

# Proposed FY 2023-25 Biennial Budget

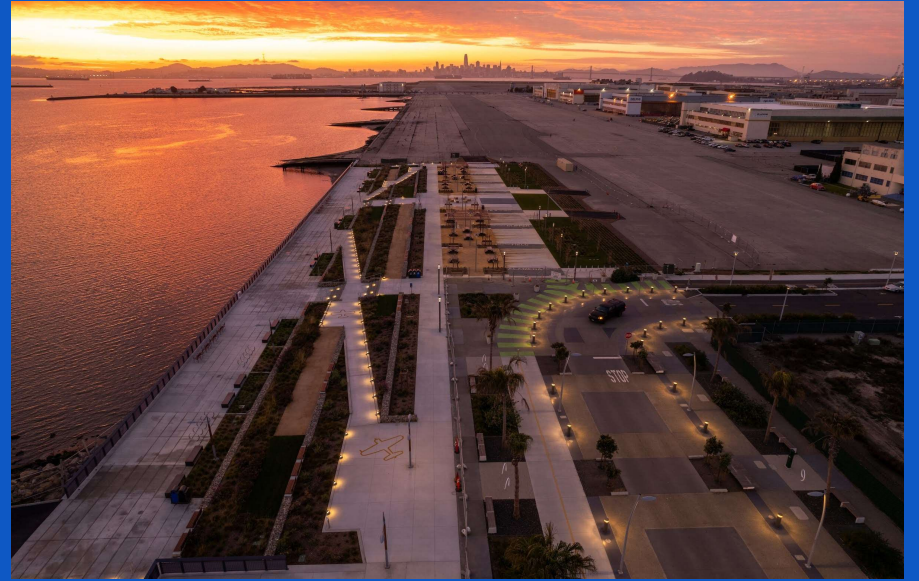
City Council Budget Workshops  
May 2<sup>nd</sup> and May 4<sup>th</sup>, 2023



# City Council Budget Agenda

- May 2, 2023 City Council meeting
  - Budget Overview
  - Historical and proposed revenues and expenditures
  - Positions and vacancy trends
  - Capital Budget
- May 4, 2023 Budget Workshop
  - Department Operating Budget Proposals

# Budget Overview



## City Manager Overview

- Overall, City remains in a strong financial position due to significant residual fund balance and stable property tax revenues
- Upcoming two-year budget is “tight” due to a number of factors resulting in increased expenditures, as well as conservative revenue forecasting due to uncertain macro economic and development market conditions
- Operating revenues fully cover operating expenditures, including both baseline and new requests
- Maximizing use of unspent expenditure budget from this fiscal year (2022/23) to address time sensitive major vehicle and equipment replacement needs
- Use of substantial residual fund balance in upcoming two-year budget to cover capital improvement program and one-time requests during constrained fiscal circumstances

## Draft City Council Strategic Priorities



1. Enhance Community Safety & Services
2. Build Resilience to Climate Change & Water Level Rise
3. House All Alamedans
4. Practice Fiscally Responsible & Inclusive Governance



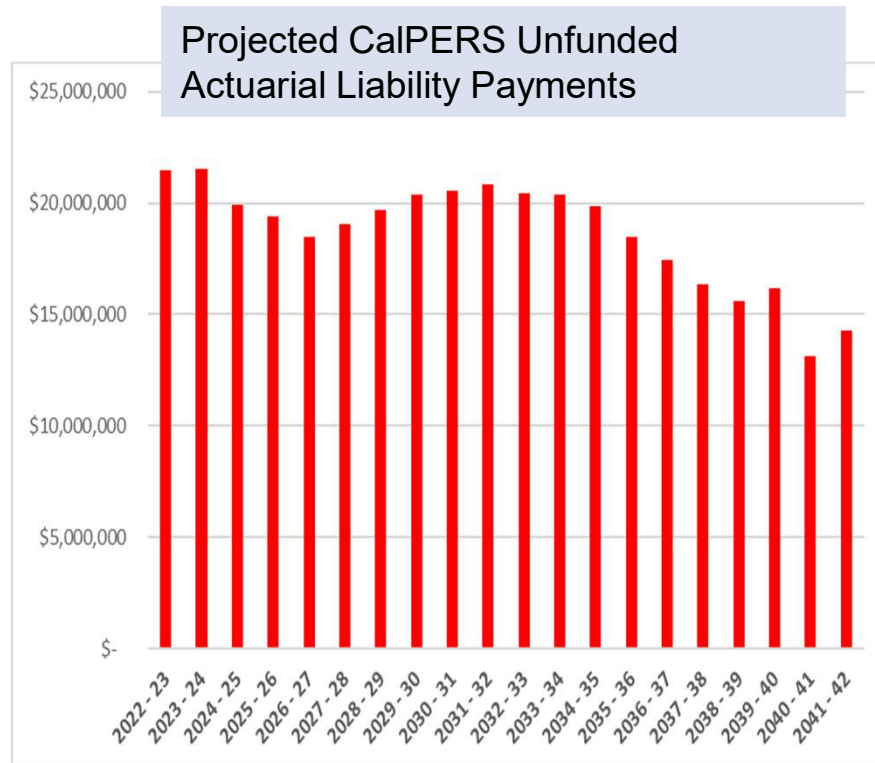
# Highlights of Strategic Plan Implementation

- Proposed Biennial Budget includes key investments in City Council identified priority areas
  - House all Alamedans- shifting resources currently housed in Community Development to the City Managers Office for improved program management and addition of 1 FTE management analyst to improve service delivery capacity.
  - Sustainability & Resiliency- \$200,000 for CARP update and groundwater analysis and significant capital projects funded by grants.
  - Enhance Community Safety & Services- \$5.45 million for public safety vehicle replacement and radio replacement.
  - Invest in Transportation & Infrastructure- ADA transition plan implementation for \$1.25 million, Civic Center Garage safety improvements for \$1 million, City building safety improvements for \$2.76 million in Year 1 and \$2.74 million in Year 2.

## Budget Overview

- Proposed All Funds Budget at \$373.57 million in FY 2023-24 and \$312.49 million in FY 2024-25
- General Fund Expenditure Budget proposed at \$153.01 million FY 2023-24 and \$134.07 million in FY 2024-25
- The Proposed General Fund Budget recommends using Residual Fund Balance of \$25.29 million in FY 2023-24, inclusive of \$15 million to fund the aquatic center, and \$7.05 million in FY 2024-25
- The proposed Biennial Budget **maintains** 25% General Fund reserves in accordance with City Council Reserve Policy

## Items to Consider, Downward Pressures on City Budget



- Increasing insurance premiums
- Increasing CalPERS required contributions
- Real estate slowdown and other economic uncertainty (recession?)
- Taxpayer Transparency & Government Accountability Act 2024



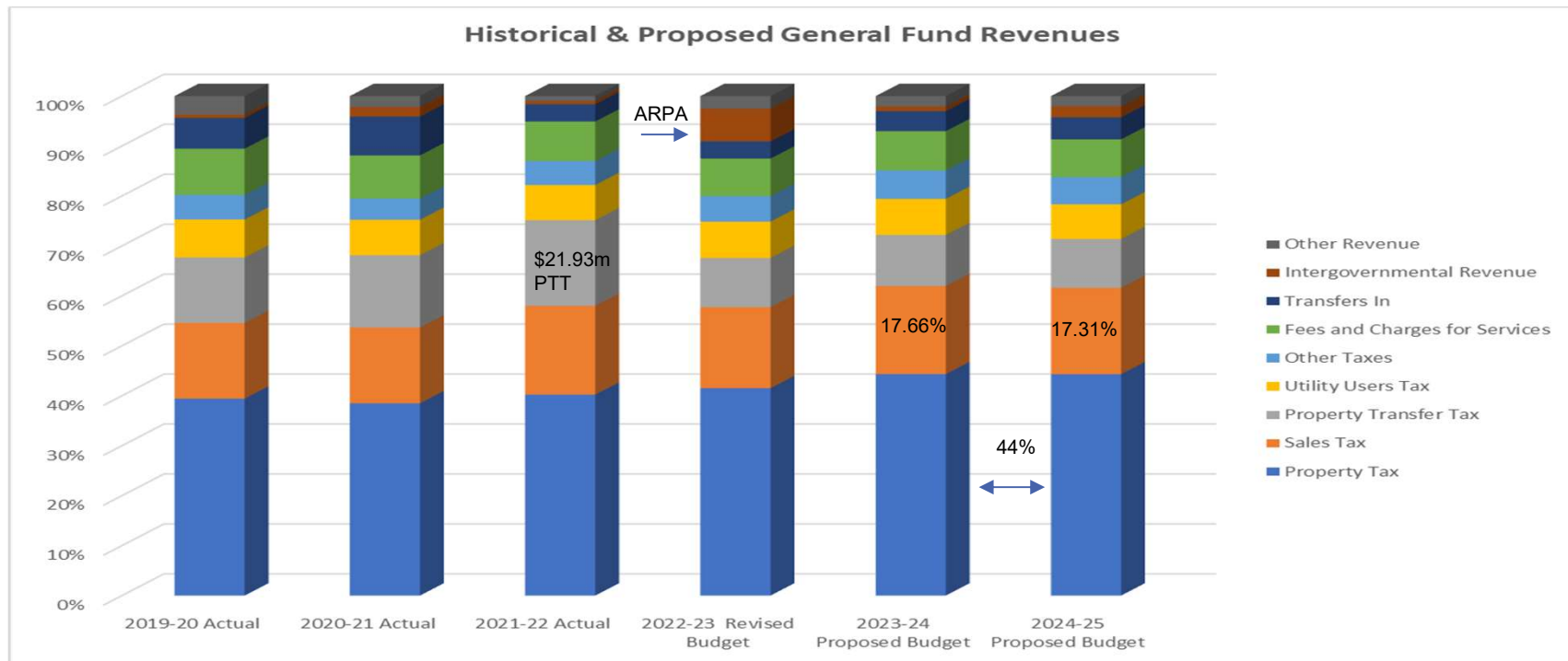
## What has the proposed baseline budget already absorbed?

FYs 2023-2025 projected baseline budget includes:

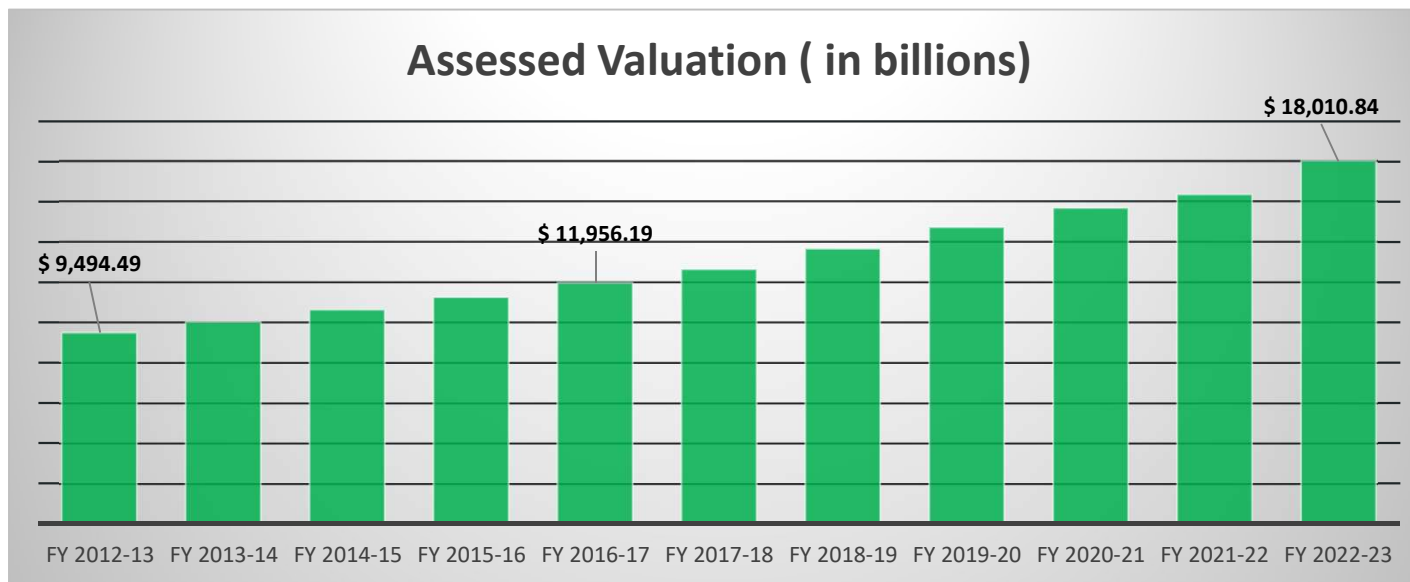
- Increased general liability insurance costs of \$2 million in both years
- Increased PERS retirement contributions of \$2 million in Year 2
- Absorbed CARE team, \$2.38 million in Year 1 and \$2.51 million in Year 2, partially offset by \$1.8 one-time grant funding.
- Economic Development moved from the Fleet Industrial Service Center Fund into the General Fund, estimated at \$1 million in both years, partially offset by one-time revenues of \$675,000
- Aquatic Center financing debt service of an estimated \$900,000 in both years.
- Alameda Police Department hiring initiative reducing vacancy savings in both years.
- Ongoing funding of the Safe Parking, Day Center, Winter Warming Shelter and Overnight Shelter programs at \$1.1 million in both years, partially offset by approximately \$250,000 in annual grant funds.

## General Fund Revenues- Property Tax Largest Revenue Source

Property Tax Stable, Sales Tax Varies, & Property Transfer Tax Volatile



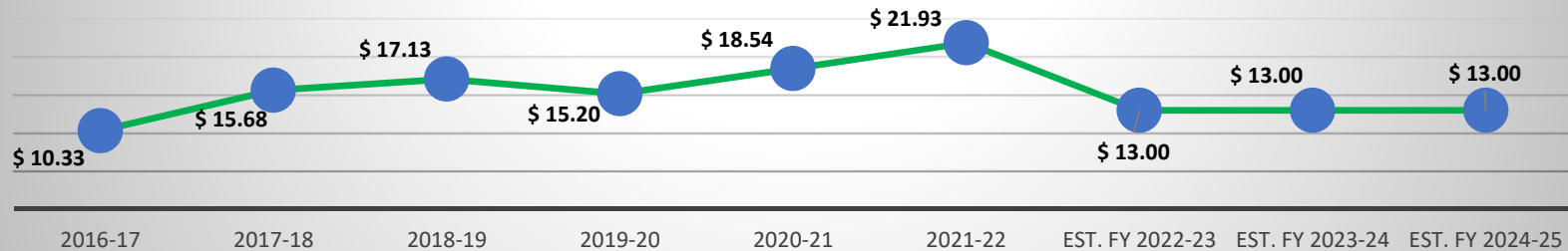
## Assessed Valuation Growth Expected to Slow



## Property Transfer Tax- Volatile & Impacts Property Tax Growth

	FY 2021-22 Thru March		FY 2022-23 Thru March			
	Actuals		Actuals		Year-over-Year Change	
Sale Price	Gross Sales	Volume	Gross Sales	Volume	Gross Sales	Volume
\$300,000 or below	\$ 6,201,000	40	\$ 3,031,300	16	-51.12%	-60%
\$300,001 to \$2 million	\$ 799,129,009	681	\$ 610,422,545	524	-23.61%	-23%
\$2 million to \$5 millio	\$ 119,617,000	45	\$ 69,193,000	27	-42.15%	-40%
\$5 million to \$10 milli	\$ 30,784,500	4	\$ 11,617,500	2	-62.26%	-50%
\$10 million to \$50 mil	\$ 104,200,000	5	\$ 11,808,500	1	-88.67%	-80%
\$50 million to \$100 mi	\$ 139,973,500	2	\$ -	0	-100.00%	-100%
Over \$100 million	\$ 158,875,000	1	\$ -	0	0.00%	0%
<b>Total</b>	<b>\$ 1,358,780,009</b>	<b>778</b>	<b>\$ 706,072,845</b>	<b>570</b>	<b>-48.04%</b>	<b>-26.74%</b>

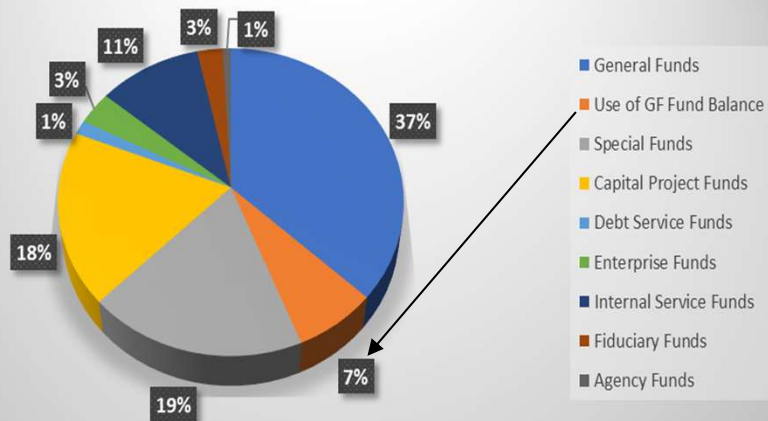
### Historical & Forecasted Property Transfer Tax



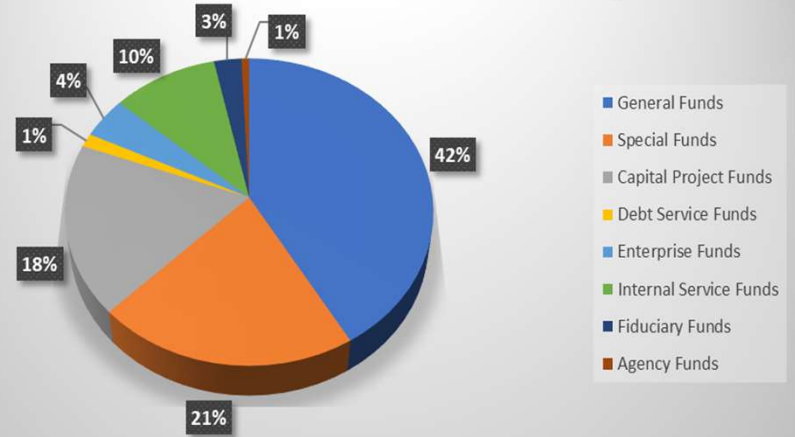
# Proposed FY 2023-24 Biennial Budget

*Balanced with Use of One-Time Revenues and Use of Fund Balance*

**FY 2023-24 All Funds Revenue Budget**



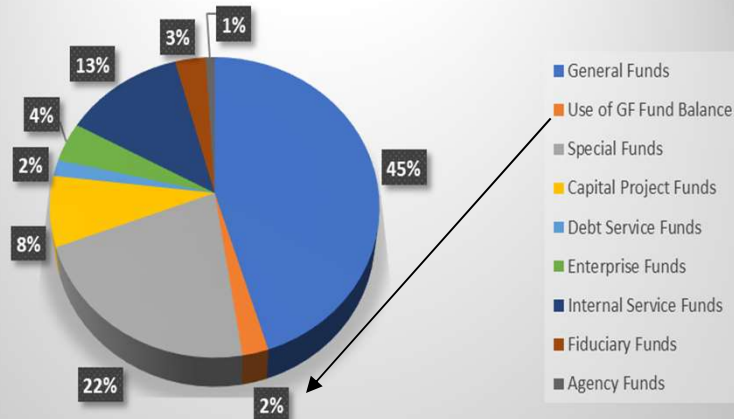
**FY 2023-24 All Funds Expenditure Budget**



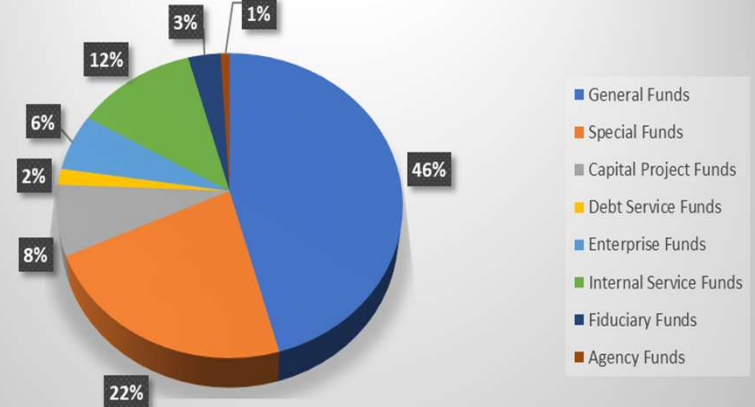
# Proposed FY 2024-25 Biennial Budget

*Balanced with Use of One-Time Revenues and Use of Fund Balance*

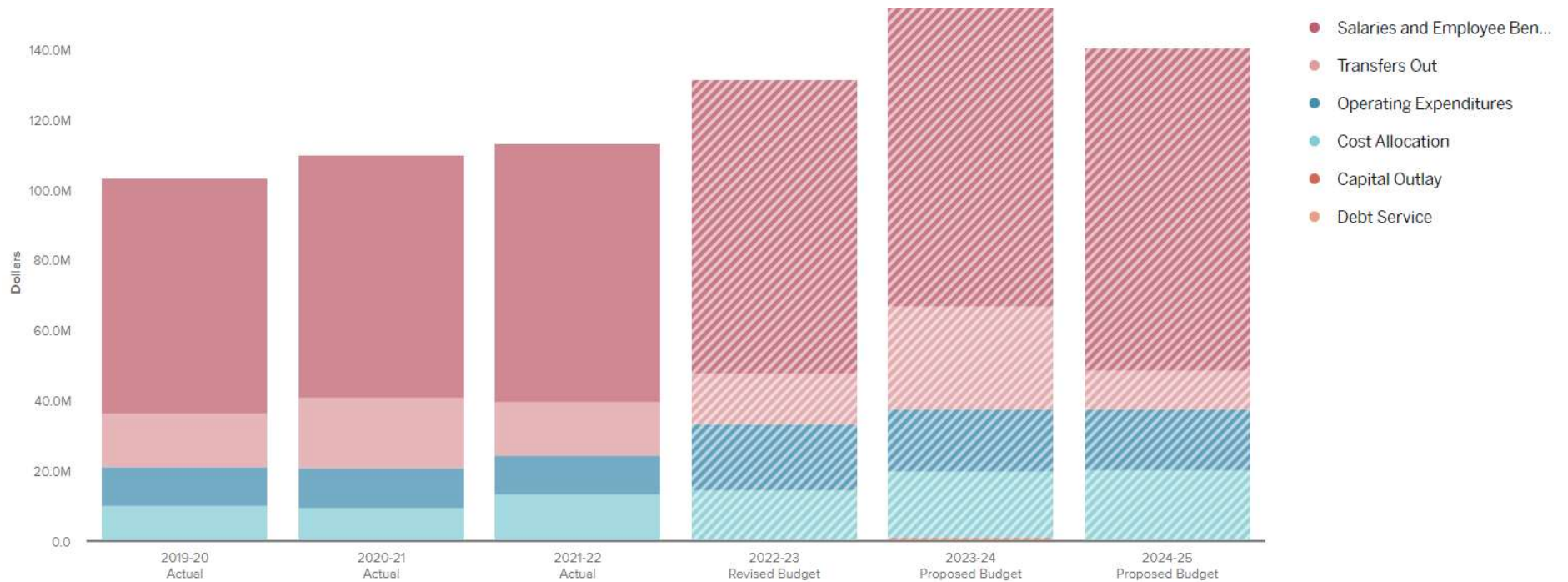
**FY 2024-25 All Funds Revenue Budget**



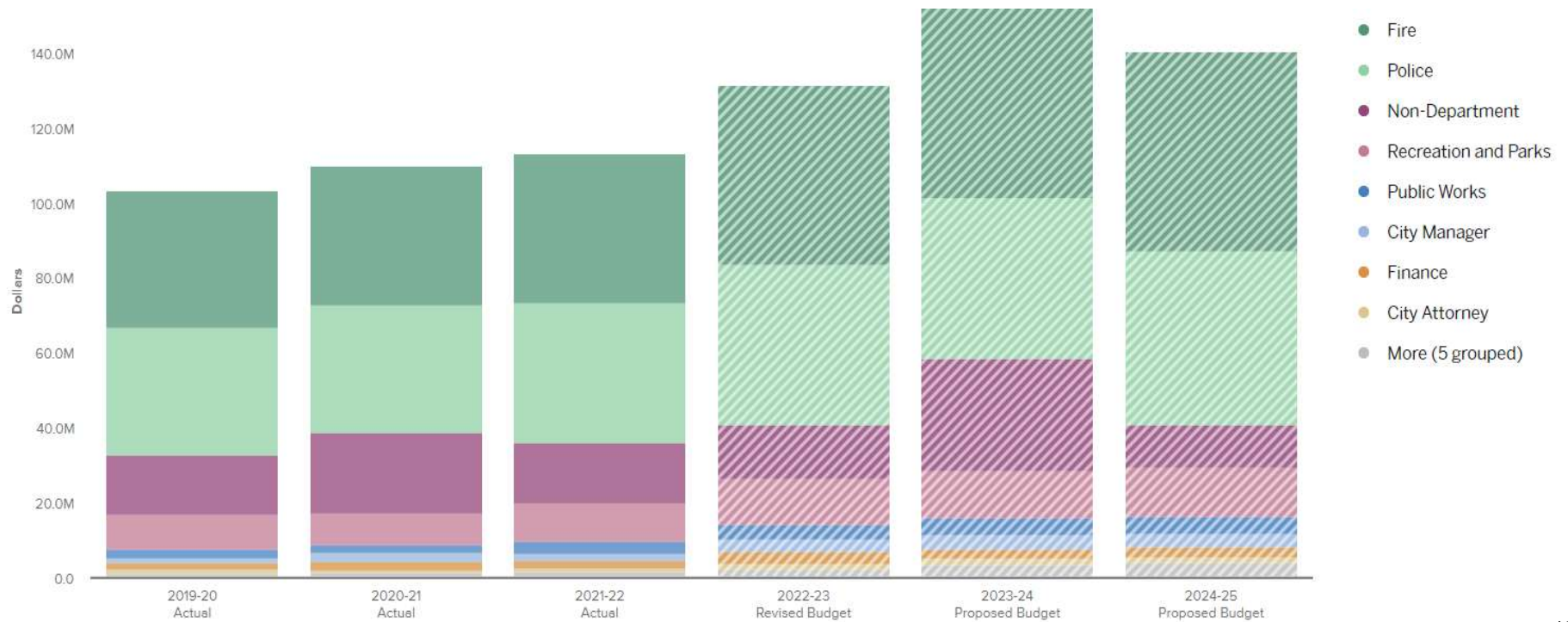
**FY 2024-25 All Funds Expenditure Budget**



## Salaries and Benefits are 60-70% of General Fund Budget

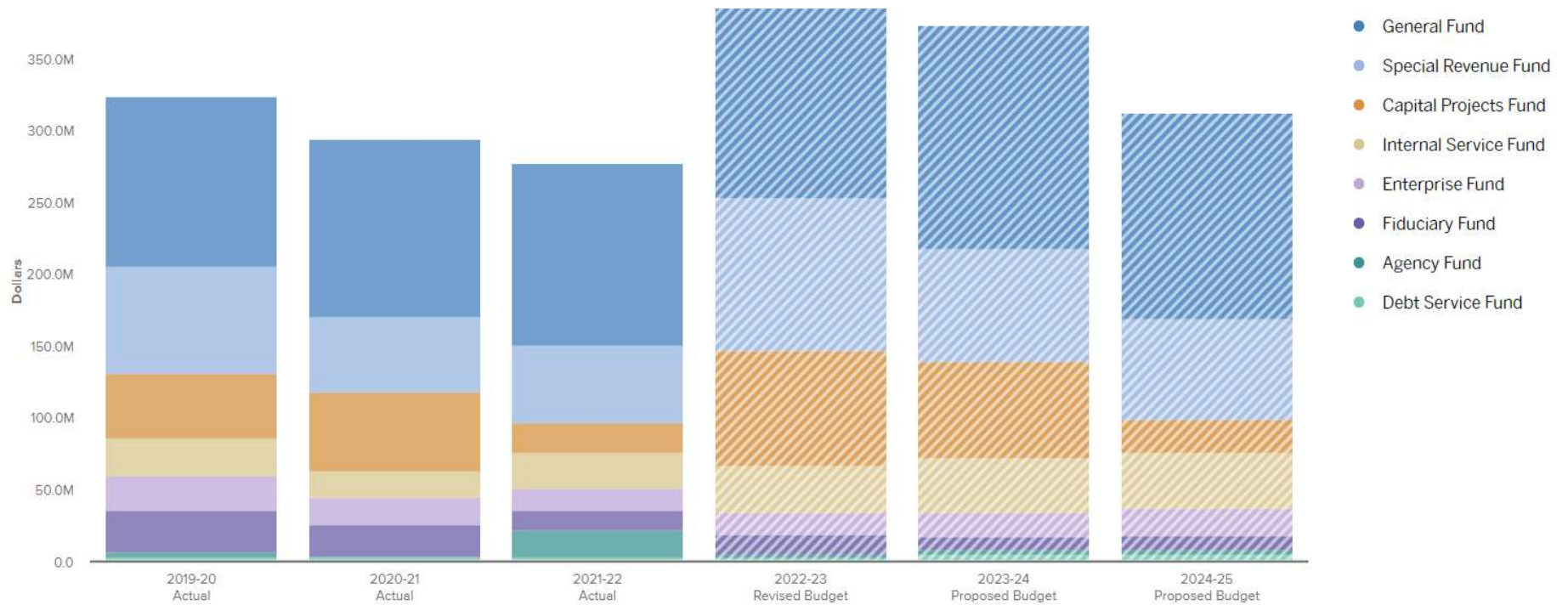


## Public Safety is 70% of General Fund Expenditures





## General Fund Represents 40-45% of All Funds Expenses



## Proposed Authorized Positions (All Funds)



## Proposed Use of Unspent FY 2022-23 Expenditure Budget

It is anticipated that the City will have expenditure savings during the current Fiscal Year (FY 2022-23) that may be sufficient General Fund savings across all departments to fund:

- Police radio replacement \$2.43 million- staff report requesting this purchase will be coming to Council shortly for consideration

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○ Battalion 1 replacement	\$0.09 million
○ Engine 1 replacement	\$1.44 million
○ Engine 4 replacement	\$1.50 million
Total vehicle replacement	\$3.03 million

**Total (including radios)      \$5.45 million**

As Fiscal Year 2023 draws to close, staff will continue to closely monitor General Fund expenditures, if there is capacity to purchase the replacement vehicles staff will return to Council and recommend a transfer to the Fleet Maintenance & Replacement Fund.

## Proposed Use of Residual Fund Balance

### General Fund

<b>FY 22 Ending Fund Balance</b>	<b>\$ 87,267,338</b>
FY 23 Budgeted Revenues	\$ 132,126,157
FY 23 Budgeted Expenditures	<u>\$ (131,635,657)</u>
FY 23 Expected Ending Fund Balance	<u>\$ 87,757,838</u>
Less Capital Carryover	<u>\$ (9,285,798)</u>
FY 23 Expected Ending Fund Balance Less Capital Carry Forward	\$ 78,472,040
Less nonspendable and reserve policy	\$ (33,931,449)
Less Temporary Additional Economic Uncertainty Reserve	<u>\$ (4,000,000)</u>
<b>Projected FY 2023 Residual Fund Balance</b>	<b><u><u>\$ 40,540,591</u></u></b>

# Proposed Use of Estimated FY 2023 Residual Fund Balance

<b>Projected FY 2023 Residual Fund Balance</b>	<b>\$</b>	<b>40,540,591</b>	
<b>Operational One-Time Requests</b>		<b>FY 2023-24</b>	<b>FY 2024-25</b>
CARP Update/Groundwater Analysis	\$	200,000	
Ladders for New Truck	\$	46,500	
Technical Rescue Equipment Cache for New Truck			\$ 20,000
CMS Cost Data Collection	\$	20,000	
ECG Monitor Replacements			\$ 700,000
Fire Station Alerting Upgrade	\$	478,000	
Hydrant Replacements	\$	225,000	
Hydraulic Rescue Equipment	\$	170,000	
Radio/Communications Upgrades	\$	457,000	
Patrol K9	\$	17,000	
IT ISF Cost Allocation Impact if One-Time Proposals Approved	\$	453,330	\$ 213,900
<b>Biennial Total Request</b>	<b>\$</b>	<b>3,000,730</b>	
<b>Remaining FY 2023 Residual Fund Balance</b>		<b>37,539,861</b>	
<b>Capital Budget</b>		<b>FY 2023-24</b>	<b>FY 2024-25</b>
Aquatic Center		15,000,000	
City Building Card Reader & Security		2,465,000	2,742,750
Parking (Civic Center Garage)		1,000,000	
ADA Transition Plan Implementation		625,000	625,000
Street, Park and Parking Lot Lighting		600,000	300,000
City Buildings - Additional Projects		305,000	
Park Pathway Repair & Replacement		300,000	300,000
Park Maintenance Improvements		285,000	325,000
Playground Replacements		285,000	325,000
City Hall Works Space Assessment and Improvements		100,000	
De-Pave Park		50,000	
<b>Total Biennial Capital Transfers</b>		<b>25,632,750</b>	
<b>Remaining FY 2023 Residual Fund Balance*</b>		<b>11,907,111</b>	

## Questions?

- The next budget workshop is Thursday, May 4, 2023 at 6:00pm.

# Department Budget Presentations

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City Clerk



## City Clerk Key Functions

- Legislative Support
- Public Records
- Passport Processing
- Civil Marriage Ceremonies
- Elections and Fair Political Practices Commission Compliance
- Cable Studio

## **Accomplishment Highlights from the Past Year**

- Successfully transitioned to hybrid meetings
- Facilitated implementation of a standard Board and Commission agenda format
- Responded to an increase in records requests, including an increase in complex email searches
- Increased customer service and efficiency of scheduling civil marriage ceremonies by using an automated, self-scheduling tool

## City Clerk Budget Considerations

- Requesting to change one position from part-time to full time
  - Strong demand for passports services
    - Appointments always booked with people requesting more
    - The increased demand is a trend across all agencies
  - Since passport services were launched, existing part-time and full-time staff manage the work and it is not sustainable with increased levels
  - Constant turnover of part-time staff has required:
    - Backfill from full-time staff
    - Repeated, difficult hiring endeavors to find capable, eligible part-time staff
    - Considerable time and effort to train new staff
  - Upgrading part-time position would also provide greater depth in the department and assistance with other general office functions and coverage

## Workforce Change Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Add Office Assistant	\$110,000	\$114,000	General Fund		X
(Offset) Part-Time Pay Savings	\$(60,000)	\$(60,000)	General Fund		X
(Offset) Increased Passport Revenue	\$(8,000)	\$(8,000)	General Fund		X
<b>TOTAL</b>	<b>\$42,000</b>	<b>\$46,000</b>			

City Attorney

## City Attorney Key Functions

- Litigation
- Municipal Advisory
- Police Auditor
- Prosecution and Public Rights
- Rent Program
- Risk Management

## Accomplishment Highlights from the Past Year

- Enhancing Community Safety
  - Reviewed 698 prosecution cases from APD, representing 317% increase from 2020 baseline and 153% increase from 2021
  - Resolved 281 criminal cases, representing 407% increase from 2020 baseline and 253% increase from 2021
- Protecting Affordable Housing
  - Launched first in California Housing Mediation Program
  - Rent Program and Public Rights team together conducted 27 workshops and fielded nearly 10,000 public requests for housing assistance
  - 80% reduction in displaced households from 2018 levels
  - Almost \$220,000 was refunded to 76 tenants resulting from Rent Program and Public Rights team interventions

## City Attorney Budget Considerations

- Current/Ongoing:
  - Continued significant increases in insurance premiums consistent with market forces and outsized jury awards
  - Outside counsels continuing to implement significant fee increases to compete in the current legal market for talent and to address inflation
- Potential Future:
  - Fully implement inspection and investigation services to support enforcement and prosecution of state and local fair housing/rent control laws, consumer protection laws, and general criminal laws
    - Reduces current demands on APD officer for following investigations
  - Fulfill final outstanding responsibility under Measure AA to fully standup domestic violence and elder abuse prosecution capacities, including violent crime victim advocate support.



## Operating Budget Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Legal/Litigation Services	\$90,000	\$90,000	General Fund		X
<b>TOTAL</b>	<b>\$90,000</b>	<b>\$90,000</b>			

# City Manager Office

## City Manager Key Functions

- Leadership and Direction to City Departments
- Legislative Advocacy
- Public Communications
- Sustainability & Resiliency
- Housing and Human Services (*New Division*)

## Housing & Human Services Key Functions

- Housing
  - Support development of new affordable housing in coordination with Planning
  - Further the preservation, rehabilitation or construction of affordable housing
- Human Services, including those addressing homelessness
  - Support programs for low-income residents that preserve safety net services (ex: CDBG funding for local non-profit services)
  - Implement the goals set in the City's Five-Year Strategic Plan to Prevent and Respond to Homelessness in Alameda
    - Secure a housing future for all Alamedans
    - Increase access to homeless emergency response services
    - Mobilize the citywide response to homelessness

## Accomplishment Highlights from the Past Year

- Continuing Diversity, Equity, Inclusion and Belonging Plan work
- Launched a City Council Strategic Plan and Vision
- Provided non-partisan information on the Nov. 2022 TOT measure that was voter approved
- Finalized Equitable Building Decarbonization Plan & Climate Adaptation and Hazard Mitigation Plan
- Developing Urban Forest Plan, including community input process
- Secured \$4.14 million for sea level rise adaptation projects
- Significantly increased users on AC Alert, social media and email
- Awarded \$1.8 million in State budget funding for the CARE Team

## City Manager Budget Considerations

- Sustainability and Resiliency Division
  - Conducting the 5-year Climate Action & Resiliency Plan (CARP) update, including Groundwater Analysis
- Housing and Human Services
  - Creating a new Division within the City Manager's Office, funded from existing grants and General Funds previously in Community Development budget
  - Requesting Management Analyst to provide much needed workload support for in-depth housing and CDBG work plus programs for homeless or those at risk.

## Operating Budget Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
CARP Update/Groundwater Analysis	\$200,000		General Fund	X	
<b>TOTAL</b>	<b>\$200,000</b>	<b>\$6,000</b>			

## Workforce Change Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Add Management Analyst	\$115,000	\$159,000	General Fund		X
<b>TOTAL</b>	<b>\$115,000</b>	<b>\$159,000</b>			



# Finance Department

## Finance Key Functions

- Accounting
- Accounts Payable
- Accounts Receivable
- Budget
- Payroll
- Treasury/Cash Management
- Mail Service

## Accomplishment Highlights from the Past Year

- Issued FY 2022 Annual Comprehensive Financial Report on time
- Issued Community Facility District Bonds for Alameda Marina Project
- Updated Investment and Reserve & Surplus Revenue policies
- Provided quarterly revenue & expenditure reports
- Issued requests for proposals for banking and outside auditing services
- Updated 10-year fiscal forecast
- Sourced new software to enhance efficiencies and strategic planning

## Finance Budget Considerations

- Proposed business license reorganization
  - Shift management of business license program from staff to a highly qualified consultant resulting in:
    - Improved management of the business license program
    - Increased revenues by improving collections of delinquent tax accounts and auditing of business tax accounts.
    - Allows the City to take advantage of economies of scale provided by the vendor.
- Build capacity and promotional opportunities in the accounting function
  - Upgrade an accountant II to a finance manager position, with the cost offset by deleting a vacant 0.2 FTE senior account clerk position.
  - Creates opportunity for advancement within the Finance Department and helps avoid significant learning curves resulting from turnover.

## Operating Budget Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Business License Reorganization	\$103,000	\$103,000	General Fund		X
(Offset) Increased Revenue	\$(200,000)	\$(200,000)	General Fund		X
<b>TOTAL</b>	<b>\$(97,000)</b>	<b>\$(97,000)</b>			

## Workforce Change Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Upgrade Accountant II to Finance Manager	\$50,000	\$50,000	General Fund		X
Delete 0.2 FTE Senior Account Clerk	\$(24,000)	\$(24,000)	General Fund		X
<b>TOTAL</b>	<b>\$26,000</b>	<b>\$26,000</b>			

# Community Development

(Base Reuse and Economic  
Development)

## **Community Development (Base Reuse and Economic Development) Key Functions**

- Base Reuse
- Asset Management
- Economic Development



## Accomplishment Highlights from the Past Year

- Dignity Village – Award winning, grant funded supportive housing constructed in 14 months
- Emergency Supportive Housing Program – opened four homes for unhoused and housing insecure families and individuals
- Surplus Land Act (SLA) Exemption for Alameda Point – secured SLA exemption for Alameda Point
- Site A Restructure/Sixth Amendment to DDA – renegotiated terms of DDA applicable to Phases 1a and 2 to increase housing; conveyed Phases 1a and 2 to developer at the end of 2022 per Sixth Amendment
- Guaranteed Income – Designed guaranteed income program to launch this summer
- Lease of Building 19 - negotiated lease of former air traffic control tower to Rain Industries
- Public Art Website – launched website showing location of public art pieces

## **Community Development (Base Reuse & Economic Development) Budget Considerations**

- Economic Development Division: This division was previously funded through Fleet Supply Center (FISC) lease revenues. FISC funding will be depleted during the 2023/2024 fiscal year. The proposed funding source is General Fund
- Marketing/Business Attraction/Façade Grants: These programs were previously funded from Alameda Theatre rent revenue, which was modified via Amendment and funds are now unavailable and General Fund is the proposed new funding source
- Alameda Point Marketing/Façade Grants: New Base Reuse funds are requested to better support Alameda Point businesses
- Base Reuse Manager: To hasten Alameda Point development, a second Base Reuse Manager is proposed, funded from Base Reuse
- Brokers Commissions: These were significantly reduced when SLA limited long-term lease and sale, and with the SLA exemption, staff anticipates increased transactions and associated brokers commissions

## Operating Budget Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Façade Grant Program	\$125,000	\$125,000	General Fund		X
Marketing & Business Attraction	\$165,000	\$165,000	General Fund		X
Alameda Point Façade Grant Program	\$100,000	\$100,000	Alameda Point		X
Alameda Point Marketing Program	\$50,000	\$50,000	Alameda Point		X
Broker Commissions	\$2,000,000	\$2,000,000	Alameda Point		X
<b>TOTAL</b>	<b>\$2,440,000</b>	<b>\$2,440,000</b>			

## Workforce Change Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Add Base Reuse Manager	\$222,000	\$229,000	Alameda Point		X
Add Office Assistant*	\$110,000	\$114,000	Alameda Point		X
<b>TOTAL</b>	<b>\$332,000</b>	<b>\$343,000</b>			

\* Office Assistant- provide necessary support to the Asset Management Division leasing and licensing programs, property management, and service provider contract.

# Human Resources Department

## Human Resources Key Functions

- Recruitment & Retention
- Employee Relations
- Labor Relations
- Employee Benefits Administration
- Leave Management
- Classification & Compensation Administration
- Disability Management
- Training & Development
- Policy & Procedure Maintenance & Development

## Accomplishment Highlights from the Past Year

- Completed Over 90 Recruitments
- Processed 120 Full-Time appointments including: 61 New Hire appointments, 18 Part-Time to Full-Time appointments, 4 Re-hire appointments, 2 Transfer appointments, and 35 promotional appointments
- Successfully negotiated and implemented successor agreements with seven (7) bargaining units including three safety groups
- Successfully implemented new Human Resources Information System
- Facilitated the resolution of numerous sensitive employee relations issues and investigations

## Human Resources Budget Considerations

- **Reallocate One Senior Human Resources Analyst from AMP to HR**
  - Currently AMP is allocated one Sr. Human Resources Analyst that serves only AMP and is fully funded by AMP
  - Brining the position back to the City budget and funding the Sr. Human Resources Analyst thought the cost allocation plan has many benefits:
    - Allocation of Cost – Distribution of cost of HR will be equitably distributed among all departments.
    - Allocation of Work – Distribution of HR resources and services will be equitably distributed among all departments; providing for a higher level of service to all.
    - Expertise – Departments will benefit from the expertise each analysts brings and the cross training of analysts.
    - Consistency – Brining all members of the Human Resources team together allows for the consistent implementation of policies and procedures across the City.



## Workforce Change Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Add Senior Human Resources Analyst	\$123,000	\$138,000	General Fund		X
(Offset) Increase AMP Cost Allocation	\$(50,000)	\$(53,000)	AMP		X
<b>TOTAL</b>	<b>\$73,000</b>	<b>\$85,000</b>			

# Alameda Free Library

## **Library Key Functions**

- Reference/Adult Services
- Children's Services
- Circulation
- Technical Services
- Outreach

## Accomplishment Highlights from the Past Year

- Increased Library open hours at all three locations
- Filled all Full Time vacant positions and returned to full staffing
- Increased the number of children's programs system-wide
- Launched a free Mobile Hot Spot pilot program
- Provided free access to California State Parks with a new Parks Pass program
- Established Link+ to increase availability of materials beyond our collection
- Worked with the Friends of the Alameda Free Library to establish a used bookstore, "Books for Friends," and the return of in-person "Live @ the Library" jazz concerts

## Library Budget Considerations

- Department is now fully staffed and all three libraries are open to the public, the Library Budget FY23 baseline is higher than during pandemic years when closed
- After a successful pilot, are ready to expand the free Mobile Hot Spot lending program
- By establishing a Laptop Lending program, Library continues to narrow the digital divide
- Improve patron library experience by staffing the Information Desk with a knowledgeable Full Time Librarian instead of relying on volunteers working irregular hours. Achieves a core strategic goal of being a customer-centered and welcoming place for Alameda residents

## Operating Budget Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Hot Spot Program Expansion	\$50,000		Library	X	
Laptops for Lending Kiosk	\$100,000		Library	X	
<b>TOTAL</b>	<b>\$150,000</b>				

## Workforce Change Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Add Librarian I	\$77,000	\$120,000	Library		X
<b>TOTAL</b>	<b>\$77,000</b>	<b>\$120,000</b>			

# Recreation & Parks



## Recreation & Parks Key Functions

- Park Maintenance

- Maintain clean and safe parks, facilities and fields
- 27 Parks, 17 additional recreation facilities
  - 40 athletic fields, 16 tennis courts, 43 picnic areas, 3 public boat ramps, gym, skate park, model airplane field, 12 recreation centers

- Recreation Programs

- Provide recreation activities and programs for tiny tots, youth, adults, families, and seniors
- Classes, camps, aquatics, sports, community events, park ambassadors, and facility rentals

- Senior Services (Mastick Senior Center)

- Provide services and recreational activities for adults 50 years and older
- Activities include: trips, classes, meals, support services, information & referral, paratransit, and fundraising

## Accomplishment Highlights from the Past Year

- Successfully hired new Recreation Services Manager to support management of ongoing capital projects, departmental operations and program planning
- Met and exceeded revenue goals in several program areas including Youth Programming and Aquatics
- Opened newest park in Alameda – Bohol Circle Immigrant Park
- Completed several park improvement projects including a new playground and new basketball court at Lincoln Park, court resurfacing and lighting improvements at Washington park, other maintenance projects throughout the year including pathway replacement and field maintenance (seeding, aeration, compost, trimming)
- Launched new Financial Assistance Program to benefit disadvantaged families and youth in the Alameda Community

## Recreation & Parks Budget Considerations

- Post-Pandemic programming has mostly returned to normal level of operation – major growth in Youth Programs, Sports and Aquatics
  - Major growth in youth programs and rentals due to varying factors
  - Aquatics budget will shrink due to closure of Emma Hood Pool in Dec 2023
  - Adult sports and Senior programs are still in the process of returning to pre-pandemic levels
- Administrative support needed for growth and increased rentals
  - Rentals increased by more than 200% while youth programs have grown by more than 33% compared to pre-pandemic years
  - Added over 40 new park acres, which increases administrative work
- Community events – adding free music in parks and bringing back inclusive holiday decorations and event

## Operating Budget Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Alameda Swimming Pool Assoc Reimbursements	\$15,000	\$15,000	General Fund		X
AUSD Swim Center Payment True-Up	\$162,000	\$114,600	General Fund		X
Community Events	\$15,000	\$15,000	General Fund		X
<b>TOTAL</b>	<b>\$192,000</b>	<b>\$144,600</b>			

## Workforce Change Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Add Office Assistant	\$92,000	\$114,000	General Fund		X
<b>TOTAL</b>	<b>\$92,000</b>	<b>\$114,000</b>			

# Planning, Building, & Transportation

## **Planning, Building & Transportation Key Functions**

- Planning - Prepare and implement plans and ordinances to guide the orderly development of the City consistent with City Council priorities and State law
- Building - Review all physical changes to the built environment for consistency with Council priorities and enforce municipal codes, ordinances, adopted plans and State Building Codes
- Transportation - Prepare plans and work with transit service partners to improve the City of Alameda transportation network and the transportation services available to Alameda residents, businesses and visitors

## Accomplishment Highlights from the Past Year

- Completed an award-winning Housing Element
- Completed citywide zoning amendments to streamline and improve the City's residential development review and approval process
- Issued over 4,000 permits for property improvements worth over \$189 million.
- Completed over 38,000 building and code enforcement inspections
- Adopted an Active Transportation Plan to improve the City's bicycle and pedestrian infrastructure
- Initiated regional planning effort with Oakland for an Alameda to Oakland Bicycle and Pedestrian Bridge
- Completed plan for final segments of Cross Alameda Trail



## Planning, Building & Transportation Budget Considerations

- Changes in State law establishing new deadlines and time limits for the review of planning entitlements and building permits, increasing the demands on permit technicians and administration staff
- State requirements to facilitate and expedite construction of 5,353 units over next 8 years. (Three times more residential building permits per year than last 8 years)
- Increasing demands for enforcement of new Council adopted codes
- Increasing demands to address transportation safety on Alameda streets
- Succession planning. Anticipated departure of several 20+ year employees in key administrative and supervisory positions for the department

## Workforce Change Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Add Admin Tech I (Limited-Term)	\$92,000	\$114,000	Planning & Building	X	
Downgrade Asst Dir to Building Official	\$(20,000)	\$(20,000)	Planning & Building		X
Upgrade Permit Tech I to Permit Tech III	\$11,000	\$11,000	Planning & Building		X
Upgrade Code Enforcement Officer to Code Enforcement Supervisor	\$27,000	\$27,000	Planning & Building		X
Upgrade Plans Examiner to Permit Center Manager	\$38,000	\$38,000	Planning & Building		X
<b>TOTAL</b>	<b>\$148,000</b>	<b>\$170,000</b>			

Upgrade one Senior Transportation Coordinator position to Transportation Manager.

# Information Technology

## Information Technology Key Functions

- Support Internal City Technology Infrastructure
  - Manage/maintain all hardware, software, network connectivity
  - 4-5 year PC replacement cycle
  - Coordinate with departments on new software tools and needs
- Cybersecurity Top Priority
  - Implement best practices to minimize risk to city
- Collaborate with community partners
  - Foster shared benefits through the use of technology focused on attracting High-Tech organizations to the city
  - Partner with AUSD and other Anchor Institutions

## Accomplishment Highlights from the Past Year

- Implemented a Network Detection and Response Solution
  - Realtime alerts informing administrators of anomalous behavior addressing malicious activity instantly
- Supported the Financial/Human Resources System Implementation Improving Efficiencies and Following Best Practices
- Completed the 3-5 Year GIS Strategic Master Plan & Roadmap
  - Began implementing the 71 Recommendations
    - 21 Short Term / 31 Mid Term / 19 Long Term
- Completed the Smart City Master Plan
  - Began implementing cost neutral goals
    - Affordable Connectivity Program (APC) \$30 internet vouchers
    - Working together with our Telecommunication Partners

## Information Technology Budget Considerations

- Implementation of Short Term GIS Strategic Plan Recommendations
  - Increase Aerial Flyovers from every 3 years to 3 times a year
    - More timely and accurate GIS maps data for development and public safety
  - Increase staffing recommended in GIS Strategic Plan to maximize investments in utilization of GIS tools
- Install energy efficient server containment solution for the server room receiving energy rebates to address problematic air conditioning system
- Begin design of resilient communications network systems with multiple platforms for redundancy as part of mart City Master Plan
- Required migration of Adobe software from purchase to annual subscription

## Operating Budget Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Software Subscriptions (Adobe, Ariel Imagery, Lynx)	\$140,000	\$140,000	IT ISF		
Azure – Hosting Solution for GIS	\$6,000	\$6,000	IT ISF		X
Hot Aisle Server Containment	\$30,000	\$15,000	IT ISF		X
Website Enhancements/Upgrades	\$10,000	\$10,000	IT ISF	X	
Communications Network Redundancy – Phase 1	\$425,000		IT ISF	X	
Design Municipal Fiber Ring	\$200,000	\$300,000	IT ISF	X	
<b>TOTAL</b>	<b>\$811,000</b>	<b>\$471,000</b>			

## Workforce Change Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Add IT Systems Analyst (GIS)		\$179,000	IT ISF		X
GIS College Intern (Part-Time)	\$22,000		IT ISF	X	
<b>TOTAL</b>	<b>\$22,000</b>	<b>\$179,000</b>			



# Police Department

## Police Key Functions

- Patrol
- Traffic
- Investigations
- Records
- Support Services
- Communication/Dispatch
- Animal Shelter

## Accomplishment Highlights from the Past Year

- Implemented recommendations from the City Manager's Steering Committee to hire a Crime Analyst and a Police Auditor, in coordination with City Attorney's Office
- Increased the number of training hours issued to Police Officers from 12 hours a year to 120 hours a year
- Instituted a recruitment and hiring incentive using salary savings to increase the hiring of police officers
- Installed fixed automated license plate readers to assist personnel with crime prevention, intervention, and enforcement

## **Police Budget Considerations**

- Handheld radio replacement for County interoperability ( This item will be coming to the City Council as a FY 2023 expenditure)
- Staffing vacant police service dog position (K9 and Training)
- Reclassification of Records and Communications Manager position

## Operating Budget Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Patrol K-9	\$17,000		General Fund	X	
<b>TOTAL</b>	<b>\$17,000</b>				

## Workforce Change Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Upgrade Records and Communications Manager	\$12,000	\$13,000	General Fund		X
<b>TOTAL</b>	<b>\$12,000</b>	<b>\$13,000</b>			

# Fire Department

## Fire Key Functions

- All-Risk Fire Suppression Operations
- Advanced Life Support Emergency Medical Services
- Training Division
- Community Education
- Disaster Preparedness/Emergency Operations Center
- Fire Prevention Bureau
- Community Assessment Response & Engagement (CARE) Team



## Accomplishment Highlights from the Past Year

- Initiated a City evacuation planning project
- Community Assessment Response & Engagement (CARE) Team
- Placed a new ambulance in service
- Obtained Accredited Local Academy certification from CA State Fire Marshall
- Increased available ambulances from three to four per day
- Ceribell Device Electroencephalogram (EEG) field study
- Standards of Coverage and Community Risk Assessment Project
- Recruitment, hiring, and training of 11 Firefighters to maintain an adequate workforce

## Fire Budget Considerations

- Critical Incident Stress Management - Provide behavioral health support to assist in responses to critical incidents – decrease the potential for employee Post Traumatic Stress Disorder
- Establish a Fire Recruit Academy Budget
- Upgrade the Fire Station Alerting in coordination with Alameda County Regional Emergency Communications Center
- Enhance Disaster Preparedness capabilities by transitioning a PT position to FTE
- Upgrade and replace aging emergency response equipment (*Staff may recommend this for purchase in FY 2023 dependent on year end expenditure savings*)
- Utilize increased revenue from PP-GEMT to fund one Administrative Support position

## Operating Budget Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Critical Incident Stress Management	\$75,000	\$75,000	General Fund		X
Establish Academy Budget	\$474,000	\$437,000	General Fund		X
(Offset) Decreased Overtime	\$(100,000)	\$(100,000)	General Fund		X
(Offset) Decreased Uniforms (PPE)	\$(200,000)	\$(163,000)	General Fund		X
Ladders for New Truck	\$46,500		General Fund	X	
Rescue Equipment for New Truck		\$20,000	General Fund	X	
CMS Cost Data Collection (Ability to collect required data associated with providing ambulance services)	\$20,000		General Fund	X	
<b>CONTINUED</b>					

## Operating Budget Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
ECG Monitor Replacements	\$700,000		General Fund	X	
Fire Station Alerting Upgrade	\$478,000		General Fund	X	
Hydrant Replacements	\$225,000		General Fund	X	
Hydraulic Rescue Equipment Replacement	\$170,000		General Fund	X	
Radio/Communications Upgrades	\$457,000		General Fund	X	
Central Heating for Fire Training	\$100,000		Tidelands	X	
<b>TOTAL</b>	<b>\$2,445,500</b>	<b>\$269,000</b>			

## Workforce Change Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Add Executive Assistant	\$123,000	\$138,000	General Fund		X
Add Admin Services Coordinator	\$130,000	\$146,000	Emergency Operations Center		X
(Offset) Part-Time Pay Savings	\$(60,000)	\$(60,000)	Emergency Operations Center		X
<b>TOTAL</b>	<b>\$193,000</b>	<b>\$224,000</b>			

# Public Works

## Public Works Key Functions

- Sewer and Stormwater
- Streets, including pavement, sidewalk, signage and striping
- Clean Water Program, including street sweeping
- Traffic Signals and Streetlights
- Urban Forrest
- Parking
- Zero Waste Program, including Garbage and Recycling Franchise Agreement
- Capital Improvement Program
- City Facilities
- Fleet Services
- Special Districts Administration
- Land Development, Permits, and Construction Inspection

## Accomplishment Highlights from the Past Year

- Paved 5.5 miles of City streets and parking lots at Alameda Animal Shelter & Encinal Boat Ramp
- Completed intersection daylighting of Tier 1 & 2 High Injury Corridors and refreshed striping at 65 intersections
- Finalized design for safety improvements on Clement Ave. and Central Ave.
- Began construction of Alameda Point's Adaptive Reuse Backbone Infrastructure
- Rehabilitated 5.32 miles of sewer main and six pump stations
- Electrical upgrades at four stormwater pump stations, structural repairs to the Bayview Weir, and automated movement of water through Harbor Bay Isle lagoons.
- City Hall's lawn conversion to a drought tolerant landscape.
- Installed 40 new trash capture devices in the City's storm drainage system, expanding municipal efforts to prevent trash/litter discharges to the Bay.
- Launched two "compost hubs" with Bay Area Makerfarm and Alameda Point Collaborative's Farm2 Market to provide free compost to the public.
- Harrison Park Restrooms; Vet's Building Lead Abatement and façade repairs; Police Lobby and ADA Renovations; Animal Shelter Gate Installation, Littlejohn Park Rec Center rebuild
- Launched new parking enforcement program



## Public Works Budget Considerations

- Maintenance and improvement of aging City building facilities:
  - Implementation of City's forthcoming ADA Transition Plan
  - Delivery of capital plans to ensure continuity of operations at critical facilities
  - Improve response time on repairs
- New and changing regulations related to sewer, storm and waste management
- Improve level of service for City Fleet Services
  - Minimize down time of emergency response vehicles
  - Transitioning to electric City Fleet

## Operating Budget Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Clean Water Program Items	\$59,500		Stormwater	X	
Zero Waste Program New Expenses	\$136,000	\$137,000	City Waste Mgmt, Integrated Waste	X	
<b>TOTAL</b>	<b>\$295,500</b>	<b>\$137,000</b>			

## Workforce Change Proposals Above Baseline

Request	Year 1	Year 2	Funding Source	One-Time	Ongoing
Add Project Manager I	\$172,000	\$194,000	Capital Projects, Facilities ISF		X
Add Project Manager II	\$192,000	\$216,000	Capital Projects		X
Add Fleet Services Coordinator	\$141,000	\$146,000	Fleet ISF		X
<b>TOTAL</b>	<b>\$505,000</b>	<b>\$556,000</b>			

Questions?