City Council proposes a \$600 million general obligation bond to invest in vital infrastructure projects to improve public safety, protect and provide affordable housing, and preserve the quality of life in all neighborhoods throughout Oakland; and

WHEREAS, section 902(e) of the Charter of the City of Oakland provides that contracts for service shall not result in the loss of employment or salary by any person having permanent status in the City's competitive service and such Charter provisions remain applicable to projects funded by this bond measure; and

WHEREAS, this bond measure provides enhanced resources for the City's Public Works, Transportation and Parks & Recreation Departments, thereby creating the opportunity to expand the capacity of City staff to undertake various types of capital improvement work; and

WHEREAS, in compliance with the California Environmental Quality Act (CEQA), section 15162, the City has completed a review of the proposed projects (the "Projects") and

WHEREAS, the proposal relies on previously certified Final Environmental Impact Reports (EIRs) in accordance with, among other provisions CEQA Guidelines section 15162, prepared for planning-level policy documents including, without limitation, the City's General Plan, the Lake Merritt Station Area, Broadway-Valdez, West Oakland, and Central Estuary Specific Plans, and various Redevelopment Plans, and each as a separate and independent basis, is also exempt from CEQA on numerous bases, including, without limitation CEQA Guidelines sections 15183, 15183.3 and 15378, and,

WHEREAS, the City Council finds and determines that completion of the Projects is in the public interest and the cost of the Projects will require expenditures of at least \$600 million, an amount greater than the amount allowed by the annual tax levy of the City; and

WHEREAS, the City Council finds and determines it is in the best interests of the City of Oakland to submit to the voters this proposed ordinance to incur bonded indebtedness not to exceed \$600 million for the purpose of financing the Projects; now, therefore be it

RESOLVED, that the Oakland City Council finds and determines the forgoing recitals are true and correct and hereby adopts and incorporates them into this resolution; and be it

FURTHER RESOLVED, that the Oakland City Council does hereby submit to the voters, at the November 8, 2016, Statewide General Election, an Ordinance that reads as follows:

The people of the City of Oakland do ordain as follows:

Section 1. TITLE AND PURPOSE.

(A) Title. This Ordinance shall be referred to as the “2016 Infrastructure Bond.”

(B) Purpose. The object and purpose of the authorized indebtedness will be to acquire and make improvements to real property such as improvement and rehabilitation of streets, sidewalks and related infrastructure, renovation and rehabilitation of City facilities including libraries, public safety, recreation, and other buildings, and acquisition, improvement, rehabilitation, preservation, construction and repair of affordable housing.

Section 2. IMPROVEMENT PROJECT PLAN.

(A) Projects to be funded by the total \$600 million in bonds include the following:

1. Streets and Roads Projects, in the amount of \$350 million, including projects consistent with:

- (a) Street paving and reconstruction
- (b) Bicycle and pedestrian improvements; bikeways, sidewalks, paths, stairs, streetscape, curb ramps
- (d) Traffic calming improvements

2. Facilities Projects in the amount of \$150 million, including projects consistent with:

- (a) Fire facilities (in the amount of \$40 million)
- (b) Police facilities (in the amount of \$40 million)
- (c) Libraries (in the amount of \$15 million)
- (d) Parks, Recreation and Senior Facilities (in the amount of \$35 million)
- (e) Water, energy and seismic improvements consistent with the City’s Energy and Climate Action Plan (in the amount of \$20 million)

3. Anti-Displacement and Affordable Housing Preservation Projects in the amount of \$100 million:

- (a) Funds may be spent on the acquisition, rehabilitation, or new construction of affordable housing as set forth in the Affordable Housing Bond Law Ordinance.

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(B) Proceeds from the sale of the bonds authorized by this measure shall be used only for the purposes and projects set forth in Section 1. Proceeds of the bonds may be used to pay or reimburse the City for the costs of City staff when they are performing work on or necessary and incidental to the bond projects. The City may apply bond proceeds designated for affordable housing projects directly to acquire, rehabilitate, preserve or construct affordable housing and/or indirectly as loans, grants, or other disbursements to qualified individuals, non-profit business entities, corporations, partnerships, associations, and government agencies for such affordable housing projects.

(C) The City proposes to finance some or all of the projects described above with proceeds of the bonds. Projects will be completed as needed according to City Council established priorities, including those set forth within the City's Capital Improvement Plan and additionally, prior to each issuance of bonds, the City Council shall identify for the specific projects included in such issuance:

1. How the projects address social and geographic equity, provide greater benefit to under-served populations and in geographic areas of greatest need;

2. How the projects address improvements to the City's existing core capital assets;

3. How the projects maintain or decrease the City's existing operations and maintenance costs; and

4. How the projects address improvements to energy consumption, resiliency and mobility.

5. The order in which the projects appear in Section A above is not an indication of priority for funding or completion. The final cost of each project will be determined as plans are finalized, construction bids are awarded, and projects are completed. Certain construction funds expected from non-bond sources, including state or other grants for eligible projects, have not been secured. Until sources of funding and the costs of all projects are known, the City Council cannot determine the amount of bond proceeds that will be available to spend on each project, nor guarantee that the bonds will provide sufficient funds to allow completion of all described projects. Completion of some projects may be subject to additional environmental or other government approvals by state or local officials. For these reasons, inclusion of a project in the description above is not a guarantee that the project will be funded or completed.

(D) Contractors and City departments shall comply with all applicable City laws when awarding contracts or performing work funded with the proceeds of Bonds authorized by this measure.

(E) After ten (10) years from enactment of this measure, if the remaining funds designated in any of the categories set forth in Section 2(A) above have not been obligated or expended, a maximum of ten percent (10%) of the funds within each category can be transferred to any other categories included in this measure through a City Council Resolution.

Section 3. TAX AND INDEBTEDNESS.

To provide financing for the purposes and projects identified in Section 1 of this Ordinance, the City shall be authorized to issue and sell bonds in an amount up to Six Hundred Million Dollars (\$600,000,000) in aggregate principal amount subject to the accountability safeguards specified in Section 6. The City's first bond issuance will be for an amount no more than \$200 million.

The City's best estimate of the ad valorem tax rate required to be levied on all taxable property in the City to pay debt service on the total amount of the proposed bonds (\$600 million) is projected to average no more than \$69 per year per \$100,000 of assessed property valuation. Such estimation shall not be construed to limit the power and duty of the City Council to cause to be levied and collected a tax sufficient to pay debt service on the bonds in any fiscal year.

Section 4. DEPOSIT OF BOND PROCEEDS.

The net proceeds of the bonds shall be deposited into a special trust account with or established by the treasury of the City of Oakland and shall be allocated and expended at the direction of the City Council for purposes set forth in Section 1 of this Ordinance.

Section 5. FINANCIAL AUDITS AND CITIZEN OVERSIGHT.

As long as any authorized bond proceeds have not been spent, an annual audit shall be performed to ensure accountability and proper disbursement of the bond proceeds in accordance with the objectives stated herein and in compliance with California Government Code sections 53410(c), 53410(d) and 53411.

The City Council shall establish a new Board or Commission or assign to an existing Board or Commission the responsibility for citizen oversight of this measure. This Board or Commission shall review relevant financial and operational reports related to the expenditure of bond proceeds and provide reports to the City Council when necessary. In addition, the Board or Commission should evaluate the impacts and outcomes of bond expenditures on the bond measure's stated goals, including social equity, anti-displacement and affordable housing.

Section 6. DEBT-SERVICE FUND.

For the purpose of paying the principal and interest on the bonds, the City shall, annually levy and collect a tax sufficient to pay the annual interest on such bonds as it becomes due and such part of the principal that will become due before the proceeds of the next general tax levy is available for the payment of such principal. The City shall establish and separately maintain such collected tax revenues in a Debt-Service fund until the bonds and the interest thereon are fully paid, or until a sum is set apart to pay all amounts that will be due to cover the principal and interest on the bonds in the Treasury of the City of Oakland or held on behalf of the City.

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Section 7. Blank

Section 8. ARTICLE 34 AUTHORIZATION.

Pursuant to Article 34 of the California Constitution, the City is authorized to develop, construct and/or acquire up to 2000 rental housing units for low-income households throughout the City if the City is assisting the development, construction and/or acquisition of such units in whole or in part using proceeds from the bonds authorized by this measure.

Section 9. CITY AFFORDABLE HOUSING BOND LAW.

The City shall issue the bonds pursuant to the rules and procedures established by City Affordable Housing Bond Law.

Section 10. EFFECTIVE DATE.

The taxes imposed by this Ordinance shall become effective on January 1, 2017.

Section 11. DUTIES OF THE DIRECTOR OF FINANCE.

It shall be the duty of the Director of the Finance to collect and receive all taxes imposed by this Ordinance. The Director of Finance is charged with the enforcement of this Ordinance and may adopt rules and regulations relating to such enforcement.

Section 12. TERM OF TAX IMPOSITION.

The ad valorem taxes enacted by this Ordinance shall be imposed and levied until the authorized indebtedness is fully paid. The City shall place delinquencies on subsequent tax bills.

Section 13. SAVINGS CLAUSE.

If a court of competent jurisdiction finds that any provision, sentence, clause, section or part of this Ordinance is unconstitutional, illegal or invalid, such unconstitutionality, illegality, or invalidity shall affect only such provision, sentence, clause, section or part of this Ordinance, and shall not affect or impair any of the remaining provisions, sentences, clauses, sections or parts of this Ordinance. It is hereby declared that the Council would have adopted this Ordinance if such unconstitutional, illegal or invalid provision, sentence, clause, section or part thereof was not included herein.

Section 14. COMPLIANCE

Under Section 53410 of the California Government Code, the bonds shall be for the specific purposes authorized in this Ordinance and the proceeds of such bonds will be applied only for such specific purposes. The City will comply with the requirements of Sections 53410(c) and 53410(d) of the California Government Code.

Section 15. REIMBURSEMENTS

The City shall be reimbursed for expenditures the City incurred or expected to incur prior to the issuance and sale of any series of the Bonds in connection with the Project. The City Council hereby declares the City's intent to reimburse the City with the proceeds of the bonds for expenditures with respect to the Project (the "Expenditures" or "Expenditure") that are made on and after the date that is no more than 60 days prior to the passage of the Ordinance. The City reasonably expects on the date hereof that it will reimburse the eligible Expenditures with the proceeds of the Bonds.

Each Expenditure was and will be either (a) of a type properly chargeable to a capital account under general federal income tax principles (determined in each case as of the date of the Expenditure), (b) a cost of issuance with respect to the bonds, (c) a nonrecurring item that is not customarily payable from current revenues, or (d) a grant to a party that is not related to or an agent of the City so long as such grant does not impose any obligation or condition (directly or indirectly) to repay any amount to or for the benefit of the City. The maximum aggregate principal amount of the Bonds expected to be issued for the Project is \$600 million. The City shall make a reimbursement allocation, which is a written allocation by the City that evidences the City's use of proceeds of the applicable series of bonds to reimburse an Expenditure, no later than 18 months after the later of the date on which the Expenditure is paid or the related portion of the Project is placed in service or abandoned, but in no event more than three years after the date on which the Expenditure is paid. The City may make exceptions for certain "preliminary expenditures," costs of issuance, certain de minimis amounts, expenditures by "small issuers" (based on the year of issuance and not the year of expenditure) and Expenditures for construction projects of at least 5 years.

Section 16. EFFECTIVE DATE.

This Ordinance shall be effective only if it is approved by two-thirds of the voters voting thereon and shall go into effect ten (10) days after the vote is declared by the City Council.

; and be it

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FURTHER RESOLVED, that each ballot used at said election shall have printed therein, in addition to any other matter required by law, the following:

A PROPOSED ORDINANCE AUTHORIZING THE ISSUANCE OF
INFRASTRUCTURE BONDS IN AN AMOUNT NOT TO EXCEED \$600
MILLION TO IMPROVE PUBLIC SAFETY AND INVEST IN
NEIGHBORHOODS.

MEASURE _____

Measure _____. To improve public safety and invest in neighborhoods throughout Oakland by re-paving streets to remove potholes, rebuilding cracked and deteriorating sidewalks, funding bicycle and pedestrian safety improvements, funding affordable housing for Oaklanders, and providing funds for facility improvements, such as, neighborhood recreation centers, playgrounds, and libraries, shall the City of Oakland issue \$600 million in bonds, subject to independent citizen oversight and regular audits?	Yes	
	No	

; and be it

FURTHER RESOLVED, that the City Council does hereby submit to the qualified voters of the City, at the November 8, 2016 election, the ordinance and ballot measure set forth herein; and be it

FURTHER RESOLVED, that the City proposes to rehabilitate, renovate, acquire or construct the real property and real property improvements herein and to issue and sell general obligation bonds of the City of Oakland, in one or more series, in the maximum amount and for the objects and purposes set forth herein if two-thirds of all qualified voters voting on the ballot measure vote in favor thereof; and be it

FURTHER RESOLVED, that the bonds are to be general obligations of the City of Oakland payable and secured by taxes levied and collected in the manner prescribed by the laws of the State of California; and that all said bonds are to be equally and ratably secured, without priority, by the taxing power of the City; and be it

FURTHER RESOLVED, that the City Council hereby authorizes and directs the City Clerk of the City of Oakland (the "City Clerk") to file certified copies of this Resolution with the Alameda County Clerk at least 88 days prior to November 8, 2016; and be it

FURTHER RESOLVED, that the City Council does hereby request that the Board of Supervisors of Alameda County include on the ballots and sample ballots the

foregoing recitals and measure language to be voted on by the voters of the qualified electors of the City of Oakland; and be it

FURTHER RESOLVED, that the City Clerk hereby is directed to cause the posting, publication and printing of notices, pursuant to the requirements of the Charter of the City of Oakland, Chapter 3 of the Oakland Municipal Code, the Government Code and the Elections Code of the State of California; and be it

FURTHER RESOLVED, that in accordance with the Elections Code and the Oakland Municipal Code, the City Clerk shall fix and determine a date for submission of arguments for or against said proposed Ordinance and rebuttals, and said date shall be posted in the Office of the City Clerk; and be it

FURTHER RESOLVED, that upon approval by the voters certain sections of this Ordinance may be codified into the City of Oakland Municipal Code at the direction of the City Clerk; and be it

FURTHER RESOLVED, that this resolution shall be effective immediately upon approval by five members of the Council.

IN COUNCIL, OAKLAND, CALIFORNIA JUL 19 2016, 2016

PASSED BY THE FOLLOWING VOTE:

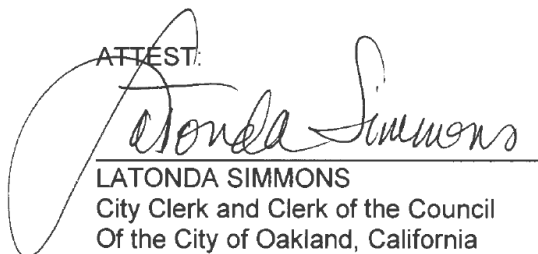
AYES - BROOKS, GALLO, GUILLEN, KALB, KAPLAN, REID, CAMPBELL WASHINGTON,
PRESIDENT GIBSON MCELHANEY -- 8

NOES - 0

ABSENT - 0

ABSTENTIONS - 0

ATTEST:


LATONDA SIMMONS
City Clerk and Clerk of the Council
Of the City of Oakland, California

1948537v2



Approved as to Form and Legality

 City Attorney's Office

2016 AUG -1 AM 11:37

16 AUG 11 PM 2:54

OAKLAND CITY COUNCIL

RESOLUTION NO. 86333 C.M.S.

INTRODUCED BY COUNCILMEMBERS NOEL GALLO AND DAN KALB

ADOPT A RESOLUTION ON THE CITY COUNCIL'S OWN MOTION SUBMITTING TO THE VOTERS AT THE NOVEMBER 8, 2016 STATEWIDE GENERAL ELECTION A PROPOSED AMENDMENT TO THE CITY CHARTER TO CREATE THE OAKLAND POLICE COMMISSION, THE COMMUNITY POLICE REVIEW AGENCY, AND DIRECTING THE CITY CLERK TO TAKE ANY AND ALL ACTIONS NECESSARY UNDER LAW TO PREPARE FOR AND CONDUCT THE ELECTION

WHEREAS, on April 15, 1980, the City Council established the Citizens' Police Review Board (hereinafter, Board) with jurisdiction to review certain complaints alleging Oakland Police Department officer and park ranger misconduct, to conduct fact-finding investigations, and to make advisory reports to the City Administrator. On July 30, 1996, the City Council expanded the Board's jurisdiction to include complaints involving the excessive use of force, and bias based on an individual's legally protected status (race, gender, national origin, religion, sexual orientation or disability). In 2002, the City Council further expanded the Board's jurisdiction to include all complaints filed against police officers and park rangers, and expanded the Board's size from nine (9) members to twelve (12) members. The City Council also granted the Board the option of holding evidentiary hearings using three-member panels and permitted Board members to review confidential Oakland Police Department (hereinafter, Department) records in closed session. On November 12, 2002, the City Council passed Ordinance No. 12454 C.M.S., which further refined the Board's powers to include making recommendations to the City Administrator regarding litigated cases, and enlarged the amount of time for the Board to complete its investigations. The Board, however, is not empowered to oversee Department policy, impose discipline or adjudicate disciplinary appeals; and

WHEREAS, in January 2003, the City entered into a Negotiated Settlement Agreement (hereinafter, NSA) with multiple plaintiffs who sued the City, alleging that Police Department officers violated plaintiffs' civil rights. Since implementation of the NSA, a federal monitoring team has audited – and continues to audit – the Department's progress in complying with each of the fifty-one (51) tasks identified in the NSA; and

WHEREAS, while some important progress has been made in recent years, public perception persists that the Department and the City do not adequately hold its officers accountable for misconduct, as indicated, in part, by a February 8, 2016 notice

LEGISLATION

of intent to circulate a petition for placing before the voters an initiative to amend the City Charter "for the purpose of creating a more robust and credible system of holding the Oakland Police Department accountable for providing the highest level of service to the residents of Oakland." The public perception that the Department does not effectively hold its officers accountable stems, in part, from the inconsistent and unpredictable results obtained in police officer discipline proceedings under the current administrative appeal process; moreover, such varied results lead to an erosion of public trust in this process; and

WHEREAS, maintaining public trust and confidence in the Police Department is essential for the Department to be able to provide the highest level of service to the community. In order to increase the public trust and confidence in the Department, improvements should be made to the processes for providing Department oversight and accountability. Appointing qualified members of the public to a Police Commission (hereinafter, Commission), entrusting the Commission with oversight of the Department and requiring the Commission to hold public hearings all would increase public transparency, which in turn would build a higher level of trust and confidence in the services provided by the Department; and

WHEREAS, major cities across the country, including New York City, Los Angeles, and San Francisco, as well as medium-size cities such as Berkeley, Albuquerque, and Honolulu have civilian police commissions with varying degrees of oversight authority over their police departments. In recent years, more and more municipal jurisdictions have involved citizens in their law enforcement review systems, and highly publicized incidents of alleged or actual police misconduct and the years-in-the-making widespread public outrage over police misconduct, especially in African American communities, has brought the issue of civilian oversight to center stage in the United States; and

WHEREAS, The National Association for Civilian Oversight of Law Enforcement, a nonprofit organization dedicated to promoting greater police accountability through the establishment or improvement of citizen oversight agencies, provides various resources on its website, including recommended standards and practices, which include the Police Oversight Principles of European Partners Against Corruption, which provides numerous recommendations for police oversight bodies including that they: (1) have independence from the executive branch of government; (2) are sufficiently separate from the hierarchy of the police subject to their oversight; (3) are governed by persons who are not currently serving as police officers; (4) have adequate finances and resources to perform their functions; (5) have full investigative powers regarding police misconduct allegations; and (6) are representative of a diverse population; and

WHEREAS, while the Department currently has an in-house sworn Inspector General, one of the best models for on-going oversight of police discipline can be found in the City of Los Angeles' Office of Inspector General. The Los Angeles Inspector General is a civilian who is charged with conducting systemic reviews of the disciplinary process and reports directly to the City of Los Angeles' Police Commission to ensure a necessary level of independence; and

WHEREAS, while creating a Police Commission will enhance accountability and improve the public's trust, it is equally important that these accountability measures and structure be adopted and implemented with appropriate checks and balances; now therefore, be it

RESOLVED: That the City Council hereby authorizes and directs the City Clerk, at least 88 days prior to the next general municipal election date, to file with the Alameda County Board of Supervisors and the Registrar of Voters certified copies of this resolution; and be it

FURTHER RESOLVED: That the City Council intends for this proposed Amendment to Article VI of the Charter, Section 604 to address independent oversight of the Oakland Police Department, with appropriate checks and balances; and be it

FURTHER RESOLVED: That the City Charter hereby is amended, to add, delete, or modify sections as set forth below (section numbers and titles are indicated in capitalized **bold type**; additions are indicated by underscoring, deletions are indicated by strike-through type; portions of the provisions not cited or not shown in underscoring or strike-through type are not changed).

The people of the City of Oakland do ordain as follows:

Section 1. Amendment to the Charter of the City of Oakland.

SECTION 604 – POLICE COMMISSION

(a) Creation and Role.

1. There hereby is established the Oakland Police Commission (hereinafter, Commission), which shall oversee the Oakland Police Department (hereinafter, Department) in order to ensure that its policies, practices, and customs conform to national standards of constitutional policing. The Commission shall have the functions and duties enumerated in this Section, as well as those assigned to the Commission by Ordinance.
2. There hereby is established a Community Police Review Agency (hereinafter, Agency), which shall have the functions and duties enumerated in this Section, as well as those assigned to the Agency by Ordinance.
3. Nothing herein shall prohibit the Chief of Police or a commanding officer from investigating the conduct of a Department sworn employee under his or her command, nor shall anything herein prohibit the Chief of Police from taking disciplinary or corrective action with respect to complaints investigated solely by the Department.
4. No later than two (2) years after the City Council has confirmed the first set of Commissioners and alternates, the City Auditor shall conduct a performance audit and a financial audit of the Commission and the Agency. Nothing herein shall limit the City Auditor's authority to conduct future performance and financial audits of the Commission and the Agency.

LEGISLATION

(b) Powers and Duties.

The powers and duties of the Commission are as follows:

1. Organize, reorganize and oversee the Agency.
2. Conduct public hearings at least once a year on Department policies, rules, practices, customs, and General Orders. The Commission shall determine which Department policies, rules, practices, customs, or General Orders shall be the subject of the hearing.
3. Consistent with state law and in accordance with Section 1207 of the City Charter, entitled "Oaths and Subpoenas," issue subpoenas to compel the production of books, papers and documents and take testimony on any matter pending before it. If any person subpoenaed fails or refuses to appear or to produce required documents or to testify, the majority of the members of the Commission may find him in contempt, and shall have power to take proceedings in that behalf provided by the general law of the State.
4. Propose changes, including modifications to the Department's proposed changes, to any policy, procedure, custom, or General Order of the Department which governs use of force, use of force review boards, profiling based on any of the protected characteristics identified by federal, state, or local law, or First Amendment assemblies, or which contains elements expressly listed in federal court orders or federal court settlements which pertain to the Department and are in effect at the time this Charter Section 604 takes effect for so long as such federal court orders and settlements remain in effect. All such proposed changes and modifications shall be submitted to the City Council for approval or rejection. If the City Council does not approve, modify and approve, or reject the Commission's proposed changes or modifications within one hundred and twenty (120) days of the Commission's vote on the proposed changes, the changes or modifications will become final.
5. Approve or reject the Department's proposed changes to all policies, procedures, customs, and General Orders of the Department which govern use of force, use of force review boards, profiling based on any of the protected characteristics identified by federal, state, or local law, or First Amendment assemblies, or which contains elements expressly listed in federal court orders or federal court settlements which pertain to the Department and are in effect at the time this Charter Section 604 takes effect for so long as such federal court orders and settlement remain in effect. If the Commission does not approve or reject the Department's proposed changes within one hundred and twenty (120) days of the Department's submission of the proposed changes to the Commission, the Department's proposed changes will become final. If the Commission rejects the Department's proposed changes, notice of the Commission's rejection, together with the Department's proposed changes, shall be submitted to the City Council for review. If the City Council does not approve or reject the Commission's decision within one hundred and twenty (120) days of the Commission's vote on the Department's proposed changes, the Commission's decision will become final.

6. Review and comment, at its discretion, on all other policies, procedures, customs, and General Orders of the Department. All such comments shall be submitted to the Chief of Police who shall provide a written response to the Commission upon request.
 7. Review the Mayor's proposed budget to determine whether budgetary allocations for the Department are aligned with the Department's policies, procedures, customs, and General Orders. The Commission shall conduct at least one public hearing on the Department budget per budget cycle and shall forward to the City Council any recommendations for change.
 8. Require the Chief of Police to submit an annual report to the Commission regarding such matters as the Commission shall require.
 9. Report at least once a year to the Mayor, the City Council, and to the public to the extent permissible by law, the information contained in the Chief's report in addition to such other matters as are relevant to the functions and duties of the Commission.
 10. Acting separately or jointly with the Mayor, remove the Chief of Police by a vote of not less than five affirmative votes. If acting separately, the Commission may remove the Chief of Police only after adopting a finding or findings of cause, which shall be defined by City ordinance. The Commission must make its finding of just cause by no less than five affirmative votes. Upon removal, by the Commission, by the Mayor, or by the Mayor and the Commission acting jointly, or upon the notice of vacancy of the position of Chief of Police, the Mayor, in consultation with the Chair of the Commission, shall immediately appoint an Interim Chief of Police. Such appointment shall not exceed six (6) months in duration unless approved by a majority vote of the Commission. The Commission, with the assistance of the City Administrator, shall prepare and distribute a job announcement, and prepare a list of at least four candidates and transmit the names and relevant background materials to the Mayor. The Mayor shall appoint one person from this list, or reject the list in its entirety and request a new list from the Commission. This provision shall not apply to any recruitment for the position of Chief of Police that is pending at the time of the Commission's first meeting.
 11. Send the Chairperson of the Commission or another Commissioner appointed by the Chairperson to serve as a non-voting member of any level one Oakland Police Force Review Board.
 12. Perform such other functions and duties as may be prescribed by this Charter or by City ordinance.
- (c) **Appointment, Terms, Vacancies, Removal.**
1. The Commission shall consist of seven (7) regular members and two (2) alternate members, all of whom shall be Oakland residents of at least eighteen (18) years of age. To the extent practicable, appointments shall be broadly representative of Oakland's diversity and shall include members with knowledge and/or experience in the fields of human resources practices, management, policy development, auditing, law, investigations, law enforcement, youth representation, civil rights and civil liberties, as

LEGISLATION

well as representation from communities experiencing the most frequent contact with the Department. Background checks shall be required for all Commission members and alternates. Such background checks shall not be performed by the Department. The following shall not be eligible to serve as a Commissioner:

- a. current sworn police officer;
 - b. current City employee;
 - c. former Department sworn employee; or
 - d. current or former employee, official or representative of an employee association representing sworn police officers.
2. Within two hundred and ten (210) days of the enactment of this Section, the Mayor shall appoint three (3) Oakland residents as Commissioners, at least one of whom shall be a retired judge or lawyer with trial experience in criminal law or police misconduct, and one (1) Oakland resident as an alternate, and submit the names of these appointees to the Council for confirmation. The Council shall have sixty (60) days after the completion of the background checks and from the date of receipt of the Mayor's submission to accept or reject each of the Mayor's appointees as Commissioners. The Mayor shall appoint an Oakland resident to fill any Commission vacancies that were previously filled by a Mayor's appointee. If the City Council does not accept or reject the Mayor's appointee within sixty (60) days after the completion of the background check and receipt of the Mayor's submission, the appointee shall be deemed appointed.
3. All other Commissioners and the other alternate shall be appointed as follows:
 - a. There is hereby established a nine (9) member Selection Panel. Within ninety (90) days of the enactment of this Section, each City Council member shall appoint one (1) person, and the Mayor shall appoint one (1) person, to the Selection Panel. No current Department employee is eligible to be a member of the Selection Panel. The Selection Panel, with the assistance of the City Administrator, will solicit applications from those willing to serve on the Commission. The Selection Panel will review the applications, and interview applicants to serve as members of the Commission.
 - b. Within one hundred and twenty days (120) of its formation, the Selection Panel, by a two-thirds vote, shall submit a slate of four (4) regular members and one (1) alternate member to the City Council. The City Council may require the nominees to appear before the Council or a Committee of the Council. If the City Council does not accept or reject the slate in its entirety within sixty (60) days after the completion of the background checks and submission by the Selection Panel, the four (4) regular members and one (1) alternate member shall be deemed appointed.
 - c. Each year the Selection Panel shall re-convene, as needed, to designate replacements for the five (5) Commissioner (four (4) regular members and one (1) alternate) vacancies initially filled by the Selection Panel and shall submit a slate of names of such designated persons to the City Council for acceptance or rejection. If the City Council does not accept or reject the entire slate within sixty (60) days after the completion of the background checks and submission by the Selection Panel, all designated replacements shall be deemed appointed.

- d. Each year the Mayor and each Councilmember may replace her or his assigned person on the Selection Panel. Selection Panel members may serve up to five (5) years.
4. With the exception of the first group of Commissioners which shall serve staggered terms, the term for each Commissioner shall be three (3) years.
5. Commission members are limited to no more than two (2) consecutive terms, except that a Commissioner serving a term of no more than one (1) year shall be allowed to serve two (2) additional consecutive terms.
6. To effect a staggering of terms among the Commissioners, the duration of the first group of Commissioners shall be determined by the Selection Panel as follows: Three (3) regular members, including one (1) of the mayoral appointees, shall have an initial term of three (3) years; two (2) regular members, including one (1) of the mayoral appointees, shall have an initial term of two (2) years; two (2) regular members, including one (1) of the mayoral appointees, shall have an initial term of four (4) years. The alternate member appointed by the Selection Panel shall have an initial term of two (2) years and the alternate member appointed by the Mayor shall have an initial term of three (3) years.
7. A vacancy on the Commission shall exist whenever a member dies, resigns, ceases to be a resident of the City, is convicted of a felony, or is removed.
8. For vacancies occurring for reasons other than the expiration of a regular member's term, the Commission shall select one of the alternates to replace the regular member for that regular member's remaining term of office. If the alternate chosen to replace the regular member was appointed by the Selection Panel, the Selection Panel shall appoint another alternate. If the alternate chosen to replace the regular member was appointed by the Mayor, the Mayor shall appoint another alternate.
9. All Commission members shall receive orientation regarding Department operations, policies and procedures, including but not limited to discipline procedures for police officer misconduct and failure to act. All Commission members shall receive training regarding Procedural Justice, conflict resolution, national standards of constitutional policing, best practices for conducting investigations, and other subject matter areas which are specified by City ordinance.
10. The City Council may remove members of the Commission for cause as provided in Section 601 of the Charter, or members of the Commission may be removed by a majority vote of the Commission only for conviction of a felony, conviction of a misdemeanor involving moral turpitude, a material act of dishonesty, fraud, or other act of moral turpitude, substantial neglect of duty, gross misconduct in office, inability to discharge the powers and duties of office, absence from three consecutive regular Commission meetings or five regular meetings in a calendar year except on account of illness or when absent by permission.

(d) Meetings, Rules and Procedures

LEGISLATION

1. The Commission shall meet at least twice each month unless it determines that one meeting is sufficient in a particular month. The Commission shall notify the public of the time and place of the meeting and provide time for public comment at each meeting. The Commission shall meet at least twice each year in locations other than City Hall.
2. The Commission shall establish rules and procedures for the conduct and operations of its business. Such rules shall be made available to the public.
3. Five (5) members shall constitute a quorum. If a quorum is not established by the regular members in attendance, the Chairperson of the Commission may designate one or more alternate members to establish a quorum and cast votes. Motions on all matters may be approved by a majority of those Commission members present.

(e) Budget and Staffing

1. The City shall allocate a sufficient budget for the Commission, including the Agency, to perform its functions and duties as set forth in this section, including budgeting at least one full-time-equivalent non-City Attorney legal advisor that is specifically charged with providing legal services to the Agency related to investigations and recommended discipline. The one full-time-equivalent non-City Attorney legal advisor shall be assigned by the City Attorney after consultation with the Chair of the Commission. The non-City Attorney legal advisor shall not in the regular course of his or her legal practice defend law enforcement officers and shall not participate in, nor serve as counsel to the City or any of its Council members or employees in defense of any lawsuit arising from any incident involving an Oakland police officer.
2. Within sixty (60) days of the City Council's confirmation of the first group of Commissioners and alternates, the Oakland Citizens' Police Review Board (hereinafter Board) shall be disbanded and its pending business transferred to the Commission and to the Agency. The Executive Director of the Board shall become the Interim Director of the Agency, and all other staff will be transferred to the Agency.
3. After the effective date of this Charter section, the Commission may identify special qualifications and experience that candidates for Agency staff positions must have. Candidates for future vacancies may be selectively certified in accordance with the Civil Service Personnel Manual, as may be amended from time to time; said selective certification shall be subject to discretionary approval by the City Administrator or his or her designee.
4. The staff of the Agency shall consist of no fewer than one line investigator for every one hundred (100) sworn officers in the Department, rounded up or down to the nearest one hundred (100). The number of investigators shall be determined at the beginning of each budget cycle based on the number of sworn officers employed by the Department the previous June 1. At least one investigator shall be a licensed attorney. The budget set-aside for such minimum staffing may be suspended for a fiscal year or two-year budget cycle upon a finding in the budget resolution that the City is facing an extreme fiscal necessity, as defined by City Council resolution.

5. The City Administrator shall assign a staff member to act as liaison to the Commission and to provide administrative support to the Commission.
6. Upon a vacancy, the Director of the Agency shall be hired by the City Administrator from among two (2) or three (3) candidates submitted by the Commission. By an affirmative vote of at least five (5) members, or by an affirmative vote of four (4) members with the approval of the City Administrator, the Commission may terminate the Director of the Agency. The Commission shall periodically conduct a performance review of the Agency Director. The Agency Director shall be classified as a Department head, and shall have the authority to hire and fire Agency staff, in consultation with the City Administrator.
7. Agency and Commission staff, with the exception of the Agency Director, shall be civil service employees in accordance with Article IX of the City Charter. Background checks shall be required for all Agency investigator applicants before they are hired by the Agency. Such background checks shall not be performed by the Department. Staff of the Board who are transferred to the Agency as discussed in section (e)(2) above shall not be subject to background checks.
8. No current or former sworn employee of the Department, or current official, employee or representative of an employee association representing sworn police officers, is eligible for any staff position in the Agency or the Commission.

(f) Investigations

1. Beginning sixty (60) days after the City Council's confirmation of the first group of Commissioners and alternates, the Agency shall receive, review and prioritize all public complaints concerning the alleged misconduct or failure to act of all Department sworn employees, including complaints from Department non-sworn employees. The Agency shall not be required to investigate each public complaint it receives, beyond the initial intake procedure, but shall investigate public complaints involving uses of force, in-custody deaths, profiling based on any of the protected characteristics identified by federal, state, or local law, and First Amendment assemblies. The Agency shall also investigate any other possible misconduct or failure to act of a Department sworn employee, whether or not the subject of a public complaint, as directed by the Commission. The Agency shall forward a copy of each complaint received to the Internal Affairs Division of the Oakland Police Department within one business day of receipt.
2. Subject to applicable law, the Agency shall have the same access to all Department files and records, with the exception of personnel records, in addition to all files and records of other City departments and agencies, as the Department's Internal Affairs Division (IAD). Access to personnel records shall be limited to the Agency Director who shall maintain confidentiality as required by law. The Department and other City departments and agencies shall make every reasonable effort to respond to the Agency's requests for files and records within ten (10) days.

3. The Agency shall make every reasonable effort to complete its investigations within one hundred and eighty (180) days of the filing of the complaint with the Agency. Within thirty (30) days of completion of the investigation, the Director of the Agency shall issue written findings and proposed discipline regarding the allegations stated in the complaint to the Commission and the Chief of Police. The City Administrator shall not have the authority to reject or modify the Agency's findings and proposed discipline.
4. To the extent allowed by law and after consultation with the Commission, the Agency shall forward information to other enforcement agencies, including but not limited to the Alameda County District Attorney, when such information establishes a reasonable basis for believing that a crime may have been committed by a sworn Department employee.

(g) Adjudication

1. If the Chief of Police agrees with the Agency's findings and proposed discipline, he or she shall send to the subject officer notification of findings and intent to impose discipline. The Chief of Police may send such notification to the subject officer before IAD has begun or completed its investigation.
2. If the Chief of Police disagrees with the Agency's findings and/or proposed discipline, the Chief of Police shall prepare his or her own findings and/or proposed discipline which shall be submitted to a Discipline Committee comprised of three Commissioners. The City Administrator shall not have authority to reject or modify the Chief of Police's findings and proposed discipline. The Agency's findings and proposed discipline shall also be submitted to the Discipline Committee which shall review both submissions and resolve any dispute between the Agency and the Chief of Police. Based solely on the record presented by the Agency and the Chief of Police, the Discipline Committee shall submit its final decision regarding the appropriate findings and proposed discipline to the Chief of Police who shall notify the subject officer. The City Administrator shall not have the authority to reject or modify the Discipline Committee's final decision regarding the appropriate findings and level of discipline. The Discipline Committee shall not have the authority to conduct its own investigation.
3. If the Chief of Police prepares his or her own findings and proposed discipline and provides it to the Agency before the Agency's investigation is initiated or completed, the Agency may close its investigation or may choose not to conduct its own investigation in order to allow final discipline to proceed as proposed by the Chief, except that if the Agency is required to conduct an investigation by subsection (f) above, the Commission must approve the Agency's decision by a majority vote. If the Agency chooses not to close its investigation, imposition of final discipline shall be delayed until the Agency's investigation is completed and the Agency makes its findings and recommendations for discipline. The Agency shall notify the Chief of its final decision regarding how it will proceed within five (5) business days of the Chief's notice of completion of his or her investigation.
4. All employees are afforded their due process and statutory rights including *Skelly* rights. After the findings and imposition of discipline have become final, the subject officer shall

have the right to grieve/appeal the findings and imposition of discipline if such rights are prescribed in a collective bargaining agreement.

(h) Enabling Legislation

The Commission may make recommendations to the City Council for enacting legislation or regulations that will further the goals and purposes of this section 604. The City Council may, on its own initiative, enact legislation or regulations that will further the goals and purposes of this section 604. Once the Commission is seated, subsequent legislation or regulations shall be submitted to the Commission for review and comment. The Commission shall have forty-five (45) days to submit its comments to the City Council, such time to be extended only by agreement of the City Council.

Section 2. Severability. If any section, subsection, sentence, clause or phrase of this Measure is for any reason held to be invalid or unconstitutional by decision of any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions of the Measure. The voters hereby declare that they would have passed this Measure and each section, subsection, clause or phrase thereof irrespective of the fact that one or more other sections, subsections, clauses or phrases may be declared invalid or unconstitutional.

and be it

FURTHER RESOLVED: That in accordance with the Elections Code and Chapter 3.08 of the Oakland Municipal Code, the City Clerk shall fix and determine a date for submission of arguments for or against said proposed Charter amendment, and said date shall be posted by Office of the City Clerk; and be it

FURTHER RESOLVED: That in accordance with the Elections Code and Chapter 3.08 of the Oakland Municipal Code, the City Clerk shall provide for notice and publication as to said proposed Charter amendment in the manner provided for by law; and be it

FURTHER RESOLVED: That each ballot used at said municipal election shall have printed therein, in addition to any other matter required by law the following:

**PROPOSED CHARTER AMENDMENT
MEASURE _____**

Measure _____. Shall Oakland's City Charter be amended to establish: (1) a Police Commission of civilian commissioners to oversee the Police Department by reviewing and proposing changes to Department policies and procedures, requiring the Mayor to appoint any new Chief of Police from a list of candidates provided by the Commission, and having the authority to terminate the Chief of Police for cause; and (2) a Community Police Review Agency to investigate complaints of police misconduct and recommend discipline?	Yes	
	No	

REVISED
8-11-16

LEGISLATION

and be it

FURTHER RESOLVED: That the City Clerk and City Administrator hereby are authorized and directed to take any and all actions necessary under law to prepare for and conduct the next municipal election and appropriate all monies necessary for the City Administrator and City Clerk to prepare for and conduct the next municipal election, consistent with law.

IN COUNCIL, OAKLAND, CALIFORNIA,

JUN 26 2016

PASSED BY THE FOLLOWING VOTE:

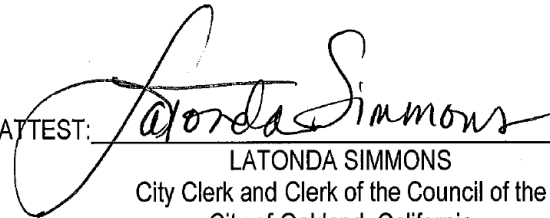
AYES – BROOKS, CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID, AND
PRESIDENT GIBSON MCELHANEY -8

NOES – 0

ABSENT – 0

ABSTENTION – 0

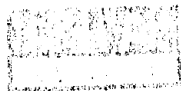
ATTEST:



LATONDA SIMMONS

City Clerk and Clerk of the Council of the
City of Oakland, California

1944550v2



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16 AUG 11 PM 2:54

OAKLAND
CLERK OF THE COUNCIL
16 AUG 11 PM 2:54

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 taxing 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.
Asset	Tangible and intangible items that hold value and include City cash, investments, buildings, land and equipment.

GLOSSARY

ASSETS Senior Program	ASSETS Senior Employment Opportunities Program helps to train and prepare mature adults for entry or re-entry into the competitive labor market. Eligible participants can receive paid work experience as a Senior Aide at training sites in non-profit or government agencies.
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.
BRT	Bus Rapid Transit. Includes bus-only lanes, timed traffic lights, state-of-the-art buses, and rail-like stations.
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.
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 \$100,000 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
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, 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.

GLOSSARY

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.
Department of Race & Equity	The Department of Race and Equity was created by city ordinance in 2015. The Department is tasked with integrating, on a city-wide basis, the principle of ensuring that Oakland is a “fair and just” city, by eliminating systemic inequities caused by past and current decisions, systems of power and privilege, and policies.
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.

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, Revenue Management, and Budget.
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
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 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 Purpose Fund/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.

GLOSSARY

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 entity or individual, to support a particular activity. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed for the grantee. Grants may be competitive or based on allocation.
HAAB	Housing Advisory and Appeals Board
HCD	Housing and Community Development
Head Start	Federal formula grant program to promote the school readiness and comprehensive development of children ages 0 – 5 from low-income families through agencies and childcare providers in their own communities.
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

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.
Liabilities	Amounts that the City is obligated to pay based upon prior events or transactions. Current liabilities are those that the City expects to pay within a one year period. Long-term liabilities are obligations that the City will pay out over time, such as pensions, retiree medical obligations, and long-term debt service
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
Measure HH	Approved in 2016, the measure established a one cent per ounce tax on sugar-sweetened beverages.
Measure JJ	Approved in 2016, the measure expands Just Cause eviction protections, and expands the powers of the Rent Board and Rent Adjustment Board.
Measure KK	Approved in 2016, the measure is a general obligation bond to invest \$600 million in streets and sidewalk repair, city facilities, and anti-displacement and affordable housing efforts.
Measure LL	Approved in 2016, the measure establishes a Civilian Police Commission and Community Police Review Agency.
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.

GLOSSARY

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
NOFA	Notice of Funding Availability
NSC	Neighborhood Service Coordinator
Oakland Promise	Oakland Promise is a cradle-to-career initiative designed to triple the number of Oakland public school students who complete college over the next decade.
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
On-Going	Expenditures or revenues that are recurring. On-going revenues can be spent on both one-time and on-going expenditures. Some examples include expenditure of funds for salaries, or property tax revenues.
One-Time	Expenditures or revenues that are non-recurring. As a best practice, one-time revenues should be spent on one-time expenditures. Some examples include the expenditure of funds for road repaving, or real estate transfer tax revenue from a large property sale.
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
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, contractual services, materials, utilities and educational services, among others.
OPOA	Oakland Police Officers' Association
OPR	Oakland Parks & Recreation Department
ORSA	Oakland Redevelopment Successor Agency, or the 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.
Public Ethics Commission	The Public Ethics Commission (PEC) ensures compliance with the City of Oakland's government ethics, campaign finance, transparency, and lobbyist registration laws that aim to promote fairness, openness, honesty, and integrity in City government.
OPD	Oakland Police Department

GLOSSARY

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
RAP	Rent Adjustment Program. The program addresses concerns and disputes between owners and renters through mediation.
ROPS	Recognized Obligation Payment Schedule, a schedule every six months of estimated payments of the Oakland Redevelopment Successor Agency that serves as its budget.
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
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 (also 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
WIOA	Workforce Investment & Opportunity Act

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