



Exhibit 1

# Mid-Cycle Budget Update

Fiscal Year 2022-23





# Mid-Cycle Budget Update

Fiscal Year 2022-23

## Table of Contents

### Introduction

[City Government](#)  
[Mission, Values & Goals](#)  
[City Profile & History](#)  
[Authorized Positions](#)

### Budget Summary

[All Funds Summary](#)  
[Citywide Revenue Summary](#)  
[Citywide Expenditure Summary](#)  
[General Fund 5-Year Forecast](#)  
[Citywide Budget Transfers](#)

### Department Budgets

[City Attorney](#)  
[City Clerk](#)  
[City Council](#)  
[City Manager](#)  
[Community Development](#)  
[Finance](#)  
[Fire](#)  
[Human Resources](#)  
[Information Technology](#)  
[Library](#)  
[Non-Department](#)  
[Planning, Building &](#)  
[Transportation](#)  
[Police](#)  
[Public Works](#)  
[Recreation & Parks](#)

### **Fiscal Years 2021-23 Biennial Budget**

Two-year budget previously adopted by City Council in June 2021

### **Fiscal Years 2021-23 Capital Budget**

The capital budget includes the annual budget allocations for the capital projects included in the City's Capital Improvement Program

### Printable PDF Version

*Some information will not show up properly in the PDF version. Online viewing in the Opengov platform on a computer or tablet is recommended to ensure full functionality*

### **Data Download Instructions**

Step-by-step instructions for downloading budget data in spreadsheet format



# City Government

FY 2022-23 Mid-Cycle Budget

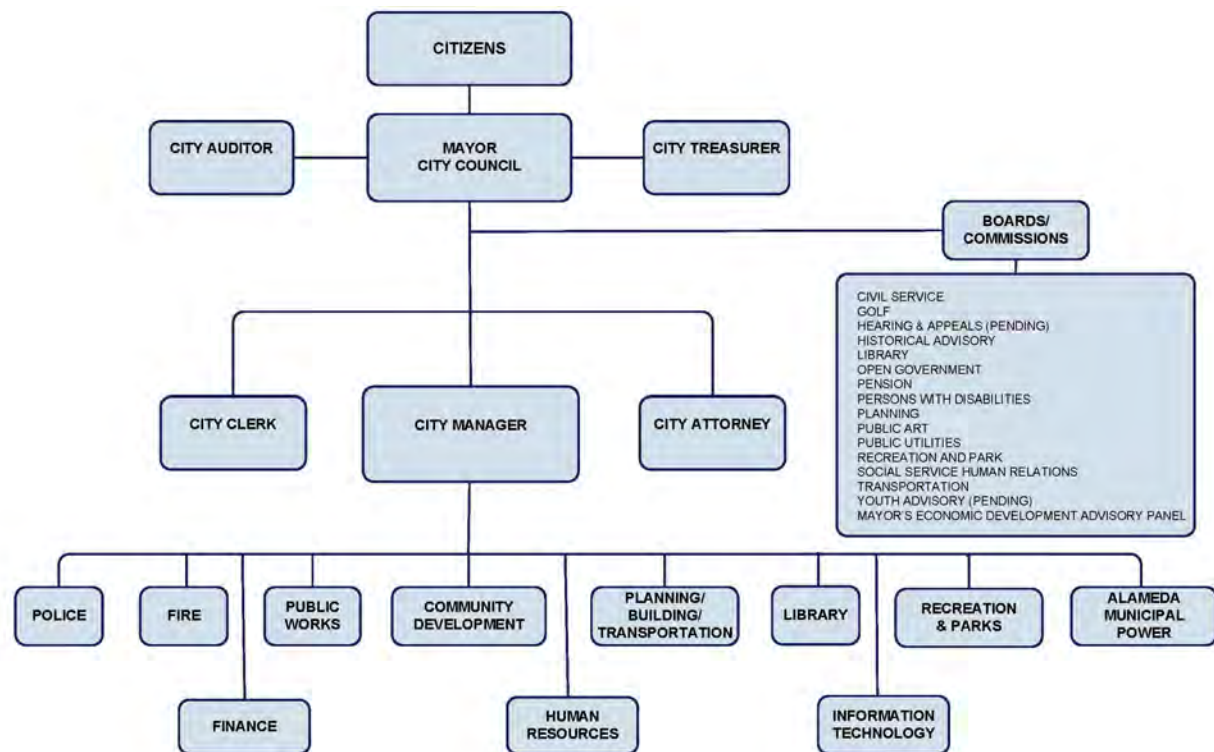
## City Council

The City Council is elected on a non-partisan basis and 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.

## Key Strategies for City Council

- 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



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 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.

## City Officials

### Alameda City Council

**Mayor,** Marilyn Ezzy Ashcraft

**Vice Mayor,** Malia Vella

**Councilmember,** Tony Daysog

**Councilmember,** Trish Herrera Spencer

**Councilmember,** John Knox White

### Elected Officials

**City Auditor,** Kevin Kearney

**City Treasurer,** Kevin Kennedy

### Charter Officers

**Interim City Manager,** Dirk Brazil

**City Attorney,** Yibin Shen

**City Clerk,** Lara Weisiger

## Executive Management Team

**Interim City Manager,** Dirk Brazil

**Chief of Police,** Nishant Joshi

**Communications and Legislative Affairs Manager,** Sarah Henry

**Community Development Director,** Lisa Maxwell

**Finance Director,** Margaret L. O'Brien

**Fire Chief,** Nicholas Luby

**General Manager, AMP,** Nicolas Procos

**Human Resources Director,** Nancy Bronstein

**Information Technology Director,** Carolyn Hogg

**Library Director,** Jane Chisaki

**Planning, Building & Transportation Director,** Andrew Thomas

**Public Works Director,** Erin Smith

**Recreation and Parks Director,** Amy Wooldridge



# Mission, Values & Goals

FY 2022-23 Mid-Cycle 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.

## 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.



# City Profile & History

FY 2022-23 Mid-Cycle Budget

Alameda is a charter city founded in 1854 and incorporated in 1872. The City of Alameda provides a full range of municipal services including public safety, public works, community development, and community services. The City also provides electric utility service through Alameda Municipal Power.

The city covers about 10.61 square miles and includes Alameda Island, which is located south of Oakland across the Alameda Estuary, and Bay Farm Island, which is a peninsula adjacent to Oakland International Airport.



## General Information

**Population:** 78,280

**Number of registered voters:** 50,162

**Per capita income:** \$55,135

**Number of hospitals:** 1

**Student enrollment:** 9,952

**Elementary schools:** 9

**Junior high schools:** 4

**High schools:** 4

**Libraries:** 3

**High school graduate or higher (persons age 25+):**  
91.7%

**Bachelor's degree or higher (persons age 25+):**  
56.7%

**In civilian labor force, (persons age 16+):** 67.3%

Source: U.S. Census Bureau, American Community Survey, 2016-2020

## Economics

**Total assessed value of taxable property (2020-21):** \$15,501,890,595

**Property tax rate (2020-21):** \$1.1593 per \$1,000 assessed value

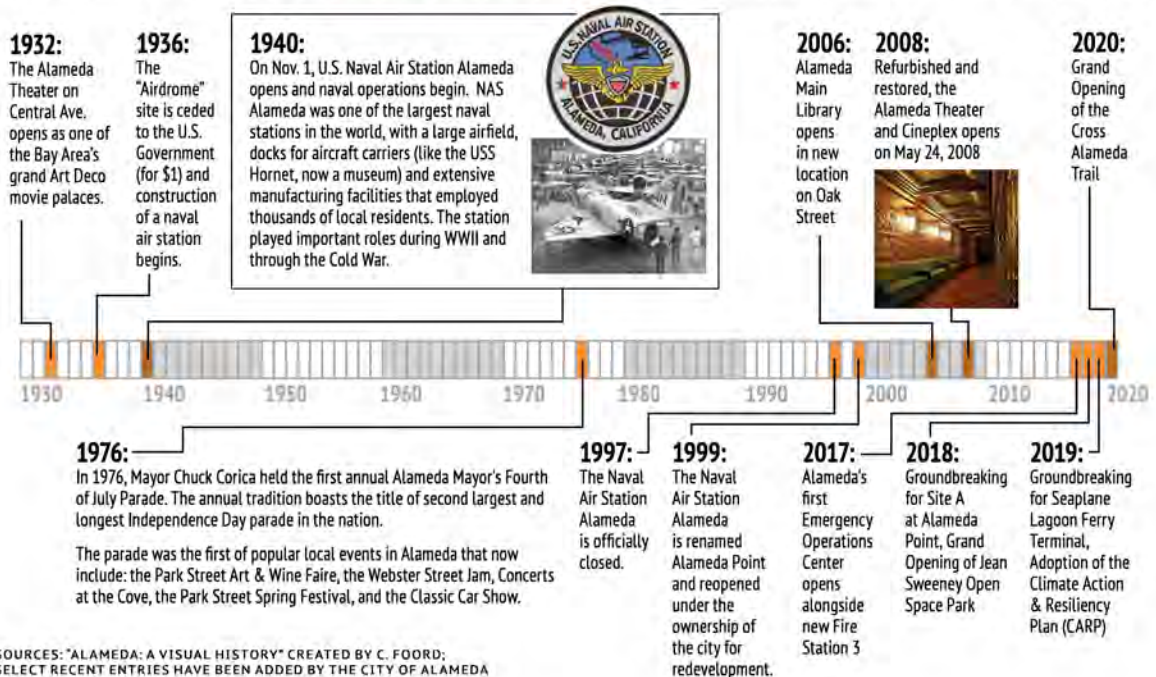
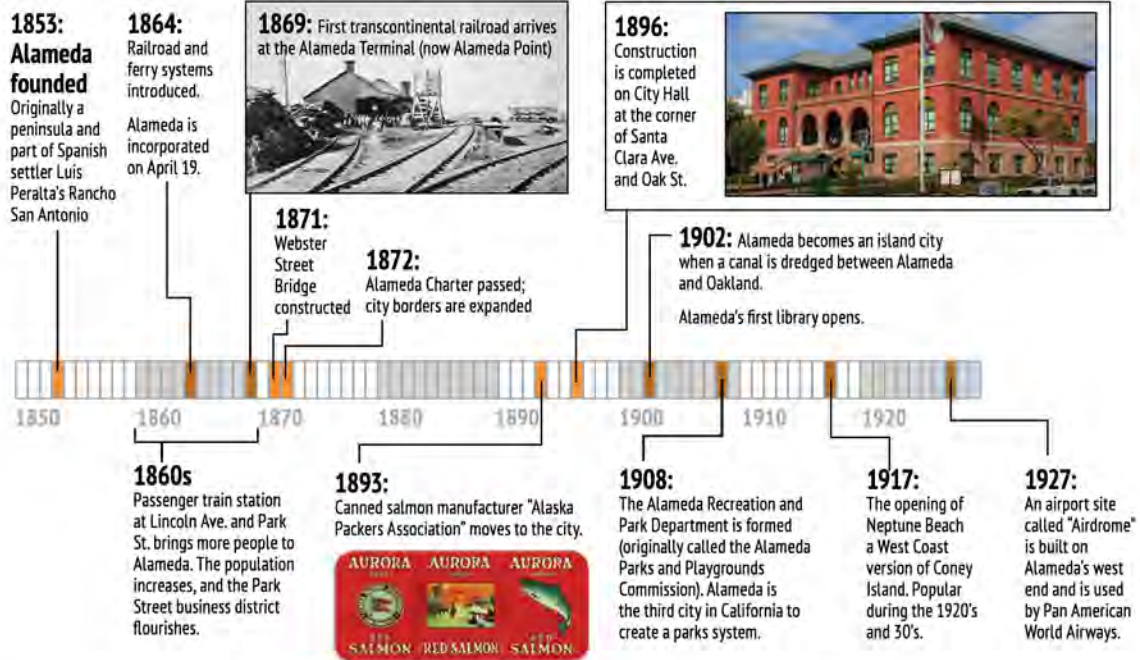
### Top 10 Taxpayers (2020-21):

1. G and I IX Marina Village Office Park LP
2. BRE Alameda I MF Properties Owner LLC
3. MGP XII South Shore Center LLC
4. Alameda Multifamily Owner LLC
5. SCG Harbor Bay Parkway Phase I LLC
6. Catellus Alameda Retail LLC
7. Abbott Laboratories Inc
8. Harbor Bay Parkway LLC
9. Huang Bill Libiao
10. VUE Alameda Owner LP

### Top 10 Employers (2020-21):

1. Penumbra, Inc.
2. Alameda Unified School District
3. Alameda Hospital
4. Abbott Diabetes Care, Inc.
5. City of Alameda
6. Exelixis
7. Kaiser Foundation Health Plan
8. U.S. Department of Transportation
9. Bay Ship & Yacht Co.
10. College of Alameda

## City Timeline



SOURCES: "ALAMEDA: A VISUAL HISTORY" CREATED BY C. FOORD;  
SELECT RECENT ENTRIES HAVE BEEN ADDED BY THE CITY OF ALAMEDA



# Authorized Positions

FY 2022-23 Mid-Cycle Budget

Download ▾ Help ▾ Share ▾

Updated On 17 May, 2022

Q Search in table

Search

Showing 177 rows

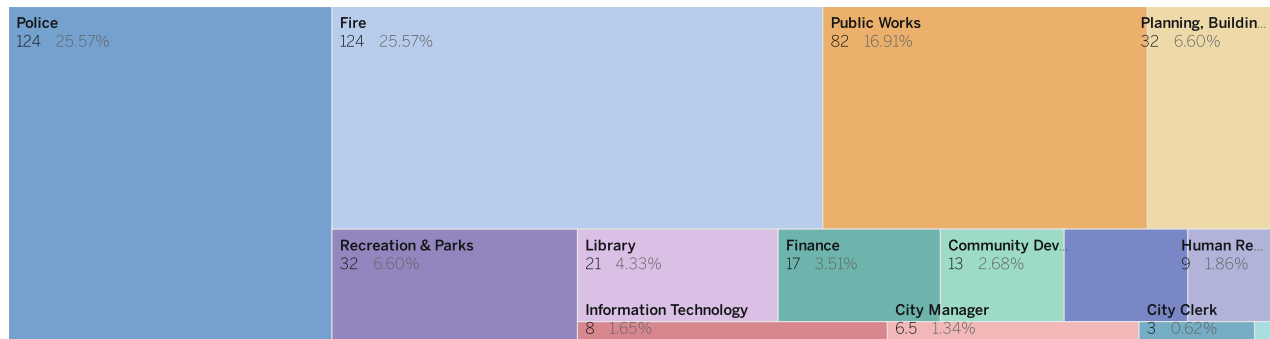
← Back

↺ Reset

Broken down by

Department

▼ Visualization



Data

Summary

Details

| Department                          | 2023 | Total |
|-------------------------------------|------|-------|
| Fire                                | 124  | 124   |
| Police                              | 124  | 124   |
| Public Works                        | 82   | 82    |
| Recreation & Parks                  | 32   | 32    |
| Planning, Building & Transportation | 32   | 32    |
| Library                             | 21   | 21    |
| Finance                             | 17   | 17    |
| City Attorney                       | 13   | 13    |
| Community Development               | 13   | 13    |
| Human Resources                     | 9    | 9     |
| Information Technology              | 8    | 8     |
| City Manager                        | 6.5  | 6.5   |
| City Clerk                          | 3    | 3     |
| City Council                        | 0.5  | 0.5   |
| Total                               | 485  | 485   |

# Citywide Budget

## All Funds Summary

|                              |                                | 2020-21<br>Beginning<br>Available Fund<br>Balance | 2020-21<br>Actual<br>Expenditures | 2020-21<br>Actual<br>Revenues | 2020-21<br>Available Fund<br>Balance | 2021-22<br>Revised<br>Expenditures | 2021-22<br>Projected<br>Revenues | 2021-22<br>Projected<br>Available Fund<br>Balance | 2022-23<br>Mid-Cycle<br>Expenditures | 2022-23<br>Mid-Cycle<br>Revenues | 2022-23<br>Projected<br>Available Fund<br>Balance |
|------------------------------|--------------------------------|---------------------------------------------------|-----------------------------------|-------------------------------|--------------------------------------|------------------------------------|----------------------------------|---------------------------------------------------|--------------------------------------|----------------------------------|---------------------------------------------------|
| <b>General Fund</b>          |                                |                                                   |                                   |                               |                                      |                                    |                                  |                                                   |                                      |                                  |                                                   |
| 100                          | General Fund                   | 54,863,084                                        | 110,093,133                       | 127,097,363                   | 71,867,314                           | 124,855,802                        | 118,080,261                      | 65,091,773                                        | 124,413,547                          | 122,765,474                      | 63,443,700                                        |
| 101                          | Police/Fire Pension 1079       | 552,242                                           | 819,163                           | 1,886,702                     | 1,619,781                            | 1,882,000                          | 1,882,000                        | 1,619,781                                         | 1,882,000                            | 1,882,000                        | 1,619,781                                         |
| 102                          | Police/Fire Pension 1082       | (1,076)                                           | 32,512                            | 49,912                        | 16,324                               | 50,000                             | 50,000                           | 16,324                                            | 50,000                               | 50,000                           | 16,324                                            |
| 103                          | Housing Authority Reimbursable | 1,976                                             | -                                 | 256                           | 2,232                                | -                                  | -                                | 2,232                                             | -                                    | -                                | 2,232                                             |
| 104                          | AMP Reimbursable               | 4,860                                             | 12,985,554                        | 13,012,058                    | 31,364                               | 83,282                             | 83,282                           | 31,363                                            | 81,345                               | -                                | (49,982)                                          |
| <b>General Fund Subtotal</b> |                                | 55,421,086                                        | 123,930,362                       | 142,046,291                   | 73,537,016                           | 126,871,084                        | 120,095,543                      | 66,761,475                                        | 126,426,892                          | 124,697,474                      | 65,032,057                                        |
| <b>Special Revenue Funds</b> |                                |                                                   |                                   |                               |                                      |                                    |                                  |                                                   |                                      |                                  |                                                   |
| 201                          | HOME                           | -                                                 | 530,782                           | 530,782                       | -                                    | 554,070                            | 554,074                          | 4                                                 | 525,000                              | 525,000                          | 4                                                 |
| 202                          | HOME Loan Repayment            | 40                                                | 36,766                            | 36,871                        | 145                                  | 50,000                             | 50,000                           | 145                                               | 70,000                               | 70,000                           | 145                                               |
| 203                          | CDBG                           | -                                                 | 947,995                           | 947,995                       | -                                    | 2,861,606                          | 2,769,023                        | (92,583)                                          | 1,527,715                            | 1,532,400                        | (87,898)                                          |
| 204                          | CDBG Loan Repayment            | 519,945                                           | 266,209                           | 147,457                       | 401,193                              | 330,400                            | 80,400                           | 151,193                                           | 80,400                               | 80,400                           | 151,193                                           |
| 205                          | Special CDBG Grants            | -                                                 | 855,959                           | 855,959                       | -                                    | 647,112                            | 647,112                          | -                                                 | 647,112                              | 647,112                          | -                                                 |
| 206                          | Housing In-Lieu                | 566,230                                           | 157,988                           | 125,096                       | 533,338                              | 428,429                            | 783,500                          | 888,409                                           | 417,894                              | 783,500                          | 1,254,015                                         |
| 207                          | Rent Review/Stabilization      | 549,618                                           | 1,703,952                         | 1,685,482                     | 531,147                              | 2,224,474                          | 2,198,803                        | 505,476                                           | 2,102,000                            | 1,780,000                        | 183,476                                           |
| 208                          | Affordable Housing             | 777,283                                           | 349,861                           | 1,344,773                     | 1,772,196                            | 680,429                            | 701,000                          | 1,792,767                                         | 638,115                              | 701,000                          | 1,855,652                                         |
| 209                          | Planning/Bldg/Transportation   | 1,745,832                                         | 7,202,644                         | 7,365,852                     | 1,909,040                            | 9,046,655                          | 8,675,500                        | 1,537,885                                         | 8,946,638                            | 9,107,000                        | 1,698,247                                         |
| 210                          | Alameda Free Library           | 4,257,462                                         | 4,426,397                         | 5,062,002                     | 4,893,067                            | 5,492,963                          | 5,390,000                        | 4,790,104                                         | 5,472,391                            | 5,581,500                        | 4,899,213                                         |
| 211                          | Gas Tax                        | 1,570,740                                         | 2,144,474                         | 1,758,932                     | 1,185,198                            | 2,079,365                          | 2,008,500                        | 1,114,333                                         | 2,074,348                            | 2,297,500                        | 1,337,485                                         |
| 212                          | Road Mtce and Rehab (RMRA)     | 2,554,988                                         | 2,881,868                         | 1,495,868                     | 1,168,988                            | 1,850,000                          | 1,550,000                        | 868,988                                           | 1,850,000                            | 1,750,000                        | 768,988                                           |
| 213                          | Vehicle Registration Fees      | 327,616                                           | 520,000                           | 342,247                       | 149,863                              | 320,000                            | 305,000                          | 134,863                                           | 320,000                              | 305,000                          | 119,863                                           |
| 216                          | Tidelands                      | 2,568,583                                         | 896,525                           | 597,058                       | 2,269,116                            | 969,329                            | 809,000                          | 2,108,787                                         | 858,649                              | 809,000                          | 2,059,138                                         |
| 217                          | Open Space Improvement & Mtce  | 167,880                                           | 97,415                            | 14,070                        | 84,535                               | 15,000                             | -                                | 69,535                                            | 15,000                               | -                                | 54,535                                            |
| 219                          | Police Asset Seizure           | 41,004                                            | 28,046                            | 2,831                         | 15,789                               | 10,550                             | 1,500                            | 6,739                                             | 10,550                               | 1,500                            | (2,311)                                           |
| 220                          | Fire Grants                    | 2,039,127                                         | 1,693,787                         | 1,173,833                     | 1,519,174                            | 2,397,947                          | 2,398,522                        | 1,519,748                                         | 1,992,337                            | 900,376                          | 427,787                                           |
| 221                          | Police Grants                  | 45,812                                            | 787,739                           | 810,652                       | 68,725                               | 568,923                            | 339,077                          | (161,121)                                         | 300,500                              | 308,000                          | (153,621)                                         |
| 222                          | Grants                         | -                                                 | -                                 | -                             | -                                    | 1,117,530                          | 1,117,530                        | -                                                 | 558,765                              | 558,765                          | -                                                 |
| 230                          | County Measure B Streets/Roads | 1,065,149                                         | 413,846                           | 2,364,902                     | 3,016,206                            | 1,672,000                          | 1,618,000                        | 2,962,206                                         | 1,930,000                            | 1,618,000                        | 2,650,206                                         |
| 231                          | County Measure BB Streets/Road | 1,637,841                                         | 316,137                           | 2,230,874                     | 3,552,579                            | 2,849,024                          | 2,495,000                        | 3,198,555                                         | 3,325,000                            | 2,495,000                        | 2,368,555                                         |
| 232                          | County Measure B Bike/Ped      | 524,098                                           | 295,447                           | 307,033                       | 535,684                              | 587,500                            | 202,000                          | 150,184                                           | 297,000                              | 202,000                          | 55,184                                            |
| 233                          | County Measure BB Bike/Ped     | 366,801                                           | 214,410                           | 250,249                       | 402,640                              | 416,000                            | 270,000                          | 256,640                                           | 198,000                              | 270,000                          | 328,640                                           |
| 234                          | County Measure B Paratransit   | 233,473                                           | 203,670                           | 222,515                       | 252,318                              | 317,700                            | 150,000                          | 84,618                                            | 317,700                              | 150,000                          | (83,082)                                          |
| 235                          | County Measure BB Paratransit  | 101,587                                           | 130,904                           | 219,557                       | 190,240                              | 211,800                            | 247,000                          | 225,440                                           | 211,800                              | 247,000                          | 260,640                                           |
| 240                          | Commercial Revitalization      | 2,164,341                                         | 805,161                           | 571,224                       | 1,930,404                            | 1,431,242                          | 621,300                          | 1,120,462                                         | 975,424                              | 624,115                          | 769,153                                           |
| 241                          | Fleet Industrial Supply Center | 3,733,878                                         | 1,466,406                         | 309,548                       | 2,577,020                            | 1,389,718                          | 185,000                          | 1,372,302                                         | 959,804                              | 10,000                           | 422,498                                           |
| 250                          | Golf                           | (209,064)                                         | 72,555                            | 336,980                       | 55,361                               | 259,891                            | 360,225                          | 155,695                                           | 312,128                              | 364,496                          | 208,063                                           |
| 251                          | Mastick Advisory Board         | 520,374                                           | 57,158                            | 24,633                        | 487,848                              | 130,150                            | 44,000                           | 401,698                                           | 123,075                              | 92,000                           | 370,623                                           |
| 252                          | Mastick Senior Center Trust    | 863,352                                           | -                                 | 1,191                         | 864,543                              | 27,000                             | -                                | 837,543                                           | 50,000                               | -                                | 787,543                                           |
| 253                          | Adams Street House             | 374,669                                           | -                                 | 436                           | 375,106                              | -                                  | -                                | 375,106                                           | -                                    | -                                | 375,106                                           |
| 260                          | Solid Waste Surcharge          | 1,426,211                                         | 208,294                           | 225,426                       | 1,443,343                            | 741,187                            | 228,170                          | 930,326                                           | 261,739                              | 228,170                          | 896,757                                           |
| 261                          | City Waste Management Program  | 672,972                                           | 1,450,634                         | 562,969                       | (214,692)                            | 1,036,701                          | 1,332,327                        | 80,934                                            | 1,037,776                            | 1,332,327                        | 375,485                                           |
| 262                          | Integrated Waste - Meas D      | 2,032,653                                         | 270,747                           | (73,495)                      | 1,688,412                            | 620,934                            | 251,000                          | 1,318,478                                         | 583,648                              | 270,000                          | 1,004,830                                         |
| 263                          | Curbside Recycling             | 190,483                                           | -                                 | 222                           | 190,705                              | -                                  | -                                | 190,705                                           | -                                    | -                                | 190,705                                           |
| 264                          | Stormwater                     | 2,385,197                                         | 4,412,657                         | 4,872,101                     | 2,844,642                            | 5,044,230                          | 5,315,598                        | 3,116,010                                         | 4,924,795                            | 5,405,134                        | 3,596,349                                         |

|                                        |                                   | 2020-21        |              |            |                |              |            | 2021-22        |              |            | 2022-23        |                |                |
|----------------------------------------|-----------------------------------|----------------|--------------|------------|----------------|--------------|------------|----------------|--------------|------------|----------------|----------------|----------------|
|                                        |                                   | Beginning      | 2020-21      | 2020-21    | 2020-21        | 2021-22      | 2021-22    | 2021-22        | 2022-23      | 2022-23    | 2022-23        | 2022-23        | 2022-23        |
|                                        |                                   | Available Fund | Actual       | Actual     | Available Fund | Revised      | Projected  | Projected      | Mid-Cycle    | Mid-Cycle  | Projected      | Projected      | Projected      |
|                                        |                                   | Balance        | Expenditures | Revenues   | Balance        | Expenditures | Revenues   | Available Fund | Expenditures | Revenues   | Available Fund | Available Fund | Available Fund |
|                                        |                                   | Balance        |              |            | Balance        |              |            | Balance        |              |            | Balance        | Balance        | Balance        |
| 265                                    | Parking Fees                      | 2,203,125      | 970,518      | 500,787    | 1,733,394      | 1,918,048    | 1,950,000  | 1,765,346      | 2,721,383    | 2,133,000  | 1,176,963      |                |                |
| 266                                    | Civic Center Garage               | 555,095        | -            | -          | 555,095        | 0            | -          | 555,095        | -            | -          | 555,095        |                |                |
| 268                                    | Oak Tree in-Lieu Fee              | 12,959         | -            | 7,630      | 20,589         | -            | 8,500      | 29,089         | -            | 8,500      | 37,589         |                |                |
| 270                                    | Island City Maint-84-2 Zone 1     | 39,237         | 3,537        | 4,773      | 40,474         | 25,652       | 4,800      | 19,622         | 6,857        | 4,800      | 17,565         |                |                |
| 271                                    | Island City Maint-84-2 Zone 4     | 102,716        | 122,609      | 175,393    | 155,501        | 266,623      | 186,698    | 75,576         | 186,664      | 192,299    | 81,211         |                |                |
| 272                                    | Island City Maint-84-2 Zone 5     | 220,188        | 1,132,837    | 970,859    | 58,210         | 769,338      | 1,003,654  | 292,526        | 779,953      | 1,033,763  | 546,336        |                |                |
| 273                                    | Island City Maint-84-2 Zone 6     | 1,542,794      | 773,810      | 452,397    | 1,221,381      | 763,407      | 473,685    | 931,659        | 708,546      | 487,896    | 711,009        |                |                |
| 274                                    | Island City Maint-84-2 Zone 7     | 113,850        | 1,409        | 4,065      | 116,507        | 12,728       | -          | 103,779        | 12,728       | 3,900      | 94,951         |                |                |
| 275                                    | Island City Maint-84-2 Zone 8     | 76,471         | 79,679       | 76,317     | 73,109         | 99,916       | 78,787     | 51,981         | 98,418       | 81,151     | 34,714         |                |                |
| 276                                    | Assessment District Admin         | (91,618)       | 350,753      | 366,353    | (76,018)       | 288,553      | 263,090    | (101,481)      | 296,030      | 263,090    | (134,421)      |                |                |
| 277                                    | Marina Cove Maintenance AD        | 103,458        | 122,848      | 114,400    | 95,010         | 210,852      | 117,460    | 1,618          | 214,968      | 120,984    | (92,366)       |                |                |
| 278                                    | Marina Cove Reserve 01-01         | 235,188        | -            | 274        | 235,462        | -            | -          | 235,462        | -            | -          | 235,462        |                |                |
| 279                                    | Alameda Landing Muni SD           | 2,391,488      | 94,924       | 511,923    | 2,808,487      | 672,227      | 511,584    | 2,647,844      | 573,072      | 526,932    | 2,601,704      |                |                |
| 280                                    | Bayport Muni Services Dist 03     | 4,059,570      | 695,581      | 700,361    | 4,064,350      | 835,104      | 895,775    | 4,125,021      | 815,444      | 922,648    | 4,232,225      |                |                |
| 281                                    | Alameda Point Svc CFD 17-1        | 208,132        | 298,629      | 590,344    | 499,847        | 927,569      | 590,000    | 162,278        | 673,271      | 635,000    | 124,007        |                |                |
| 282                                    | Marina Village AD 89-1 Refund     | 1,863,477      | 278          | 2,109      | 1,865,308      | 5,915        | -          | 1,859,393      | 5,915        | -          | 1,853,478      |                |                |
| 283                                    | Harbor Bay 92-1 AD Matured        | 377,416        | 7,989        | 323        | 369,751        | 89,916       | -          | 279,835        | 89,916       | -          | 189,919        |                |                |
| 284                                    | CFD 13-1 Alameda Landing (CPF)    | 29,887         | 168,422      | 170,000    | 31,464         | 203,761      | 172,000    | (297)          | 199,021      | 167,260    | (32,058)       |                |                |
| 285                                    | CFD 14-1 Marina Cove II (CPF)     | 1,000,402      | 8,369        | 224,534    | 1,216,566      | 128,575      | 221,181    | 1,309,172      | 105,998      | 227,816    | 1,430,990      |                |                |
| 286                                    | BFI Dike Assmt District 93-1      | 381,506        | -            | 399        | 381,905        | 50,000       | -          | 331,905        | -            | -          | 331,905        |                |                |
| 287                                    | Harbor Transportation             | 2,436,346      | 1,341,623    | 729,986    | 1,824,709      | 546,277      | 607,000    | 1,885,432      | 546,277      | 607,000    | 1,946,155      |                |                |
| 290                                    | Alameda Point                     | 20,323,732     | 10,209,968   | 43,304,961 | 53,418,725     | 12,824,939   | 13,228,000 | 53,821,785     | 12,290,399   | 13,228,000 | 54,759,386     |                |                |
| <b>Special Revenue Funds Subtotal</b>  |                                   | 74,001,599     | 52,230,214   | 85,632,312 | 107,403,698    | 69,019,260   | 64,010,375 | 102,394,812    | 64,240,163   | 61,690,334 | 99,844,983     |                |                |
| <b>Capital Projects Funds</b>          |                                   |                |              |            |                |              |            |                |              |            |                |                |                |
| 301                                    | Alameda Point Capital Projects    | 32,048,471     | 29,758,167   | 381,930    | 2,672,234      | 394,361      | (250,000)  | 2,027,874      | -            | -          | 2,027,874      |                |                |
| 302                                    | Construction Impact Fees          | 1,775,425      | 428,680      | 3,434,740  | 4,781,485      | 2,557,000    | 1,200,000  | 3,424,485      | 1,517,000    | 1,200,000  | 3,107,485      |                |                |
| 303                                    | Dwelling Unit                     | 4,808          | 11,542       | 235,196    | 228,462        | -            | -          | 228,462        | -            | -          | 228,462        |                |                |
| 305                                    | Dev Impact Fees - Transp          | 1,680,855      | 295,231      | 2,403,213  | 3,788,838      | 450,000      | 740,000    | 4,078,838      | 450,000      | 570,000    | 4,198,838      |                |                |
| 306                                    | Dev Impact Fees - Rec/Park        | (53,589)       | -            | 2,142,435  | 2,088,846      | -            | 2,500,000  | 4,588,846      | -            | 2,200,000  | 6,788,846      |                |                |
| 307                                    | Dev Impact Fees - Public Facility | 721,599        | -            | 597,805    | 1,319,404      | -            | 440,000    | 1,759,404      | -            | 300,000    | 2,059,404      |                |                |
| 308                                    | Dev Impact Fees - Public Safety   | 939,522        | -            | 919,686    | 1,859,208      | -            | 680,000    | 2,539,208      | -            | 550,000    | 3,089,208      |                |                |
| 310                                    | Capital Improvement Projects      | 1,590,207      | 24,352,080   | 25,880,991 | 3,119,118      | 40,581,375   | 31,663,664 | (5,798,592)    | 34,053,249   | 32,129,292 | (7,722,549)    |                |                |
| 320                                    | Transportation Management         | 182,960        | 126,802      | 284,529    | 340,686        | 130,000      | 130,000    | 340,686        | 130,000      | 130,000    | 340,686        |                |                |
| <b>Capital Projects Funds Subtotal</b> |                                   | 38,890,258     | 54,972,502   | 36,280,526 | 20,198,281     | 44,112,735   | 37,103,664 | 13,189,210     | 36,150,249   | 37,079,292 | 14,118,253     |                |                |
| <b>Debt Service Funds</b>              |                                   |                |              |            |                |              |            |                |              |            |                |                |                |
| 401                                    | City Debt Service                 | 411,449        | 1,939,573    | 1,939,664  | 411,541        | 2,000,725    | 2,001,200  | 412,016        | 1,653,600    | 1,652,940  | 411,356        |                |                |
| 410                                    | 2013 GO Library Bond 2003         | 1,035,756      | 623,169      | 658,894    | 1,071,481      | 626,500      | 626,500    | 1,071,481      | 624,500      | 626,500    | 1,073,481      |                |                |
| 420                                    | 2003 Alameda Point Rev Bonds      | 78,434         | 481,473      | 690,014    | 286,975        | 843,000      | 783,000    | 226,975        | 873,000      | 873,000    | 226,975        |                |                |
| <b>Debt Service Funds Subtotal</b>     |                                   | 1,525,640      | 3,044,214    | 3,288,572  | 1,769,997      | 3,470,225    | 3,410,700  | 1,710,472      | 3,151,100    | 3,152,440  | 1,711,812      |                |                |
| <b>Enterprise Fund</b>                 |                                   |                |              |            |                |              |            |                |              |            |                |                |                |
| 501                                    | Sewer Services                    | 93,520,368     | 19,066,684   | 24,400,308 | 98,853,992     | 17,666,344   | 12,893,000 | 94,080,648     | 12,645,657   | 13,329,100 | 94,764,091     |                |                |
| <b>Enterprise Fund Subtotal</b>        |                                   | 93,520,368     | 19,066,684   | 24,400,308 | 98,853,992     | 17,666,344   | 12,893,000 | 94,080,648     | 12,645,657   | 13,329,100 | 94,764,091     |                |                |

|                                        |                                 | 2020-21        |              |             |                |              |             | 2021-22      |              |             | 2022-23      |           |                |
|----------------------------------------|---------------------------------|----------------|--------------|-------------|----------------|--------------|-------------|--------------|--------------|-------------|--------------|-----------|----------------|
|                                        |                                 | Beginning      | 2020-21      | 2020-21     | 2020-21        | 2021-22      | 2021-22     | 2021-22      | 2022-23      | 2022-23     | 2022-23      | 2022-23   | 2022-23        |
|                                        |                                 | Available Fund | Actual       | Actual      | Available Fund | Revised      | Projected   | Projected    | Mid-Cycle    | Mid-Cycle   | Mid-Cycle    | Mid-Cycle | Projected      |
|                                        |                                 | Balance        | Expenditures | Revenues    | Balance        | Expenditures | Revenues    | Balance      | Expenditures | Revenues    | Expenditures | Revenues  | Available Fund |
|                                        |                                 | Balance        |              |             | Balance        |              |             | Balance      |              |             |              |           | Balance        |
| <b>Internal Service Funds</b>          |                                 |                |              |             |                |              |             |              |              |             |              |           |                |
| 601                                    | Fleet Maintenance & Replacement | 9,342,699      | 3,602,320    | 4,714,445   | 10,454,825     | 6,627,345    | 4,895,081   | 8,722,561    | 6,011,761    | 4,745,081   |              |           | 7,455,881      |
| 603                                    | Facility Mtce & Replacement     | 4,424,014      | 1,704,001    | 2,942,265   | 5,662,277      | 6,260,486    | 4,877,315   | 4,279,106    | 4,843,785    | 4,581,890   |              |           | 4,017,211      |
| 605                                    | Emergency Operations Center     | 30,110         | 134,879      | 147,621     | 42,852         | 155,761      | 131,000     | 18,091       | 157,000      | 131,000     |              |           | (7,909)        |
| 606                                    | Information Technology          | 8,185,288      | 2,899,944    | 2,679,173   | 7,964,517      | 6,602,998    | 2,997,610   | 4,359,129    | 4,186,586    | 2,997,610   |              |           | 3,170,153      |
| 609                                    | IT Cable Equip Replace (PEG)    | 1,221,154      | 28,081       | 161,874     | 1,354,947      | 71,500       | 170,000     | 1,453,447    | 71,500       | 170,000     |              |           | 1,551,947      |
| 610                                    | Worker's Compensation           | (3,636,613)    | 3,062,186    | 3,851,313   | (2,847,485)    | 4,364,457    | 4,340,000   | (2,871,943)  | 4,702,467    | 4,687,200   |              |           | (2,887,210)    |
| 611                                    | General Liability               | 167,267        | 2,496,679    | 3,504,825   | 1,175,413      | 5,389,898    | 5,540,000   | 1,325,515    | 5,379,890    | 5,510,000   |              |           | 1,455,625      |
| 612                                    | Unemployment Insurance          | 560,934        | 147,926      | (1,492)     | 411,516        | 162,000      | 160,000     | 409,516      | 162,000      | 160,000     |              |           | 407,516        |
| 613                                    | Post Employment - OPEB          | 7,612,056      | 4,513,871    | 4,726,621   | 7,824,807      | 4,350,000    | 4,175,000   | 7,649,807    | 4,537,000    | 4,362,000   |              |           | 7,474,807      |
| <b>Internal Service Funds Subtotal</b> |                                 | 27,906,911     | 18,589,887   | 22,726,645  | 32,043,669     | 33,984,446   | 27,286,006  | 25,345,229   | 30,051,989   | 27,344,781  |              |           | 22,638,021     |
| <b>Fiduciary Funds</b>                 |                                 |                |              |             |                |              |             |              |              |             |              |           |                |
| 701                                    | Successor Agency                | (40,740,912)   | 21,836,291   | 24,948,952  | (37,628,251)   | 11,039,830   | 11,377,900  | (37,290,181) | 11,391,693   | 11,499,400  |              |           | (37,182,474)   |
| 710                                    | Misc&Safety Pre-1/1/2019 OPEB   | 15,328,975     | -            | -           | 15,328,975     | 80,000       | 3,723,704   | 18,972,679   | 80,000       | 1,420,000   |              |           | 20,312,679     |
| 711                                    | Safety Post-1/1/2019 OPEB Trst  | -              | -            | -           | -              | -            | -           | -            | -            | -           |              |           | -              |
| 720                                    | Pension Reserve                 | 6,829,664      | 28,416       | 10,481,237  | 17,282,486     | 6,911,111    | 7,611,111   | 17,982,486   | -            | 700,000     |              |           | 18,682,486     |
| <b>Fiduciary Funds Subtotal</b>        |                                 | (18,582,272)   | 21,864,707   | 35,430,190  | (5,016,790)    | 18,030,941   | 22,712,715  | (335,016)    | 11,471,693   | 13,619,400  |              |           | 1,812,691      |
| <b>Agency Funds</b>                    |                                 |                |              |             |                |              |             |              |              |             |              |           |                |
| 801                                    | 1998 Rev Bond Debt/Harbor Bay   | 55,144         | -            | (13,546)    | 41,599         | -            | -           | 41,599       | -            | -           |              |           | 41,599         |
| 802                                    | 2010-B Marina Village Bd Refi   | 811,166        | -            | 3,116       | 814,281        | -            | -           | 814,281      | -            | -           |              |           | 814,281        |
| 803                                    | Harbor Bay Assmt Dist CFD 1     | 182,471        | 1,516        | (1,344)     | 179,611        | -            | -           | 179,611      | -            | -           |              |           | 179,611        |
| 804                                    | Marina Villg Assmt Dist CFD 2   | 132,270        | -            | 138         | 132,408        | -            | -           | 132,408      | -            | -           |              |           | 132,408        |
| 805                                    | Alameda Landing CFD #13-1       | 1,582,312      | 974,541      | 946,437     | 1,554,208      | 994,250      | 964,000     | 1,523,958    | 1,011,510    | 992,000     |              |           | 1,504,448      |
| <b>Agency Funds Subtotal</b>           |                                 | 2,763,363      | 976,057      | 934,802     | 2,722,107      | 994,250      | 964,000     | 2,691,857    | 1,011,510    | 992,000     |              |           | 2,672,347      |
| <b>Totals</b>                          |                                 | 275,446,952    | 294,674,628  | 350,739,645 | 331,511,970    | 314,149,285  | 288,476,003 | 305,838,687  | 285,149,253  | 281,904,821 |              |           | 302,594,255    |

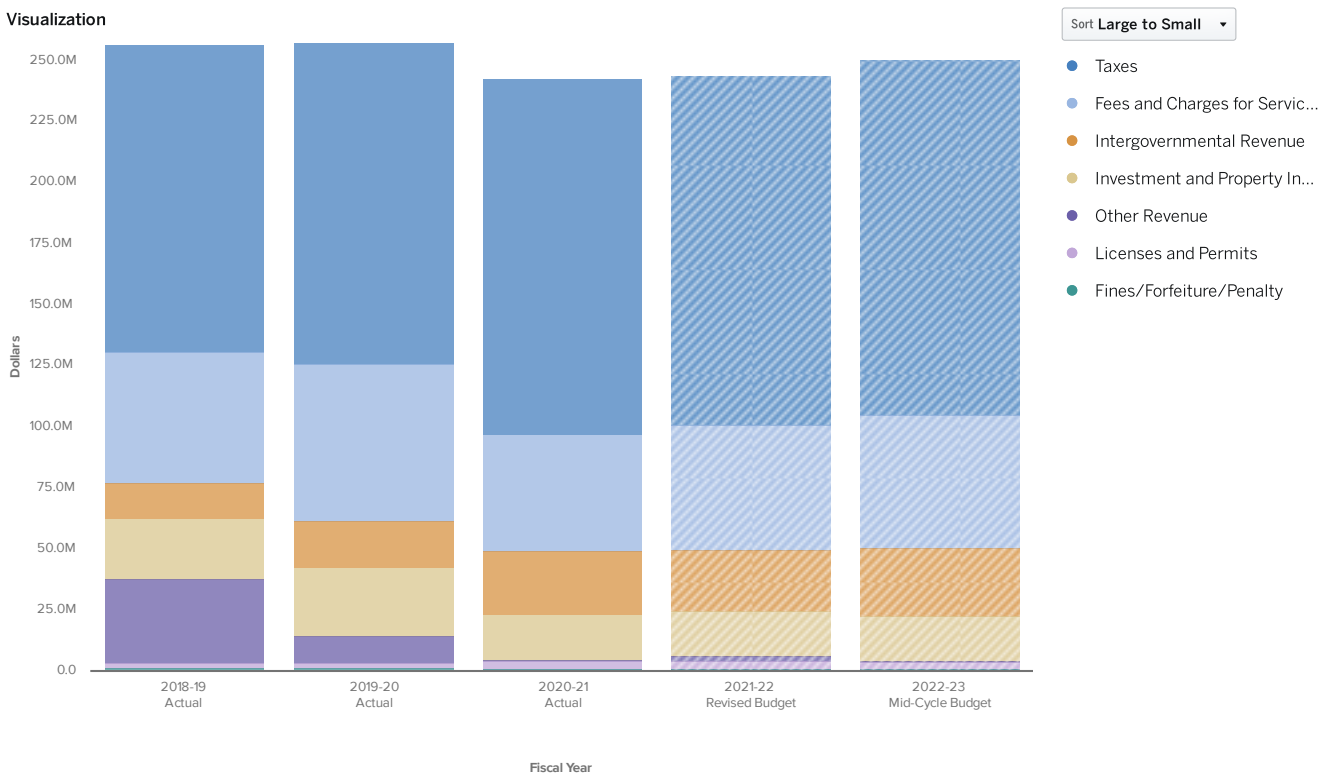


# Citywide

## Revenue Summary

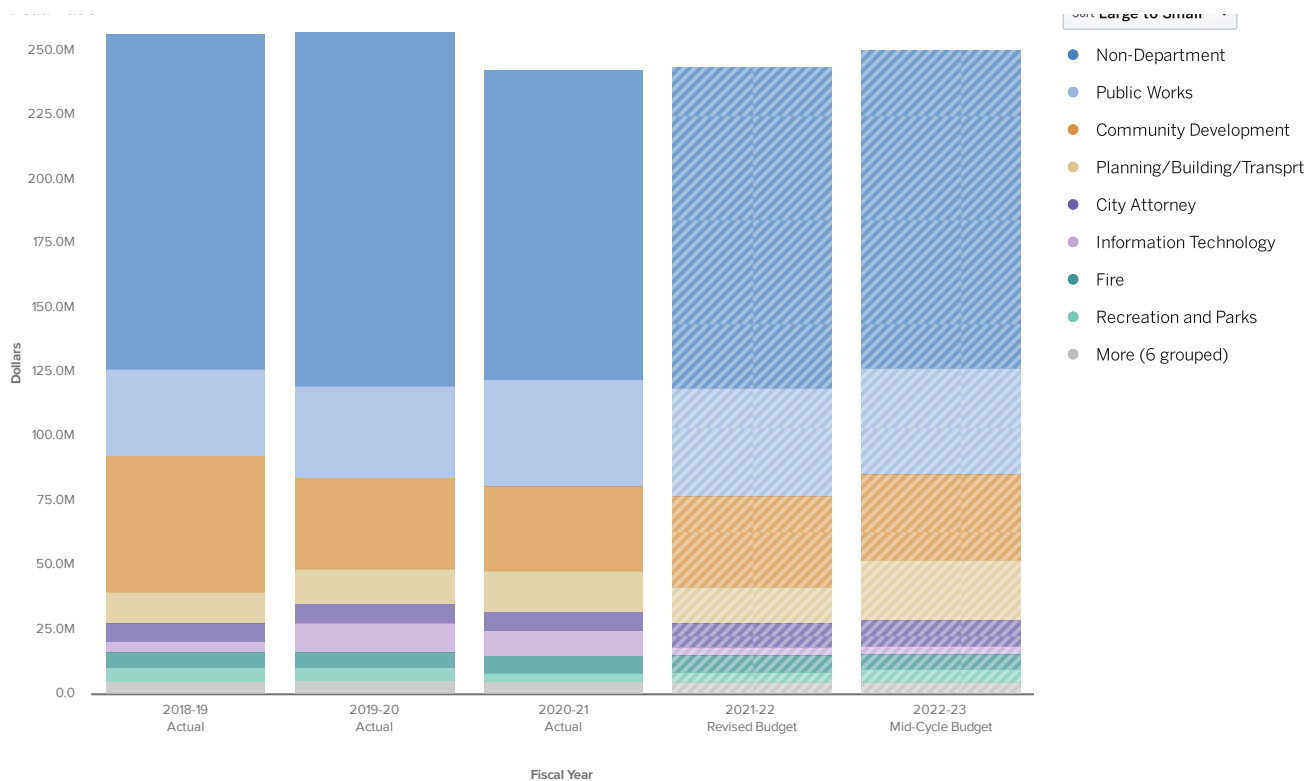
### Projected Citywide Revenue

Visualization



| Collapse All                     | 2018-19 Actual     | 2019-20 Actual     | 2020-21 Actual     | 2021-22 Revised Budget | 2022-23 Mid-Cycle Budget |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|--------------------------|
| ▼ Taxes                          | 125,975,449        | 130,942,857        | 145,348,241        | 142,996,668            | 145,054,168              |
| ▶ Property Tax                   | 56,609,056         | 60,672,505         | 65,999,870         | 68,704,864             | 69,028,900               |
| ▶ Special Assessments            | 17,255,717         | 17,629,144         | 18,385,489         | 19,362,239             | 19,970,803               |
| ▶ Sales Tax                      | 14,072,163         | 17,601,219         | 19,439,880         | 19,080,000             | 21,389,900               |
| ▶ Property Transfer Tax          | 17,134,704         | 15,195,899         | 18,536,929         | 15,000,000             | 13,000,000               |
| ▶ Utility Users Tax              | 9,080,199          | 8,809,355          | 9,091,389          | 8,652,500              | 9,192,500                |
| ▶ Franchise Taxes                | 4,487,884          | 4,309,967          | 4,625,965          | 5,297,065              | 5,250,065                |
| ▶ Other Taxes                    | 2,790,792          | 2,199,864          | 5,018,670          | 2,500,000              | 2,522,000                |
| ▶ Business License Tax           | 2,252,584          | 2,572,827          | 2,253,820          | 2,200,000              | 2,300,000                |
| ▶ Transient Occupancy Tax        | 2,292,350          | 1,952,077          | 1,996,230          | 2,200,000              | 2,400,000                |
| ▶ Fees and Charges for Services  | 53,856,430         | 64,657,667         | 47,684,687         | 50,963,839             | 54,461,425               |
| ▶ Intergovernmental Revenue      | 14,651,041         | 18,897,203         | 26,152,931         | 25,306,689             | 27,967,253               |
| ▶ Investment and Property Income | 24,577,544         | 28,182,605         | 18,523,366         | 18,349,736             | 18,597,714               |
| ▶ Other Revenue                  | 34,336,289         | 11,030,038         | 754,851            | 2,236,468              | 217,119                  |
| ▶ Licenses and Permits           | 2,317,641          | 2,304,436          | 3,175,969          | 3,108,350              | 3,108,350                |
| ▶ Fines/Forfeiture/Penalty       | 1,169,202          | 1,125,414          | 961,251            | 1,010,100              | 850,100                  |
| <b>Total</b>                     | <b>256,883,596</b> | <b>257,140,221</b> | <b>242,601,297</b> | <b>243,971,850</b>     | <b>250,256,129</b>       |

## Projected Citywide Revenue by Department



| Expand All                   | 2018-19 Actual     | 2019-20 Actual     | 2020-21 Actual     | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|------------------------------|--------------------|--------------------|--------------------|---------------------------|-----------------------------|
| ► Non-Department             | 130,598,841        | 137,277,512        | 120,336,521        | 124,887,975               | 123,598,000                 |
| ► Public Works               | 33,443,278         | 35,398,498         | 40,967,736         | 41,886,038                | 41,146,646                  |
| ► Community Development      | 52,898,385         | 35,617,067         | 33,345,479         | 35,035,142                | 32,870,792                  |
| ► Planning/Building/Transprt | 11,997,247         | 13,257,599         | 15,522,383         | 14,320,000                | 23,580,500                  |
| ► City Attorney              | 7,465,932          | 7,657,011          | 7,356,138          | 9,380,000                 | 10,197,200                  |
| ► Information Technology     | 4,101,266          | 11,191,543         | 9,929,094          | 2,997,610                 | 2,997,610                   |
| ► Fire                       | 5,795,068          | 6,290,699          | 6,671,839          | 6,543,022                 | 5,872,376                   |
| ► Recreation and Parks       | 5,299,824          | 4,765,464          | 3,063,509          | 4,262,136                 | 5,168,055                   |
| ► Library                    | 2,738,621          | 2,938,633          | 2,989,002          | 2,990,000                 | 3,181,500                   |
| ► Police                     | 1,966,510          | 1,788,061          | 2,042,457          | 1,126,927                 | 1,093,450                   |
| ► City Clerk                 | 343,655            | 268,922            | 179,469            | 253,000                   | 260,000                     |
| ► Finance                    | 219,450            | 620,762            | 199,162            | 130,000                   | 130,000                     |
| ► Human Resources            | 15,518             | 27,118             | -1,492             | 160,000                   | 160,000                     |
| ► City Manager               | 0                  | 41,333             | 0                  | 0                         | 0                           |
| <b>Total</b>                 | <b>256,883,596</b> | <b>257,140,221</b> | <b>242,601,297</b> | <b>243,971,850</b>        | <b>250,256,129</b>          |

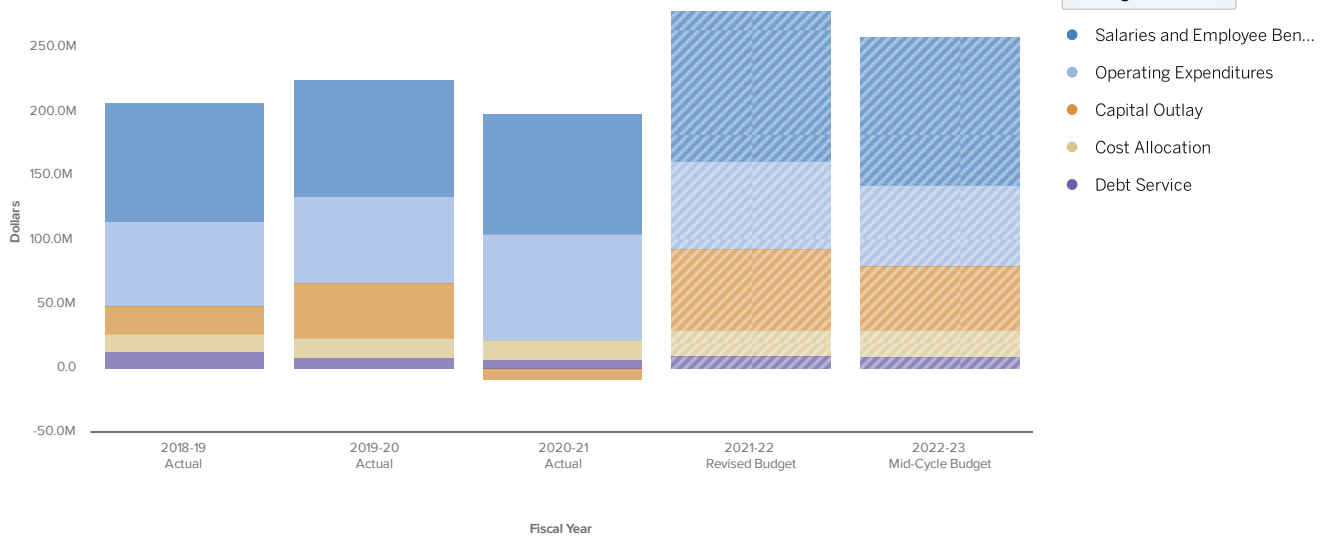


# Citywide

## Expenditure Summary

### Citywide Expenditure Budget

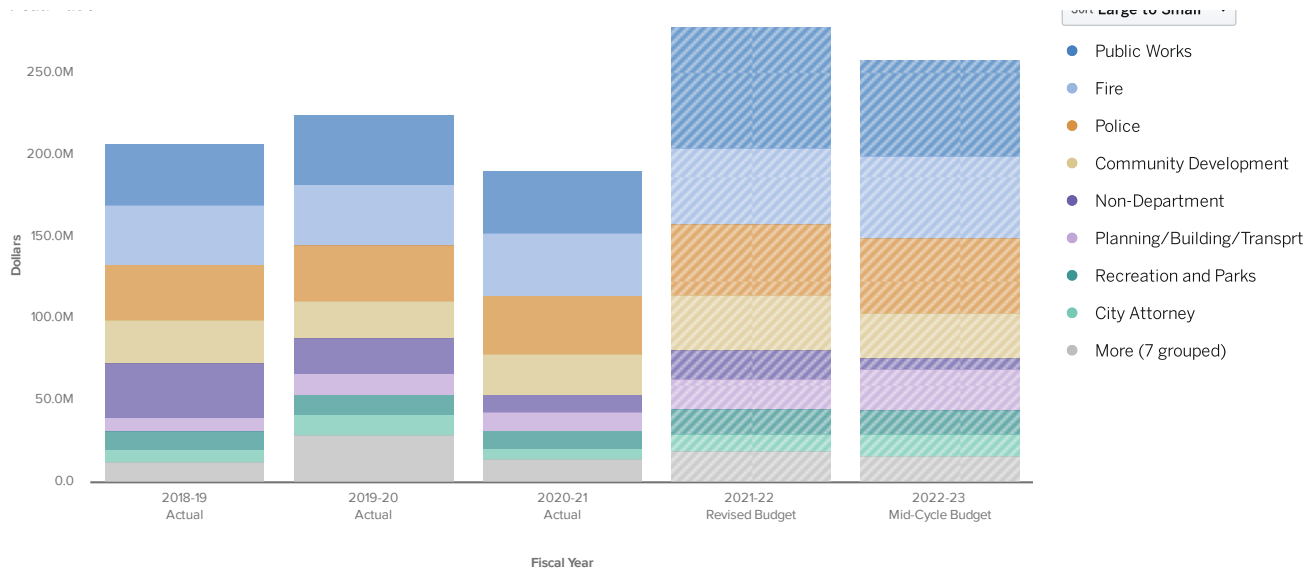
#### Visualization



#### Data

| Expand All                       | 2018-19 Actual     | 2019-20 Actual     | 2020-21 Actual     | 2021-22 Revised Budget | 2022-23 Mid-Cycle Budget |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|--------------------------|
| ► Salaries and Employee Benefits | 92,481,180         | 90,694,338         | 94,371,888         | 115,900,722            | 115,330,950              |
| ► Operating Expenditures         | 65,950,022         | 67,872,799         | 82,560,268         | 68,893,216             | 63,146,996               |
| ► Capital Outlay                 | 21,582,502         | 42,393,519         | -8,422,775         | 62,735,672             | 49,406,700               |
| ► Cost Allocation                | 13,818,545         | 15,906,781         | 15,554,449         | 19,960,069             | 20,918,024               |
| ► Debt Service                   | 13,356,974         | 8,147,879          | 6,589,240          | 9,970,084              | 9,452,050                |
| <b>Total</b>                     | <b>207,189,222</b> | <b>225,015,316</b> | <b>190,653,071</b> | <b>277,459,763</b>     | <b>258,254,719</b>       |

# Citywide Expenditure Budget by Department



## Data

| Expand All                   | 2018-19 Actual     | 2019-20 Actual     | 2020-21 Actual     | 2021-22 Revised Budget | 2022-23 Mid-Cycle Budget |
|------------------------------|--------------------|--------------------|--------------------|------------------------|--------------------------|
| ► Public Works               | 37,731,118         | 42,552,021         | 38,049,275         | 73,325,210             | 59,034,173               |
| ► Fire                       | 35,901,528         | 36,882,138         | 38,628,923         | 45,798,925             | 50,253,027               |
| ► Police                     | 34,138,534         | 34,498,520         | 34,973,090         | 43,612,429             | 45,203,165               |
| ► Community Development      | 26,322,597         | 22,541,366         | 25,220,307         | 33,272,396             | 27,579,540               |
| ► Non-Department             | 33,078,317         | 21,946,229         | 10,861,259         | 18,229,178             | 7,174,972                |
| ► Planning/Building/Transprt | 8,534,551          | 12,314,064         | 11,230,247         | 18,218,174             | 24,824,693               |
| ► Recreation and Parks       | 10,972,413         | 12,654,770         | 10,836,819         | 14,977,437             | 14,384,670               |
| ► City Attorney              | 7,742,461          | 12,385,769         | 6,133,480          | 10,497,005             | 13,263,854               |
| ► Information Technology     | 3,333,821          | 20,769,763         | 5,255,467          | 6,602,998              | 4,186,586                |
| ► Library                    | 4,641,727          | 4,381,944          | 4,426,397          | 5,492,963              | 5,472,391                |
| ► Finance                    | 1,542,505          | 1,893,230          | 2,468,465          | 3,041,776              | 3,007,086                |
| ► City Manager               | 573,526            | 772,559            | 899,128            | 2,043,721              | 1,290,792                |
| ► Human Resources            | 989,177            | 841,730            | 953,662            | 1,379,684              | 1,377,119                |
| ► City Clerk                 | 1,522,061          | 555,138            | 701,323            | 695,794                | 961,728                  |
| ► City Council               | 164,886            | 26,076             | 15,228             | 272,073                | 240,925                  |
| <b>Total</b>                 | <b>207,189,222</b> | <b>225,015,316</b> | <b>190,653,071</b> | <b>277,459,763</b>     | <b>258,254,719</b>       |



# General Fund 5-Year Forecast

FY 2022-23 Mid-Cycle Budget

|                                         | 2020-21<br>Actual  | 2021-22<br>Revised | 2022-23<br>Mid-Cycle | 2023-24<br>Forecast | 2024-25<br>Forecast | 2025-26<br>Forecast | Annual Change<br>Assumptions<br>(based on 10-Year<br>Financial Model<br>prepared by UFI) |
|-----------------------------------------|--------------------|--------------------|----------------------|---------------------|---------------------|---------------------|------------------------------------------------------------------------------------------|
| <b>Revenues</b>                         |                    |                    |                      |                     |                     |                     |                                                                                          |
| Property Tax                            | 49,310,947         | 50,365,000         | 53,260,000           | 55,521,000          | 57,878,000          | 60,335,000          | 4.25%                                                                                    |
| Sales Tax                               | 19,439,880         | 19,080,000         | 21,389,900           | 22,457,000          | 23,577,000          | 24,753,000          | 4.99%                                                                                    |
| Property Transfer Tax                   | 18,536,929         | 15,000,000         | 13,000,000           | 13,000,000          | 13,000,000          | 13,000,000          | 0.00%                                                                                    |
| Utility Users Tax                       | 9,091,389          | 8,652,500          | 9,192,500            | 9,252,000           | 9,311,000           | 9,371,000           | 0.64%                                                                                    |
| Franchise Taxes                         | 4,211,074          | 3,996,000          | 3,949,000            | 4,032,000           | 4,117,000           | 4,204,000           | 2.10%                                                                                    |
| Business License Tax                    | 2,253,820          | 2,200,000          | 2,300,000            | 2,355,000           | 2,411,000           | 2,469,000           | 2.39%                                                                                    |
| Transient Occupancy Tax                 | 1,996,230          | 2,200,000          | 2,400,000            | 2,525,000           | 2,657,000           | 2,796,000           | 5.22%                                                                                    |
| Other Taxes                             | 1,362,667          | 1,300,000          | 1,322,000            | 1,367,000           | 1,414,000           | 1,463,000           | 3.43%                                                                                    |
| Fees and Charges for Services           | 6,052,237          | 7,199,100          | 7,284,421            | 7,593,000           | 7,915,000           | 8,251,000           | 4.24%                                                                                    |
| Transfers In                            | 9,978,478          | 4,387,000          | 4,528,000            | 4,528,000           | 4,528,000           | 4,528,000           | 0.00%                                                                                    |
| Investment and Property Income          | 1,487,852          | 2,273,311          | 2,510,103            | 2,553,000           | 2,597,000           | 2,642,000           | 1.72%                                                                                    |
| Intergovernmental Revenue               | 2,442,894          | 1,192,800          | 1,108,000            | 1,127,000           | 1,146,000           | 1,166,000           | 1.72%                                                                                    |
| Fines/Forfeiture/Penalty                | 689,446            | 110,100            | 110,100              | 115,000             | 120,000             | 125,000             | 4.24%                                                                                    |
| Other Revenue                           | 243,457            | 123,600            | 410,600              | 418,000             | 425,000             | 432,000             | 1.72%                                                                                    |
| Licenses and Permits                    | 64                 | 850                | 850                  | 1,000               | 1,000               | 1,000               | 4.24%                                                                                    |
| <b>Total Revenues</b>                   | <b>127,097,363</b> | <b>118,080,261</b> | <b>122,765,474</b>   | <b>126,844,000</b>  | <b>131,097,000</b>  | <b>135,536,000</b>  |                                                                                          |
| <b>Expenditures</b>                     |                    |                    |                      |                     |                     |                     |                                                                                          |
| Salaries and Employee Benefits          | 69,194,947         | 77,499,465         | 83,882,789           | 86,818,000          | 89,855,000          | 92,999,000          | 3.50%                                                                                    |
| Operating Expenditures                  | 11,439,001         | 15,735,847         | 16,222,215           | 16,954,000          | 17,719,000          | 18,518,000          | 4.51%                                                                                    |
| Transfers Out                           | 9,901,078          | 10,535,000         | 9,656,940            | 9,713,000           | 9,769,000           | 9,825,000           | 0.58%                                                                                    |
| Cost Allocation                         | 9,273,133          | 13,214,639         | 14,190,603           | 14,746,000          | 15,323,000          | 15,923,000          | 3.91%                                                                                    |
| Debt Service                            | 231,270            | 190,351            | 235,000              | 208,000             | 184,000             | 163,000             | -11.56%                                                                                  |
| Capital Outlay                          | 53,704             | 6,500              | 226,000              | 240,000             | 255,000             | 271,000             | 6.24%                                                                                    |
| <b>Total Expenditures</b>               | <b>100,093,133</b> | <b>117,181,802</b> | <b>124,413,547</b>   | <b>128,679,000</b>  | <b>133,105,000</b>  | <b>137,699,000</b>  |                                                                                          |
| Emma Hood Swim Center Reserve           |                    |                    | 7,500,000            |                     |                     |                     |                                                                                          |
| Pension/OPEB Advance Paydown            | 10,000,000         | 7,674,000          | TBD                  | TBD                 | TBD                 | TBD                 |                                                                                          |
| <b>Total Expenditures and Reserves</b>  | <b>110,093,133</b> | <b>124,855,802</b> | <b>131,913,547</b>   | <b>128,679,000</b>  | <b>133,105,000</b>  | <b>137,699,000</b>  |                                                                                          |
| <b>Net Change in Fund Balance</b>       |                    |                    |                      |                     |                     |                     |                                                                                          |
| Baseline Operations                     | 27,004,230         | 898,459            | (1,648,073)          | (1,835,000)         | (2,008,000)         | (2,163,000)         |                                                                                          |
| With Pension/OPEB Reserve Payment       | 17,004,230         | (6,775,541)        | (1,541,073)          | (1,835,000)         | (2,008,000)         | (2,163,000)         |                                                                                          |
| With Emma Hood Swim Center Reserve      |                    |                    | (9,041,073)          | (1,835,000)         | (2,008,000)         | (2,163,000)         |                                                                                          |
| <b>Projected Available Fund Balance</b> |                    |                    |                      |                     |                     |                     |                                                                                          |
| Beginning of Year                       | 54,863,084         | 71,867,314         | 65,091,773           | 56,050,700          | 54,215,700          | 52,207,700          |                                                                                          |
| Net Change in Fund Balance              | 17,004,230         | (6,775,541)        | (9,041,073)          | (1,835,000)         | (2,008,000)         | (2,163,000)         |                                                                                          |
| Ending Balance                          | 71,867,314         | 65,091,773         | 56,050,700           | 54,215,700          | 52,207,700          | 50,044,700          |                                                                                          |

| Transferred From (Sender)             |        | Transferred To (Receiver)    |        | FY19-20              | FY20-21              | FY21-22              | FY22-23              |
|---------------------------------------|--------|------------------------------|--------|----------------------|----------------------|----------------------|----------------------|
| Fund Name                             | Fund # | Fund Name                    | Fund # | Actual               | Actual               | Revised              | Mid-Cycle            |
| <u>Special Revenue Funds</u>          |        |                              |        |                      |                      |                      |                      |
| General                               | 100    | Alameda Free Library         | 210    | 2,081,000            | 2,073,000            | 2,400,000            | 2,400,000            |
| General                               | 100    | Fire Grants                  | 220    | 801,819              | 216,244              | 1,347,000            | 624,000              |
| General                               | 100    | Police Grants                | 221    | -                    | -                    | 7,500                | -                    |
| General                               | 100    | Commercial Revitalization    | 256    | 270,000              | 10,000               | 20,000               | 20,000               |
| <u>Capital Project Funds</u>          |        |                              |        |                      |                      |                      |                      |
| General                               | 100    | Capital Improvement Projects | 310    | 3,621,576            | 2,040,335            | 3,335,000            | 3,700,000            |
| <u>Debt Service Funds</u>             |        |                              |        |                      |                      |                      |                      |
| General                               | 100    | City Debt Service            | 401    | 1,216,933            | 1,271,000            | 1,233,200            | 1,000,940            |
| <u>Internal Service Funds</u>         |        |                              |        |                      |                      |                      |                      |
| General                               | 100    | General Liability            | 611    | -                    | -                    | 500,000              | -                    |
| <u>Legacy Pension Trust Funds</u>     |        |                              |        |                      |                      |                      |                      |
| General                               | 100    | Police/Fire Pension #1079    | 101    | 1,882,000            | 1,882,000            | 1,882,000            | 1,882,000            |
| General                               | 100    | Police/Fire Pension #1082    | 102    | 50,000               | 50,000               | 50,000               | 50,000               |
| Subtotal - General Fund Transfers Out |        |                              |        | \$ 9,923,328         | \$ 7,542,579         | \$ 10,774,700        | \$ 9,676,940         |
| <u>General Fund</u>                   |        |                              |        |                      |                      |                      |                      |
| Alameda Municipal Power               | AMP    | General                      | 100    | 3,971,136            | 4,012,000            | 4,164,000            | 4,255,000            |
| Police Grants                         | 221    | General                      | 100    | -                    | -                    | 60,000               | 60,000               |
| Golf                                  | 250    | General                      | 100    | -                    | 14,000               | 114,000              | 164,000              |
| Bayport 03                            | 280    | General                      | 100    | 49,000               | 49,000               | 49,000               | 49,000               |
| <u>Special Revenue Funds</u>          |        |                              |        |                      |                      |                      |                      |
| CDBG Loan Repayment                   | 204    | CDBG                         | 203    | 8,300                | 266,209              | 250,000              | 80,400               |
| Measure BB Local Str/Rd               | 231    | Planning/Bldg/Transportation | 209    | 311,074              | 200,792              | 425,000              | 425,000              |
| Measure B Bike/Ped                    | 232    | Planning/Bldg/Transportation | 209    | 233,305              | 223,711              | 358,000              | 297,000              |
| Measure BB Bike/Ped                   | 233    | Planning/Bldg/Transportation | 209    | 233,305              | 214,410              | 239,000              | 198,000              |
| Measure B Paratransit                 | 234    | Planning/Bldg/Transportation | 209    | 140,219              | 153,670              | 317,700              | 635,400              |
| Measure BB Paratransit                | 235    | Planning/Bldg/Transportation | 209    | 164,605              | 130,904              | 211,800              | 423,600              |
| Island City Mtc Zone 1                | 270    | Assessment District Admin    | 276    | -                    | -                    | 1,437                | 1,437                |
| Island City Mtc Zone 4                | 271    | Assessment District Admin    | 276    | 11,000               | 12,000               | 11,966               | 11,966               |
| Island City Mtc Zone 5                | 272    | Assessment District Admin    | 276    | 96,000               | 103,000              | 79,373               | 79,373               |
| Island City Mtc Zone 6                | 273    | Assessment District Admin    | 276    | 45,000               | 48,000               | 52,900               | 52,900               |
| Island City Mtc Zone 7                | 274    | Assessment District Admin    | 276    | 1,000                | 1,000                | 1,684                | 1,684                |
| Island City Mtc Zone 8                | 275    | Assessment District Admin    | 276    | 11,000               | 12,000               | 5,703                | 5,703                |
| Marina Cove Assmt Dist                | 277    | Assessment District Admin    | 276    | 11,000               | 12,000               | 6,705                | 6,705                |
| Alameda Landing Svcs Dist             | 279    | Assessment District Admin    | 276    | -                    | -                    | 25,531               | 25,531               |
| Bayport 03                            | 280    | Assessment District Admin    | 276    | 162,000              | 175,000              | 39,594               | 39,594               |
| Alameda Point CFD 17-1                | 281    | Assessment District Admin    | 276    | -                    | -                    | 11,827               | 11,827               |
| Marina Village 89-1                   | 282    | Assessment District Admin    | 276    | -                    | -                    | 333                  | 333                  |
| Harbor Bay 92-1                       | 283    | Assessment District Admin    | 276    | -                    | -                    | 5,067                | 5,067                |
| Alameda Landing 13-1                  | 284    | Assessment District Admin    | 276    | -                    | -                    | 11,200               | 11,200               |
| Marina Cove II                        | 285    | Assessment District Admin    | 276    | -                    | -                    | 9,770                | 9,770                |
| Ala Landing CFD 13-1                  | 805    | CFD 13-1 Alameda Landing     | 284    | 376,996              | 170,000              | 170,000              | 165,260              |
| <u>Capital Project Funds</u>          |        |                              |        |                      |                      |                      |                      |
| Gas Tax                               | 211    | Capital Improvement Projects | 310    | 1,129,258            | 1,348,654            | 1,232,486            | 950,000              |
| Road Maintenance                      | 212    | Capital Improvement Projects | 310    | 86,132               | 2,881,868            | 1,850,000            | 1,850,000            |
| Vehicle Regis Fee                     | 213    | Capital Improvement Projects | 310    | 649,000              | 520,000              | 765,000              | 320,000              |
| Tidelands                             | 216    | Capital Improvement Projects | 310    | 30,000               | 72,601               | 51,000               | 51,000               |
| Open Space Imp & Mtc                  | 217    | Capital Improvement Projects | 310    | 38,838               | 97,415               | 15,000               | 15,000               |
| Measure B Local Str/Rd                | 230    | Capital Improvement Projects | 310    | 2,150,585            | 413,846              | 1,308,381            | 1,930,000            |
| Measure BB Local Str/Rd               | 231    | Capital Improvement Projects | 310    | 328,712              | 115,345              | 2,301,384            | 2,900,000            |
| Measure B Bike/Ped                    | 232    | Capital Improvement Projects | 310    | 17,724               | 71,736               | 266,783              | -                    |
| Measure BB Bike/Ped                   | 233    | Capital Improvement Projects | 310    | 44,400               | -                    | 201,061              | -                    |
| Solid Waste Surcharge                 | 260    | Capital Improvement Projects | 310    | -                    | -                    | 500,000              | -                    |
| City Waste Mgmt                       | 261    | Capital Improvement Projects | 310    | 300,000              | 604,356              | 349,644              | 318,000              |
| Stormwater                            | 264    | Capital Improvement Projects | 310    | 571,058              | 795,518              | 950,000              | 1,100,000            |
| Alameda Landing Muni SD               | 279    | Capital Improvement Projects | 310    | -                    | -                    | 32,000               | 32,000               |
| Alameda Point                         | 290    | Capital Improvement Projects | 310    | -                    | 25,000               | 1,650,000            | 1,400,000            |
| Construction Impact Fee               | 302    | Capital Improvement Projects | 310    | 1,715,461            | 428,680              | 2,517,000            | 1,517,000            |
| DIF - Transportation                  | 305    | Capital Improvement Projects | 310    | 426,777              | 295,231              | 463,526              | 450,000              |
| Sewer Service                         | 501    | Capital Improvement Projects | 310    | 585,876              | 499,900              | 772,151              | 348,000              |
| General Liability                     | 611    | Capital Improvement Projects | 310    | -                    | -                    | 250,000              | -                    |
| <u>Debt Service Funds</u>             |        |                              |        |                      |                      |                      |                      |
| Commerical Revitalization             | 240    | City Debt Service            | 401    | 194,000              | 329,000              | 386,000              | 402,000              |
| Golf                                  | 250    | City Debt Service            | 401    | 92,000               | 92,000               | 92,000               | -                    |
| Civic Center Garage                   | 266    | City Debt Service            | 401    | 250,000              | 250,000              | 250,000              | 250,000              |
| Alameda Point                         | 290    | 2003 Alameda Point Rev Bond  | 420    | 697,000              | 680,000              | 783,000              | 873,000              |
| Subtotal - Other Funds Transfers Out  |        |                              |        | \$ 15,131,760        | \$ 15,328,846        | \$ 23,608,006        | \$ 21,721,750        |
| <b>Total Transfers Out</b>            |        |                              |        | <b>\$ 25,055,089</b> | <b>\$ 22,871,425</b> | <b>\$ 34,382,706</b> | <b>\$ 31,398,690</b> |



# City Attorney

FY 2022-23 Mid-Cycle Budget

## About Us

The mission of the **City Attorney's Office** is to provide the City with the highest level of legal representation: as advisors to City officials and staff, we provide timely and comprehensive assistance; as advocates, we represent the City and its employees vigorously and fairly; as prosecutors, we diligently and justly enforce the law on behalf of the People of the State of California; and in all functions, we ethically and cost-effectively promote the community's interests in equity, justice and fairness.

## Summary of Key Functions

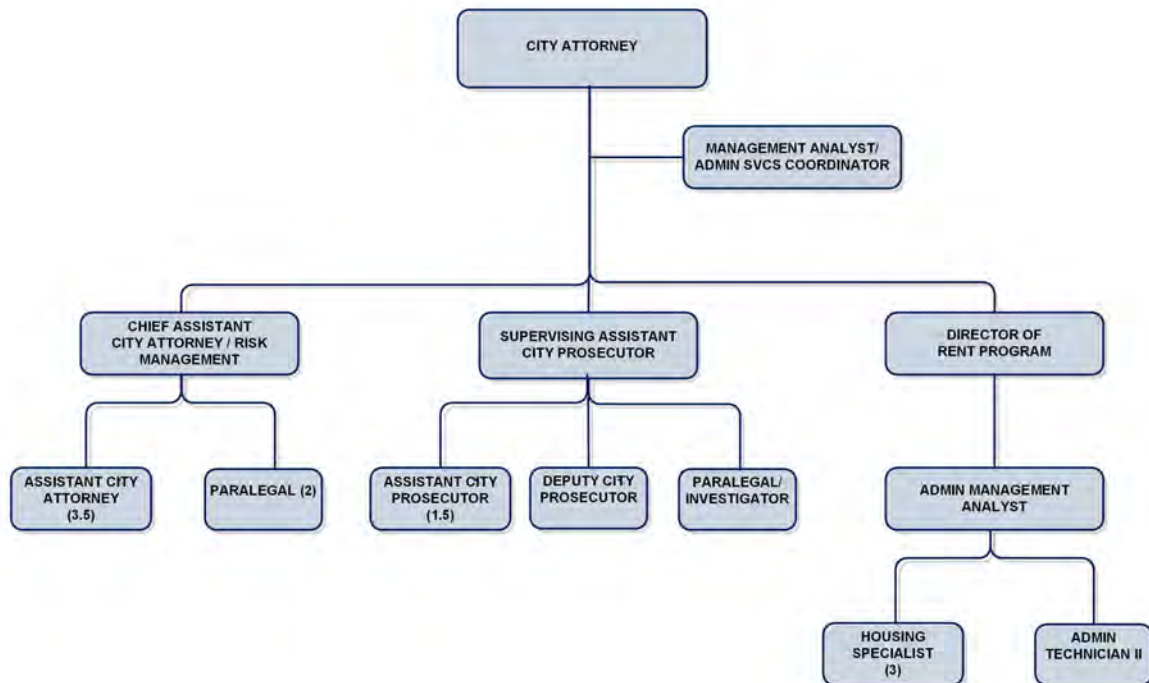
The **Municipal Advisory** function of the Office provides advice to the City Council, the City's Boards & Commissions, and City staff. The Office drafts ordinances, resolutions, contracts, leases and other legal documents, and it reviews documents prepared by City departments. The Office further oversees personnel investigations in collaboration with the Human Resources Department and review Public Records Act requests in collaboration with the City Clerk's Office.

The **Litigation** function of the Office defends the City in state and federal court either with in house resources or through the supervision of outside counsel. The Office's caseload is diverse and includes personal injury cases, employment litigation, civil rights suits, contract disputes, as well as land use, constitutional and other specialized litigation.

The **Prosecution and Public Rights Unit** of the Alameda City Attorney's Office represents the People of the State of California in misdemeanor criminal matters. The Unit is further charged with bringing affirmative litigation in response to violations of consumer protection and fair housing laws, and protecting consumers against fraud and unfair business practices. City prosecutors are dedicated to promoting and improving public safety and the quality of life in Alameda, through the fair, compassionate and effective administration of justice.

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

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Add Deputy City Attorney I

Part-time Law Fellow in the Prosecution and Public Rights Unit is currently handling full-time responsibilities beyond what can be sustained by a part-time position.

**Annual Cost:** \$191,000, ongoing

**Funding Source:** General Fund

### City Attorney Administration Overtime

Increase personnel budget for staff overtime principally related to Public Records Act requests.

**Annual Cost:** \$10,000, one-time

**Funding Source:** General Fund

### Upgrade Paralegal to Administrative Services Coordinator

The position has taken on additional duties of reviewing and approving insurances for contracts. Position also handles all Public Records Act requests for the City and coordinates subpoenas for all City departments.

**Annual Cost:** \$7,000, ongoing

**Funding Source:** General Fund, General Liability, Workers' Compensation

### General Liability Claims and Insurance Premiums

Increase the claims/settlements budget to align the budget with expected actuals in FY 2022-23, and increase the insurance premiums budget based on the updated premium estimates provided by the City's insurance pool.

**Annual Cost:** \$504,000, ongoing

**Funding Source:** General Liability

### Re-allocate Legal Services from General Liability to General Fund

Re-allocate \$350,000 in legal service budget from the General Liability Internal Service Fund to the General Fund. Part of the budget would be used to fund the Deputy City Attorney/Prosecutor personnel costs, and the remaining \$159,000 in budget would be allocated to the General Fund - Legal Services account.

**Annual Cost:** \$350,000 increase in the General Fund; \$350,000 decrease in the General Liability Internal Service Fund (neutral across City funds)

**Funding Source:** General Fund

## Alameda Point Legal Services

Increase the legal services budget. The cost is offset by personnel savings from under-filling the City Attorney position allocated to Alameda Point.

**Annual Cost:** \$40,000, ongoing

**Funding Source:** Alameda Point/Base Reuse



## Department Goals

1. Provide high-quality, cost-effective legal services that are responsive to the needs of the City Council, Boards and Commissions, and staff, and the People of the City of Alameda.
2. Evaluate use of outside legal services and its service levels in general and staffing necessary for prosecutorial function, and as a result, consider staffing changes/enhancements for both attorney and support staff.
3. Continue to resolve pending litigation matters with an eye on minimizing cost to the City while maintaining a strong defensive strategy.
4. Offer legal and risk management services necessary to minimize City liability and exposure.
5. Prosecute cases vigorously and fairly on behalf of the People of the State of California.

## Workplan Highlights

- Continue to perform legal support for negotiating and drafting all legal documents and supporting and overseeing litigation services required by all City departments.
- 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.
- Work with the City's Rent Program Administrator to provide legal advice concerning implementation and enforcement of City's Rent Program.
- Work with the Community Development Department to provide legal support on all aspects of law for major development projects, including the redevelopment of the former Naval Air Station at Alameda Point.
- Work with Planning and Building Department to handle code enforcement matters including informal resolutions and civil prosecution.
- Work with the Public Utilities Board and Alameda Municipal Power to provide legal support on all aspects of public utilities law.

- Work with the Public Works Department to provide legal advice and support regarding public contracting and public bidding issues, as well as provide legal support for 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.
- Develop and provide Open Government training, including the Brown Act and the City's Sunshine Ordinance for City staff and City Officials.

## Performance Measures

Data

Records

| Department    | Performance Measure                                                                    | 2018 | 2019 | 2020 | 2021 |
|---------------|----------------------------------------------------------------------------------------|------|------|------|------|
| City Attorney | Percentage of completed legal input on agenda items consistent with internal deadlines | 1    | 1    | 1    | 1    |
| City Attorney | Number of lawsuits resolved                                                            | 5    | 6    | 11   | 14   |
| City Attorney | Number of general liability claims adjusted                                            | 81   | 73   | 71   | 57   |
| City Attorney | Number of workers' compensation claims adjusted                                        | 110  | 101  | 112  | 123  |
| City Attorney | Number of prosecution cases reviewed for filing                                        |      |      | 220  | 454  |
|               |                                                                                        |      |      |      |      |

## General Fund Expenditure Summary

| Expand All                       | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|----------------|----------------|----------------|---------------------------|-----------------------------|
| ► Salaries and Employee Benefits | 908,942        | 1,165,366      | 999,141        | 1,116,808                 | 1,294,939                   |
| ► Operating Expenditures         | 124,670        | 296,766        | 158,039        | 300,467                   | 231,416                     |
| ► Capital Outlay                 | 0              | 65,727         | 3,772          | 6,500                     | 6,500                       |
| ► Cost Allocation                | -472,152       | -553,380       | -586,337       | -431,126                  | -453,359                    |
| <b>Total</b>                     | <b>561,461</b> | <b>974,480</b> | <b>574,616</b> | <b>992,649</b>            | <b>1,079,496</b>            |

# Non-General Fund Expenditure Summary

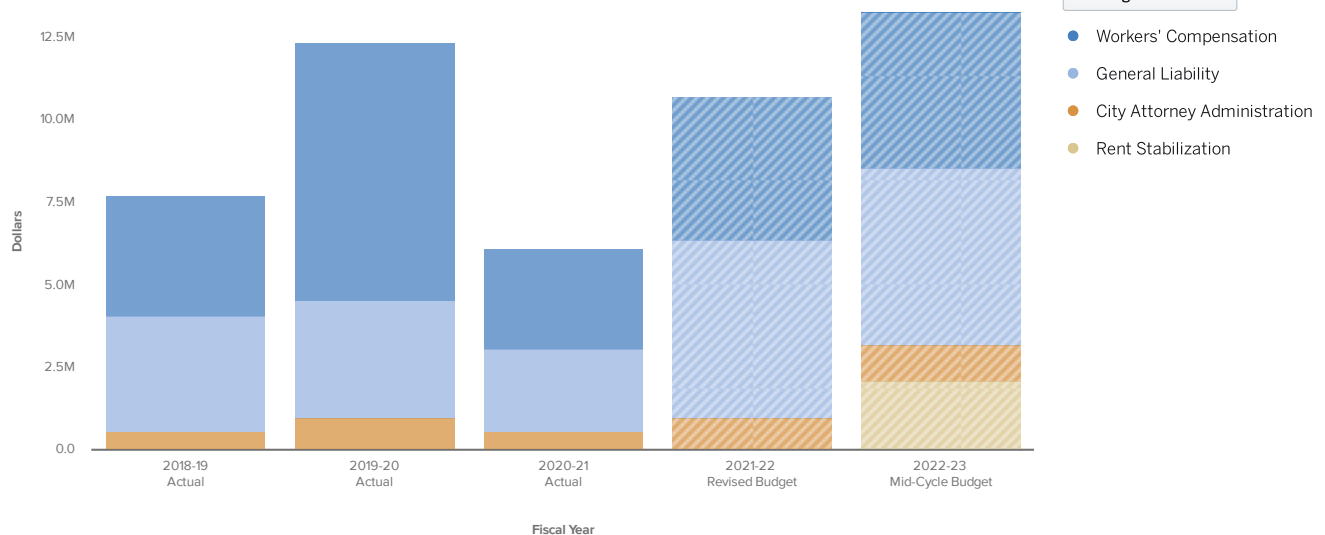
| Collapse All                     | 2018-19 Actual   | 2019-20 Actual    | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|------------------|-------------------|------------------|---------------------------|-----------------------------|
| ▼ Operating Expenditures         | 6,509,727        | 10,726,513        | 4,747,447        | 8,446,394                 | 9,622,505                   |
| ▶ Insurance and Claims           | 4,812,306        | 9,615,610         | 3,859,306        | 6,734,679                 | 7,734,932                   |
| ▶ Services                       | 1,569,813        | 1,024,977         | 863,951          | 1,514,640                 | 1,504,640                   |
| ▶ Contingency                    | 98,057           | 55,800            | 0                | 151,057                   | 151,057                     |
| ▶ Supplies                       | 23,112           | 25,153            | 20,063           | 32,982                    | 199,340                     |
| ▶ Travel and Education           | 4,463            | 2,822             | 1,791            | 10,559                    | 21,559                      |
| ▶ Utilities                      | 1,976            | 1,889             | 2,304            | 2,227                     | 10,727                      |
| ▶ Fees and Charges               | 0                | 99                | 31               | 250                       | 250                         |
| ▶ Recruitment Expense            | 0                | 163               | 0                | 0                         | 0                           |
| ▶ Salaries and Employee Benefits | 627,385          | 651,601           | 774,074          | 1,028,642                 | 2,402,103                   |
| ▶ Cost Allocation                | 43,888           | 33,175            | 37,344           | 29,320                    | 159,750                     |
| ▶ Transfers Out                  | 0                | 0                 | 0                | 250,000                   | 0                           |
| <b>Total</b>                     | <b>7,181,000</b> | <b>11,411,289</b> | <b>5,558,865</b> | <b>9,754,356</b>          | <b>12,184,358</b>           |

## Expenditure Summary by Division

|                              | 2018-19 Actual   | 2019-20 Actual    | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|------------------------------|------------------|-------------------|------------------|---------------------------|-----------------------------|
| Workers' Compensation        | 3,682,686        | 7,844,035         | 3,062,186        | 4,364,457                 | 4,702,467                   |
| General Liability            | 3,498,314        | 3,567,254         | 2,496,679        | 5,389,898                 | 5,379,890                   |
| City Attorney Administration | 561,461          | 974,480           | 574,616          | 992,649                   | 1,079,496                   |
| Rent Stabilization           | 0                | 0                 | 0                | 0                         | 2,102,000                   |
| <b>Total</b>                 | <b>7,742,461</b> | <b>12,385,769</b> | <b>6,133,480</b> | <b>10,747,005</b>         | <b>13,263,854</b>           |

## Expenditure Trends

### Visualization





# City Clerk

FY 2022-23 Mid-Cycle Budget

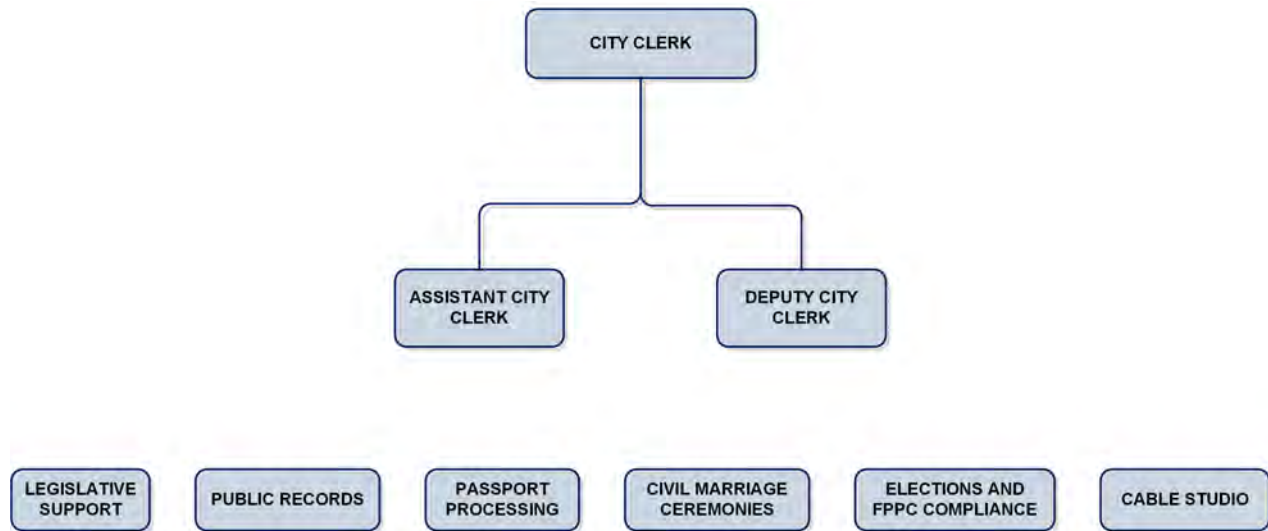


## About Us

**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 City Clerk's Office.

**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.

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Part-Time Pay and Overtime

Restore part-time pay and overtime budget to pre-pandemic levels.

**Annual Cost:** \$46,000, ongoing

**Funding Source:** General Fund

### Services & Supplies

Increase for higher material costs.

**Annual Cost:** \$11,000, ongoing

**Funding Source:** General Fund



## Department 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 is making changes to the Council Chambers equipment to accommodate hybrid meetings in FY 2022-23.
- In FY 2022-23, the City Clerk's Office will conduct a general municipal election on November 8, 2022.
- The City Clerk's Office staffed the Documentation Unit in the Emergency Operations Center in FYs 2019-20 and 2021-22.

- The City Clerk's Office implemented Public Record Request software, NextRequest, in FY 2021-22.
- In July 2021, the City Clerk's Office recertified as a Passport Acceptance facility and began processing applications again.
- The City Clerk's Office continues to increase documents available on the City's website to improve public access to information, including Next Request.
- The Open Government Commission is staffed by the City Clerk's Office.
- Civil marriage ceremonies resumed in FY 2021-22.

## Performance Measures

Data

Records

| Department | Performance Measure                                                                                  | 2018  | 2019 | 2020  | 2021  |
|------------|------------------------------------------------------------------------------------------------------|-------|------|-------|-------|
| City Clerk | Percent of external public record requests responded to within 48 hours and completed within 10 d... | 1     | 0.99 | 0.99  | 0.95  |
| City Clerk | Percent change in the number of civil marriage ceremonies performed                                  | -0.11 | -0.2 | -0.88 | -0.75 |
| City Clerk | Percent change in the number of passport applications accepted                                       | -0.15 | 0.14 | -0.79 | 0.13  |
| City Clerk | Percent of draft minutes provided to Council for approval within two regular meetings                | 1     | 1    | 1     | 1     |
|            |                                                                                                      |       |      |       |       |

## General Fund Expenditure Summary

| Expand All                       | 2018-19 Actual   | 2019-20 Actual | 2020-21 Actual | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|------------------|----------------|----------------|---------------------------|-----------------------------|
| ► Salaries and Employee Benefits | 641,514          | 666,343        | 642,627        | 701,697                   | 734,366                     |
| ► Operating Expenditures         | 1,031,112        | 47,408         | 233,368        | 43,110                    | 285,110                     |
| ► Cost Allocation                | -175,200         | -183,166       | -202,753       | -120,513                  | -129,248                    |
| <b>Total</b>                     | <b>1,497,425</b> | <b>530,586</b> | <b>673,242</b> | <b>624,294</b>            | <b>890,228</b>              |

## Non-General Fund Expenditure Summary

| Expand All               | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|--------------------------|----------------|----------------|----------------|---------------------------|-----------------------------|
| ► Operating Expenditures | 94,469         | 24,552         | 28,081         | 71,500                    | 71,500                      |
| ► Transfers Out          | 69,833         | 0              | 0              | 0                         | 0                           |
| ► Capital Outlay         | -69,833        | 0              | 0              | 0                         | 0                           |
| <b>Total</b>             | <b>94,469</b>  | <b>24,552</b>  | <b>28,081</b>  | <b>71,500</b>             | <b>71,500</b>               |

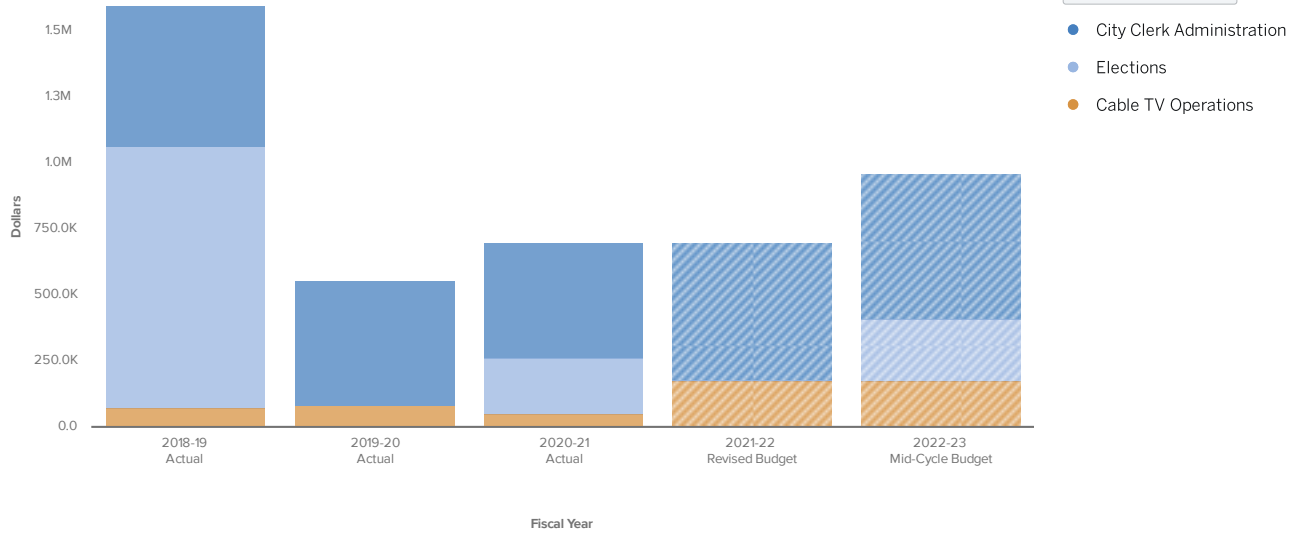
## Expenditure Summary by Division

|                           | 2018-19 Actual   | 2019-20 Actual | 2020-21 Actual | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|---------------------------|------------------|----------------|----------------|---------------------------|-----------------------------|
| City Clerk Administration | 527,104          | 472,017        | 436,375        | 515,530                   | 552,091                     |
| Elections                 | 988,772          | 320            | 215,315        | 3,450                     | 234,050                     |
| Cable TV Operations       | 76,018           | 82,801         | 49,633         | 176,815                   | 175,587                     |
| <b>Total</b>              | <b>1,591,894</b> | <b>555,138</b> | <b>701,323</b> | <b>695,794</b>            | <b>961,728</b>              |

# Expenditure Trends

Visualization

Sort **Large to Small** ▼





# City Council

FY 2022-23 Mid-Cycle Budget



## About Us

**The Mayor and Councilmembers** 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. The City Council holds regularly scheduled meetings to receive input from the community prior to taking action or providing direction. 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.

## Workplan Highlights

### **Promote equity and inclusivity, maintain safety, and ensure quality of life for all:**

- Remove inequitable policies, programs, and procedures in policing, housing, and across City services.
- Adopt policies and programs that maintain a high-level of public safety.
- Continue advancing police reform efforts that reimagine how to provide necessary services to the community.
- Maintain Alameda's high quality City parks, streetscape, community services, and amenities.

### **Address housing and homelessness:**

- Continue programs established during the pandemic, including the Day Center, Safe Parking, and Feed Alameda.
- Implement policies and programs that support tenants and landlords during COVID-19, help to stabilize rents, and increase the supply of housing for all income levels.
- Update the City of Alameda General Plan.
- Identify housing and services for our unsheltered population to meet the changing needs of the community, including the need for transitional housing.

### **Improve transportation safety and increase multi-modal options:**

- Analyze and consider extending programs established during the pandemic, including Slow Streets and Commercial Streets.
- Complete the Vision Zero Action Plan that includes specific actions and policy changes to increase street safety in Alameda.
- Produce a Project Study Report for a bicycle and pedestrian bridge connecting West Alameda to Oakland.
- Adopt the Active Transportation Plan.
- Complete construction on the Central Avenue and Clement Avenue bike lane improvements.
- Increase transit ridership as we recover from the pandemic.

#### Take action on climate change and ensure our infrastructure needs are met:

- Implement projects that equitably protect the community against sea-level rise and other natural hazards while reducing greenhouse gas emissions and vehicle miles travelled.
- Develop plans and strategies to expand the urban forest and provide compost and mulching in parks and open spaces.
- Review infrastructure funding needs and possible sources.
- Continue to increase the use of low-emission vehicles within the City's fleet.
- Increase electric vehicle (EV) chargers around town.

#### Improve the local economy and attract jobs:

- Continue supporting small businesses with their COVID-19 recovery, especially the Park Street and Webster Street commercial districts that were hurt so badly by the pandemic.
- Establish policies and undertake marketing efforts that help retain existing businesses and attract new businesses in order to provide stable economic opportunities for the City's local workforce.

#### Plan for fiscal and organization stability:

- Provide direction on new funding from the Federal American Rescue Plan Act.
- Continue to explore options for reducing the City's costs and liabilities and increase City revenue and funding.
- Invest in technology and other measures that improve the City's efficiency and productivity.

## Performance Measures

Data

Records

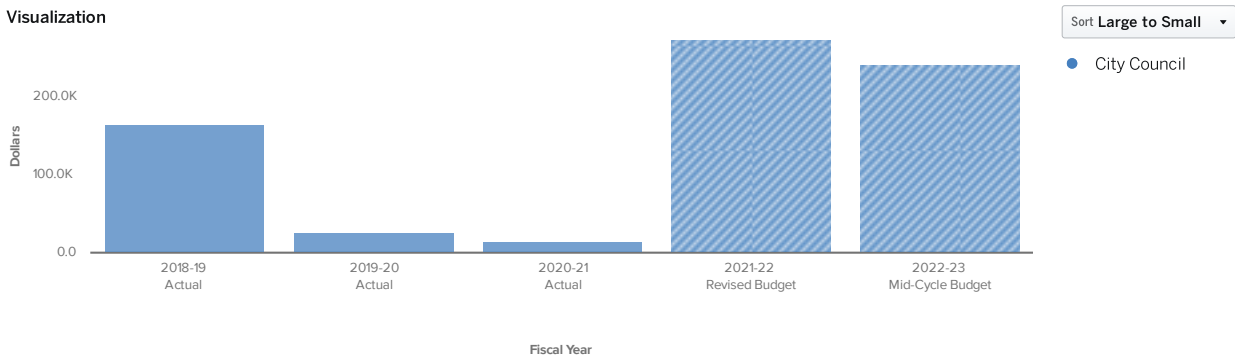
| Department   | Performance Measure        | 2018 | 2019 | 2020 | 2021 |
|--------------|----------------------------|------|------|------|------|
| City Council | City Council meetings held | 29   | 32   | 45   | 29   |
| City Council | Ordinances enacted         | 28   | 24   | 24   | 34   |
| City Council | Budgets adopted            | 1    | 1    | 1    | 1    |

## General Fund Expenditure Summary

| Expand All                       | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22 Revised Budget | 2022-23 Mid-Cycle Budget |
|----------------------------------|----------------|----------------|----------------|------------------------|--------------------------|
| ► Salaries and Employee Benefits | 148,354        | 122,180        | 137,901        | 205,469                | 180,658                  |
| ► Operating Expenditures         | 84,381         | 79,411         | 76,475         | 166,850                | 167,450                  |
| ► Capital Outlay                 | 0              | 212            | 539            | 0                      | 0                        |
| ► Cost Allocation                | -67,849        | -175,726       | -199,687       | -100,246               | -107,183                 |
| <b>Total</b>                     | <b>164,886</b> | <b>26,076</b>  | <b>15,228</b>  | <b>272,073</b>         | <b>240,925</b>           |

# Expenditure Trends

Visualization





# City Manager

FY 2022-23 Mid-Cycle Budget

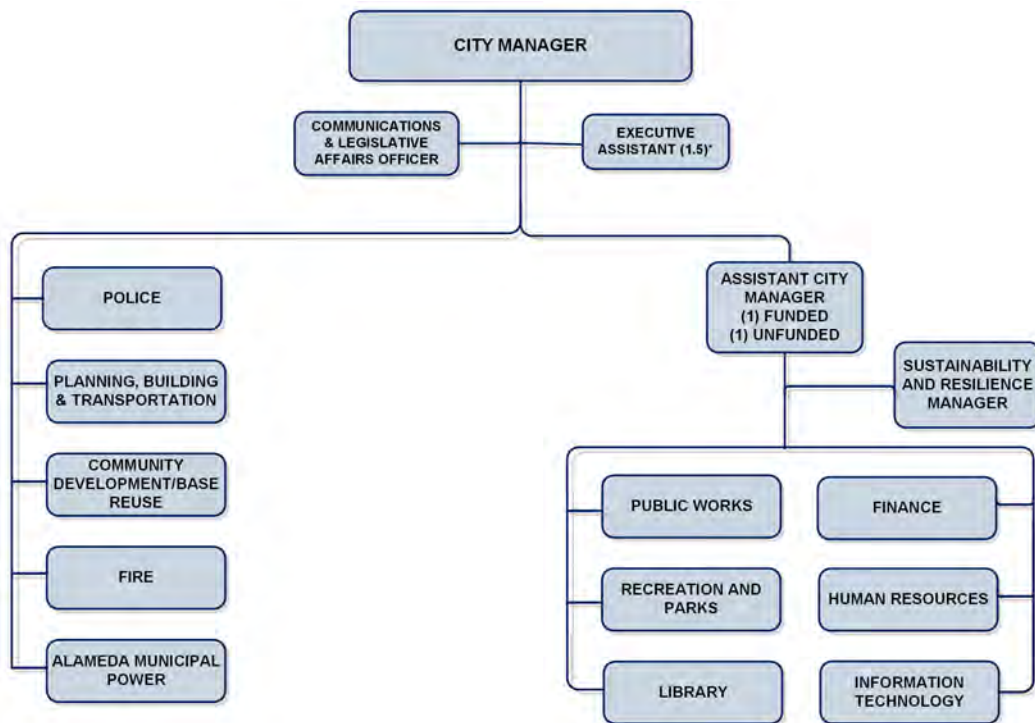


## About Us

**The City Manager's Office** is responsible for implementing the City Council's policy direction, 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 federal levels.

**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.

## Organizational Chart



\* 0.5 Executive Assistant Allocated to City Council

## Mid-Cycle (Budget Year 2) Updates

### Veterans Court Adaptation Capital Project

The City will receive \$1.5 million in federal funding for the Veterans Court Climate Adaptation Project. The federal grant requires a local match of \$500,000, for a total project allocation of \$2 million.

**Annual Cost:** \$2,000,000, one-time

**Funding Sources:** Federal Grant, General Fund

### Add 2nd CivicSpark Fellow

The Sustainability and Resilience Program hired one CivicSpark fellow in FY 2021-22 and is looking to hire two fellows in FY 2022-23 to support Climate Action and Resiliency Plan 2022 work program priorities. Each Fellow provides 1,300 hours of service to the City.

**Annual Cost:** \$29,000, ongoing

**Funding Source:** General Fund

### Adaptation Capacity Building for Implementing Climate Action and Resiliency Plan

This capacity building effort will help the City identify near-term resilience funding priorities and costs, identify public and private donors aligned with Alameda resilience funding priorities, and develop an internal organizational capacity to deliver adaptation projects.

**Annual Cost:** \$30,000, one-time

**Funding Source:** General Fund

### Office Reconfiguration

Reconfigure cubicles to accommodate climate action and resiliency staff.

**Annual Cost:** \$30,000, one-time

**Funding Source:** General Fund



## Department Goals

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

## Workplan Highlights

- Respond to the COVID-19 global pandemic, including employee support, ongoing community communications, measures to improve health and safety, modified programs and services, testing and vaccination services, relief funds for residents and businesses, food security programs, small business support, and recovery efforts.
- Address housing issues and homelessness by updating the rent stabilization ordinance, facilitating construction of new housing for all income levels, and implementing HEAP and HHAP funding for homeless services.
- Support the City Council's goal to shift response to mental health crisis calls for services from a Police Department response.
- Mitigate traffic congestion and improve public infrastructure and safety through the continued implementation of transportation grants, contributions and upgrades to 4.5 miles of streets, 3 miles of sewer, and 2.5 miles of sidewalk, completion of the Seaplane Lagoon Ferry Terminal, and prioritizing bike and pedestrian safety and access measures.
- Take action on climate change and emergency preparedness by implementing a Climate Action Plan and amending the City's Emergency Operations Plan.
- Improve the local economy by continuing to implement the Economic Development Strategic Plan, attract and retaining businesses in Alameda, and the ongoing development of Alameda Point.
- Maintain a high level of public safety and quality of life, including the continued prioritization of 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.

- Implement the 2021-2022 Legislative Agenda that guides the City's legislative advocacy efforts and advances the City Council's priorities.
- Seek federal and state funding for Alameda programs, critical infrastructure needs, and affordable and transitional housing.

## Communications Performance Measures

Data

Records

| Department   | Performance Measure                     | 2018  | 2019  | 2020  | 2021  |
|--------------|-----------------------------------------|-------|-------|-------|-------|
| City Manager | Average number of monthly website users | 32036 | 28920 | 48500 | 66975 |
| City Manager | Number of Social Media followers        | 9426  | 11973 | 19040 | 20942 |
| City Manager | Number of City Newsletters              |       |       | 22    | 12    |
| City Manager | Number of news articles published       | 8     | 13    | 10    | 11    |
| City Manager | City Emergency Alert Subscribers        |       |       | 23838 | 27928 |
| City Manager | AC Alert Subscribers                    |       | 4875  | 11015 | 13680 |
|              |                                         |       |       |       |       |

## General Fund Expenditure Summary

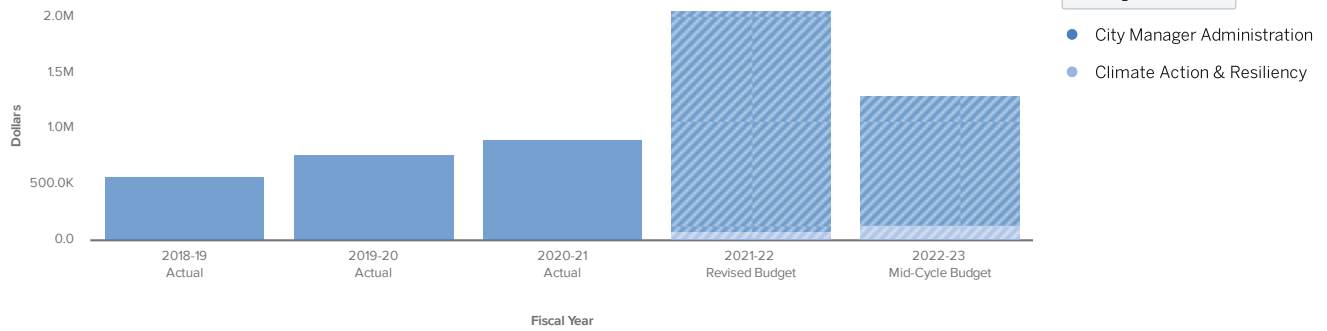
| Collapse All                     | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|----------------|----------------|----------------|---------------------------|-----------------------------|
| ► Salaries and Employee Benefits | 909,859        | 1,096,779      | 1,194,482      | 1,191,839                 | 1,366,572                   |
| ▼ Operating Expenditures         | 83,668         | 86,955         | 134,132        | 1,464,905                 | 569,005                     |
| ► Services                       | 61,824         | 53,556         | 102,047        | 1,177,300                 | 276,300                     |
| ► Contingency                    | 0              | 0              | 7,487          | 202,000                   | 202,000                     |
| ► Travel and Education           | 7,666          | 17,597         | 7,574          | 70,005                    | 75,105                      |
| ► Supplies                       | 9,109          | 11,917         | 13,208         | 11,600                    | 11,600                      |
| ► Utilities                      | 3,628          | 3,853          | 3,734          | 4,000                     | 4,000                       |
| ► Recruitment Expense            | 1,442          | 32             | 0              | 0                         | 0                           |
| ► Fees and Charges               | 0              | 0              | 81             | 0                         | 0                           |
| ► Capital Outlay                 | 0              | 0              | 0              | 0                         | 500                         |
| ► Cost Allocation                | -420,001       | -411,176       | -429,486       | -613,023                  | -645,285                    |
| <b>Total</b>                     | <b>573,526</b> | <b>772,559</b> | <b>899,128</b> | <b>2,043,721</b>          | <b>1,290,792</b>            |

## Expenditure Summary by Division

|                             | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|-----------------------------|----------------|----------------|----------------|---------------------------|-----------------------------|
| City Manager Administration | 573,526        | 772,559        | 899,128        | 1,957,721                 | 1,155,792                   |
| Climate Action & Resiliency | 0              | 0              | 0              | 86,000                    | 135,000                     |
| <b>Total</b>                | <b>573,526</b> | <b>772,559</b> | <b>899,128</b> | <b>2,043,721</b>          | <b>1,290,792</b>            |

## Expenditure Trends\*

### Visualization



\* The increase in City Manager expenditure budget in FY 2021-22 was due to addition of (1) the Sustainability & Resilience Manager; and (2) \$1,000,000 for the mental health response pilot program. In FY 2022-23, the mental health response pilot program is budgeted under the Fire Department's CARE Team.



# Community Development

FY 2022-23 Mid-Cycle Budget

## About Us

The **Community Development Department** is comprised of four divisions:

### Base Reuse

Develops and implements community plans for transforming the 878-acre former Naval Air Station (Alameda Point) into a mixed-use, transit oriented development. Serves as the master developer for Alameda Point by negotiating, documenting, and managing deals with developers (market rate residential, affording residential and commercial) to develop particular parcels pursuant to the City's development plan and community goals.

### Asset Management

Maximizes returns for City-owned assets, including Alameda Point and Tidelands properties, while at the same time ensuring that City goals and values are reflected in each transaction including job and sales tax generation, reduced maintenance obligations, reduced City risk, and consistency with community planning processes and vision.

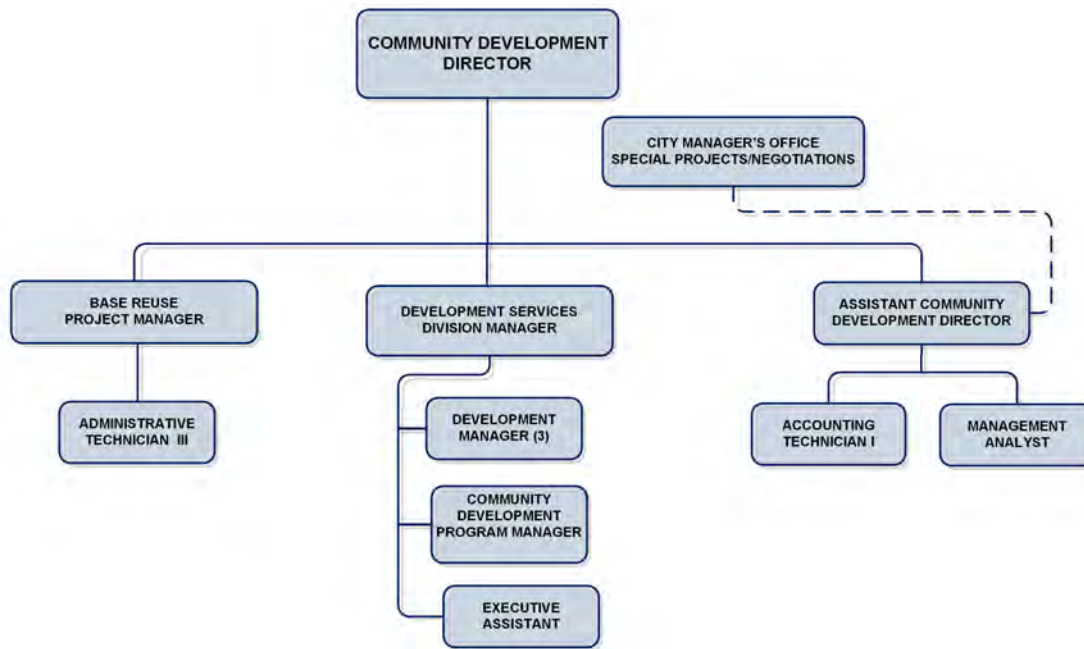
### Economic Development

Maintains and grows Alameda's tax and employment bases through business recovery, retention, expansion, and attraction efforts, real property development, tourism support, facade and art grants administration, and workforce development. Works to end homelessness in Alameda through implementation of social service programs, improves coordination and delivery of social services and promotes positive child and youth development.

### Housing

Develops affordable housing, implements the Inclusionary Housing Programs, and administers the U.S. Department of Housing and Urban Development's Community Development Block Grant and HOME Investment Partnerships programs.

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Add Community Development Program Manager

The Homeless Emergency Aid Program (HEAP) grant, which was created in 2018, allowed the City of Alameda to create 20 temporary homeless programs and initiatives. However, many of these homeless programs and initiatives still exist today through local City funding. Furthermore, homeless programs such as Homekey which will fund an Interim Supportive Housing project and Emergency Supportive Housing are being developed and are stretching existing resources and personnel. The department also intends to submit another Homekey application in 2022 for a permanent supportive housing project creating further staff demands. Additionally, Alameda is experiencing increases in new home construction which is greatly expanding the work related to the inclusionary housing program.

**Annual Cost:** \$191,000, ongoing

**Funding Source:** General Fund

### Carryforward Storefront Façade Assistance Grants

Rollover remaining storefront assistance grants from FY 2021-22 to FY 2022-23.

**Annual Cost:** \$150,000, one-time

**Funding Source:** Commercial Revitalization

### FY 2022-23 CDBG/HOME Action Plan Update

Update the budgets of the HOME Investment Partnerships Program (HOME) and Community Development Block Grant (CDBG) Program in order to use additional residual loan repayments from housing projects and to align the budget with the FY 2022-23 CDBG/HOME Action Plan presented to City Council on May 3, 2022.

**Annual Cost:** \$125,400, one-time

**Funding Sources:** HOME and CDBG Federal Funds



## Department Goals

1. Facilitate the transfer, reuse, and development of former federal/Navy lands by effectively implementing and managing development agreements with third party developers contractually obligated to develop a portion of Alameda Point;
2. Carry out business retention, expansion and attraction programs consistent with the City's Economic Development Strategic Plan;
3. Implement COVID-19 economic recovery plan;
4. Provide stewardship of City-owned land assets, including Tidelands Trust properties;
5. Administer an efficient commercial and residential leasing and property management program at Alameda Point;
6. Investigate, analyze, and pursue new programs to support Alameda's unsheltered residents by, among other things, applying for grants and sourcing other funds;
7. Administer current programs supporting the City's unsheltered residents including the day center, safe parking program, street outreach and interim supportive housing project, and partner with local non-profits, such as Building Futures for Women and Children to support efforts such as the replacement of structures at the Midway Shelter;
8. Support the Social Services Human Relations Board (SSHRB) and the Alameda Collaborative for Children, Youth and Their Families (ACCYF), whose activities build mutual understanding, respect, and good will and improve social services in the community;
9. Implement the City's Public Art Program, including supporting the Public Art Commission; and
10. Promote affordable housing development that benefits low-income households as well as the unhoused population.

## Workplan Highlights

- Complete Site A Phase 1 and continue to coordinate with the development team such that work at Phase 2 continues.
- Continue to work with the development team to bring the West Midway/RESHAP project to fruition.
- Continue to provide services and fund programs that assist Alameda's unhoused, while also continuing to investigate options to expand these services, such as by applying for Homekey round 3.
- Identify a sustainable funding plan for Economic Development staffing and services.

- Create more than 300 new jobs at Alameda Point through expansion of existing tenants into new premises.
- Implement marketing campaigns to support local businesses.
- Continue to administer CDBG CARES Act funds to address the urgent need for safety net services and homelessness/homelessness prevention services created by COVID-19 pandemic.
- Offer select parcels through process required by the State, Housing and Community Development Department in order to comply with the Surplus Lands Acts and advance the development of Alameda Point and Alameda Landing.
- Advance hotel projects to increase tourism and generate transient occupancy tax revenue.
- Coordinate infrastructure installation throughout Alameda Point (West Midway, Adaptive Reuse Phase 1 and PG&E).
- Administer local, state and federal funds that facilitate the development of affordable housing.

## Performance Measures

### Data

#### Records

| Department            | Performance Measure                                                                                              | 2018      | 2019      | 2020  | 2021   |
|-----------------------|------------------------------------------------------------------------------------------------------------------|-----------|-----------|-------|--------|
| Community Development | Estimated number of new jobs created at Alameda Point                                                            | 135       | 110       | 45    | 25     |
| Community Development | New and total square footage leased at Alameda Point                                                             | 46764     | 108830    | 96710 | 52226  |
| Community Development | Number of Alameda Point business contacts made by City Broker                                                    | 297       | 315       | 155   | 45     |
| Community Development | Percent of Alameda Point commercial tenants rating customer services as good or better                           | 0.64      | 0.85      | 0.75  | 0.68   |
| Community Development | Percent of Alameda Point commercial tenants who receive a personal contact annually                              | 1         | 1         | 0.92  | 1      |
| Community Development | Percent of Alameda Point commercial tenants who agree that a good job was done maintaining lines of co...        |           |           | 0.92  | 0.95   |
| Community Development | Number of electronic vehicle charging stations, biodiesel, and compressed natural gas facilities available at... | 6         | 6         | 9     | 9      |
| Community Development | Amount of new investment in public infrastructure                                                                | 180000... | 340000... | 0     | 372000 |
| Community Development | Percent of private sector investment in total construction costs for Façade Grant Program                        | 0.52      | 0.5       | 0.71  | 0.68   |
| Community Development | Number of Economic Development business meetings and site visitations (welcome new businesses, retai...          | 271       | 621       | 316   | 369    |
| Community Development | Below Market Rate Sale/Resale                                                                                    | 1         | 1         | 0     | 1      |
| Community Development | CDBG Public Services (People Served)                                                                             | 5000      | 5000      | 5000  | 11000  |
| Community Development | CDBG Residential Rehab                                                                                           | 25        | 29        | 14    | 4      |

## General Fund Expenditure Summary

| Expand All                       | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|----------------|----------------|------------------|---------------------------|-----------------------------|
| ► Operating Expenditures         | 180,706        | 305,442        | 1,055,846        | 1,096,687                 | 815,108                     |
| ► Salaries and Employee Benefits | 155,471        | 208,927        | 182,122          | 153,936                   | 441,130                     |
| ► Cost Allocation                | 19,803         | 23,294         | 24,108           | 9,748                     | 9,962                       |
| ► Capital Outlay                 | 0              | 0              | 49,392           | 0                         | 0                           |
| <b>Total</b>                     | <b>355,981</b> | <b>537,663</b> | <b>1,311,468</b> | <b>1,260,371</b>          | <b>1,266,200</b>            |

## Non-General Fund Expenditure Summary

| Collapse All                     | 2018-19 Actual    | 2019-20 Actual   | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|-------------------|------------------|------------------|---------------------------|-----------------------------|
| ▼ Operating Expenditures         | 2,794,363         | 3,547,109        | 4,889,559        | 9,437,548                 | 5,815,317                   |
| ▶ Services                       | 2,684,869         | 3,499,916        | 4,827,518        | 9,308,323                 | 5,554,309                   |
| ▶ Supplies                       | 59,984            | 32,817           | 34,360           | 91,025                    | 203,308                     |
| ▶ Travel and Education           | 16,396            | 13,047           | 13,927           | 37,400                    | 48,400                      |
| ▶ Fees and Charges               | 22,492            | 883              | 11,430           | 0                         | 0                           |
| ▶ Utilities                      | 423               | 429              | 1,680            | 800                       | 9,300                       |
| ▶ Leases and Rentals             | 10,200            | 0                | 0                | 0                         | 0                           |
| ▶ Recruitment Expense            | 0                 | 16               | 645              | 0                         | 0                           |
| ▶ Salaries and Employee Benefits | 938,809           | 1,182,157        | 1,475,925        | 1,671,739                 | 2,573,307                   |
| ▶ Debt Service                   | 5,526,938         | 445,007          | 579,550          | 636,000                   | 652,000                     |
| ▶ Transfers Out                  | 1,537,021         | 325,300          | 760,810          | 710,400                   | 533,400                     |
| ▶ Cost Allocation                | 307,390           | 383,521          | 402,212          | 439,652                   | 423,855                     |
| ▶ Capital Outlay                 | 0                 | 0                | 3,578            | 15,000                    | 15,000                      |
| <b>Total</b>                     | <b>11,104,521</b> | <b>5,883,095</b> | <b>8,111,635</b> | <b>12,910,340</b>         | <b>10,012,879</b>           |

## Alameda Point Expenditure Summary

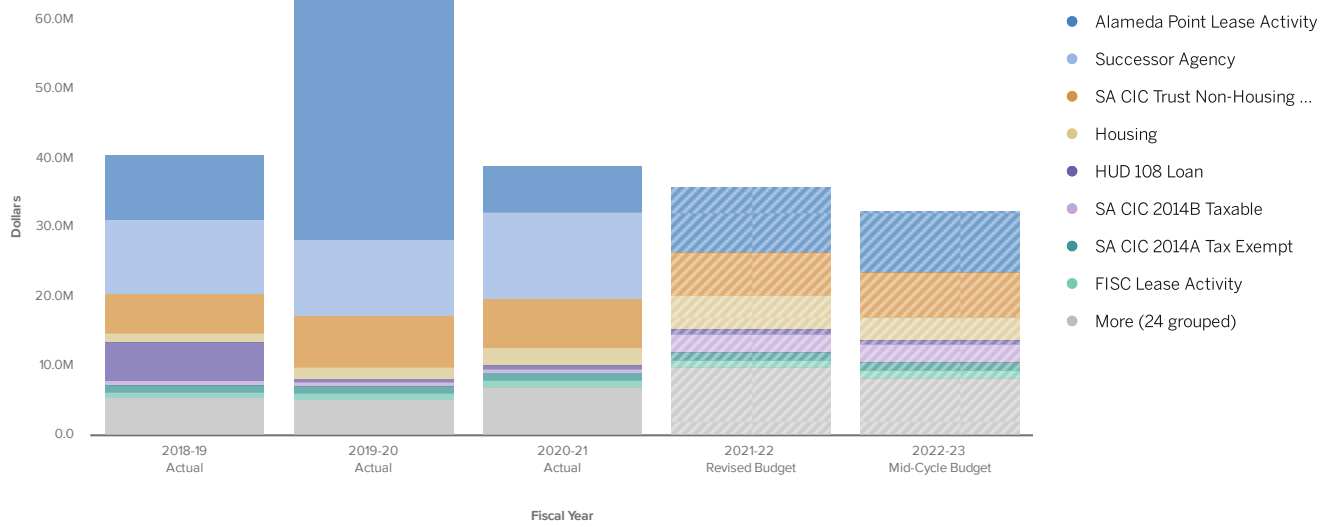
| Expand All                       | 2018-19 Actual    | 2019-20 Actual    | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|-------------------|-------------------|------------------|---------------------------|-----------------------------|
| ▶ Transfers Out                  | 1,900,690         | 29,221,320        | 715,000          | 2,183,000                 | 2,273,000                   |
| ▶ Operating Expenditures         | 5,933,940         | 5,021,855         | 5,409,837        | 6,199,646                 | 5,643,650                   |
| ▶ Salaries and Employee Benefits | 889,550           | 1,014,454         | 1,136,923        | 1,412,179                 | 1,289,836                   |
| ▶ Cost Allocation                | 1,449,223         | 566,083           | 586,765          | 604,662                   | 590,683                     |
| ▶ Capital Outlay                 | 0                 | 0                 | 0                | 20,000                    | 20,000                      |
| <b>Total</b>                     | <b>10,173,403</b> | <b>35,823,712</b> | <b>7,848,525</b> | <b>10,419,487</b>         | <b>9,817,169</b>            |

## Successor Agency Expenditure Summary

| Expand All                       | 2018-19 Actual   | 2019-20 Actual   | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|------------------|------------------|------------------|---------------------------|-----------------------------|
| ▶ Operating Expenditures         | 5,712,373        | 7,528,524        | 7,134,345        | 110,000                   | 110,000                     |
| ▶ Debt Service                   | 2,292,570        | 2,239,358        | 2,177,212        | 4,487,300                 | 4,518,700                   |
| ▶ Capital Outlay                 | 0                | 0                | 0                | 6,302,000                 | 6,617,100                   |
| ▶ Cost Allocation                | 114,760          | 75,428           | 78,101           | 77,582                    | 81,395                      |
| ▶ Salaries and Employee Benefits | 6,701            | 206              | 7,642            | 62,948                    | 64,498                      |
| <b>Total</b>                     | <b>8,126,403</b> | <b>9,843,515</b> | <b>9,397,299</b> | <b>11,039,830</b>         | <b>11,391,693</b>           |

# Expenditure Trends

Visualization



# Expenditure Summary by Division

|                               | 2018-19 Actual    | 2019-20 Actual    | 2020-21 Actual    | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|-------------------------------|-------------------|-------------------|-------------------|---------------------------|-----------------------------|
| Alameda Point Lease Activity  | 9,196,118         | 34,676,897        | 6,833,498         | 9,341,329                 | 8,746,142                   |
| Successor Agency              | 10,773,589        | 11,036,753        | 12,438,992        | 0                         | 0                           |
| SA CIC Trust Non-Housing Proj | 5,684,444         | 7,504,790         | 7,113,318         | 6,317,000                 | 6,632,100                   |
| Housing                       | 1,337,210         | 1,668,427         | 2,478,104         | 4,781,262                 | 3,238,410                   |
| HUD 108 Loan                  | 5,526,938         | 445,007           | 579,550           | 636,000                   | 652,000                     |
| SA CIC 2014B Taxable          | 660,712           | 609,890           | 551,276           | 2,582,600                 | 2,589,950                   |
| SA CIC 2014A Tax Exempt       | 1,023,760         | 1,023,461         | 1,024,068         | 1,180,750                 | 1,180,750                   |
| FISC Lease Activity           | 836,526           | 883,675           | 1,033,387         | 1,054,718                 | 959,804                     |
| Tidelands                     | 1,630,880         | 516,804           | 844,025           | 894,329                   | 858,649                     |
| Alameda Point Housing Rentals | 728,869           | 865,103           | 718,002           | 715,000                   | 715,000                     |
| SA Taxable TARB Series 2017   | 615,124           | 615,182           | 607,938           | 741,950                   | 766,000                     |
| Economic Development          | 402,005           | 876,285           | 550,611           | 715,942                   | 568,220                     |
| Homelessness                  | 138,453           | 283,882           | 828,641           | 588,857                   | 764,159                     |
| Residential Rehabilitation    | 277,640           | 528,588           | 282,408           | 1,092,100                 | 265,400                     |
| CARES Act                     | 0                 | 0                 | 855,959           | 647,112                   | 647,112                     |
| Public Improvements           | 98,348            | 174,607           | 193,759           | 754,209                   | 550,000                     |
| Theater Complex               | 330,000           | 194,000           | 329,000           | 329,000                   | 402,000                     |
| HOME Projects                 | 1,000             | 0                 | 515,683           | 533,270                   | 500,000                     |
| Public Services               | 290,865           | 265,285           | 98,614            | 380,777                   | 187,001                     |
| CDBG Administration           | 157,658           | 176,741           | 204,689           | 262,231                   | 384,344                     |
| Public Art                    | 74,299            | 95,556            | 84,985            | 527,607                   | 222,031                     |
| Youth Collab Admin            | 62,542            | 70,365            | 237,105           | 308,704                   | 308,864                     |
| SSHRB Administration          | 108,466           | 131,028           | 229,765           | 231,810                   | 142,177                     |
| Façade Improvement            | 117,823           | 100,643           | 70,056            | 374,251                   | 150,000                     |
| SA CIC Trust Fund Admin       | 140,229           | 91,002            | 99,860            | 217,530                   | 222,893                     |
| Marketing/Business Attraction | 91,128            | 113,621           | 198,396           | 165,200                   | 165,200                     |
| Perm Local Housing Allocation | 0                 | 0                 | 0                 | 0                         | 558,765                     |
| Residential Rehab Admin       | 155,888           | 142,075           | 53,524            | 185,689                   | 15,971                      |
| HOME Administration           | 45,676            | 35,882            | 51,865            | 70,800                    | 95,000                      |
| FISC Catellus                 | 0                 | 0                 | 27,189            | 250,000                   | 0                           |
| Cannabis                      | 25,573            | 0                 | 0                 | 0                         | 0                           |
| SA 2011 HSF Bond A&B          | 2,260             | 2,190             | 840               | 0                         | 0                           |
| <b>Total</b>                  | <b>40,534,023</b> | <b>63,127,739</b> | <b>39,135,108</b> | <b>35,880,029</b>         | <b>32,487,941</b>           |



# Finance

FY 2022-23 Mid-Cycle Budget



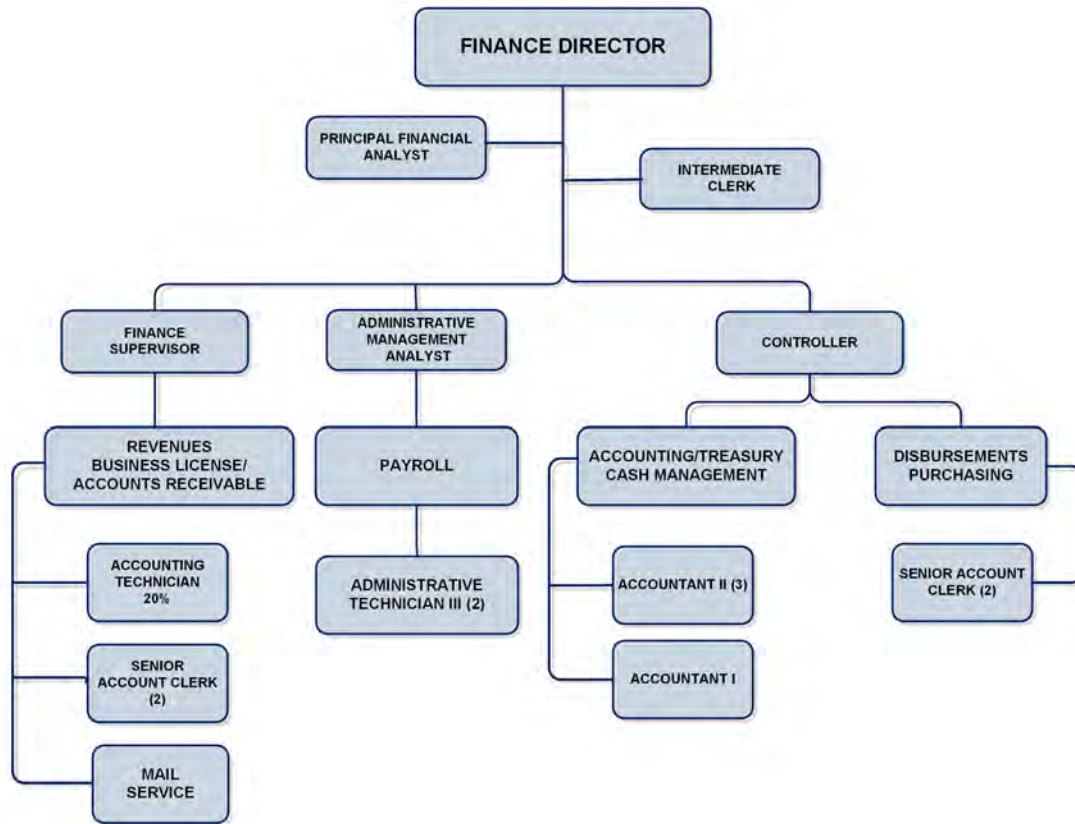
## About Us

**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 prepares the biennial budget under the guidance of the City Manager, 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, and Measures B/BB under the auspices of the elected City Auditor.

**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 order to achieve their goals and objectives.

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Add Accounting Technician

An Accounting Technician position was upgraded to Administrative Analyst. The department is now requesting a new Accounting Technician position to support the Accounts Receivable function. Recommended to start in January 2023.

**Annual Cost:** \$110,000, ongoing

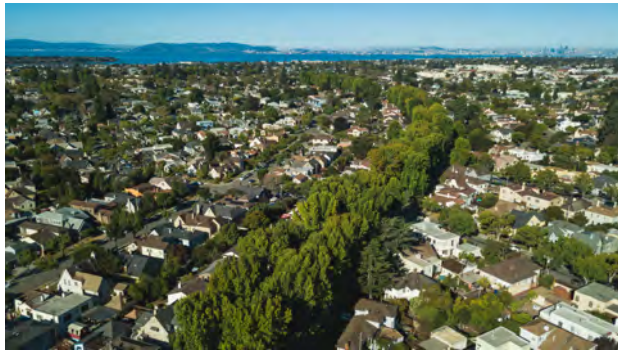
**Funding Source:** General Fund

### Policy Development

Engage the Government Finance Officers Association (GFOA) to update the City's financial policies.

**Annual Cost:** \$55,000, one-time

**Funding Source:** General Fund



## 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. Update or establish written documentation for various finance policies and procedures.
6. Issue renewed business licenses within 14 days of application receipt.

## Workplan Highlights

- The Finance Department will present quarterly sales tax, investment, and financial reports to keep the City Council informed of the City's financial health.
- The department will complete the go-live for the new Enterprise Resource Planning system for the accounting, payroll, accounts payable, and treasury/cash management functions.
- The department will update financial policies with guidance from the Government Finance Officers Association.
- The department will review operating procedures in the recently implemented Enterprise Resource Planning and OpenGov Budget Builder systems and evaluate the extent to which the systems are meeting customer service needs and could be improved to increase business process efficiencies.

## Performance Measures

Data

Records

| Department | Performance Measure                                                                        | 2018 | 2019 | 2020 | 2021 |
|------------|--------------------------------------------------------------------------------------------|------|------|------|------|
| Finance    | Percent of business licenses issued within 14 days (from receipt of completed application) | 0.96 | 0.94 | 0.92 | 0.9  |

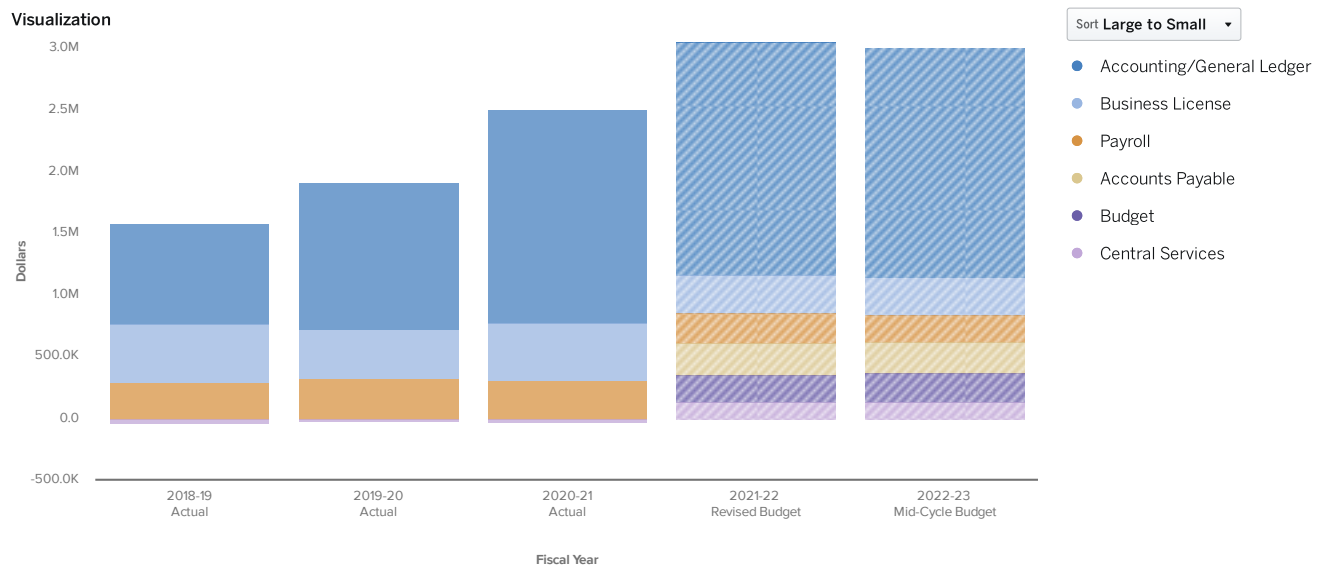
## General Fund Expenditure Summary

| Collapse All                     | 2018-19 Actual   | 2019-20 Actual   | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|------------------|------------------|------------------|---------------------------|-----------------------------|
| ▸ Salaries and Employee Benefits | 1,482,141        | 1,810,810        | 2,306,282        | 2,609,304                 | 2,662,082                   |
| ▼ Operating Expenditures         | 758,844          | 813,160          | 929,121          | 1,123,466                 | 1,078,000                   |
| ▸ Services                       | 531,708          | 612,038          | 695,600          | 806,466                   | 761,000                     |
| ▸ Supplies                       | 147,245          | 133,261          | 162,465          | 171,000                   | 171,000                     |
| ▸ Fees and Charges               | 57,767           | 51,547           | 58,896           | 115,000                   | 115,000                     |
| ▸ Travel and Education           | 15,443           | 7,820            | 5,246            | 25,000                    | 25,000                      |
| ▸ Utilities                      | 5,787            | 6,270            | 6,307            | 6,000                     | 6,000                       |
| ▸ Recruitment Expense            | 892              | 2,224            | 606              | 0                         | 0                           |
| ▸ Cost Allocation                | -698,480         | -730,741         | -766,938         | -690,994                  | -732,996                    |
| <b>Total</b>                     | <b>1,542,505</b> | <b>1,893,230</b> | <b>2,468,465</b> | <b>3,041,776</b>          | <b>3,007,086</b>            |

## Expenditure Summary by Division

|                           | 2018-19 Actual   | 2019-20 Actual   | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|---------------------------|------------------|------------------|------------------|---------------------------|-----------------------------|
| Accounting/General Ledger | 814,423          | 1,190,005        | 1,728,722        | 1,883,506                 | 1,860,732                   |
| Business License          | 469,651          | 396,235          | 465,053          | 303,817                   | 302,899                     |
| Payroll                   | 295,389          | 324,845          | 305,830          | 242,313                   | 221,542                     |
| Accounts Payable          | 0                | 0                | 0                | 257,266                   | 256,307                     |
| Budget                    | 0                | 0                | 0                | 220,692                   | 232,741                     |
| Central Services          | -36,958          | -17,855          | -31,140          | 134,182                   | 132,865                     |
| <b>Total</b>              | <b>1,542,505</b> | <b>1,893,230</b> | <b>2,468,465</b> | <b>3,041,776</b>          | <b>3,007,086</b>            |

## Expenditure Trends





# Fire

FY 2022-23 Mid-Cycle Budget

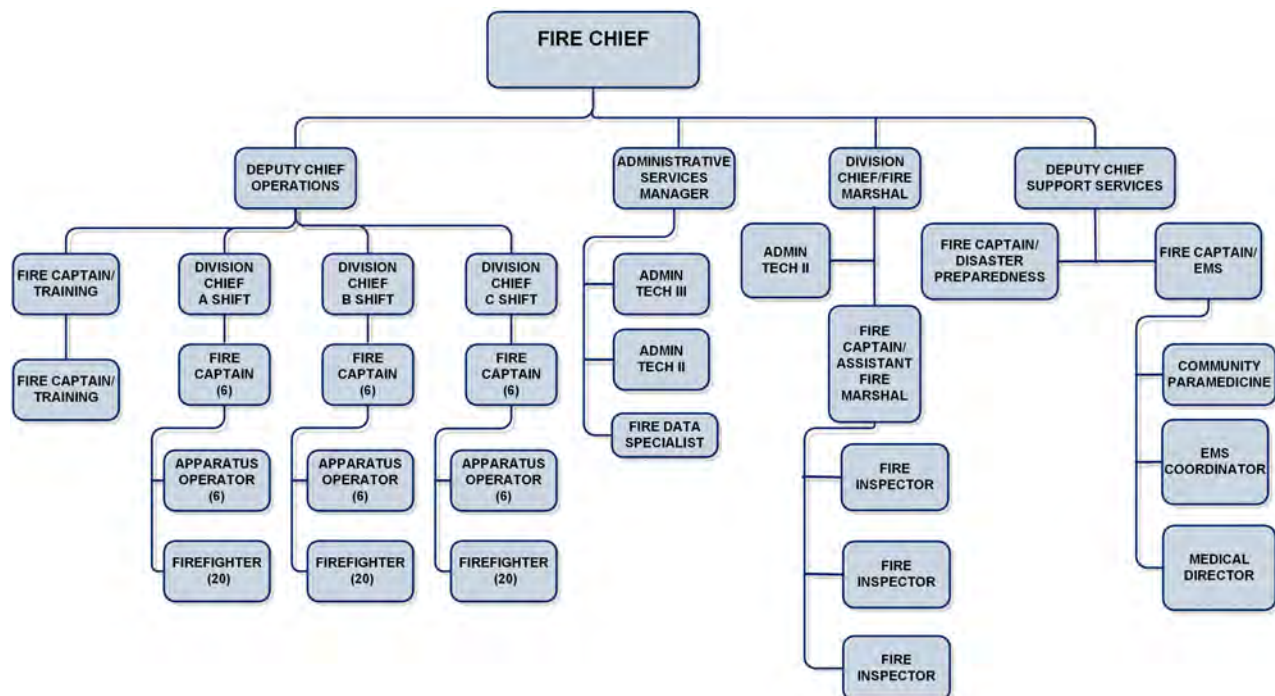


## About Us

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 the 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.

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Community Assessment Response & Engagement (CARE) Team Pilot Program

The Fire Department will continue the Community Assessment Response & Engagement (CARE) Team pilot program through FY 2022-23 by adding six Firefighter positions (three paramedics, three emergency medical technicians (EMTs)) in July 2022, and adding a Management Analyst to support the CARE Team and department administration in April 2023. The estimated annual salary and benefits costs are \$227,000 for each Firefighter/Paramedic position, \$214,000 for each Firefighter/EMT, and \$155,000 for the Management Analyst (\$39,000 in FY 2022-23). The total personnel costs in FY 2022-23 would be approximately \$1,361,000.

The positions would be allocated to the General Fund and the costs would be partially offset by a \$250,000 funding commitment from the Alameda Health Services District. Additional estimated costs to the General Fund for the CARE Team include \$116,000 in overtime for training, \$150,000 to purchase and up-fit a new vehicle, and \$99,000 for radios and other equipment. Total costs to the General Fund in FY 2022-23 would be \$1,725,000, or a net cost of \$1,475,000 with the contribution from the Alameda Health Services District. Staff propose allocating \$500,000 in American Rescue Plan of 2021 (ARPA) funding for the case management service agreement, currently with Alameda Family Services.

The FY 2021-23 Biennial Budget adopted by City Council in June 2021 included a \$1 million General Fund allocation for a mental health response pilot program. The FY 2022-23 Mid-Cycle Budget removes this placeholder budget in the City Manager's Office, which results in a net expenditure increase of \$725,000 in the General Fund for the CARE Team.

**Annual Cost:** \$1,976,000, ongoing; \$249,000 one-time

**Funding Sources:** General Fund, ARPA, Alameda Health Services District

### Replace Fireboat

The current fireboat has limited pumping capacity for emergency water supply needs, is not well-suited for supporting dive rescue operations or for the saltwater marine environment surrounding Alameda, and maintenance and motor replacement costs are estimated at approximately \$120,000. The purchase price for replacement of the existing fireboat is estimated at \$1.3 million and staff proposed to pursue a 5-year lease with annual lease payments estimated to be approximately \$300,000.

**Annual Cost:** \$300,000 for five years

**Funding Source:** General Fund

### Academy Overtime and Materials

Training Division overtime is used to cover academies, required department training, and professional development costs. The baseline overtime budget is only sufficient to cover the two planned academies for new recruit, and additional budget is needed to support the department's other training needs.

Additional materials budget of \$10,000 per training academy is also needed.

**Annual Cost:** \$75,000, ongoing

**Funding Source:** General Fund

### Face Mask Fit Testing Machines

The department needs to purchase two OSHA-compliant face fit testing systems to improve firefighter safety.

**Annual Cost:** \$40,000, one-time

**Funding Source:** General Fund



## Department Goals

1. Protect and preserve the lives and property of Alameda's residents, visitors, and business community during all risk/all-hazard emergencies.
2. Identify and implement funding sources to navigate economic challenges and sustain viable fire and emergency medical services to meet the needs of the community in a fiscally responsible manner.
3. Seek opportunities for professional development for all ranks of the organization and create a comprehensive succession plan.
4. Evaluate the Alameda Community Assessment Response and Engagement (CARE) Team pilot program for its effectiveness in meeting the program objectives.
5. Hire and promote a culturally and gender diverse workforce throughout the Department reflective of the community.
6. Complete a Standards of Coverage Risk Analysis of the community to ensure we are meeting the national standards for emergency service delivery, in addition to using the data to plan for future growth.
7. Review, update, and exercise disaster response plans to ensure preparedness for the community and test surge capacity for the Department.

## Workplan Highlights

- Complete a department-wide analysis of service delivery throughout all divisions within the organization through the use of objective data analysis to assist with developing a short and long-term strategic plan.
- Review and expand current recruitment strategies to assist with the hiring of a diverse workforce and to assist with ensuring vacancies within the organization are filled in a timely manner.
- Continue to evaluate and develop the Alameda CARE Team pilot program to meet the mental and mobile integrated health needs of the community in close coordination with our contracted vendors and the Alameda County Emergency Medical Services Agency.
- Provide low-income seniors and the disabled home safety inspections and minor repairs to improve mobility through the Housing Safety Program using Community Development Block Grant (CDBG) funds.
- Create and foster regional partnerships to assist with department training needs and operational surge capacity requirements.
- Continue to fund and train the Community Emergency Response Team (CERT) program funded by the Department of Homeland Security, Federal Emergency Management Agency (FEMA). The program includes the recruitment and training of volunteers, coordination of emergency drills and exercises.
- Review and revise department policies to ensure that all department documentation is up to date and in alignment with ensuring that operational readiness and customer service delivery are maintained as the organization's top priority.

# Performance Measures

Data

Records

| Department | Performance Measure                                                                        | 2018  | 2019  | 2020  | 2021  |
|------------|--------------------------------------------------------------------------------------------|-------|-------|-------|-------|
| Fire       | Percent of fire calls responded to within 6:16 min                                         | 0.903 | 0.874 | 0.883 | 0.864 |
| Fire       | Percent of Emergency Medical Services (EMS) calls responded to within 4:36 min             | 0.675 | 0.659 | 0.568 | 0.604 |
| Fire       | Number of additional residents trained in Community Emergency Response Team (CERT)         | 78    | 73    | 0     | 5     |
| Fire       | Percent of apartment, commercial, hazmat, and state licensed facilities inspected annually | 0.8   | 0.8   | 0.45  | 0.666 |
|            |                                                                                            |       |       |       |       |

## General Fund Expenditure Summary

| Collapse All                     | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22 Revised Budget | 2022-23 Mid-Cycle Budget |
|----------------------------------|----------------|----------------|----------------|------------------------|--------------------------|
| ▼ Salaries and Employee Benefits | 27,824,745     | 28,346,384     | 29,734,275     | 32,113,345             | 36,305,676               |
| ▶ Salaries and Wages             | 16,815,549     | 16,850,856     | 17,216,669     | 17,674,381             | 20,177,291               |
| ▶ Pension and OPEB               | 8,675,190      | 9,293,831      | 10,231,643     | 11,706,384             | 13,030,633               |
| ▶ Benefits                       | 2,334,007      | 2,201,697      | 2,285,963      | 2,732,580              | 3,097,752                |
| ▶ Cost Allocation                | 3,327,001      | 3,976,503      | 3,906,870      | 5,207,676              | 5,484,427                |
| ▶ Operating Expenditures         | 3,390,085      | 2,807,566      | 2,927,841      | 3,696,045              | 3,847,586                |
| ▶ Transfers Out                  | 1,226,671      | 801,819        | 216,244        | 1,347,000              | 624,000                  |
| ▶ Debt Service                   | 223,354        | 226,119        | 231,271        | 228,151                | 235,000                  |
| ▶ Capital Outlay                 | 389,895        | 95,678         | 0              | 74,000                 | 219,000                  |
| Total                            | 36,381,751     | 36,254,068     | 37,016,501     | 42,666,217             | 46,715,689               |

## Non-General Fund Expenditure Summary

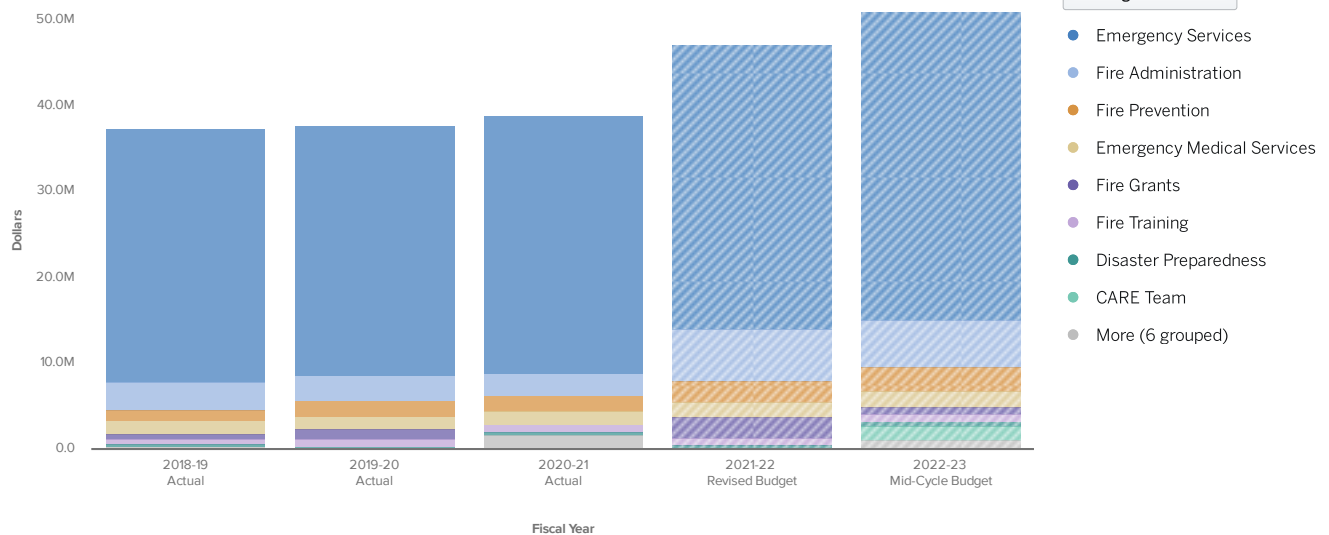
| Collapse All                     | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22 Revised Budget | 2022-23 Mid-Cycle Budget |
|----------------------------------|----------------|----------------|----------------|------------------------|--------------------------|
| ▼ Salaries and Employee Benefits | 575,741        | 1,214,698      | 1,604,248      | 2,390,930              | 1,985,301                |
| ▶ Salaries and Wages             | 262,721        | 663,464        | 948,837        | 1,162,723              | 978,892                  |
| ▶ Pension and OPEB               | 239,937        | 422,913        | 398,349        | 936,167                | 780,995                  |
| ▶ Benefits                       | 73,083         | 128,322        | 257,063        | 292,040                | 225,414                  |
| ▶ Operating Expenditures         | 143,058        | 146,383        | 187,971        | 2,072,481              | 2,158,481                |
| ▶ Transfers Out                  | 328,014        | 0              | 0              | 0                      | 0                        |
| ▶ Cost Allocation                | 21,282         | 68,807         | 36,446         | 16,297                 | 17,555                   |
| ▶ Debt Service                   | 6,367          | 0              | 0              | 0                      | 0                        |
| Total                            | 1,074,462      | 1,429,889      | 1,828,665      | 4,479,708              | 4,161,337                |

## Expenditure Summary by Division

|                             | 2018-19 Actual    | 2019-20 Actual    | 2020-21 Actual    | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------------|-----------------------------|
| Emergency Services          | 29,576,122        | 29,142,414        | 29,977,790        | 33,059,639                | 35,746,876                  |
| Fire Administration         | 3,235,196         | 2,900,585         | 2,542,488         | 6,052,589                 | 5,522,840                   |
| Fire Prevention             | 1,220,047         | 1,782,853         | 1,807,250         | 2,477,949                 | 2,845,025                   |
| Emergency Medical Services  | 1,591,041         | 1,402,948         | 1,601,146         | 1,806,148                 | 1,739,147                   |
| Fire Grants                 | 611,257           | 1,262,983         | 12,415            | 2,397,947                 | 899,996                     |
| Fire Training               | 559,497           | 841,280           | 874,269           | 891,485                   | 910,964                     |
| Disaster Preparedness       | 328,673           | 350,893           | 348,436           | 385,167                   | 394,958                     |
| CARE Team                   | 0                 | 0                 | 0                 | 75,000                    | 1,724,880                   |
| 2018 SAFER                  | 0                 | 0                 | 847,231           | 0                         | 866,261                     |
| 2017 SAFER                  | 0                 | 0                 | 779,027           | 0                         | 0                           |
| Emergency Operations Center | 334,381           | 0                 | 0                 | 0                         | 0                           |
| Community Paramedicine      | 0                 | 0                 | 0                 | 0                         | 226,081                     |
| AFG COVID-19 Grant          | 0                 | 0                 | 50,978            | 0                         | 0                           |
| 2008 Fire Prevention/Safety | 0                 | 0                 | 4,136             | 0                         | 0                           |
| <b>Total</b>                | <b>37,456,213</b> | <b>37,683,957</b> | <b>38,845,166</b> | <b>47,145,925</b>         | <b>50,877,027</b>           |

## Expenditure Trends

### Visualization





# Human Resources

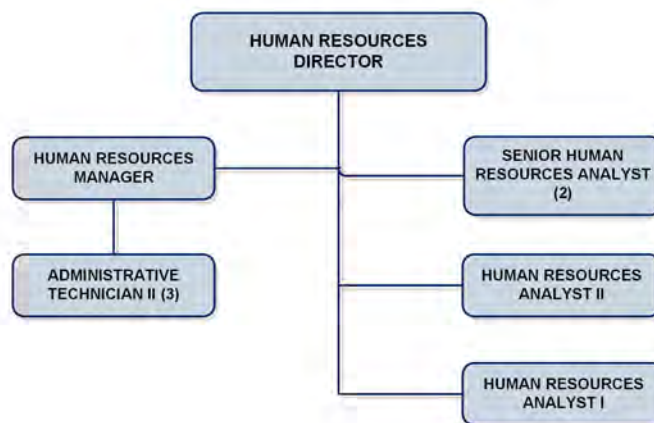
FY 2022-23 Mid-Cycle Budget

## About Us

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.

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Add Office Assistant

Over the last few years Human Resources has expanded its scope of responsibility requiring additional staffing support. HR currently has a part-time staff person providing support to the department. The department is requesting to convert this positions to full-time. New responsibilities include:

1. Managing the City's DMV data base.
2. Conducting the interactive process for employees with workers compensation injuries.
3. Overseeing the City's Safety program.
4. Acting as Chief Negotiator for labor negotiations
5. Implementation of the Diversity, Equity and Inclusion Program.

**Annual Cost:** \$97,000, ongoing (partially offset by reducing part-time pay budget by \$50,000)

**Funding Source:** General Fund

## 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. Provide support for the Citywide Safety program including development and updating of Safety policies, employee training and ongoing communication.
7. Begin the process of digitizing legacy data to increase access and availability to legacy information

## Workplan Highlights

- Initiate the development of a Citywide Diversity, Equity, Inclusion and Belonging Plan that will foster and provide a safe and inclusive workplace for employees and ensure support for diversity, equity and inclusion in integrated into decision making, planning and implementation through all structures, services, policies, practices and procedures.
- Develop and implement a revised Performance Management Program that streamlines the performance evaluation process to ensure the process is effective and timely.
- Continue to develop the Citywide Safety Program to ensure compliance with all state and federal requirements.
- Facilitate resolution of numerous sensitive employee relations issues and investigations.
- Continue to provide leadership training to managers and supervisors.

## Performance Measures

Data

Records

| Department      | Performance Measure                                                     | 2018 | 2019 | 2020 | 2021 |
|-----------------|-------------------------------------------------------------------------|------|------|------|------|
| Human Resources | Average Applications Received Per Recruitment                           | 42   | 40   | 69   | 51   |
| Human Resources | Average Length of Time (days) to Provide an Eligible List               | 58   | 42   | 29   | 34   |
| Human Resources | Number of full time appointments completed in the calendar year         | 57   | 80   | 53   | 58   |
| Human Resources | Percent of full-time employees receiving annual performance evaluations | 0.53 | 0.51 | 0.4  | 0.22 |
|                 |                                                                         |      |      |      |      |

## General Fund Expenditure Summary

| Expand All                       | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|----------------|----------------|----------------|---------------------------|-----------------------------|
| ► Salaries and Employee Benefits | 1,211,705      | 1,277,776      | 1,397,715      | 1,659,505                 | 1,689,519                   |
| ► Operating Expenditures         | 82,532         | 124,765        | 109,950        | 134,750                   | 134,750                     |
| ► Cost Allocation                | -371,264       | -667,339       | -701,929       | -576,571                  | -609,150                    |
| <b>Total</b>                     | <b>922,973</b> | <b>735,202</b> | <b>805,735</b> | <b>1,217,684</b>          | <b>1,215,119</b>            |

## Non-General Fund Expenditure Summary

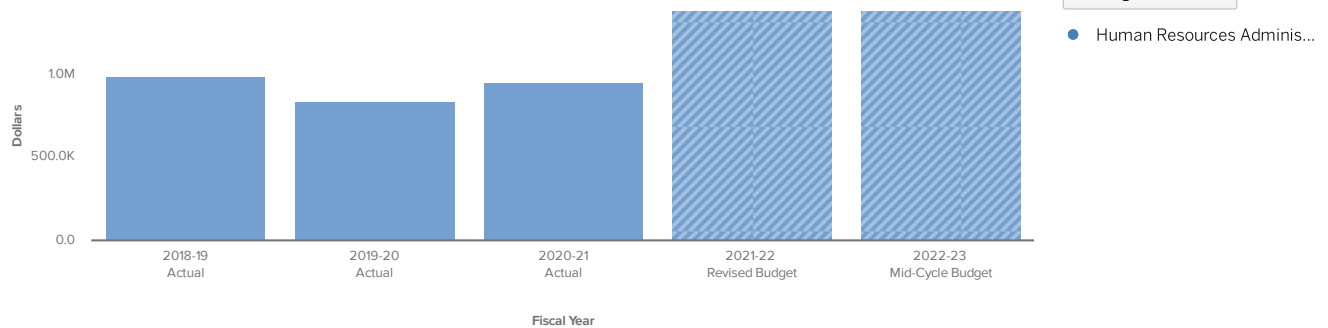
| Expand All                       | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|----------------|----------------|----------------|---------------------------|-----------------------------|
| ► Salaries and Employee Benefits | 64,584         | 104,907        | 147,116        | 160,000                   | 160,000                     |
| ► Operating Expenditures         | 1,620          | 1,620          | 810            | 2,000                     | 2,000                       |
| <b>Total</b>                     | <b>66,204</b>  | <b>106,527</b> | <b>147,926</b> | <b>162,000</b>            | <b>162,000</b>              |

## Expenditure Summary by Division

|                                       | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|---------------------------------------|----------------|----------------|----------------|---------------------------|-----------------------------|
| <b>Human Resources Administration</b> | <b>989,177</b> | <b>841,730</b> | <b>953,662</b> | <b>1,379,684</b>          | <b>1,377,119</b>            |
| <b>Total</b>                          | <b>989,177</b> | <b>841,730</b> | <b>953,662</b> | <b>1,379,684</b>          | <b>1,377,119</b>            |

## Expenditure Trends

Visualization





# Information Technology

FY 2022-23 Mid-Cycle Budget

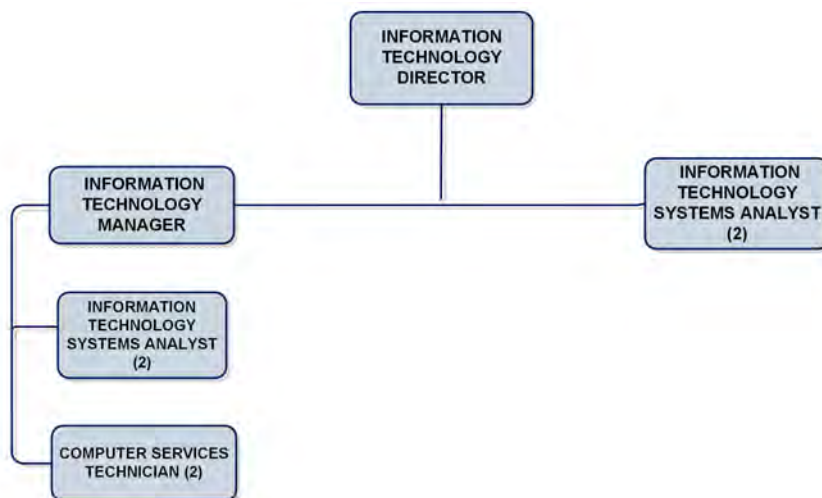
## About Us

The **Information Technology department** continues to support the City's 3 to 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 as well as promoting 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.

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Microsoft 365 Subscription

Migrate the on-premises email server and other Microsoft services to the Microsoft cloud by implementing Microsoft 365 in FY 2022-23. The migration was previously slated for 2024, but staff recommend implementing the migration sooner to address security and performance issues with the existing Office 2013 licenses. The ongoing annual subscription fee of approximately \$209,000 will be incorporated into the Information Technology Internal Service Fund cost allocation charges in the FY 2023-25 Biennial Budget.

**Annual Cost:** \$244,000 one-time; \$209,000, ongoing  
**Funding Source:** Information Technology Internal Service Fund

## Separate Administrative Network from Alameda Municipal Power

Establish a capital project to move the core of the City's administrative network from Alameda Municipal Power (AMP) to the City. Currently, central switching, firewall web filtering, and internet access are managed by AMP, and the restrictions placed on the public utility's network inhibit the rest of the City from fully utilizing the network's capabilities. Staff propose to setup a City administrative network that will allow AMP to meet Public Utility Board requirements while allowing IT to administer the rest of the network.

**Annual Cost:** \$347,000 one-time  
**Funding Source:** Information Technology Internal Service Fund

## Network Detection & Response Solution

The City currently has numerous perimeter-based solutions to protect from outside cybersecurity attacks, but lacks tools for detecting malicious activity if an attacker is able to infiltrate the internal network through phishing emails or infected USB drives. The proposed solution would inform administrators to anomalous behavior and address malicious activity.

**Annual Cost:** \$98,000 ongoing  
**Funding Source:** Information Technology Internal Service Fund



## Department Goals

1. Continue to deploy cyber security training and improve internal threat awareness.
2. Continue the annual PC replacements on a 4 to 5 year cycle.
3. Implement the prioritized recommendations from the IT Strategic Master Plan.
4. Continue supporting the daily technology operating needs.
5. Continue quarterly departmental meetings as part of our IT Governance strategy plan.
6. Follow the National Institute of Standards and Technology (NIST) to adhere to best practices for information technology.
7. Continue planning for business continuity and disaster recovery using cloud technology as a role in disaster recovery.

## Workplan Highlights

- Cybersecurity: The City's baseline Phishing Training campaign launched in 2020 had the City at 16.3% phish-prone. After several internal trainings, as of March 2021, the city's phish-prone percentage dropped down to 3.4% based on the current simulation campaign we are running.
- The department continues to coordinate efforts to establish a Geographic Information System (GIS) Roadmap that will benefit multiple departments and the community and establish governance over GIS efforts. A public facing basemap of city data was made available on the City's website.
- Free public WiFi is being implemented in multiple city buildings.
- The CENIC Pilot Project is underway connecting Research and Development companies and the community to the ultra-high-speed CENIC Scientific Research network which helps support the City's economic development interests and community science interests in the city.
- A major investment has been made to replace our current financial and human resources system, known as an Enterprise Resource Planning system, that is a multiple year project and impacts all City

departments. The Financial system went live October 1, 2021, and most departments went live with the new Human Resources and Payroll system on January 1, 2022. The Fire Department and Alameda Municipal Power are scheduled to go live on July 1, 2022.

- Continue fostering an information technology form of governance approach to keep strategic technology projects on target and communicated to city stakeholders.

## Performance Measures

Data

Records

| Department             | Performance Measure                                          | 2018  | 2019  | 2020  | 2021  |
|------------------------|--------------------------------------------------------------|-------|-------|-------|-------|
| Information Technology | Number of blocked malicious intrusions                       | 3782  | 3562  | 9948  | 13443 |
| Information Technology | Number of service request tickets submitted and resolved     | 2055  | 3562  | 4354  | 4206  |
| Information Technology | Percent of completed tickets meeting SLA - "High" Priority   | 0.947 | 0.972 | 1     | 1     |
| Information Technology | Percent of completed tickets meeting SLA - "Medium" Priority | 0.96  | 0.595 | 0.833 | 0.615 |
| Information Technology | Percent of completed tickets meeting SLA - "Low" Priority    | 0.873 | 0.661 | 0.775 | 0.796 |
|                        |                                                              |       |       |       |       |

## Non-General Fund Expenditure Summary

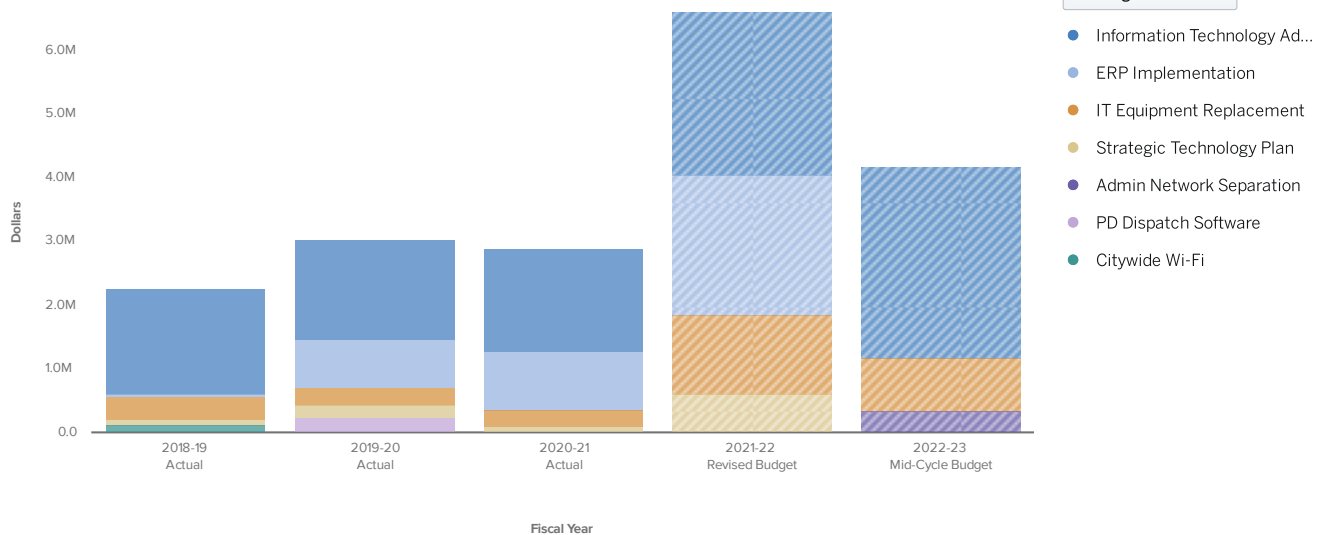
| Collapse All                     | 2018-19 Actual      | 2019-20 Actual      | 2020-21 Actual      | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|---------------------|---------------------|---------------------|---------------------------|-----------------------------|
| ▼ Operating Expenditures         | \$ 468,592          | \$ 651,410          | \$ 1,641,463        | \$ 1,916,495              | \$ 1,988,149                |
| ▶ Services                       | 367,811             | 543,419             | 1,569,150           | 1,710,206                 | 1,562,235                   |
| ▶ Supplies                       | 54,580              | 53,948              | 19,163              | 121,525                   | 341,150                     |
| ▶ Utilities                      | 45,125              | 48,357              | 50,695              | 67,200                    | 67,200                      |
| ▶ Travel and Education           | 1,076               | 5,584               | 2,403               | 17,200                    | 17,200                      |
| ▶ Fees and Charges               | 0                   | 38                  | 6                   | 300                       | 300                         |
| ▶ Recruitment Expense            | 0                   | 64                  | 0                   | 64                        | 64                          |
| ▶ Contingency                    | 0                   | 0                   | 47                  | 0                         | 0                           |
| ▶ Salaries and Employee Benefits | 1,119,218           | 928,688             | 1,066,755           | 1,467,807                 | 1,468,086                   |
| ▶ Capital Outlay                 | 590,330             | 1,381,956           | 131,145             | 3,099,639                 | 607,000                     |
| ▶ Cost Allocation                | 76,697              | 77,003              | 60,580              | 119,058                   | 123,351                     |
| <b>Total</b>                     | <b>\$ 2,254,837</b> | <b>\$ 3,039,057</b> | <b>\$ 2,899,944</b> | <b>\$ 6,602,998</b>       | <b>\$ 4,186,586</b>         |

## Expenditure Summary by Division

|                              | 2018-19 Actual   | 2019-20 Actual   | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|------------------------------|------------------|------------------|------------------|---------------------------|-----------------------------|
| Information Technology Admin | 1,649,729        | 1,575,104        | 1,622,435        | 2,552,189                 | 3,014,586                   |
| ERP Implementation           | 28,110           | 742,170          | 916,202          | 2,207,027                 | 0                           |
| IT Equipment Replacement     | 362,495          | 282,075          | 270,651          | 1,238,112                 | 825,000                     |
| Strategic Technology Plan    | 81,818           | 187,732          | 87,656           | 605,670                   | 0                           |
| Admin Network Separation     | 0                | 0                | 0                | 0                         | 347,000                     |
| PD Dispatch Software         | 0                | 251,975          | 3,000            | 0                         | 0                           |
| Citywide Wi-Fi               | 132,685          | 0                | 0                | 0                         | 0                           |
| <b>Total</b>                 | <b>2,254,837</b> | <b>3,039,057</b> | <b>2,899,944</b> | <b>6,602,998</b>          | <b>4,186,586</b>            |

## Expenditure Trends

### Visualization





# Library

FY 2022-23 Mid-Cycle Budget

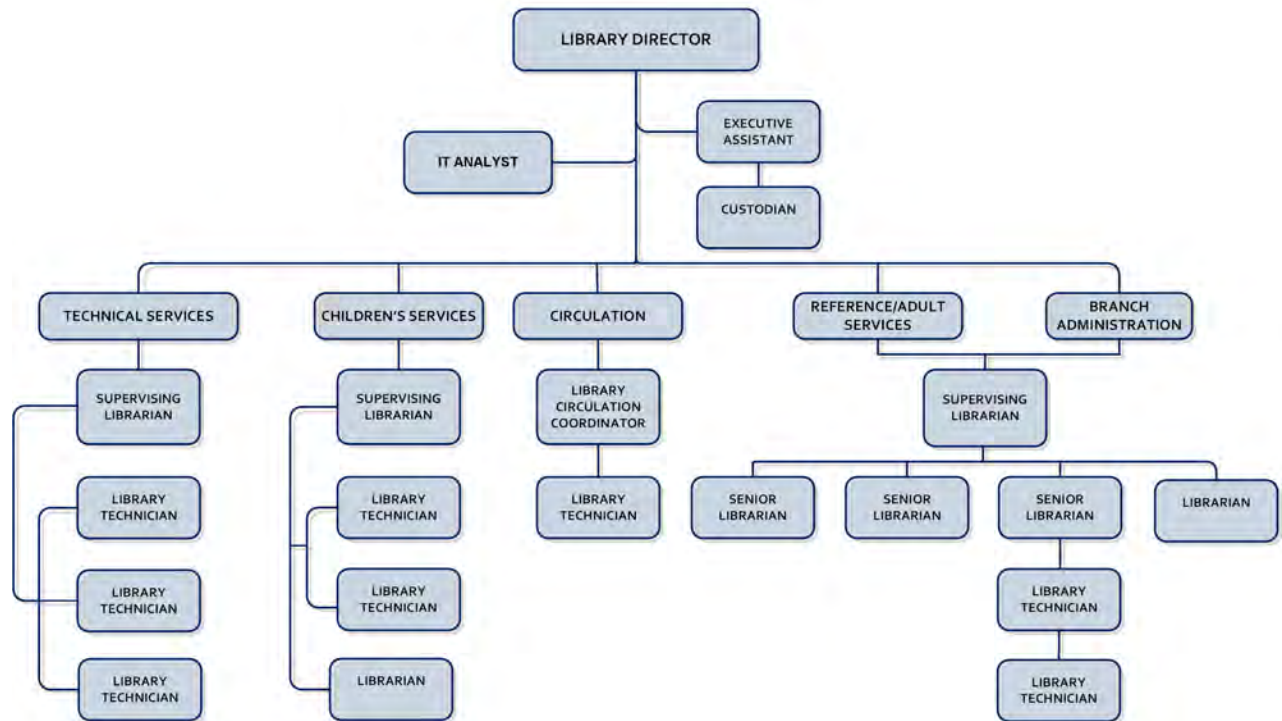


## About Us

**The Alameda Free Library** provides the public with materials, services, and programs to advance their recreational, educational, and professional goals. This is realized by serving as a rich and diverse resource for reference, cultural enrichment, community interaction, and involvement for all ages. A diverse and wide-ranging collection of print, eBooks, audiovisual materials, and streaming services complement the online research databases available. A variety of programs and classes for all ages are offered free of charge on topics such as gardening, technology assistance, art docent lectures, handicrafts, meditation, senior care, financial planning, science, legal assistance, story times, book clubs, reading challenges, and more. In addition, the Main Library and the two Neighborhood Libraries offer public computers with free Wi-Fi access. The Main Library offers meeting rooms available for the public to rent. The Friends of the Library operate the volunteer-run Dewey's Friends Café for light snacks and the new Books for Friends used book store. The Library Department divisions consist of Library Administration and Adult Literacy.

**The mission of the Library** is to foster individual and community enrichment, resourcefulness, and connection through a welcoming, knowledgeable staff and easily accessible collections, facilities, and virtual space.

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Services & Supplies

Increase the budget for books to cover increased costs of books and to increase the amount of digital resources offered, and to increase the services budget for higher database costs. These increased costs are offset by a projected revenue increase of \$100,000 for the Library's property tax set aside.

**Annual Cost:** \$57,000, ongoing

**Funding Source:** Library Fund



## Department Goals

1. Follow the Strategic Vision to offer “More of It...Make People Love It,” making it possible for all Alamedans to fall in love with the library.
2. Provide a broad and diverse collection of books, online resources, and other library materials to meet the varied interests and needs of the community.
3. Promote collaboration among staff to attain a high-performance and customer-focused library.
4. Continue to find ways to narrow the digital divide by increasing and improving access and training to technology.
5. Provide library programs in both in-person and virtual formats, and publications to educate, enrich, and inform library users.
6. Maintain library facilities as community gathering places.

## Workplan Highlights

- Continue enhancing Kindergarten readiness in Alameda by developing programming specifically for babies, toddlers, and preschoolers.
- Continue to build on the popularity of our School Resource services by creating original content that can be shared virtually during school visits and on the library's YouTube page, working with teachers and teacher librarians to use the Alameda Free Library collection to augment school library holdings, and increase participation in a variety of reading challenges.
- Launch a no-cost Mobile Hot Spot Lending Pilot program for the community.
- Continue to find ways to narrow the digital divide by increasing and improving access and training to technology, with the addition of new in-house computer courses and online learning offerings
- Continually evaluate, modify, test, and launch an increasingly more user-friendly virtual library presence with the Library website.

## Performance Measures

Data

Records

| Department | Performance Measure                            | 2018   | 2019   | 2020   | 2021   |
|------------|------------------------------------------------|--------|--------|--------|--------|
| Library    | Number of Visitors - Main Library              | 339383 | 346575 | 74027  | 63339  |
| Library    | Number of Visitors - West End Branch           | 34494  | 32580  | 7125   | 5739   |
| Library    | Number of Visitors - Bay Farm Island Branch    | 53282  | 55876  | 10383  | 7224   |
| Library    | Number of Items Lent Electronically            | 28873  | 33969  | 45705  | 50482  |
| Library    | Number of Items Lent - Main Library            | 293860 | 317499 | 267969 | 403589 |
| Library    | Number of Items Lent - West End Branch         | 47875  | 49804  | 18045  | 7963   |
| Library    | Number of Items Lent - Bay Farm Island Library | 28623  | 75387  | 21074  | 16880  |
| Library    | Number of Programs Offered                     | 940    | 771    | 577    |        |
| Library    | Number of Program Participants                 | 19837  | 19596  | 23951  |        |
| Library    | Number of Users of the Computer Lab            | 845    | 1206   | 285    | 377    |
|            |                                                |        |        |        |        |

## Non-General Fund Expenditure Summary

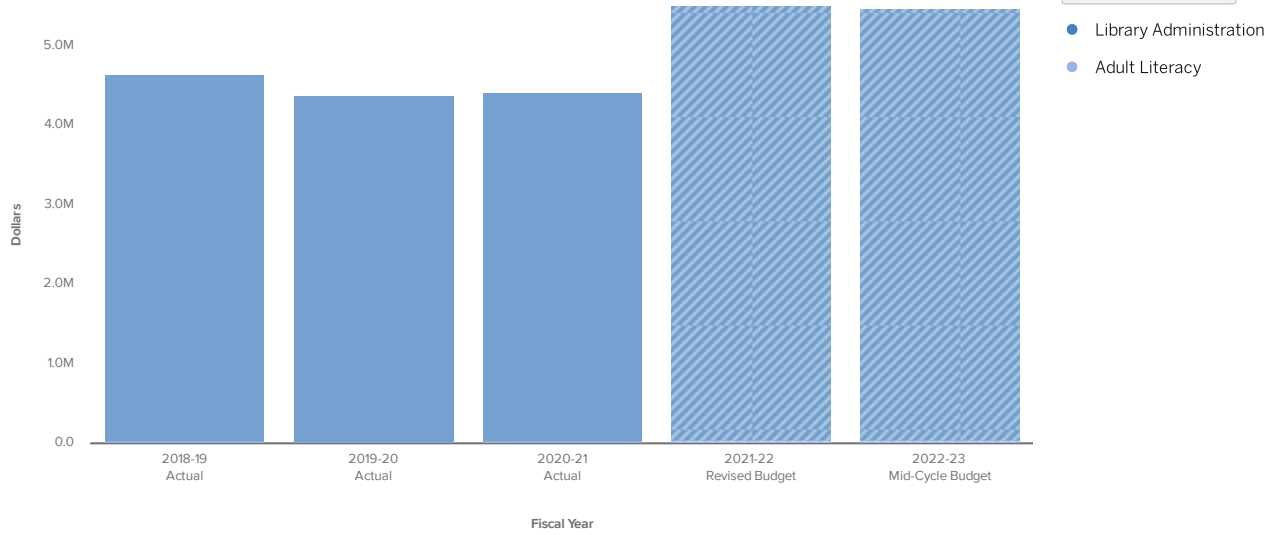
| Collapse All                     | 2018-19 Actual   | 2019-20 Actual   | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|------------------|------------------|------------------|---------------------------|-----------------------------|
| ► Salaries and Employee Benefits | 2,653,814        | 2,847,979        | 2,695,094        | 3,438,373                 | 3,428,809                   |
| ► Cost Allocation                | 1,260,485        | 829,932          | 899,833          | 888,790                   | 912,782                     |
| ▼ Operating Expenditures         | 670,273          | 663,247          | 807,867          | 1,108,200                 | 1,073,200                   |
| ► Supplies                       | 392,646          | 377,105          | 414,372          | 594,600                   | 651,600                     |
| ► Services                       | 134,917          | 154,384          | 282,465          | 325,600                   | 233,600                     |
| ► Utilities                      | 128,090          | 115,350          | 98,219           | 161,100                   | 161,100                     |
| ► Travel and Education           | 12,858           | 15,291           | 11,908           | 23,800                    | 23,800                      |
| ► Fees and Charges               | 1,242            | 731              | 514              | 1,600                     | 1,600                       |
| ► Recruitment Expense            | 521              | 386              | 388              | 1,500                     | 1,500                       |
| ► Capital Outlay                 | 57,155           | 40,787           | 23,603           | 57,600                    | 57,600                      |
| <b>Total</b>                     | <b>4,641,727</b> | <b>4,381,944</b> | <b>4,426,397</b> | <b>5,492,963</b>          | <b>5,472,391</b>            |

## Expenditure Summary by Division

|                               | 2018-19 Actual   | 2019-20 Actual   | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|-------------------------------|------------------|------------------|------------------|---------------------------|-----------------------------|
| <b>Library Administration</b> | 4,604,069        | 4,357,859        | 4,384,913        | 5,438,063                 | 5,417,491                   |
| <b>Adult Literacy</b>         | 37,658           | 24,086           | 41,484           | 54,900                    | 54,900                      |
| <b>Total</b>                  | <b>4,641,727</b> | <b>4,381,944</b> | <b>4,426,397</b> | <b>5,492,963</b>          | <b>5,472,391</b>            |

# Expenditure Trends

Visualization





# Non-Department

FY 2022-23 Mid-Cycle Budget

## General Fund Expenditure Summary

| Expand All                       | 2018-19 Actual   | 2019-20 Actual   | 2020-21<br>Amended Budget | 2021-22<br>Adopted Budget | 2022-23 Budget |
|----------------------------------|------------------|------------------|---------------------------|---------------------------|----------------|
| ► Operating Expenditures         | 8,575,223        | 694,439          | 15,860,514                | 1,219,250                 | 1,698,000      |
| ► Cost Allocation                | 455,788          | 964,322          | 1,014,587                 | 609,047                   | 666,622        |
| ► Capital Outlay                 | 8,743            | 16,847           | 5,000                     | 0                         | 0              |
| ► Salaries and Employee Benefits | 0                | 0                | -400,000                  | -1,818,000                | -1,873,000     |
| <b>Total</b>                     | <b>9,039,755</b> | <b>1,675,608</b> | <b>16,480,101</b>         | <b>10,297</b>             | <b>491,622</b> |

## Non-General Fund Expenditure Summary

| Expand All                       | 2018-19 Actual    | 2019-20 Actual    | 2020-21<br>Amended Budget | 2021-22<br>Adopted Budget | 2022-23 Budget   |
|----------------------------------|-------------------|-------------------|---------------------------|---------------------------|------------------|
| ► Operating Expenditures         | 8,209,646         | 13,197,341        | 5,127,000                 | 5,379,000                 | 5,566,000        |
| ► Debt Service                   | 4,806,806         | 4,770,963         | 2,581,000                 | 3,433,475                 | 3,180,350        |
| ► Salaries and Employee Benefits | 7,636,257         | 1,186,616         | 930,000                   | 930,000                   | 930,000          |
| ► Capital Outlay                 | 0                 | 412,081           | 1,068,398                 | 0                         | 0                |
| ► Cost Allocation                | 0                 | 1,199             | 1,241                     | 0                         | 0                |
| <b>Total</b>                     | <b>20,652,709</b> | <b>19,568,201</b> | <b>9,707,639</b>          | <b>9,742,475</b>          | <b>9,676,350</b> |

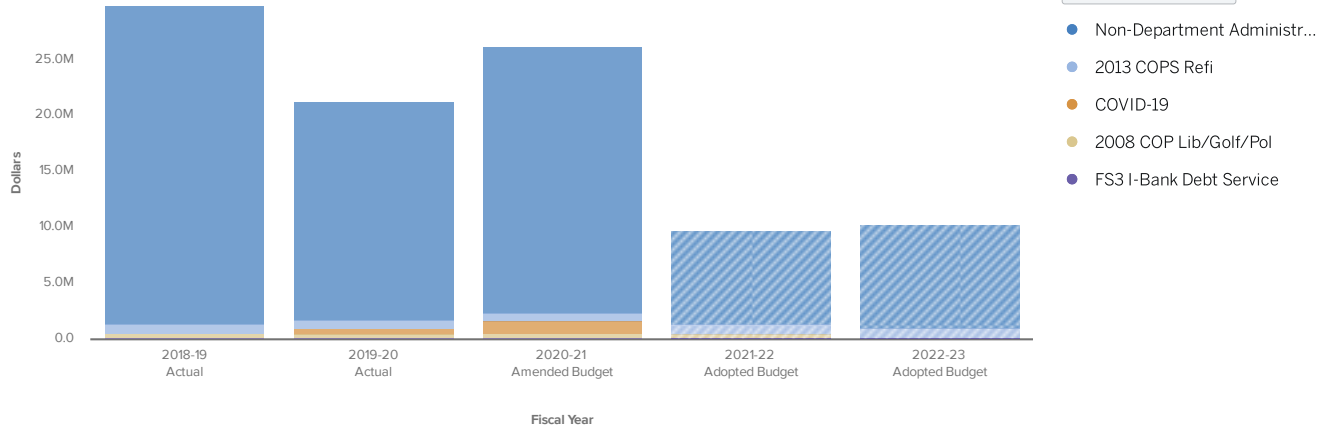
## Expenditure Summary by Division

|                               | 2018-19 Actual    | 2019-20 Actual    | 2020-21<br>Amended Budget | 2021-22<br>Adopted Budget | 2022-23<br>Adopted Budget |
|-------------------------------|-------------------|-------------------|---------------------------|---------------------------|---------------------------|
| Non-Department Administration | 28,329,194        | 19,478,610        | 23,756,342                | 8,388,047                 | 9,166,372                 |
| 2013 COPS Refi                | 790,025           | 787,385           | 787,000                   | 790,200                   | 787,600                   |
| COVID-19                      | 0                 | 405,024           | 1,068,398                 | 0                         | 0                         |
| 2008 COP Lib/Golf/Pol         | 361,061           | 361,061           | 363,000                   | 362,525                   | 2,000                     |
| FS3 I-Bank Debt Service       | 212,184           | 211,728           | 213,000                   | 212,000                   | 212,000                   |
| <b>Total</b>                  | <b>29,692,464</b> | <b>21,243,809</b> | <b>26,187,740</b>         | <b>9,752,772</b>          | <b>10,167,972</b>         |

# Expenditure Trends

Visualization

Sort **Large to Small** ▾





# Planning, Building & Transportation

FY 2022-23 Mid-Cycle Budget

## About Us

**The Planning, Building & Transportation Department** is responsible for guiding, facilitating, and implementing land development, building, sustainable development, and transportation planning initiatives consistent with City Council adopted plans and community goals. The department strives to provide a safe, well-designed, economically diverse and financially sustainable community by implementing and enforcing General Plan policies, Zoning Regulations and Building Codes; and supporting the Planning Board, Historical Advisory Board, and Transportation Commission.

The Planning, Building & Transportation Department is comprised of three divisions:

### Permit Processing and Inspection

The Permit Processing and Inspection Program provides centralized City permitting functions at the Permit Center, including public information, application review and acceptance, routing, fee collection, and issuance of all permits. In addition to processing Planning and Building permits, the Permit Center staff also handles permits for Public Works and the Fire Department. This program manages the review of plans for work being performed within City limits to ensure compliance with required standards and regulations. This program also provides daily inspections of construction, plumbing, electrical, and mechanical work at job sites to ensure all work conforms to current code requirements.

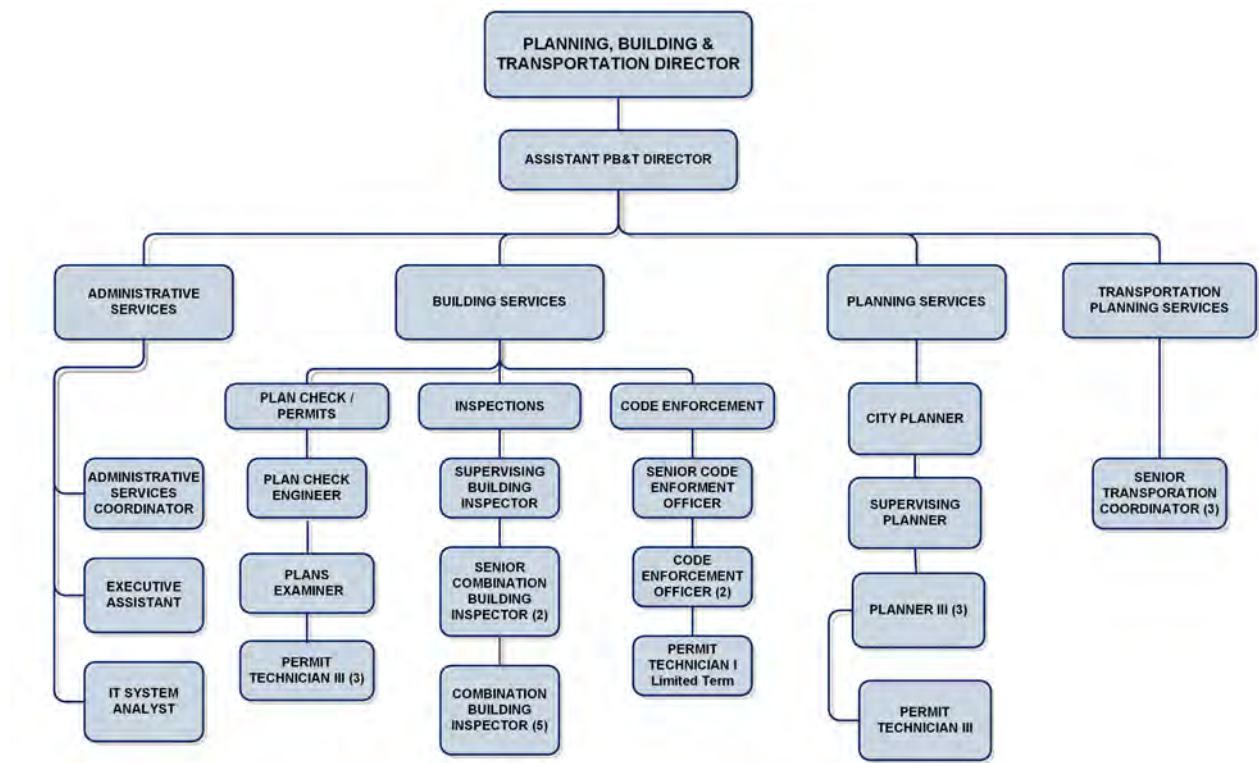
### Planning

The Planning Program provides guidance and technical expertise to assist the Alameda community in achieving the community development, planning, and urban design goals established by the City Council. The Program provides current and long-range planning services, and is responsible for developing and implementing the City's General Plan, Zoning Ordinance and related Municipal Codes, as well as ensuring compliance with State and Federal regulations regarding the protection of the environment, affordable housing and entitlement processing.

### Transportation Planning

The Transportation Planning Program oversees Citywide transportation planning efforts with a focus on planning and designing safer multimodal streets, in close coordination with the Public Works Department and consistent with the City's Transportation Element of the General Plan, the Transportation Choices Plan, the Complete Streets Policy, and all specific modal plans.

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Add Planner III

The Planning Division is understaffed and has been temporarily addressing the workload through the use of consultants and part-time staff. The consultants provide temporary relief in handling special projects and tasks, but they cannot perform tasks associated with assisting the community with requests that often require local knowledge and experience. Furthermore, it has been very difficult to find available contract planners during the pandemic. Contractors also do not contribute to developing the necessary institutional knowledge and experience typical of an effective professional Planning Division.

**Annual Cost:** \$154,000, ongoing

**Funding Source:** Planning, Building, and Transportation Fund

### Extend Limited Term Permit Technician II to Permanent

The number of phone calls and emails to the Planning general information line has tripled in the last two years. In 2021, the department added 2 part-time employees to help respond to 3,600 phone calls and 3,500 emails annually. The staff also performs application screening and intake for 600 Planning applications in addition to serving 700 appointments. Current wait times range from calls being answered live to a response time of up to 2 business days. The situation demands converting the limited duration Permit Technician position to a permanent Permit Technician III to handle these volumes and maintain or improve the current rate of response.

**Annual Cost:** \$39,000 for upgrade, ongoing

**Funding Source:** Planning, Building, and Transportation Fund

### Upgrade Supervising Planner to Planning Manager

In 2021, the City was unable to attract candidates for the vacant position of Supervising Planner. Based on conversations with candidates, the heavy work load, small staff, and low salary discouraged qualified candidates. Planning is understaffed, and the planning workload is only expected to increase with the

new Regional Housing Needs Allocation (RHNA) to construct over 650 units each year for the next 9 years. Surveys of other East Bay cities find that the Alameda Planning Division is one of the smallest planning departments per capita in the East Bay. In the last two years, both business parks have dramatically increased planning and development activity that has further exacerbated the staffing shortfall in Planning.

**Annual Cost:** \$25,000 for upgrade, ongoing

**Funding Source:** Planning, Building, and Transportation Fund

## Alameda Point - Transportation Demand Management

The Alameda Point Community Facilities District 17-1 (CFD) Fund is administered by the Public Works Department and funds operations for the Planning, Building & Transportation, Public Works, and Recreation & Parks departments. This CFD provides the only funding for the Alameda Point Transportation Plan and maintenance of facilities within the district, including two recently opened parks and the Seaplane Lagoon Ferry Terminal. The CFD is expected to generate \$635,000 in special taxes in FY 2022-23, and staff propose to allocate 40% of the budget, or \$254,000, towards transportation demand management.

**Annual Cost:** \$254,000, ongoing

**Funding Source:** Alameda Point Services CFD 17-1



## Department Goals

1. Provide excellent service to approximately 14,000 customers annually.
2. Expeditiously process approximately 7,000 Building Permit applications and approximately 650 design review, use permit, home occupation, and other land use planning entitlements annually.
3. Service and facilitate excellent decision making for approximately 20 Planning Board meetings, 10 Historical Advisory Board meetings, and 10 Transportation Commission agenda packets annually.
4. Complete the update of the 2015 Housing Element
5. Complete the necessary zoning amendments to support and facilitate the City's General Plan, Housing Element, Climate Action Plan, and Transportation Choices Plan.
6. Support and assist AC Transit and WETA to rebuild ridership after the COVID-19 Pandemic.
7. Complete the update of the Bicycle and Pedestrian Plans (Active Transportation Plan) and the Project Initiation Documents for the Alameda/Oakland Bicycle and Pedestrian Bridge.

## Workplan Highlights

In FY 2022-23, the department will prepare and release for public review and final Council consideration and adoption:

- A draft Housing Element update addressing the City's need to provide for an anticipated regional housing need of over 5,000 housing units between 2023 and 2031.
- A draft set of zoning amendments to streamline and improve the City's review and approval process for affordable, workforce, and affordable by design housing and energy efficiency upgrades.
- A draft Active Transportation Plan to improve the City's bicycle and pedestrian infrastructure, to strive to eliminate pedestrian and bicyclist fatal and severe accidents in Alameda ("Vision Zero"), and allow for expeditious and cost-effective improvements to the City's roadway network necessary to meet the Council's greenhouse gas emission goals.
- The Project Initiation Document for the Alameda/Oakland Bicycle and Pedestrian Bridge.

## Performance Measures

Data

Records

| Department                  | Performance Measure                                                                | 2018  | 2019  | 2020 | 2021 |
|-----------------------------|------------------------------------------------------------------------------------|-------|-------|------|------|
| Planning, Building & Transp | Percent of building permits issued same day over the counter and online            | 0.77  | 0.77  | 1    | 1    |
| Planning, Building & Transp | Percent of inspections conducted as scheduled                                      | 0.97  | 0.97  | 0.97 | 0.98 |
| Planning, Building & Transp | Percent of reported high and medium priority code violations responded to annually | 0.76  | 0.76  | 0.78 | 0.81 |
| Planning, Building & Transp | Average Alameda daily ferry boardings                                              | 6414  | 7314  | 939  | 1273 |
| Planning, Building & Transp | AC Transit average daily boardings                                                 | 18398 | 19491 | 5644 | 7143 |
| Planning, Building & Transp | Miles of bikeway added                                                             | 1.4   | 1.9   | 1.2  | 2.5  |
| Planning, Building & Transp | Injury collisions                                                                  | 218   | 273   | 167  | 158  |
| Planning, Building & Transp | Fatal collisions                                                                   | 3     | 1     | 4    | 4    |
| Planning, Building & Transp | Bike and pedestrian collisions                                                     | 53    | 73    | 57   | 44   |
|                             |                                                                                    |       |       |      |      |

## Non-General Fund Expenditure Summary

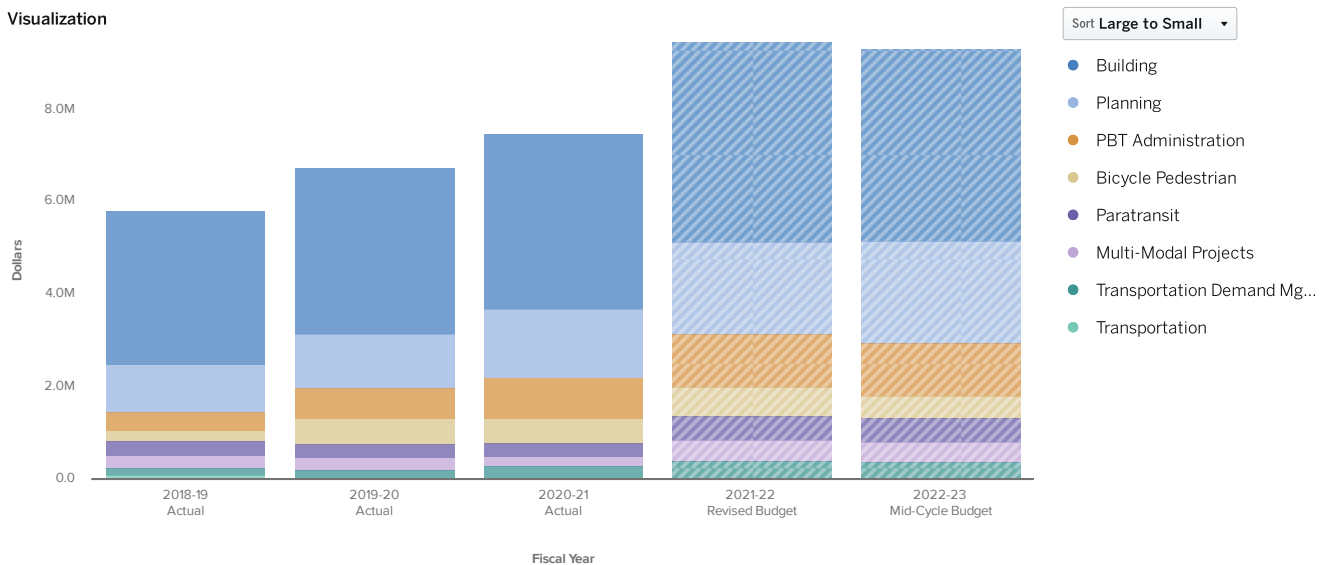
| Expand All                       | 2018-19 Actual   | 2019-20 Actual   | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|------------------|------------------|------------------|---------------------------|-----------------------------|
| ► Salaries and Employee Benefits | 3,490,391        | 4,336,611        | 4,730,772        | 5,871,468                 | 5,809,387                   |
| ► Operating Expenditures         | 1,375,768        | 1,673,344        | 1,968,091        | 2,603,159                 | 2,482,159                   |
| ► Cost Allocation                | 958,914          | 742,569          | 762,766          | 955,028                   | 1,014,092                   |
| ► Capital Outlay                 | 0                | 0                | 29,992           | 25,000                    | 25,000                      |
| <b>Total</b>                     | <b>5,825,073</b> | <b>6,752,524</b> | <b>7,491,621</b> | <b>9,454,655</b>          | <b>9,330,638</b>            |

## Expenditure Summary by Division

|                            | 2018-19 Actual   | 2019-20 Actual   | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------|------------------|------------------|------------------|---------------------------|-----------------------------|
| Building                   | 3,324,882        | 3,590,639        | 3,792,577        | 4,316,052                 | 4,174,930                   |
| Planning                   | 1,040,361        | 1,177,217        | 1,484,268        | 1,995,640                 | 2,217,094                   |
| PBT Administration         | 410,325          | 657,291          | 880,084          | 1,144,403                 | 1,131,249                   |
| Bicycle Pedestrian         | 222,711          | 552,468          | 555,691          | 616,989                   | 476,660                     |
| Paratransit                | 302,928          | 309,574          | 284,548          | 531,500                   | 531,500                     |
| Multi-Modal Projects       | 284,362          | 257,107          | 200,792          | 442,070                   | 415,206                     |
| Transportation Demand Mgmt | 156,683          | 184,940          | 293,662          | 408,000                   | 384,000                     |
| Transportation             | 82,822           | 23,288           | 0                | 0                         | 0                           |
| <b>Total</b>               | <b>5,825,073</b> | <b>6,752,524</b> | <b>7,491,621</b> | <b>9,454,655</b>          | <b>9,330,638</b>            |

## Expenditure Trends

### Visualization





# Police

FY 2022-23 Mid-Cycle Budget



## About Us

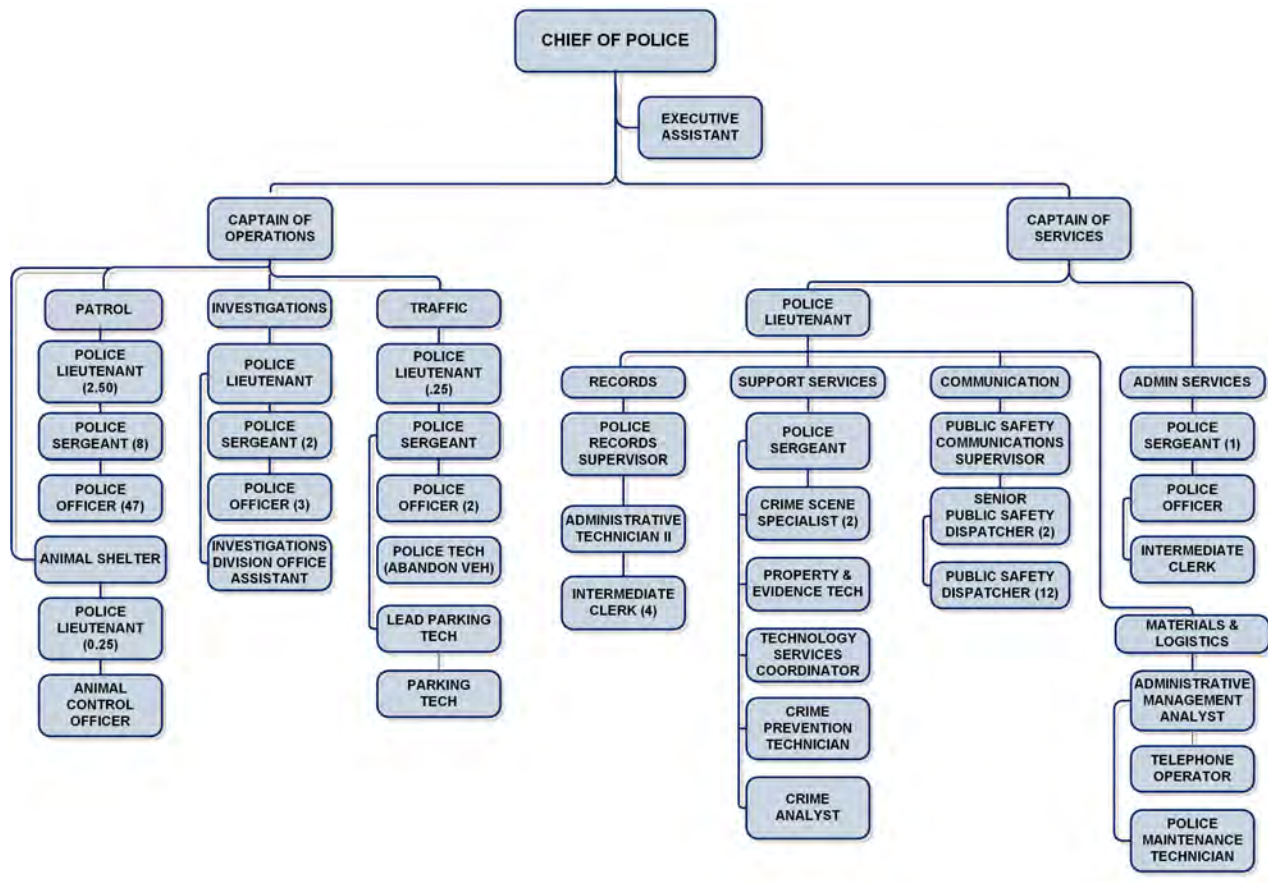
**The Alameda Police Department** is authorized for 88 sworn officers and 34 full-time professional staff positions within numerous operating units and divisions, including Patrol, Investigations, Traffic, Communications, Identification, Records, and Property and Evidence. The department is responsible 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 policymakers, the City Manager's Office, and the community to address crime and property damage problems.

### **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.

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Add Lieutenant

This new position is needed to increase operational oversight. Currently, there are a total of 8 shifts in the patrol division. The patrol division for any police agency is considered the highest risk operation due to the regular interactions with the public. These regular interactions call for close supervision and command/managerial oversight. The department is authorized for 5 lieutenant positions. To effectively cover all 8 shifts, the patrol division would require at least 4 lieutenant positions. Barring time off due to vacation, training, sick leave, etc., these 4 lieutenants would provide command/managerial oversight nearly 85% of the time. To provide 100% oversight, the patrol division would need to be staffed with 6 lieutenant positions. The cost increase is partially offset by eliminating a vacant officer position.

**Annual Cost:** \$150,000, ongoing (differential between lieutenant and eliminated officer position)

**Funding Source:** General Fund

### Catalytic Converter Theft Deterrence Program

On April 5, 2022, City Council directed staff to allocate funding for a catalytic converter theft deterrence program. Establish a project with initial funding to cover administrative costs and labor and materials for installing theft deterrent devices.

**Annual Cost:** \$200,000, one-time

**Funding Source:** General Fund

### Services in Various Bureaus

Increase the Administration Bureau's budget for background services and tests by \$80,000 due to the high level of recruitments for new officers. Increase the Communications Bureau budget by \$23,000 to

cover the costs of various public safety communications tools currently in use. Increase the Investigations Bureau budget by \$100,000 for various maintenance and service agreements including body-worn camera analysis, evidence storage, and crime lab services. Increase the Support Services Bureau budget by \$76,000 for cleaning and maintenance services. Increase the Patrol/Traffic Bureau budget by \$188,000 for existing maintenance contracts, including the crossing guard agreement. Increase the Animal Shelter budget by \$30,000 for the annual increase for the service agreement with the Friends of the Alameda Animal Shelter (FAAS).

**Annual Cost:** \$497,000, ongoing

**Funding Source:** General Fund

## Police Grants Allocation Update

Increase the Police Grants Fund budget to match expected awards in FY 2022-23.

**Annual Cost:** \$57,000, one-time

**Funding Source:** Federal and State Grants

## Fleet Replacement

A one-time increase in the fleet cost allocation is needed for replacement of a totaled vehicle that was not covered by the City's auto insurance policy.

**Annual Cost:** \$45,000, one-time

**Funding Source:** General Fund

## Animal Shelter Kennel Upgrade

In March 2022, City Council allocated \$200,000 for kennel facility upgrades at the animal shelter operated by Friends of the Alameda Animal Shelter (FAAS) as part of the FY 2021-22 Mid-Year Budget Update. Due to rapidly increasing material costs, the revised bids for completing the project total \$246,212 as of June 2022.

**Annual Cost:** \$47,000, one-time

**Funding Source:** General Fund



## 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 people from a diverse community to maintain high service levels 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.

## 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 by participating in the Alameda Disaster Council and scenario-based table-top training exercises.

- State-mandated training for all department personnel will continue to be provided, including Crisis Intervention Training (CIT) and Implicit Bias training.
- Parolees, probationers, and registered sex offenders living within Alameda will continue to be strictly monitored.
- The department will continue to improve the Homeless Liaison Officers (HLO) program by working collaboratively with Community Groups, City departments, and organizations to extend our outreach.
- The department is committed to working with the City Manager's Steering Committees and assist the City in implementing the committees' recommendations.

## Performance Measures

Data

Records

| Department | Performance Measure                                                                    | 2018  | 2019  | 2020  | 2021  |
|------------|----------------------------------------------------------------------------------------|-------|-------|-------|-------|
| Police     | Parole/probation searches and compliance checks of persons subject to sex registration | 30    | 12    | 9     | 1     |
| Police     | Priority 1 calls for service                                                           | 6154  | 6479  | 5960  | 5354  |
| Police     | Non-Priority 1 calls for service                                                       | 61900 | 69477 | 52175 | 48821 |
| Police     | Percentage of 911 answering standards met                                              | 0.99  | 0.99  | 0.99  | 0.99  |
| Police     | Moving violations cited                                                                | 7237  | 5298  | 2042  | 1373  |
| Police     | Moving violations warning                                                              |       |       |       | 1182  |
|            |                                                                                        |       |       |       |       |

## General Fund Expenditure Summary

| Collapse All                     | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22 Revised Budget | 2022-23 Mid-Cycle Budget |
|----------------------------------|----------------|----------------|----------------|------------------------|--------------------------|
| ▼ Salaries and Employee Benefits | \$ 27,180,323  | \$ 27,204,008  | \$ 27,358,450  | \$ 32,736,698          | \$ 33,664,458            |
| ▶ Salaries and Wages             | 16,240,170     | 16,008,134     | 15,605,113     | 17,701,692             | 18,656,383               |
| ▶ Pension and OPEB               | 8,368,049      | 8,751,591      | 9,356,728      | 11,865,530             | 11,784,308               |
| ▶ Benefits                       | 2,572,104      | 2,444,283      | 2,396,608      | 3,169,475              | 3,223,768                |
| ▶ Cost Allocation                | 3,676,601      | 4,289,263      | 4,367,307      | 4,958,508              | 5,292,445                |
| ▼ Operating Expenditures         | 3,047,779      | 2,726,296      | 2,546,717      | 3,508,751              | 4,021,212                |
| ▶ Services                       | 1,676,028      | 1,833,028      | 1,620,485      | 2,284,667              | 2,697,128                |
| ▶ Supplies                       | 653,997        | 325,055        | 409,040        | 518,850                | 518,850                  |
| ▶ Travel and Education           | 179,313        | 210,893        | 138,836        | 242,100                | 262,100                  |
| ▶ Utilities                      | 166,012        | 168,962        | 149,012        | 194,000                | 194,000                  |
| ▶ Leases and Rentals             | 274,177        | 64,137         | 135,961        | 157,584                | 157,584                  |
| ▶ Recruitment Expense            | 95,539         | 122,062        | 92,185         | 110,000                | 190,000                  |
| ▶ Fees and Charges               | 2,714          | 2,160          | 1,198          | 1,550                  | 1,550                    |
| ▶ Transfers Out                  | 0              | 0              | 0              | 7,500                  | 0                        |
| Total                            | \$ 33,904,703  | \$ 34,219,567  | \$ 34,272,474  | \$ 41,211,457          | \$ 42,978,115            |

## Non-General Fund Expenditure Summary\*

|                       | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|-----------------------|----------------|----------------|----------------|---------------------------|-----------------------------|
| Police Administration | 1,524          | 10,000         | 28,046         | 1,899,550                 | 1,984,550                   |
| Police Grants         | 165,873        | 184,759        | 727,739        | 506,423                   | 238,000                     |
| Vehicle Abatement     | 66,435         | 84,194         | 60,000         | 62,500                    | 62,500                      |
| <b>Total</b>          | <b>233,831</b> | <b>278,953</b> | <b>815,785</b> | <b>2,468,473</b>          | <b>2,285,050</b>            |

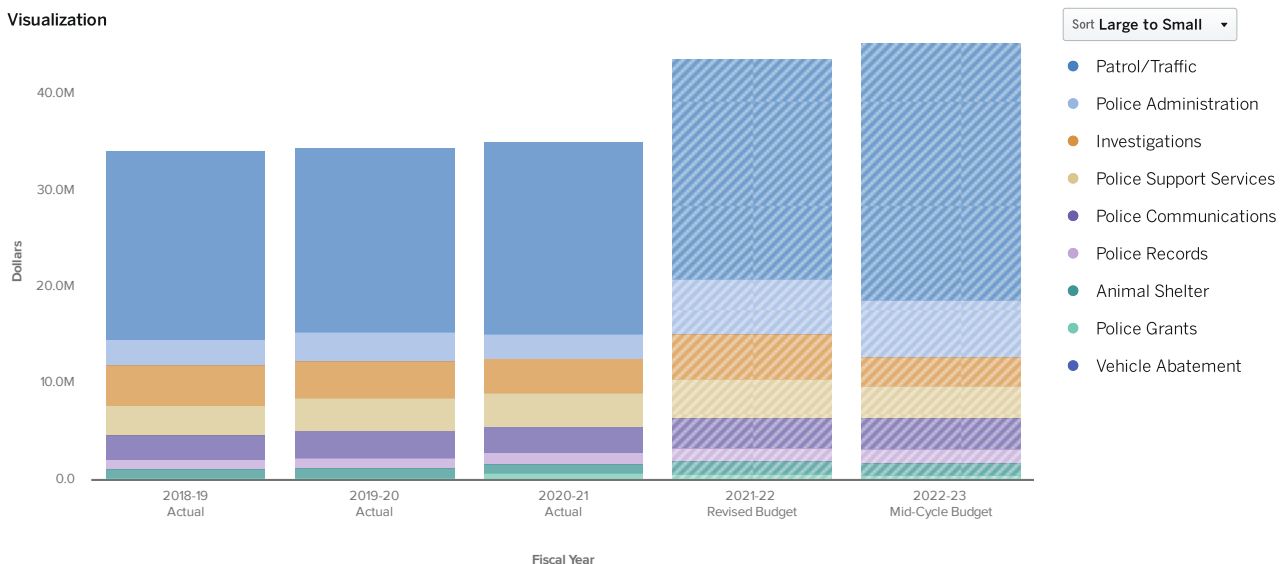
\* The increase in Police Administration after FY 2020-21 is due to a change in the account structure for Other Post Employment Benefits in the financial system that went live in FY 2021-22. Public Safety benefits were previously shown under Non-Departmental and are now broken out by department.

## Expenditure Summary by Division

|                         | 2018-19 Actual    | 2019-20 Actual    | 2020-21 Actual    | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------------|-----------------------------|
| Patrol/Traffic          | 19,449,558        | 19,093,924        | 19,869,184        | 22,745,825                | 26,542,423                  |
| Police Administration   | 2,718,437         | 3,018,751         | 2,602,847         | 5,704,812                 | 5,871,682                   |
| Investigations          | 4,252,332         | 3,846,918         | 3,593,130         | 4,642,582                 | 3,020,228                   |
| Police Support Services | 2,966,073         | 3,343,244         | 3,456,940         | 4,130,627                 | 3,413,107                   |
| Police Communications   | 2,564,873         | 2,787,959         | 2,700,319         | 3,108,883                 | 3,231,159                   |
| Police Records          | 987,713           | 1,091,783         | 1,181,015         | 1,336,244                 | 1,316,417                   |
| Animal Shelter          | 967,241           | 1,046,989         | 897,085           | 1,417,233                 | 1,367,649                   |
| Police Grants           | 165,873           | 184,759           | 727,739           | 531,223                   | 438,000                     |
| Vehicle Abatement       | 66,435            | 84,194            | 60,000            | 62,500                    | 62,500                      |
| <b>Total</b>            | <b>34,138,534</b> | <b>34,498,520</b> | <b>35,088,259</b> | <b>43,679,929</b>         | <b>45,263,165</b>           |

## Expenditure Trends

### Visualization





# Public Works

FY 2022-23 Mid-Cycle Budget



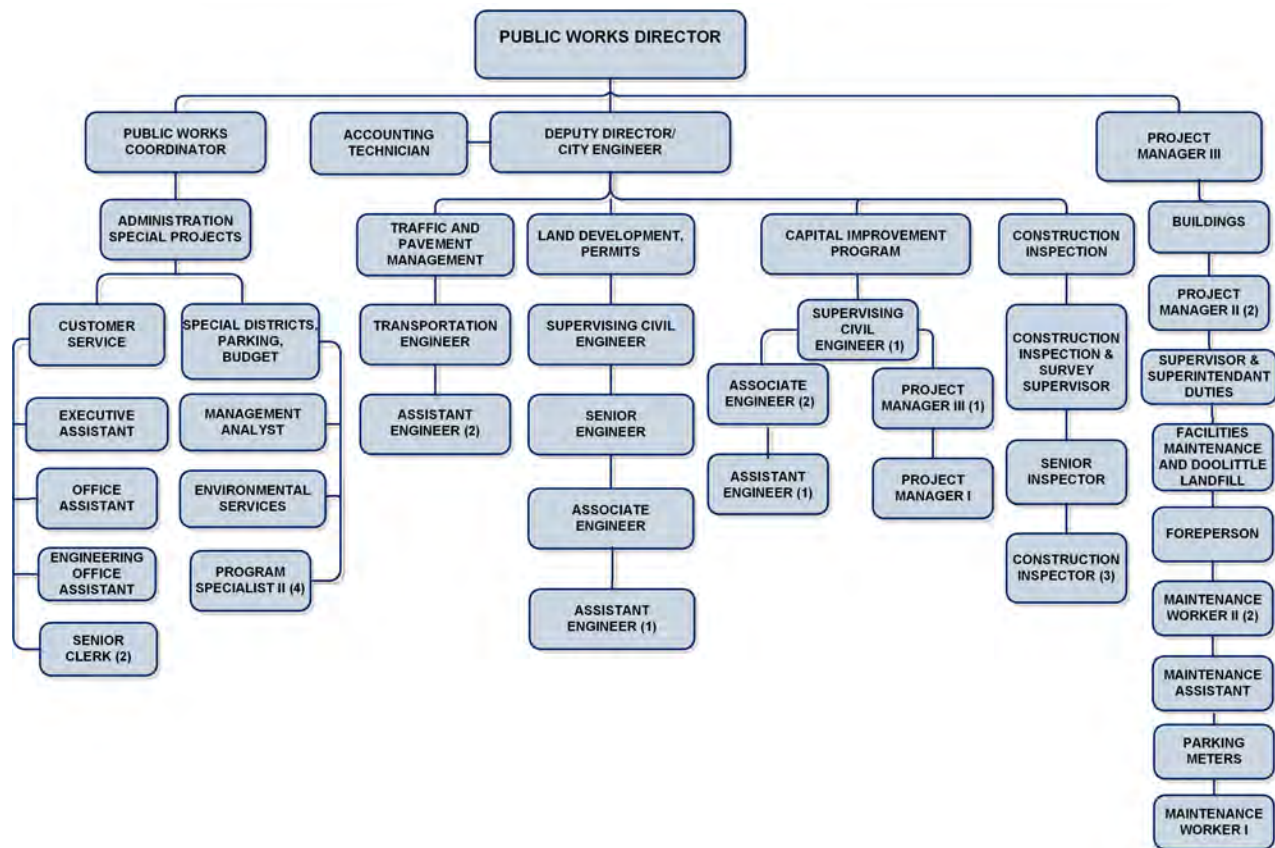
## About Us

**Public Works' mission** is to deliver reliable, high-quality infrastructure and services that support the environment and quality of life in the City of Alameda. Our vision is to be a continuously-evolving organization striving to be the best Public Works Department.

The department reviews land development proposals; implements transportation improvements; manages the garbage and recycling franchise; manages the City's special districts; operates Alameda's paid parking program and parking enforcement program; develops and implements sewer and storm water programs; performs graffiti abatement and street sweeping; maintains signals and streetlights; maintains the City's streets, pavement markings, signs, and sidewalks; and maintains the City's urban forest, fleet, and facilities.

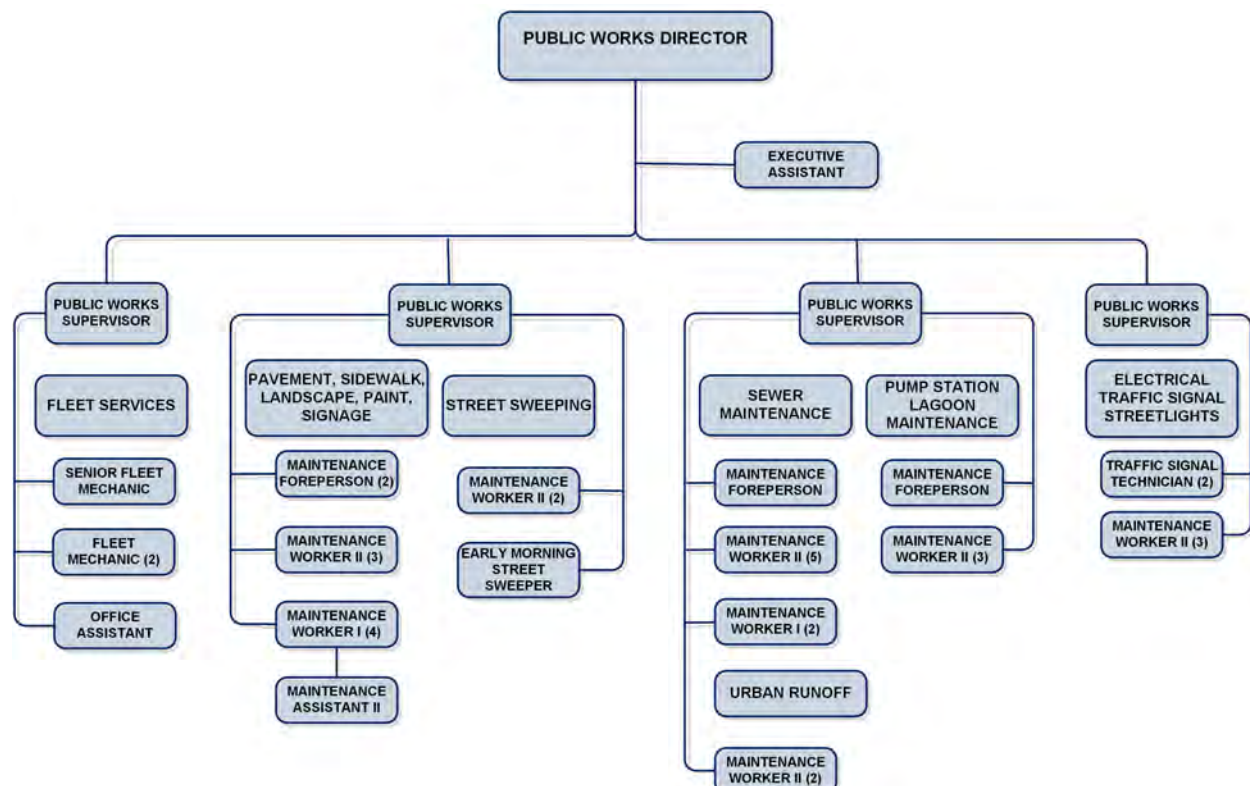
## Organizational Chart (1 of 2)

### Administration & Engineering



## Organizational Chart (2 of 2)

### Maintenance & Operations



## Mid-Cycle (Budget Year 2) Updates

### Street Safety Capital Project

On December 7, 2021, City Council directed staff to proceed with street safety improvements for eliminating fatalities and serious injuries occurring from traffic collisions in Alameda and authorized \$2 million to be spent to accelerate transportation improvement projects (Resolution No. 15849).

**Annual Cost:** \$2,000,000, one-time **Funding Source:** General Fund

### Part-Time Project Manager for Capital Projects

Additional staff support is needed for managing capital projects. The charges for the staff person's time would be allocated to their assigned capital projects.

**Annual Cost:** \$110,000, one-time **Funding Source:** Capital Projects

### Upgrade Transportation Engineer to Supervising Civil Engineer

Public Works completed a recruitment process for the position in 2021 that did not result in hiring a candidate. The recent applicants for the transportation engineer did not have the skills and experience that the department needed to lead the high-profile transportation projects that are planned. This upgrade is necessary to be competitive in the current employment market and ensure that this critical position is filled with a qualified candidate as soon as possible.

**Annual Cost:** \$35,000 for upgrade, ongoing **Funding Source:** Capital Projects

### ADA Self-Assessment and Transition Project

The FY 2021-23 Capital Budget includes an allocation of \$175,000 for the ADA Self-Assessment and Transition Plan Project. After the budget was approved in 2021, Public Works solicited proposals and bids came in substantially higher than anticipated. Public Works is requesting an additional allocation from the General Fund of \$275,000, for a total budget of \$450,000, to cover the estimated costs for the project.

**Annual Cost:** \$275,000, one-time **Funding Source:** General Fund

### Fire Station 1 Air Conditioner Replacement

The air conditioning system at Fire Station 1 is currently failing and a replacement is needed.

**Annual Cost:** \$80,000, one-time **Funding Source:** General Fund

### Parking Enforcement - Supplies, Vehicles, Part-Time Pay

In November 2021, City Council approved the re-organization of the parking enforcement program from the Police Department to the Public Works Department under a centralized Parking Fund. As part of the re-launch of the parking enforcement function, additional budget of \$90,000 for two part-time enforcement staff, \$18,500 for supplies, and \$60,000 for two new vehicles for two recently hired full-time staff is needed. Staff project that the additional enforcement activity will generate sufficient revenues to offset the additional costs.

**Annual Cost:** \$168,500, ongoing **Funding Source:** Parking Fund

### 5G Single Space Parking Meter Upgrade

The 3G network will sunset by the end of 2022, so the upgrade is necessary to continue collecting parking fees at single space meters.

**Annual Cost:** \$182,000, one-time **Funding Source:** Parking Fund

### Multi-Space Meter Rental Agreement

Increase budget to cover costs of the existing agreement.

**Annual Cost:** \$37,000, ongoing **Funding Source:** Parking Fund

## **Carryforward for GPS Telematics Installation**

Carryforward the previous allocation for installation of vehicle telematics/GPS tracking devices in City fleet vehicles.

**Annual Cost:** \$195,000, one-time **Funding Source:** Fleet Maintenance & Replacement Internal Service Fund

## **Fuel Master Software Upgrade**

A one-time upgrade is needed for the continued functionality of the Fuel Master software used for tracking fuel usage by various City departments and programs.

**Annual Cost:** \$40,000, one-time **Funding Source:** Fleet Maintenance & Replacement Internal Service Fund

## **Fleet Contingency for Uninsured Vehicles**

Establish a contingency budget for vehicles with replacement values of less than \$50,000 that are not covered by the auto insurance policy.

**Annual Cost:** \$100,000, ongoing **Funding Source:** Fleet Maintenance & Replacement Internal Service Fund

## **Doolittle Landfill - Replace Communication Panel**

Install a fail-safe communication device at the Doolittle Landfill as required by the Bay Area Air Quality Management District (BAAQMD).

**Annual Cost:** \$20,000, one-time **Funding Source:** Solid Waste Surcharge

## **Bottle/Can and Used Oil Recycling Grants Update**

Increase the Bottle/Can and Used Oil Recycling budgets in the Integrated Waste Fund to match expected grant awards in FY 2022-23.

**Annual Cost:** \$19,000, ongoing **Funding Source:** State Grants

## **Traffic Signal Supplies**

Material costs for traffic signals have increased significantly, so additional budget for supplies is needed in the Gas Tax Fund. The cost increase is offset by a projected revenue increase of \$289,000.

**Annual Cost:** \$36,000, ongoing **Funding Source:** Gas Tax



## Department Goals

1. Develop Alameda's 10-year capital improvement plan.
2. Continue addressing deferred maintenance and pursuing necessary funding, e.g. revenue measures.
3. Continue renewing backbone infrastructure at Alameda Point.
4. Continue to implement and ensure compliance with the Climate Action and Resiliency Plan, Transportation Choices Plan, Vision Zero Action Plan, Zero Waste Implementation Plan, Green Infrastructure Plan, Sewer Consent Decree and SB 1383/Short-Lived Climate Pollutant Reduction Strategy.
5. Deliver critical items from the Public Works Strategic Plan in the areas of Resilient Workforce, Sustainable Funding, Reliable Infrastructure, and Effective Service Delivery.
6. Achieve 95% injury-free work days.
7. Achieve less than 5% vacancy rate continuously.

## Workplan Highlights

- Complete critical traffic safety projects to achieve Vision Zero.
- Implement Vision Zero Action Plan projects at school sites and daylighting of high injury network corridors.
- Complete 30% design for Veteran's Court, Northern Shoreline Sea Level Rise Adaptation Projects.
- Install an additional 75 Full Trash Capture Devices in City storm drains.
- Construct Alameda Point Adaptive Reuse Backbone Infrastructure, Phase 1 all utilities and Phase 2 Water.
- Support Urban Forest Master Plan development.
- Inventory/Audit of Water and Electricity Consumption (EBMUD smart meters), and support drought conservation efforts including lawn conversions at City facilities.
- Traffic signal modernization.
- Establish food generator and food recovery partnerships in order to achieve compliance with the food recovery portion of SB1383.
- Complete improvements to indoor air quality during smoke events for City facilities.
- Complete ADA Self-Assessment and Transition Plan.
- Complete a 5-year update to the Sewer System Management Plan.
- Complete Fiscal Impact Analysis for Marina Cove I & II Special Districts, prepare revised administrative cost allocation for all Districts.
- Meet critical administrative unit deadlines including contracting/bidding deadlines, invoice payment, and No Parking requests.
- Update/implement new departmental technology including citywide Enterprise Resource Planning system, e-plan check, paperless filing, execute staff training, and update business process documents.
- Develop and launch a new parking enforcement program for on-street parking and curb space, surface lots in commercial areas and ferry terminals, and the Civic Center Parking Structure.

## Performance Measures

Data

Records

| Department   | Performance Measure                                                                                   | 2018 | 2019 | 2020 | 2021 |
|--------------|-------------------------------------------------------------------------------------------------------|------|------|------|------|
| Public Works | Percent of sewer mains and associated lower laterals replaced per plan. (Target: 3 miles/year)        | 1    | 1    | 1    | 1    |
| Public Works | Percent of streets resurfaced per plan. (Target 4.5 miles/year)                                       | 1    | 0.67 | 0.76 | 0.76 |
| Public Works | Percent of trees pruned per plan. (Target: 3,600/year)                                                | 0.94 | 1.12 | 0.86 | 0.89 |
| Public Works | Percent of sidewalk repairs completed per plan. (Target: 14,000 Linear Feet/year)                     | 1    | 0.96 | 0.92 | 1    |
| Public Works | Percent of waste diverted from landfills (Landfill Diversion Rate). (2017 Target 80%, 2016 Target:... | 0.77 | 0.77 | 0.78 | 0.79 |
| Public Works | Percent of Capital Improvement Projects completed on budget and per plan. (Target: 90%)               | 0.75 | 0.75 | 0.75 | 0.88 |
| Public Works | Percent of public service requests responded to within 1 business day. (Target 75%)                   | 0.87 | 0.78 | 0.74 | 0.74 |
| Public Works | Percent of Departments qualifying as Green Businesses. (Target: 100%)                                 | 0.93 | 0.93 | 0.21 | 0    |

## General Fund Expenditure Summary

| Expand All                       | 2018-19 Actual   | 2019-20 Actual   | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|------------------|------------------|------------------|---------------------------|-----------------------------|
| ► Cost Allocation                | 550,949          | 746,406          | 757,499          | 2,046,809                 | 2,060,988                   |
| ► Salaries and Employee Benefits | 754,268          | 938,365          | 872,846          | 1,160,752                 | 1,108,462                   |
| ► Operating Expenditures         | 875,079          | 752,982          | 690,493          | 764,271                   | 707,416                     |
| <b>Total</b>                     | <b>2,180,296</b> | <b>2,437,753</b> | <b>2,320,838</b> | <b>3,971,833</b>          | <b>3,876,866</b>            |

## Non-General Fund Expenditure Summary

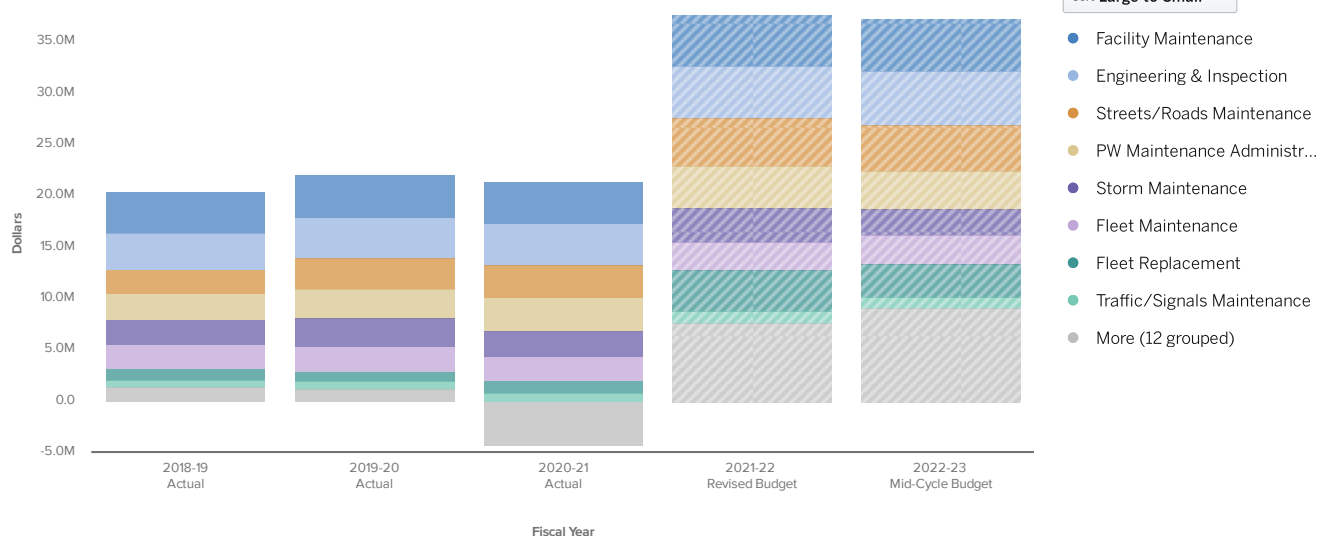
| Expand All                       | 2018-19 Actual    | 2019-20 Actual    | 2020-21 Actual    | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|-------------------|-------------------|-------------------|---------------------------|-----------------------------|
| ► Operating Expenditures         | 10,340,594        | 10,506,883        | 10,438,228        | 13,151,335                | 14,145,253                  |
| ► Salaries and Employee Benefits | 8,943,937         | 9,870,544         | 9,932,018         | 12,008,564                | 11,978,541                  |
| ► Cost Allocation                | 2,568,067         | 3,302,026         | 3,366,260         | 3,542,258                 | 3,399,429                   |
| ► Debt Service                   | 500,939           | 466,432           | 439,258           | 866,100                   | 866,000                     |
| ► Capital Outlay                 | -4,028,945        | -4,082,556        | -9,312,014        | 4,043,819                 | 3,058,000                   |
| <b>Total</b>                     | <b>18,324,592</b> | <b>20,063,329</b> | <b>14,863,750</b> | <b>33,612,076</b>         | <b>33,447,223</b>           |

## Expenditure Summary by Division

|                               | 2018-19 Actual    | 2019-20 Actual    | 2020-21 Actual    | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|-------------------------------|-------------------|-------------------|-------------------|---------------------------|-----------------------------|
| Facility Maintenance          | 4,065,743         | 4,215,054         | 4,035,152         | 4,902,162                 | 5,145,015                   |
| Engineering & Inspection      | 3,532,750         | 3,932,356         | 4,129,280         | 4,984,022                 | 5,235,176                   |
| Streets/Roads Maintenance     | 2,396,231         | 3,009,557         | 3,113,675         | 4,730,013                 | 4,420,929                   |
| PW Maintenance Administration | 2,513,876         | 2,851,081         | 3,232,722         | 4,094,475                 | 3,824,936                   |
| Storm Maintenance             | 2,463,400         | 2,712,797         | 2,581,301         | 3,429,430                 | 2,504,688                   |
| Fleet Maintenance             | 2,245,966         | 2,493,794         | 2,334,916         | 2,611,532                 | 2,793,761                   |
| Fleet Replacement             | 1,117,455         | 888,118           | 1,165,676         | 4,015,812                 | 3,218,000                   |
| Traffic/Signals Maintenance   | 738,549           | 812,692           | 795,820           | 1,129,365                 | 1,124,348                   |
| Waste Management              | 818,027           | 726,338           | 846,277           | 718,701                   | 719,776                     |
| On-Street Parking             | 534,469           | 531,142           | 454,691           | 747,925                   | 1,336,480                   |
| Street Lights Maintenance     | 711,157           | 651,405           | 610,927           | 679,220                   | 776,045                     |
| Civic Center Garage           | 244,850           | 263,344           | 265,101           | 535,574                   | 652,819                     |
| County Measure D Admin        | 110,259           | 72,922            | 236,873           | 551,434                   | 537,648                     |
| Doolittle Landfill Closure    | 174,968           | 198,299           | 208,294           | 241,187                   | 261,739                     |
| 2012 Sewer Revenue Bond       | 0                 | 0                 | 0                 | 0                         | 765,000                     |
| PW Administration             | 187,974           | 133,050           | -26,118           | 98,981                    | 79,073                      |
| Bottle/Can Recycling          | 18,472            | 1,365             | 20,033            | 60,000                    | 25,000                      |
| Used Oil Recycling            | 16,415            | 28,529            | 13,840            | 9,500                     | 21,000                      |
| Sewer Maintenance             | -1,421,199        | -1,477,165        | -5,407,895        | 4,010,603                 | 3,882,657                   |
| Facility Replacement          | 0                 | 39,733            | -1,547,208        | 33,973                    | 0                           |
| <b>Total</b>                  | <b>20,469,361</b> | <b>22,084,412</b> | <b>17,063,360</b> | <b>37,583,909</b>         | <b>37,324,089</b>           |

## Expenditure Trends (Non-Capital Operating Budget)

### Visualization



## Capital Project Allocations [see Capital Budget for more details]

| Collapse All                                  | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|-----------------------------------------------|----------------|----------------|----------------|---------------------------|-----------------------------|
| ▼ Public Works                                | 7,078,822      | 9,996,313      | 8,119,138      | 18,566,571                | 11,406,000                  |
| ▼ Public Works                                | 7,078,822      | 9,996,313      | 8,119,138      | 18,566,571                | 11,406,000                  |
| Pavement Management                           | 5,267,278      | 3,805,896      | 2,918,353      | 6,776,569                 | 4,016,000                   |
| Urban Forest - Trees                          | 0              | 1,115,481      | 1,159,297      | 3,093,662                 | 2,589,000                   |
| Traffic Signals & Systems                     | 517,929        | 1,005,008      | 1,090,797      | 1,131,718                 | 600,000                     |
| Sidewalks                                     | 0              | 374,337        | 569,890        | 1,169,925                 | 1,000,000                   |
| AP Big Whites Painting                        | 0              | 0              | 0              | 1,400,000                 | 1,400,000                   |
| Stormwater Management                         | 221,898        | 467,188        | 564,843        | 300,191                   | 960,000                     |
| Sea Level Rise-Veterans Court & BFI           | 0              | 0              | 37,539         | 100,000                   | 2,000,000                   |
| Otis/Pacific Resurfacing                      | 109,629        | 1,376,425      | 0              | 0                         | 0                           |
| Stormwater Pump Station                       | 24,477         | 285,745        | 79,614         | 916,296                   | 0                           |
| Street, Park & Park Light                     | 202,171        | 924,657        | 477,337        | 1,345,906                 | -1,800,000                  |
| Lagoon Maintenance                            | 27,396         | 176,679        | 411,668        | 250,000                   | 250,000                     |
| Signs, Pavement Markings                      | 0              | 0              | 246,038        | 584,698                   | 200,000                     |
| Commercial/Slow Streets                       | 0              | 0              | 102,078        | 644,103                   | 0                           |
| Doolittle Landfill-Flare & Piping Replacement | 0              | 0              | 0              | 500,000                   | 0                           |
| Climate Plan                                  | 317,657        | 126,195        | 10,340         | 0                         | 0                           |
| Parking-Main Street                           | 179,489        | 95,826         | 124,522        | 0                         | 0                           |
| Sea Level Rise Adaptation                     | 0              | 0              | 109,651        | 200,000                   | 0                           |
| Shoreline Maintenance                         | 0              | 1,446          | 65,540         | 103,503                   | 51,000                      |
| Parking                                       | 145,361        | 49,400         | 726            | 0                         | 0                           |
| Green Infrastructure/Trash Capture            | 0              | 0              | 0              | 50,000                    | 140,000                     |
| Lagoons                                       | 11,880         | 100,285        | 745            | 0                         | 0                           |
| Bayview Weir                                  | 16,520         | 12,105         | 47,138         | 0                         | 0                           |
| Inner Harbor Tidal Canal                      | 16,494         | 8,990          | 46,793         | 0                         | 0                           |
| Harbor Bay Lagoon Gate                        | 11,789         | 46,202         | 9,551          | 0                         | 0                           |
| Parking-Harbor Bay                            | 8,855          | 5,727          | 46,392         | 0                         | 0                           |
| Shoreline Park Pathway Lighting               | 0              | 18,722         | 0              | 0                         | 0                           |
| Fire Station #1 Improvements                  | 0              | 0              | 284            | 0                         | 0                           |
| ▼ Community Development                       | 2,709,453      | 5,561,539      | 3,738,626      | 8,718,519                 | 15,350,000                  |
| ▼ Planning/Building/Transprt                  | 2,709,453      | 5,561,539      | 3,738,626      | 8,718,519                 | 15,350,000                  |
| Bay Farm Island Intersection Ctrl             | 0              | 0              | 0              | 0                         | 12,200,000                  |
| Clement Ave CAT - Grand to Broadway           | 414,476        | 532,112        | 206,957        | 5,172,000                 | 0                           |
| Cross Alameda Trail                           | 1,604,417      | 4,185,387      | 218,652        | 20,237                    | 0                           |
| Traffic Calming                               | 0              | 78,544         | 215,248        | 346,748                   | 2,250,000                   |
| Clement & Tilden Way Complete St              | 85,766         | 35,486         | 1,547,928      | 0                         | 0                           |
| Central Ave Safety Improvements               | 200,621        | 324,685        | 724,278        | 329,710                   | 0                           |
| West End Bike/Ped Crossing                    | 0              | 0              | 0              | 1,355,000                 | 200,000                     |
| Otis Drive Traffic Calming                    | 149,099        | 155,401        | 825,563        | 116,573                   | 0                           |
| Active Transportation Plan Projects           | 0              | 0              | 0              | 100,000                   | 500,000                     |
| Cross Alameda Trail Connectors                | 0              | 0              | 0              | 427,000                   | 0                           |
| Bike/Ped                                      | 0              | 104,597        | 0              | 274,871                   | 0                           |

|                                        |           |            |           |           |           |
|----------------------------------------|-----------|------------|-----------|-----------|-----------|
| Safe Routes to School                  | 0         | 0          | 0         | 268,000   | 100,000   |
| Park St Corridor Ops Imp               | 240,070   | 25,414     | 0         | 0         | 0         |
| Cross Alameda Trail (Sweeney)          | 15,030    | 119,913    | 0         | 108,381   | 0         |
| Lincoln/Marshall Safety Improvements   | 0         | 0          | 0         | 200,000   | 0         |
| Smart Cities/Trfc Signal Modernization | 0         | 0          | 0         | 0         | 100,000   |
| Bicycle Pedestrian                     | -25       | 0          | 0         | 0         | 0         |
| ► General Government                   | 1,078,984 | 17,730,706 | 2,355,524 | 0         | 0         |
| ▼ Community Services                   | 2,926,283 | 3,048,111  | 1,732,669 | 2,305,307 | 1,483,000 |
| ▼ Recreation and Parks                 | 2,926,283 | 3,048,111  | 1,732,669 | 2,305,307 | 1,483,000 |
| Sweeney Park                           | 2,280,873 | 83,711     | 128,452   | 5,000     | 0         |
| Park Maintenance                       | 0         | 179,760    | 86,053    | 1,212,307 | 633,000   |
| Encinal Boat Ramp Design               | 170,902   | 1,456,285  | 63,989    | 125,000   | 0         |
| Krusi Park                             | 263,223   | 1,120,340  | 324,374   | 0         | 0         |
| Playground Replacement                 | 0         | 0          | 261,620   | 575,000   | 0         |
| De-Pave Park                           | 0         | 0          | 25,000    | 0         | 800,000   |
| Golf Parking Lot Imp                   | 54,847    | 12,401     | 430,434   | 0         | 0         |
| Park Trails/Sidewalk Repair            | 155,856   | 51,564     | 42,600    | 50,000    | 50,000    |
| Littlejohn Park Rebuild                | 0         | 0          | 0         | 250,000   | 0         |
| Emma Hood Pool Repairs                 | 0         | 0          | 182,098   | 0         | 0         |
| New City Aquatic Center                | 0         | 73,000     | 20,325    | 0         | 0         |
| Woodstock Park Rec Center              | 0         | 0          | 73,496    | 12,000    | 0         |
| East End/Harbor Bay Dog Park           | 0         | 0          | 0         | 75,000    | 0         |
| Mastick Center Improvements            | 0         | 3,537      | 55,830    | 1,000     | 0         |
| AP Gym-Modular Restroom                | 0         | 49,231     | 0         | 0         | 0         |
| Mastick Front Entry Imp                | 0         | 13,426     | 10,898    | 0         | 0         |
| Park Irrigation Improvements           | 0         | 0          | 14,780    | 0         | 0         |
| Park ADA Upgrades                      | 0         | 0          | 12,720    | 0         | 0         |
| Estuary Park                           | 583       | 4,857      | 0         | 0         | 0         |



# Recreation & Parks

FY 2022-23 Mid-Cycle Budget



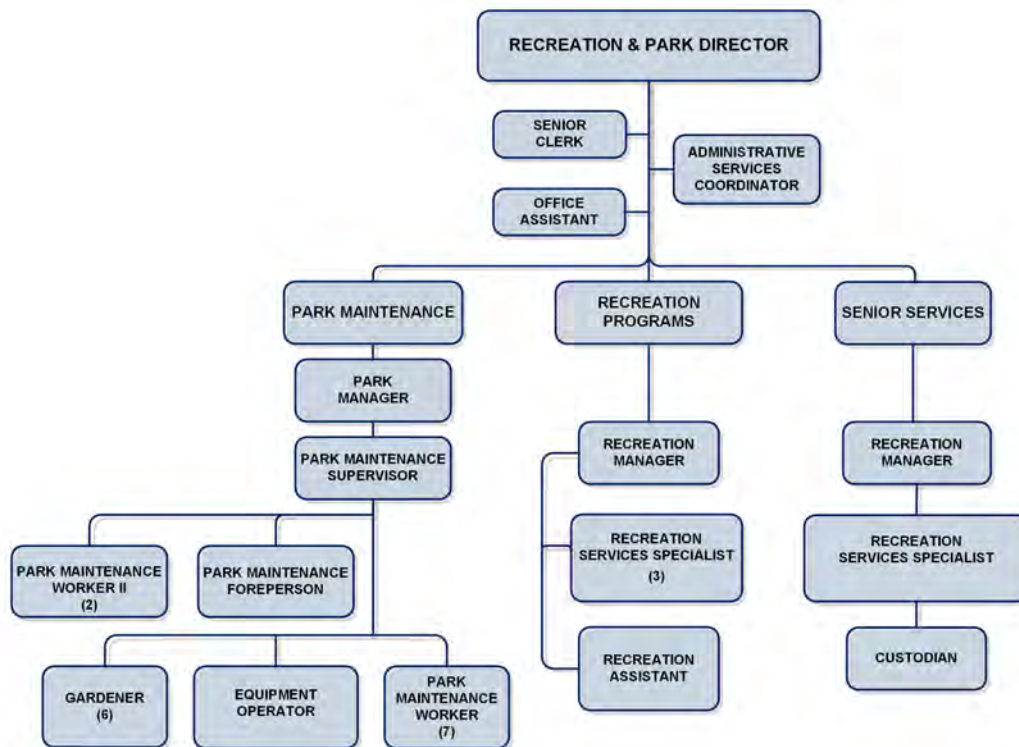
## About Us

**The Recreation and Parks Department** provides places and programs for tots, youth, teens, 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
- Trips
- Leadership
- Outdoor activities

The department manages 26 parks totaling 193 acres with playgrounds, recreation centers, picnic and rental facilities and trails plus 17 recreation facilities including Mastick Senior Center, public boat launches, skatepark, gym, model airplane field, and athletic fields. The department administers the contracts for the operation of Corica Park – a 45-hole golf complex. Through ongoing park maintenance, improvements and new park projects, the department provides high quality parks and programs that enhance the quality of life in Alameda.

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Recreation Part-Time Pay & Supplies

Recreation activities have largely recovered from the sharp decline caused by the COVID-19 pandemic. The increase in Recreation part-time pay and supplies budgets is fully offset by an increased projection for Recreation program fee revenue.

**Annual Cost:** \$663,000, ongoing **Funding Source:** General Fund (no net cost due to increase in program fee revenue)

### Add Recreation Services Manager

Over the last 10 years, the breadth of large and small park projects has greatly increased. There are several significant park and recreation facility projects identified as City Council priorities for which funding needs to be identified, community master planning completed, and design and construction managed. These projects include De-Pave Park, City Aquatic Center, two more phases of Sweeney Park, one more phase of Estuary Park, completing the Fernside/Eastshore pathways and creating a new dog park. Smaller park projects are those related to deferred maintenance such as asphalt pathway replacement, resurfacing tennis/pickleball/basketball courts, athletic lighting, park urban forest management and more. Managing all of these projects requires significant staff time and when combined with adding 40 acres of new parks over the last few years, there is not enough senior level management staff to properly support these projects as well as the ongoing department operations and the planning required to continue to evolve recreation programs to meet community needs.

**Annual Cost:** \$224,000, ongoing **Funding Source:** General Fund

### Community Events - Pride in the Park, 4th of July

Community events that had been canceled during the COVID-19 pandemic are returning in 2022. Pride in the Park, in October 2022, will be covered by community donations of \$25,000. Additional budget of \$40,000 is needed for traffic and security costs at the 4th of July Parade.

**Annual Cost:** \$65,000, ongoing **Funding Source:** General Fund (partially covered by donations)

## San Francisco Bay Restoration Authority Grant for De-Pave Park

The City was awarded an \$800,000 grant from the San Francisco Bay Restoration Authority for the planning phase of De-Pave Park. A local match is not required.

**Annual Cost:** \$800,000, one-time

**Funding Source:** Regional Grant

## Park Maintenance Capital Project - Asphalt Paving in Parks

There are significant asphalt needs in Chochenyo, Tillman, Harrington, Franklin, Lincoln, Washington, and other parks. This is a significant deferred maintenance issue and similar to streets and sidewalks, the cost increases the longer it is deferred.

**Annual Cost:** \$250,000, one-time

**Funding Source:** General Fund

## Establish Budget for Mastick Trust Fund

The Mastick Trust Fund receive bequests and other monetary gifts intended for the Mastick Senior Center facility and program. The fund has not had an operating budget in the past, and staff proposes to establish a budget for one-time facility repairs at the Mastick Senior Center.

**Annual Cost:** \$50,000, ongoing

**Funding Source:** Mastick Trust Fund

## Re-allocate Parks Maintenance Budget from Alameda Point CFD 17-1 to General Fund

The Alameda Point Community Facilities District 17-1 (CFD) Fund is administered by the Public Works Department and funds operations for the Planning, Building & Transportation, Public Works, and Recreation & Parks departments. This CFD provides the only funding for the Alameda Point Transportation Plan and maintenance of facilities within the district, including two recently opened parks and the Seaplane Lagoon Ferry Terminal. The CFD is expected to generate \$635,000 in special taxes in FY 2022-23, and staff propose to allocate 40% of the budget, or \$254,000, towards transportation demand management, 20% towards Public Works maintenance and administration, 20% towards parks maintenance, and 20% towards a capital reserve, or \$127,000 each.

The \$127,000 allocation for parks maintenance covers approximately 40% of the costs associated with maintaining the two parks in the CFD. Re-allocate \$179,000 of the current budget for personnel, equipment, and utilities costs associated with maintaining the parks to the General Fund - Parks Maintenance budget.

**Annual Cost:** \$179,000, ongoing

**Funding Source:** General Fund



## Department Goals

1. Provide recreation activities that are responsive to community needs. Ensure activities and facilities are affordable, innovative, inclusive and accessible.
2. Maintain clean and enjoyable parks and recreation facilities while continuing to expand these facilities as community interests expand.

## Workplan Highlights

- Continue to identifying funding sources, such as grants and donations, for park projects including De-Pave Park, Jean Sweeney Open Space Park Phases 2 and 3, Estuary Park Phase 2, City Aquatic Center, and playground replacement projects.
- Incorporate maintenance of three new public parks built by housing developers at Alameda Point and Alameda Landing that are now under the Recreation and Parks Department responsibility.
- 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.
- Continue to expand recreation programs and activities to meet the needs of the Alameda community while also recovering costs.
- Expand and reimagine programs and events that are inclusive of everyone in Alameda communities.
- Address growing community facility needs including expanding the skate park, conducting a feasibility study of a BMX park, improving pickleball, basketball and tennis courts, building a new dog park as well as identifying and implementing options for a City Aquatic Center

## Performance Measures

Data

Records

| Department         | Performance Measure                                                                                     | 2018   | 2019   | 2020   | 2021   |
|--------------------|---------------------------------------------------------------------------------------------------------|--------|--------|--------|--------|
| Recreation & Parks | Percent of respondents rating the quality of recreational programs as good or excellent                 | 0.91   | 0.65   | 0.87   | 0.865  |
| Recreation & Parks | Percent of respondents rating the cleanliness of recreational and parks facilities as good or excellent | 0.81   | 0.78   | 0.78   | 0.78   |
| Recreation & Parks | Payroll dollars saved through Senior Center volunteer hours                                             | 603358 | 598860 | 163738 | 148487 |
| Recreation & Parks | Percent of recreation expenses covered through fees and revenues                                        | 0.77   | 0.77   | 0.28   | 0.55   |
| Recreation & Parks | Percent change of total gross revenue for the Chuck Corica Golf Complex                                 | 0.21   | 0.18   | -0.23  | 0.26   |
|                    |                                                                                                         |        |        |        |        |

## General Fund Expenditure Summary

| Expand All                       | 2018-19 Actual   | 2019-20 Actual   | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|------------------|------------------|------------------|---------------------------|-----------------------------|
| ► Salaries and Employee Benefits | 4,052,317        | 4,203,932        | 4,369,106        | 5,685,170                 | 6,163,873                   |
| ► Cost Allocation                | 1,161,811        | 2,501,657        | 2,091,772        | 2,915,324                 | 3,078,380                   |
| ► Operating Expenditures         | 2,311,929        | 2,211,889        | 1,730,264        | 2,436,624                 | 2,667,162                   |
| <b>Total</b>                     | <b>7,526,057</b> | <b>8,917,478</b> | <b>8,191,142</b> | <b>11,037,118</b>         | <b>11,909,415</b>           |

## Non-General Fund Expenditure Summary

| Expand All                       | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|----------------------------------|----------------|----------------|----------------|---------------------------|-----------------------------|
| ► Operating Expenditures         | 276,004        | 389,121        | 119,677        | 504,250                   | 483,375                     |
| ► Salaries and Employee Benefits | 198,637        | 232,318        | 209,396        | 600,819                   | 374,343                     |
| ► Capital Outlay                 | 0              | 0              | 58,668         | 163,037                   | 60,000                      |
| ► Cost Allocation                | 30,832         | 47,119         | 49,767         | 72,783                    | 74,537                      |
| <b>Total</b>                     | <b>505,473</b> | <b>668,558</b> | <b>437,508</b> | <b>1,340,889</b>          | <b>992,255</b>              |

## Expenditure Summary by Division

|                           | 2018-19 Actual   | 2019-20 Actual   | 2020-21 Actual   | 2021-22<br>Revised Budget | 2022-23<br>Mid-Cycle Budget |
|---------------------------|------------------|------------------|------------------|---------------------------|-----------------------------|
| Parks Maintenance         | 3,317,982        | 4,095,501        | 4,040,455        | 6,140,386                 | 6,053,963                   |
| ARPD Administration       | 1,706,055        | 2,379,478        | 2,115,553        | 1,773,132                 | 2,023,763                   |
| Mastick Administration    | 652,842          | 659,756          | 434,803          | 886,419                   | 758,871                     |
| School Year Youth         | 268,143          | 260,390          | 287,308          | 333,522                   | 359,249                     |
| Aquatics                  | 107,765          | 95,897           | 389,589          | 446,494                   | 404,302                     |
| Summer Youth              | 249,792          | 251,520          | 213,805          | 281,670                   | 312,727                     |
| Swim Center Facilities    | 2,232            | 153,168          | 230,007          | 376,000                   | 280,000                     |
| Teens                     | 199,193          | 190,559          | 135,290          | 211,551                   | 249,810                     |
| Pre-K                     | 236,785          | 175,871          | 110,184          | 180,446                   | 188,792                     |
| Classes                   | 208,537          | 178,197          | 85,075           | 166,160                   | 252,192                     |
| Recreation Services       | 53,134           | 156,301          | -33,445          | 293,168                   | 409,829                     |
| Facility Rentals          | 156,042          | 133,428          | 101,157          | 210,347                   | 229,172                     |
| Parks & Playgrounds       | 173,060          | 175,645          | 112,785          | 93,591                    | 211,984                     |
| Athletic Facility Rentals | 139,417          | 161,213          | 110,683          | 174,721                   | 177,191                     |
| Community Events          | 58,658           | 51,294           | 11,872           | 256,917                   | 329,947                     |
| Youth Sports              | 90,812           | 63,387           | 59,685           | 220,597                   | 235,250                     |
| Adult Sports              | 99,634           | 84,269           | 70,859           | 126,936                   | 129,531                     |
| Mastick Fee Classes       | 125,044          | 109,857          | 29,409           | 111,250                   | 133,500                     |
| Park Ambassador           | 41,689           | 77,096           | 76,786           | 42,000                    | 49,000                      |
| ARPD Facility Projects    | 74,142           | 52,112           | 30,025           | 27,000                    | 50,000                      |
| Trips                     | 48,575           | 56,764           | 597              | 13,100                    | 47,396                      |
| Therapeutic Recreation    | 21,998           | 24,335           | 16,171           | 12,600                    | 15,200                      |
| <b>Total</b>              | <b>8,031,530</b> | <b>9,586,036</b> | <b>8,628,651</b> | <b>12,378,007</b>         | <b>12,901,670</b>           |

# Expenditure Trends

