

MID-CYCLE

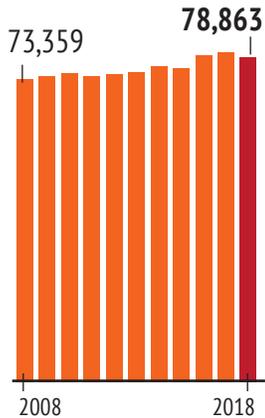
# BUDGET UPDATE

2018-2019



**Alameda by the numbers**

**Population**



Source: CA Department of Finance

Alameda covers **10.6 Square Miles**

Median Household income **\$92,225**  
(25th highest in California)

Source: www.coviddashboards.com

Median Home Values **\$965,000**  
(Q1 2018)

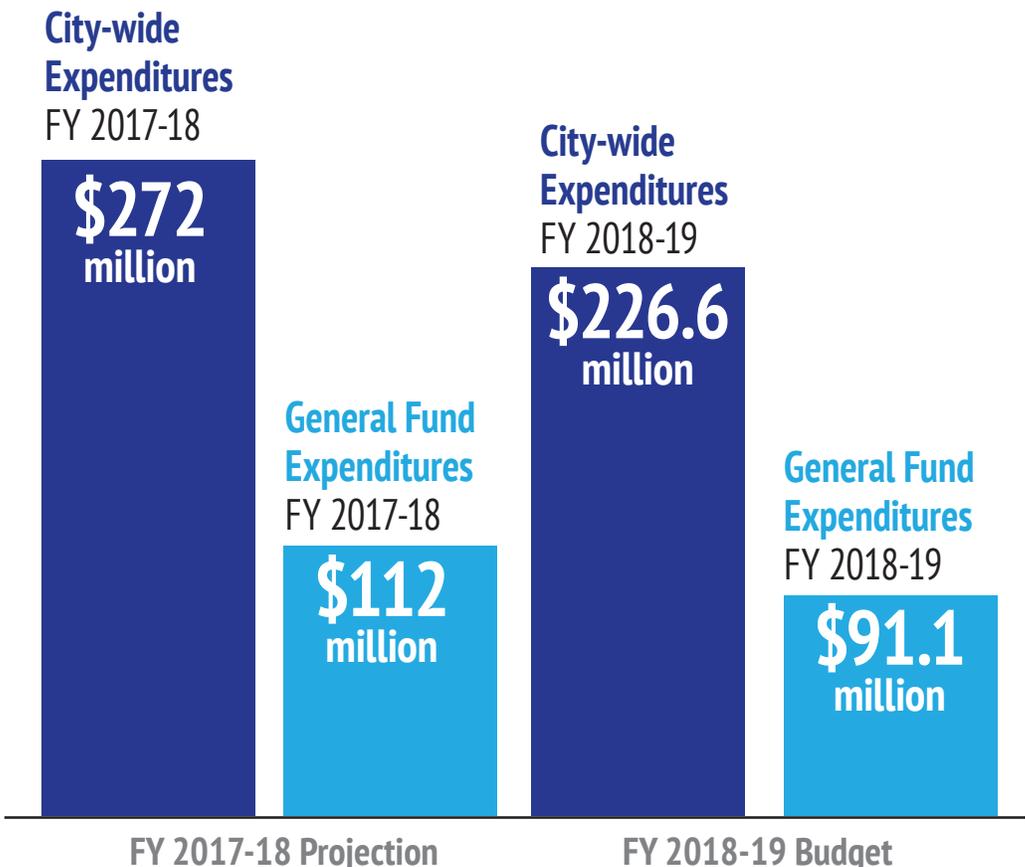
Unemployment Rate (2017) **3.6%**

Registered Voters (2017) **48,074**

# CITY OF ALAMEDA BUDGET IN BRIEF

## MID-CYCLE UPDATE 2018-2019

Although the economic outlook for Alameda continues to improve, the City faces fiscal challenges and opportunities in the years ahead. Below is a quick look at Alameda’s budget for fiscal year 2018-2019 and how it compares to the budget for fiscal year 2017-2018.



Note: These numbers do not include Alameda Municipal Power.

## What the City of Alameda takes care of

Here is a look at some of the services the City provides and facilities and infrastructure it maintains:

**125 miles**

of city streets

**44 miles**

of bikeways

**260 miles**

of sidewalk

**141 miles**

of sewers

**81 miles**

of storm drains

**42 buildings**

**411,000**

total visitors to 3 libraries

**188 acres**

of parkland maintained

**300,000**

people served by recreation programs annually

**1.8 million**

square feet of commercial space leased by the City to over 65 businesses at Alameda Point.

**6,439**

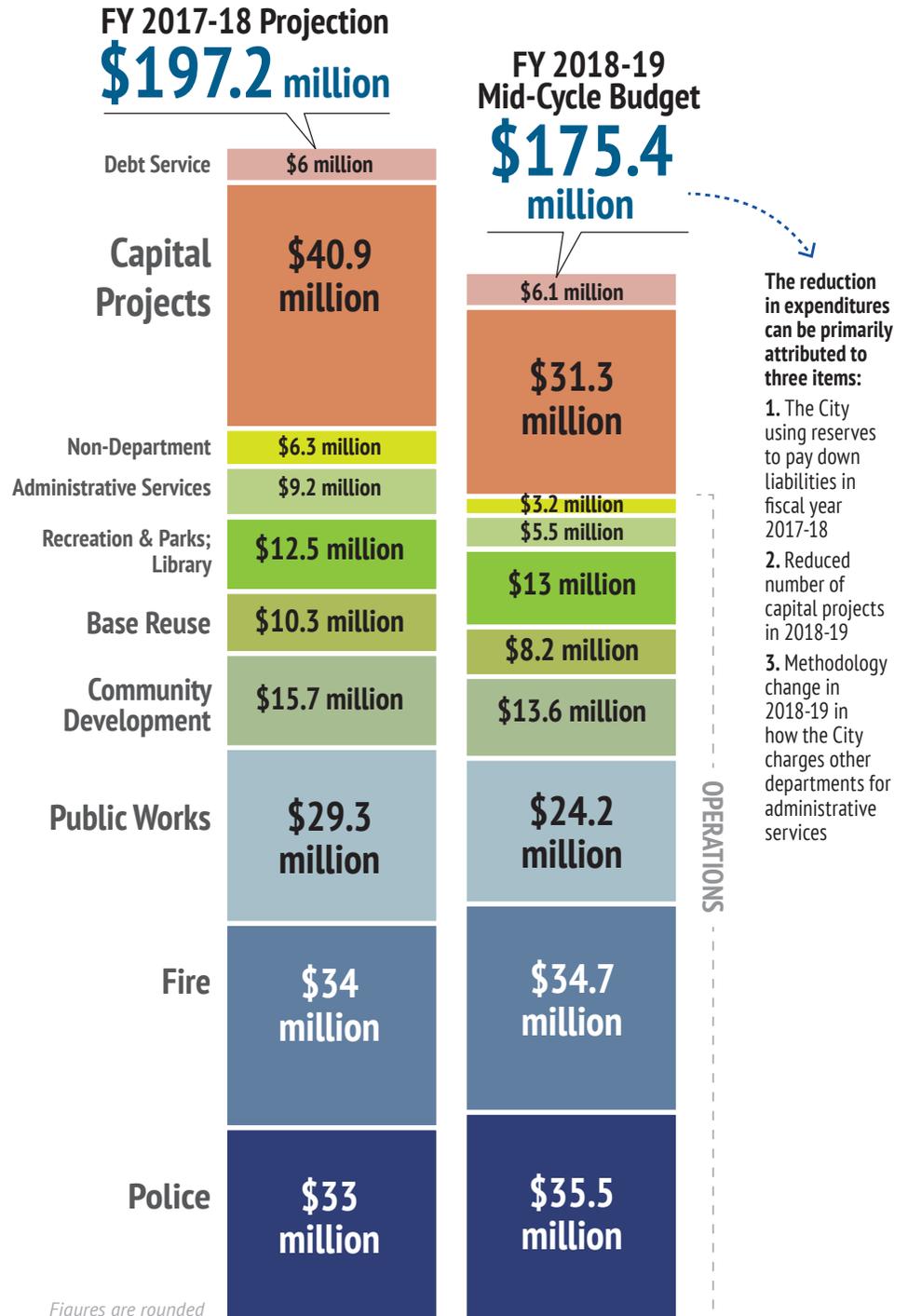
Priority 1 calls for service to Police Dept. 69,971 non-priority calls for service

**7,298**

incident responses by Fire Dept.; 176 Fire calls; 5,005 EMS calls

CITY OF ALAMEDA BUDGET FY 2018-19:

## CITYWIDE EXPENDITURES BY PROGRAM (EXCLUDING INTERNAL CHARGES)



Another way to look at expenditures is by category:

**General Fund Expenditures**

2018-19

by Category

**\$91.1 million**

Other \$3.1 million
Internal Service Charges <sup>1</sup> \$7 million
Contractual Services <sup>2</sup> \$8.0 million
Other Program Subsidies <sup>3</sup> \$10 million

**Salaries and Wages \$62.9 million**

Salaries and wages comprise the largest category

Figures are rounded

<sup>1</sup> Internal Service Charges (Payments for fleet services, Information Technology, Facilities Maintenance, Risk Management and other Citywide charges for services)

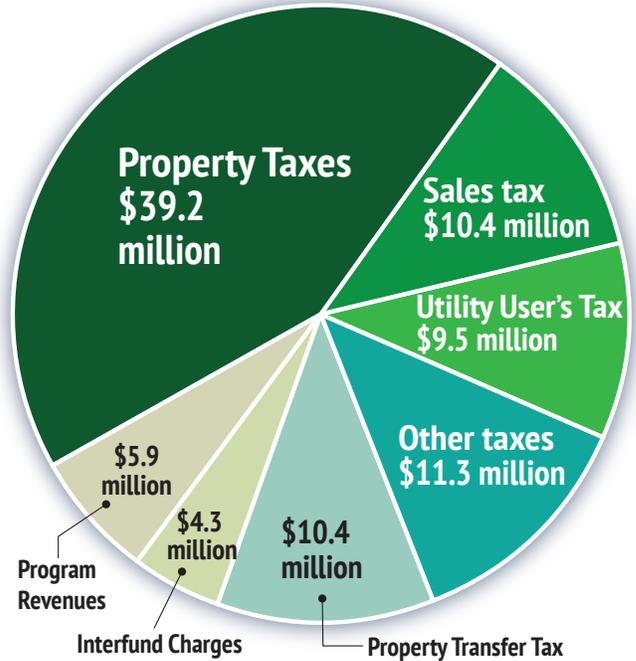
<sup>2</sup> Payments to outside service providers

<sup>3</sup> Support of non-general fund departments/programs such as Library, Recreation and Parks and debt service

CITY OF ALAMEDA BUDGET FY 2018-19:

**GENERAL FUND**

**Revenues 2018-19 \$91.1 million**

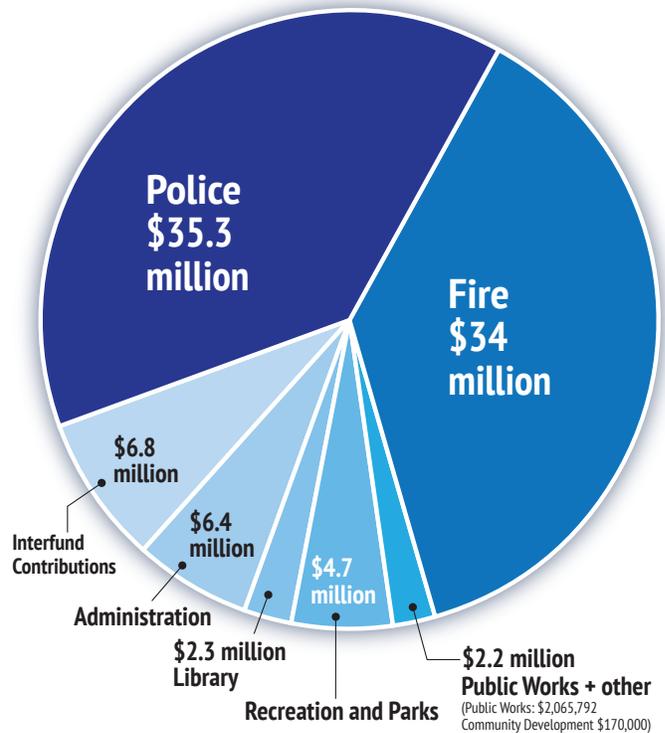


Figures are rounded

**Expenditures 2018-19**

by Department

**\$91.1 million**



Figures are rounded

## Making progress

### BASE REUSE

**Phase 1 Site A** transferred to Alameda Point Partners, who began demolition and mobilization for construction of infrastructure.

**The Phase 1 transfer included:**

- **\$10 million** for a new Seaplane Lagoon Ferry Terminal
- **\$3 million** for affordable housing and 310 housing units project for middle-income households
- **8 acres** of parks & open space
- **\$1 million** toward a new sports complex

### TRANSPORTATION

The City was awarded **\$60 million** in transportation grants and contributions and completed Transportation Choices Plan to help manage traffic. Plan includes aggressive goals for reducing vehicle single occupancy rides to 2010 levels

### CLIMATE ACTION PLAN

Commenced Climate Action Plan, updated greenhouse gas inventory, held two public workshops, won two grants and received funding for a climate action fellow, and secured consultant to update Climate Action Plan

### CANNABIS

The City Council approved a regulatory framework for cannabis businesses which allows a limited number of medicinal dispensaries, manufacturers, testing labs and a plant nursery. The first cannabis businesses may open as early as fall 2018.

### CONTINUE TO FOCUS ON HOUSING STABILITY FOR RENTERS

The City's Rent Stabilization Ordinance has been in effect for two years. During that time, 278 rent increases have been processed, 182 households have received relocation benefits due to terminations of tenancy, over 3,000 landlord and tenant calls have been handled, and over 48 workshops on various topics have been conducted.

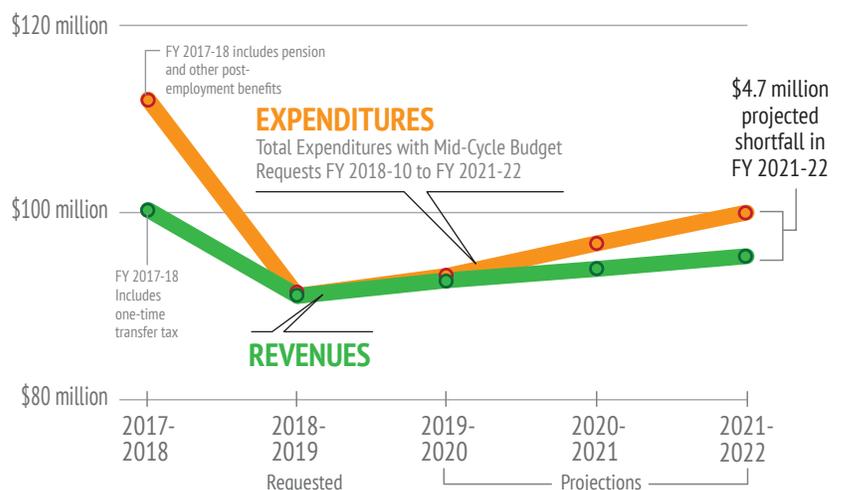
## A LOOK AHEAD

### Long-term challenges

Increases in expenditures and required contribution to CalPERS, the City's retirement plan, are some of the challenges facing the City in years ahead. This is not the first time the City has faced future potential deficits, therefore careful planning will be required to ensure a balanced budget.

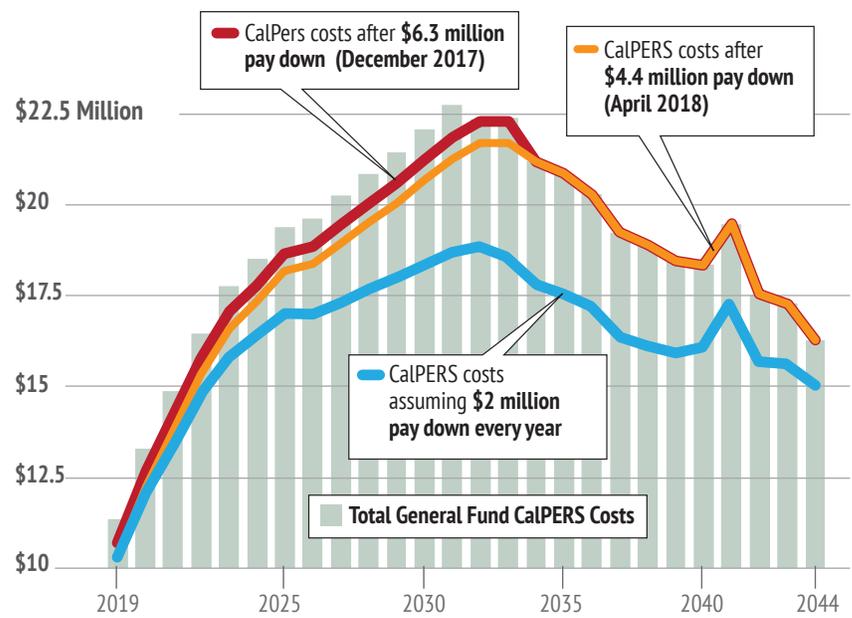
### General Fund Five-Year Forecast

With projected increasing expenditures the City will be facing a projected shortfall of \$4.7 million in Fiscal Year 2021-2022.



### City of Alameda General Fund Pension Costs

Pension liabilities: Alameda, like other cities in the state, is facing significant increases in their required contribution to the California Public Employees Retirement System (CalPERS). Here is a look at projections of Alameda's General Fund CalPERS costs under different scenarios.





**ALAMEDA CITY COUNCIL**

- Mayor**, Trish Herrera Spencer
- Vice Mayor**, Malia Vella
- Council member**, Marilyn Ezzy Ashcraft
- Council member**, Frank Matarrese
- Council member**, Jim Oddie

**ELECTED OFFICIALS**

- City Auditor**, Kevin Kearney
- City Treasurer**, Kevin Kennedy

**CHARTER OFFICERS**

- Acting City Manager**, Elizabeth Warmerdam
- City Attorney**, Janet Kern
- City Clerk**, Lara Weisiger

**EXECUTIVE MANAGEMENT TEAM**

- Acting Assistant City Manager and Director of Base Reuse and Transportation**, Jennifer Ott
- Chief of Police**, Paul Roller
- Community Development Director**, Debbie Potter
- Finance Director**, Elena Adair
- Fire Chief**, Edmond A. Rodriguez
- General Manager, AMP**, Nicolas Procos
- Human Resources Director**, Nancy Bronstein
- Information Technology Director**, Carolyn Hogg
- Library Director**, Jane Chisaki
- Public Information Officer**, Sarah Henry
- Public Works Director**, Liam Garland
- Recreation and Parks Director**, Amy Wooldridge

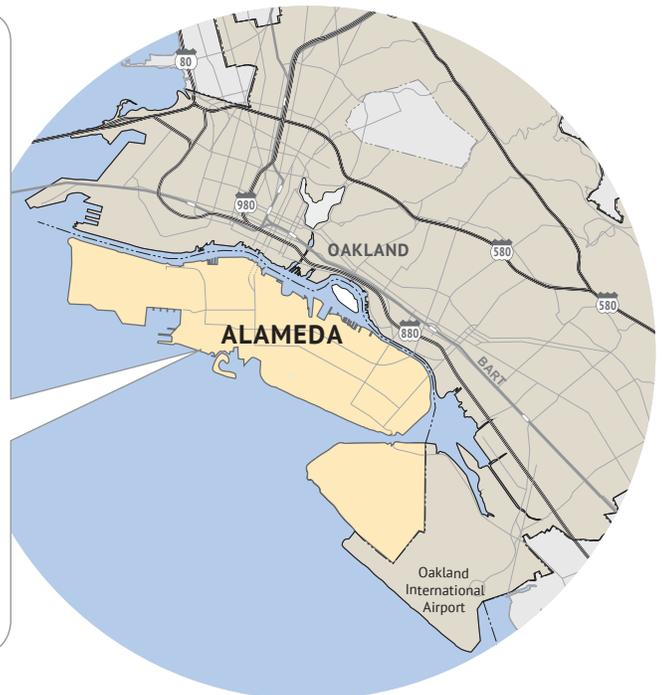
# INTRODUCTION

## Welcome to the City of Alameda’s Mid-Cycle Budget Update 2018-2019

The City of Alameda uses a two-year budget process, in which City Council appropriates and adopts a 24-month fiscal plan. In June of odd numbered years the City Council adopts both projected revenues and estimated expenditures for two consecutive fiscal years. The 24-month budget process allows the City to look beyond only one year and to better plan for the future. A key feature of the two-year budget process is the Mid-Cycle Budget Update which occurs at the end of the first fiscal year. The mid-cycle update provides an opportunity for staff to present the City Council with the estimated results for the first year and projections for the second year. Action at the mid-cycle has historically affirmed the second year of the previously adopted two-year budget with minor adjustments. The mid-cycle budget update is an important part of ensuring that Alameda meets the goals and challenges it faces now and in the years ahead.

## About the Island City of Alameda

**The City of Alameda is a vibrant community of 78,863 residents.<sup>1</sup>** Alameda’s rich history and vision for the future are reflected in the work of the dedicated people that help the City thrive. City Departments maintain streets, parks and infrastructure, keep Alamedans safe, and promote smart economic growth.



<sup>1</sup> California Department of Finance, 2018

# CITY OF ALAMEDA MISSION, VALUES, GOALS

## CORE GOALS:

**To provide efficient and effective municipal services that support the organization's core mission.**

Goals established by departments are driven by the department's mission. Goals are operational statements of broad direction or intent, based upon what a program expects to achieve sometime in the future. A goal provides a general description of an overall desired state. An objective is defined as a targeted outcome – something to be accomplished – in specific, well-defined and measurable terms. Goals are timeless; objectives are achievable within a specific time frame.

Performance measures gauge progress in achieving program objectives of efficiency and effectiveness in services provided.

Performance measure refers to a specific quantitative or qualitative assessment of results obtained by a program.

Departmental goals, key program objectives and performance measurements have been incorporated into the budget

## CORE MISSION:

The City of Alameda's mission is to support the maintenance of a community where people can live, work, and play in a sustainable urban environment that is safe, vibrant, and aesthetically pleasing.

## CORE VALUES:

*Organizational core values reflect the operational principles by which the City provides the level of service the community expects and deserves.*

**INNOVATION** Encourage new ideas that fulfill the policy direction of the Alameda City Council in a creative and progressive manner.

**INTEGRITY** Demand high moral standards and ethical principles in all decisions.

**PROFESSIONALISM** Promote leadership in management, and provide training and development of City employees to ensure our organization is current with the best municipal management practice.

**FLEXIBILITY** Maintain a versatile and dynamic organization which can respond to the imperatives of constant change.

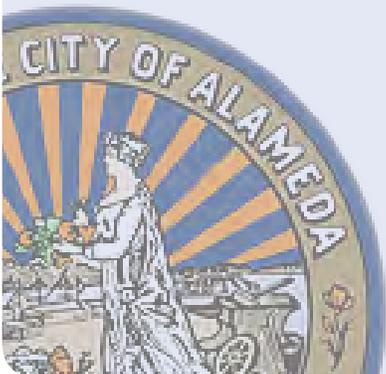
**RESPONSIVENESS** Serve our residents, and businesses openly, promptly, and respectfully.



# CITY OF ALAMEDA GOVERNMENT

## KEY CITY STRATEGIES FOR CITY COUNCIL DURING 2017-2019 FISCAL YEARS

- Address Housing/Homelessness
- Mitigate Traffic Congestion and Improve Transportation Safety
- Take Action on Climate Change Emergency Preparedness
- Improve Local Economy & Attract Jobs
- Maintain Safety & Quality of Life
- Plan for Fiscal & Organizational Stability
- Improve Public Infrastructure



## CITY COUNCIL:

### **The City Council is elected on a non-partisan basis**

Councilmembers serve four-year staggered terms, with two Councilmembers elected every two years. The Mayor is elected to serve a four-year term. The Mayor and Councilmembers are elected at large, and subject to two elected term limits. The City Auditor and the City Treasurer are also elected by the voters. There is no term limit associated with these positions.

**The Mayor and City Council are responsible for** passing ordinances and policies; adopting the budget; appointing citizens to Boards and Commissions; hiring the three Charter offices of City Manager, City Attorney, and City Clerk. As chief executive officer, the City Manager provides the leadership and organizational direction for the operation and management of all City departments. The City Manager implements the policies and ordinances of the City Council, overseeing operations of the City, and appointing the City's department heads.

**The City provides a broad range of services** including police and fire protection; construction and maintenance of streets, parks, storm drains and other infrastructure; recreational and cultural activities, including a golf complex comprised of two 18-hole executive golf courses and one nine-hole executive course, and the Main Library with two branches; and general government and administrative support services. Additionally, the City provides power to residents through its electrical utility, Alameda Municipal Power (AMP). The Public Utilities Board provides most policy and financial oversight for AMP and adopts their annual budget separately from the City's biennial budget. Some other major public services delivered within the City's boundaries, including water, wastewater, education, regional parks, and public transportation, are provided by other governmental agencies. The City of Alameda is not financially accountable for the operations of these franchises or government agencies.

## CHARTER OFFICERS

**The City Manager** is the chief executive officer of the City, responsible to the City Council for the management, administration, and oversight of the municipal organization.

**The City Clerk** serves as clerk to the City Council, responsible for maintaining an accurate public record of City Council proceedings such as minutes, ordinances, and resolutions of the legislative body.

**The City Attorney** serves as independent legal counsel to the legislative body in all its authorities, activities, and decisions.

# CITY OF ALAMEDA TIMELINE

**1853:**  
**Alameda founded**  
Originally a peninsula and part of Spanish settler Luis Peralta's Rancho San Antonio

**1864:**  
Railroad and ferry systems introduced.  
Alameda is incorporated on April 19.



**1869:** First transcontinental railroad arrives at the Alameda Terminal (now Alameda Point)

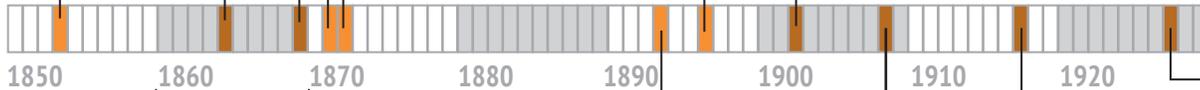
**1871:**  
Webster Street Bridge constructed

**1872:**  
Alameda Charter passed; city borders are expanded

**1896:**  
Construction is completed on City Hall at the corner of Santa Clara Ave. and Oak St.



**1902:** Alameda becomes an island city when a canal is dredged between Alameda and Oakland.  
Alameda's first library opens.



**1860s**  
Passenger train station at Lincoln Ave. and Park St. brings more people to Alameda. The population increases, and the Park Street business district flourishes.

**1893:**  
Canned salmon manufacturer "Alaska Packers Association" moves to the city.



**1908:**  
The Alameda Recreation and Park Department is formed (originally called the Alameda Parks and Playgrounds Commission). Alameda is the third city in California to create a parks system.

**1917:**  
The opening of Neptune Beach a West Coast version of Coney Island. Popular during the 1920's and 30's.

**1927:**  
An airport site called "Airdrome" is built on Alameda's west end and is used by Pan American World Airways.

**1932:**  
The Alameda Theater on Central Ave. opens as one of the Bay Area's grand Art Deco movie palaces.

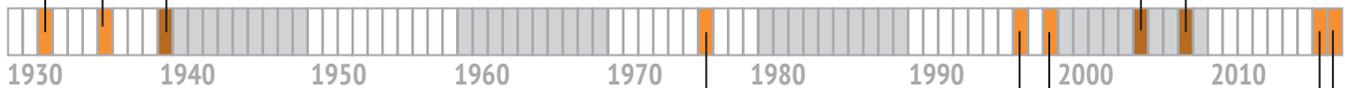
**1936:**  
The "Airdrome" site is ceded to the U.S. Government (for \$1) and construction of a naval air station begins.

**1940:**  
On Nov. 1, U.S. Naval Air Station Alameda opens and naval operations begin. NAS Alameda was one of the largest naval stations in the world, with a large airfield, docks for aircraft carriers (like the USS Hornet, now a museum) and extensive manufacturing facilities that employed thousands of local residents. The station played important roles during WWII and through the Cold War.



**2006:**  
Alameda Main Library opens in new location on Oak Street

**2008:**  
Refurbished and restored, the Alameda Theater and Cineplex opens on May 24, 2008



**1976:**  
In 1976, Mayor Chuck Corica held the first annual Alameda Mayor's Fourth of July Parade. The annual tradition boasts the title of second largest and longest Independence Day parade in the nation.  
  
The parade was the first of popular local events in Alameda that now include: the Park Street Art & Wine Faire, the Webster Street Jam, Concerts at the Cove, the Park Street Spring Festival, and the Classic Car Show.

**1997:**  
The Naval Air Station Alameda is officially closed.

**1999:**  
The Naval Air Station Alameda is renamed Alameda Point and reopened under the ownership of the city for redevelopment.

**2017:**  
Alameda's first Emergency Operations Center opens alongside new Fire Station 3

**2018:**  
Groundbreaking for Site A, a mixed-use, transit-oriented waterfront development at the gateway to Alameda Point



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Alameda  
California**

For the Biennium Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director

# California Society of Municipal Finance Officers

*Certificate of Award*

## ***Operating Budget Excellence Award Fiscal Year 2017-2018***

*Presented to the*

***City of Alameda***

For meeting the criteria established to achieve the Operating Budget Excellence Award.

***February 7, 2018***



A handwritten signature in blue ink, appearing to read "Drew Corbett".

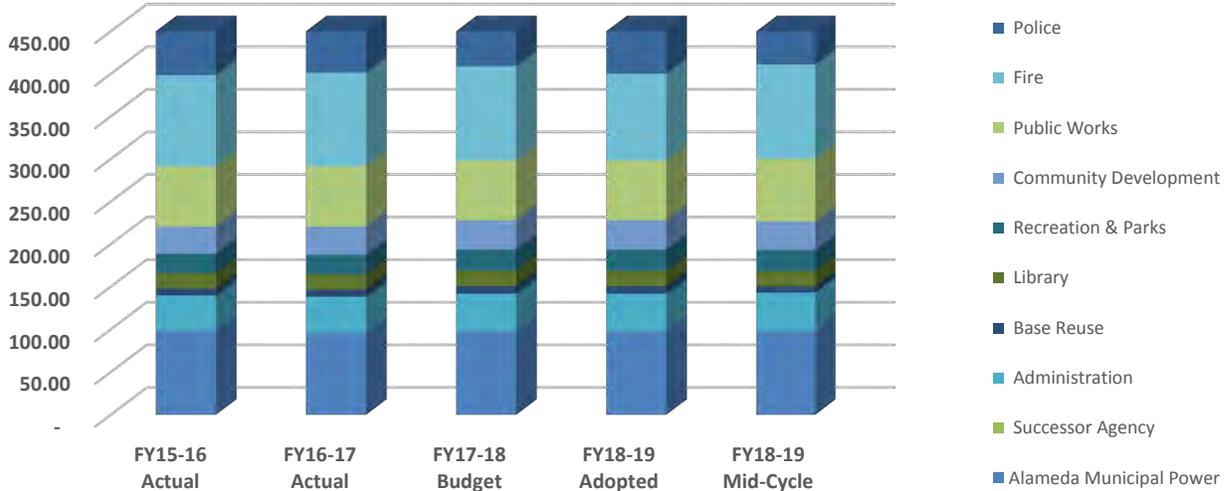
***Drew Corbett  
CSMFO President***

A handwritten signature in blue ink, appearing to read "Craig Boyer".

***Craig Boyer, Chair  
Professional Standards and  
Recognition Committee***

***Dedicated Excellence in Municipal Financial Reporting***

### FTE Trends



	MOU Group	FY15-16 Actual	FY16-17 Actual	FY17-18 Budget	FY18-19 Adopted	FY18-19 Mid-Cycle
<b>Police</b>						
Police Chief	EXME	1.00	1.00	1.00	1.00	1.00
Police Captain	APMA	2.00	2.00	2.00	2.00	2.00
Police Lieutenant	APMA	5.00	5.00	5.00	5.00	5.00
Police Sergeant	APOA	15.00	15.00	15.00	15.00	15.00
Police Officer	APOA	65.00	65.00	65.00	65.00	65.00
Crime Scene Specialist	PANS	3.00	2.00	2.00	2.00	2.00
Crime Prevention Technician	PANS	-	1.00	1.00	1.00	1.00
Senior Public Safety Dispatcher	PANS	2.00	2.00	2.00	2.00	2.00
Public Safety Dispatcher	PANS	12.00	12.00	12.00	12.00	12.00
Public Safety Communication Supervisor	MCEA	1.00	1.00	1.00	1.00	1.00
Police Records Supervisor	MCEA	1.00	1.00	1.00	1.00	1.00
Property/Evidence Technician	PANS	1.00	1.00	1.00	1.00	1.00
Police Technician	PANS	1.00	1.00	1.00	1.00	1.00
Fire Captain	IAFF	0.50	0.50	-	-	-
Animal Control Officer	PANS	-	1.00	1.00	1.00	1.00
Technology Services Coordinator	MCEA	1.00	1.00	1.00	1.00	1.00
Police Maintenance Technician	PANS	1.00	1.00	1.00	1.00	1.00
Executive Assistant	MCEA	1.00	1.00	1.00	1.00	1.00
Administrative Technician II	MCEA	1.00	1.00	1.00	1.00	1.00
Admin Management Analyst	MCEA	1.00	1.00	1.00	1.00	1.00
Intermediate Clerk	ACEA	5.00	5.00	5.00	5.00	5.00
Office Assistant	MCEA	1.00	1.00	1.00	1.00	1.00
Telephone Operator/Receptionist	ACEA	1.00	1.00	1.00	1.00	1.00
<b>Total Police</b>		<b>121.50</b>	<b>122.50</b>	<b>122.00</b>	<b>122.00</b>	<b>122.00</b>
<b>Fire</b>						
Fire Chief	EXME	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	AFCA	1.00	1.00	1.00	1.00	-
Division Chief (Note 1)	AFCA	4.00	4.00	4.00	3.00	5.00
Fire Captain	IAFF	20.50	21.50	22.00	22.00	22.00
Fire Apparatus Operator	IAFF	18.00	20.00	20.00	20.00	20.00

(continued)

## Authorized Full-Time Positions

### By Classification Within Department

	<b>MOU Group</b>	<b>FY15-16 Actual</b>	<b>FY16-17 Actual</b>	<b>FY17-18 Budget</b>	<b>FY18-19 Adopted</b>	<b>FY18-19 Mid-Cycle</b>
<b>Fire</b>						
Firefighter (Note 1)	IAFF	56.00	56.00	56.00	48.00	56.00
EMS Education Coordinator	MCEA	1.00	1.00	1.00	1.00	1.00
Senior Fire Code Compliance Officer	ACEA	1.00	1.00	1.00	1.00	1.00
Fire Administrative Services Supervisor	MCEA	1.00	1.00	1.00	1.00	1.00
Administrative Technician III	MCEA	1.00	1.00	1.00	1.00	1.00
Fire Information & Billing Specialist	MCEA	-	-	-	-	1.00
Administrative Technician II	MCEA	3.00	3.00	3.00	3.00	2.00
<b>Total Fire</b>		<b>107.50</b>	<b>110.50</b>	<b>111.00</b>	<b>102.00</b>	<b>111.00</b>
<b>Public Works</b>						
Public Works Director	EXME	1.00	1.00	1.00	1.00	1.00
Deputy Public Works Director	MCEA	1.00	1.00	1.00	1.00	1.00
Public Works Superintendent	MCEA	1.00	1.00	1.00	1.00	1.00
City Engineer	MCEA	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	EXME	0.50	0.50	-	-	-
Public Works Supervisor	MCEA	2.60	2.60	2.60	2.60	2.80
Public Works Coordinator	MCEA	0.80	0.80	0.80	0.80	1.00
Project Manager III	MCEA	1.00	2.00	2.00	2.00	2.00
Project Manager II	MCEA	2.00	2.00	2.00	2.00	2.00
Project Manager I	MCEA	1.00	1.00	1.00	1.00	1.00
Transportation Engineer	ACEA	1.00	1.00	1.00	1.00	1.00
Associate Civil Engineer	ACEA	3.00	3.00	3.00	3.00	3.00
Assistant Engineer	ACEA	5.00	4.00	4.00	4.00	4.00
Transportation Coordinator	ACEA	1.00	1.00	-	-	-
Public Works Maintenance Foreperson	ACEA	4.00	4.00	5.00	5.00	5.00
Senior Construction Inspector	ACEA	1.00	1.00	1.00	1.00	1.00
Construction Inspector Supervisor	ACEA	-	-	1.00	1.00	1.00
Construction Inspector	ACEA	3.00	3.00	2.00	2.00	2.00
Traffic Signal Maintenance Technician	ACEA	2.00	2.00	2.00	2.00	2.00
Early Morning Sweeper Operator	ACEA	1.00	1.00	1.00	1.00	1.00
Public Works Maintenance Worker II	ACEA	14.25	14.25	14.25	14.25	16.45
Public Works Maintenance Worker I	ACEA	5.00	5.00	5.00	5.00	6.00
Program Specialist II	ACEA	3.00	4.00	4.00	4.00	4.00
Program Specialist I	ACEA	1.00	-	-	-	-
Management Analyst	MCEA	0.75	0.75	0.75	0.75	0.75
Executive Assistant	MCEA	1.00	1.00	1.00	1.00	1.00
Senior Clerk	ACEA	2.00	2.00	2.00	2.00	2.00
Intermediate Clerk	ACEA	1.00	1.00	1.00	1.00	1.00
Engineering Office Assistant	ACEA	1.00	1.00	1.00	1.00	1.00
Office Assistant	MCEA	1.00	1.00	1.00	1.00	1.00
		<b>62.90</b>	<b>62.90</b>	<b>62.40</b>	<b>62.40</b>	<b>66.00</b>
<b>Fleet and Facility Maintenance</b>						
Public Works Supervisor	MCEA	1.20	1.20	1.20	1.20	1.20
Public Works Maintenance Foreperson	ACEA	1.00	1.00	1.00	1.00	1.00
Senior Fleet Mechanic	ACEA	1.00	1.00	1.00	1.00	1.00
Fleet Mechanic	ACEA	3.00	3.00	3.00	3.00	3.00
Public Works Maintenance Worker II	ACEA	1.30	1.30	1.30	1.30	1.30
Senior Management Analyst	MCEA	0.25	-	-	-	-
Management Analyst	MCEA	-	0.25	0.25	0.25	0.25
		<b>7.75</b>	<b>7.75</b>	<b>7.75</b>	<b>7.75</b>	<b>7.75</b>
<b>Total Public Works</b>		<b>70.65</b>	<b>70.65</b>	<b>70.15</b>	<b>70.15</b>	<b>73.75</b>

*(continued)*

## Authorized Full-Time Positions By Classification Within Department

	MOU Group	FY15-16 Actual	FY16-17 Actual	FY17-18 Budget	FY18-19 Adopted	FY18-19 Mid-Cycle
<b>Community Development</b>						
Community Development Director	EXME	0.85	0.75	0.70	0.70	0.85
Assistant Community Development Director	MCEA	1.35	1.35	1.50	1.50	1.60
Development Manager	MCEA	1.00	1.00	1.00	1.00	1.00
Economic Development Manager	MCEA	1.00	1.00	1.00	1.00	-
Public Information Officer	MCEA	0.50	0.35	-	-	-
Administrative Services Coordinator <b>(Note 2)</b>	MCEA	0.50	0.50	1.00	1.00	-
Public Works Coordinator	MCEA	0.20	0.20	0.20	0.20	-
Maintenance Worker II	ACEA	0.25	0.25	0.25	0.25	0.25
Administrative Technician III	MCEA	1.00	1.00	1.00	1.00	0.80
Management Analyst <b>(Note 2)</b>	MCEA	1.00	1.00	1.00	1.00	2.00
Building Official	MCEA	1.00	1.00	1.00	1.00	1.00
Planning Services Manager	MCEA	1.00	1.00	1.00	1.00	1.00
Plan Check Engineer	ACEA	1.00	1.00	1.00	1.00	1.00
Supervising Building Inspector	MCEA	1.00	1.00	1.00	1.00	1.00
Senior Combination Building Inspector	ACEA	1.00	1.00	1.00	1.00	1.00
Senior Code Compliance Officer	ACEA	1.00	1.00	1.00	1.00	1.00
Fire/Building Code Compliance Officer	ACEA	2.00	2.00	2.00	2.00	2.00
Combination Building Inspector <b>(Note 3)</b>	ACEA	5.00	5.00	6.00	6.00	6.00
Planner III	ACEA	3.00	3.00	3.00	3.00	3.00
Permit Technician III	ACEA	3.00	3.00	3.00	3.00	3.00
Permit Technician I	ACEA	2.00	2.00	2.00	2.00	2.00
Executive Assistant	MCEA	2.00	2.00	1.95	1.95	2.00
Accounting Technician	ACEA	1.00	1.00	1.00	1.00	1.00
		<b>31.65</b>	<b>31.40</b>	<b>32.60</b>	<b>32.60</b>	<b>31.50</b>
<b>Housing</b>						
Community Development Director	EXME	-	0.10	0.15	0.15	0.15
Assistant City Attorney II	MCEA	-	0.50	0.50	0.50	0.50
Accountant I	MCEA	0.15	0.05	-	-	-
Senior Account Clerk	ACEA	-	-	0.05	0.05	0.05
Accounting Technician	ACEA	-	1.00	1.00	1.00	1.00
		<b>0.15</b>	<b>1.65</b>	<b>1.70</b>	<b>1.70</b>	<b>1.70</b>
<b>Total Community Development</b>		<b>31.80</b>	<b>33.05</b>	<b>34.30</b>	<b>34.30</b>	<b>33.20</b>
<b>Recreation &amp; Parks</b>						
Recreation & Park Director	EXME	1.00	1.00	1.00	1.00	1.00
Recreation Manager	MCEA	2.00	2.00	2.00	2.00	2.00
Recreation Services Specialist	ACEA	4.00	4.00	4.00	4.00	4.00
Park Manager	MCEA	1.00	1.00	1.00	1.00	1.00
Park Maintenance Supervisor	MCEA	-	-	1.00	1.00	1.00
Park Maintenance Foreperson	ACEA	1.00	1.00	1.00	1.00	1.00
Park Maintenance Worker II	ACEA	-	-	1.00	1.00	1.00
Park Maintenance Worker	ACEA	9.00	9.00	9.00	9.00	9.00
Equipment Operator	ACEA	1.00	1.00	1.00	1.00	1.00
Custodian	ACEA	1.00	1.00	1.00	1.00	1.00
Accounting Technician	ACEA	1.00	1.00	1.00	1.00	1.00
Senior Clerk	ACEA	1.00	1.00	1.00	1.00	1.00
Office Assistant	MCEA	1.00	1.00	1.00	1.00	1.00
		<b>23.00</b>	<b>23.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>
<b>Total Recreation &amp; Parks</b>		<b>23.00</b>	<b>23.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>
<b>Library</b>						
Library Director	EXME	1.00	1.00	1.00	1.00	1.00
Supervising Librarian	MCEA	3.00	3.00	3.00	3.00	3.00
Senior Librarian	ACEA	3.00	3.00	3.00	3.00	3.00
Library Technician	ACEA	7.00	7.00	7.00	7.00	7.00

(continued)

## Authorized Full-Time Positions By Classification Within Department

	MOU Group	FY15-16 Actual	FY16-17 Actual	FY17-18 Budget	FY18-19 Adopted	FY18-19 Mid-Cycle
<b>Library</b>						
Librarian	ACEA	1.00	1.00	1.00	1.00	1.00
Executive Assistant	MCEA	1.00	1.00	1.00	1.00	1.00
Library Circulation Coordinator	MCEA	1.00	1.00	1.00	1.00	1.00
Custodian	ACEA	1.00	1.00	1.00	1.00	1.00
<b>Total Library</b>		<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>
<b>Base Reuse</b>						
City Manager	EXME	0.40	0.40	0.40	0.40	-
Director of Base Reuse	EXME	1.00	1.00	1.00	1.00	-
Base Reuse & Transport Planning Director	EXME	-	-	-	-	1.00
Public Information Officer	MCEA	-	0.15	-	-	-
Assistant Community Development Director	MCEA	0.40	0.65	0.50	0.50	0.40
Assistant City Attorney II	MCEA	0.50	0.50	0.50	0.50	0.50
Community Development Director	EXME	0.05	0.05	0.05	0.05	-
Economic Development Manager	MCEA	-	-	-	-	1.00
Redevelopment Project Manager	MCEA	1.00	1.00	1.00	1.00	1.00
Senior Transportation Coordinator (Note 4)	ACEA	-	-	-	-	2.00
Transportation Coordinator (Note 4)	ACEA	-	-	1.00	1.00	-
City Planner	MCEA	0.25	-	-	-	-
Public Works Supervisor	MCEA	0.20	0.20	0.20	0.20	-
Public Works Maintenance Worker II	ACEA	2.20	2.20	2.20	2.20	-
Public Works Maintenance Worker I	ACEA	1.00	1.00	1.00	1.00	-
Executive Assistant	MCEA	1.00	1.00	1.00	1.00	1.00
Administrative Technician III	MCEA	-	-	-	-	0.20
<b>Total Base Reuse</b>		<b>8.00</b>	<b>8.15</b>	<b>8.85</b>	<b>8.85</b>	<b>7.10</b>
<b>Administration</b>						
<b>City Council</b>						
Mayor		Elected	Elected	Elected	Elected	Elected
Councilmember		Elected	Elected	Elected	Elected	Elected
Assistant City Manager	EXME	-	-	-	-	-
Executive Assistant	MCEA	-	0.50	0.50	0.50	0.50
		-	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>City Manager</b>						
City Manager		0.60	0.60	0.60	0.60	1.00
Assistant City Manager (Funded)	EXME	1.30	1.30	2.00	1.00	1.00
Assistant City Manager (Unfunded)	EXME	-	-	-	1.00	1.00
Public Information Officer	MCEA	0.50	0.50	1.00	1.00	1.00
Administrative Services Coordinator	MCEA	0.50	0.50	-	-	-
Executive Assistant	MCEA	2.00	1.50	1.50	1.50	1.50
		<b>4.90</b>	<b>4.40</b>	<b>5.10</b>	<b>5.10</b>	<b>5.50</b>
<b>City Clerk</b>						
City Clerk	EXME	1.00	1.00	1.00	1.00	1.00
Assistant City Clerk	MCEA	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	MCEA	1.00	1.00	1.00	1.00	1.00
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>City Attorney</b>						
City Attorney		1.00	1.00	1.00	1.00	1.00
Assistant City Attorney II	MCEA	2.47	2.97	2.97	2.97	3.00
Risk Manager	MCEA	1.00	1.00	1.00	1.00	1.00
Paralegal	MCEA	2.00	2.00	2.00	2.00	2.00
Administrative Services Coordinator	MCEA	1.00	1.00	1.00	1.00	1.00
		<b>7.47</b>	<b>7.97</b>	<b>7.97</b>	<b>7.97</b>	<b>8.00</b>

(continued)

## Authorized Full-Time Positions

### By Classification Within Department

	<b>MOU Group</b>	<b>FY15-16 Actual</b>	<b>FY16-17 Actual</b>	<b>FY17-18 Budget</b>	<b>FY18-19 Adopted</b>	<b>FY18-19 Mid-Cycle</b>
<b>Finance</b>						
City Auditor and City Treasurer		Elected	Elected	Elected	Elected	Elected
Finance Director	EXME	1.00	1.00	1.00	1.00	1.00
Finance Services Manager	MCEA	1.00	1.00	1.00	1.00	1.00
Finance Supervisor	MCEA	1.00	1.00	1.00	1.00	1.00
Accountant II	MCEA	1.00	2.00	2.00	2.00	2.00
Accountant I	MCEA	0.80	0.90	1.00	1.00	1.00
Administrative Technician III	MCEA	2.00	2.00	2.00	2.00	2.00
Senior Account Clerk	ACEA	4.00	4.00	3.90	3.90	3.95
Intermediate Clerk	ACEA	1.00	1.00	1.00	1.00	1.00
		<b>11.80</b>	<b>12.90</b>	<b>12.90</b>	<b>12.90</b>	<b>12.95</b>
<b>Human Resources</b>						
Human Resources Director	EXME	1.00	1.00	1.00	1.00	1.00
Human Resources Manager	MCEA	1.00	1.00	1.00	1.00	1.00
Senior Human Resources Analyst	MCEA	1.00	1.00	1.00	1.00	1.00
Human Resources Analyst II	MCEA	1.00	1.00	1.00	1.00	1.00
Human Resources Analyst I	MCEA	1.00	1.00	1.00	1.00	1.00
Administrative Technician III	MCEA	2.00	2.00	2.00	2.00	2.00
Administrative Technician II	MCEA	1.00	1.00	1.00	1.00	1.00
		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Information Technology</b>						
Information Technology Director	EXME	0.50	0.75	0.75	0.75	0.75
Information Technology Manager	MCEA	1.00	1.00	1.00	1.00	1.00
Technology Services Coordinator	MCEA	2.00	1.00	1.00	1.00	1.00
IT System Analyst	MCEA	-	1.00	2.00	2.00	3.00
Computer Service Technician	MCEA	1.00	1.00	1.00	1.00	1.00
Public Safety IT System Analyst	MCEA	1.00	1.00	1.00	1.00	-
Assistant City Manager	EXME	0.20	0.20	-	-	-
		<b>5.70</b>	<b>5.95</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>
<b>Total Administration</b>		<b>40.87</b>	<b>42.72</b>	<b>44.22</b>	<b>44.22</b>	<b>44.70</b>
<b>Successor Agency</b>						
Community Development Director	EXME	0.10	0.10	0.10	0.10	-
Assistant City Attorney II	MCEA	0.03	0.03	0.03	0.03	-
Accounting Technician/Senior Account Clerk	ACEA	0.05	0.05	0.05	0.05	-
Executive Assistant	MCEA	-	-	0.05	0.05	-
		<b>0.18</b>	<b>0.18</b>	<b>0.23</b>	<b>0.23</b>	<b>-</b>
		<b>421.50</b>	<b>428.75</b>	<b>433.75</b>	<b>424.75</b>	<b>434.75</b>
<b>Alameda Municipal Power (AMP)</b>						
Administrative Services Coordinator	EUPA	2.00	2.00	2.00	2.00	2.00
AMI System Administrator	EUPA	-	-	-	-	1.00
Asst. General Manager (GM) - Administration	AMPU	1.00	1.00	1.00	1.00	1.00
Asst. GM - Customer Resources	AMPU	1.00	1.00	1.00	1.00	1.00
Asst. GM - Energy Resource Planning	AMPU	1.00	1.00	1.00	1.00	1.00
Asst. GM - Engineering & Operations	AMPU	1.00	1.00	1.00	1.00	1.00
Buyer	EUPA	1.00	1.00	1.00	1.00	1.00
Chief System Operator	IBEW	1.00	1.00	1.00	1.00	1.00
Compliance Superintendent	EUPA	1.00	1.00	1.00	1.00	1.00
Customer Program Coordinator	EUPA	2.00	1.00	1.00	1.00	1.00
Customer Service Representative	ACEA	6.00	6.00	7.00	7.00	7.00
Customer Service Supervisor	EUPA	1.00	1.00	1.00	1.00	1.00
Electrical Distribution Technician	EUPA	1.00	1.00	1.00	1.00	1.00
Electrical Engineer	EUPA	2.00	2.00	2.00	2.00	2.00
Electrical Engineering Aide	IBEW	2.00	2.00	2.00	2.00	2.00
Electrical Equipment Superintendent	EUPA	-	1.00	1.00	1.00	-

(continued)



## Authorized Full-Time Positions By Classification Within Department

	MOU Group	FY15-16 Actual	FY16-17 Actual	FY17-18 Budget	FY18-19 Adopted	FY18-19 Mid-Cycle
<b>Alameda Municipal Power (AMP)</b>						
Electrical Maintenance Technician	IBEW	5.00	3.00	1.00	1.00	1.00
Energy Resources Analyst	EUPA	1.00	1.00	1.00	1.00	1.00
Engineering Manager	EUPA	1.00	1.00	1.00	1.00	1.00
Engineering Office Assistant	ACEA	2.00	1.00	1.00	1.00	1.00
Executive Assistant	EUPA	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Worker	IBEW	1.00	1.00	1.00	1.00	1.00
Financial Analyst	EUPA	1.00	1.00	1.00	1.00	1.00
Financial Services Supervisor	EUPA	1.00	1.00	1.00	1.00	1.00
General Manager	EXME	1.00	1.00	1.00	1.00	1.00
Information Technology Director	EXME	0.50	0.25	0.25	0.25	0.25
Intermediate Clerk	ACEA	1.00	1.00	1.00	1.00	1.00
Journey Lineworker	IBEW	10.00	10.00	10.00	10.00	10.00
Line Superintendent	EUPA	2.00	1.00	1.00	1.00	2.00
Line Working Supervisor	IBEW	2.00	2.00	2.00	2.00	2.00
Management Analyst	MCEA	1.00	-	-	-	-
Media Coordinator	EUPA	-	1.00	1.00	1.00	1.00
Meter Reader	ACEA	3.00	3.00	2.00	2.00	3.00
Meter Service Technician	IBEW	1.00	1.00	1.00	1.00	1.00
Meter Technician	IBEW	-	2.00	2.00	2.00	2.00
Office Assistant	EUPA	2.00	1.00	1.00	1.00	1.00
Senior Account Clerk	ACEA	1.00	1.00	-	-	-
Senior Clerk	ACEA	1.00	1.00	1.00	1.00	1.00
Senior Communications Specialist	EUPA	1.00	1.00	1.00	1.00	1.00
Senior Customer Program Coordinator	CU	1.00	1.00	1.00	1.00	1.00
Senior Electrical Engineer	EUPA	1.00	1.00	1.00	1.00	1.00
Senior Energy Resources Analyst	EUPA	3.00	3.00	3.00	3.00	3.00
Senior Human Resources Analyst	MCEA	1.00	1.00	1.00	1.00	1.00
Senior Utility Accountant	EUPA	1.00	1.00	1.00	1.00	1.00
Service Lineworker	EUPA	2.00	2.00	2.00	2.00	2.00
Stock Clerk	IBEW	2.00	2.00	2.00	2.00	2.00
Storekeeper	IBEW	1.00	1.00	1.00	1.00	1.00
Streetlight Maintenance Technician	IBEW	1.00	1.00	1.00	1.00	1.00
Substation & Meter Supervisor	IBEW	1.00	1.00	1.00	1.00	1.00
Substation Technician	IBEW	-	-	2.00	2.00	2.00
Support Services Supervisor	EUPA	1.00	1.00	1.00	1.00	1.00
Sys Ops And Substation Superintendent	EUPA	1.00	1.00	1.00	1.00	1.00
System Operator	IBEW	4.00	4.00	4.00	4.00	4.00
Utility Accountant	EUPA	2.00	2.00	2.00	2.00	2.00
Utility Analyst	EUPA	1.00	1.00	1.00	1.00	1.00
Utility Construction Compliance Specialist	IBEW	2.00	2.00	2.00	2.00	2.00
Utility Database Analyst	EUPA	1.00	1.00	1.00	1.00	1.00
Utility Distribution Automation Analyst	EUPA	-	-	1.00	1.00	-
Utility Energy Analyst	EUPA	2.00	2.00	2.00	2.00	2.00
Utility Geographic Info Systems Analyst	EUPA	1.00	1.00	1.00	1.00	1.00
Utility Information Systems Billing Specialist	EUPA	1.00	1.00	2.00	2.00	2.00
Utility Information Systems Billing Technician	EUPA	2.00	2.00	2.00	2.00	2.00
Utility Information Systems Network Analyst	EUPA	1.00	1.00	1.00	1.00	1.00
Utility Information Technology Manager	EUPA	1.00	1.00	1.00	1.00	1.00
Utility Project Manager	EUPA	1.00	1.00	2.00	2.00	2.00
Utility Systems Analyst	EUPA	1.00	1.00	1.00	1.00	1.00
<b>Alameda Municipal Power (AMP)</b>		<b>98.50</b>	<b>95.25</b>	<b>97.25</b>	<b>97.25</b>	<b>98.25</b>
<b>Total Organization</b>		<b>520.00</b>	<b>524.00</b>	<b>531.00</b>	<b>522.00</b>	<b>533.00</b>

## FTE Notes

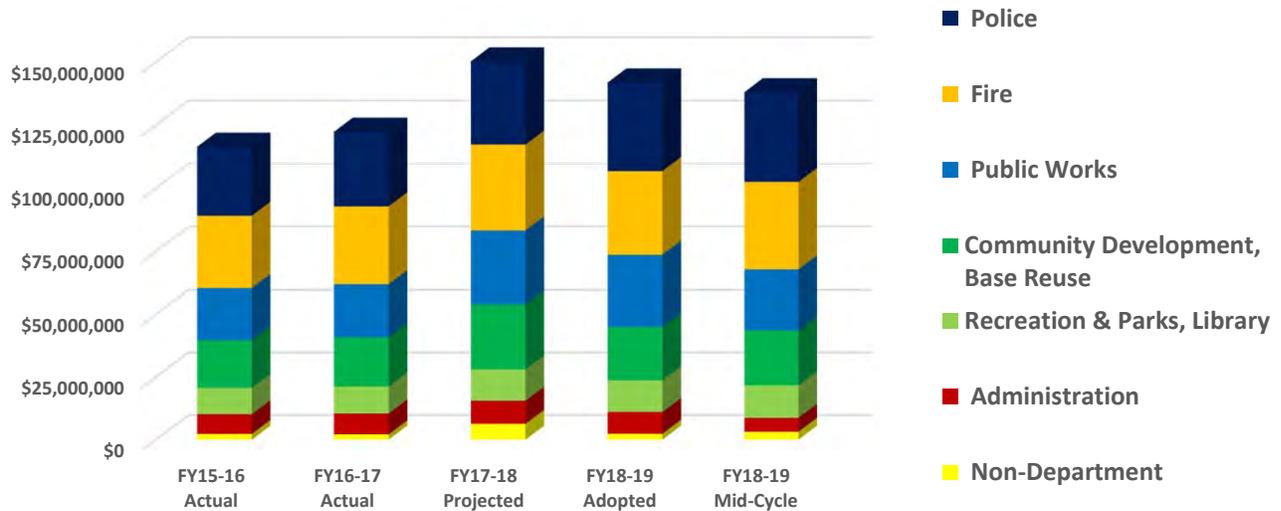
**Note 1** - Fire Department - FY18-19 Mid-Cycle: One Fire Division Chief and 2 Firefighters are funded by the Community Paramedicine Grant; and 6 Firefighters by the SAFER Grant. The Community Paramedicine Grant is available through November 2018 and the SAFER Grant through October 2018.

**Note 2** - Community Development - FY18-19 Mid-Cycle: Resolution 15321 (11/08/2017) - Reclassified the position of Administrative Services Coordinator to Management Analyst.

**Note 3** - Community Development - FY17-18 Budget: Resolution 15273 (06/06/2017) - 2 year (limited term) contract for one Combination Building Supervisor.

**Note 4** - Base Reuse - FY18-19 Mid-Cycle: Resolution 15313 (10/03/2017) Added 2 Senior Transportation Coordinator positions and eliminated 1 Transportation Coordinator position.

## Expenditure Trends



## Expenditures By Department

	FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
<b>Operations</b>					
Police	\$ 27,284,563	\$ 29,502,827	\$ 32,969,000	\$ 35,041,000	\$ 35,534,635
Fire	28,674,691	30,859,101	33,999,325	33,176,000	34,673,810
Public Works	20,707,726	21,068,003	29,257,071	28,668,000	24,242,567
Community Development	7,727,040	8,385,790	15,658,017	11,868,000	13,612,964
Base Reuse	11,334,289	11,214,797	10,323,251	9,458,000	8,238,659
Recreation and Parks	6,629,051	6,990,152	7,930,273	8,003,000	8,041,712
Library	3,859,608	3,878,268	4,561,000	4,628,000	4,970,158
Administration	7,898,837	8,344,085	9,222,745	8,651,000	5,535,797
Non-Department	2,279,024	2,078,786	6,315,940	2,364,000	3,166,640
	<b>116,394,829</b>	<b>122,321,809</b>	<b>150,236,623</b>	<b>141,857,000</b>	<b>138,016,943</b>
<b>Capital and Debt</b>					
Capital Projects	22,146,376	27,645,747	40,929,088	20,858,000	31,291,000
Debt Service	20,445,616	5,546,507	6,044,000	6,081,000	6,081,000
Net City Budget	<b>158,986,822</b>	<b>155,514,062</b>	<b>197,209,711</b>	<b>168,796,000</b>	<b>175,388,943</b>
<b>Internal Charges</b>					
Internal Service Funds	18,954,093	11,809,277	26,178,942	18,086,260	23,082,541
Transfers	36,925,589	46,211,409	48,743,277	25,312,948	28,147,431
	<b>55,879,682</b>	<b>58,020,686</b>	<b>74,922,219</b>	<b>43,399,208</b>	<b>51,229,972</b>
Total City Budget	<b>\$ 214,866,503</b>	<b>\$ 213,534,748</b>	<b>\$ 272,131,930</b>	<b>\$ 212,195,208</b>	<b>\$ 226,618,914</b>
Successor Agency	6,142,325	7,410,394	12,489,327	12,477,000	12,077,750
Total Organization	<b>\$ 221,008,829</b>	<b>\$ 220,945,142</b>	<b>\$ 284,621,257</b>	<b>\$ 224,672,208</b>	<b>\$ 238,696,664</b>

Totals Exclude Alameda Municipal Power (AMP) Expenditures

		Available Fund Balance, FY 2016-17	Projected Revenues/ Transfers In FY 2017-18	Projected Expenditures/ Transfers Out FY 2017-18	Capital Commitments/ Reserves	Projected Available Fund Balance, FY 2017-18	Projected Revenues/ Transfers In FY 2018-19	Projected Expenditures/ Transfers Out FY 2018-19	Capital Commitments/ Reserves	Projected Available Fund Balance, FY 2018-19
<b>General Fund</b>										
001	General Fund	\$ 31,457,791	\$ 100,258,848	\$ 112,069,836	\$(11,053,313)	\$ 30,700,116	\$ 91,067,000	\$ 91,075,000	\$ 3,961,683	\$ 26,730,433
<b>Special Revenue Funds</b>										
161	Police/Fire Construction Impact Fee	53,247	-	-		53,247	-	-		53,247
164	Construction Improvement	2,230,866	603,000	2,162,000		671,866	586,000	1,255,000		2,866
209	Community Development	905,104	5,288,500	5,216,000		977,604	5,617,500	5,411,326		1,183,778
210	Library	2,321,513	4,460,143	4,561,000		2,220,656	4,704,966	4,970,158		1,955,464
211	Gas Tax	1,240,888	2,217,000	2,772,000		685,888	1,791,170	2,017,409		459,649
211.1	Road Maintenance and Rehab	-	-	-		-	1,361,830	1,361,830		-
215	County Measure B	1,332,863	4,336,000	5,072,000		596,863	4,397,000	4,638,000		355,863
216	Tidelands	2,706,703	799,000	806,580		2,699,123	804,000	1,923,814		1,579,309
218	Police Grants	3,275	506,000	245,000		264,275	50,000	250,023		64,252
219	Narcotics Asset Seizure	57,082	4,000	10,000		51,082	1,000	10,000		42,082
220	Fire Grants	326,301	1,895,000	1,886,000		335,301	748,670	743,996		339,975
221	Dwelling Unit	-	-	-		-	-	-		-
224	Parking Meter/Garage	2,368,741	2,018,000	3,297,089	(248,375)	1,338,027	2,016,000	2,309,889		1,044,138
225	TSM/TDM	104,345	15,000	-		119,345	15,000	-		134,345
226	Citywide Pavement Restoration	55,117	-	-		55,117	-	-		55,117
227	Commercial Revitalization	1,805,279	596,000	827,512		1,573,767	694,400	743,554		1,524,613
228	Housing In-Lieu	989,349	104,500	384,000		709,849	108,500	384,000		434,349
235	HOME	-	160,000	160,000		-	170,000	170,000		-
236	CDBG	-	3,604,856	3,604,856		-	2,211,000	2,211,000		-
248	HOME Repayment	643	22,500	20,000		3,143	13,000	13,000		3,143
249	Rehab CDBG Housing Loan Program	-	150,100	873,502	(723,402)	-	150,000	150,000		-
256	FISC	3,463,582	1,563,000	2,676,853		2,349,729	227,000	1,481,551		1,095,178
259	Vehicle Registration AB434	47,998	-	-		47,998	-	-		47,998
265	Rent Review/Stabilization	(47,694)	1,792,000	1,788,816		(44,510)	1,801,000	1,756,474		16
266	Affordable Housing	151,101	1,000	25,000		127,101	1,000	25,000		103,101
267	Human Services	21,671	149,600	164,000		7,271	155,600	162,732		139
270	Solid Waste Surcharge	1,229,069	178,000	370,560		1,036,509	178,000	326,052		888,457
273	Curbside Recycling	177,634	1,000	-		178,634	1,000	-		179,634
274	Waste Management	2,930,949	767,000	1,353,327		2,344,622	772,000	995,691		2,120,931

	Available Fund Balance, FY 2016-17	Projected Revenues/ Transfers In FY 2017-18	Projected Expenditures/ Transfers Out FY 2017-18	Capital Commitments/ Reserves	Projected Available Fund Balance, FY 2017-18	Projected Revenues/ Transfers In FY 2018-19	Projected Expenditures/ Transfers Out FY 2018-19	Capital Commitments/ Reserves	Projected Available Fund Balance, FY 2018-19
275 Island City Maintenance	1,833,664	1,967,000	2,174,383		1,626,281	1,512,986	2,091,398		1,047,869
276 Marina Cove Maintenance	138,120	200,000	208,715		129,405	108,000	161,904		75,501
277 Alameda Landing Municipal SD	963,292	433,837	135,000		1,262,129	447,811	162,121		1,547,819
278 Bayport Municipal Services District 03	3,318,502	612,000	602,320		3,328,182	619,000	939,027		3,008,155
279 Assessment District Administration	104,541	158,855	195,000		68,396	288,623	357,019		-
280 Recreation	1,906,458	5,175,000	5,259,975		1,821,483	5,300,000	5,560,366		1,561,117
285 Public Art	383,901	161,000	104,000		440,901	161,000	454,547		147,354
286 Historical Advisory Board	12,596	3,500	13,000		3,096	1,000	-		4,096
287 Transportation	-	1,330,000	1,308,000		22,000	1,240,000	1,245,381		16,619
288 Vehicle Registration Fees	(11,747)	334,000	324,000		(1,747)	333,000	325,000		6,254
814 Adams Street House	356,754	1,000	40,000		317,754	1,000	25,000		293,754
858 ARRA	4,780,882	12,163,000	15,837,729	(2,894,544)	4,000,697	14,109,000	12,722,934		5,386,763
876 Dike Maintenance	356,818	-	-		356,818	-	-		356,818
<b>Special Revenue Funds Total</b>	<b>38,619,406</b>	<b>53,770,391</b>	<b>64,478,217</b>	<b>(3,866,321)</b>	<b>31,777,901</b>	<b>52,697,056</b>	<b>57,355,196</b>	<b>-</b>	<b>27,119,761</b>
<b>Capital Projects Funds</b>									
310 Capital Projects	449,964	22,313,988	24,951,348	(3,173,205)	985,809	29,361,000	29,130,884		1,215,925
311 Alameda Point Capital Projects	-	15,865,697	2,894,544		12,971,153	-	-		12,971,153
312 Marina Village AD 89	140,626	-	5,000		135,626	-	5,240		130,386
313 H.B.I. 92-1 Assessment District	369,599	1,364	156,000		214,963	-	81,988		132,975
317 Library Construction	17,968	-	-		17,968	-	-		17,968
318 Open Space Improvement	40,712	15,000	50,000		5,712	15,000	20,000		712
319 Emergency Reponse Center	-	-	340,302	(340,302)	-	-	-		-
340 CDF	597,656	3,339,000	2,997,000		939,656	5,760,000	560,000		6,139,656
350 Transportation Improvement	1,996,835	612,000	509,000		2,099,835	619,000	510,974		2,207,861
351 Urban Runoff	3,377,786	2,444,500	4,431,623	(1,063,280)	2,453,943	2,437,500	3,924,041		967,402
362 CDF 13-1 Alameda Landing	-	702,000	702,000		-	702,000	678,248		23,752
363 CDF 11-1 Marina Cove II	350,383	217,935	14,000		554,318	246,007	62,678		737,647
<b>Capital Projects Funds Total</b>	<b>7,341,529</b>	<b>45,511,484</b>	<b>37,050,817</b>	<b>(4,576,787)</b>	<b>20,378,983</b>	<b>39,140,507</b>	<b>34,974,053</b>	<b>-</b>	<b>24,545,437</b>

	Available Fund Balance, FY 2016-17	Projected Revenues/ Transfers In FY 2017-18	Projected Expenditures/ Transfers Out FY 2017-18	Capital Commitments/ Reserves	Projected Available Fund Balance, FY 2017-18	Projected Revenues/ Transfers In FY 2018-19	Projected Expenditures/ Transfers Out FY 2018-19	Capital Commitments/ Reserves	Projected Available Fund Balance, FY 2018-19	
<b>Debt Service Funds</b>										
401	City OTR Debt Svc iBank	61,416	213,000	213,000	61,416	213,000	213,000		61,416	
421	Library Bond 2003	907,289	606,000	622,000	891,289	606,000	622,000		875,289	
422	HUD Loan	434,234	575,000	575,000	434,234	581,000	581,000		434,234	
423	2008 Refinance COP	28	366,000	366,000	28	362,000	362,000		28	
464	Refinance City Hall 2002	-	789,000	789,000	-	792,000	792,000		-	
468	2003 AP Revenue Bonds	21,232	452,200	454,000	19,432	452,200	452,000		19,632	
	<b>Debt Service Funds Total</b>	<b>1,424,199</b>	<b>3,001,200</b>	<b>3,019,000</b>	<b>-</b>	<b>1,406,399</b>	<b>3,006,200</b>	<b>3,022,000</b>	<b>-</b>	<b>1,390,599</b>
<b>Enterprise Funds</b>										
602	Sewer Service	13,181,618	12,731,808	24,064,509	(5,029,701)	6,878,618	13,171,808	12,807,124	7,243,302	
<b>Internal Service Funds</b>										
701	Equipment Replacement	4,277,853	2,320,000	1,613,622	4,984,231	2,323,000	1,281,000		6,026,231	
702	Central Stores	86,227	-	-	86,227	-	-		86,227	
703	Fleet Maintenance	122,104	-	-	122,104	2,149,810	2,094,488		177,426	
704	Technology Services/Replacement	1,925,931	1,924,000	2,353,580	1,496,351	1,901,818	1,895,000		1,503,169	
705	Citywide Information Technology	-	2,088,000	2,088,000	-	2,079,291	1,994,566		84,725	
706	Facility Maintenance	4,448,745	1,333,000	2,899,380	2,882,365	1,253,000	2,625,000		1,510,365	
707	Facility Replacement	-	-	-	-	1,601,572	1,584,294		17,278	
711	Workers Comp Self Insurance	(674,766)	3,591,000	3,024,000	(107,766)	3,608,682	3,323,708		177,208	
712	Risk Management	45,646	4,048,000	3,984,292	109,354	3,704,391	3,680,485		133,260	
715	Unemployment Insurance	645,552	15,000	101,000	559,552	2,000	31,000		530,552	
720	Post Employment Costs	4,397,889	4,717,000	4,228,000	4,886,889	4,612,000	4,553,000		4,945,889	
721	Pension Reserve	250,000	14,737,068	5,887,068	9,100,000	491,000	20,000		9,571,000	
	<b>Internal Service Funds Total</b>	<b>15,525,181</b>	<b>34,773,068</b>	<b>26,178,942</b>	<b>-</b>	<b>24,119,307</b>	<b>23,726,564</b>	<b>23,082,541</b>	<b>-</b>	<b>24,763,330</b>

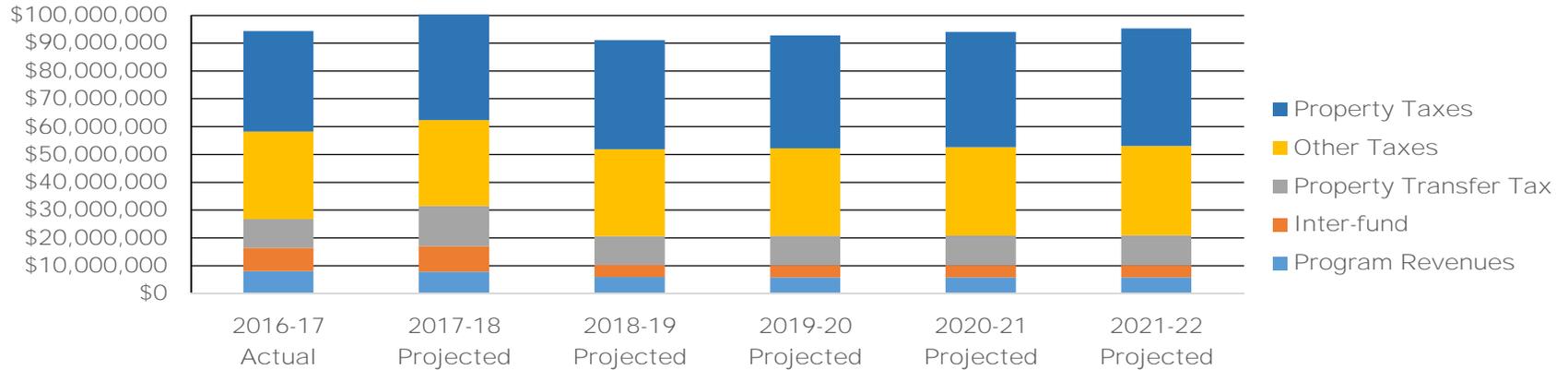
	Available Fund Balance, FY 2016-17	Projected Revenues/ Transfers In FY 2017-18	Projected Expenditures/ Transfers Out FY 2017-18	Capital Commitments/ Reserves	Projected Available Fund Balance, FY 2017-18	Projected Revenues/ Transfers In FY 2018-19	Projected Expenditures/ Transfers Out FY 2018-19	Capital Commitments/ Reserves	Projected Available Fund Balance, FY 2018-19
<b>Trust Funds</b>									
207	Successor Agency	2,932,647	12,457,000	12,489,327		2,900,320	10,687,000	12,077,750	1,509,570
801	Police/Fire Pension 1079	400,580	1,882,000	2,859,339	(576,759)	-	1,882,000	1,882,000	-
802	Police/Fire Pension 1082	24,424	50,000	71,270		3,154	50,000	50,000	3,154
810	OPEB Trust	7,395,349	4,170,000	37,000		11,528,349	1,170,000	37,000	12,661,349
<b>Trust Funds Total</b>		<b>10,753,000</b>	<b>18,559,000</b>	<b>15,456,936</b>	<b>(576,759)</b>	<b>14,431,823</b>	<b>13,789,000</b>	<b>14,046,750</b>	<b>-</b>
<b>Agency Funds</b>									
832	Debt Service 312 89	758,749	3,000	-		761,749	3,000	-	764,749
835	1998 Revenue Bond Debt	895,374	-	-		895,374	-	-	895,374
860	Assessment District CFD #1	2,668,846	867,000	1,538,000		1,997,846	867,000	1,569,000	1,295,846
861	Assessment District CFD #2	123,711	-	-		123,711	-	-	123,711
862	Alameda Landing CFD #13	1,569,096	765,000	765,000		1,569,096	789,000	765,000	1,593,096
<b>Agency Funds Total</b>		<b>6,015,776</b>	<b>1,635,000</b>	<b>2,303,000</b>	<b>-</b>	<b>5,347,776</b>	<b>1,659,000</b>	<b>2,334,000</b>	<b>-</b>
<b>Totals</b>		<b>\$124,318,500</b>	<b>\$ 270,240,799</b>	<b>\$ 284,621,257</b>	<b>\$(25,102,881)</b>	<b>\$ 135,040,923</b>	<b>\$ 238,257,135</b>	<b>\$ 238,696,664</b>	<b>\$ 3,961,683</b>
									<b>\$ 130,639,711</b>

Transferred From (Sender)		Transferred To (Receiver)		FY15-16	FY16-17	FY17-18	FY18-19	FY18-19
Fund Name	Fund	Fund Name	Fund	Actual	Actual	Projected	Adopted	Mid-Cycle
<u>Program Funds</u>								
General	001	Community Development	209	\$ -	\$ -	\$ 291,000	\$ -	\$ -
General	001	Alameda Free Library	210	2,112,000	2,097,000	2,097,000	2,097,000	2,297,000
General	001	Fire Grants	220	45,783	-	-	-	60,000
General	001	Rent Stabilization Program	265	300,000	399,515	-	-	-
General	001	Human Services	267	51,000	54,000	119,000	125,000	125,000
General	001	Recreation Fund	280	1,596,000	1,749,000	1,802,000	1,856,000	1,856,000
General	001	Public Arts	285	-	-	10,000	10,000	10,000
<u>Capital Project Funds</u>								
General	001	Capital Improvement Projects	310	1,355,000	2,064,513	1,500,000	-	-
General	001	CIP Administration	310.05	174,996	175,000	405,000	405,000	405,000
General	001	CIP Street Lighting	310.3	-	-	300,000	300,000	300,000
General	001	Emergency Response Center	319	576,382	1,040,378	-	-	-
General	001	Urban Runoff	351	66,996	67,000	67,000	67,000	67,000
<u>Debt Service Funds</u>								
General	001	Ibank	401	34,300	-	213,000	213,000	213,000
General	001	Debt Service 2008	423	254,004	232,000	235,000	232,000	232,000
General	001	2013 COPS	464.1	792,000	696,686	789,000	792,000	792,000
<u>Internal Service Funds</u>								
General	001	Equipment Replacement	701	117,000	117,000	117,000	117,000	117,000
General	001	Technology Services	704	-	-	1,700,000	1,500,000	1,350,000
General	001	Facility Maintenance	706	2,000,000	-	575,000	500,000	500,000
General	001	General Liability Claims	712	-	-	-	-	-
General	001	Post Employment	720	3,000,000	-	48,000	-	-
General	001	Vacation Pay Off	720.5	249,996	175,000	175,000	175,000	175,000
General	001	Pension/OPEB Reserve Fund	721	-	-	13,360,068	-	-
<u>Legacy Pension Trust Funds</u>								
General	001	Police/Fire Pension #1079	801	1,845,000	1,882,000	1,882,000	1,882,000	1,882,000
General	001	Police/Fire Pension #1082	802	48,996	50,000	50,000	50,000	50,000
Subtotal - General Fund Transfers Out				\$ 14,619,453	\$ 10,799,092	\$ 25,735,068	\$ 10,321,000	\$ 10,431,000
<u>General Fund</u>								
Cable Franchise Operation	222	General	001	-	27	-	-	-
Parking Meter	224	General	001	380,004	380,004	380,000	380,000	380,000
FISC Lease Revenue	256	General	001	-	-	90,000	93,000	93,000
Bayport Muni SD 03	278	General	001	48,996	48,996	49,000	49,000	49,000
Assess District CFD 1	860	General	001	60,000	60,000	-	-	-
<u>Program Funds</u>								
Redev Obligation Retiremt	207	2011 Housing Bond A&B	207.10	7,965	889,764	-	-	-
Taxable Tarb Series 2017	207.11	2011 Housing Bond A&B	207.10	-	9,530,860	-	-	-
Redev Obligation Retiremt	207	CIC Trust Fund Admin	207.2	144,089	168,135	-	-	-
Redev Obligation Retiremt	207	CIC Trust Non Housing	207.3	4,112,457	5,824,951	-	-	-
Redev Obligation Retiremt	207	City Future Labor Obligation	207.5	47,500	-	-	-	-
Redev Obligation Retiremt	207	2014A SA CIS Tax Exempt	207.8	1,769,091	1,184,750	-	-	-
Redev Obligation Retiremt	207	2014B SA CIC Tax Exempt	207.9	1,988,908	2,582,958	-	-	-
Library Memorial	210.1	Library	210	-	212,085	-	-	-
Parking Meter	224	Civic Center Garage	224.1	510,895	478,000	512,000	512,000	512,000
Rehab CDBG Housing Loan	249	CDBG	236	105,000	-	873,502	150,000	150,000
City Waste Mgmt. Program	274.1	Waste Reduction	274	1,500	-	-	-	-
Island City Mace 84	275.2	Island City Maint Zone Z8	275.8	22,981	214	-	-	-
Island City Mace 84	275.3	Island City Maint Zone Z8	275.8	18,869	173	-	-	-
Island City Mace 84	275.4	AD Administration	279	4,788	4,788	7,490	7,490	9,814
Island City Mace 84	275.5	AD Administration	279	62,628	62,628	62,630	62,630	82,061
Island City Mace 84	275.6	AD Administration	279	29,220	29,220	29,215	29,215	38,279
Island City Mace 84	275.7	AD Administration	279	456	456	455	455	455
Island City Mace 84	275.8	AD Administration	279	3,144	3,144	7,030	7,030	9,211
Marina Cove Mace D 01	276	AD Administration	279	7,716	6,996	7,715	7,000	9,483
Bayport Muni SD 03	278	AD Administration	279	44,316	44,316	44,320	44,320	139,320
Measure B Paratransit	215.4	Paratransit	287	233,047	80,313	235,000	206,000	206,000
Measure BB Paratransit	215.41	Paratransit	287	60,002	80,313	273,000	206,000	206,000
Measure B Local Str/Rd	215.1	Transportation Services	287.5	-	-	141,500	159,500	159,500
Measure BB Local Str/Rd	215.11	Transportation Services	287.5	-	-	141,500	159,500	159,500
Measure B Bike/Ped Impr	215.2	Transportation Services	287.5	-	-	209,000	193,000	193,000
Measure BB Bike/Ped Impr	215.21	Transportation Services	287.5	-	-	209,000	194,000	194,000

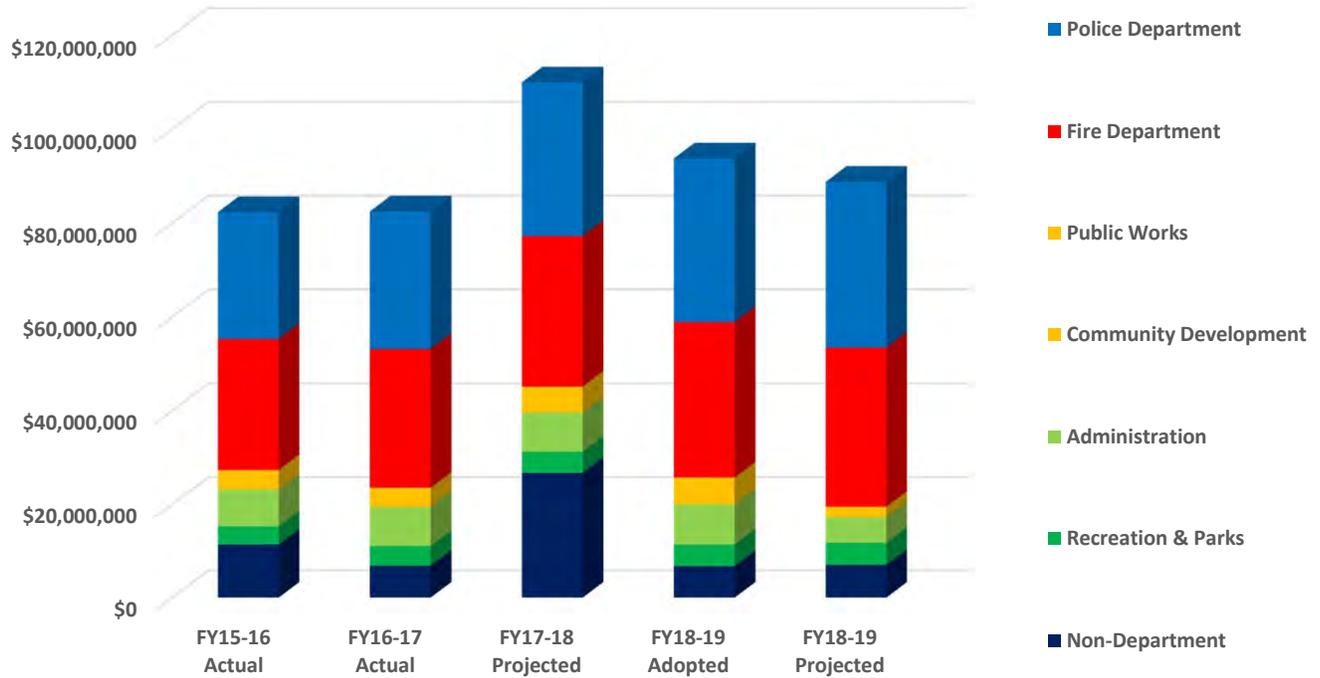
Transferred From (Sender)		Transferred To (Receiver)		FY15-16	FY16-17	FY17-18	FY18-19	FY18-19
Fund Name	Fund	Fund Name	Fund	Actual	Actual	Projected	Adopted	Mid-Cycle
<b>Capital Project Funds</b>								
Construction Improvement	164	Capital Improvement Projects	310	594,944	847,052	2,162,000	1,225,000	1,255,000
Gas Tax	211	Capital Improvement Projects	310	2,627,536	1,399,262	1,885,000	2,415,000	1,053,170
	211.1	Capital Improvement Projects	310	-	-	-	-	1,361,830
County Measure B	215	Capital Improvement Projects	310	-	386,463	250,000	-	-
Measure B Local St/Rd	215.1	Capital Improvement Projects	310	650,794	2,523,676	1,620,000	1,830,000	1,885,000
Measure BB Local Str/Rd	215.11	Capital Improvement Projects	310	276,592	2,205,921	1,868,000	1,580,000	1,635,000
Measure B Bike/Ped Impr	215.2	Capital Improvement Projects	310	168,132	130,895	25,000	-	-
Measure BB Bike/Ped Impr	215.21	Capital Improvement Projects	310	94,537	135,767	-	-	-
Measure BB Paratransit	215.41	Capital Improvement Projects	310	-	-	100,000	-	-
Tidelands	216	Capital Improvement Projects	310	-	-	-	-	1,000,000
Dwelling Unit	221	Capital Improvement Projects	310	67,000	343,933	-	-	-
Parking Meter	224	Capital Improvement Projects	310	25,336	47,075	600,000	-	-
TSM/TDM	225	Capital Improvement Projects	310	20,000	20,000	-	-	-
Solid Waste Surcharge	270	Capital Improvement Projects	310	-	50,000	-	-	-
City Waste Mgmt. Program	274.1	Capital Improvement Projects	310	-	-	150,000	150,000	150,000
Bayport Muni SD 03	278	Capital Improvement Projects	310	-	-	-	150,000	150,000
Recreation Fund	280	Capital Improvement Projects	310	54,734	560,000	11,500	-	-
Mastick Advisory Board	280.2	Capital Improvement Projects	310	165,000	-	-	-	100,000
Golf	280.5	Capital Improvement Projects	310	20,000	20,000	-	-	-
Public Art	285	Capital Improvement Projects	310	-	-	-	113,000	113,000
Historical Advisory Board	286	Capital Improvement Projects	310	-	-	13,000	-	-
VRF (Vehicle Regis Fee)	288	Capital Improvement Projects	310	430,438	500,000	324,000	325,000	325,000
CIP Administration	310.05	Capital Improvement Projects	310	27,797	-	-	-	-
Marina Village Ad 89	312	Capital Improvement Projects	310	88,842	101,580	-	-	-
Open Space Improvement	318	Capital Improvement Projects	310	352,099	30,341	-	-	-
Open Space	318.1	Capital Improvement Projects	310	-	-	50,000	50,000	20,000
DIF - Transportation	340.11	Capital Improvement Projects	310	75,440	-	1,767,000	560,000	560,000
DIF - Parks/Recreation	340.12	Capital Improvement Projects	310	1,121,366	936,795	1,230,000	-	-
DIF - Public Facilities	340.13	Capital Improvement Projects	310	105,000	106,089	-	-	-
Transportation Improve	350	Capital Improvement Projects	310	350,000	-	-	-	-
Urban Runoff	351	Capital Improvement Projects	310	241,869	209,210	688,000	688,000	688,000
Sewer Service	602	Capital Improvement Projects	310	28,547	91,411	300,000	300,000	300,000
Alameda Reuse/Redev	858	Capital Improvement Projects	310	33,000	67,000	-	-	400,000
Alameda Reuse/Redev	858	CIP Administration	310.05	-	-	-	-	200,000
Gas Tax	211	CIP Administration	310.05	231,045	-	-	-	-
Measure B Local St/Rd	215.1	CIP Administration	310.05	18,264	-	-	-	-
Urban Runoff	351	CIP Administration	310.05	2,000	-	-	-	-
Sewer Service	602	CIP Administration	310.05	3,137	-	-	-	-
Alameda Reuse/Redev	858	Alameda Point CIP	311	-	-	2,894,544	-	-
Alameda Reuse/Redev	858	Capital Improvement Projects	310	-	-	-	-	1,000,000
Capital Improvement Projects	310	Emergency Response Center	319	-	389,968	-	-	-
Facility Maintenance	706	Emergency Response Center	319	400,000	-	-	-	-
Alameda Reuse/Redev	858	Urban Runoff	351	177,756	358,274	225,000	225,000	225,000
Recreation	280	Capital Improvement Projects	310	-	-	-	-	184,000
<b>Debt Service Funds</b>								
Civic Center Garage	224.1	Debt Service HUD 108 Loan	422	250,000	250,000	250,000	250,000	250,000
Theater/Prkg Struct Proj	227.1	Debt Service HUD 108 Loan	422	369,000	372,000	324,000	330,000	330,000
Police/Fire Const Impact	161	Debt Service 2008	423	235,000	-	-	-	-
Golf	280.5	Debt Service 2008	423	131,000	131,000	131,000	130,000	130,000
Alameda Reuse/Redev	858	2003 AP Bd Debt	468	425,546	502,114	452,000	452,000	452,000
<b>Enterprise Funds</b>								
Alameda Municipal Power	AMP	General Fund	001	2,600,000	2,800,000	3,700,000	3,700,000	3,818,400
2012 Sewer Rev Bd	602.2	Sewer Service	602	891,319	-	-	-	-
Sewer Service	602	Sewer Service Replacement	602.1	1,035,808	-	1,035,808	1,035,808	1,035,808
Sewer Service	602	2012 Sewer Rev Bd	602.2	853,687	725,900	720,000	723,000	723,000
<b>Internal Service Funds</b>								
Police/Fire Pens 1079	801	Pension/OPEB Reserve Fund	721	-	250,000	660,000	-	-
Subtotal - Other Funds Transfers Out				\$ 24,906,136	\$ 38,212,317	\$ 26,708,209	\$ 18,691,948	\$ 21,934,831
<b>Total Transfers Out</b>				<b>\$ 39,525,589</b>	<b>\$ 49,011,409</b>	<b>\$ 52,443,277</b>	<b>\$ 29,012,948</b>	<b>\$ 32,365,831</b>

	FY 16/17	FY 17/18	FY 18/19	FY 18/19
	Actuals	Projected	Adopted	Projected
<b>Revenues</b>				
Property Taxes/RPTTF/MVLF	\$ 36,090,128	\$ 37,894,000	\$ 37,112,000	\$ 39,229,000
Sales Tax	10,094,100	10,250,000	9,800,000	10,444,000
Utility User Tax	9,061,296	9,308,000	9,658,000	9,494,000
Franchise Fees	5,345,930	5,319,000	5,558,000	5,319,000
Transfer Tax	10,333,813	9,850,000	9,000,000	10,385,000
Transfer Tax - Large Transactions	-	4,650,000	-	-
Transient Occupancy Tax	2,126,612	2,100,000	2,100,000	2,100,000
Business Licenses	2,087,317	2,220,000	2,150,000	2,220,000
Sale of Property	1,514,513	-	-	-
Investment and Misc Revenues	1,250,587	1,620,000	1,598,000	1,598,000
Program Revenues	6,087,048	6,186,848	5,826,000	5,938,000
Transfers In	3,289,000	4,219,000	4,222,000	4,340,000
	<u>87,280,344</u>	<u>93,616,848</u>	<u>87,024,000</u>	<u>91,067,000</u>
Cost Allocation Reimbursements	7,032,897	6,642,000	5,969,000	-
	<u>94,313,241</u>	<u>100,258,848</u>	<u>92,993,000</u>	<u>91,067,000</u>
<b>Expenditures</b>				
Police	29,277,884	32,714,000	34,851,000	35,275,000
Fire	29,631,839	32,113,325	33,153,000	33,990,000
Public Works - Administration	344,456	456,000	480,000	-
Public Works - Streets	1,112,627	1,923,669	1,954,000	2,066,000
Public Works - Fleet and Facilities	2,462,116	2,829,500	3,060,000	-
Community Development	189,760	294,400	223,000	170,000
Recreation & Parks	4,247,284	4,574,798	4,631,000	4,726,000
Library	2,097,000	2,097,000	2,097,000	2,297,000
Administration	7,732,508	7,582,745	7,890,381	5,536,000
Workers Comp/General Liability	611,578	738,000	760,619	-
Non-Department	6,855,845	10,386,331	6,763,000	7,015,000
	<u>84,562,897</u>	<u>95,709,768</u>	<u>95,863,000</u>	<u>91,075,000</u>
Pension/OPEB Reserve Payment		16,360,068		
	<u>84,562,897</u>	<u>112,069,836</u>	<u>95,863,000</u>	<u>91,075,000</u>
<b>Net Annual Activity</b>				
Baseline Operations	\$ 9,750,345	\$ (100,920)	\$ (2,870,000)	\$ (8,000)
With Large Transfer Taxes		\$ 4,549,080		
With Pension/OPEB Reserve Payment		\$ (11,810,988)		
<b>Available Fund Balance</b>				
Beginning of Year	\$ 27,277,727	\$ 31,457,791	\$ 23,928,208	\$ 30,700,116
Net Annual Activity	9,750,347	4,549,080	\$ (2,870,000)	(8,000)
Add Econ Uncertainty to 25% Reserve	3,460,500	-	-	-
Release Prior Pension/OPEB Reserves	2,000,000	-	-	-
Update Prepaid/Encumbrance Reserves	(713,715)	1,465,918	2,386,000	-
	<u>41,774,859</u>	<u>37,472,789</u>	<u>23,444,208</u>	<u>30,692,116</u>
Set up end of Year Pension Reserve	(10,317,068)	(6,772,674)		(3,961,683)
	<u>\$ 31,457,791</u>	<u>\$ 30,700,116</u>	<u>\$ 23,444,208</u>	<u>\$ 26,730,433</u>
25% Operating Reserve	21,140,724	23,927,442	23,965,750	22,768,750
Ending Balance Above/(Below) 25% Reserve	10,317,068	6,772,674	(521,542)	3,961,683
	<u>\$ 31,457,791</u>	<u>\$ 30,700,116</u>	<u>\$ 23,444,208</u>	<u>\$ 26,730,433</u>

	FY 2016-17		FY 2017-18				FY 2018-19	
	<u>Actual</u>	<u>% Exp</u>	<u>Midyear Amended</u>	<u>% Exp</u>	<u>Mid-Cycle Projected</u>	<u>% Exp</u>	<u>Mid-Cycle Projected</u>	<u>% Exp</u>
Ending Total Fund Balance								
<b><u>25% Target Operating Reserve</u></b>								
Economic Uncertainty (September 2015)	\$ 3,460,500	4%	\$ 3,460,500	4%	\$ 3,460,500	4%	\$ 3,460,500	4%
Available Fund Balance - up to 25% Reserve	17,680,224	21%	20,207,467	21%	20,466,942	21%	19,308,250	21%
	21,140,724	25%	23,667,967	25%	23,927,442	25%	22,768,750	25%
Available Fund Balance - above 25% Reserve	10,317,068	12%	6,804,937	7%	6,772,674	7%	3,961,683	4%
	31,457,791	37%	30,472,904	32%	30,700,116	32%	26,730,433	29%
<b><u>Pension/OPEB Reserves</u></b>								
OPEB Reserve	3,000,000		-		-		-	
Pension Reserve	3,043,000		-		-		-	
Pension Reserve 16-17 Contribution	10,317,068	12%	-		-		-	
Pension Reserve 17-19 Contribution (estimate)			6,804,937	7%	6,772,674	7%	3,961,683	4%
	16,360,068		6,804,937		6,772,674		3,961,683	
<b><u>Other Reserves</u></b>								
Encumbrances	590,368		-		-		-	
Non-spendable Prepaids/Advances	1,575,550		700,000		700,000		700,000	
	2,165,918		700,000		700,000		700,000	
<b><u>Total General Fund Balance</u></b>								
General Fund	49,983,777		37,977,840		38,172,789		31,392,116	
Other Related Funds combined in CAFR	412,022		-		-		-	
As Reported in CAFR	50,395,799							
Annual Pension/OPEB Reserve Contribution								
Operating expenditures	\$ 84,562,894		\$ 94,671,869		\$ 95,709,768		\$ 91,075,000	
25% reserve target	21,140,724	25%	23,667,967	25%	23,927,442	25%	22,768,750	25%
Available fund balance, before pension UAAL contribution	41,774,859	49%	37,277,840	39%	37,472,789	39%	30,692,116	34%
Suplus above 25% target reserve	20,634,136	24%	13,609,873	14%	13,545,347	14%	7,923,366	9%
50% of surplus above 25% target - for pension/OPEB	10,317,068	12%	6,804,937	7%	6,772,674	7%	3,961,683	4%
50% of surplus above 25% target - retain as available	10,317,068	12%	6,804,937	7%	6,772,674	7%	3,961,683	4%
Available Fund Balance								
Beginning balance	\$ 27,277,727		\$ 31,457,791		\$ 31,457,791		\$ 30,700,116	
Annual operating results, before pension UAAL contribution	9,750,347		4,354,131	5%	4,549,080	5%	(8,000)	0%
Release/Include Economic Uncertainty in 25% target	3,460,500							
Release prior year pension assigned fund balance	2,000,000							
Other reserve changes (encumbrances, prepaid)	(713,715)							
Release prior year encumbrance and prepaid reserves			1,465,918		1,465,918		-	
Ending balance, before annual pension UAAL contribution	\$ 41,774,859		\$ 37,277,840		\$ 37,472,789		\$ 30,692,116	



	2016-17	2017-18			2018-19				2019-20		2020-21		2021-22			
	Actual	Mid-Year Budget	Projected Update	Projected June 2018	% vs PY	Original Budget	Inter-Fund Net to Exp	Projected Update	Projected June 2018	% vs PY	Projected June 2018	% vs PY	Projected June 2018	% vs PY	Projected June 2018	% vs PY
<b>Property Taxes</b>																
Secured/Unsecured	\$ 27,020,997	28,291,000	110,000	\$ 28,401,000	5%	\$28,419,000		\$ 816,000	\$29,235,000	3%	\$30,111,000	3%	\$30,714,000	2%	\$31,326,000	2%
Residual Tax Increment	1,696,690	1,700,000	-	1,700,000	0%	1,100,000		868,000	1,968,000	16%	1,956,000	-1%	1,993,000	2%	2,033,000	2%
New Development																
In Lieu MVLF	7,372,441	7,793,000	-	7,793,000	6%	7,593,000		433,000	8,026,000	3%	8,321,000	4%	8,487,000	2%	8,728,000	3%
	36,090,128	37,784,000	110,000	37,894,000	5%	37,112,000	-	2,117,000	39,229,000	4%	40,553,000	3%	41,362,000	2%	42,306,000	2%
<b>Other Taxes</b>																
Sales Tax	10,094,100	9,950,000	300,000	10,250,000	2%	9,800,000		644,000	10,444,000	2%	10,444,000	0%	10,444,000	0%	10,444,000	0%
UUT	9,061,296	9,468,000	(160,000)	9,308,000	3%	9,658,000		(164,000)	9,494,000	2%	9,684,000	2%	9,878,000	2%	10,075,000	2%
Franchise	5,345,930	5,334,000	(15,000)	5,319,000	-1%	5,558,000		(239,000)	5,319,000	0%	5,425,000	2%	5,534,000	2%	5,644,000	2%
Transient Occupancy Tax	2,126,612	2,100,000	-	2,100,000	-1%	2,100,000		-	2,100,000	0%	2,100,000	0%	2,100,000	0%	2,100,000	0%
Business License	2,087,317	2,185,000	35,000	2,220,000	6%	2,150,000		70,000	2,220,000	0%	2,220,000	0%	2,220,000	0%	2,220,000	0%
Investment Income	280,941	500,000	-	500,000	78%	500,000		-	500,000	0%	500,000	0%	500,000	0%	500,000	0%
Misc	2,484,160	1,078,000	42,000	1,120,000	-55%	1,098,000		-	1,098,000	-2%	1,098,000	0%	1,098,001	0%	1,098,000	0%
	31,480,355	30,615,000	202,000	30,817,000	-2%	30,864,000	-	311,000	31,175,000	1%	31,471,000	1%	31,774,001	1%	32,081,000	1%
<b>Property Transfer Tax</b>	10,333,813	14,000,000	500,000	14,500,000	40%	9,000,000		1,385,000	10,385,000	-28%	10,489,000	1%	10,593,000	1%	10,697,000	1%
<b>Interfund Charges</b>																
Cost Allocation	4,999,901	5,002,000	-	5,002,000	0%	4,327,000	(4,327,000)	-	-	-100%	-	-	-	-	-	-
Transfers In	3,289,000	4,219,000	-	4,219,000	28%	4,222,000		118,400	4,340,000	3%	4,340,000	0%	4,340,000	0%	4,340,000	0%
	8,288,901	9,221,000	-	9,221,000	11%	8,549,000	(4,327,000)	118,400	4,340,000	-53%	4,340,000	0%	4,340,000	0%	4,340,000	0%
<b>Program Revenues</b>																
Police	1,732,810	1,853,000	(180,000)	1,673,000	-3%	1,963,000		(129,000)	1,834,000	10%	1,834,000	0%	1,834,000	0%	1,834,000	0%
Fire	3,973,436	3,667,000	579,848	4,246,848	7%	3,604,000		167,000	3,771,000	-11%	3,766,000	0%	3,766,000	0%	3,766,000	0%
Public Works	1,221,690	846,000	-	846,000	-31%	847,000	(769,000)	-	78,000	-91%	78,000	0%	78,000	0%	78,000	0%
Community Development	-	-	-	-	-	-		50,000	50,000	-	-	-	-	-	-	-
Administration	1,192,109	1,040,000	21,000	1,061,000	-11%	1,054,000	(873,000)	24,000	205,000	-81%	205,000	0%	205,000	0%	205,000	0%
	8,120,045	7,406,000	420,848	7,826,848	-4%	7,468,000	(1,642,000)	112,000	5,938,000	-24%	5,883,000	-1%	5,883,000	0%	5,883,000	0%
<b>Total</b>	<b>\$ 94,313,241</b>	<b>99,026,000</b>	<b>1,232,848</b>	<b>\$100,258,848</b>	<b>6%</b>	<b>\$92,993,000</b>	<b>(\$5,969,000)</b>	<b>\$4,043,400</b>	<b>\$91,067,000</b>	<b>-9%</b>	<b>\$92,736,000</b>	<b>2%</b>	<b>\$93,952,000</b>	<b>1%</b>	<b>\$95,307,000</b>	<b>1%</b>



Expenditures by Category

	FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Projected
Salaries & Benefits	\$ 55,078,350	\$ 57,687,970	\$ 61,318,442	\$ 65,651,574	\$ 62,907,000
Contractual Services	6,256,844	6,900,808	8,586,767	8,331,586	8,077,000
Other Operating Expenditures	1,988,636	2,231,900	5,461,787	2,296,656	1,995,000
Capital Outlay	797,470	845,275	2,277,741	1,468,451	1,058,000
Cost Allocation	5,688,376	6,097,851	7,788,132	7,793,733	7,007,000
Transfers	14,619,453	10,799,092	26,636,967	10,321,000	10,031,000
<b>Total Expenditures</b>	<b>\$ 84,429,129</b>	<b>\$ 84,562,897</b>	<b>\$ 112,069,836</b>	<b>\$ 95,863,000</b>	<b>\$ 91,075,000</b>

Expenditures by Department

	FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Projected
Police Department	\$ 27,009,464	\$ 29,277,884	\$ 32,714,000	\$ 34,851,000	\$ 35,275,000
Fire Department	27,928,298	29,631,839	32,113,325	33,153,000	33,990,000
Public Works	4,076,746	3,919,199	5,209,169	5,494,000	2,066,000
Community Development	93,791	189,760	294,400	223,000	170,000
Recreation & Parks	3,920,435	4,247,284	4,574,798	4,631,000	4,726,000
Library	2,112,000	2,097,000	2,097,000	2,097,000	2,297,000
Administration	7,898,837	8,344,086	8,320,745	8,651,000	5,536,000
Non-Department	11,389,559	6,855,845	26,746,399	6,763,000	7,015,000
<b>Total Expenditures</b>	<b>\$ 84,429,129</b>	<b>\$ 84,562,897</b>	<b>\$ 112,069,836</b>	<b>\$ 95,863,000</b>	<b>\$ 91,075,000</b>

	FY 16/17	FY 17/18	FY 18/19	FY 18/19	FY 19/20	FY 20/21	FY 21/22
	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
<b>Revenues</b>							
Property Taxes/RPTTF/MVLF	\$ 36,090,128	\$ 37,894,000	\$ 37,112,000	\$ 39,229,000	\$ 40,553,000	\$ 41,362,000	\$ 42,306,000
Sales Tax	10,094,100	10,250,000	9,800,000	10,444,000	10,444,000	10,444,000	10,444,000
Utility User Tax	9,061,296	9,308,000	9,658,000	9,494,000	9,684,000	9,878,000	10,075,000
Franchise Fees	5,345,930	5,319,000	5,558,000	5,319,000	5,425,000	5,534,000	5,644,000
Transfer Tax	10,333,813	9,850,000	9,000,000	10,385,000	10,489,000	10,593,000	10,697,000
Transfer Tax - Large Transactions	-	4,650,000	-	-	-	-	-
Transient Occupancy Tax	2,126,612	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
Business Licenses	2,087,317	2,220,000	2,150,000	2,220,000	2,220,000	2,220,000	2,220,000
Sale of Property	1,514,513	-	-	-	-	-	-
Investment and Misc Revenues	1,250,587	1,620,000	1,598,000	1,598,000	1,598,000	1,598,000	1,598,000
Program Revenues	6,087,048	6,186,848	5,826,000	5,938,000	5,883,000	5,883,000	5,883,000
Transfers In	3,289,000	4,219,000	4,222,000	4,340,000	4,340,000	4,340,000	4,340,000
	<u>87,280,344</u>	<u>93,616,848</u>	<u>87,024,000</u>	<u>91,067,000</u>	<u>92,736,000</u>	<u>93,952,000</u>	<u>95,307,000</u>
Cost Allocation Reimbursements	7,032,897	6,642,000	5,969,000	-	-	-	-
	<u>94,313,241</u>	<u>100,258,848</u>	<u>92,993,000</u>	<u>91,067,000</u>	<u>92,736,000</u>	<u>93,952,000</u>	<u>95,307,000</u>
<b>Expenditures</b>							
Police	29,277,884	32,714,000	34,851,000	35,275,000	36,842,000	38,307,000	39,699,000
Fire	29,631,839	32,113,325	33,153,000	33,990,000	35,158,000	36,547,000	37,893,000
Public Works - Administration	344,456	456,000	480,000	-	-	-	-
Public Works - Streets	1,112,627	1,923,669	1,954,000	2,066,000	2,136,000	2,194,000	2,249,000
Public Works - Fleet and Facilities	2,462,116	2,829,500	3,060,000	-	-	-	-
Community Development	189,760	294,400	223,000	170,000	-	-	-
Recreation & Parks	4,247,284	4,574,798	4,631,000	4,726,000	4,910,000	5,113,000	5,323,000
Library	2,097,000	2,097,000	2,097,000	2,297,000	2,430,000	2,515,000	2,598,000
Administration	7,732,508	7,582,745	7,890,381	5,536,000	5,448,000	5,754,000	5,714,000
Workers Comp/General Liability	611,578	738,000	760,619	-	-	-	-
Non-Department	6,855,845	10,386,331	6,763,000	7,015,000	6,388,000	6,440,000	6,491,000
	<u>84,562,897</u>	<u>95,709,768</u>	<u>95,863,000</u>	<u>91,075,000</u>	<u>93,312,000</u>	<u>96,870,000</u>	<u>99,967,000</u>
Pension/OPEB Reserve Payment	84,562,897	16,360,068	-	-	-	-	-
	<u>84,562,897</u>	<u>112,069,836</u>	<u>95,863,000</u>	<u>91,075,000</u>	<u>93,312,000</u>	<u>96,870,000</u>	<u>99,967,000</u>
<b>Net Annual Activity</b>							
Baseline Operations	\$ 9,750,345	\$ (100,920)	\$ (2,870,000)	\$ (8,000)	\$ (576,000)	\$ (2,918,000)	\$ (4,660,000)
With Large Transfer Taxes	-	\$ 4,549,080	-	-	-	-	-
With Pension/OPEB Reserve Payment	-	\$ (11,810,988)	-	-	-	-	-
<b>Available Fund Balance</b>							
Beginning of Year	\$ 27,277,727	\$ 31,457,791	\$ 23,928,208	\$ 30,700,116	\$ 26,730,433	\$ 24,741,433	\$ 21,823,433
Net Annual Activity	9,750,345	4,549,080	(2,870,000)	(8,000)	(576,000)	(2,918,000)	(4,660,000)
Addition/(Use) of Reserves	(5,570,283)	(5,306,756)	2,386,000	(3,961,683)	(1,413,000)	-	-
End of Year	<u>\$ 31,457,789</u>	<u>\$ 30,700,116</u>	<u>\$ 23,444,208</u>	<u>\$ 26,730,433</u>	<u>\$ 24,741,433</u>	<u>\$ 21,823,433</u>	<u>\$ 17,163,433</u>

# ALAMEDA POLICE DEPARTMENT



**The Alameda Police Department** has 88 sworn officers and 33.5 non-sworn full-time positions within numerous operating units and Divisions, including Patrol, Investigations, Traffic, Communications, Identification, Records, and Property and Evidence. The APD is responsible for protecting the City’s residents, property owners, and businesses by patrolling 10.6 square miles of Alameda, using cars, bicycles, motorcycles, and a marine patrol boat.

**The Department fosters a problem-solving, community policing philosophy** and works collaboratively with policy makers, the City Manager’s Office, and the community to address problems of crime and property damage.

**Mission Statement of the Alameda Police Department:** Protect life and property, preserve peace, and prevent crime through quality police services founded on integrity, customer service, and community oriented policing.



## Community Service

Our continuing commitment is to provide quality service to the community with respect, concern, caring, and equal treatment of all people.

We strive to meet the challenge of protecting our community while safeguarding the rights of all individuals. We are responsive to the concerns of our community. We maintain a caring attitude and empathize with those we serve. We welcome and seek an active partnership with the community in carrying out our responsibilities. We recognize that to be an effective law enforcement agency we must have the support, confidence, and trust of our community.



# ALAMEDA POLICE DEPARTMENT

## ALAMEDA POLICE DEPARTMENT GOALS:

1. Respond to Priority One and non-emergency calls for service within designated time frames.
2. Enhance efficient service delivery through the use of technology.
3. Recruit, hire, and develop qualified men and women from a diverse community to maintain high levels of service to the community.
4. Respond quickly and effectively to community-generated complaints.
5. Increase efforts in traffic enforcement to reduce the number of pedestrian-related accidents.
6. Continue the School Resource Officer Program, providing law enforcement liaison services to public high schools and middle schools.



## WORKPLAN HIGHLIGHTS:

- The Department will continue to provide traffic safety, enforcement, and education services to the community.
- The Department will continue to work collaboratively with other City Departments on disaster preparedness efforts, jointly participating in table-top training exercises and Resiliency workshops.
- State-mandated training for all Department personnel will continue to be provided including Crisis Intervention Team (CIT) and Implicit Bias training.
- Parolees, probationers, and registered sex offenders living within Alameda will continue to be strictly monitored.
- Enhance the Homeless Liaison Officers (HLO) program by continuing to build partnerships with Community Groups, City Departments, and organizations to extend our outreach.

## PERFORMANCE MEASURE

	2015	2016	2017
Parole/probation searches and compliance checks of persons subject to sex registration	114	31	115
Priority 1 calls for service	5,789	5,855	6,439
Priority 1 response time less than 4:30 minutes	95%	78%	72%
Non-Priority 1 calls for service	63,733	60,797	69,971
Percentage of 911 answering standards met	97%	97%	99%
Moving violations cited	9,281	7,850	9,345

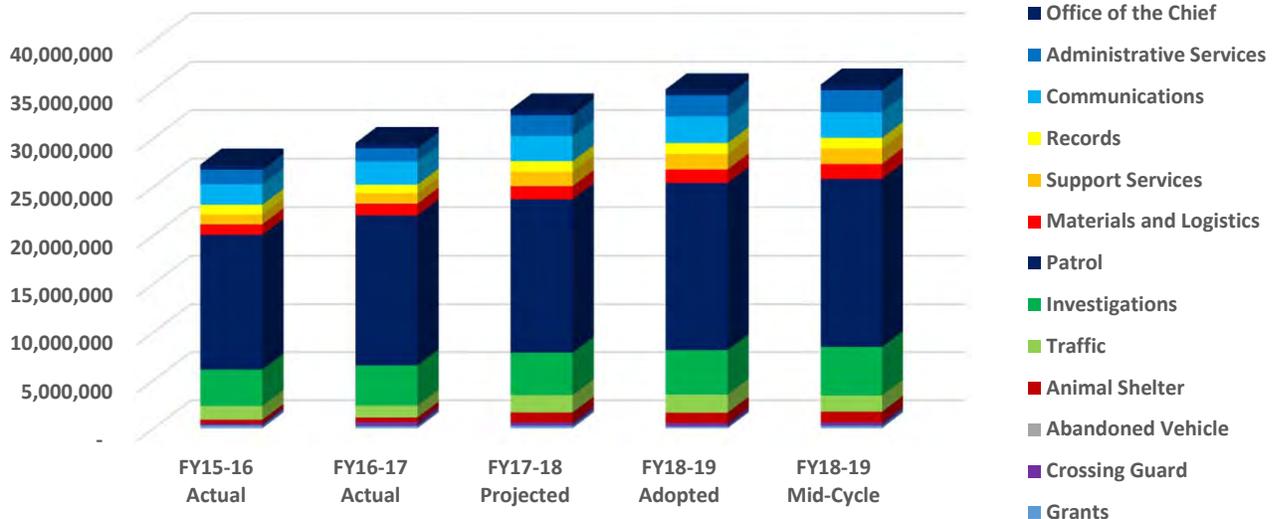
### Expenditures By Type

	FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
Salaries & Benefits	\$ 22,839,595	\$ 24,497,469	\$ 26,282,636	\$ 28,371,449	\$ 28,038,934
Contractual Services	1,164,415	1,518,401	2,361,794	2,355,041	2,429,606
Other Operating Costs	793,847	889,825	1,042,474	1,039,314	1,083,101
Cost Allocation	2,326,868	2,451,884	3,272,096	3,275,196	3,860,706
Capital Outlay	159,838	145,247	10,000	-	122,288
Debt Service	-	-	-	-	-
<b>Total</b>	<b>\$ 27,284,563</b>	<b>\$ 29,502,827</b>	<b>\$ 32,969,000</b>	<b>\$ 35,041,000</b>	<b>\$ 35,534,635</b>

### Expenditures By Program

General Fund							
Office of the Chief	001	3111	\$ 518,741	\$ 536,693	\$ 591,000	\$ 604,000	\$ 584,912
Administrative Services	001	3112	1,513,880	1,342,002	2,131,000	2,177,000	2,263,370
Communications	001	3113	2,104,907	2,398,827	2,609,000	2,743,000	2,645,376
Records	001	3114	993,591	886,288	1,082,000	1,143,000	1,093,902
Support Services	001	3115	1,019,143	1,081,531	1,494,000	1,576,000	1,587,183
Materials and Logistics	001	3116	1,100,006	1,221,846	1,354,000	1,413,000	1,555,232
Patrol	001	3121	13,930,794	15,517,982	15,855,000	17,265,000	17,362,315
Investigations	001	3122	3,779,978	4,159,358	4,416,000	4,626,000	5,048,220
Traffic	001	3123	1,444,793	1,232,794	1,800,000	1,872,000	1,675,524
Animal Shelter	001	3130	388,107	494,111	1,054,000	1,089,000	1,114,835
Abandoned Vehicle	001	218701001	-	-	-	-	1,420
Crossing Guard	001	Various	215,524	406,451	328,000	343,000	342,323
<b>Total General Fund</b>			<b>27,009,464</b>	<b>29,277,884</b>	<b>32,714,000</b>	<b>34,851,000</b>	<b>35,274,612</b>
Other Funds							
Police Grants	218	Various	242,172	213,265	245,000	180,000	250,023
State Asset Seizure	219	0219	32,927	11,677	10,000	10,000	10,000
<b>Total Other Funds</b>			<b>275,099</b>	<b>224,942</b>	<b>255,000</b>	<b>190,000</b>	<b>260,023</b>
<b>Total</b>			<b>\$ 27,284,563</b>	<b>\$ 29,502,827</b>	<b>\$ 32,969,000</b>	<b>\$ 35,041,000</b>	<b>\$ 35,534,635</b>

### Expenditure Trends



# ALAMEDA FIRE DEPARTMENT



The Alameda Fire Department is comprised of dedicated professionals assigned to six Divisions structured to meet the needs of the community and the Department. The Administration, Emergency Operations, Emergency Medical Services, Training, Disaster Preparedness and Fire Prevention Divisions are prepared to ensure day-to-day readiness in all hazards emergency response platform. The Fire Chief provides leadership and support for the effective delivery of these services.

The Department’s mission statement is to mitigate the impact of hazardous situations on life, property and the environment through effective response, prevention and preparedness programs.

## By the Numbers Response Data 2017:

**7,298**  
Number of Incidents

**176**

Fire Calls

**5,005**

EMS Calls

**2,117**

Other Calls

**15,703**  
Total Apparatus Responses

**561**

Apparatus Responses for  
Fire Calls

**10,972**

Apparatus Responses for  
EMS Calls

**4,170**

Apparatus Responses for  
Other Calls

**4:20 min.**  
Average Response Time



# ALAMEDA FIRE DEPARTMENT

## ALAMEDA FIRE DEPARTMENT GOALS:



1. Protect and preserve the lives and property of Alameda’s residents and business community during emergencies.
2. Develop and implement strategies to navigate economic challenges and to sustain viable fire and emergency medical services.
3. Enhance efficient service delivery through the use of new technology, improved training methods, and regional and community partnerships.
4. Analyze and develop solutions to enhance emergency medical service delivery within the city.
5. Support a culture of personnel safety while working in hazardous environments.

## WORKPLAN HIGHLIGHTS:

- The Department will continue to develop and implement strategies for more efficient and economic deployment of resources, as well as monitor the budget for operational effectiveness.
- Working with our train-the-trainer program, the Fire Department will continue to provide in-house instruction and look for opportunities to provide other training to outside agencies, thus aiding in the containment of costs for emergency medical, fire, and rescue training requirements.
- The Community Paramedicine Pilot Program will continue to provide funding thru November 2018 for staffing, equipment, and supplies.
- The Department will continue to actively pursue public and private sources of funding to help recover the cost of Department operations, equipment, facilities, apparatus, and to address changes in industry policy and practice, as well as emerging trends.
- As a result of the newly reinstated Fire Prevention Bureau, the Department will increase the number of inspections completed in order to provide a proactive fire safety program.
- The Department will continue partnering with other City Departments and public agencies in order to provide services for community prevention and mitigation of fire, environmental and life safety hazards.

## PERFORMANCE MEASURE 2014 2015 2016 2017

PERFORMANCE MEASURE	2014	2015	2016	2017
Percent of fire calls responded to within 6:16 min	91.8%	87.0%	89.8%	87.4%
Percent of Emergency Medical Services (EMS) calls responded to within 4:36 min	67.6%	69.4%	66.9%	69.8%
Number of additional residents trained in Community Emergency Response Team (CERT)	n/a	71	54	82
Percent of apartment, commercial, hazmat, and state licensed facilities inspected annually	30.2%	32.5%	26.8%	73.6%

# Fire

## Department Expenditure Summary

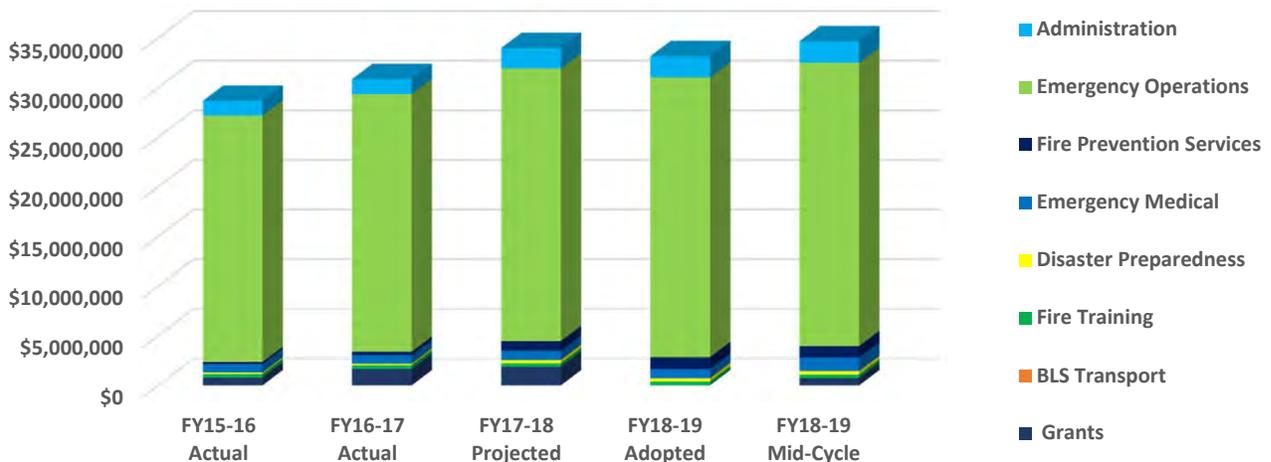
### Expenditures By Type

	FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
Salaries & Benefits	\$ 24,263,970	\$ 25,158,983	\$ 27,242,209	\$ 27,459,419	\$ 27,661,341
Contractual Services	6,367,764	5,107,774	1,322,719	1,037,722	1,337,541
Other Operating Costs	941,413	1,545,682	1,056,584	918,455	1,076,155
Cost Allocation	2,353,784	2,636,724	2,906,191	2,909,203	3,891,984
Capital Outlay	56,652	140,436	1,354,779	386,000	386,000
Debt Service	217,834	255,108	457,145	465,201	468,789
<b>Total</b>	<b>\$ 34,201,418</b>	<b>\$ 34,844,708</b>	<b>\$ 34,339,627</b>	<b>\$ 33,176,000</b>	<b>\$ 34,821,810</b>

### Expenditures By Program

			FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
<b>General Fund</b>							
Administration	001	3205	\$ 1,472,245	\$ 1,499,660	\$ 2,071,241	\$ 2,139,000	\$ 2,174,393
Emergency Operations	001	3210	24,845,776	25,973,052	27,466,874	28,186,000	28,541,880
Fire Prevention Services	001	3220	205,308	337,626	986,210	1,201,000	1,159,598
Emergency Medical	001	3232	860,044	862,589	921,000	925,000	1,360,130
Disaster Preparedness	001	3240	147,581	158,361	313,000	332,000	348,886
Fire Training	001	3245	346,306	354,551	355,000	370,000	344,927
BLS Transport	001	3260	5,254	-	-	-	-
			<b>27,882,515</b>	<b>29,185,839</b>	<b>32,113,325</b>	<b>33,153,000</b>	<b>33,929,814</b>
<b>Other Funds</b>							
Grants	220	Various	792,177	1,673,262	1,886,000	23,000	743,996
			<b>792,177</b>	<b>1,673,262</b>	<b>1,886,000</b>	<b>23,000</b>	<b>743,996</b>
<b>Subtotal, Operating Budget</b>			<b>28,674,691</b>	<b>30,859,101</b>	<b>33,999,325</b>	<b>33,176,000</b>	<b>34,673,810</b>
<b>Capital Projects</b>							
Emergency Operations			5,526,727	3,985,607	340,302	-	-
Center / Fire Station 3	319	0319	<b>5,526,727</b>	<b>3,985,607</b>	<b>340,302</b>	<b>-</b>	<b>-</b>
<b>Internal Service Funds</b>							
Emergency Operations	707.1	3200707	-	-	-	-	148,000
			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>148,000</b>
<b>Total</b>			<b>\$ 34,201,418</b>	<b>\$ 34,844,708</b>	<b>\$ 34,339,627</b>	<b>\$ 33,176,000</b>	<b>\$ 34,821,810</b>

## Expenditure Trends



# PUBLIC WORKS DEPARTMENT



**Public Works’ mission** is to serve as the steward of the City’s public infrastructure and environment in a manner that contributes to Alameda’s livability and sustainability. Our vision is to become the best trained, most talented, and efficient Public Works Department in the Bay Area.

**The Department** reviews land development proposals; manages the garbage and recycling franchise; reviews and approves transportation requests; develops and implements sewer and storm water programs; performs graffiti abatement and street sweeping; manages the City’s special districts; operates Alameda’s paid parking program; maintains signals and streetlights; and maintains the City’s urban forest, fleet, and facilities.

## The Public Works inventory includes:

**125 miles**  
of city streets

**87** signalized intersections,

**260 miles** of sidewalk

**822** parking meters

**141 miles** of sewers

**43** sewer pump stations

**81 miles** of storm drains

**11** storm pump stations

**21,273** street trees

**6,000+** streetlights  
including those in parking lots

**42** buildings

**400+** vehicles & equipment



# ALAMEDA PUBLIC WORKS

## PUBLIC WORKS 2017-2019 GOALS:

- 1) Update the Public Works Strategic Plan.
- 2) Improve capacity through 12 staff trainings on policies and procedures.
- 3) 75% of staff on track to gain the highest credential or training in their field.
- 4) Rehabilitate six miles of sewer main and associated manholes and lower laterals.
- 5) Resurface nine miles of street, make 6.5 miles of sidewalk repairs, and prune 7,005 trees.



- 6) Make millions of dollars in critical improvements to City facilities.
- 7) Support planning and engineering for \$55M worth of one-time transportation projects to be constructed in FY 18-19.

## PUBLIC WORKS WORKPLAN HIGHLIGHTS:

- Award engineering and construction contracts for Otis Drive traffic calming project to add 1 mile of street safety improvements.
- Award construction contract for installation of a traffic signal at Island Drive and Mecartney Road to improve traffic flow and safety.
- Adopt Climate Action and Adaptation Plan, hold 3 public workshops, and produce a draft plan by March 2019.
- Maintain and improve public infrastructure including replacing 3 miles of sewer and 6 sewer pump stations, replace 2.5 miles of sidewalk, paving 4.5 miles of streets, construct 3 traffic signals, and award all applicable contracts.
- Approve purchase of Public Works vehicles to replace 5 existing vehicles with electric vehicles.
- Update Alameda’s Zero Waste Implementation Plan re: 2020 goals and strategies.
- Adopt the mandated Green Infrastructure Plan to meet requirements for stormwater treatment areas in the public right of way.
- Assess public parking supply and adopt paid parking plans to maximize efficiency and occupancy.
- Update flat stormwater fee by conducting required rate study and balloting process.
- Approve ACI rates and adopt a new fee schedule for Public Works department fees.

## PERFORMANCE MEASURE

2015 2016 2017

PERFORMANCE MEASURE	2015	2016	2017
Percent of sewer mains and associated lower laterals replaced per plan. (Target: 3 miles/year)	N/A	93%	0%
Percent of streets resurfaced per plan. (Target 4.5 miles/year)	N/A	200%	151%
Percent of trees pruned per plan. (Target: 3,600/year)	N/A	113%	89%
Percent of sidewalk repairs completed per plan. (Target: 14,000 Linear Feet/year)	N/A	102%	81%
Percent of waste diverted from landfills (Landfill Diversion Rate). (2017 Target: 80%, 2016 Target: 77%)	76%	79%	79%
Percent of Capital Improvement Projects completed on budget and per plan. (Target: 90%)	37%	87%	66%
Percent of public service requests responded to within 1 business day. (Target: 75%)	N/A	88%	83%
Percent Departments qualifying as Green Businesses. (Target: 100%)	86%	86%	93%

Expenditures By Type

	FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
Salaries & Benefits	\$ 8,285,759	\$ 8,644,052	\$ 10,840,832	\$ 11,639,661	\$ 10,720,165
Contractual Services	18,817,505	22,241,479	39,081,681	12,897,178	14,822,576
Other Operating Costs	5,841,541	5,805,672	6,154,452	5,636,739	5,372,169
Cost Allocation	2,969,566	2,969,808	3,806,309	3,821,927	3,101,064
Capital Outlay	4,227,696	7,878,392	13,275,850	18,270,903	27,908,783
Debt Service	156,219	133,473	1,127,736	973,592	973,592
	<b>\$ 40,298,285</b>	<b>\$ 47,672,877</b>	<b>\$ 74,286,860</b>	<b>\$ 53,240,000</b>	<b>\$ 62,898,348</b>

Expenditures By Program

<b>General Fund</b>							
Administration	001	4205	\$ 341,341	\$ 344,456	\$ 456,000	\$ 480,000	\$ -
Street, Sidewalk, Tree, Median Maintenance	001	4250/55	1,110,852	1,112,627	1,323,669	1,354,000	1,409,313
Street Lighting	001	4290	-	-	600,000	600,000	656,479
Fleet Maintenance	001	703001	1,738,643	1,702,506	1,799,000	1,998,000	-
Facilities Maintenance	001	706001	885,909	759,609	1,030,500	1,062,000	-
			<b>4,076,746</b>	<b>3,919,199</b>	<b>5,209,169</b>	<b>5,494,000</b>	<b>2,065,792</b>
<b>Other Funds</b>							
Traffic Signals	211	4252211	638,247	592,670	887,000	938,000	964,239
Road Maintenance	211.1	2111	-	-	-	-	-
Parking Meters	224	Various	736,592	709,060	1,555,089	1,167,000	1,167,889
Island City	275	Various	1,078,660	1,326,969	2,067,563	1,959,000	1,951,578
Marina Cove Park	276	Various	118,531	95,831	201,000	205,000	152,421
Alameda Landing	277	Various	33,781	24,580	135,000	160,000	162,121
Bayport Park	278	Various	231,323	214,595	509,000	634,000	600,707
AD Administration	279	Various	148,083	211,143	195,000	201,000	357,019
CIP Administration	310.05	Various	2,573,433	3,067,780	3,694,807	3,855,000	4,021,884
Public Works Admin	310.05	4205310	-	-	-	-	-
Transportation	350	0350	516,776	516,776	509,000	509,000	510,974
Storm Drainage	351	0351	1,984,341	1,959,546	3,050,640	3,071,000	2,264,347
Street Sweeping	351	4251351	582,715	634,193	692,983	720,000	971,694
Sewer Operations	602	0602	4,617,531	4,630,724	4,849,000	4,630,000	3,841,316
Waste Management	270-274	Various	1,085,097	1,014,772	1,573,887	1,469,000	1,171,743
Assessment Districts	312, 313,	Various	386,319	401,964	877,000	799,000	828,154
Base Reuse	858	818003	1,899,550	1,748,202	3,250,934	2,857,000	3,210,690
			<b>16,630,980</b>	<b>17,148,804</b>	<b>24,047,903</b>	<b>23,174,000</b>	<b>22,176,775</b>
<b>Subtotal, Operating Budget</b>			<b>20,707,726</b>	<b>21,068,003</b>	<b>29,257,071</b>	<b>28,668,000</b>	<b>24,242,567</b>
<b>Capital Projects</b>							
Capital Projects	310	Various	11,076,394	15,352,856	21,256,541	14,676,000	25,109,000
Alameda Point	311	91890311	-	-	2,894,544	-	-
Sewer	602	Various	5,543,255	8,307,284	16,437,701	6,182,000	6,182,000
			<b>16,619,649</b>	<b>23,660,140</b>	<b>40,588,786</b>	<b>20,858,000</b>	<b>31,291,000</b>
<b>Internal Service Funds</b>							
Equipment Replacement	701	Various	2,754,748	1,920,997	1,541,622	1,089,000	1,209,000
Fleet Maintenance	703	703	-	-	-	-	2,094,488
Facility Replacement	706	Various	216,162	1,023,737	2,899,380	2,625,000	2,625,000
Facility Maintenance	707	707	-	-	-	-	1,436,294
			<b>2,970,910</b>	<b>2,944,734</b>	<b>4,441,003</b>	<b>3,714,000</b>	<b>7,364,782</b>
			<b>\$ 40,298,285</b>	<b>\$ 47,672,877</b>	<b>\$ 74,286,860</b>	<b>\$ 53,240,000</b>	<b>\$ 62,898,348</b>

# COMMUNITY DEVELOPMENT DEPARTMENT

## By the numbers:

**14,000**  
customers served at the  
Permit Center

**5,000**  
building permits processed

**30,000**  
building inspections completed

**650**  
planning entitlements processed

**\$135,900**  
in commercial Façade Grants  
awarded

The City's tidelands commercial  
leases include:

**7** marinas and shipyards with

**4** deep water piers and

**3,430** boat slips

**147**  
Rent Increase cases mediated  
by staff & RRAC (4/17 to 3/18)

**5,000**  
people received CDBG - funded  
public services



**The Community Development Department**  
is comprised of five divisions as follows:

### BUILDING

Operates the City Permit Center and inspects construction, plumbing, electrical, and mechanical work at job sites to ensure work conforms to code requirements, including the Code Enforcement Program, which ensures the health and safety of the public.

### PLANNING

Processes residential and business development projects consistent with the community's planning, environmental, and urban design goals contained in the City's General Plan, Zoning Ordinance and related Municipal Codes and in compliance with State and Federal regulations.

### ASSET MANAGEMENT

Maximizes returns and property values for the City while at the same time ensuring that City goals and values are reflected in each transaction, which include: job generation, sales tax generation, reduced maintenance obligations, reduced City risk, and ensuring quality and consistency with community planning processes and vision.

### ECONOMIC DEVELOPMENT & COMMUNITY SERVICES

Grows Alameda's tax and employment bases through business retention, expansion, and attraction efforts, real property development, tourism support, façade and art grants administration, and workforce development; and works to end homelessness in Alameda, promote positive child and youth development, and improve social services.

### HOUSING (VIA STAFFING SERVICE AGREEMENTS WITH HOUSING AUTHORITY)

Develops affordable housing, implements the 1st time Homebuyer and Inclusionary Housing Programs, and administers the CDBG & HOME programs, as well as regulates rent increases, terminations and payment of relocation assistance via the Rent Stabilization Program.



2018 Youth Job and Career Fair

# COMMUNITY DEVELOPMENT DEPARTMENT

## COMMUNITY DEVELOPMENT GOALS

1. Guide, facilitate and implement land development, economic development including supporting the Mayor's Economic Development Advisory Panel, and sustainable development initiatives consistent with City Council and community goals;
2. Provide a safe, well designed, economically diverse and financially sustainable community by supporting the Planning Board to implement and enforce General Plan Policies, Zoning Regulations and Building Codes;
3. Carry out business retention, expansion and attraction programs;
4. Provide stewardship of City-owned land assets, including Public Trust properties;
5. Support the Social Services Human Relations Board (SSHRB) and the Alameda Collaborative for Children, Youth and Their Families (ACCYF), whose activities promote initiatives that build mutual understanding, respect and good will and improve social services in the community;
6. Administer the staffing services agreements with the Housing Authority for housing services and the Rent Stabilization Program; and
7. Support the work of the Historical Advisory Board and Public Art Commission.



# COMMUNITY DEVELOPMENT DEPARTMENT

## WORKPLAN HIGHLIGHTS:

- Prepare amendments to the Alameda Municipal Code to address homeless facilities, assisted living facilities and middle-income housing.
- Complete the Economic Development Strategic Plan and continue to actively promote a business-friendly environment through citywide business attraction, retention and expansion programs.
- Facilitate redevelopment of the Encinal Terminals, Alameda Marina, Alameda Landing Waterfront, and Shipways properties.
- Continue to streamline the Permit Center process and strive for outstanding customer service, including the servicing of 13,000 anticipated customers, processing 4,000 estimated building permit applications, and processing approximately 650 land use entitlement applications.
- Complete RFP process for cannabis operator permits.
- Implement the 5-year Affordable Housing Pipeline plan and City's Homelessness Services Report recommendations.
- Hold the City's first Maker Fair and award \$150,000 in public art grants.
- Process new leases and lease amendments for City assets annually to ensure maintenance and code compliance upgrades for infrastructure on City and Tidelands properties.
- Lease up 52 new affordable units at Del Monte Senior apartments and Eagle Ave apartments.<sup>1</sup>
- Demolish vacant buildings and commence infrastructure at 12-acre North Housing site.<sup>1</sup>
- Administer the CDBG program to continue serving 5,000 low- and moderate-income residents annually through public services and residential rehabilitation programs.<sup>1</sup>



## PERFORMANCE MEASURES

	2015	2016	2017
Percent of building permits issued same day over the counter and online.	74%	84%	75%
Percent of building permits accepted for plan check reviewed within ten days of complete application.	72%	91%	92%
Percent of inspections conducted as scheduled.	99%	99%	99%
Percent of reported high and medium priority code violations responded to annually.	92%	66%	64%
Percent of permit center survey respondents rating service as good or excellent.	87%	90%	99%
Percent of private sector investment in total construction costs for Façade Grant Program	N/A	67%	64%
Number of business visitations (welcome new businesses, retain businesses near term of lease, etc.)	N/A	221	242
BMR/DPA Monitoring <sup>1</sup>	121	136	140
Below Market Rate Sale/Resale <sup>1</sup>	2	2	5
CDBG Public Services (People Served) <sup>1</sup>	5,000	5,885	5,000
CDBG Residential Rehab / Accessibility Modifications <sup>1</sup>	30	40	45

<sup>1</sup> via staffing services agreement with the Housing Authority.  
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# THE SUCCESSOR AGENCY



**The Successor Agency to the Community Improvement Commission of the City of Alameda (CIC)** was established as a separate legal entity in September 2012, pursuant to AB 1484.

The Successor Agency is responsible for unwinding the affairs of the former CIC. Consistent with AB X1 26 and AB 1484, and related legislation, the Successor Agency will continue to meet the former CIC’s enforceable obligations, oversee completion of redevelopment projects, and dispose of assets and properties of the former CIC. Through June 30, 2018, a seven-member Oversight Board will oversee the Successor Agency’s work to wind down the former CIC’s operations. Commencing on July 1, 2018, one County-wide Oversight Board will oversee activities for all successor agencies in the County.

**By the numbers:**

**\$14.5 million**  
in annual enforceable obligations

**\$6.6 million**  
in annual property tax returned to taxing entities

**\$2 million**  
in annual property tax returned to the General Fund

# Community Development Department Expenditure Summary

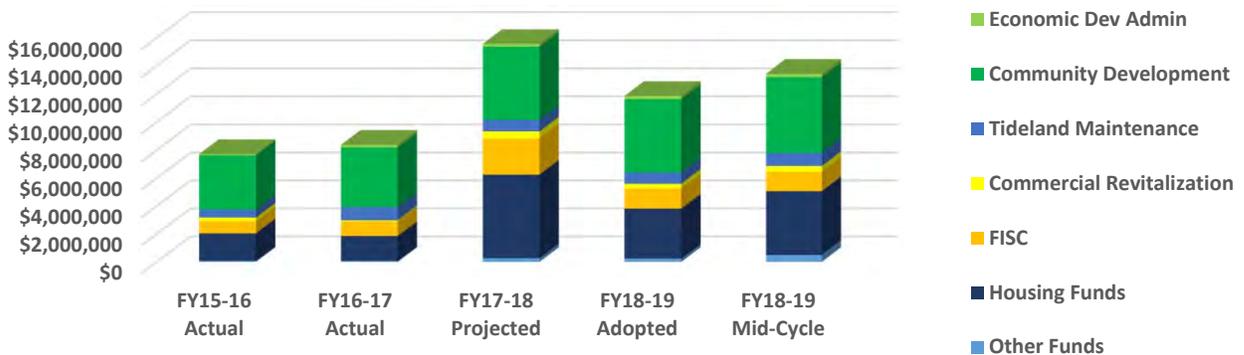
### Expenditures By Type

	FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
Salaries & Benefits	\$ 3,340,975	\$ 3,856,375	\$ 4,672,913	\$ 4,966,368	\$ 4,977,511
Contractual Services	3,556,484	3,622,306	9,569,626	5,534,414	7,157,631
Other Operating Costs	65,262	64,075	170,765	155,544	155,544
Cost Allocation	760,632	760,632	1,208,213	1,209,174	1,319,778
Capital Outlay	3,687	82,402	36,500	2,500	2,500
Debt Service	-	-	-	-	-
<b>Total</b>	<b>\$ 7,727,040</b>	<b>\$ 8,385,790</b>	<b>\$ 15,658,017</b>	<b>\$ 11,868,000</b>	<b>\$ 13,612,964</b>

### Expenditures By Program

			FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
<b>General Fund</b>							
Economic Dev Admin	001	7010	\$ 93,792	\$ 189,759	\$ 206,000	\$ 223,000	\$ -
Homelessness	001	7011	-	-	88,400	-	170,000
			<b>93,792</b>	<b>189,759</b>	<b>294,400</b>	<b>223,000</b>	<b>170,000</b>
<b>Other Funds</b>							
Administration	209	481001	416,030	404,726	462,000	482,000	351,039
Code Enforcement	209	481002	514,022	579,144	610,000	640,000	689,203
Permit and Inspection	209	481003	1,990,610	2,248,376	2,696,000	2,731,000	2,808,543
Planning	209	481005	967,810	1,035,461	1,301,000	1,345,000	1,361,274
Cannabis	209	481007	-	-	95,000	-	150,000
Records Management	209	482001	3,744	3,849	52,000	52,000	51,267
Tideland Maintenance	216	6100	567,247	940,459	806,580	800,000	923,814
Commercial Revitalization	227	Various	261,743	91,486	503,512	328,000	413,554
Housing In-Lieu	228	Various	55,527	38,105	384,000	384,000	384,000
HOME Projects	235	Various	26,238	216,524	160,000	160,000	170,000
CDBG	236	Various	1,480,379	756,657	3,604,856	1,211,000	2,210,999
HOME Repayment	248	Various	12,769	16,285	20,000	13,000	13,000
FISC/Economic Dev	256	256000	688,207	960,258	2,337,768	1,237,000	1,170,957
Alameda Landing	256.3	02563	178,301	81,989	249,085	217,000	217,594
Rent Stabilization	265	0265	137,752	611,334	1,788,816	1,789,000	1,756,474
Affordable Housing	266	6620	259,174	133,853	25,000	25,000	25,000
Social Services Human							
Relations Board	267	667100	64,762	74,993	164,000	93,000	92,125
Youth Collaborative	267	667150	-	-	-	75,000	70,607
Public Art	285	0285	8,931	2,532	104,000	63,000	341,547
Historical Advisory Board	286	286	-	-	-	-	-
Economic Dev Admin	858	7010858	-	-	-	-	241,966
			<b>\$ 7,727,040</b>	<b>\$ 8,385,790</b>	<b>\$ 15,658,017</b>	<b>\$ 11,868,000</b>	<b>\$ 13,612,964</b>

### Expenditure Trends



# Successor Agency Department Expenditure Summary

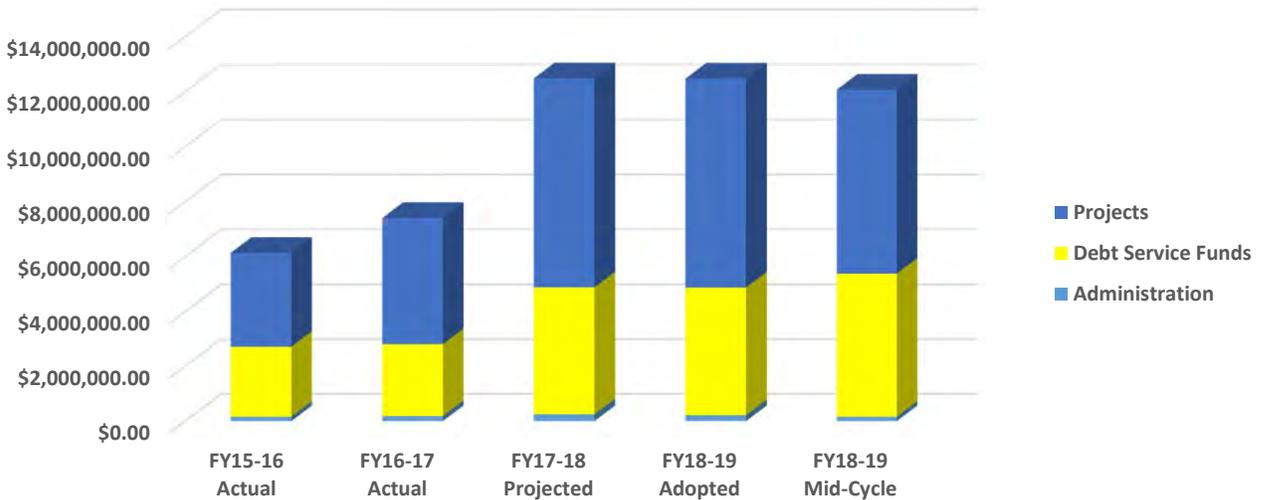
Expenditures By Type

	FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
Salaries & Benefits	\$ 36,862	\$ 38,362	\$ 43,274	\$ 44,110	\$ -
Contractual Services	3,515,084	4,985,963	7,791,027	7,754,400	6,776,500
Other Operating Costs	136	169	3,026	3,490	490
Cost Allocation	33,972	34,848	41,000	41,000	114,760
Capital Outlay	-	-	-	-	-
Debt Service	2,556,272	2,351,052	4,611,000	4,634,000	5,186,000
<b>Total</b>	<b>\$ 6,142,325</b>	<b>\$ 7,410,394</b>	<b>\$ 12,489,327</b>	<b>\$ 12,477,000</b>	<b>\$ 12,077,750</b>

Expenditures By Program

Program	FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
<b>Other Funds</b>					
Administration 207.2 70272	\$ 114,637	\$ 139,249	\$ 202,327	\$ 169,000	\$ 162,750
Projects 207.3 70673	3,422,418	4,596,686	7,595,000	7,595,000	6,687,000
Future Labor Obligation 207.5 70275	47,500	47,500	48,000	48,000	-
<b>Subtotal, Operating Budget</b>	<b>3,584,554</b>	<b>4,783,435</b>	<b>7,845,327</b>	<b>7,812,000</b>	<b>6,849,750</b>
<b>Debt Service Funds</b>					
2014A SA 207.8 70278	920,989	1,026,351	1,185,000	1,185,000	1,185,000
2014B SA 207.9 70279	750,582	729,724	2,568,000	2,589,000	2,589,000
Trust Fund Bayport 207.10 702710	886,201	592,753	891,000	891,000	891,000
TARB Series 2017 207.11 70211	-	278,131	-	-	563,000
<b>Total</b>	<b>2,557,771</b>	<b>2,626,959</b>	<b>4,644,000</b>	<b>4,665,000</b>	<b>5,228,000</b>
<b>Total Expenditures</b>	<b>\$ 6,142,325</b>	<b>\$ 7,410,394</b>	<b>\$ 12,489,327</b>	<b>\$ 12,477,000</b>	<b>\$ 12,077,750</b>

## Expenditure Trend



# RECREATION AND PARKS



## The Recreation and Parks Department

provides places and programs for tots, youth, adults, families and seniors through...

- Athletics
- Classes and camps
- Mastick Senior Center
- Afterschool and summer programs
- Community Events
- Programs for people with developmental disabilities
- Picnic and facility rentals

**Parks Make Life Better!**

### NEW PARKS BEING ADDED

- **Estuary Park** (8 acres) opened in 2017. A lighted synthetic turf field and Challenger Field for kids with physical and developmental disabilities.
- **Jean Sweeney Open Space Park** (27 acres) opening in late 2018.
- **New parks** coming as part of Alameda Point Site A and developments along the Northern Waterfront.
- **In the last five years**, ARPD secured over \$16 million in non-city funding such as grants and donations to build new parks and renovate existing parks.

### Did you know?

#### Alameda Park Usage

- **73% of Alamedans** visit a park at least 2-3 times per month
- **9 out of 10 residents** recently visited a park (87%)
- **3rd oldest park system** in California
- **Jackson Park** is the first park established in 1895
- **Providing recreation activities** since 1909
- **Alameda Tennis Tournament** has been going consecutively for 105 years

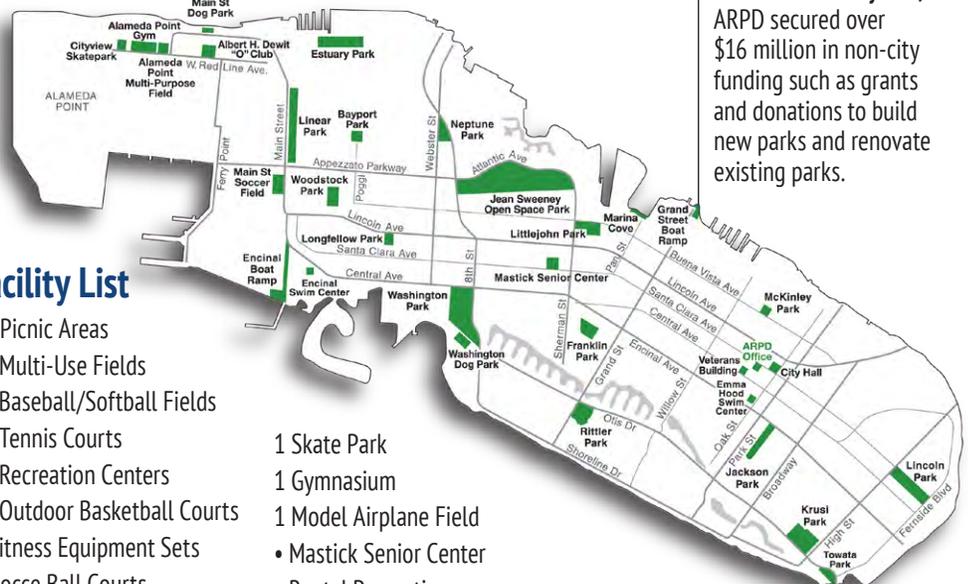
#### Staffing

- **Parks:** 13 full-time staff maintaining 188 acres of parkland
- **Recreation Programs:** 12 full-time staff serving over 30,000 people annually
- **More than 30,000 hours in volunteer time, from over 400 seniors and teens.** This is a cost savings of \$636,000 and equates to more than 15 full-time staff

#### Revenue

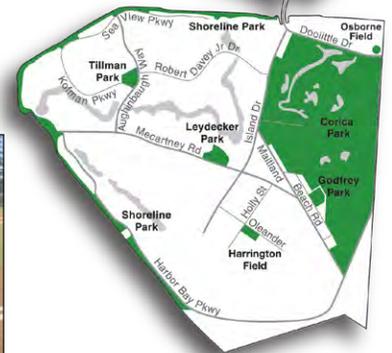
Recreation and Parks generates revenue from program fees, facility rentals, donations, grants

**ARPd also manages** parks, playgrounds, athletic facilities, recreation centers, picnic and rental facilities, public boat launches, skatepark and trails. The Department administers the contract for the operation of Corica Park – a 45-hole golf complex. Through ongoing park maintenance, improvements and new park projects, ARPD provides high quality parks and programs that enhance the quality of life in Alameda.



### Facility List

- 40 Picnic Areas
- 21 Multi-Use Fields
- 19 Baseball/Softball Fields
- 16 Tennis Courts
- 11 Recreation Centers
- 11 Outdoor Basketball Courts
- 2 Fitness Equipment Sets
- 2 Bocce Ball Courts
- 2 Dog Parks
- 2 Public Boat Ramps
- 2 Pools
- 1 Skate Park
- 1 Gymnasium
- 1 Model Airplane Field
- Mastick Senior Center
- Rental Properties at Mastick
- Veteran's Memorial Building
- Albert DeWitt Officer's Club



# RECREATION AND PARKS

## GOALS:

1. Provide flexible recreation activities that address community needs as they arise. Ensure activities are affordable, innovative, inclusive and accessible.
2. Provide clean and enjoyable parks while continuing to expand the park system.



## Free Programs!

- After school and summer drop-in for youth and teens
- Summer Park Baseball League
- Mastick Senior Center membership and over 30 classes, fitness equipment and pickleball. Plus support services including Notary, dental and podiatry consults, transportation, tax prep and support groups.
- Alameda Walks
- Leisure Club & Friends Connect for adults & teens with developmental disabilities
- Youth leadership development
- Teens Teaching Technology to seniors
- Get a Job Workshop for Teens

## WORKPLAN HIGHLIGHTS:

- Manage design and construction of Jean Sweeney Open Space Park, Encinal Boat Ramp and Krusi Park Recreation Center Replacement including identifying funding sources through grants, corporate, and individual donations.
- Address extensive deferred maintenance in Alameda Parks through maintenance projects and capital improvement projects. This includes an annual playground replacement program and renovating park lighting, pathways, and facilities.
- Improve accessibility of recreation services for people with physical and developmental disabilities.
- Continue to expand recreation programs and activities to meet the needs of the Alameda community while also recovering costs.

## PERFORMANCE MEASURE

	2015	2016	2017
Percent of respondents rating the quality of recreational programs as good or excellent.	68% <sup>1</sup>	92% <sup>2</sup>	80% <sup>1</sup>
Percent of respondents rating the cleanliness of recreational and parks facilities as good or excellent	81%	81%	80%
Payroll dollars saved through Senior Center volunteer hours	\$541,724	\$499,804	\$586,650
Percent of recreation expenses covered through fees and revenues	77%	81%	80%
Percent change of total gross revenue for the Chuck Corica Golf Complex	-27%	-8%	4%

<sup>1</sup> City-wide survey, <sup>2</sup> Internal survey of program participants  
Page 46

# Recreation and Parks Department Expenditure Summary

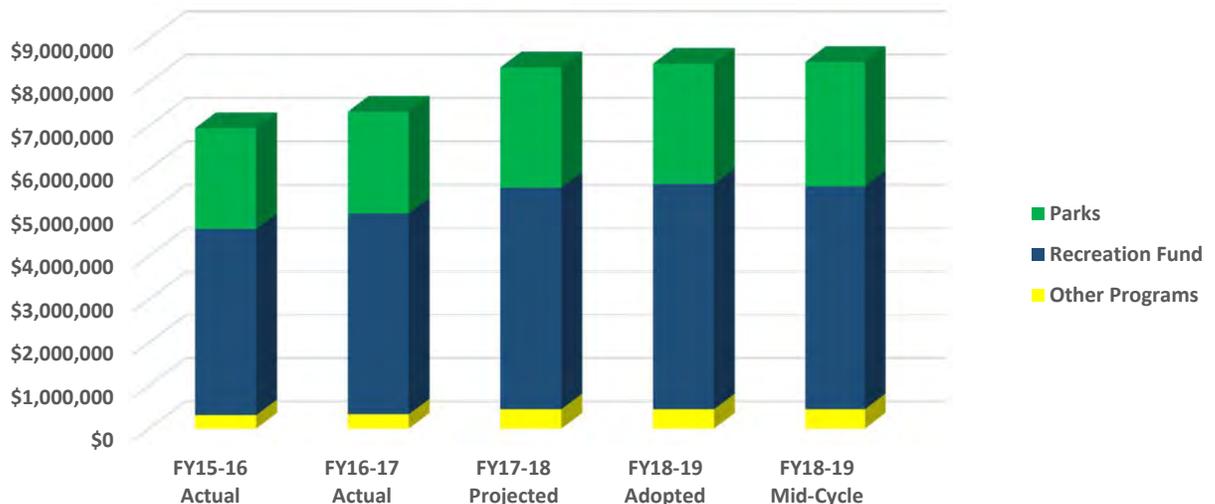
### Expenditures By Type

	FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
Salaries & Benefits	\$ 3,367,265	\$ 3,791,868	\$ 4,240,422	\$ 4,467,719	\$ 4,300,221
Contractual Services	1,513,389	1,452,681	1,451,732	1,253,328	1,298,328
Other Operating Costs	907,186	903,461	1,211,424	1,251,107	1,251,107
Cost Allocation	841,212	842,143	1,026,695	1,030,846	1,192,056
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
<b>Total</b>	<b>\$ 6,629,051</b>	<b>\$ 6,990,152</b>	<b>\$ 7,930,273</b>	<b>\$ 8,003,000</b>	<b>\$ 8,041,712</b>

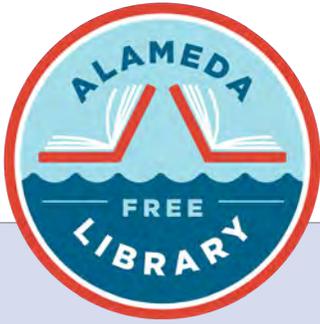
### Expenditures By Program

Program	Fund	Account	FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
<b>General Fund</b>							
Park Maintenance	001	51210	\$ 2,177,845	\$ 2,327,265	\$ 2,762,798	\$ 2,775,000	\$ 2,870,346
Hardball Field	001	51220	30,362	20,000	10,000	-	-
Swim Centers	001	51230	116,228	1,018	-	-	-
<b>General Fund Total</b>			<b>2,324,436</b>	<b>2,348,283</b>	<b>2,772,798</b>	<b>2,775,000</b>	<b>2,870,346</b>
<b>Recreation Fund</b>							
Administration	280	5191	1,221,331	1,460,013	1,561,000	1,594,000	1,714,295
Sports	280	5192	301,499	318,865	346,000	358,000	327,762
Youth/Teen	280	5193	1,007,004	1,142,532	1,164,000	1,216,000	1,118,740
Classes	280	5194	623,461	700,225	839,000	822,000	764,304
Mastick Senior Center	280	5195	693,978	617,081	718,125	710,000	719,074
Parks	280	5196	145,299	72,698	80,000	80,000	78,869
Mastick Donations	280.1	2805627	60	18,730	25,270	24,000	24,000
Mastick Programs	280.2	Various	139,854	184,932	270,080	285,000	285,000
Golf Administration	280.5	2807600	172,129	126,793	114,000	114,000	114,322
<b>Recreation Fund Total</b>			<b>4,304,616</b>	<b>4,641,869</b>	<b>5,117,475</b>	<b>5,203,000</b>	<b>5,146,366</b>
<b>Other Funds</b>							
Adam Street House	814	'0814	-	-	40,000	25,000	25,000
<b>Total</b>			<b>\$ 6,629,051</b>	<b>\$ 6,990,152</b>	<b>\$ 7,930,273</b>	<b>\$ 8,003,000</b>	<b>\$ 8,041,712</b>

### Expenditure Trends



# ALAMEDA FREE LIBRARY



## By the numbers

**807**

number of volunteers

**4,508**

annual volunteer hours

**46,580**

wireless users

**49,279**

public computer users

## Did you know?

- There are **expanded electronic resources** including digital magazines through Flipster
- **The Student Connect Code project** will roll out to all 10th graders next year giving eResource access by using their student ID number
- There is **Discover and Go, free & discounted museum passes**
- **The Library circulates non-traditional items** such as garden tools, board games, jigsaw puzzles, AMP Electric Use Meters, hiking kits
- Helps users **digitize print materials** with the scanner

The Alameda Free Library provides the public with materials, services, and programs to advance their recreational, educational, and professional goals. This is achieved by serving as a rich and diverse resource for reference, cultural enrichment, community interaction and involvement for all ages. A diverse and expansive collection of print, eBooks, and audiovisual materials compliment the online research databases already available. In addition, the Main Library and Branch Libraries offer public computers with free Wi-Fi access. The Main Library offers meeting rooms available for the public to rent and the volunteer-run Dewey's Friends Café. The Library Department Divisions consist of Administration, Library Operations, and Adult Literacy.

**Mission statement:** The Alameda Free Library is an inviting and comfortable place where people of all ages develop and enjoy a love of learning and reading, connect to the online world, and find the information they need for daily living.



# ALAMEDA FREE LIBRARY

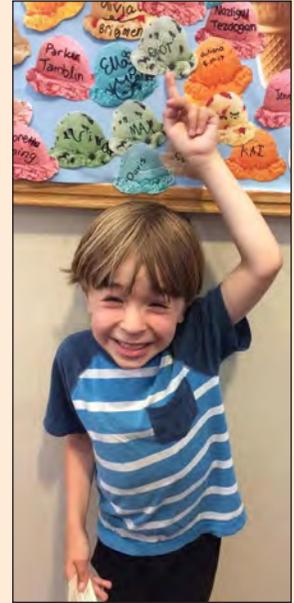
## ALAMEDA FREE LIBRARY GOALS:

1. Provide a broad and diverse collection of books and other library materials to meet the varied interests and needs of the community.
2. Promote collaboration among staff to attain high-performance and customer-focused library.
3. Use new technology to optimize the development and delivery of library services.
4. Provide library programs and publications to educate, enrich, and inform library users.
5. Maintain library facilities as community gathering places.



## WORKPLAN HIGHLIGHTS:

- In partnership with Alameda County FIRST 5, the Library will act as “Quality Counts Neighborhood Partners” to distribute for home use, Kindergarten engagement and readiness activities & materials.
- In partnership with Wonderfest, the Library will present “Social Science” programs & lectures designed to bring cutting edge science for the lay person. Scientists from many different disciplines (astrophysics to psychology to zoology) to share and respond to audience questions.
- The Library is undertaking an upgrade of the workstations in the Main Library Computer Lab to provide a more seamless Internet experience for Library Customers.



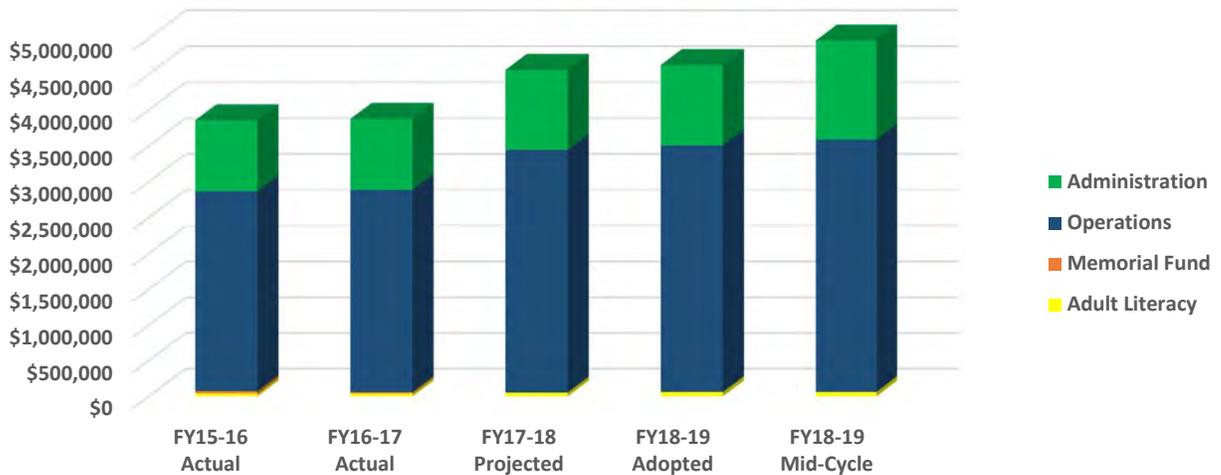
## PERFORMANCE MEASURE

	2014	2015	2016	2017	2018 (estimate)
<b>Number of Visitors by Location</b>	Main: 312,966 WEB: 57,028 BFI: 70,501	322,015 40,694 63,042	348,533 29,380 45,908	322,979 30,161 50,098	330,000 31,000 50,000
<b>Number of Items Lent Electronically</b>		12,833	18,106	20,604	23,552
<b>Number of Items Lent by Branch</b>	Main: 406,953 WEB: 54,353 BFI: 71,694	364,290 47,713 64,442	369,436 31,998 49,668	310,610 46,718 61,003	400,000 35,000 51,000
<b>Number of Programs Offered</b>		1,269	1,469	1,504	1,105
<b>Number of Program Participants</b>		21,161	17,851	28,530	21,974
<b>Percent of respondents rating the quality of programs as good or excellent (children's programs / adult programs / teen programs).</b>		N/A	62%	62%	City Survey City Survey
<b>Percent of respondents rating the quality of customer service at the Library as good or excellent.</b>		N/A	67%	67%	City Survey City Survey

# Library Department Expenditure Summary

				FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
<b>Expenditures By Type</b>								
Salaries & Benefits				\$ 2,409,017	\$ 2,518,547	\$ 2,611,975	\$ 2,715,516	\$ 2,678,137
Contractual Services				209,479	158,304	217,080	218,642	218,642
Other Operating Costs				500,238	466,335	716,273	708,520	757,220
Cost Allocation				707,352	708,512	952,922	954,822	1,260,659
Capital Outlay				33,521	26,570	62,750	30,500	55,500
				<b>\$ 3,859,608</b>	<b>\$ 3,878,268</b>	<b>\$ 4,561,000</b>	<b>\$ 4,628,000</b>	<b>\$ 4,970,158</b>
				-	-	-	-	-
<b>Expenditures By Program</b>								
<b>Library Fund</b>								
Administration	210	52101	\$ 992,897	\$ 990,298	\$ 1,116,000	\$ 1,122,000	\$ 1,380,762	
Operations	210	52107	2,792,154	2,827,550	3,392,000	3,445,000	3,528,396	
				3,785,051	3,817,848	4,508,000	4,567,000	4,909,158
<b>Other Funds</b>								
Memorial Fund	210.1	5221011	34,336	18,942	-	-	-	
Adult Literacy	210.2	522102	40,220	41,477	53,000	61,000	61,000	
				<b>\$ 3,859,608</b>	<b>\$ 3,878,268</b>	<b>\$ 4,561,000</b>	<b>\$ 4,628,000</b>	<b>\$ 4,970,158</b>

## Expenditure Trend



# BASE REUSE AND TRANSPORTATION PLANNING

## By the numbers: TRANSPORTATION

**\$60 million**

Total awarded in Transportation Grants and Contributions

**50,000+** Total Dockless Bike Share rides during six month pilot

**3.7%** Percent of car free households

**12** Number of Schools participating in Countywide Safe Routes to Schools Program in FY 17/18

**490** Number of free bus passes for Alamedans

**5** Number of Complete Street corridors in process

## Miles of bikeways



## BASE REUSE

**450,827** Amount of new square footage leased in 2016

**\$16 million**

Proceeds from the first three building sales at Alameda Point

**\$38 million**

Amount of new private investment in 2017



**The Base Reuse and Transportation Planning Department** provides leadership and creative strategies for base redevelopment and transportation planning by implementing forward-thinking solutions to meet community needs and build a sustainable future for Alamedans.

**Base Reuse** delivers two essential functions for the 878-acre former Naval Air Station (Alameda Point) **1)** providing leasing and property management of the 878-acre site, including managing existing leases, recruiting tenants, negotiating new leases and overseeing the maintenance and security of City assets; and **2)** Developing and implementing community plans for revitalization and redevelopment of the base into a mixed-use, transit oriented development.

**Transportation Planning** is tasked with implementing the citywide Transportation Choices Plan, among other city transportation plans, to sustain a high quality of life in Alameda by improving mobility over the next 15 years. The Transportation Planning division oversees the City's multimodal planning efforts; manages the paratransit and bicycle/pedestrian programs; and develops multimodal safety and complete streets grant applications, capital project designs, and programs.

# BASE REUSE AND TRANSPORTATION PLANNING

## BASE REUSE GOALS:

1. Facilitate the transfer, reuse and development of former federal lands by effectively implementing planning and contractual development documents for Alameda Point.
2. Administer an efficient commercial and residential leasing program for Alameda Point.



## BASE REUSE WORKPLAN HIGHLIGHTS:

- In FY 18-19, the City will continue to collaborate with Alameda Point Partners, the master developer for Site A, to implement Phase 1 of the Site A project and commence processing detailed maps, entitlements, and construction documents for Phase 2 of the project.
- In FY 18-19, the City will advance engineering designs for implementing new water and other utility infrastructure in the Adaptive Reuse area using the \$16 million in proceeds from the sale of the first three buildings at Alameda Point. Additionally, it is expected that additional buildings sales will occur helping to fund more utility infrastructure in this area.
- In FY 18-19, Base Reuse will solicit a developer for the first phase of development in the Main Street Neighborhood, in conjunction with the rebuilding of the existing supportive housing pursuant to the recently approved development agreement with the Alameda Point Collaborative, Building Futures for Women and Children and Operation Dignity.
- In FY-18-19, the City will issue a request for proposals for a tech campus at the vacant, historic Bachelor Enlisted Quarters (BEQ), complete design and construction of the Seaplane Lagoon Ferry Terminal for opening in 2020, and continue leasing available remaining buildings at Alameda Point.



## BASE REUSE PERFORMANCE MEASURES

	2014	2015	2016	2017
Number of jobs created	5	243	450	165
Number of new square footage leased	13,115	242,753	450,827	214,606
Number of business contacts made	61	225	303	355
Percent of commercial tenants rating customer services as good or better	N/A	40%	60%	28%
Percent of commercial tenants who receive a personal contact annually	11%	83%	88%	100%
Amount of new private investment (in millions of dollars)	N/A	N/A	\$38.15	\$38
Amount of new investment in public infrastructure (in millions of dollars)	N/A	N/A	0	\$16

# BASE REUSE AND TRANSPORTATION PLANNING

## TRANSPORTATION GOALS (FROM TRANSPORTATION CHOICES PLAN):

1. Decrease drive alone trips at estuary crossings, especially during peak periods by 12 percentage points.
2. Increase share of walking, bicycling, bus and carpooling trips within Alameda by 5 percentage points.



## TRANSPORTATION PLANNING WORKPLAN HIGHLIGHTS:

- **Established Alameda Transportation Management Association** with private sector partners to promote walking, bicycling and use of transit (FY 17/18).
- **Completed plans for Cross Alameda Trail** with private sector partners (Constitution Way to Main Street) (FY 17/18).
- **Launched dockless bike share program** to increase bicycling and provide first/last mile connections to transit, resulting in almost 300 bike share trips per day (FY 17/18).
- **For the Central Avenue Safety Improvements project**, will complete the Caltrans required Project Initiation Document by Spring 2019 to determine project's scope, cost and schedule.
- **Will begin three major funded Complete Streets projects:** Appezato Parkway Dedicated Bus Lanes, Clement Avenue and Tilden Way, and Clement Avenue Safety Improvements.



## COMMUTE TO WORK DATA FOR ALAMEDA (2012-2016, workers age 16 and over)

Although 59% of Alameda's commuters drive alone to work...

... a combined 34% use carpools, public transportation or bike/walk to work.



SOURCE: AMERICAN COMMUNITY SURVEY - CENSUS - TRENDS (2005-2016)

# Base Reuse/Transportation Department Expenditure Summary

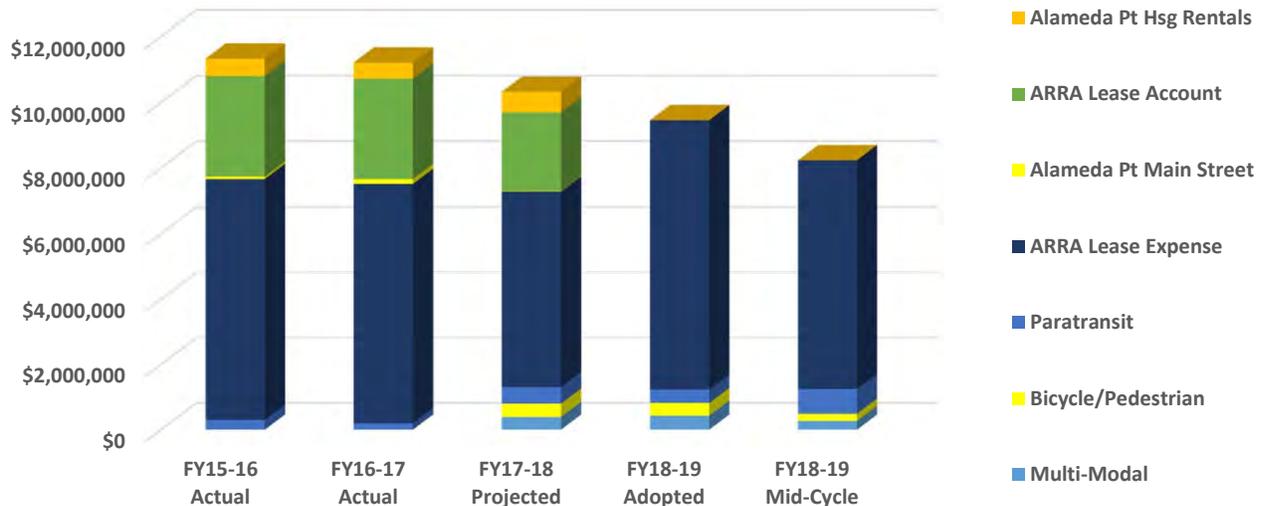
### Expenditures By Type

	FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
Salaries & Benefits	\$ 859,745	\$ 956,946	\$ 1,291,960	\$ 1,355,943	\$ 1,093,853
Contractual Services	7,237,377	7,144,220	5,817,103	5,527,251	6,052,251
Other Operating Costs	20,494	23,022	34,163	32,046	32,046
Cost Allocation	3,088,356	3,088,356	3,175,025	2,499,760	1,017,509
Capital Outlay	128,317	2,252	5,000	43,000	43,000
<b>Total</b>	<b>\$ 11,334,289</b>	<b>\$ 11,214,797</b>	<b>\$ 10,323,251</b>	<b>\$ 9,458,000</b>	<b>\$ 8,238,659</b>

### Expenditures By Program

			FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
<b>Base Reuse Fund</b>							
ARRA Lease Expense	858	819099	\$ 7,358,234	\$ 7,315,446	\$ 5,973,633	\$ 8,228,000	\$ 6,993,278
Alameda Pt Hsg Rentals	858	8170	529,169	493,355	624,000	-	-
ARRA Lease Account	858	8190	3,065,200	3,058,417	2,402,500	-	-
Alameda Pt Main Street	858	814016	78,217	149,688	15,118	-	-
			<b>11,030,820</b>	<b>11,016,906</b>	<b>9,015,251</b>	<b>8,228,000</b>	<b>6,993,278</b>
<b>Transportation Fund</b>							
Paratransit	287	4225287	303,469	197,890	508,000	412,000	754,769
Bicycle/Pedestrian	287.5	4226287	-	-	413,000	387,000	223,906
Multi-Modal	287.5	Various	-	-	387,000	431,000	266,706
			<b>303,469</b>	<b>197,890</b>	<b>1,308,000</b>	<b>1,230,000</b>	<b>1,245,381</b>
			<b>\$ 11,334,289</b>	<b>\$ 11,214,797</b>	<b>\$ 10,323,251</b>	<b>\$ 9,458,000</b>	<b>\$ 8,238,659</b>

## Expenditure Trend



# CITY OF ALAMEDA ADMINISTRATION



- City Council
- City Manager
- City Clerk
- City Attorney
- Finance
- Human Resources
- Information Technology

## **The City of Alameda Administration**

is comprised of the City Council, City Manager, City Clerk, City Attorney, Finance, Human Resources and Information Technology departments. These departments handle governance, operations, legal and financial functions of the City.



## CITY COUNCIL



**The Mayor and members of the City Council** are elected at-large by the voters of Alameda and serve as the principal policymakers for the City. They are responsible for enacting ordinances, establishing public policies, and providing guidance and direction for actions that affect the quality of life in Alameda.

The City Council formulates community priorities for allocation of City resources, including adoption of a budget and financial forecast. The City Council holds regularly scheduled meetings and hearings to receive input from the Alameda community. The Mayor and City Council also promote the City's interests at the regional, state, and national levels through participation in various intergovernmental organizations and associations, including service on various boards of regional agencies, such as the Alameda County Transportation Commission, Association of Bay Area Governments, and the Alameda County Waste Management Authority.

**The mission statement** of the department is to enhance the safety, livability and prosperity of the Alameda community through an investment in quality municipal services that enhance neighborhood pride, increase business opportunities and demonstrate policy leadership.



# CITY COUNCIL

## KEY STRATEGIES FOR 2017-2019:

- Address Housing/Homelessness
- Mitigate Traffic Congestion and Improve Transportation Safety
- Take Action on Climate Change Emergency Preparedness
- Improve Local Economy & Attract Jobs
- Maintain Safety & Quality of Life
- Plan for Fiscal & Organizational Stability
- Improve Public Infrastructure



## WORKPLAN HIGHLIGHTS:

- **Address housing and homelessness.** The City will implement policies and programs that help to stabilize rents and increase the supply of housing for all income levels in order to address the serious housing challenges faced by Alameda residents.
- **Mitigate traffic congestion and improve transportation safety.** The City will dedicate significant staff resources and funds to adding new and upgraded transportation facilities and programs targeted at reducing drive alone car trips, mitigating traffic congestion and improving safety.
- **Take action on climate change and emergency preparedness.** In response to increasing environmental challenges, the City will take action to adopt plans and policies that protect the Community against sea-level rise, reduce greenhouse gas emissions, and prepare the Community in the event of a disaster.
- **Improve the local economy and attract jobs.** The City will promote policies, new development and marketing efforts that help retain existing businesses and attract new jobs that provide stable economic opportunities for the City's local workforce.
- **Maintain safety and quality of life.** The City will adopt policies and programs that maintain a high-level of public safety and that maintain Alameda's high quality city parks, streetscape and community services and amenities.
- **Plan for fiscal and organization stability.** The City will continue to plan for fiscal and organizational stability by exploring options for reducing the City's costs and liabilities, increasing City revenue and funding, and investing in technology and other measures that improve the City's efficiency and productivity.

## PERFORMANCE MEASURE

	FY 2014-2015 Estimate	FY 2015-2016 Budget	FY 2016-2017 Budget	FY 2017-2018 Budget
City Council meetings held	42	40	40	32
Ordinances enacted	30	20	20	33
Budgets adopted	1	1	1	1
Federal appropriations or grants submitted	5	6	6	7
League of CA Cities meetings attended	14	14	14	17
Regional board meetings attended	66	60	60	61

## CITY MANAGER'S OFFICE

### CITY MANAGER'S GOALS:

1. Provide leadership in the development of solutions to the current fiscal challenges, including reducing costs, streamlining the organization, fostering economic development, exploring new revenue sources, and promoting interdepartmental cooperation.
2. Support opportunities for the City Council to play a leadership role at the regional, state and national level on issues of importance to the community.
3. Promote interagency relationships with other public entities to ensure efficient and effective service delivery.
4. Foster effective working relationships with the business community and other public and private partners.

**The City Manager's Office** is responsible for providing policy support and recommendations to the City Council; providing leadership and direction to City Departments; and fostering community partnerships, economic development and interagency collaboration. The City Manager's Office also supports the City Council's efforts to engage in legislative advocacy at the local, state and national levels to advocate for the City.

**The mission statement** of the department is to manage the City's operations consistent with City Council direction within the context of the City's fiscal resources, and plan strategically to achieve the long-term community vision.



## CITY MANAGER'S OFFICE



### WORKPLAN HIGHLIGHTS:

- Address housing issues and homelessness by implementing the rent stabilization ordinance and facilitating construction of new housing for all income levels.
- Mitigate traffic congestion, improve public infrastructure and safety through implementation of \$60 million of transportation grants and contributions and upgrades to 4.5 miles of streets, 3 miles of sewer, and 2.5 miles of sidewalk.
- Take action on climate change and emergency preparedness by developing and implementing a Climate Action Plan and by ensuring the City Council, staff, and the community are prepared in the event of an emergency.
- Improve the local economy by attracting and retaining businesses in Alameda by considering adoption of the Economic Development Strategic Plan and integrating commercial uses into new development projects.
- Maintain a high level of public safety and Alameda's high quality parks, streetscape and community amenities.
- Plan for fiscal and organizational stability by ensuring a fiscally sustainable budget, including exploring potential revenue measures and new cost recovery options; cost-efficient investments in new technology; and ways to address the City's substantial post-employment obligations.
- Foster collaborative and transparent working relationships with the City's many community, regional and other public and private partners on its delivery of services and implementation of programs and projects.
- Communicate timely and accurate information to Alameda residents and businesses regarding City programs and services.
- Promote a workplace culture within the City organization that supports and encourages diversity, collaboration and innovation.

# CITY CLERK'S OFFICE



## Did you know?

The City Clerk's Office generates revenue for the City by:

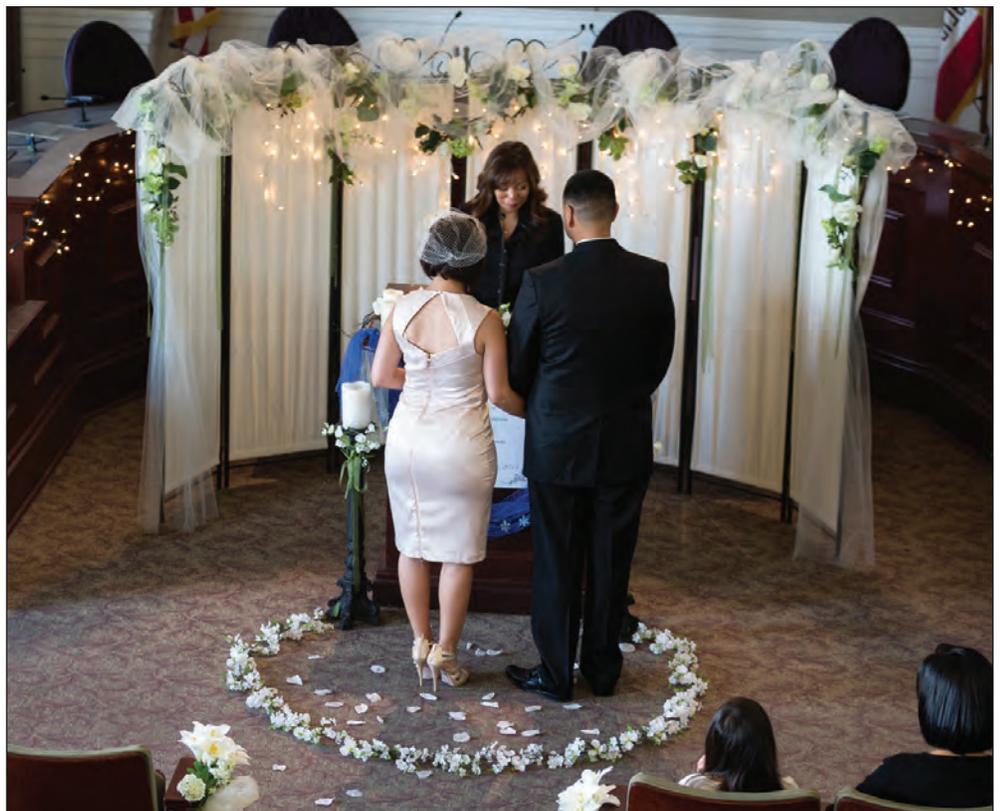
## Accepting Passport Applications



## Performing Civil Marriage Ceremonies in City Hall

The City Clerk's Office prepares City Council meeting agendas; records the proceedings of City Council meetings; certifies and retains City Council legislation; maintains official City Council records; responds to records requests; and staffs the Open Government Commission. Additionally, the City Clerk's Office manages campaign disclosure and economic interest filings; coordinates the Boards and Commissions appointment process; administers general and special municipal elections in compliance with the City Charter and State of California laws; and is responsible for certifying any voter-ratified Charter amendments. To generate revenue, the Clerk's Office accepts passport applications and performs civil marriage ceremonies. Lastly, the cable television studio is under the Office of the City Clerk.

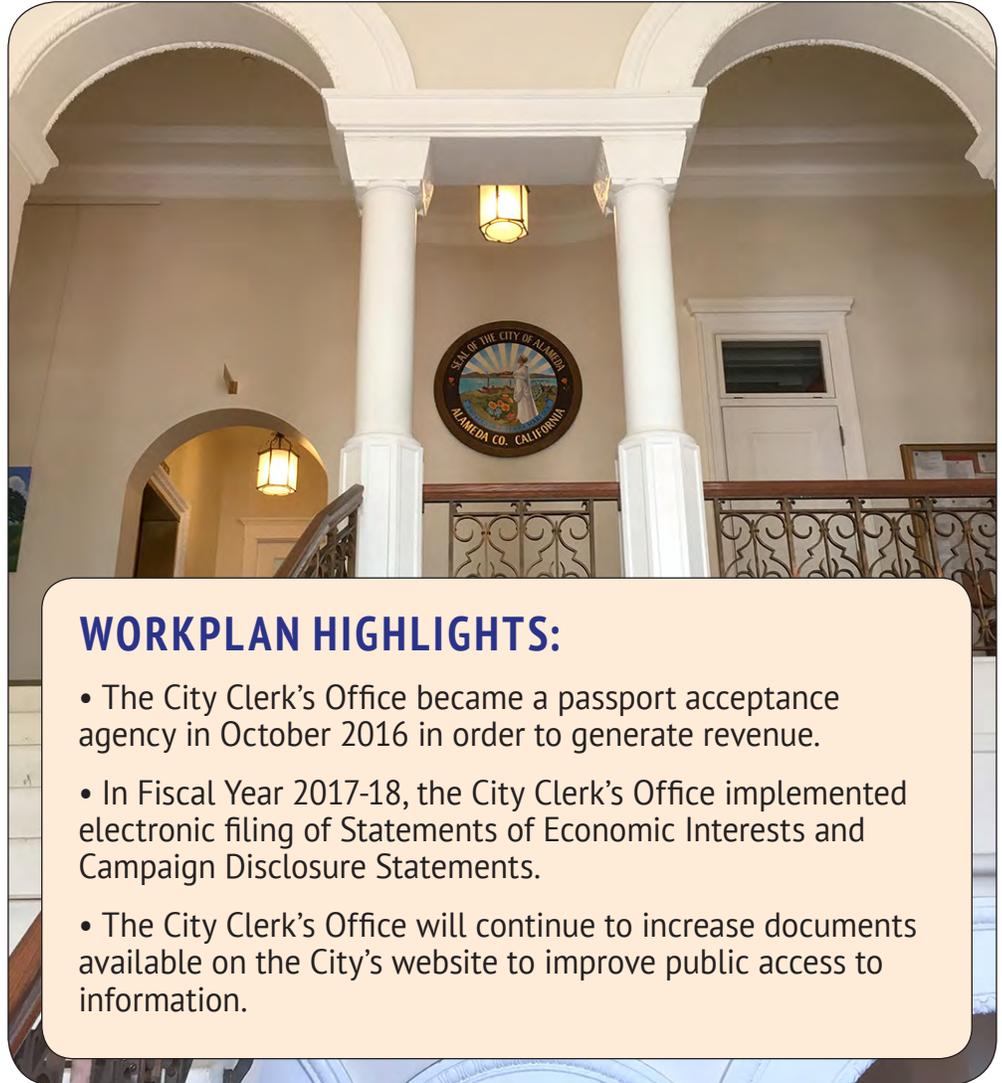
The Department's mission statement is to serve the City Council, City staff and the public by documenting the actions and preserving the records of the City Council; and administering open and impartial elections in accordance with statutory requirements.



# CITY CLERK'S OFFICE

## CITY CLERK'S OFFICE GOALS:

1. Ensure compliance with the Sunshine Ordinance, Brown Act, Elections Code, Fair Political Practices Commission regulations and the Public Records Act.
2. Promote the highest level of customer service.
3. Provide accurate and impartial election information to candidates, campaign committees and the public.
4. Generate revenue from civil marriage ceremonies and acceptance of passport applications.



## WORKPLAN HIGHLIGHTS:

- The City Clerk's Office became a passport acceptance agency in October 2016 in order to generate revenue.
- In Fiscal Year 2017-18, the City Clerk's Office implemented electronic filing of Statements of Economic Interests and Campaign Disclosure Statements.
- The City Clerk's Office will continue to increase documents available on the City's website to improve public access to information.

## PERFORMANCE MEASURE

2015    2016    2017    2018  
Estimate    Estimate

PERFORMANCE MEASURE	2015	2016	2017 Estimate	2018 Estimate
Percent of external public record requests responded to within 48 hours and completed within 10 days	99%	100%	98%	98%
<b>Increase in services:</b>				
Percent change in the number of civil marriage ceremonies performed	N/A	+39.5%	+10%	+10%
Percent change in the number of passport applications accepted	N/A	N/A	+10%	+10%
Percent of draft minutes provided to Council for approval within two regular meetings	100%	100%	100%	100%

# CITY ATTORNEY'S OFFICE



## CITY ATTORNEY'S OFFICE DEPARTMENT GOALS:

1. Provide high-quality, cost-effective legal services that are responsive to the needs of the Council, its Boards and Commissions, and staff of the City of Alameda.
2. Continue to resolve pending litigation matters at the lowest possible cost to the City, while maintaining a strong City defense strategy.
3. Offer legal and risk management services necessary to minimize City liability and exposure.

**The City Attorney's Office** provides all legal services to the City Council, Boards and Commissions, City Manager, and Departments, pursuant to the terms of Article VIII Sections 1 through 5 of the City Charter.

**Risk Management** is a division of the City Attorney's Office and works with Departments to eliminate or mitigate potential risk and preserve public property, as well as manage the City's Workers' Compensation program.

**The Office mission statement** is to provide sound and objective legal advice and representation to the City Council, in accordance with the highest ethical and professional standards.

### Budget areas of the City Attorney's Office



# CITY ATTORNEY'S OFFICE

## WORKPLAN HIGHLIGHTS:

- Continue to perform legal support for negotiating and drafting all legal documents and providing litigation services required by the City.
- Maintain systems to provide City Council, Boards and Commissions, and Department Heads with timely and practical information on claims, litigation, statutory compliance and changes in law to facilitate compliance and implement best practices.
- Develop and provide Open Government training, including the Brown Act and the City's Sunshine Ordinance training, and provide ethics training for City staff and City Officials.
- Work with the City's Rent Program Administrator to provide legal advice concerning implementation and enforcement of City's Rent Program.
- Work closely with the Community Development Department and the Base Reuse Department and provide legal support on all aspects of law for major development projects, including the redevelopment of the former Naval Air Station at Alameda Point and the City's Northern Waterfront.
- Work with Building and Planning Division (Code Enforcement) to handle code enforcement matters including informal resolutions and civil prosecution.
- Work closely with the Public Utilities Board and Alameda Municipal Power and provide legal support on all aspects of public utilities law, including the renewable energy programs, power contract administration and rate design and setting.
- Work closely with the Public Works Department, Recreation and Park Department, and Alameda Municipal Power to provide legal advice and support regarding public contracting and public bidding issues, as well as provide legal support for major upcoming projects at Alameda Point and public/private partnership for in-fill development throughout the City.
- Work with Community Development Department to provide legal advice concerning implementation and enforcement of the City's ordinances governing commercial cannabis businesses and personal cultivation.

## PERFORMANCE MEASURE

	2015	2016	2017
Percentage of completed legal input on agenda items consistent with internal deadlines	100%	100%	100%
Number of lawsuits resolved	10	15	9
Number of claims adjusted	103	80	69

# FINANCE DEPARTMENT



**The Finance Department** manages the financial planning and accounting for the City, including revenue forecasting and expenditure control. The Department also provides financial reporting, payroll services, purchasing, accounts payable, business licenses, and administration of the City’s outstanding debt obligations, while acting in a fiduciary capacity for assessment districts. The Department assists the City Manager in the preparation of the Biennial Budget, coordinates investment of City funds for both short and long-term purposes, and provides cash management services for the City in support of the elected City Treasurer.

The Department is also responsible for the coordination and completion of the annual audit for all City funds, and related audits for gas tax, federal funds, Measure B/BB, under the auspices of the elected City Auditor.

## Finance Department by the numbers:

**140**

Number of Funds under management

**\$236 million**

Citywide Budget

**\$200 million**

Cash & Investment portfolio

**\$80 million**

Outstanding Bond Debt

**6,068**

Business Licenses



**The department’s mission statement is to provide professional financial and accounting information support to City departments to facilitate fiscal and organizational decisions by departments in achieving their goals and objectives.**

# FINANCE DEPARTMENT

## FINANCE DEPARTMENT GOALS:

1. Manage the financial resources of the City, consistent with financial policies and budget principles established by the City Council
2. Provide timely budget and financial reports to City departments to assist in meeting departmental missions
3. Ensure sound budget and expenditure control oversight and reporting of the City's funds to protect the fiduciary interest of the community
4. Administer City expenditures in conformance with municipal code requirements for contracts and payables
5. Issue renewed business licenses within 14 days of application receipt, on average 99% of the time



## WORKPLAN HIGHLIGHTS:

- Prepare FY 2019-21 biennial budget and apply for California Society of Municipal Finance Officers and Government Finance Officers Association awards.
- Present quarterly financial and investment reports to the City Council so as to provide information needed for effective analysis of the City's finances and investments in a more user-friendly manner.
- Present quarterly sales tax, investment and financial reports to keep the City Council informed of the City's financial health.
- Complete request for proposals to identify vendor for new Enterprise Resource Planning (ERP) system, provide recommendation to City Council for vendor approval and begin ERP system replacement and implementation.

## PERFORMANCE MEASURE

	2015	2016	2017
Percent of business licenses issued within 14 days (from receipt of completed application)	92%	95%	93%

# HUMAN RESOURCES DEPARTMENT

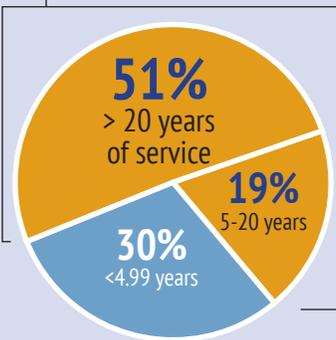


## YEARS OF SERVICE

We must be doing something right:

**70%**

of our workforce has been with the City for five years of service or longer



## LOW TURNOVER

The City's turnover rate has remained under 10% for the past five years.

The Human Resources Department serves as a strategic partner with each of the City's Departments and every City employee to ensure each has the tools, resources and support necessary to successfully achieve their Departmental mission and to effectively serve the needs of the City and community.

The Human Resources Department administers labor relations, classification and compensation, employee benefits and employment services programs. The Department also provides policy guidance and acts as an internal consultant on human resources-related issues; implements and manages the attraction and selection of City employees; maintains an equitable and competitive salary and benefits structure; coordinates required and career development training programs for City employees; and strives to promote and maintain a positive labor relations climate between the employee bargaining units and the City.



# HUMAN RESOURCES DEPARTMENT

## GOALS:

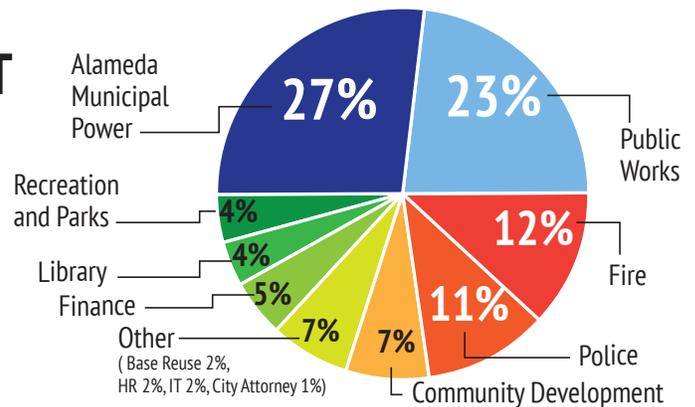
1. Be a strategic Partner to the Executive Management Team by developing and implementing a Human Resource approach that supports continuous improvement, collaboration and a progressive and productive work environment that meets the challenges of the organization
2. Provide excellent and proactive customer service to City Departments in meeting the challenges and demands of workforce planning.
3. Assist with the competitiveness of the City for attraction and retention of qualified staff.
4. Ensure that the City is in compliance with all federal and state mandates
5. Create an environment where employees feel supported, understand expectations and continue to grow.
6. Begin the process of updating the City's Finance and Human Resources technology infrastructure to gain workplace/force efficiencies.

## WORKPLAN HIGHLIGHTS:

- Expand City Supervisor training to include performance management and evaluation material. Continue to provide Leave Administration and Legal Obligations trainings to key City personnel.
- Continue update to Civil Service Rules to better reflect current uses of technology, best practices and to better reflect the City's merit principles.
- Facilitate resolution of numerous sensitive employee relations issues and investigations.
- Continue Administrative Policy update including updating policies to reflect changes to law and make policies available on the City's Human Resources website.
- Complete request for proposal process to identify vendor for new Enterprise Resource Planning System and bring recommendation to City Council for approval.
- Work with labor groups to successfully negotiate new Memorandum of Understandings for miscellaneous labor groups.
- Continue to evaluate the Performance Evaluation process in order to implement changes that will improve the annual completion rate.

## RECRUITMENT REQUESTS

Percent of total number of Recruitment Requests by department



## PERFORMANCE MEASURE

PERFORMANCE MEASURE	2014	2015	2016	2017
Average Applications Received Per Recruitment	38	38	61	57
Average Length of Time (days) to Provide an Eligible List	48	49.5	52	44
Number of full time appointments completed in the calendar year	25	37	50	48
Percent of full-time employees receiving annual performance evaluations	N/A	N/A	40%	35%

# INFORMATION TECHNOLOGY DEPARTMENT



## Did you know?

- The department is responsible for maintaining 450 computers
- An average person normally blinks 20 times a minute, but when using a computer he/she blinks only 7 times a minute.
- More than 80% of the emails sent daily are spam and caught in the City email filter
- There is a hacker attack every 39 seconds, affecting one in three Americans each year.
- Cyber criminals are opting to use social networks over email as their primary means of targeting victims.

**The Information Technology department** is newly created and is now an Internal Service Fund. It has been a number of years since the City invested in technology upgrades. In order to become up-to-date with the latest technology the City has launched a 3-5 year Strategic Technology Master Plan. This plan provides a road map for the future technology milestones and is outlined in the Information technology Equipment/ Systems Replacement program.

Information Technology provides internal support and oversees the technology infrastructure and daily needs of the City. The Department leads the design, selection, and implementation of a variety of technology solutions for all city Departments and promotes modern technological and telecommunication growth and promotes digital dexterity to prepare the city to use new and existing technology for better business outcomes.

Information Technology also collaborates with community partners to foster shared benefits through the use of technology assisting in attracting High-Tech organizations to the city.



# INFORMATION TECHNOLOGY DEPARTMENT

## INFORMATION TECHNOLOGY DEPARTMENT GOALS:

1. Develop a cyber security plan
2. Continue the annual PC replacements on a 4-5 year cycle.
3. Implement the prioritized recommendations from the IT Strategic MasterPlan
4. Continue supporting the daily technology operating needs
5. Adopt a more comprehensive process for information technology governance
6. Develop Best Practices conformance for IT Policies and Procedures and outline IT Roles and Responsibilities
7. Begin planning for business continuity and disaster recovery using cloud technology as a role in disaster recovery



## WORKPLAN HIGHLIGHTS:

- The Department will focus on establishing a Cyber Security Plan and implementing additional security tools to be proactive vs. reactionary
- The Department will coordinate efforts to establish a Geo-spatial Information System (GIS) Road-map that will benefit multiple departments and the community
- WiFi will be implemented in all city buildings
- A major investment will be made to replace a storage area network (SAN) to support the ongoing need of data storage for multiple systems and departments
- Continue fostering an Information technology form of governance approach to technology

## PERFORMANCE MEASURES

As a newly created department, the IT Performance Measures have changed. A new Help Desk process has been established, intrusion software is in the process of being purchased, therefore, the department is in the first year of collecting performance data.

# of malicious intrusions/events blocked (01/01/2018 -03/31/2018)	51,535
# of funded priority projects on schedule or completed	33 (out of 33)
# of service requests submitted and resolved (01/01/2017 -03/31/2018)	2,119
% of service requests completed within established time frames (01/01/2017 -03/31/2018)	75%

# Administration

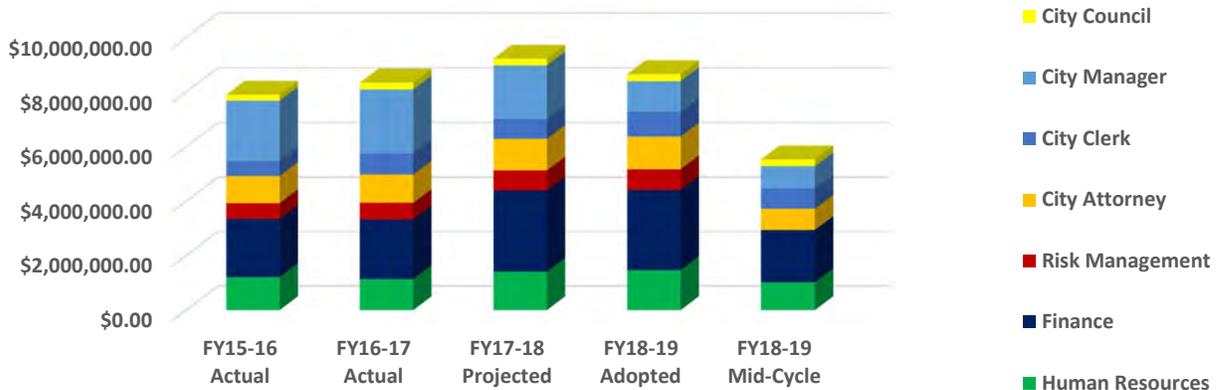
## Department Expenditure Summary

			FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
Expenditures By Type							
Salaries & Benefits			\$ 5,804,443	\$ 6,157,667	\$ 7,111,103	\$ 7,383,148	\$ 7,699,291
Contractual Services			7,297,334	6,925,941	9,023,848	7,597,535	8,212,167
Other Operating Costs			471,221	458,304	778,520	742,512	819,259
Cost Allocation			422,592	423,180	1,759,837	854,198	1,104,544
Capital Outlay			114,594	221,385	2,172,309	1,872,867	1,872,867
<b>Total Expenditures</b>			<b>14,110,184</b>	<b>14,186,476</b>	<b>20,845,617</b>	<b>18,450,260</b>	<b>19,708,128</b>
Costs Allocated to other Funds (1)			-	-	-	-	(3,175,572)
<b>Net Expenditures</b>			<b>\$ 14,110,184</b>	<b>\$ 14,186,476</b>	<b>\$ 20,845,617</b>	<b>\$ 18,450,260</b>	<b>\$ 16,532,556</b>
Expenditures By Program							
General Fund							
City Council	001	Various	\$ 218,551	\$ 253,181	\$ 249,000	\$ 256,000	\$ 250,676
City Manager	001	Various	2,206,457	\$ 2,333,064	1,961,000	1,116,000	814,346
City Clerk	001	Various	545,841	\$ 776,090	722,000	905,000	744,309
City Attorney	001	2300	999,315	\$ 1,040,880	1,156,000	1,196,381	779,964
Risk Management	001	Various	578,289	\$ 611,578	738,000	760,619	-
Finance	001	Various	2,131,765	\$ 2,183,039	2,980,745	2,941,000	1,922,583
Human Resources	001	2500	1,218,619	1,146,254	1,416,000	1,476,000	1,023,919
<b>Subtotal, Operating Budget</b>			<b>7,898,837</b>	<b>8,344,085</b>	<b>9,222,745</b>	<b>8,651,000</b>	<b>5,535,797</b>
Internal Service Funds							
Cable Equipment	701.5	22307015	75,422	26,802	72,000	72,000	72,000
Central Services	702	07021	-	(80)	-	-	-
IT Equipment	704	Various	184,378	309,975	2,353,580	1,895,000	1,895,000
IT Operations	705	2611	-	-	2,088,000	2,074,000	1,994,566
Workers' Comp	711	07110	3,035,621	3,528,847	3,024,000	3,117,000	3,117,000
Workers' Comp Admin	711.1	07111	-	-	-	-	206,708
General Liability	712	07120	2,882,166	1,966,744	3,984,292	2,610,260	3,110,260
General Liability Admin	712.1	07121	-	-	-	-	570,225
Unemployment Insurance	715	07150	33,759	10,104	101,000	31,000	31,000
			<b>6,211,347</b>	<b>5,842,391</b>	<b>11,622,872</b>	<b>9,799,260</b>	<b>10,996,759</b>
			<b>\$ 14,110,184</b>	<b>\$ 14,186,476</b>	<b>\$ 20,845,617</b>	<b>\$ 18,450,260</b>	<b>\$ 16,532,556</b>

Note

Costs Allocated to other Funds (1) Cost Recovery from Other Departments has been reported as revenue in past years

### Expenditure Trend



## Non-department Department Expenditure Summary

				FY15-16 Actual	FY16-17 Actual	FY17-18 Projected	FY18-19 Adopted	FY18-19 Mid-Cycle
Expenditures By Type								
Pension & Vacation Pay Off				\$ 2,954,635	\$ 1,335,570	\$ 7,582,068	\$ 1,115,000	\$ 1,365,000
Contractual Services				3,443,535	3,603,800	4,818,086	4,970,750	4,970,750
Other Operating Costs				5,732,061	255,807	4,026,821	752,821	752,821
Cost Allocation				-	-	-	1,879	1,027,909
Capital Outlay				-	-	-	-	-
Debt Service				20,366,246	5,452,268	6,048,033	6,177,550	6,177,550
<b>Total Expenditures</b>				<b>32,496,477</b>	<b>10,647,445</b>	<b>22,475,008</b>	<b>13,018,000</b>	<b>14,294,030</b>
Costs Allocated to other Funds				-	-	-	-	(473,636)
<b>Net Expenditures</b>				<b>\$ 32,496,477</b>	<b>\$ 10,647,445</b>	<b>\$ 22,475,008</b>	<b>\$ 13,018,000</b>	<b>\$ 13,820,393</b>
				-	-	-	-	-
Expenditures By Program								
General Fund								
Non-Departmental 001 1010				\$ 523,889	\$ 498,753	\$ 4,008,331	\$ 395,000	\$ 1,197,393
				523,889	498,753	4,008,331	395,000	1,197,393
Trust Funds								
Police & Fire Pensions Various Various				1,742,377	1,549,220	2,270,609	1,932,000	1,932,000
OPEB Trust 810 810				12,758	30,813	37,000	37,000	37,000
				1,755,135	1,580,033	2,307,609	1,969,000	1,969,000
<b>Subtotal, Operating Budget</b>				<b>2,279,024</b>	<b>2,078,786</b>	<b>6,315,940</b>	<b>2,364,000</b>	<b>3,166,393</b>
Debt Service Funds								
Debt Service Fund - Ibank 401 95401				80,040	34,305	213,000	213,000	213,000
2013 GO Bonds 421 954211				627,469	622,194	622,000	622,000	622,000
Civic Center Parking Garage 422 95422				560,837	567,254	575,000	581,000	581,000
COP Ref 2008- Library/Golf/Pol 423 95423				619,711	364,311	366,000	362,000	362,000
2013 COPS Ref 02 464 954641				790,050	791,335	789,000	792,000	792,000
Alameda Point Bond 2003 468 95468				419,099	490,448	454,000	452,000	452,000
2012 Sewer Rev Bd 602.2 06022				432,988	423,492	722,000	725,000	725,000
2010-B Marina Village AD 832 832				-	-	-	-	-
1998 Revenue Bond Debt 835 835				-	-	-	-	-
Harbor Bay Bonds 860 85860				1,456,662	1,486,642	1,538,000	1,569,000	1,569,000
Alameda Landing Bonds 862 85862				15,458,762	766,525	765,000	765,000	765,000
				20,445,616	5,546,507	6,044,000	6,081,000	6,081,000
Internal Service Funds								
Post Employment 720 07200				8,622,688	3,230,102	4,053,000	4,378,000	4,378,000
Vacation Pay Off 720.5 07205				1,149,148	(207,950)	175,000	175,000	175,000
Pension/OPEB Reserve 721 0721				-	-	5,887,068	20,000	20,000
				9,771,836	3,022,152	10,115,068	4,573,000	4,573,000
<b>Total</b>				<b>\$ 32,496,477</b>	<b>\$ 10,647,445</b>	<b>\$ 22,475,008</b>	<b>\$ 13,018,000</b>	<b>\$ 13,820,393</b>