



CITY OF Alameda

MID-CYCLE BUDGET UPDATE 2020-2021

CITY OF ALAMEDA, CALIFORNIA





City of Alameda
2263 Santa Clara Avenue
Alameda, California 94501
(510) 747-4881

June 4, 2020

Honorable Mayor and Members of the City Council:

I hereby present the City of Alameda's Mid-Cycle Budget Update for Fiscal Year (FY) 2020-21. As we began the Mid-Cycle Budget review in January, it appeared that we could expect additional revenues of \$3 to \$4 million for additional services or capital projects for FY 2020-21. However, with the onset of the COVID-19 pandemic and the resulting economic impacts of Shelter-in-Place orders, we have a very different budget outlook for FY 2020-21.

The drop in revenues due to the COVID-19 pandemic is expected to continue into FY 2020-21 and drastically changed staff's approach in preparing the Mid-Cycle FY 2020-21 budget. While this is the second year of a two year budget, in order to ensure the City would have a balanced budget, staff reevaluated what had been recommended and approved by City Council in June 2019. The recommended Mid-Cycle General Fund budget is close to \$1.2 million below the amount approved by City Council in June 2019, and the Mid-Cycle Budget for non-General Fund programs is approximately \$3.0 million less than previously budgeted.

Due to the budget projections showing a deficit in FY 2020-21, the City Manager is presenting a proposed flexible Mid-Cycle Update based on the below values and approaches:

- Limit layoffs. Unfortunately, the City had to furlough many part-time employees this spring. We anticipate bringing back part-time employees as we open areas such as the Library, Parks, and Recreation programs. The proposed budget does not lay-off any full-time employees at this time.
- Reduce funding for anticipated capital projects.
- Achieve approximately \$2.5 million in salary savings by holding positions vacant in the Police and Fire Departments and non-public safety departments through a soft hiring freeze.
- Delay deployment of the fourth ambulance.
- Defer some capital projects to later in the Fiscal Year to ensure revenues are available to start the project.
- Stabilize service levels with \$2 million expended from Fund Balance.
- Evaluate the flexible budget strategy at the end of the first quarter with a report back in October.

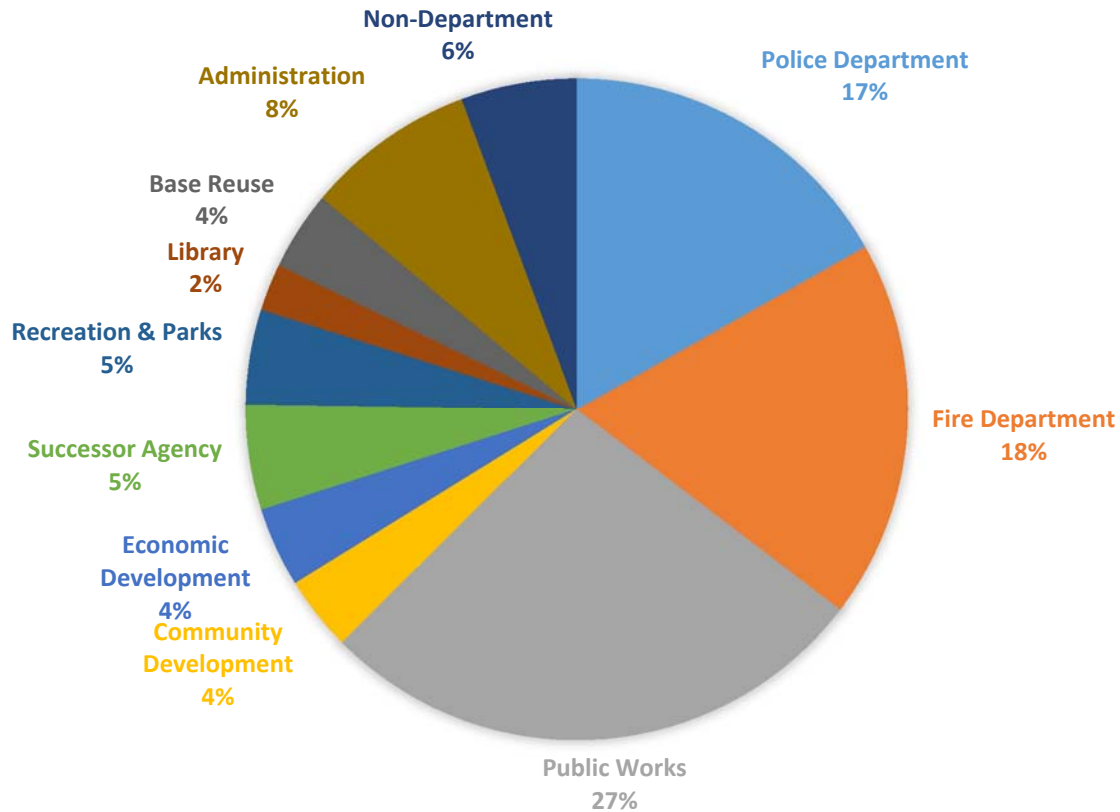
While the above is the City Manager's proposed approach, it comes with risk due to the unknowns of both revenues this Fiscal Year and potential future impacts to property taxes.

Overview of the Mid-Cycle Update to the Citywide Budget for FY 2020-21

The City's total proposed expenditure budget (excluding transfers) for FY 2020-21 is \$222.8 million, with the General Fund contributing 41% in FY 2020-21. The proposed budget funds a total of 458.75 full time equivalent positions (FTEs), excluding positions of Alameda Municipal Power, for FY 2020-21.

Of the FY 2020-21 proposed expenditure budget (all city funds), approximately 27% is for Public Works, 18% for the Fire Department, 17% for the Police Department, with the remainder for Recreation and Parks, Library, Community Development, Economic Development, Base Reuse, Administration and other programs provided by the City, as shown below:

FY 2020-21 Proposed Expenditure – All Funds



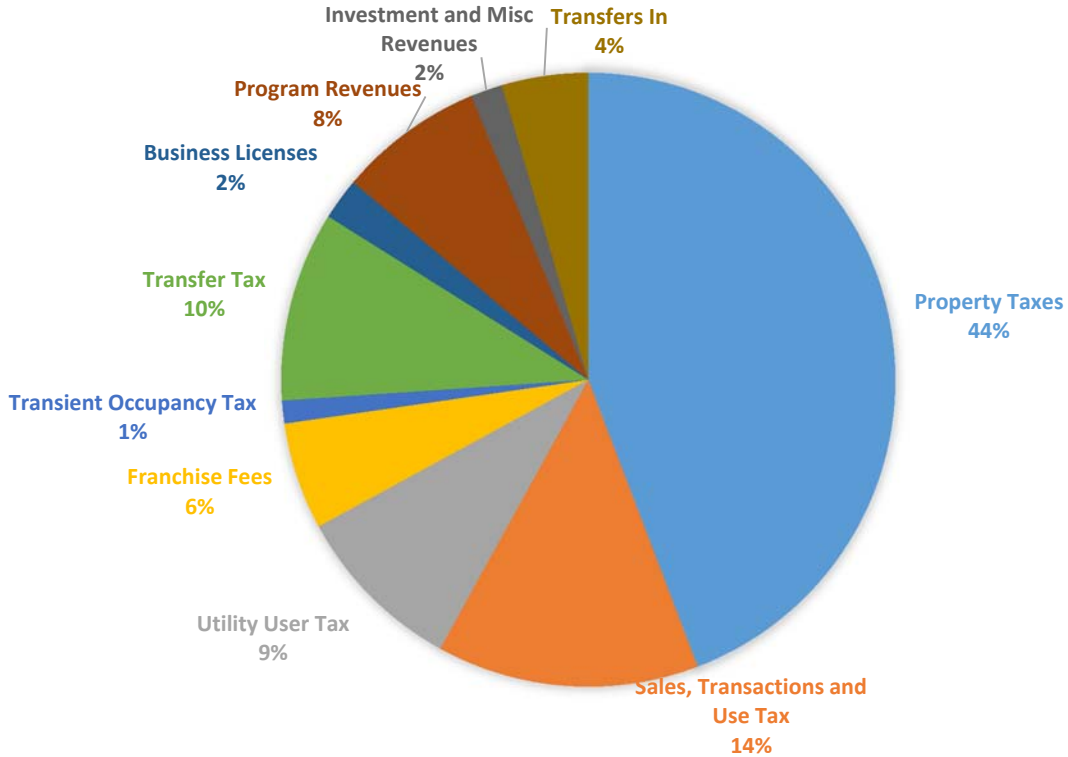
Overview of the Mid-Cycle Update to the General Fund Operating Budget for FY 2020-21

To address community needs while maintaining financial stability, the proposed budget update includes re-alignment of spending to meet service provision goals, as well as savings from holding positions vacant and reducing budgets for contractual services and capital projects.

General Fund Revenues

The General Fund’s major revenue sources are Property Tax (including Motor Vehicle License fee in-lieu), Sales and Use Taxes, Utility Users Tax (UUT), Franchise Fees, and Real Property Transfer Tax. Together they comprise 83% of total revenues for FY 2020-21, as shown on the chart below.

FY 2020-21 General Fund Revenues



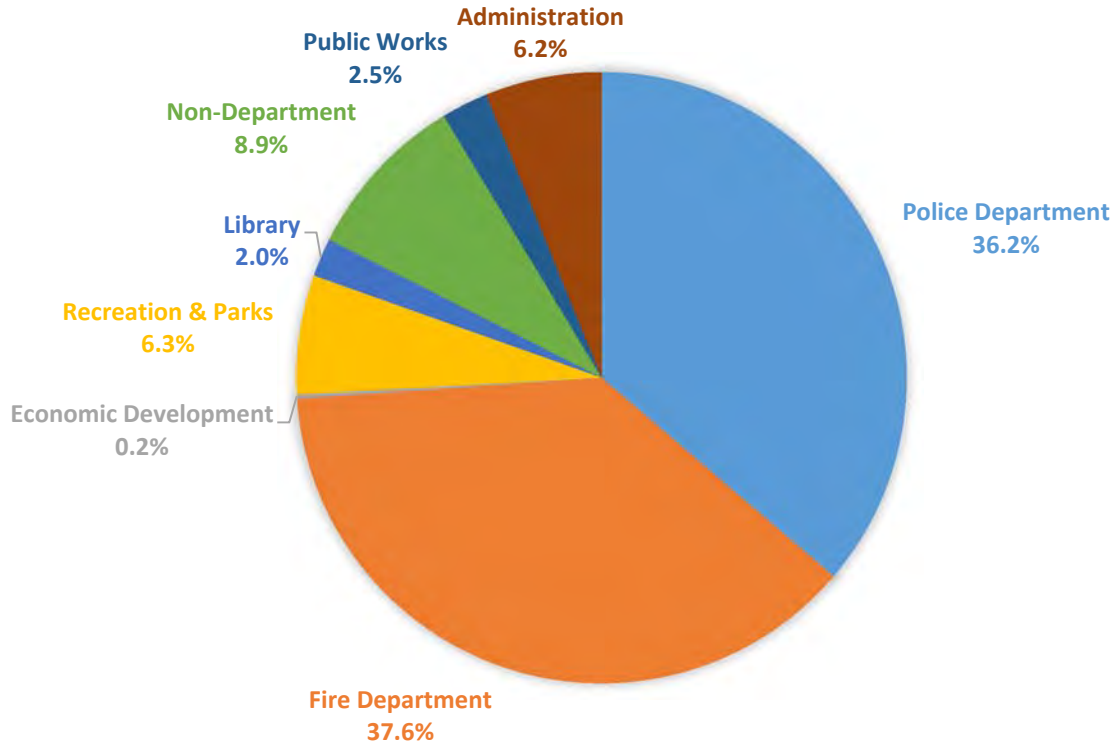
Total General Fund revenues for FY 2020-21 are projected to be approximately \$99.9 million, down from the previously adopted FY 2020-21 budget of \$103.2 million by \$3.3 million. The revenue projections are based on staff’s analysis of local conditions and expected impacts from the COVID-19 pandemic and reflect information received from a number of sources, including the City’s UUT, Sales and Property Tax consultant as well as the County Assessor’s office.

General Fund Expenditures

The proposed Mid-Cycle Update reduces General Fund expenditures in FY 2020-21 from \$103.2 million, as previously adopted for FY 2020-21 in June 2019, to \$101.9 million. The growth in ongoing expenditures is due primarily to contractual salary increases and rise in retirement and health insurance rates, and the budget reductions would largely be achieved through holding some positions vacant, reducing General Fund transfers for certain capital projects, and reducing contractual services budgets.

Like most Californian cities, a significant portion of General Fund expenditures goes towards Public Safety (37.6% for Fire, 36.2% for Police), with the balance allocated between Library, Recreation and Parks, Public Works, and administrative functions, as shown in the chart below. Although Public Safety represents the majority of General Fund dollars, it should be noted that other departments, such as Recreation and Parks, Public Works, and the Library have other dedicated sources of funding in addition to the General Fund.

FY 2020-21 General Fund Expenditures



Five-Year Forecast

In the five-year forecast, projected General Fund shortfalls range from approximately \$2.0 to \$12.0 million annually beginning in FY 2020-21 primarily due to unfunded pension liabilities and assumptions about increasing costs of doing business, such as cost escalation for salaries and health benefits, contractual services and capital outlay. Absent proactive, corrective actions to secure additional locally-controlled funding sources and cutting expenditures, the City’s available reserves will decline. Available fund balance is projected to drop below the City’s 25% operating reserve target by the end of FY 2021-22 and to less than 1% of projected expenditures by FY 2023-24, as shown below.

The projected deficits are the result of a variety of factors including the sharp escalation of pension costs as a result of CalPERS losses during the Great Recession, changes in longevity assumptions, increases in costs of doing business, and revenue losses related to the economic impacts of COVID-19. As our community recovers from the COVID-19 pandemic, the City will explore options such as new revenue measures and potential expenditure reductions to improve the financial outlook. As part of this effort, we plan to work on financial modeling over the next year to assist the City Council in maintaining its funding for the City’s core priorities.

Five-Year Forecast for FY 2020-21 through FY 2023-24
(in millions)

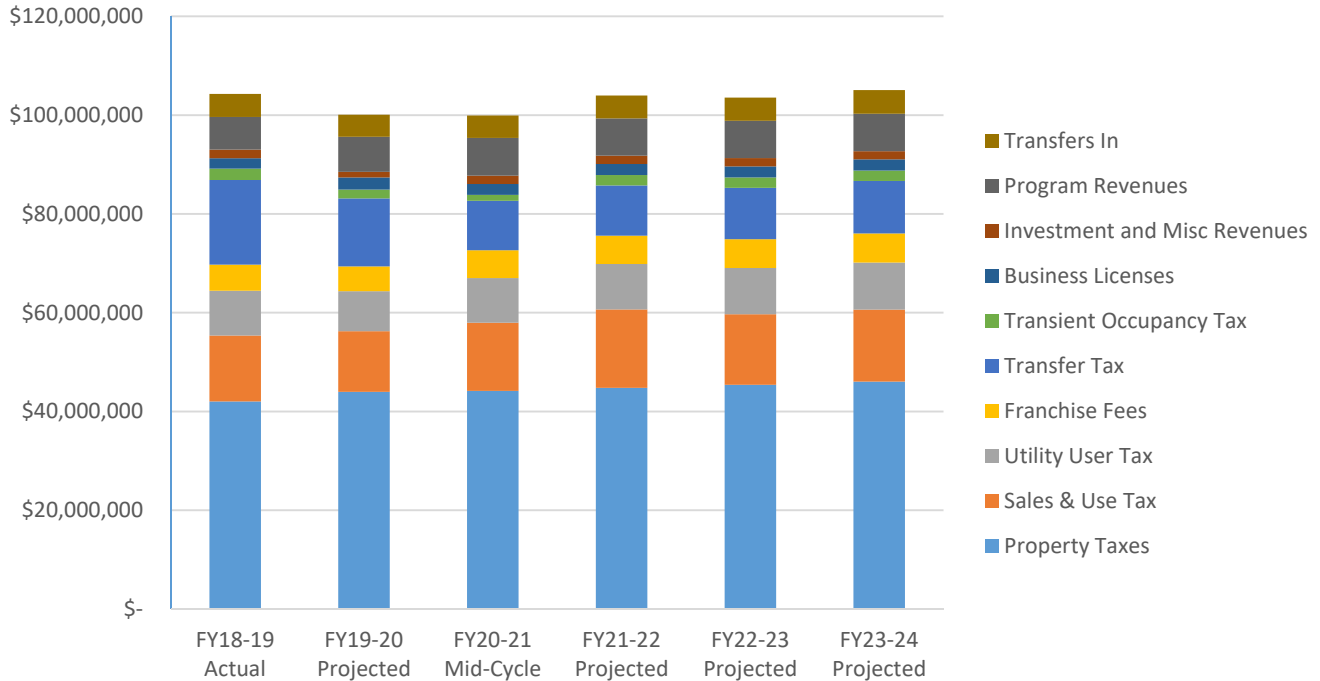
	FY19-20 Projected	FY20-21 Mid-Cycle	FY21-22 Projected	FY22-23 Projected	FY23-24 Projected
Beginning Fund Balance	31.4	32.9	28.2	22.3	12.4
Revenues	100.1	99.9	104.0	103.6	105.1
Expenditures	(98.5)	(101.9)	(109.8)	(113.5)	(117.1)
Net Annual Activity	1.6	(2.0)	(5.9)	(9.9)	(12.0)
Pension/OPEB Reserve	(8.2)	(2.7)	-	-	-
Release Prepaid/ Encumbrance Reserves	8.0	-	-	-	-
Ending Fund Balance	32.9*	28.2	22.3	12.4	0.4
Ending Fund Balance % of Annual Expenditures	33%	28%	20%	11%	0.3%

* May not add due to rounding

The five-year forecast includes the following assumptions, several of which are highly important to maintaining City services:

- Following a decrease in FY 2020-21 related to COVID-19, various revenue sources are projected to stabilize in FY 2021-22 and increase at rate of 0% to 3%, with an overall average annual growth of 1.5%, as shown below.
- Agreed upon salary adjustments for safety employees (with a minimum of 2% for 2021) based upon salary survey results.
- Negotiated salary adjustments for miscellaneous employees are 2% in 2021 and 1% in 2022. Contracts for miscellaneous employees' contracts expire in June 2022.
- Health and Other Post-Employment Benefits (OPEB) are projected to increase on average 3% and 3%, respectively, per year. The City's premium contribution rates are capped for miscellaneous employees. The contribution rate for Safety employees increase by 50% of the Kaiser premium increase.
- Miscellaneous and Safety PERS rates, which include the effect of the changes made by CalPERS to (1) lower assumed rate of return on investments, which will be in phased in over a three-year period beginning in FY 2018-19 and amortized over 20 years instead of 30 years and (2) level off rate fluctuations over a five- instead of a fifteen-year period. CalPERS began implementing these changes in FY 2015-16. These rates are based on the assumption that CalPERS will earn a 7.0% annual return on investment. If future rates of return are lowered below 7.0%, the City will see additional increases to its contribution rates for both Safety and Miscellaneous employees.

5-Year General Fund Revenue Projection



Workforce Changes

When the Biennial Budget was approved by the City Council in June 2019, three new positions were recommended in the second year of the budget: a Gardener, a Library Technician, and a Procurement Analyst. In response to the downturn in the economy and reduction in General Fund revenue, only the Gardener position is recommended to be added starting July 1, 2020. The Library Technician is recommended to start January 1, 2021, which will result in six months of salary/vacancy savings, and the Procurement Analyst has been removed from the budget. In addition to these two position that were previously approved as part of the Biennial Budget, a new Animal Control Officer is recommended to be added in January 2021 and Alameda Municipal Power has also requested two position changes: 1) add a Computer Services Technician; and 2) upgrade a Utility Project Manager position to Senior Electrical Engineer.

There are also three position changes recommended in the budget: 1) upgrade a Management Analyst in the Community Development Department to Development Manager; 2) upgrade a Combination Building Inspector to Senior Combination Building Inspector; and 3) reclassify, without changing hourly compensation, one Paralegal position in the City Attorney’s Office to Paralegal Investigator and increase the hours for the position from 36 to 37.5.

It is also recommended to allow the hours for the attorney(s) assigned to the City prosecution unit to be increased from 36 hours a week to 37.5, given the need of these positions to staff the court room activities Monday through Friday.

Capital and Maintenance Project Updates for FY 2020-21

Due to limited General Fund resources, the proposed budget includes adjustments to funding for certain capital projects. The funding allocations are based on critical needs, cost-effectiveness, and Council-set priorities. The FY 2020-21 original and proposed General Fund funding allocations are listed below.

Original vs. Proposed Capital Project Allocations

Department	Project	Funding Source	FY 2020-21 Original Allocation	FY 2020-21 Proposed Allocation	Difference
Community Development	Seaplane Lagoon Ferry Terminal Parking	Non-General Fund	\$0	\$300,000	\$300,000
Information Technology	Financial and HR/Payroll System Replacement	General Fund	\$262,000	\$0	(\$262,000)
Library	Japan town Historical Markers	General Fund	\$0	\$25,000	\$25,000
Rec & Park	Park Maintenance Improvements	General Fund	\$175,000	\$300,000	125,000
Rec & Park	Playground Replacement	General Fund	\$250,000	\$0	(\$250,000)
Rec & Park	De-Pave Park	Non-General Fund	\$0	\$25,000	\$25,000
Public Works	Urban Forest	General Fund	\$250,000	\$250,000	\$0
Public Works	Master Tree Plan	General Fund	\$150,000	\$0	(\$150,000)
Public Works	Veteran's Court Seawall	General Fund	\$650,000	\$350,000	(\$300,000)
Public Works	Sea Level Rise	General Fund	\$0	\$110,000	\$110,000
Public Works	Streetlight Improvements	General Fund	\$860,000	\$740,000	(\$120,000)
Public Works	Traffic Calming	General Fund	\$0	\$200,000	\$200,000
Total			\$2,597,000	\$2,300,000	(\$297,000)

Summary

The COVID-19 pandemic presents unique and unprecedented challenges for maintaining a high level of service to our community. Staff will remain focused in the coming months on monitoring changes in revenue for the City and exploring potential options for savings both in the short and long term to ensure that the City maintains fiscal sustainability.

On behalf of all City employees, staff looks forward to working with the City Council and the community on the implementation of this policy document, which honors our commitment to maintaining the quality of life for every resident. The result of the City's efforts will be a continuing commitment to providing high-quality services to the Alameda community, maintaining facilities and infrastructure, and proactively responding to changing fiscal realities.

With the City Council's leadership and the help of our community, we can continue to maintain strong fiscal stewardship while ensuring our budget and financial policies reflect spending consistent with the community's priorities.

Respectfully submitted,

Eric Levitt
City Manager



ALAMEDA CITY COUNCIL
Mayor, Marilyn Ezzy Ashcraft
Vice Mayor, John Knox White
Council member, Tony Daysog
Council member, Jim Oddie
Council member, Malia Vella

ELECTED OFFICIALS
City Auditor, Kevin Kearney
City Treasurer, Kevin Kennedy

CHARTER OFFICERS
City Manager, Eric J. Levitt
City Attorney, Yibin Shen
City Clerk, Lara Weisiger

EXECUTIVE MANAGEMENT TEAM
Assistant City Manager, Gerry Beaudin
Chief of Police, Paul Rollerl
Community Development Director,
 Debbie Potter
Acting Finance Director,
 Nancy Bronstein
Acting Fire Chief, Ricci Zombeck
General Manager, AMP, Nicolas Procos
Human Resources Director,
 Nancy Bronstein
Information Technology Director,
 Carolyn Hogg
Library Director, Jane Chisaki
**Planning, Building and Transportation
 Director**, Andrew Thomas
Public Information Officer, Sarah Henry
Public Works Director, Liam Garland
Recreation and Parks Director,
 Amy Wooldridge

Welcome to the City of Alameda’s Budget 2020-2021

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

About the Island City of Alameda

The City of Alameda is a vibrant community of 79,316 residents.¹ Alameda’s rich history and vision for the future are reflected in the work of the dedicated people that help the City thrive. City Departments maintain streets, parks and infrastructure, keep Alamedans safe, and promote smart economic growth.



¹ California Department of Finance, 2019

CITY OF ALAMEDA MISSION, VALUES, GOALS

CORE GOALS:

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

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

Performance measures gauge progress in achieving program objectives of efficiency and effectiveness in services provided. Performance measure refers to a specific quantitative or qualitative assessment of results obtained by a program.

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

CORE MISSION:

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

CORE VALUES:

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

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

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

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

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

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



CITY OF ALAMEDA GOVERNMENT

KEY CITY STRATEGIES FOR CITY COUNCIL DURING 2019-21 FISCAL YEARS

- Preparing Alameda for the Future
- Protecting Core Services
- Supporting Enhanced Livability and Quality of Life
- Encouraging Economic Development Across the Island
- Ensuring Effective and Efficient Operations



CITY COUNCIL:

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

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

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

CHARTER OFFICERS

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

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


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

CITY OF ALAMEDA TIMELINE

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

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

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




1871: Webster Street Bridge constructed


1872: Alameda Charter passed; city borders are expanded

1890s: Passenger train station at Lincoln Ave. and Park St. brings more people to Alameda. The population increases, and the Park Street business district flourishes.

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



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



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

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



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

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

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

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

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





1976: In 1976, Mayor Chuck Corica held the first annual Alameda Mayor's Fourth of July Parade. The annual tradition boasts the title of second largest and longest Independence Day parade in the nation.

The parade was the first of popular local events in Alameda that now include: the Park Street Art & Wine Faire, the Webster Street Jam, Concerts at the Cove, the Park Street Spring Festival, and the Classic Car Show.

1977: The Alameda Main Library opens in new location on Oak Street

1978: Refurbished and restored, the Alameda Theater and Cineplex opens on May 24, 2008



1997: The Naval Air Station Alameda is officially closed.

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

2006: Alameda's first Emergency Operations Center opens alongside new Fire Station 3

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

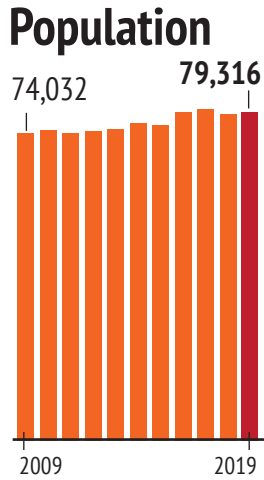
2018: Groundbreaking for Site A at Alameda Point, Grand Opening of Jean Sweeney Open Space Park

2019: Groundbreaking for Seaplane Lagoon Ferry Terminal, Adoption of the Climate Action & Resiliency Plan (CARP)

2020: Grand Opening of the Cross Alameda Trail

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

Alameda by the numbers



Source: CA Department of Finance

Alameda covers **10.6 Square Miles**

Median Household income **\$98,150**

U.S. Census Bureau, American Community Survey (ACS), 5-Year Estimate

Median Home Values **\$1,074,000**
(Q1 2020)

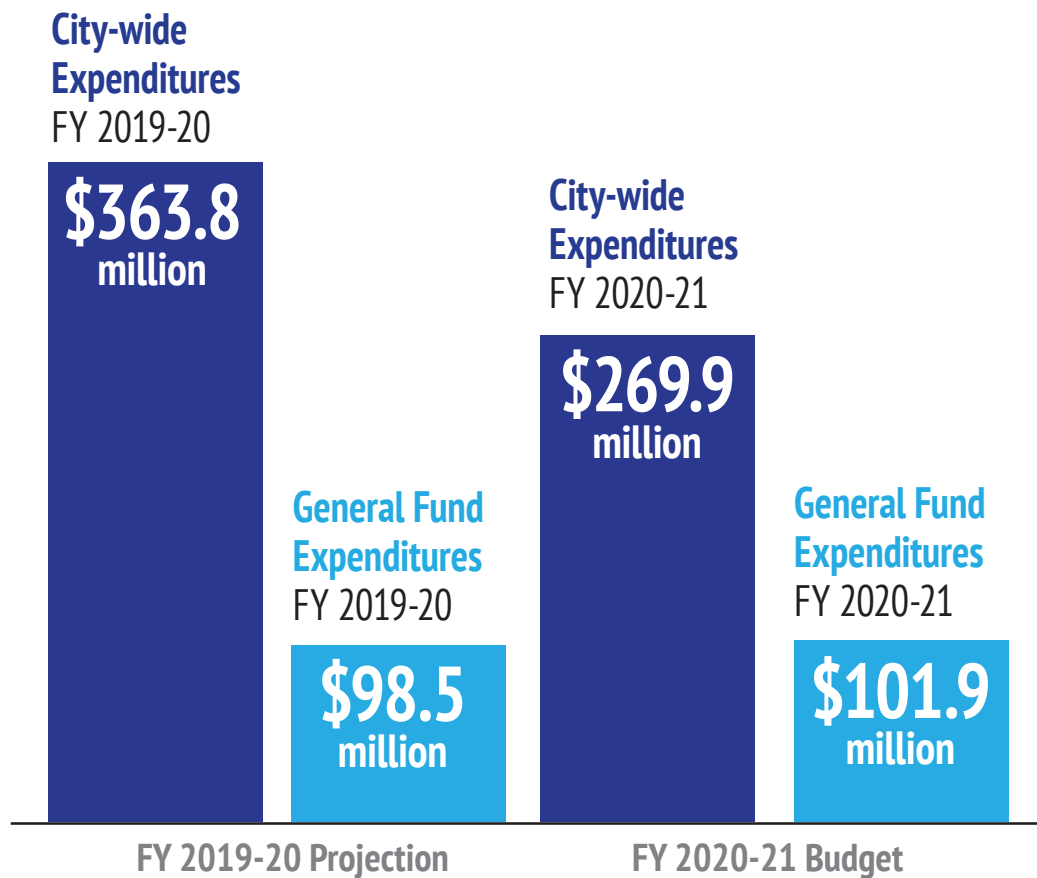
Unemployment Rate (2019) **3.5%**

Registered Voters (2020) **50,768**

CITY OF ALAMEDA
BUDGET IN BRIEF

MID-CYCLE UPDATE 2020-2021

The COVID-19 pandemic presents immediate and potentially long-term fiscal challenges for Alameda. Below is a quick look at Alameda’s budget for fiscal year 2020-21 and how it compares to the budget for fiscal year 2019-2020.



Note: These numbers do not include Alameda Municipal Power.

What the City of Alameda takes care of

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

125 miles
of city streets

48.3 miles
of bikeways

260 miles
of sidewalk

141 miles
of sewers

81 miles
of storm drains

42 buildings

435,000
total visitors to 3 libraries

188 acres
of parkland maintained

300,000
people served by recreation programs annually

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

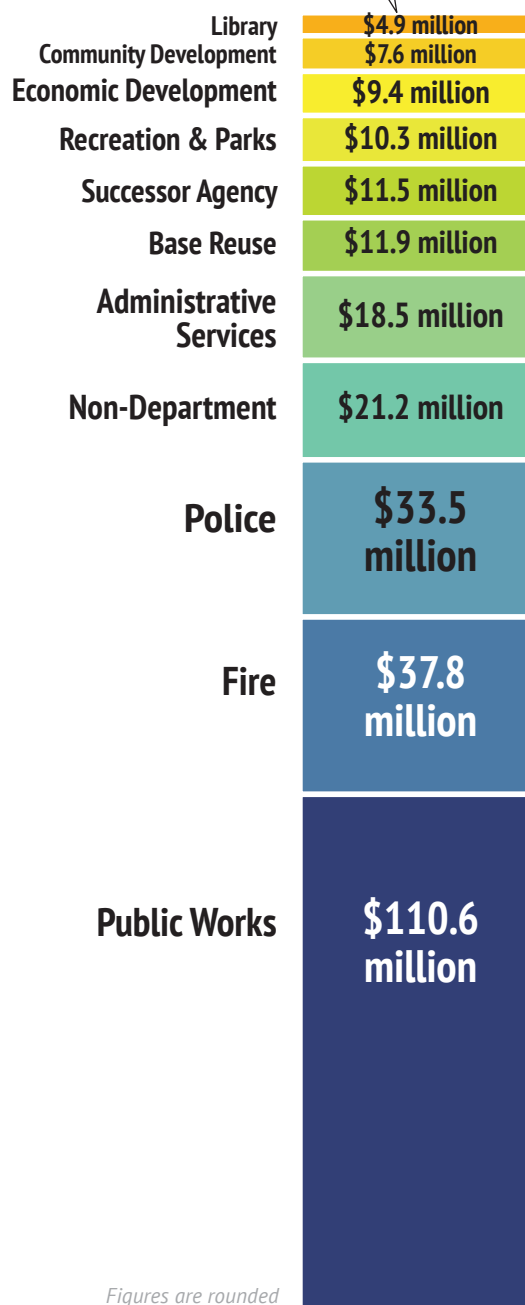
6,439
Priority 1 calls for service to Police Dept. 69,971 non-priority calls for service

7,298
incident responses by Fire Dept.; 176 Fire calls; 5,005 EMS calls

CITY OF ALAMEDA BUDGET FY 2018-19:

CITYWIDE EXPENDITURES BY PROGRAM (EXCLUDING INTERNAL CHARGES)

FY 2019-20 Projected
\$277.2 million



FY 2020-21 Mid-Cycle Budget
\$222.8 million



Figures are rounded

Another way to look at expenditures is by category:

General Fund Expenditures 2020-21
by Category

\$102 million

Other \$4.3 million
Contractual Services ² \$6.4 million
Internal Service Charges ¹ \$8.8 million
Other Program Subsidies ³ \$12.1 million

Salaries and Wages \$70.4 million

Salaries and wages comprise the largest category

Figures are rounded

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

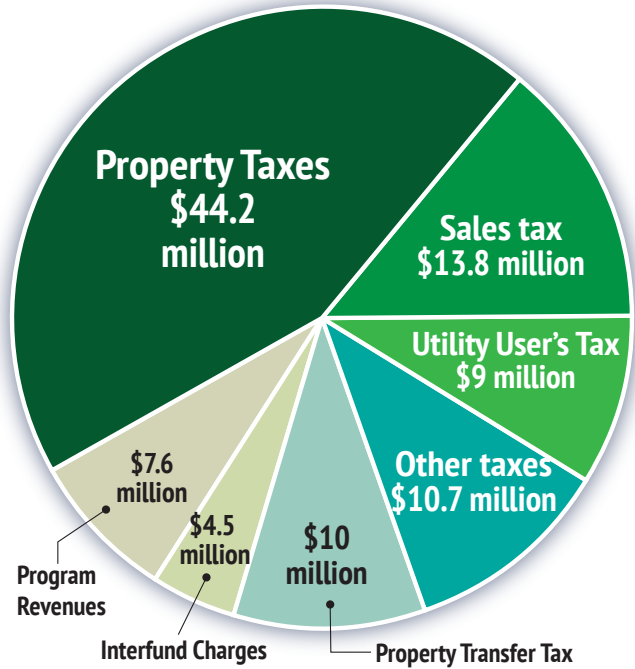
²Payments to outside service providers

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

CITY OF ALAMEDA BUDGET FY 2020-21:

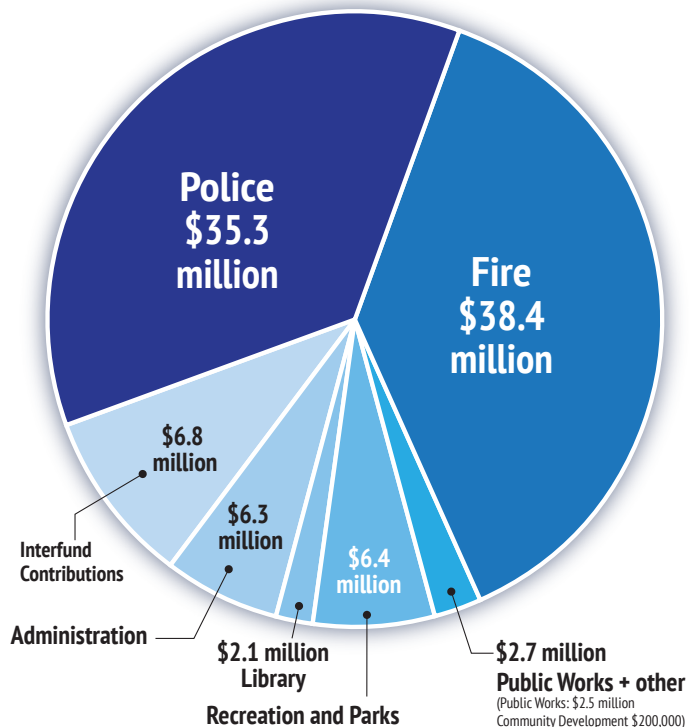
GENERAL FUND

Revenues 2020-21 \$99.9 million



Figures are rounded

Expenditures 2020-21 by Department \$101.9 million



Figures are rounded

#ALAMEDASTRONG

Alameda’s 2020 COVID-19 Response

The COVID-19 pandemic has been catastrophic across the world, with a substantial impact on the City budget. Alameda has always been a resilient community, and we will get through these difficult times by working together to keep each other healthy. **The City has taken the following actions** in the first few months of 2020 to protect the health and wellbeing of Alameda’s residents, businesses, and City staff.

PROTECTING RESIDENTS

The City Council approved a moratorium on residential evictions, rent assistance, help with utility bills, Slow Streets to provide more distance for outdoor activities, meals for our most vulnerable residents, and housing for the unhoused. The City continues to provide essential services and community outreach.

PROTECTING BUSINESSES

As businesses were forced to close, the City Council approved measures to sustain them through this difficult time, including relief grants, rent assistance, a moratorium on commercial evictions, deferred payments on City fees, reconfiguring City streets to allow businesses to reopen, and the creation of a community fund. The City will continue to provide ongoing staff support and resources throughout the recovery.

PROTECTING STAFF

The City activated its Emergency Operations Center in late February and has been actively engaged in COVID-related efforts since. To protect the health of our employees, the City Council approved a special bank of time off due to COVID, and the City has instituted new ways of doing business that include safety protocols, providing personal protective equipment, increased sanitization, and providing equipment and support to accommodate remote work.

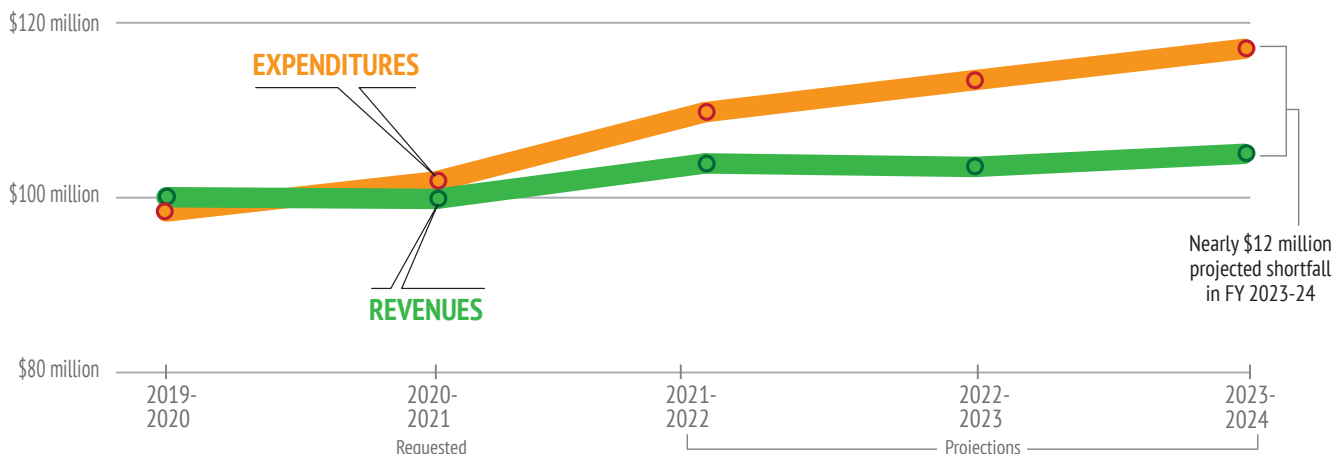
A LOOK AHEAD

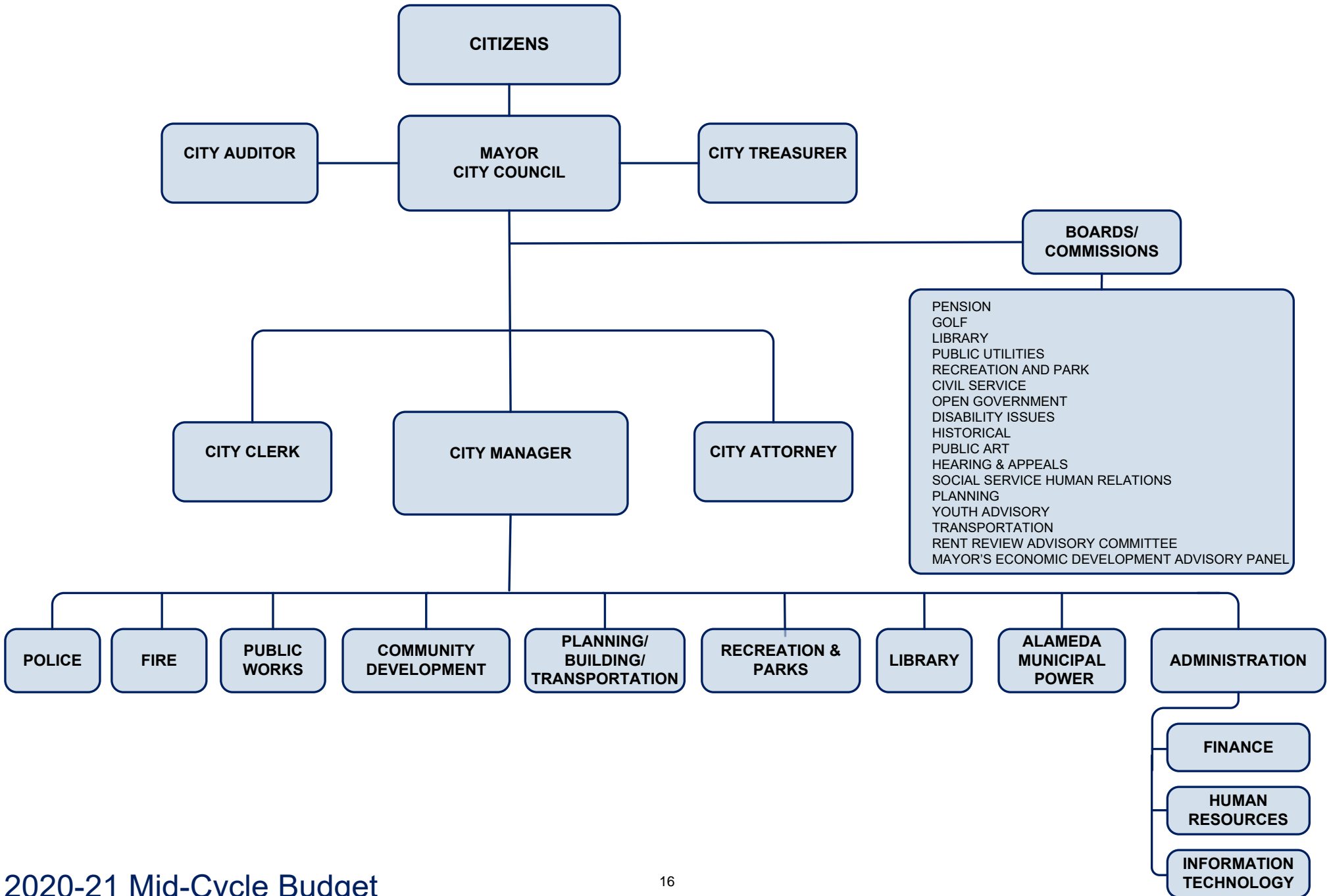
Long-term challenges

The effects of the COVID-19 pandemic on the community and the City’s revenue sources, and increases in expenditures and required pension contributions are some of the challenges facing the City in years ahead. This is not the first time the City has faced future potential deficits, therefore careful planning will be required to ensure a balanced budget.

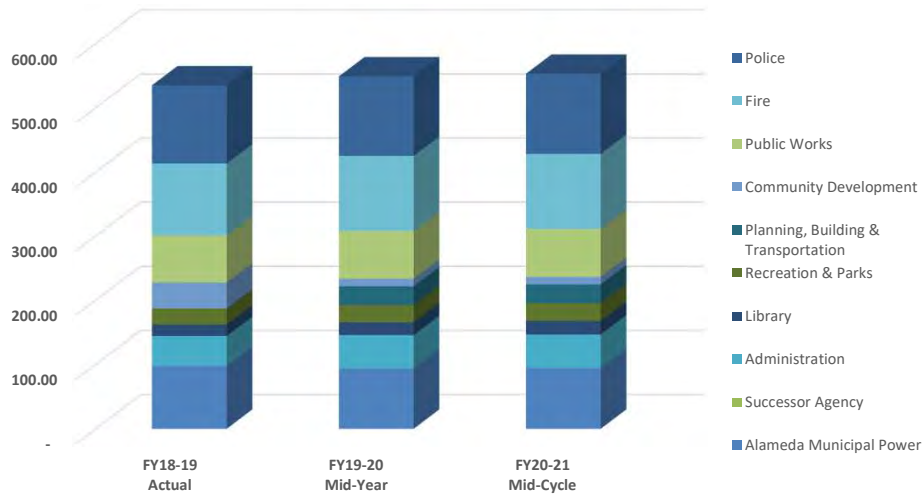
General Fund Five-Year Forecast

With projected increasing expenditures the City will be facing a projected shortfall of \$12 million in Fiscal Year 2023-24.





FTE Trends



	MOU Group	FY18-19 Actual	FY19-20 Mid-Year	FY20-21 Mid-Cycle
Police				
Police Chief	EXME	1.00	1.00	1.00
Police Captain	APMA	2.00	2.00	2.00
Police Lieutenant	APMA	5.00	5.00	5.00
Police Sergeant	APOA	15.00	15.00	15.00
Police Officer	APOA	65.00	65.00	65.00
Crime Scene Specialist	PANS	2.00	2.00	2.00
Crime Prevention Technician	PANS	1.00	1.00	1.00
Senior Public Safety Dispatcher	PANS	2.00	2.00	2.00
Public Safety Dispatcher	PANS	12.00	12.00	12.00
Public Safety Communication Supervisor	MCEA	1.00	1.00	1.00
Police Records Supervisor	MCEA	1.00	1.00	1.00
Property/Evidence Technician	PANS	1.00	1.00	1.00
Police Technician	PANS	1.00	1.00	1.00
Fire Captain	IAFF	-	-	-
Animal Control Officer	PANS	1.00	1.00	2.00
Technology Services Coordinator	MCEA	1.00	1.00	1.00
Police Maintenance Technician	PANS	1.00	1.00	1.00
Executive Assistant	MCEA	1.00	1.00	1.00
Administrative Technician II	MCEA	1.00	1.00	1.00
Admin Management Analyst	MCEA	1.00	1.00	1.00
Intermediate Clerk	ACEA	5.00	5.00	5.00
Lead Parking Technician	PANS	-	1.00	1.00
Parking Technician	PANS	-	1.00	1.00
Office Assistant	MCEA	1.00	1.00	1.00
Telephone Operator/Receptionist	ACEA	1.00	1.00	1.00
Total Police		122.00	124.00	125.00
Fire				
Fire Chief	EXME	1.00	1.00	1.00
Deputy Fire Chief	AFCA	-	-	-
Division Chief	AFCA	6.00	6.00	6.00
Fire Captain	IAFF	22.00	22.00	22.00
Fire Apparatus Operator	IAFF	20.00	20.00	20.00
Firefighter	IAFF	56.00	61.00	61.00
EMS Education Coordinator	MCEA	1.00	1.00	1.00
Senior Fire Code Compliance Officer	ACEA	1.00	1.00	1.00
Fire Administrative Services Supervisor	MCEA	1.00	1.00	1.00
Administrative Technician III	MCEA	1.00	1.00	1.00
Fire Information & Billing Specialist	MCEA	1.00	1.00	1.00
Administrative Technician II	MCEA	2.00	2.00	2.00
Total Fire		112.00	117.00	117.00

Authorized Full-Time Positions By Classification Within Department

MOU Group	FY18-19 Actual	FY19-20 Mid-Year	FY19-20 Mid-Cycle
Public Works			
Public Works Director	EXME	1.00	1.00
Deputy Public Works Director	MCEA	1.00	1.00
Public Works Superintendent	MCEA	1.00	1.00
City Engineer	MCEA	1.00	1.00
Assistant City Manager	EXME	-	-
Public Works Supervisor	MCEA	2.80	2.80
Public Works Coordinator	MCEA	1.00	1.00
Project Manager III	MCEA	2.00	2.00
Project Manager II	MCEA	2.00	2.00
Project Manager I	MCEA	1.00	1.00
Supervising Civil Engineer	MCEA	1.00	1.00
Transportation Engineer	ACEA	-	-
Associate Civil Engineer	ACEA	3.00	3.00
Senior Engineer	MCEA	-	1.00
Assistant Engineer	ACEA	4.00	3.00
Transportation Coordinator	ACEA	-	-
Public Works Maintenance Foreperson	ACEA	5.00	5.00
Senior Construction Inspector	ACEA	1.00	1.00
Construction Inspector Supervisor	ACEA	1.00	1.00
Construction Inspector	ACEA	2.00	2.00
Traffic Signal Maintenance Technician	ACEA	2.00	2.00
Early Morning Sweeper Operator	ACEA	1.00	1.00
Public Works Maintenance Worker II	ACEA	16.45	16.45
Public Works Maintenance Worker I	ACEA	6.00	6.00
Program Specialist II	ACEA	4.00	4.00
Program Specialist I	ACEA	-	-
Management Analyst	MCEA	0.75	0.75
Executive Assistant	MCEA	2.00	2.00
Senior Clerk	ACEA	2.00	2.00
Intermediate Clerk	ACEA	1.00	-
Engineering Office Assistant	ACEA	-	1.00
Office Assistant	MCEA	1.00	1.00
Accounting Technician	ACEA	-	1.00
		66.00	67.00
Fleet and Facility Maintenance			
Public Works Supervisor	MCEA	1.20	1.20
Public Works Maintenance Foreperson	ACEA	1.00	1.00
Senior Fleet Mechanic	ACEA	1.00	1.00
Fleet Mechanic	ACEA	3.00	3.00
Public Works Maintenance Worker II	ACEA	1.30	1.30
Senior Management Analyst	MCEA	-	-
Management Analyst	MCEA	0.25	0.25
		7.75	7.75
		73.75	74.75
Community Development			
Community Development Director	EXME	0.85	0.85
Assistant Community Development Director	MCEA	1.60	0.60
Development Manager	MCEA	1.00	2.00
Public Information Officer	MCEA	-	-
Administrative Services Coordinator	MCEA	-	-
Public Works Coordinator	MCEA	-	-
Economic Development Manager	MCEA	-	-
Administrative Technician III	MCEA	0.80	0.80
Management Analyst	MCEA	2.00	1.00
Building Official	MCEA	1.00	-
Planning Services Manager	MCEA	1.00	-
Plan Check Engineer	ACEA	1.00	-
Supervising Building Inspector	MCEA	1.00	-
Senior Combination Building Inspector	ACEA	1.00	-
Senior Code Compliance Officer	ACEA	1.00	-
Fire/Building Code Compliance Officer	ACEA	2.00	-
Combination Building Inspector II	ACEA	6.00	-
Combination Building Inspector	ACEA	-	-
Combination Building Inspector I	ACEA	-	-
Planner III	ACEA	3.00	-
Permit Technician III	ACEA	4.00	-
Permit Technician I	ACEA	2.00	-
Executive Assistant	MCEA	2.00	1.00
Accounting Technician	ACEA	1.00	0.67
		32.25	6.92
		73.75	74.75

Authorized Full-Time Positions By Classification Within Department

MOU Group	FY18-19 Actual	FY19-20 Mid-Year	FY20-21 Mid-Cycle
Base Reuse			
City Manager	EXME -	-	-
Director of Base Reuse	EXME -	-	-
Base Reuse & Transport Planning Director	EXME 1.00	-	-
Public Information Officer	MCEA -	-	-
Assistant Community Development Director	MCEA 0.40	0.40	0.40
Assistant City Attorney II	MCEA 0.50	0.50	0.50
Community Development Director	EXME -	-	-
Economic Development Manager	MCEA 1.00	1.00	1.00
Redevelopment Project Manager	MCEA 1.00	1.00	1.00
Senior Transportation Coordinator	ACEA 2.00	-	-
Transportation Coordinator	ACEA -	-	-
City Planner	MCEA -	-	-
Public Works Supervisor	MCEA -	-	-
Public Works Maintenance Worker II	ACEA 0.25	0.25	0.25
Public Works Maintenance Worker I	ACEA -	-	-
Executive Assistant	MCEA 1.00	1.00	1.00
Administrative Technician III	MCEA 0.20	0.20	0.20
Accounting Technician	ACEA -	0.33	0.33
	7.35	4.68	4.68
Housing			
Community Development Director	EXME 0.15	0.15	0.15
Assistant City Attorney II	MCEA 0.50	-	-
Accountant I	MCEA -	-	-
Accounting Technician	ACEA -	-	-
	0.65	0.15	0.15
Total Community Development	40.25	11.75	11.75
Planning, Building & Transportation			
Planning, Building & Transportation Director	EXME -	1.00	1.00
Assistant Director of Planning, Building & Trans	MCEA -	1.00	1.00
Public Information Officer	MCEA -	-	-
Administrative Services Coordinator	MCEA -	1.00	1.00
Public Works Coordinator	MCEA -	-	-
City Planner	MCEA -	1.00	1.00
Senior Transportation Coordinator	ACEA -	2.00	2.00
Transportation Coordinator	ACEA -	-	-
Building Official	MCEA -	-	-
Planning Services Manager	MCEA -	-	-
Plan Check Engineer	ACEA -	1.00	1.00
Supervising Building Inspector	MCEA -	1.00	1.00
Senior Combination Building Inspector	ACEA -	1.00	2.00
Senior Code Compliance Officer	ACEA -	1.00	1.00
Fire/Building Code Compliance Officer	ACEA -	2.00	2.00
Combination Building Inspector II	ACEA -	6.00	5.00
Planner III	ACEA -	3.00	3.00
Permit Technician III	ACEA -	4.00	4.00
Permit Technician I	ACEA -	2.00	2.00
Executive Assistant	MCEA -	1.00	1.00
IT System Analyst	MCEA -	1.00	1.00
Total Planning, Building & Transportation	-	29.00	29.00
Recreation & Parks			
Recreation & Park Director	EXME 1.00	1.00	1.00
Recreation Manager	MCEA 2.00	2.00	2.00
Recreation Services Specialist	ACEA 4.00	4.00	4.00
Park Manager	MCEA 1.00	1.00	1.00
Park Maintenance Supervisor	MCEA 1.00	1.00	1.00
Recreation Assistant	ACEA -	1.00	1.00
Park Maintenance Foreperson	ACEA 1.00	1.00	1.00
Park Maintenance Worker II	ACEA 1.00	1.00	1.00
Park Maintenance Worker	ACEA 9.00	9.00	9.00
Equipment Operator	ACEA 1.00	1.00	1.00
Custodian	ACEA 1.00	1.00	1.00
Gardener	ACEA -	1.00	2.00
Accounting Technician	ACEA 1.00	1.00	1.00
Senior Clerk	ACEA 1.00	1.00	1.00
Office Assistant	MCEA 1.00	1.00	1.00
Total Recreation & Parks	25.00	27.00	28.00

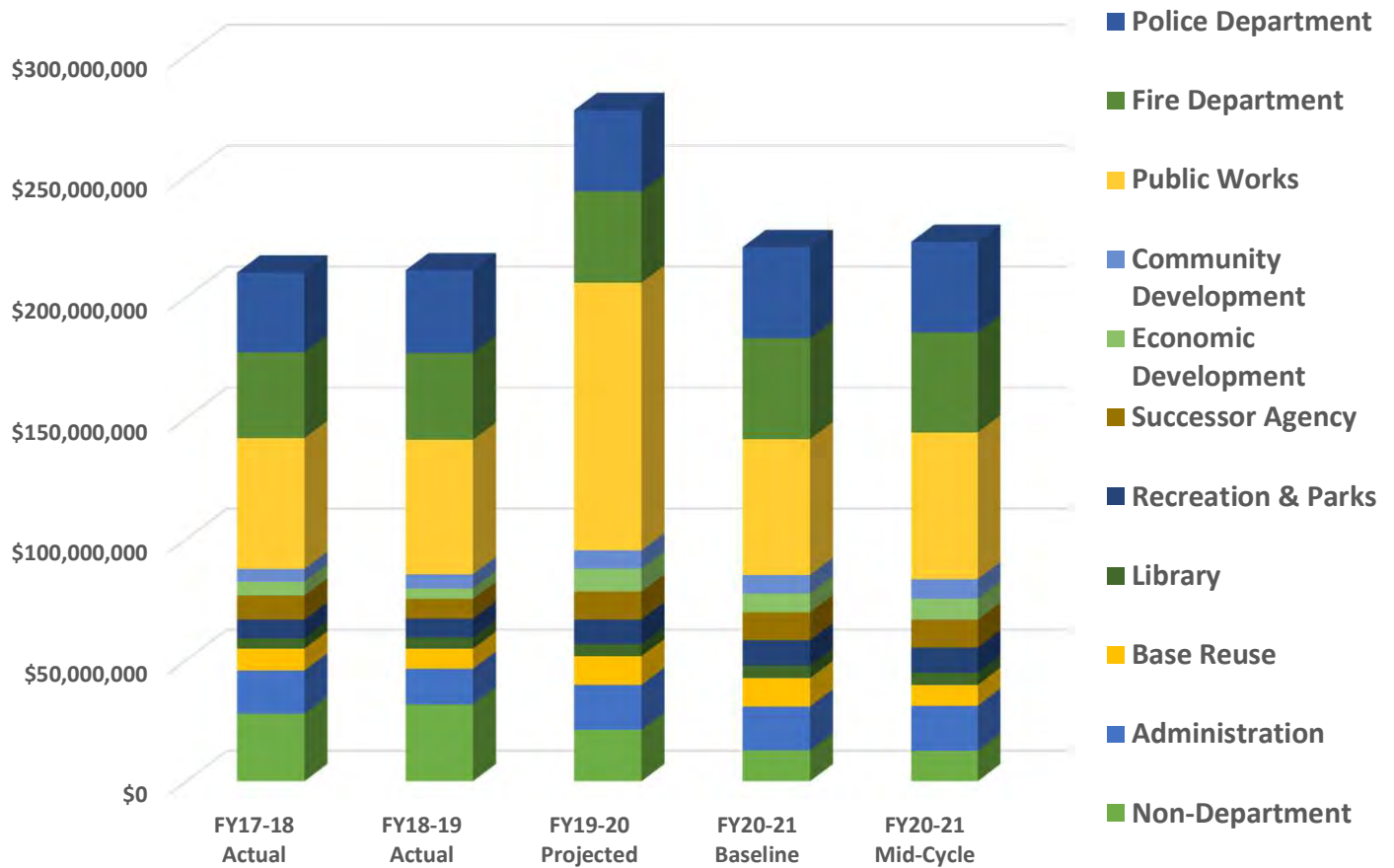
Authorized Full-Time Positions By Classification Within Department

MOU Group	FY18-19 Actual	FY19-20 Mid-Year	FY20-21 Mid-Cycle
Library			
Library Director	EXME 1.00	1.00	1.00
Supervising Librarian	MCEA 3.00	3.00	3.00
Senior Librarian	ACEA 3.00	3.00	3.00
Library Technician	ACEA 7.00	7.00	8.00
Librarian	ACEA 1.00	2.00	2.00
Executive Assistant	MCEA 1.00	1.00	1.00
Library Circulation Coordinator	MCEA 1.00	1.00	1.00
IT System Analyst	MCEA -	1.00	1.00
Custodian	ACEA 1.00	1.00	1.00
Total Library	18.00	20.00	21.00
Administration			
City Council			
Mayor	Elected	Elected	Elected
Councilmember	Elected	Elected	Elected
Assistant City Manager	EXME -	-	-
Executive Assistant	MCEA 0.50	0.5	0.50
	0.50	0.5	0.50
City Manager			
City Manager	1.00	1.00	1.00
Assistant City Manager (Funded)	EXME 1.00	1.00	1.00
Assistant City Manager (Unfunded)	EXME 1.00	1.00	1.00
Sustainability and Resilience Manager	MCEA	1.00	1.00
Public Information Officer	MCEA 1.00	1.00	1.00
Administrative Services Coordinator	MCEA -	0.00	-
Executive Assistant	MCEA 1.50	1.50	1.50
	5.50	6.50	6.50
City Clerk			
City Clerk	EXME 1.00	1.00	1.00
Assistant City Clerk	MCEA 1.00	1.00	1.00
Deputy City Clerk	MCEA 1.00	1.00	1.00
	3.00	3.00	3.00
City Attorney			
City Attorney	1.00	1.00	1.00
Chief Assistant City Attorney	-	1	1.00
Assistant City Attorney II	MCEA 3.00	5.50	5.50
Risk Manager	MCEA 1.00	-	-
Management Analyst	-	1	1.00
Paralegal	MCEA 2.00	3.00	2.00
Paralegal Investigator	-	-	1.00
Administrative Services Coordinator	MCEA 1.00	0	-
	8.00	11.50	11.50
Finance			
City Auditor and City Treasurer	Elected	Elected	Elected
Finance Director	EXME 1.00	1.00	1.00
Financial Services Manager	MCEA 1.00	1.00	1.00
Finance Supervisor	MCEA 1.00	1.00	1.00
Senior Management Analyst	MCEA 1.00	1.00	1.00
Management Analyst	MCEA -	-	-
Accountant II	MCEA 2.00	4.00	4.00
Accountant I	MCEA 1.00	1.00	1.00
Administrative Technician III	MCEA 2.00	2.00	2.00
Senior Account Clerk	ACEA 4.00	4.00	4.00
Accounting Technician	ACEA 1.00	1.00	1.00
Intermediate Clerk	ACEA 1.00	1.00	1.00
	15.00	17.00	17.00
Human Resources			
Human Resources Director	EXME 1.00	1.00	1.00
Human Resources Manager	MCEA 1.00	1.00	1.00
Senior Human Resources Analyst	MCEA 1.00	2.00	2.00
Human Resources Analyst II	MCEA 1.00	1.00	1.00
Human Resources Analyst I	MCEA 1.00	-	-
Administrative Technician III	MCEA 2.00	2.00	2.00
Administrative Technician II	MCEA 1.00	1.00	1.00
	8.00	8.00	8.00
Information Technology			
Information Technology Director	EXME 0.75	0.75	0.75
Information Technology Manager	MCEA 1.00	1.00	1.00
Technology Services Coordinator	MCEA 1.00	1.00	1.00
IT System Analyst	MCEA 3.00	2.00	2.00
Computer Service Technician	MCEA 1.00	1.00	1.00
Public Safety IT System Analyst	MCEA -	-	-
Assistant City Manager	EXME -	-	-
	6.75	5.75	5.75
Total Administration	46.75	52.25	52.25



Authorized Full-Time Positions By Classification Within Department

Successor Agency	MOU Group	FY18-19 Actual	FY19-20 Mid-Year	FY20-21 Mid-Cycle
Community Development Director	EXME	-		-
Assistant City Attorney II	MCEA	-		-
Accounting Technician	ACEA	-		-
Executive Assistant	MCEA	-		-
Total Successor Agency		-		-
		437.75	455.75	458.75
Alameda Municipal Power (AMP)				
Administrative Services Coordinator	EUPA	2.00	2.00	2.00
AMI System Administrator	EUPA	1.00	1.00	1.00
Asst. General Manager (GM) - Administration	AMPU	1.00	1.00	1.00
Asst. GM - Customer Resources	AMPU	1.00	1.00	1.00
Asst. GM - Energy Resource Planning	AMPU	1.00	1.00	1.00
Asst. GM - Engineering & Operations	AMPU	1.00	1.00	1.00
Buyer	EUPA	1.00	1.00	1.00
Chief System Operator	IBEW	1.00	1.00	1.00
Compliance Superintendent	EUPA	1.00	1.00	1.00
Computer Operator				1.00
Customer Program Coordinator	EUPA	1.00	1.00	1.00
Customer Service Representative	ACEA	6.00	6.00	6.00
Customer Service Supervisor	EUPA	1.00	1.00	1.00
Electrical Distribution Technician	EUPA	1.00	1.00	1.00
Electrical Engineer	EUPA	2.00	2.00	2.00
Electrical Engineering Aide	IBEW	2.00	2.00	2.00
Electrical Equipment Superintendent	EUPA	-	1.00	1.00
Electrical Maintenance Technician	IBEW	1.00	5.00	5.00
Energy Resources Analyst	EUPA	1.00	1.00	1.00
Engineering Manager	EUPA	1.00	1.00	1.00
Engineering Office Assistant	ACEA	1.00	1.00	1.00
Executive Assistant	EUPA	1.00	1.00	1.00
Facilities Maintenance Worker	IBEW	1.00	1.00	1.00
Financial Analyst	EUPA	1.00	1.00	1.00
Financial Services Supervisor	EUPA	1.00	1.00	1.00
General Manager	EXME	1.00	1.00	1.00
Information Technology Director	EXME	0.25	0.25	0.25
Intermediate Clerk	ACEA	1.00	1.00	1.00
Journey Lineworker	IBEW	10.00	10.00	10.00
Line Superintendent	EUPA	2.00	1.00	1.00
Line Working Supervisor	IBEW	2.00	2.00	2.00
Account Manager				
Management Analyst	MCEA	-	-	-
Media Coordinator	EUPA	1.00	1.00	1.00
Meter Reader	ACEA	3.00	1.00	1.00
Meter Service Technician	IBEW	1.00	1.00	1.00
Meter Technician	IBEW	2.00	-	-
Office Assistant	EUPA	1.00	1.00	1.00
Senior Account Clerk	ACEA	-	-	-
Senior Clerk	ACEA	1.00	1.00	1.00
Senior Communications Specialist	EUPA	1.00	1.00	1.00
Senior Customer Program Coordinator	CU	1.00	1.00	1.00
Senior Electrical Engineer	EUPA	1.00	1.00	2.00
Senior Energy Resources Analyst	EUPA	3.00	3.00	3.00
Senior Human Resources Analyst	MCEA	1.00	1.00	1.00
Senior Utility Accountant	EUPA	1.00	1.00	1.00
Service Lineworker	EUPA	2.00	2.00	2.00
Stock Clerk	IBEW	2.00	2.00	2.00
Storekeeper	IBEW	1.00	1.00	1.00
Streetlight Maintenance Technician	IBEW	1.00	-	-
Substation & Meter Supervisor	IBEW	1.00	1.00	1.00
Substation Technician	IBEW	2.00	-	-
Support Services Supervisor	EUPA	1.00	1.00	1.00
Sys Ops And Substation Superintendent	EUPA	1.00	-	-
System Operator	IBEW	4.00	4.00	4.00
Utility Accountant	EUPA	2.00	2.00	2.00
Utility Analyst	EUPA	1.00	1.00	1.00
Utility Construction Compliance Specialist	IBEW	2.00	2.00	2.00
Utility Database Analyst	EUPA	1.00	1.00	1.00
Utility Distribution Automation Analyst	EUPA	-	-	-
Utility Energy Analyst	EUPA	2.00	2.00	2.00
Utility Geographic Info Systems Analyst	EUPA	1.00	1.00	1.00
Utility Information Systems Billing Specialist	EUPA	2.00	2.00	2.00
Utility Information Systems Billing Technician	EUPA	2.00	2.00	2.00
Utility Information Systems Network Analyst	EUPA	1.00	1.00	1.00
Utility Project Manager	EUPA	2.00	2.00	1.00
Utility Systems Analyst	EUPA	1.00	1.00	1.00
Utility Information Technology Manager	EUPA	1.00	1.00	1.00
Alameda Municipal Power (AMP)	MOU Group	FY18-19 Actual	FY19-20 Mid-Year	FY20-21 Mid-Cycle
		97.25	93.25	94.25
Total Organization		535.00	549.00	553.00



	FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Total Expenditure by Department					
Police Department	\$ 32,930,679	\$ 34,138,534	\$ 33,538,514	\$ 37,570,540	\$ 37,471,475
Fire Department	35,467,383	35,900,531	37,790,890	41,776,639	41,302,142
Public Works	54,074,083	55,575,336	110,572,718	56,147,626	60,625,330
Community Development	5,300,901	5,822,761	7,598,174	7,540,140	8,094,791
Economic Development	5,691,426	4,376,407	9,446,928	7,828,899	8,668,099
Successor Agency	9,930,772	8,126,403	11,543,463	11,515,101	11,515,101
Recreation & Parks	7,726,513	7,802,393	10,257,816	10,542,286	10,333,652
Library	4,275,105	4,641,727	4,895,396	5,161,995	5,127,501
Base Reuse	9,086,338	8,272,713	11,859,319	11,677,211	8,562,211
Administration	17,709,592	14,700,953	18,495,406	18,032,202	18,500,477
Non-Department	27,920,882	31,692,379	21,236,727	12,804,228	12,596,228
	\$ 210,113,674	\$ 211,050,139	\$ 277,235,352	\$ 220,596,867	\$ 222,797,007

		Available Fund Balance FY 2018-19	Projected Revenues / Transfers In FY 2019-20	Projected Expenditures / Transfers Out FY 2019-20	Changes in Capital Commitments / Reserves FY 2019-20	Projected Available Fund Balance FY 2019-20	Mid-Cycle Revenues / Transfers In FY 2020-21	Mid-Cycle Expenditures / Transfers Out FY 2020-21	Projected Available Fund Balance FY 2020-21
General Fund									
001	General Fund	31,429,035	100,103,000	98,471,000	(196,660)	32,864,375	99,911,000	101,910,809	28,171,134
Special Revenue Funds									
161	Police/Fire Construction Impact Fee	54,768	-	53,567	-	1,201	-	-	1,201
164	Construction Improvement	534,383	621,000	850,000	-	305,383	657,000	650,000	312,383
209	Community Development	917,969	5,807,500	5,343,841	-	1,381,628	6,327,500	6,065,212	1,643,916
210	Alameda Free Library	2,401,290	4,644,100	4,895,396	-	2,149,994	4,636,000	5,127,501	1,658,493
211	Gas Tax	(227,883)	2,059,000	1,453,664	-	377,453	2,059,000	1,866,586	569,867
211.1	Road Maintenance and Rehab	1,308,478	1,305,300	1,663,000	-	950,778	1,305,300	1,305,000	951,078
215.1	County Measure B	(1,174,360)	2,600,000	1,900,900	-	(475,260)	2,651,000	2,646,000	(470,260)
215.11	County Measure BB	(1,468,329)	2,429,000	1,476,400	-	(515,729)	2,477,000	2,363,400	(402,129)
216	Tidelands	2,140,657	809,000	1,432,022	-	1,517,635	809,000	1,425,621	901,014
218	Police Grants	26,469	414,300	475,514	-	(34,745)	460,000	520,000	(94,745)
219	Narcotics Asset Seizure	48,565	1,000	10,000	-	39,565	1,000	10,000	30,565
220	Fire Grants	1,409,569	2,608,925	2,691,150	-	1,327,344	2,738,110	2,774,979	1,290,475
221	Dwelling Unit	(6,961)	-	-	-	(6,961)	-	-	(6,961)
224	Parking Meter / Civic Center Garage	2,024,842	1,679,700	2,376,040	-	1,328,502	1,679,300	2,400,996	606,806
225	Transportation Management	37,030	367,000	366,500	-	37,530	547,000	546,549	37,981
226	Citywide Pavement Restoration	56,700	-	-	-	56,700	-	-	56,700
227	Commercial Revitalization	1,934,910	637,000	488,368	-	2,083,542	637,000	653,661	2,066,881
228	Housing In-Lieu	706,446	108,500	395,229	-	419,717	783,500	395,629	807,588
235	HOME	-	247,704	247,704	-	-	247,704	247,704	-
236	Community Development Block Grant (CDBG)	-	1,562,840	1,588,669	-	(25,829)	2,245,840	2,245,796	(25,785)
248	HOME Repayment	(1,054)	13,000	13,000	-	(1,054)	13,000	13,000	(1,054)
249	Rehab CDBG Housing Loan Program	196,758	115,000	115,000	-	196,758	115,000	115,000	196,758
256	FISC Lease Revenue	3,023,702	637,000	1,610,796	-	2,049,906	227,000	1,505,197	771,709
259	Vehicle Registration AB434	49,376	-	-	-	49,376	-	-	49,376
265	Rent Review/Stabilization	540,102	1,300,000	1,516,905	-	323,197	1,300,000	1,720,227	(97,030)
266	Affordable Housing	162,590	901,000	934,677	-	128,913	701,000	735,045	94,868
267	Human Services	(16,757)	339,000	342,451	-	(20,208)	238,500	238,437	(20,145)
268	Lead	8,660	-	-	-	8,660	-	-	8,660
270	Solid Waste Surcharge	1,349,391	178,000	136,230	-	1,391,161	178,000	299,918	1,269,243
271	Alameda Point Services	53,166	181,900	76,667	-	158,399	437,000	469,400	125,999
273	Curbside Recycling	182,733	1,000	-	-	183,733	1,000	-	184,733
274	Waste Reduction Surcharge	2,592,155	779,100	1,241,441	-	2,129,814	781,300	1,272,880	1,638,234
275	Island City Maintenance	2,087,222	1,577,848	2,264,061	-	1,401,009	1,645,448	2,330,462	715,995
276	Marina Cove Maintenance	119,464	112,813	165,835	-	66,442	117,813	170,998	46,755
277	Alameda Landing Municipal SD	1,862,117	468,700	238,941	-	2,090,876	488,500	278,783	2,300,593
278	Bayport Municipal Services District 03	3,767,282	646,400	873,388	-	3,540,294	675,000	919,949	3,295,345
279	Assessment District Administration	(63,995)	337,000	341,765	-	(68,760)	363,000	362,547	(68,307)
280	Recreation	1,837,856	5,831,024	6,333,816	-	1,335,064	5,779,964	6,045,745	1,069,283

	Available Fund Balance FY 2018-19	Projected Revenues / Transfers In FY 2019-20	Projected Expenditures / Transfers Out FY 2019-20	Changes in Capital Commitments / Reserves FY 2019-20	Projected Available Fund Balance FY 2019-20	Mid-Cycle Revenues / Transfers In FY 2020-21	Mid-Cycle Expenditures / Transfers Out FY 2020-21	Projected Available Fund Balance FY 2020-21
285 Public Art	(8,870)	171,000	366,608	-	(204,478)	161,000	40,283	(83,761)
286 Historical Advisory Board	4,330	1,000	-	-	5,330	1,000	-	6,330
287 Transportation Services	88,464	1,920,500	1,887,833	-	121,131	1,456,400	1,483,030	94,501
288 Vehicle Registration Fees	8,911	335,500	320,000	-	24,411	335,500	320,000	39,911
814 Adams Street House	359,424	1,000	25,000	-	335,424	1,000	25,000	311,424
858 Base Reuse	37,679,861	14,228,000	44,808,179	-	7,099,682	13,228,000	13,133,064	7,194,618
876 Dike Maintenance	367,061	-	-	-	367,061	-	-	367,061
Special Revenue Funds Total	66,974,492	57,976,654	91,320,558	-	33,630,589	58,505,679	62,723,598	29,446,167
Capital Projects Funds								
310 Capital Projects	12,251,679	23,122,800	32,928,986	-	2,445,493	16,533,000	17,318,638	1,659,855
310.05 Public Works Admin & Engineering	902,334	3,983,385	4,035,054	-	850,665	4,127,943	4,263,582	715,026
311 Alameda Point Capital Projects	4,017,884	28,426,820	28,426,820	-	4,017,884	-	-	4,017,884
312 Marina Village AD 89	1,001,338	-	5,265	-	996,073	-	5,278	990,795
313 H.B.I. 92-1 Assessment District	369,498	-	171,160	-	198,338	-	171,489	26,849
317 Library Construction	18,484	-	-	-	18,484	-	-	18,484
318 Open Space Improvement	86,343	15,000	20,000	-	81,343	15,000	15,000	81,343
319 Emergency Operations Center/Fire Station 3	715,941	-	-	-	715,941	-	-	715,941
340 Development Impact Fees	(2,554,116)	1,825,000	2,054,000	-	(2,783,116)	1,527,000	200,000	(1,456,116)
350 Transportation Improvement	2,374,129	619,000	1,036,607	-	1,956,522	619,000	560,600	2,014,922
351 Urban Runoff	(115,991)	2,559,100	4,400,956	2,260,495	302,648	5,329,100	4,448,756	1,182,992
362 CDF 13-1 Alameda Landing	(96,172)	152,000	153,937	-	(98,109)	172,000	168,972	(95,081)
363 CDF 11-1 Marina Cove II	758,898	257,100	15,992	-	1,000,006	268,600	16,841	1,251,765
Capital Projects Funds Total	19,730,249	60,960,205	73,248,777	2,260,495	9,702,172	28,591,643	27,169,156	11,124,659
Debt Service Funds								
401 City Debt Service	-	212,500	212,500	-	-	213,000	213,000	-
421 Library Bond 2003	1,017,030	607,000	625,000	-	999,030	607,000	624,000	982,030
422 HUD Loan	397,260	445,000	445,000	-	397,260	580,000	580,000	397,260
423 2008 Refinance COP	418	362,000	362,000	-	418	363,000	363,000	418
464 Refinance City Hall 2002	127	788,000	788,000	-	127	787,000	787,000	127
468 2003 AP Revenue Bonds	4,172	697,000	697,000	-	4,172	690,000	690,000	4,172
Debt Service Funds Total	1,419,007	3,111,500	3,129,500	-	1,401,007	3,240,000	3,257,000	1,384,007
Enterprise Funds								
602 Sewer Service	79,714,691	31,213,719	35,753,185	-	75,175,225	22,175,800	25,989,139	71,361,886
Enterprise Funds Total	79,714,691	31,213,719	35,753,185	-	75,175,225	22,175,800	25,989,139	71,361,886

		Available Fund Balance FY 2018-19	Projected Revenues / Transfers In FY 2019-20	Projected Expenditures / Transfers Out FY 2019-20	Changes in Capital Commitments / Reserves FY 2019-20	Projected Available Fund Balance FY 2019-20	Mid-Cycle Revenues / Transfers In FY 2020-21	Mid-Cycle Expenditures / Transfers Out FY 2020-21	Projected Available Fund Balance FY 2020-21
Internal Service Funds									
701	Fleet & Equipment Replacement	6,268,759	2,651,291	6,853,140	-	2,066,910	2,619,512	1,492,144	3,194,278
702	Central Stores	88,703	-	-	-	88,703	-	-	88,703
703	Fleet & Equipment Maintenance	139,759	2,394,361	2,366,757	-	167,363	2,508,826	2,399,326	276,863
704	Information Technology Replacement	2,265,454	2,548,822	2,785,251	-	2,029,025	729,000	2,175,000	583,025
705	Information Technology Operations	921,553	1,893,716	1,941,483	-	873,786	1,942,122	2,007,383	808,525
706	Facility Replacement	4,668,508	1,750,976	1,450,818	-	4,968,666	1,375,252	1,286,313	5,057,605
707	Facility Maintenance	123,900	1,544,308	1,728,589	-	(60,381)	1,625,050	1,800,554	(235,885)
707.1	Emergency Operations Center	46,183	148,000	167,740	-	26,443	148,000	158,834	15,609
711	Workers Comp Self Insurance	515,996	3,785,138	3,708,759	-	592,375	3,933,744	3,918,326	607,794
712	General Liability	221,668	3,361,612	3,273,513	-	309,767	3,527,692	3,918,422	(80,963)
715	Unemployment Insurance	640,344	2,000	87,000	-	555,344	2,000	87,000	470,344
720	Post Employment Benefits	6,748,141	4,637,000	4,553,000	-	6,832,141	4,637,000	4,378,000	7,091,141
721	Pension Reserve	5,894,839	7,610,648	5,167,500	-	8,337,987	491,000	10,000	8,818,987
Internal Service Funds Total		28,543,807	32,327,872	34,083,550	-	26,788,129	23,539,198	23,631,302	26,696,026
Trust Funds									
207	Successor Agency	8,318,496	22,969,528	22,999,891	-	8,288,133	23,793,501	23,030,202	9,051,432
801	Police/Fire Pension 1079	247,979	1,882,000	2,122,000	-	7,979	1,882,000	1,882,000	7,979
802	Police/Fire Pension 1082	2,148	50,000	52,998	-	(850)	50,000	50,000	(850)
810	OPEB Trust	13,992,120	1,670,000	-	-	15,662,120	1,170,000	37,000	16,795,120
Trust Funds Total		22,560,743	26,571,528	25,174,889	-	23,957,382	26,895,501	24,999,202	25,853,681
Agency Funds									
832	2010-B Marina Village AD	199,736	3,000	-	-	202,736	3,000	-	205,736
835	1998 Revenue Bond Debt	921,077	-	-	-	921,077	-	-	921,077
860	Assessment District CFD #1	1,323,173	405,000	1,662,199	-	65,974	-	21,240	44,734
861	Assessment District CFD #2	127,262	-	-	-	127,262	-	-	127,262
862	Alameda Landing CFD #13	121,583	934,000	934,000	-	121,583	974,000	236,000	859,583
Agency Funds Total		2,692,831	1,342,000	2,596,199	-	1,438,632	977,000	257,240	2,158,392
Totals		253,064,855	313,606,478	363,777,657	2,063,835	204,957,511	263,835,821	269,937,446	196,195,952

Transferred From (Sender)		Transferred To (Receiver)		FY18-19	FY19-20	FY 20-21	FY20-21
Fund Name	Fund #	Fund Name	Fund #	Actual	Projected	Baseline	Mid-Cycle
<u>Program Funds</u>							
General	001	Community Development	209	\$ -	\$ -	\$ -	\$ -
General	001	Alameda Free Library	210	2,297,004	1,850,000	2,081,000	2,073,000
General	001	Fire Grants	220	1,226,671	640,537	650,000	650,000
General	001	FISC Lease Revenue	256	-	10,000	-	-
General	001	Rent Stabilization Program	265	-	-	-	95,000
General	001	Human Services	267	125,004	186,000	192,500	220,500
General	001	Recreation Fund	280	1,856,004	2,479,000	2,539,000	2,339,000
General	001	Public Arts	285	9,996	20,000	10,000	10,000
General	001	Transportation Services	287.5	-	53,500	-	-
<u>Capital Project Funds</u>							
General	001	Capital Improvement Projects	310	3,342,000	2,884,500	1,475,000	1,235,000
General	001	CIP Administration	310.05	405,000	405,000	405,000	405,000
General	001	CIP Street Lighting	310.3	300,000	600,000	860,000	740,000
General	001	Emergency Response Center	319	408,626	-	-	-
General	001	Urban Runoff	351	66,996	67,000	67,000	67,000
<u>Debt Service Funds</u>							
General	001	Ibank	401	206,191	212,500	213,000	213,000
General	001	Debt Service 2008	423	277,430	216,433	271,000	271,000
General	001	2013 COPS	464.1	789,369	788,000	787,000	787,000
<u>Internal Service Funds</u>							
General	001	Equipment Replacement	701	117,000	117,000	117,000	117,000
General	001	Technology Services	704	1,350,000	2,147,000	262,000	-
General	001	Facility Maintenance	706	500,004	-	-	-
General	001	Emergency Operations Center	707.1	-	-	-	-
General	001	General Liability Claims	712	-	-	-	-
General	001	Post Employment	720	-	-	-	-
General	001	Vacation Pay Off	720.5	174,996	200,000	200,000	200,000
General	001	Pension/OPEB Reserve Fund	721	-	-	-	-
<u>Legacy Pension Trust Funds</u>							
General	001	Police/Fire Pension #1079	801	1,881,996	1,882,000	1,882,000	1,882,000
General	001	Police/Fire Pension #1082	802	50,004	50,000	50,000	50,000
Subtotal - General Fund Transfers Out				\$ 15,384,291	\$ 14,808,470	\$ 12,061,500	\$ 11,354,500
<u>General Fund</u>							
Cable Franchise Operation	222	General	001	-	-	-	-
Parking Meter	224	General	001	380,000	380,000	380,000	380,000
FISC Lease Revenue	256	General	001	93,000	93,000	93,000	93,000
Bayport Muni SD 03	278	General	001	49,000	49,000	49,000	49,000
Emergency Response Center	319	General	001	328,014	-	-	-
Assess District CFD 1	860	General	001	-	-	-	-
Alameda Municipal Power	AMP	General	001	3,818,400	3,971,000	4,012,000	4,012,000
<u>Program Funds</u>							
Redev Obligation Retirem	207	2011 Housing Bond A&B	207.10	-	3,000	3,000	3,000
Redev Obligation Retirem	207	CIC Trust Fund Admin	207.2	125,150	126,428	129,101	129,101
Redev Obligation Retirem	207	CIC Trust Non Housing	207.3	6,313,006	6,903,000	6,903,000	6,903,000
Redev Obligation Retirem	207	City Future Labor Obligation	207.5	-	-	-	-
Redev Obligation Retirem	207	2014A SA CIS Tax Exempt	207.8	1,183,750	1,179,000	1,179,000	1,179,000
Redev Obligation Retirem	207	2014B SA CIC Tax Exempt	207.9	2,606,354	2,575,000	2,589,000	2,589,000
Redev Obligation Retirem	207	Taxable Tarb Series 2017	207.11	545,329	670,000	712,000	712,000
2014A SA CIC Tax Exempt	207.8	2014B SA CIC Taxable Bonds	207.9	79	-	-	-
2014A SA CIC Tax Exempt	207.8	Taxable Tarb Series 2017	207.11	47	-	-	-
Taxable Tarb Series 2017	207.11	2011 Housing Bond A&B	207.10	-	-	-	-
Library Memorial	210.1	Library	210	-	-	-	-
Parking Meter	224	Civic Center Garage	224.1	512,000	-	-	-
Parking Meter	224	Island City Mace 84	275.4	-	-	-	-
Rehab CDBG Housing Loan	249	CDBG	236	13,661	115,000	115,000	115,000

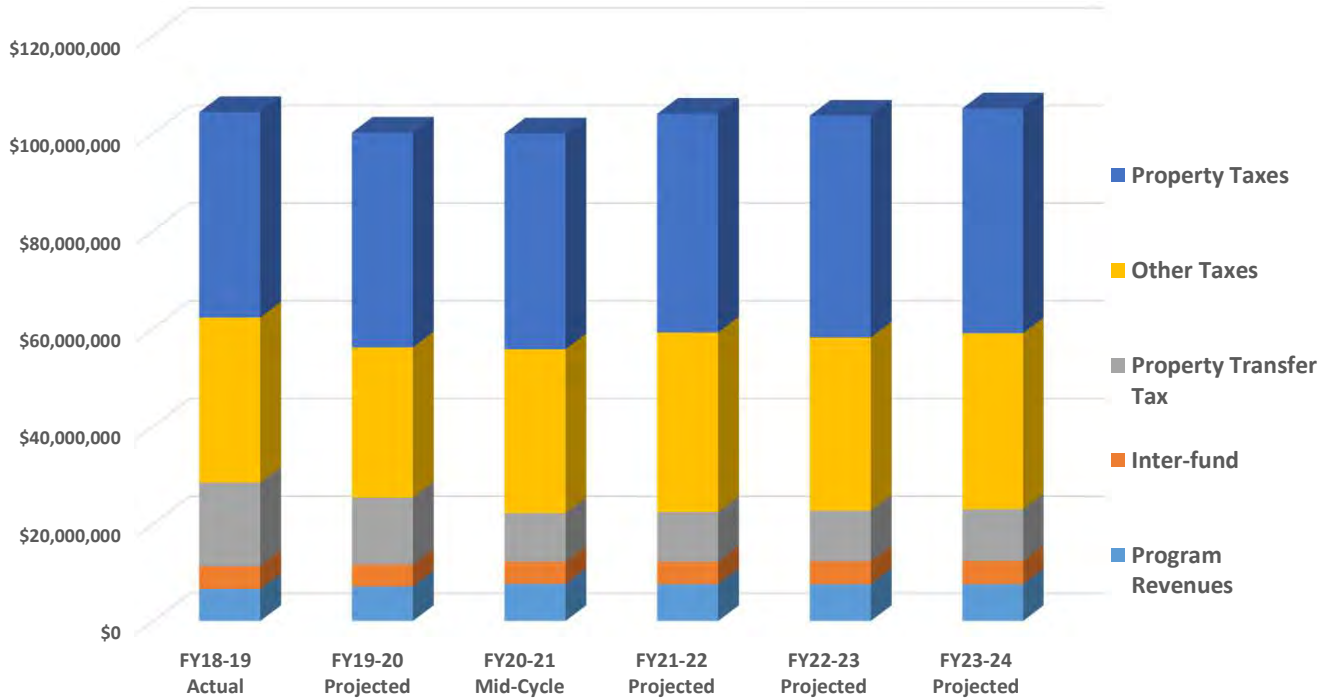
Transferred From (Sender)		Transferred To (Receiver)		FY18-19	FY19-20	FY 20-21	FY20-21
Fund Name	Fund #	Fund Name	Fund #	Actual	Projected	Baseline	Mid-Cycle
City Waste Mgmt. Program	274.1	Waste Reduction	274	-	-	-	-
Island City Mace 84	275.2	Island City Maint Zone Z8	275.8	-	-	-	-
Island City Mace 84	275.3	Island City Maint Zone Z8	275.8	-	-	-	-
Island City Mace 84	275.4	AD Administration	279	9,814	11,000	12,000	12,000
Island City Mace 84	275.5	AD Administration	279	82,061	96,000	103,000	103,000
Island City Mace 84	275.6	AD Administration	279	38,279	45,000	48,000	48,000
Island City Mace 84	275.7	AD Administration	279	455	1,000	1,000	1,000
Island City Mace 84	275.8	AD Administration	279	9,211	11,000	12,000	12,000
Marina Cove Mace D 01	276	AD Administration	279	9,483	11,000	12,000	12,000
Bayport Muni SD 03	278	AD Administration	279	139,320	162,000	175,000	175,000
Measure B Paratransit	215.4	Paratransit	287	131,707	264,000	214,000	314,000
Measure BB Paratransit	215.41	Paratransit	287	154,612	264,000	214,000	269,000
Measure B Local St/Rd	215.1	Transportation Services	287.5	140,181	-	-	-
Measure BB Local Str/Rd	215.11	Transportation Services	287.5	140,181	323,400	323,400	425,400
Measure B Bike/Ped Impr	215.2	Transportation Services	287.5	118,292	541,600	219,000	219,000
Measure BB Bike/Ped Impr	215.21	Transportation Services	287.5	118,292	364,000	219,000	219,000
<u>Capital Project Funds</u>							
Construction Improvement	164	Capital Improvement Projects	310	1,254,791	850,000	650,000	650,000
Gas Tax	211	Capital Improvement Projects	310	881,564	600,000	1,000,000	1,000,000
Road Maintenance	211.1	Capital Improvement Projects	310	620,000	1,663,000	1,305,000	1,305,000
County Measure B	215	Capital Improvement Projects	310	-	270,300	-	-
Measure B Local St/Rd	215.1	Capital Improvement Projects	310	3,037,616	825,000	2,113,000	2,113,000
Measure BB Local Str/Rd	215.11	Capital Improvement Projects	310	2,800,838	525,000	1,450,000	1,450,000
Measure B Bike/Ped Impr	215.2	Capital Improvement Projects	310	-	-	-	-
Measure BB Bike/Ped Impr	215.21	Capital Improvement Projects	310	-	-	-	-
Measure BB Paratransit	215.41	Capital Improvement Projects	310	-	-	-	-
Tidelands	216	Capital Improvement Projects	310	1,100,360	50,500	50,500	350,500
Dwelling Unit	221	Capital Improvement Projects	310	73,917	-	-	-
Parking Meter	224	Capital Improvement Projects	310	145,361	327,000	327,000	327,000
TSM/TDM	225	Capital Improvement Projects	310	-	-	-	-
Solid Waste Surcharge	270	Capital Improvement Projects	310	-	-	-	-
Waste Reduction Surcharge	274	Capital Improvement Projects	310	-	-	-	-
City Waste Mgmt. Program	274.1	Capital Improvement Projects	310	-	318,000	318,000	318,000
Bayport Muni SD 03	278	Capital Improvement Projects	310	144,161	-	-	-
Alameda Landing Muni SD	277	Capital Improvement Projects	310	-	32,000	32,000	32,000
Recreation Fund	280	Capital Improvement Projects	310	222,351	35,000	-	-
Mastick Senior Center Trust	280.1	Capital Improvement Projects	310	-	250,000	-	-
Mastick Advisory Board	280.2	Capital Improvement Projects	310	-	-	-	-
Golf	280.5	Capital Improvement Projects	310	-	25,000	25,000	25,000
Public Art	285	Capital Improvement Projects	310	-	-	-	-
Historical Advisory Board	286	Capital Improvement Projects	310	-	-	-	-
VRF (Vehicle Regis Fee)	288	Capital Improvement Projects	310	-	320,000	320,000	320,000
CIP Administration	310.05	Capital Improvement Projects	310	-	-	-	-
Marina Village Ad 89	312	Capital Improvement Projects	310	958	-	-	-
Harbor Bay Island Special AD	313	Capital Improvement Projects	310	-	87,500	87,500	87,500
Open Space Improvement	318	Capital Improvement Projects	310	-	20,000	15,000	15,000
Open Space	318.1	Capital Improvement Projects	310	20,000	-	-	-
DIF - Transportation	340.11	Capital Improvement Projects	310	1,527,370	670,000	200,000	200,000
DIF - Parks/Recreation	340.12	Capital Improvement Projects	310	-	-	-	-
DIF - Public Facilities	340.13	Capital Improvement Projects	310	-	-	-	-
DIF - Alameda Point	340.15	Capital Improvement Projects	311	1,012,068	-	-	-
Transportation Improve	350	Capital Improvement Projects	310	-	500,000	-	-
Urban Runoff	351	Capital Improvement Projects	310	670,683	-	-	-
Sewer Service	602	Capital Improvement Projects	310	14,074	312,000	324,000	324,000
Alameda Reuse/Redev	858	Capital Improvement Projects	310	1,000,000	-	-	25,000
Alameda Reuse/Redev	858	CIP Administration	310.05	200,000	200,000	200,000	200,000
Gas Tax	211	CIP Administration	310.05	-	-	-	-
Measure B Local St/Rd	215.1	CIP Administration	310.05	-	-	-	-
Urban Runoff	351	CIP Administration	310.05	-	-	-	-
Sewer Service	602	CIP Administration	310.05	-	-	-	-
Alameda Reuse/Redev	858	Alameda Point CIP	311	-	28,426,820	-	-
Capital Improvement Projects	310	Emergency Response Center	319	-	-	-	-
Ibank	401	Emergency Response Center	319	-	-	-	-

Transferred From (Sender)		Transferred To (Receiver)		FY18-19	FY19-20	FY 20-21	FY20-21
Fund Name	Fund #	Fund Name	Fund #	Actual	Projected	Baseline	Mid-Cycle
Facility Maintenance	706	Emergency Response Center	319	-	-	-	-
Alameda Reuse/Redev	858	Urban Runoff	351	-	-	-	-
Alameda Landing CFD#13	862	CFD 13-1 Alameda Landing	362	26,976	150,000	170,000	170,000
		<u>Debt Service Funds</u>					
Civic Center Garage	224.1	Debt Service HUD 108 Loan	422	250,000	250,000	250,000	250,000
Theater/Prkg Struct Proj	227.1	Debt Service HUD 108 Loan	422	330,000	194,000	329,000	329,000
Police/Fire Const Impact	161	Debt Service 2008	423	-	53,567	-	-
Golf	280.5	Debt Service 2008	423	69,789	92,000	92,000	92,000
Alameda Reuse/Redev	858	2003 AP Bd Debt	468	700,690	697,000	690,000	690,000
		<u>Enterprise Funds</u>					
2012 Sewer Rev Bd	602.2	Sewer Service	602	-	-	-	-
Sewer Service	602	Sewer Service Replacement	602.1	1,035,808	1,035,800	1,035,800	1,035,800
Sewer Service	602	2012 Sewer Rev Bd	602.2	722,799	770,000	769,000	769,000
Sewer Service	602	Sewer Capital Imprvt. Projects	602.3	477,942	17,996,919	8,960,000	8,960,000
		<u>Internal Service Funds</u>					
Capital Improvement Projects	310	Facility Maintenance	706	-	-	-	786,638
Police/Fire Pens 1079	801	Pension/OPEB Reserve Fund	721	-	-	-	-
Subtotal - Other Funds Transfers Out				\$ 35,399,792	\$ 75,704,834	\$ 38,429,301	\$ 39,797,939
Total Transfers Out				\$ 50,784,083	\$ 90,513,304	\$ 50,490,801	\$ 51,152,439

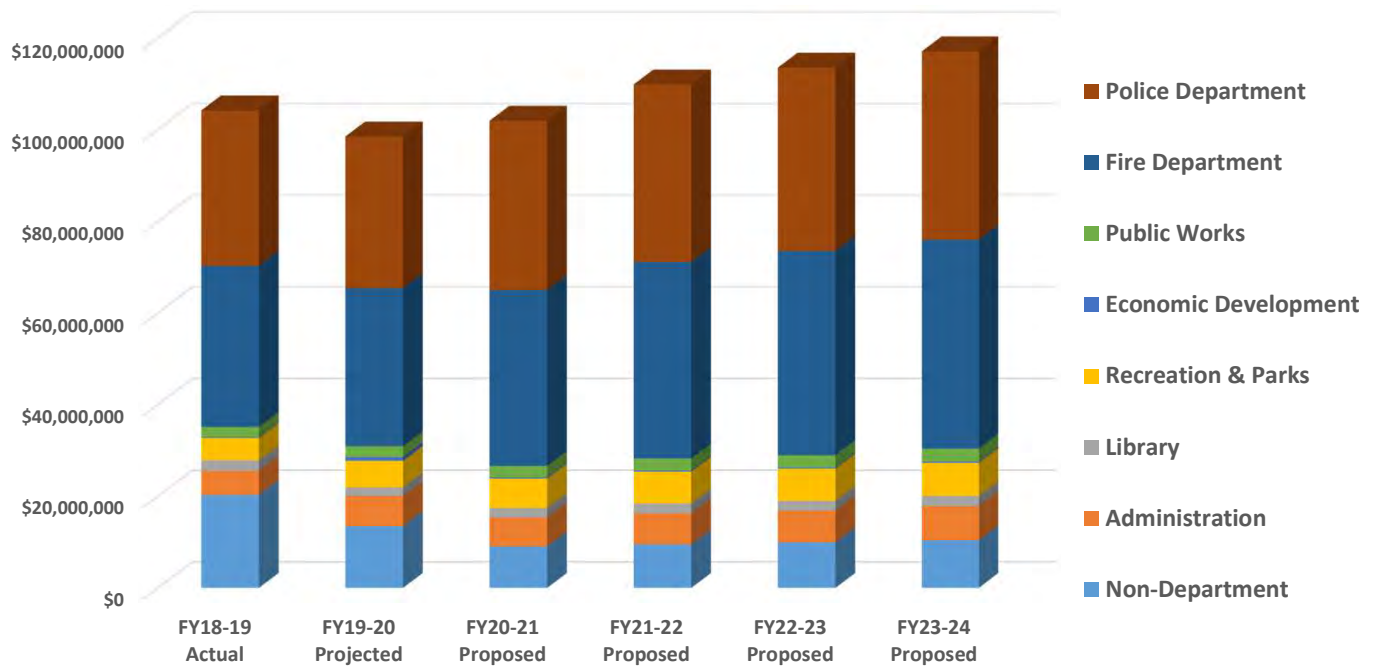
	FY18-19	FY19-20			FY20-21				
	Actual (Unaudited)	Original	Mid-Year Projected	COVID Projected	Original	Baseline	Favorable Estimate	Unfavorable Estimate	Projected Revenues
Revenues									
Property Taxes/RPTTF/MVLF	\$ 42,037,930	\$ 42,085,000	\$ 43,974,000	\$ 43,974,000	\$ 43,205,000	\$ 43,205,000	\$ 46,173,000	\$ 43,205,000	\$ 44,160,000
Sales Tax/TUT	13,331,499	15,100,000	16,700,000	12,282,000	15,100,000	15,100,000	15,100,000	9,000,000	13,800,000
Utility User Tax	9,077,313	9,644,000	9,216,000	8,100,000	9,797,000	9,797,000	9,797,000	8,465,000	9,047,000
Franchise Fees	5,294,996	5,500,000	5,500,000	5,000,000	5,642,000	5,642,000	5,642,000	5,078,000	5,642,000
Transfer Tax	17,134,704	11,000,000	14,100,000	13,800,000	11,000,000	11,000,000	11,000,000	6,600,000	10,000,000
Transient Occupancy Tax	2,292,350	2,100,000	2,100,000	1,783,000	2,100,000	2,100,000	2,100,000	1,050,000	1,200,000
Business Licenses	2,097,630	2,264,000	2,436,000	2,436,000	2,309,000	2,309,000	2,309,000	1,732,000	2,200,000
Investment and Misc Revenues	1,745,052	1,768,000	1,659,000	1,135,000	1,788,000	1,788,000	1,788,000	894,000	1,679,000
Program Revenues	6,614,756	6,905,364	7,631,888	7,100,000	7,725,664	7,754,164	7,754,000	6,203,000	7,649,000
Transfers In	4,668,414	4,455,000	4,493,000	4,493,000	4,534,000	4,534,000	4,534,000	4,534,000	4,534,000
	<u>104,294,644</u>	<u>100,821,364</u>	<u>107,809,888</u>	<u>100,103,000</u>	<u>103,200,664</u>	<u>103,229,164</u>	<u>106,197,000</u>	<u>86,761,000</u>	<u>99,911,000</u>
Cost Allocation Reimbursements	473	-	-	-	-	-	-	-	-
	<u>104,295,117</u>	<u>100,821,364</u>	<u>107,809,888</u>	<u>100,103,000</u>	<u>103,200,664</u>	<u>103,229,164</u>	<u>106,197,000</u>	<u>86,761,000</u>	<u>99,911,000</u>
					Original	Baseline	Departmental Requests	City Manager Adjustments	City Manager Proposed
Expenditures									
Police	33,904,703	34,738,995	34,738,995	33,053,000	36,831,540	37,040,540	312,500	(411,565)	36,941,475
Fire	35,155,080	36,969,421	37,475,743	34,532,000	38,847,326	38,847,326	934,500	(1,413,497)	38,368,329
Public Works	2,180,296	2,366,915	2,431,915	2,317,000	2,489,443	2,489,443	75,500	(49,679)	2,515,264
Economic Development	184,972	170,000	1,017,524	848,000	170,000	170,000	50,000	-	220,000
Recreation & Parks	4,900,840	6,393,908	6,012,508	5,796,000	6,743,956	6,827,541	338,600	(736,234)	6,429,907
Library	2,297,004	2,081,000	2,081,000	1,850,000	2,081,000	2,081,000	725,000	(733,000)	2,073,000
Administration	5,262,776	5,566,064	6,725,657	6,600,000	6,155,191	6,465,191	1,079,800	(1,250,644)	6,294,347
Non-Department	12,323,866	12,413,643	12,974,143	13,475,000	9,775,487	9,775,487	1,631,000	(2,338,000)	9,068,487
	<u>96,209,539</u>	<u>100,699,946</u>	<u>103,457,485</u>	<u>98,471,000</u>	<u>103,093,943</u>	<u>103,696,528</u>	<u>5,146,900</u>	<u>(6,932,619)</u>	<u>101,910,809</u>
Pension/OPEB Reserve Payment *	7,947,171	-	7,376,650	-	-	-	-	-	-
	<u>104,156,710</u>	<u>100,699,946</u>	<u>110,834,135</u>	<u>98,471,000</u>	<u>103,093,943</u>	<u>103,696,528</u>	<u>5,146,900</u>	<u>(6,932,619)</u>	<u>101,910,809</u>
Net Annual Activity									
Baseline Operations	\$ 8,085,578	\$ 121,418	\$ 4,352,403	\$ 1,632,000	\$ 106,721	\$ (467,364)			\$ (1,999,809)
With PY Pension/OPEB Reserve Payment	\$ 138,407	\$ 121,418	\$ (3,024,247)	\$ 1,632,000					
Available Fund Balance									
Beginning of Year	\$ 31,836,178			\$ 31,429,035					\$ 32,864,375
Net Annual Activity	8,085,578			1,632,000					(1,999,809)
Release Prepaid/Encumbrance Reserves	(1,116,071)			8,049,965					-
	<u>38,805,685</u>			<u>41,111,000</u>					<u>30,864,566</u>
Set up end of Year Pension Reserve	(7,376,650)			(8,246,625)					(2,693,432)
	<u>\$ 31,429,035</u>			<u>\$ 32,864,375</u>					<u>\$ 28,171,134</u>
25% Operating Reserve	24,052,385			24,617,750					25,477,702
Ending Balance Above/(Below) 25% Reserve	7,376,650			8,246,625					2,693,432
	<u>\$ 31,429,035</u>			<u>\$ 32,864,375</u>					<u>\$ 28,171,134</u>
	33%			33%					28%

* The Pension/OPEB Reserve of \$7,376,650 based on FY 18-19 year-end results was returned to fund balance.

	FY 2017-18		FY 2018-19		FY 2019-20	
	Actual	% Exp	Projected	% Exp	Projected	% Exp
Ending Total Fund Balance						
<u>25% Target Operating Reserve</u>						
Economic Uncertainty (September 2015)	\$ 3,460,500	4%	\$ 3,460,500	4%	\$ 3,460,500	4%
Available Fund Balance - up to 25% Reserve	20,428,506	21%	20,591,885	21%	21,157,250	21%
	23,889,006	25%	24,052,385	25%	24,617,750	25%
Available Fund Balance - above 25% Reserve	7,947,172	8%	7,376,650	8%	8,246,625	8%
	31,836,178	33%	31,429,035	33%	32,864,375	33%
<u>Pension/OPEB Reserves</u>						
OPEB Reserve	-		-		-	
Pension Reserve	-		-		-	
Pension Reserve 16-18 Contribution	7,947,172	8%	-		-	
Pension Reserve 18-19 Contribution (estimate)			7,376,650	8%	8,246,625	8%
	7,947,172		7,376,650		8,246,625	
<u>Other Reserves</u>						
Encumbrances	417,547		673,315		-	
Non-spendable Prepays/Advances	782,440		1,642,743		1,642,743	
	1,199,987		2,316,058		1,642,743	
<u>Total General Fund Balance</u>						
General Fund	40,983,337		41,121,743		42,753,744	
Other Related Funds combined in CAFR	226,066		-		-	
As Reported in CAFR	41,209,403					
Annual Pension/OPEB Reserve Contribution						
Operating expenditures	\$ 95,556,024		\$ 96,209,539		\$ 98,471,000	
25% reserve target	23,889,006	25%	24,052,385	25%	24,617,750	25%
Available fund balance, before pension UAAL contribution	39,783,350	42%	38,805,685	40%	41,111,001	42%
Suplus above 25% target reserve	15,894,344	17%	14,753,301	15%	16,493,251	17%
50% of surplus above 25% target - for pension/OPEB	7,947,172	8%	7,376,650	8%	8,246,625	8%
50% of surplus above 25% target - retain as available	7,947,172	8%	7,376,650	8%	8,246,625	8%
Available Fund Balance						
Beginning balance	\$ 31,457,791		\$ 31,836,178		\$ 31,429,035	
Annual operating results, before pension UAAL contribution	7,359,624	8%	8,085,578	8%	1,632,000	2%
Release/Include Economic Uncertainty in 25% target						
Release prior year pension assigned fund balance					7,376,650	
Other reserve changes (encumbrances, prepaid)			(1,533,618)		-	
Release prior year encumbrance and prepaid reserves	965,935		417,547		673,315	
Ending balance, before annual pension UAAL contribution	\$ 39,783,350		\$ 38,805,685		\$ 41,111,001	



	FY18-19 Actual	FY19-20 Projected	FY20-21 Mid-Cycle	FY21-22 Projected	FY22-23 Projected	FY23-24 Projected
Property Taxes						
Secured/Unsecured	\$ 31,528,581	\$ 33,040,000	\$ 33,485,000	\$ 34,103,000	\$ 34,733,000	\$ 35,376,000
Residual Tax Increment	2,089,219	1,870,000	1,570,000	\$ 1,570,000	\$ 1,570,000	\$ 1,570,000
In Lieu MVLf	8,420,130	9,064,000	9,105,000	\$ 9,105,000	\$ 9,105,000	\$ 9,105,000
	42,037,930	43,974,000	44,160,000	44,778,000	45,408,000	46,051,000
Other Taxes						
Sales Tax/TUT	13,331,499	12,282,000	13,800,000	15,870,000	14,283,000	14,569,000
UUT	9,077,313	8,100,000	9,047,000	9,205,000	9,366,000	9,530,000
Franchise	5,294,996	5,000,000	5,642,000	5,729,000	5,817,000	5,908,000
Transient Occupancy Tax	2,292,350	1,783,000	1,200,000	2,100,000	2,100,000	2,100,000
Business License	2,097,630	2,436,000	2,200,000	2,222,000	2,244,000	2,266,000
Investment Income	719,201	300,000	650,000	650,000	650,000	650,000
Misc	1,025,851	835,000	1,029,000	1,029,000	1,029,000	1,029,000
	33,838,840	30,736,000	33,568,000	36,805,000	35,489,000	36,052,000
Property Transfer Tax	17,134,704	13,800,000	10,000,000	10,200,000	10,404,000	10,612,000
Interfund Charges						
Cost Allocation	473	-	-	-	-	-
Transfers In	4,668,414	4,493,000	4,534,000	4,614,000	4,696,000	4,779,000
	4,668,887	4,493,000	4,534,000	4,614,000	4,696,000	4,779,000
Program Revenues						
Police	1,700,455	1,481,000	1,748,200	1,748,000	1,748,000	1,748,000
Fire	4,421,224	4,538,000	5,535,300	5,535,000	5,535,000	5,535,000
Public Works	64,381	78,000	106,500	78,000	78,000	78,000
Community Development	50,000	806,000	50,000	-	-	-
Administration	378,695	197,000	209,000	209,000	209,000	209,000
	6,614,756	7,100,000	7,649,000	7,570,000	7,570,000	7,570,000
Total	\$ 104,295,117	\$ 100,103,000	\$ 99,911,000	\$ 103,967,000	\$ 103,567,000	\$ 105,064,000
Administration Detail						
City Clerk	\$ 159,200	\$ 97,000	\$ 109,000	\$ 109,000	\$ 109,000	\$ 109,000
Finance	219,450	100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Human Resources	45	-	\$ -	\$ -	\$ -	\$ -
	\$ 378,695	\$ 197,000	\$ 209,000	\$ 209,000	\$ 209,000	\$ 209,000



	FY18-19 Actual	FY19-20 Projected	FY20-21 Mid-Cycle	FY21-22 Projected	FY22-23 Projected	FY23-24 Projected
Expenditures by Category						
Salaries & Benefits	\$ 62,569,572	\$ 63,617,021	\$ 70,368,669	\$ 77,172,000	\$ 79,877,000	\$ 82,471,000
Contractual Services	\$ 6,714,683	\$ 6,275,908	\$ 6,372,951	\$ 6,564,000	\$ 6,761,000	\$ 6,963,000
Other Operating Expenditures	\$ 12,124,506	\$ 4,522,194	\$ 4,300,202	\$ 4,422,000	\$ 4,555,000	\$ 4,692,000
Cost Allocation	\$ 6,740,106	\$ 8,344,239	\$ 8,775,487	\$ 9,045,000	\$ 9,317,000	\$ 9,598,000
Capital Outlay	\$ 400,198	\$ 254,798	\$ 7,000	\$ -	\$ -	\$ -
Debt Service	\$ 223,354	\$ 648,369	\$ 732,000	\$ 932,000	\$ 932,000	\$ 932,000
Transfers	\$ 15,384,291	\$ 14,808,470	\$ 11,354,500	\$ 11,695,000	\$ 12,046,000	\$ 12,407,000
Total Expenditures	\$ 104,156,710	\$ 98,471,000	\$ 101,910,809	\$ 109,830,000	\$ 113,488,000	\$ 117,063,000
Expenditures by Department						
Police Department	\$ 33,904,703	\$ 33,053,000	\$ 36,941,475	\$ 38,698,000	\$ 39,983,000	\$ 41,087,000
Fire Department	35,155,080	34,532,000	38,368,329	42,910,000	44,548,000	45,603,000
Public Works	2,180,296	2,317,000	2,515,264	2,634,000	2,704,000	2,841,000
Economic Development	184,972	848,000	220,000	227,000	234,000	241,000
Recreation & Parks	4,900,840	5,796,000	6,429,907	6,927,000	7,037,000	7,269,000
Library	2,297,004	1,850,000	2,073,000	2,143,000	2,143,000	2,143,000
Administration	5,262,776	6,600,000	6,294,347	6,771,000	6,903,000	7,515,000
Non-Department	20,271,037	13,475,000	9,068,487	9,520,000	9,936,000	10,364,000
	\$ 104,156,710	\$ 98,471,000	\$ 101,910,809	\$ 109,830,000	\$ 113,488,000	\$ 117,063,000

	FY18-19 Actual	FY19-20 Projected	FY20-21 Mid-Cycle	FY21-22 Projected	FY22-23 Projected	FY23-24 Projected
Revenues						
Property Taxes/RPTTF/MVLF	\$ 42,037,930	\$ 43,974,000	\$ 44,160,000	\$ 44,778,000	\$ 45,408,000	\$ 46,051,000
Sales Tax	13,331,499	12,282,000	13,800,000	15,870,000	14,283,000	14,569,000
Utility User Tax	9,077,313	8,100,000	9,047,000	9,205,000	9,366,000	9,530,000
Franchise Fees	5,294,996	5,000,000	5,642,000	5,729,000	5,817,000	5,908,000
Transfer Tax	17,134,704	13,800,000	10,000,000	10,200,000	10,404,000	10,612,000
Transient Occupancy Tax	2,292,350	1,783,000	1,200,000	2,100,000	2,100,000	2,100,000
Business Licenses	2,097,630	2,436,000	2,200,000	2,222,000	2,244,000	2,266,000
Sale of Property	-	-	-	-	-	-
Investment and Misc Revenues	1,745,052	1,135,000	1,679,000	1,679,000	1,679,000	1,679,000
Program Revenues	6,614,756	7,100,000	7,649,000	7,570,000	7,570,000	7,570,000
Transfers In	4,668,414	4,493,000	4,534,000	4,614,000	4,696,000	4,779,000
	<u>104,294,644</u>	<u>100,103,000</u>	<u>99,911,000</u>	<u>103,967,000</u>	<u>103,567,000</u>	<u>105,064,000</u>
Cost Allocation Reimbursements	473	-	-	-	-	-
	<u>104,295,117</u>	<u>100,103,000</u>	<u>99,911,000</u>	<u>103,967,000</u>	<u>103,567,000</u>	<u>105,064,000</u>
Expenditures						
Police	33,904,703	33,053,000	36,941,475	38,698,000	39,983,000	41,087,000
Fire	35,155,080	34,532,000	38,368,329	42,910,000	44,548,000	45,603,000
Public Works	2,180,296	2,317,000	2,515,264	2,634,000	2,704,000	2,841,000
Economic Development	184,972	848,000	220,000	227,000	234,000	241,000
Recreation & Parks	4,900,840	5,796,000	6,429,907	6,927,000	7,037,000	7,269,000
Library	2,297,004	1,850,000	2,073,000	2,143,000	2,143,000	2,143,000
Administration	5,262,776	6,600,000	6,294,347	6,771,000	6,903,000	7,515,000
Non-Department	12,323,866	13,475,000	9,068,487	9,520,000	9,936,000	10,364,000
	<u>96,209,539</u>	<u>98,471,000</u>	<u>101,910,809</u>	<u>109,830,000</u>	<u>113,488,000</u>	<u>117,063,000</u>
Pension/OPEB Reserve Payment	7,947,171	-	-	-	-	-
	<u>104,156,710</u>	<u>98,471,000</u>	<u>101,910,809</u>	<u>109,830,000</u>	<u>113,488,000</u>	<u>117,063,000</u>
Net Annual Activity						
Baseline Operations	<u>\$ 8,085,578</u>	<u>\$ 1,632,000</u>	<u>\$ (1,999,809)</u>	<u>\$ (5,863,000)</u>	<u>\$ (9,921,000)</u>	<u>\$ (11,999,000)</u>
With Pension/OPEB Reserve Payment	<u>\$ 138,407</u>	<u>\$ 1,632,000</u>				
Available Fund Balance						
Beginning of Year	\$ 31,836,178	\$ 31,429,035	\$ 32,864,375	\$ 28,171,134	\$ 22,308,134	\$ 12,387,134
Net Annual Activity	8,085,578	1,632,000	(1,999,809)	(5,863,000)	(9,921,000)	(11,999,000)
Release Prepaid/Encumbrance Reserves	(1,116,071)	8,049,965	-	-	-	-
	<u>38,805,685</u>	<u>41,111,000</u>	<u>30,864,566</u>	<u>22,308,134</u>	<u>12,387,134</u>	<u>388,134</u>
Set up end of year Pension Reserve	(7,376,650)	(8,246,625)	(2,693,432)	N/A	N/A	N/A
	<u>\$ 31,429,035</u>	<u>\$ 32,864,375</u>	<u>\$ 28,171,134</u>	<u>\$ 22,308,134</u>	<u>\$ 12,387,134</u>	<u>\$ 388,134</u>
25% Operating Reserve	24,052,385	24,617,750	25,477,702	27,457,500	28,372,000	29,265,750
Ending Balance Above/(Below) 25% Reserve	7,376,650	8,246,625	2,693,432	(5,149,366)	(15,984,866)	(28,877,616)
	<u>\$ 31,429,035</u>	<u>\$ 32,864,375</u>	<u>\$ 28,171,134</u>	<u>\$ 22,308,134</u>	<u>\$ 12,387,134</u>	<u>\$ 388,134</u>

ALAMEDA POLICE DEPARTMENT



The Alameda Police Department has 88 sworn officers and 34 non-sworn full-time positions within numerous operating units and Divisions, including Patrol, Investigations, Traffic, Communications, Identification, Records, and Property and Evidence. The APD is responsible for protecting the City’s residents, property owners, and businesses by patrolling 10.6 square miles of Alameda, using cars, bicycles, motorcycles, and a marine patrol boat.

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

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



Community Service

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

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



ALAMEDA POLICE DEPARTMENT

ALAMEDA POLICE DEPARTMENT GOALS:

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

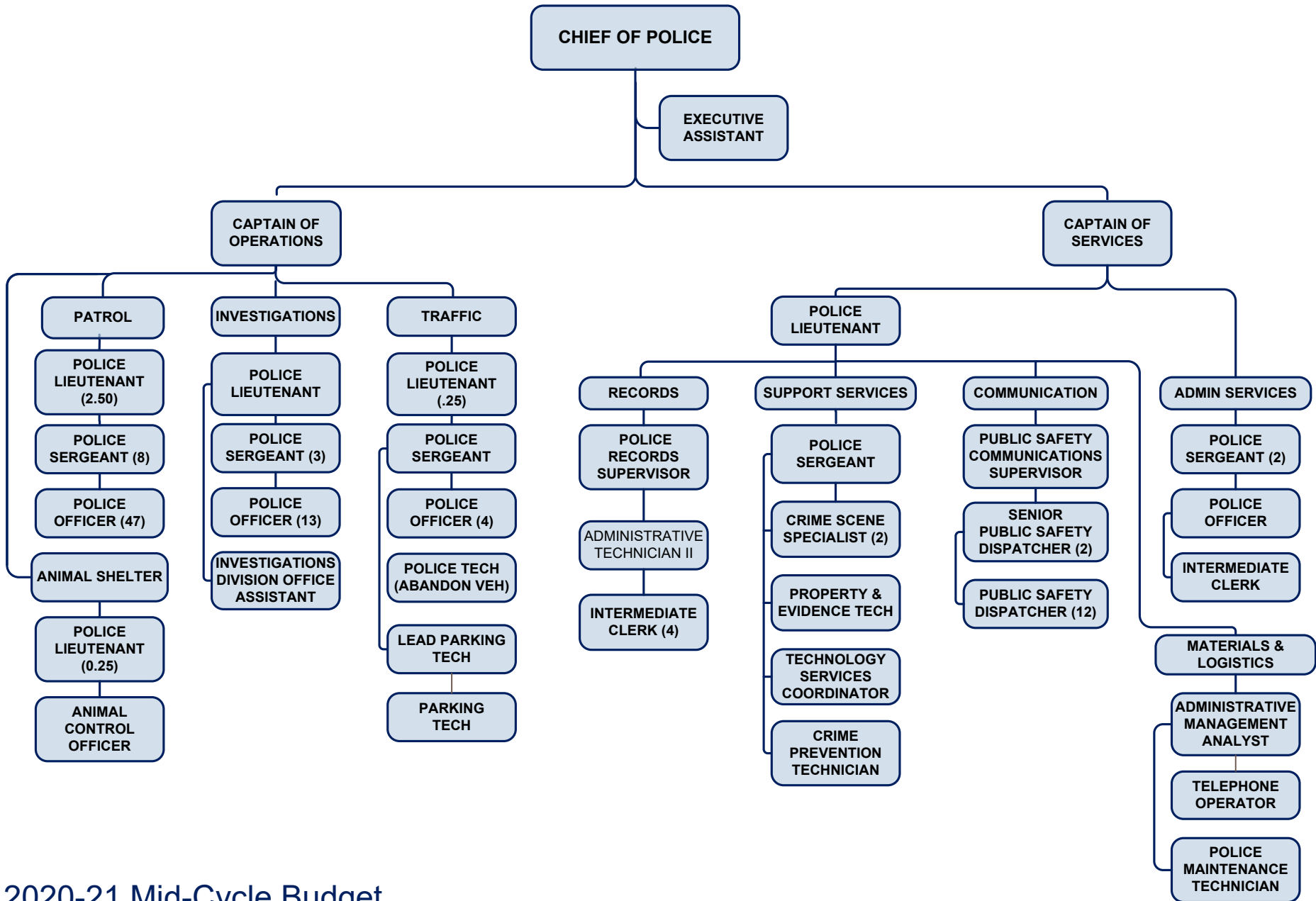


WORKPLAN SPOTLIGHT:

- 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 in scenario based table-top training exercises.
- State-mandated training for all Department personnel will continue to be provided including Crisis Intervention Team (CIT) and Implicit Bias training.
- Parolees, probationers, and registered sex offenders living within Alameda will continue to be strictly monitored.
- 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.

PERFORMANCE MEASURE

	2017	2018	2019
Parole/probation searches and compliance checks of persons subject to sex registration	115	30	12
Priority 1 calls for service	6,439	6,154	6,479
Non-Priority 1 calls for service	69,971	61,900	69,477
Percentage of 911 answering standards met	99%	95%	99%
Moving violations cited	9,345	7,237	5,298



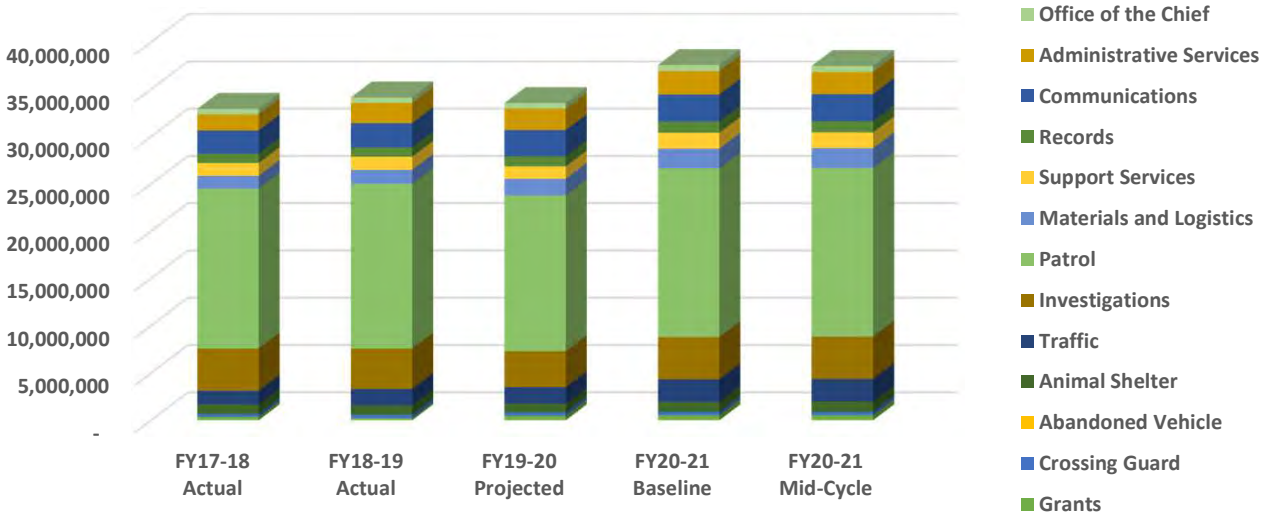
Expenditures By Type

	FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Salaries & Benefits	\$ 26,143,174	\$ 27,246,758	\$ 26,677,287	\$ 29,330,403	\$ 29,380,403
Contractual Services	2,156,934	1,949,265	2,212,782	2,667,106	2,667,106
Other Operating Costs	947,639	982,883	694,554	953,660	953,660
Cost Allocation	3,567,706	3,793,512	3,812,678	4,479,371	4,330,306
Capital Outlay	115,225	166,116	141,214	140,000	140,000
Debt Service	-	-	-	-	-
Total	\$ 32,930,678	\$ 34,138,534	\$ 33,538,515	\$ 37,570,540	\$ 37,471,475

Expenditures By Program

General Fund								
Office of the Chief	001	3111	\$ 593,041	\$ 584,842	\$ 581,617	\$ 633,457	\$ 633,457	\$ 633,457
Administrative Services	001	3112	1,701,334	2,132,071	2,276,723	2,490,821	2,348,253	2,348,253
Communications	001	3113	2,460,320	2,564,873	2,757,047	2,866,816	2,866,816	2,866,816
Records	001	3114	977,673	987,713	1,087,785	1,177,853	1,177,853	1,177,853
Support Services	001	3115	1,356,906	1,396,438	1,301,894	1,678,287	1,678,287	1,678,287
Materials and Logistics	001	3116	1,335,337	1,482,925	1,755,370	2,092,303	2,092,303	2,092,303
Patrol	001	3121	16,930,554	17,418,995	16,480,954	17,837,000	17,837,000	17,837,000
Investigations	001	3122	4,465,685	4,252,331	3,798,539	4,460,868	4,460,868	4,460,868
Traffic	001	3123	1,436,930	1,752,190	1,749,433	2,380,712	2,380,712	2,380,712
Animal Shelter	001	3130	1,002,654	967,241	908,898	1,050,182	1,093,685	1,093,685
Abandoned Vehicle	001	21870101	-	-	-	-	-	-
Crossing Guard	001	3140/3190	317,560	365,083	354,741	372,241	372,241	372,241
Total General Fund			32,577,994	33,904,702	33,053,001	37,040,540	36,941,475	36,941,475
Other Funds								
Police Grants	218	Various	334,129	232,308	475,514	520,000	520,000	520,000
State Asset Seizure	219	0219	18,555	1,524	10,000	10,000	10,000	10,000
Total Other Funds			352,684	233,832	485,514	530,000	530,000	530,000
Total			\$ 32,930,678	\$ 34,138,534	\$ 33,538,515	\$ 37,570,540	\$ 37,471,475	\$ 37,471,475

Expenditure Trends



ALAMEDA FIRE DEPARTMENT



By the Numbers Response Data 2019:

7,433
Number of Incidents

177
Fire Calls

5,145
EMS Calls

2,110
Other Calls

16,455
Total Apparatus Responses

633
Apparatus Responses for
Fire Calls

11,602
Apparatus Responses for
EMS Calls

4,220
Apparatus Responses for
Other Emergencies

4:37 min.
Average Response Time

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

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



Fire Administration Key Objectives:

1. Develop, prepare, manage, and analyze the budget throughout the next 2-Year fiscal year.
2. Ensure the Department actively recruits to manage a diversified workforce reflective of our Community.
3. Ensure the Department’s facilities, fleet and equipment are maintained in good operational condition to protect the Community.
4. Develop, design and explore funding alternatives for the re-opening of Fire Station No. 5
5. Implement a CA State OES Type VI Fire Engine Program to supplement protection for the Community and support statewide mutual-aid.
6. Implement the 4th emergency ambulance transport unit in June of 2020.

ALAMEDA FIRE 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. Develop and implement alternative funding sources to navigate economic challenges and to sustain viable fire and emergency medical services to meet the needs of the Community.
3. Implement the Dive Rescue Program into Marine Rescue Operations effective in January 2020.
4. Implement a 4th emergency response ambulance to enhance emergency medical service transport delivery within the Community by June 2020.
5. Hire and promote a culturally diverse workforce throughout the Department reflective of the community.

FIRE GRANTS PROGRAM

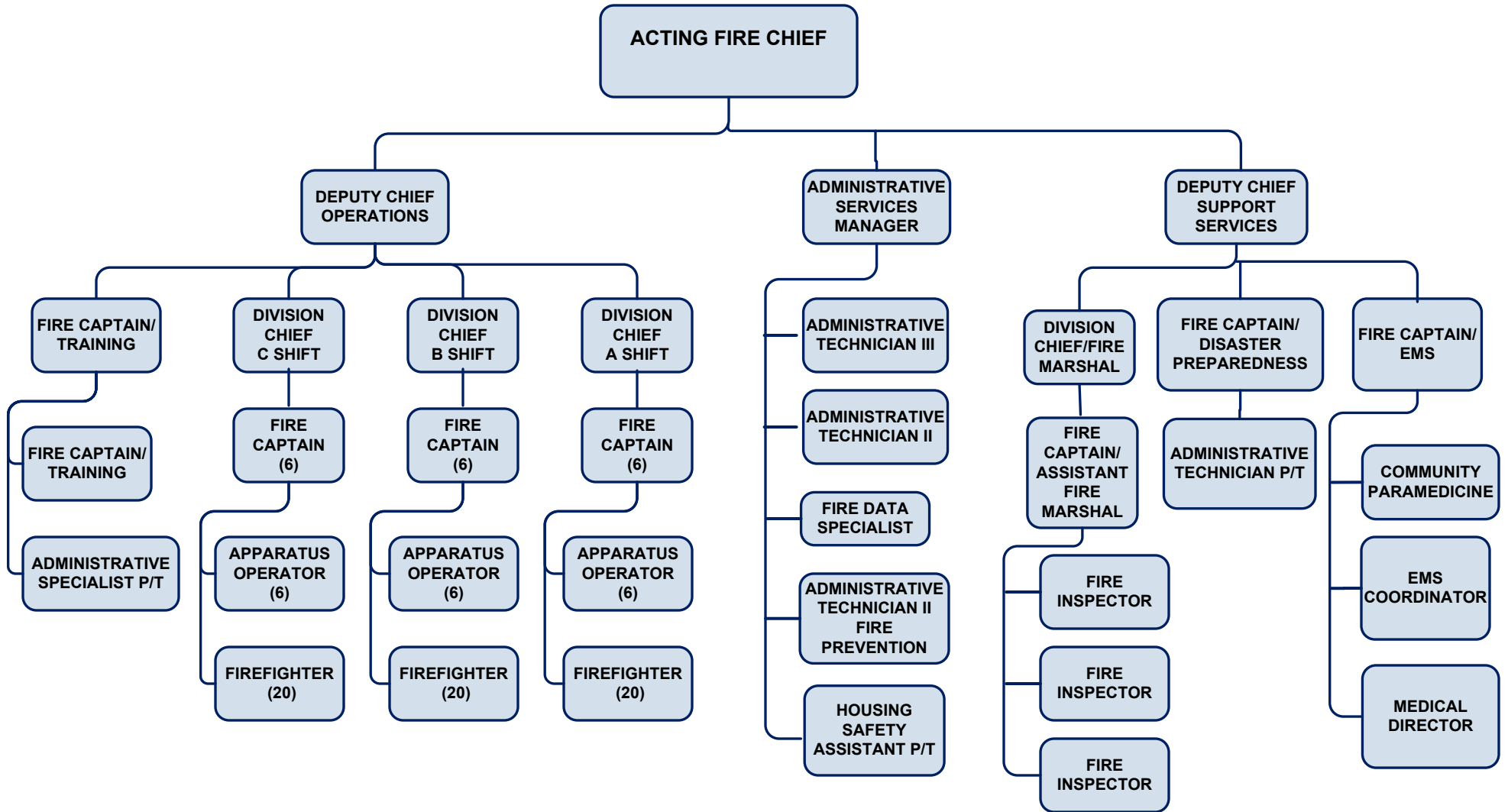
The Fire Grants program is responsible for the administration of public and private grant funding received by the Fire Department. The Department actively pursues grant funding to supplement critical service needs. Grant funding for FY 19-20 and FY 20-21 will enable the Department to continue implementing the SAFER grant for firefighter staffing, a pilot Community Paramedicine Program, a Senior Housing and Safety Program, and the Community Emergency Response (CERT) Program.

WORKPLAN SPOTLIGHT:

- Staffing for Adequate Fire and Emergency Response (SAFER) Program hired 12 Firefighters with two SAFER Grants in November 2019.
- The Community Paramedicine (CP) Pilot Program will continue funding through February 2020 to deploy resources that will enhance emergency medical service delivery.
- Staffing the Housing Safety Program using Community Development Block Grant (CDBG) funds through the Alameda Housing Authority. The program serves low income seniors and the disabled, offering home safety inspections and minor repairs to improve mobility.
- 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.
- Explore any and all additional grant opportunities.
- Applied for Assistance to Firefighters Grant in early 2020.

PERFORMANCE MEASURE

	2016	2017	2018	2019
Percent of fire calls responded to within 6:16 min	89.8%	87.4%	90.3%	87.4%
Percent of Emergency Medical Services (EMS) calls responded to within 4:36 min	66.9%	69.8%	67.5%	65.9%
Number of additional residents trained in Community Emergency Response Team (CERT)	54	82	78	73
Percent of apartment, commercial, hazmat, and state licensed facilities inspected annually	26.8%	73.6%	80.0%	80.0%



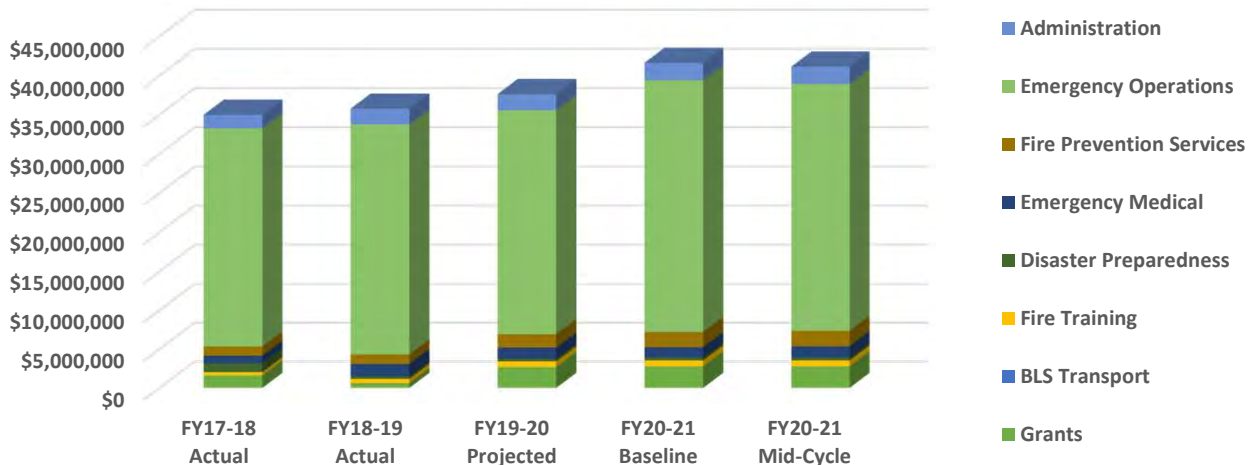
Expenditures By Type

	FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Salaries & Benefits	\$ 27,415,402	\$ 28,400,486	\$ 30,795,632	\$ 34,441,460	\$ 34,070,460
Contractual Services	1,068,861	1,535,247	1,098,036	1,180,254	1,331,253
Other Operating Costs	1,130,133	1,513,609	1,200,016	1,305,348	1,319,348
Cost Allocation	3,154,204	3,832,570	3,970,762	4,572,578	4,304,081
Capital Outlay	2,509,268	389,895	583,074	-	-
Debt Service	189,516	228,724	143,369	277,000	277,000
Total	\$ 35,467,383	\$ 35,900,531	\$ 37,790,889	\$ 41,776,640	\$ 41,302,142

Expenditures By Program

			FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
General Fund							
Administration	001	3205	\$ 1,729,497	\$ 2,008,525	\$ 2,046,103	\$ 2,210,507	\$ 2,210,507
Emergency Operations	001	3210	27,927,457	29,447,297	28,664,591	32,191,523	31,582,025
Fire Prevention Services	001	3220	1,199,816	1,220,047	1,718,928	1,972,101	1,982,601
Emergency Medical	001	3232	981,748	1,591,041	1,435,947	1,328,296	1,448,296
Disaster Preparedness	001	3240	1,114,311	328,673	329,748	379,789	379,789
Fire Training	001	3245	433,753	559,497	736,682	765,111	765,111
BLS Transport	001	3260	-	-	-	-	-
			33,386,582	35,155,080	34,931,999	38,847,327	38,368,329
Other Funds							
Grants	220	Various	1,606,007	611,257	2,691,150	2,774,979	2,774,979
			1,606,007	611,257	2,691,150	2,774,979	2,774,979
Subtotal, Operating Budget			34,992,589	35,766,337	37,623,149	41,622,306	41,143,308
Capital Projects							
Emergency Operations Center / Fire Station 3	319	0319 / 031901	425,835	5,370	-	-	-
			425,835	5,370	-	-	-
Internal Service Funds							
Emergency Operations	707.1	3200707	48,959	128,824	167,740	154,334	158,834
			48,959	128,824	167,740	154,334	158,834
			\$ 35,467,383	\$ 35,900,531	\$ 37,790,889	\$ 41,776,640	\$ 41,302,142

Expenditure Trends



PUBLIC WORKS DEPARTMENT



The Public Works inventory includes:

125 miles
of city streets

87 signalized intersections,

260 miles of sidewalk

822 parking meters

141 miles of sewers

43 sewer pump stations

81 miles of storm drains

11 storm pump stations

21,273 street trees

6,000+ streetlights
including those in parking lots

42 buildings

400+ vehicles & equipment

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



ALAMEDA PUBLIC WORKS

PUBLIC WORKS 2019-21 GOALS:

- 1) Respond to 75% of 9,000+ service requests within 1 business day and close requests within service level agreements.
- 2) Rehabilitate 7 miles of street, 6 miles of sewer, and 6 sewer pump stations.
- 3) Continue addressing deferred maintenance, including, where necessary, with revenue measures.
- 4) Continue renewing backbone infrastructure at Alameda Point.
- 5) Continue to implement the Climate Action and Resiliency Plan, Transportation Choices Plan, Zero Waste Implementation Plan, and Green Infrastructure Plan.
- 6) Gain American Public Works Association re-accreditation.



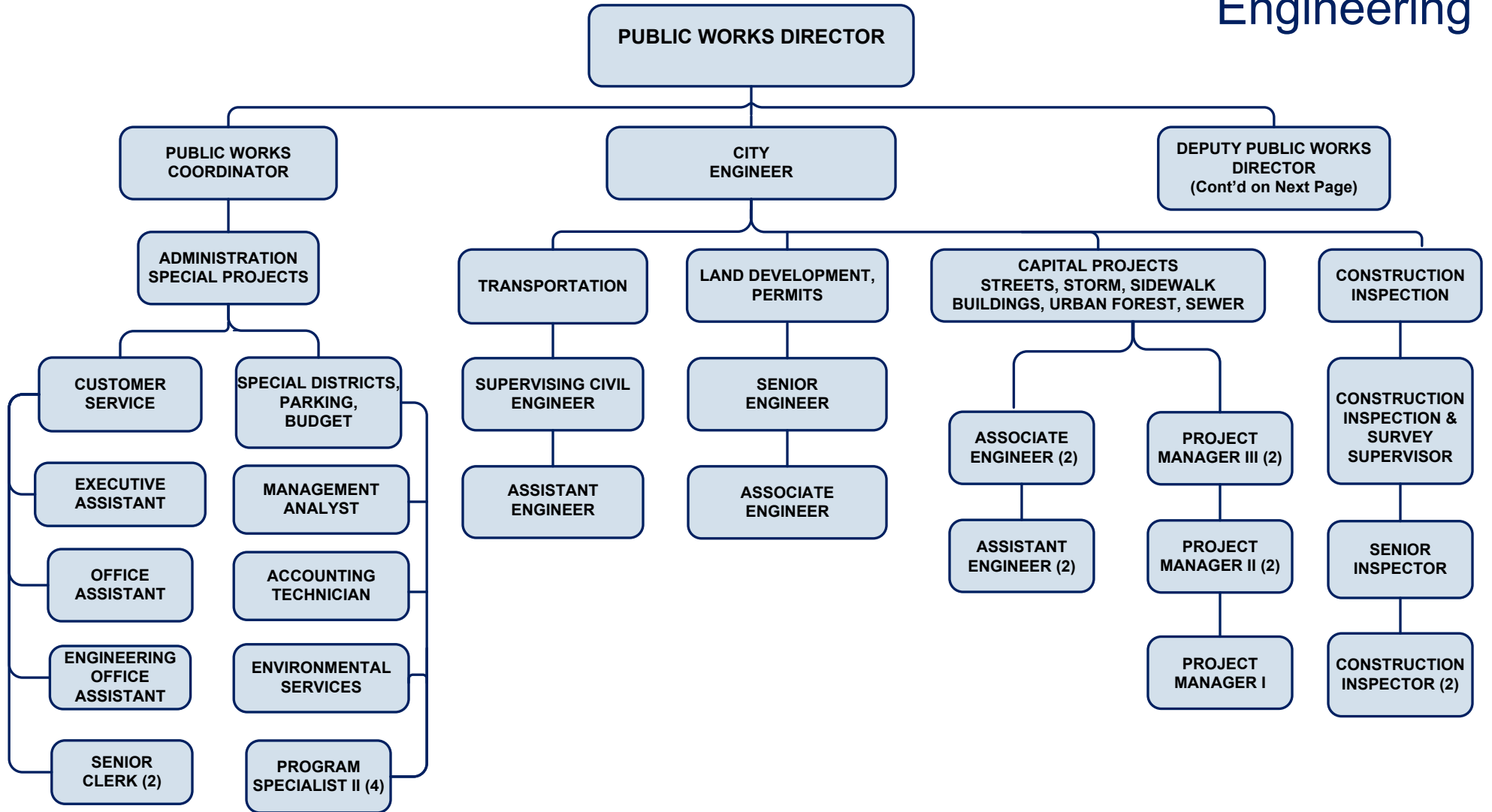
PUBLIC WORKS WORKPLAN SPOTLIGHT:

- Complete critical traffic calming projects that protect bicyclists and pedestrians.
- Expand Alameda’s bike network by 4+ miles.
- Complete construction of Cross Alameda Trail from Main Street to Constitution.
- Design \$30M of Alameda Point backbone infrastructure improvements.
- Trim 10,000 trees and plant 400 new trees.
- Increase number of injury-free work days.
- Develop a 10 year Capital Improvement Plan.
- Prepare a new integrated waste franchise agreement.
- Complete conversion of Alameda’s streetlights to LED.
- Update standard plans.
- Update/implement new departmental technology including citywide ERP, e-plan check, paperless filing, and execute staff training.
- Replace 10 traffic signal cabinets.
- Increase supply of public electric vehicle charging stations in City parking lots.
- Complete operational improvements to improve drainage along Shoreline Drive.
- Dredge Southshore Lagoons #3 and #5.
- Assess public parking supply and adopt paid parking plans to maximize efficiency and occupancy, including at Alameda Point.

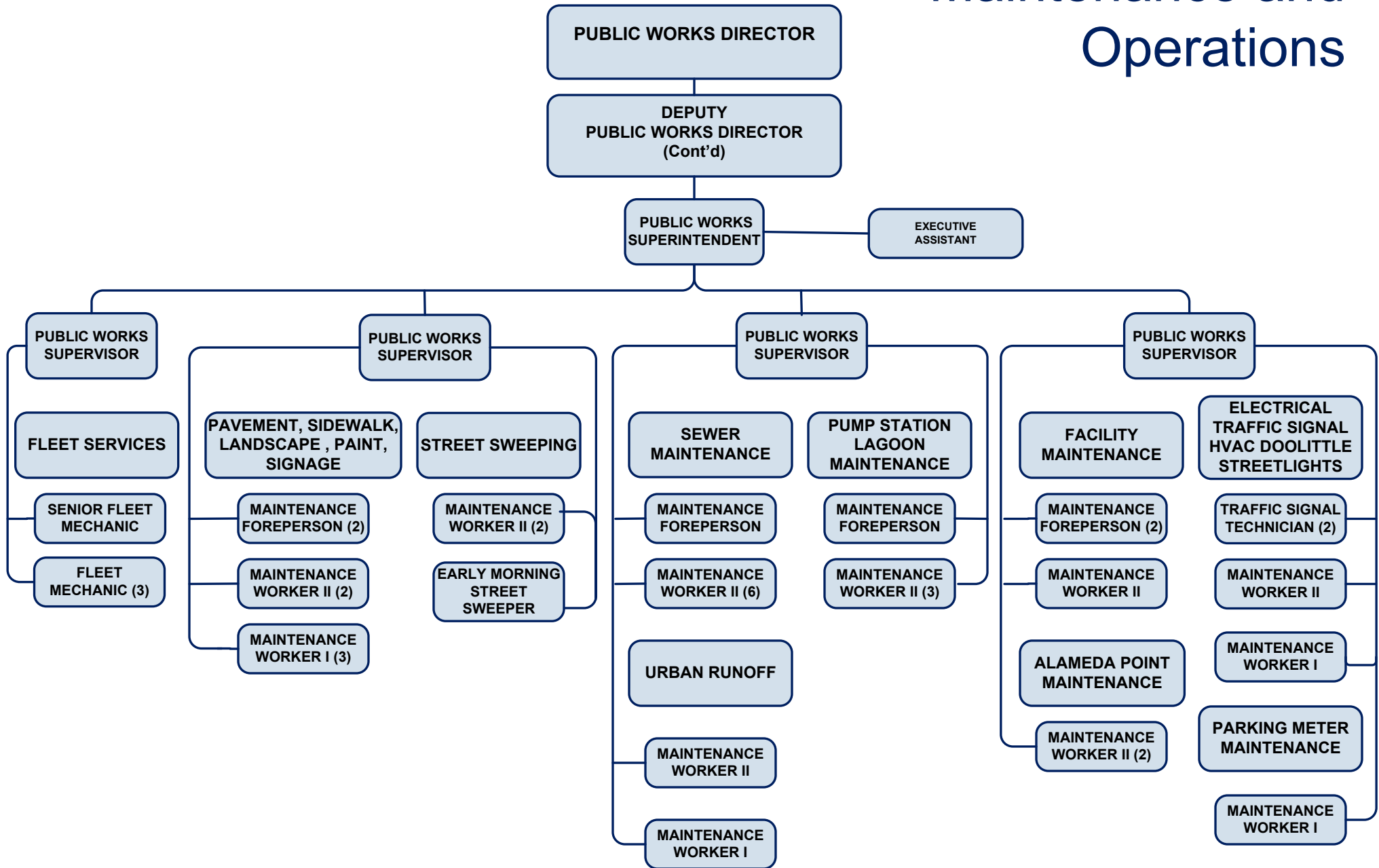
PERFORMANCE MEASURE

2016 2017 2018 2019

PERFORMANCE MEASURE	2016	2017	2018	2019
Percent of sewer mains and associated lower laterals replaced per plan. (Target: 3 miles/year)	93%	0%	100%	100%
Percent of streets resurfaced per plan. (Target 4.5 miles/year)	200%	151%	100%	67%
Percent of trees pruned per plan. (Target: 3,600/year)	113%	89%	94%	112%
Percent of sidewalk repairs completed per plan. (Target: 14,000 Linear Feet/year)	102%	81%	100%	96%
Percent of waste diverted from landfills (Landfill Diversion Rate). (2017 Target: 80%, 2016 Target: 77%)	79%	79%	77%	77%
Percent of Capital Improvement Projects completed on budget and per plan. (Target: 90%)	87%	66%	75%	75%
Percent of public service requests responded to within 1 business day. (Target: 75%)	88%	83%	87%	78%
Percent Departments qualifying as Green Businesses. (Target: 100%)	86%	93%	93%	93%



Public Works Maintenance and Operations



			FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Expenditures By Type							
Salaries & Benefits			\$ 9,081,761	\$ 9,965,341	\$ 11,346,606	\$ 12,002,938	\$ 12,032,938
Contractual Services			6,706,468	8,057,095	1,244,815	7,353,885	7,868,885
Other Operating Costs			7,004,524	7,338,801	4,566,597	3,238,099	5,169,189
Cost Allocation			3,885,384	3,870,204	4,782,247	4,301,916	4,956,572
Capital Outlay			27,287,351	26,239,942	88,038,495	28,745,609	30,092,567
Debt Service			108,595	103,953	593,958	505,179	505,179
			\$ 54,074,082	\$ 55,575,336	\$ 110,572,718	\$ 56,147,626	\$ 60,625,330
Expenditures By Program							
General Fund							
Administration	001	4205/4210	\$ 442,880	\$ 119	\$ 63,015	\$ -	\$ -
Street, Sidewalk, Tree, Median Maintenance	001	4250/55	1,235,975	1,468,621	1,540,946	1,908,967	1,934,788
Street Lighting	001	4290	268,525	711,157	713,039	580,476	580,476
Fleet Maintenance	001	703001	1,902,210	271	-	-	-
Facilities Maintenance	001	706001	891,817	129	-	-	-
			4,741,407	2,180,297	2,317,000	2,489,443	2,515,264
Other Funds							
Traffic Signals	211	4252211	826,687	738,683	853,664	866,586	866,586
Road Maintenance	211.1	2111	-	-	-	-	-
Parking Meters	224	Various	742,563	839,329	1,419,040	1,413,996	1,443,996
Island City	275	Various	1,222,459	1,395,356	2,100,061	2,154,462	2,154,462
Marina Cove Park	276	Various	108,407	112,748	154,835	158,998	158,998
Alameda Landing	277	Various	36,748	31,685	206,941	246,783	246,783
Bayport Park	278	Various	217,026	303,277	662,388	695,949	695,949
AD Administration	279	Various	185,446	430,146	341,765	362,547	362,547
CIP Administration	310.05	Various	3,327,840	3,532,725	3,958,006	4,183,376	4,183,376
Public Works Admin	310.05	4205310	-	(86,408)	77,047	80,206	80,206
Transportation	350	0350	508,532	510,502	536,607	560,600	560,600
Storm Drainage	351	0351	2,164,712	2,266,157	3,075,267	1,134,857	3,065,947
Street Sweeping	351	4251351	680,382	927,476	1,325,689	1,382,809	1,382,809
Sewer Operations	602	0602	5,628,711	5,777,538	5,731,761	4,400,339	5,171,339
Waste Management	270-274	Various	1,095,786	1,167,623	1,136,338	1,305,198	1,435,198
Assessment Districts	312, 313,	Various	132,929	14,739	258,854	275,080	275,080
Base Reuse	858	818003	2,594,864	2,737,564	3,625,040	3,655,853	3,655,853
			19,473,092	20,699,140	25,463,303	22,877,639	25,739,729
Subtotal, Operating Budget			24,214,499	22,879,437	27,780,303	25,367,082	28,254,993
Capital Projects							
Capital Projects	310	Various	19,151,118	16,977,247	32,328,986	13,432,000	13,692,000
Street Lights	310.3	91822310	103,200	202,171	600,000	860,000	2,840,000
Alameda Point	311	91890311	119,416	700,734	28,426,820	-	-
Sewer	602.3	Various	8,023,251	7,330,155	9,136,705	8,960,000	8,960,000
			27,396,985	25,210,307	70,492,511	23,252,000	25,492,000
Internal Service Funds							
Equipment Replacement	701	Various	1,685,020	1,809,725	6,753,740	1,392,144	1,392,144
Fleet Maintenance	703	703	13,168	2,245,566	2,366,757	2,491,491	2,399,326
Facility Replacement	706	Various	764,410	2,102,122	1,450,818	2,019,355	1,286,313
Facility Maintenance	707	707	-	1,328,179	1,728,589	1,625,554	1,800,554
			2,462,598	7,485,592	12,299,904	7,528,544	6,878,337
			\$ 54,074,082	\$ 55,575,336	\$ 110,572,718	\$ 56,147,626	\$ 60,625,330

COMMUNITY DEVELOPMENT DEPARTMENT

By the numbers:

108,830

Amount of new square footage leased or renewed at Alameda Point in 2019

\$804,100

6% projected revenue increase in 2019

\$24 million

Amount of private investment in Site A backbone infrastructure in 2019

100

individuals provided with a warm and safe place on cold and rainy days through the City's second Winter Warming Center

3,000 +

people attended the City's second annual mini-maker fair at Alameda Point

The City's tidelands commercial leases include:

Include:

6 marinas and **1** shipyard with

4 deep water piers and

3,430 boat slips

2.8% maximum allowable annual rent increase pursuant to the City's new rent stabilization ordinance adopted in September 2019

5,000 people received CDBG-funded public services



The Community Development Department was restructured in September 2018, and 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.



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 & COMMUNITY SERVICES

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; and works to end homelessness in Alameda, promotes positive child and youth development, and improves coordination and delivery of social services.

HOUSING (VIA STAFFING SERVICE AGREEMENTS WITH HOUSING AUTHORITY)

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

COMMUNITY DEVELOPMENT DEPARTMENT

COMMUNITY DEVELOPMENT GOALS

- 1. Facilitate the transfer, reuse and development of former federal Lands by effectively implementing planning and contractual development agreements for Alameda Point;
- 2. Carry out business retention, expansion and attraction programs consistent with the City's Economic Development Strategic Plan;
- 3. Plan and implement COVID-19 economic recovery plan;

- 4. Provide stewardship of City-owned Land assets, including Public Trust properties;
- 5. Administer an efficient commercial and residential leasing and property management program at Alameda Point;
- 6. Implement new programs to support Alameda's unsheltered residents, including day center and safe parking programs;
- 7. 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;

- 8. Implement the City's Public Art Program, including supporting the Public Art Commission; and
- 9. Administer the staffing services agreements with the Housing Authority for housing services and the Rent Stabilization Program.



COMMUNITY DEVELOPMENT DEPARTMENT

WORKPLAN HIGHLIGHTS:

- Collaborate with Alameda Point Partners to complete Site A Phase 1 and entitle Phase 2.
- Complete construction of the Seaplane Lagoon Ferry Terminal.
- Develop, implement and complete projects funded by the Homeless Emergency Aid Program (HEAP) grant to reduce homelessness in Alameda.
- Select a development team for the West Midway Neighborhood/ RESHAP project and negotiate a Disposition and Development Agreement.
- 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.
- Working with the Economic Development Advisory Panel and community task force, prepare a long-term economic recovery plan.
- Plan marketing campaign for re-opening of local businesses.
- Implement the City’s Rent Stabilization Ordinance and Program consistent with City Council direction, including completing the rent registry and carrying out the provisions of the urgency ordinances adopted in response to the COVID-19 pandemic.
- Allocate CDBG CARES Act funds to address the urgent and growing need for safety net services and homelessness/homelessness prevention services created by COVID-19 pandemic.

PERFORMANCE MEASURES

	2017	2018	2019
Estimated number of new jobs created at Alameda Point	165	135	110
New and total square footage leased at Alameda Point	214,606	46,764	108,830
Number of Alameda Point business contacts made by City Broker	355	297	315
Percent of Alameda Point commercial tenants rating customer services as good or better	28%	64%	85%
Percent of Alameda Point commercial tenants who receive a personal contact annually	100%	100%	100%
Number of electronic vehicle charging stations, biodiesel, and compressed natural gas facilities available at Alameda Point	0	6	6
Amount of new investment in public infrastructure	\$16M	\$18M	\$34M
Percent of private sector investment in total construction costs for Façade Grant Program	64%	52%	50%
Number of Economic Development business meetings and site visitations (welcome new businesses, retain businesses near term of lease, etc.)	242	271	621
BMR/DPA Monitoring	140	140	133
Below Market Rate Sale/Resale	5	1	1
Down Payment Assistance	n/a	n/a	n/a
Construct New Residential Units (HOME)	n/a	2	n/a
CDBG Public Services (People Served)	5,000	5,000	5,000
CDBG Residential Rehab	45	25	29

THE SUCCESSOR AGENCY

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

The Successor Agency is responsible for unwinding the affairs of the former CIC. Consistent with AB X1 26 and AB 1484, and related legislation, the Successor Agency will continue to meet the former CIC’s enforceable obligations, oversee completion of redevelopment projects, and dispose of assets and properties of the former CIC.

By the numbers:

\$14.5 million in annual enforceable obligations

\$8.3 million in annual property tax returned to taxing entities

\$2.5 million in annual property tax returned to the General Fund

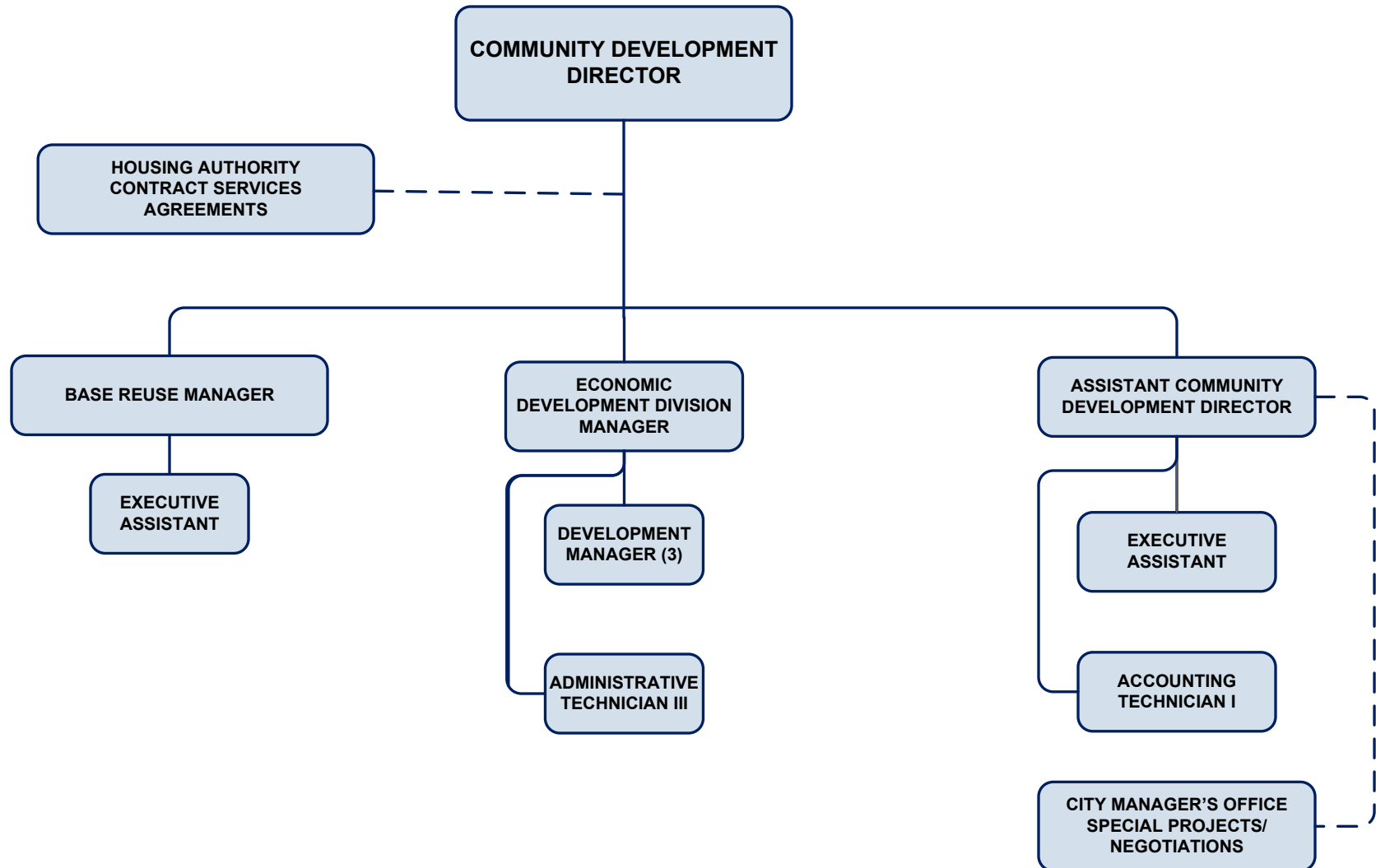


GOALS

1. Carry out the duties of the Successor Agency in compliance with all reporting and other requirements of AB X1 26 and AB 1484 and related legislation
2. Ensure that bond payments and other enforceable obligations are met in a timely manner, consistent with the State Department of Finance-approved Recognized Obligation Payment Schedule
3. Continue the public-private partnership to develop the final phase of the Alameda Landing project
4. Implement the Long-Range Property Management Plan

WORKPLAN HIGHLIGHTS:

- Enter into agreements and undertake other activities necessary to carry out the duties of the Successor Agency
- Sell the Successor Agency-owned property at 2350 Fifth Street consistent with the Long-Range Property Management Plan
- Commence construction on the backbone infrastructure for the final phase of the Alameda Landing project, including completion of the Estuary Park access road, and support entitlement process for the residential portion of the project
- Assist with implementing the AUSD-Housing Authority MOU regarding expenditure of Successor Agency affordable housing funds



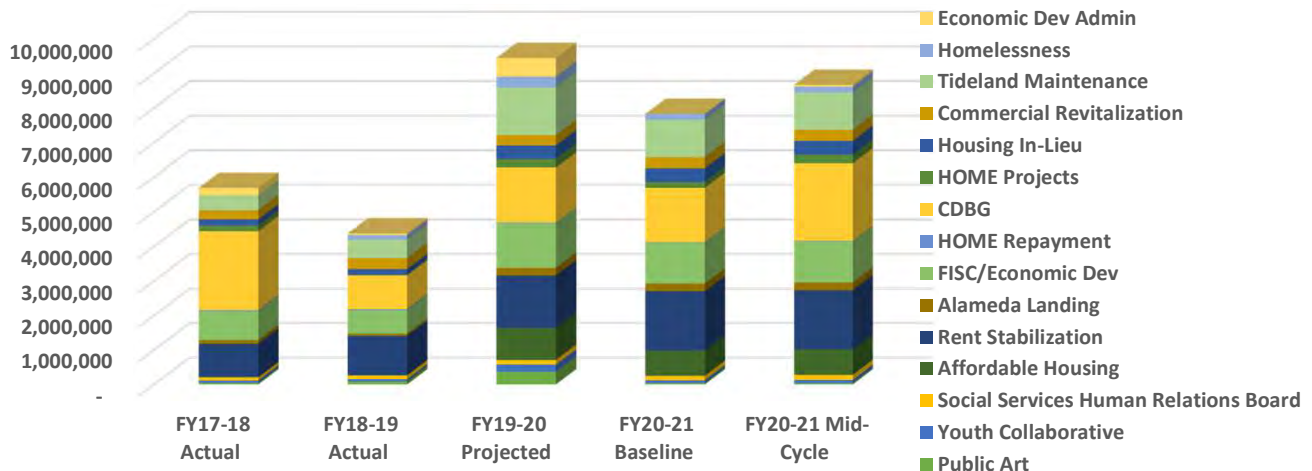
Expenditures By Type

	FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Salaries & Benefits	\$ 1,107,269	\$ 1,094,184	\$ 1,304,137	\$ 1,578,189	\$ 1,756,189
Contractual Services	4,202,987	2,849,329	7,066,487	5,668,583	6,309,783
Other Operating Costs	78,465	102,601	653,719	139,806	159,806
Cost Allocation	302,705	327,193	406,585	426,321	426,321
Capital Outlay	-	3,100	16,000	16,000	16,000
Debt Service	-	-	-	-	-
Total	\$ 5,691,426	\$ 4,376,407	\$ 9,446,928	\$ 7,828,899	\$ 8,668,099

Expenditures By Program

				FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
General Fund								
Economic Dev Admin	001	7010		\$ 211,023	\$ 46,520	\$ 539,873	\$ -	\$ 50,000
Homelessness	001	7011		406	138,453	308,126	170,000	170,000
				211,429	184,973	847,999	170,000	220,000
Other Funds								
Tideland Maintenance	216	0216		430,071	530,520	1,381,523	1,075,122	1,075,122
Commercial Revitalization	227	Various		265,497	316,020	294,368	324,661	324,661
Housing In-Lieu	228	Various		180,560	162,599	395,229	395,629	395,629
HOME Projects	235	Various		162,596	17,235	247,704	169,504	247,704
CDBG	236	Various		2,284,641	980,399	1,588,668	1,562,795	2,245,795
HOME Repayment	248	Various		27,035	29,441	13,000	13,000	13,000
FISC/Economic Dev	256	256000		842,546	679,502	1,297,812	1,190,663	1,190,663
Alameda Landing	256.3	02563		108,124	64,023	219,984	221,533	221,533
Rent Stabilization	265	0265		957,572	1,128,959	1,516,905	1,720,227	1,720,227
Affordable Housing	266	6620		17,266	23,031	934,677	735,045	735,045
Social Services Human Relations Board								
Relations Board	267	667100		91,700	108,466	133,100	131,634	149,634
Youth Collaborative	267	667150		69,229	62,542	209,351	78,803	88,803
Public Art	285	0285		43,160	88,697	366,608	40,283	40,283
				5,479,997	4,191,434	8,598,929	7,658,899	8,448,099
Total				\$ 5,691,426	\$ 4,376,407	\$ 9,446,928	\$ 7,828,899	\$ 8,668,099

Expenditure Trends



Base Reuse Department Expenditure Summary

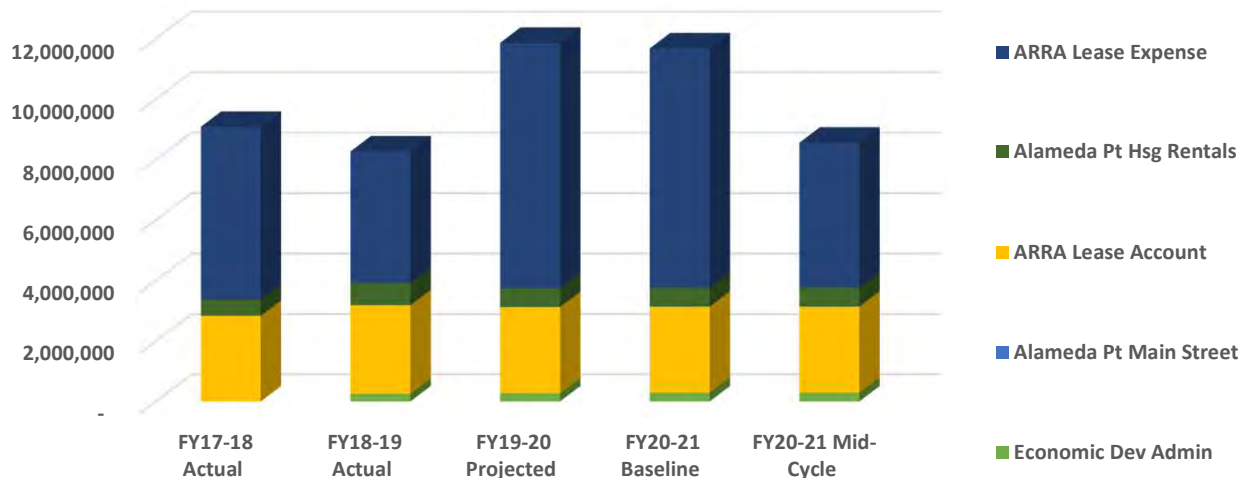
Expenditures By Type

	FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Salaries & Benefits	\$ 906,642	\$ 889,550	\$ 831,625	\$ 896,150	\$ 896,150
Contractual Services	3,468,175	3,985,831	6,127,704	6,122,100	4,622,100
Other Operating Costs	24,371	24,291	35,800	35,800	35,800
Cost Allocation	3,074,075	1,449,223	845,579	868,161	868,161
Capital Outlay	1,613,075	1,923,818	4,018,611	3,755,000	2,140,000
Debt Service	-	-	-	-	-
Total	\$ 9,086,338	\$ 8,272,713	\$ 11,859,319	\$ 11,677,211	\$ 8,562,211

Expenditures By Program

Base Reuse Fund			FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
ARRA Lease Expense	858	819099	\$ 5,717,307	\$ 4,355,367	\$ 8,106,442	\$ 7,908,389	\$ 4,793,389
Alameda Pt Hsg Rentals	858	8170	530,920	728,869	625,000	625,000	625,000
ARRA Lease Account	858	8190	2,838,111	2,940,062	2,857,700	2,857,700	2,857,700
Alameda Pt Main Street	858	814016	-	-	-	-	-
Economic Dev Admin	858	7010858	-	248,415	270,177	286,122	286,122
Total			\$ 9,086,338	\$ 8,272,713	\$ 11,859,319	\$ 11,677,211	\$ 8,562,211

Expenditure Trends



Successor Agency Department Expenditure Summary

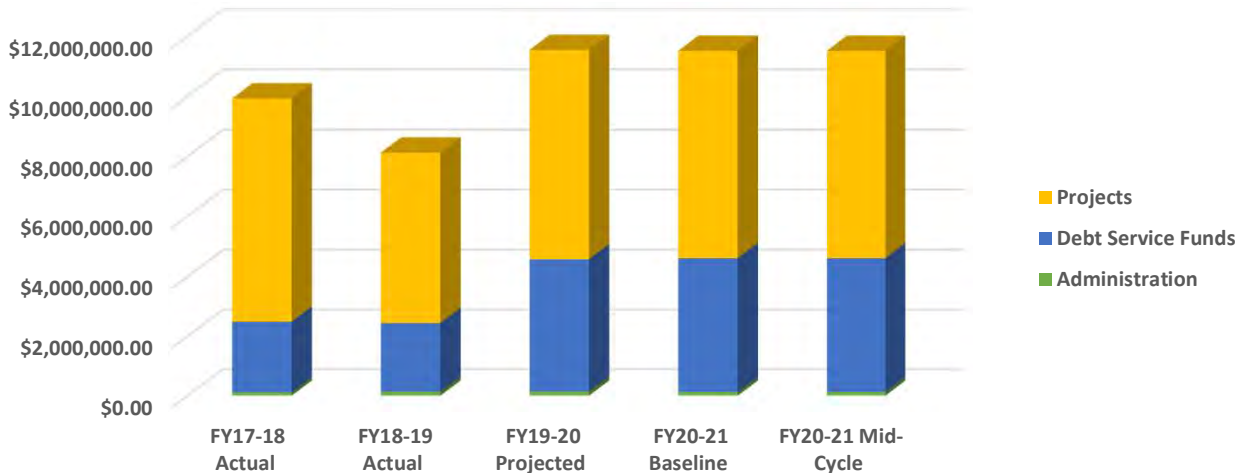
Expenditures By Type

	FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Salaries & Benefits	\$ 39,667	\$ 6,701	\$ -	\$ -	\$ -
Contractual Services	7,483,719	5,709,643	7,026,035	6,939,000	6,939,000
Other Operating Costs	2,302	2,729	-	-	-
Cost Allocation	40,898	114,760	105,428	108,101	108,101
Capital Outlay	-	-	-	-	-
Debt Service	2,364,186	2,292,570	4,412,000	4,468,000	4,468,000
Total	\$ 9,930,772	\$ 8,126,403	\$ 11,543,463	\$ 11,515,101	\$ 11,515,101

Expenditures By Program

			FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Other Funds							
Administration	207.2	70272	\$ 115,289	\$ 140,229	\$ 148,949	\$ 129,101	\$ 129,101
Projects	207.3	70673	7,445,647	5,684,443	6,967,514	6,903,000	6,903,000
Future Labor Obligation	207.5	70275	-	-	-	-	-
Subtotal, Operating Budget			7,560,936	5,824,672	7,116,463	7,032,101	7,032,101
Debt Service Funds							
2014A SA	207.8	70278	1,026,351	1,023,635	1,179,000	1,179,000	1,179,000
2014B SA	207.9	70279	699,035	660,712	2,575,000	2,589,000	2,589,000
Trust Fund Bayport	207.10	702710	2,295	2,260	3,000	3,000	3,000
TARB Series 2017	207.11	70211	642,155	615,124	670,000	712,000	712,000
			2,369,836	2,301,731	4,427,000	4,483,000	4,483,000
Total			\$ 9,930,772	\$ 8,126,403	\$ 11,543,463	\$ 11,515,101	\$ 11,515,101

Expenditure Trend



RECREATION AND PARKS



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

NEW PARKS

- **Estuary Park** (8 acres) opened in 2017. A lighted synthetic turf field and Challenger Field for kids with physical and developmental disabilities.
- **Jean Sweeney Open Space Park** (25 acres) opened in 2018.
- **New parks** coming as part of Alameda Point Site A and developments along the Northern Waterfront.
- **In the last five years**, ARPd secured over \$12.5 million in non-city funding such as grants and donations to build new parks and renovate existing parks.
- **Encinal Boat Launch Facility** was remodeled and re-opened in 2020 with a two lane boat launch for motorized and non-motorized vessels, new restrooms, fish cleaning stations, and more
- **Krusi Recreation Center** is being remodeled and will open Fall 2020 with a completely new building, snack bar kitchen, new restrooms and new program area.

Did you know?

Alameda Park Usage

- **73% of Alamedans** visit a park at least 2-3 times per month
- **9 out of 10 residents** recently visited a park (87%)
- **3rd oldest park system** in California
- **Alameda Park** is the first park established in 1895. Alameda Park is the original name and later renamed Jackson Park
- **Providing recreation activities** since 1909
- **Alameda Tennis Tournament** has been going consecutively for 106 years

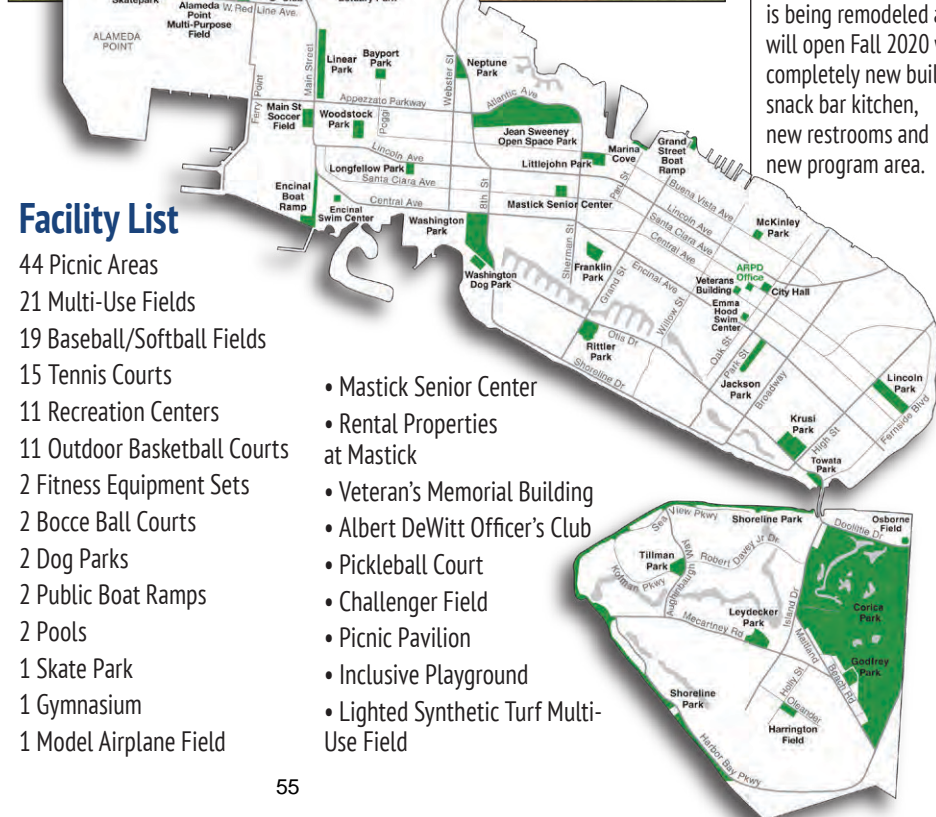
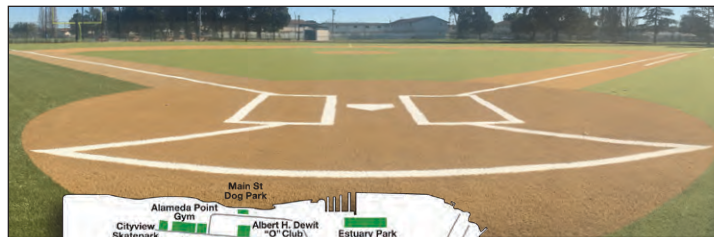
Staffing

- **Parks:** 14 full-time staff maintaining 196 acres of parkland
- **Recreation Programs:** 11 full-time staff serving over 30,000 people annually
- **More than 31,000 hours in volunteer time, from over 425 seniors and teens.** This is a cost savings of \$636,000 and equates to more than 15 full-time staff

Revenue

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

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



Facility List

- 44 Picnic Areas
- 21 Multi-Use Fields
- 19 Baseball/Softball Fields
- 15 Tennis Courts
- 11 Recreation Centers
- 11 Outdoor Basketball Courts
- 2 Fitness Equipment Sets
- 2 Bocce Ball Courts
- 2 Dog Parks
- 2 Public Boat Ramps
- 2 Pools
- 1 Skate Park
- 1 Gymnasium
- 1 Model Airplane Field

- Mastick Senior Center
- Rental Properties at Mastick
- Veteran's Memorial Building
- Albert DeWitt Officer's Club
- Pickleball Court
- Challenger Field
- Picnic Pavilion
- Inclusive Playground
- Lighted Synthetic Turf Multi-Use Field

RECREATION AND PARKS

GOALS:

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



Free Programs!

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

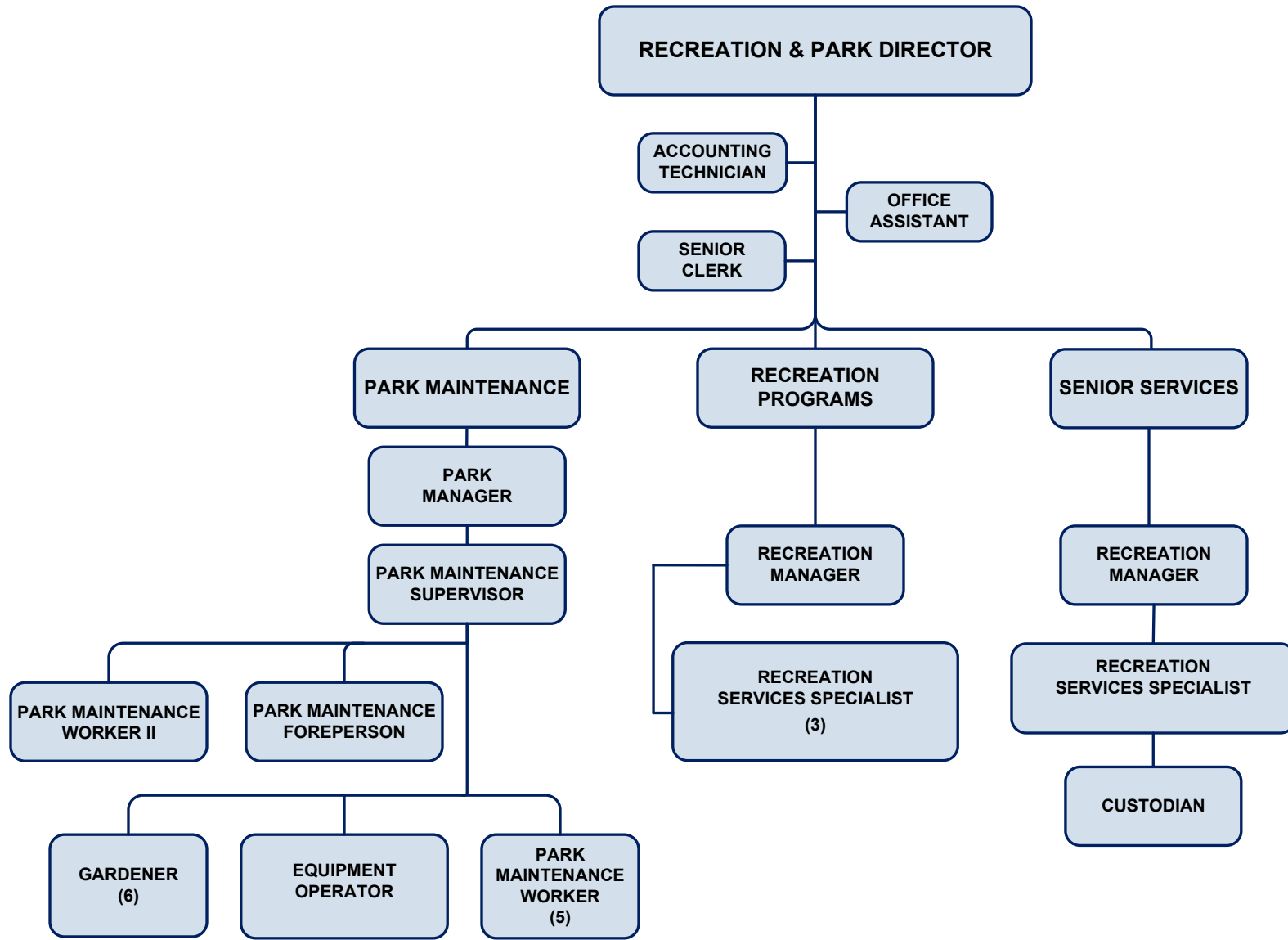
WORKPLAN SPOTLIGHT:

- Manage construction of Krusi Park Recreation Center Replacement. Continue to identifying funding sources, such as grants and donations, for other park projects including Jean Sweeney Open Space Park Phase 2, Estuary Park Phase 2, De-Pave Park, City Aquatic Center and playground replacement projects.
- Address extensive deferred maintenance in Alameda Parks through maintenance projects and capital improvement projects. This includes an annual playground replacement program and renovating park lighting, pathways, and facilities.
- Improve accessibility of recreation services for people with physical and developmental disabilities. In March 2019, opened the renovated Littlejohn All Inclusive Playground that is designed for children and their caregivers of all abilities.
- Continue to expand recreation programs and activities to meet the needs of the Alameda community while also recovering costs.

PERFORMANCE MEASURE

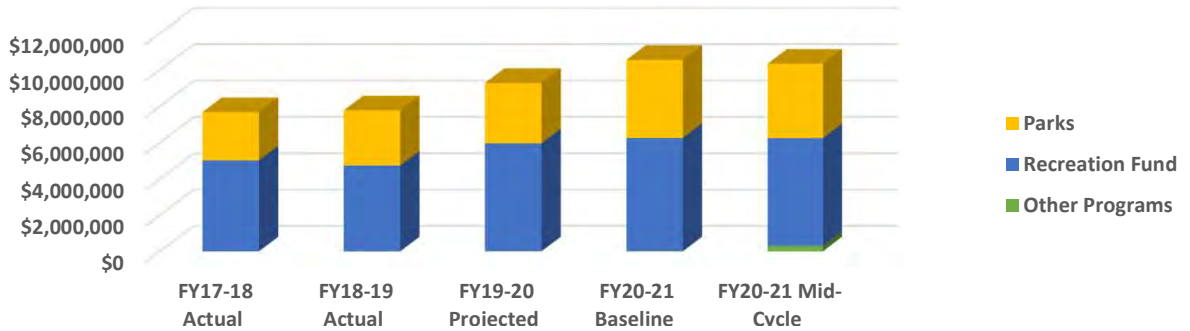
	2017	2018	2019
Percent of respondents rating the quality of recreational programs as good or excellent.	80% ¹	91% ²	65% ²
Percent of respondents rating the cleanliness of recreational and parks facilities as good or excellent	80%	81%	78%
Payroll dollars saved through Senior Center volunteer hours	\$586,650	\$603,358	\$598,860
Percent of recreation expenses covered through fees and revenues	80%	77%	77%
Percent change of total gross revenue for the Chuck Corica Golf Complex	4%	21%	18%

¹ City-wide survey, ² Internal survey of program participants

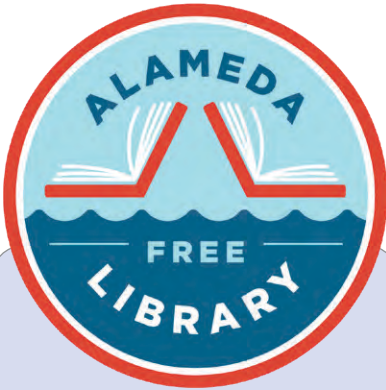


				FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Expenditures By Type								
Salaries & Benefits				\$ 3,829,987	\$ 4,052,326	\$ 4,438,012	\$ 4,975,631	\$ 5,053,631
Contractual Services				1,557,295	1,191,750	1,368,674	1,399,570	1,419,570
Other Operating Costs				1,243,682	1,345,324	1,285,214	1,314,524	1,372,124
Cost Allocation				1,038,969	1,183,040	2,181,916	2,852,561	2,323,327
Capital Outlay				-	552	-	-	165,000
Debt Service				56,580	29,402	984,000	-	-
				\$ 7,726,513	\$ 7,802,394	\$ 10,257,816	\$ 10,542,286	\$ 10,333,652
Expenditures By Program								
General Fund								
Rec/Park Administration	001	51110		\$ -	\$ -	\$ 299	\$ -	\$ -
Youth Programs	001	51120		-	-	(219)	-	-
Park Maintenance	001	51210		2,650,445	3,044,493	3,316,920	4,288,541	4,090,907
Hardball Field	001	51220		10,000	-	-	-	-
Swim Centers	001	51230		-	343	-	-	-
				2,660,445	3,044,836	3,317,000	4,288,541	4,090,907
Recreation Fund								
Administration	280	5191		1,647,744	1,680,719	2,400,340	2,495,477	2,195,477
Sports	280	5192		313,368	297,868	320,462	340,516	340,516
Youth/Teen	280	5193		1,076,527	1,126,972	1,188,980	1,301,068	1,301,068
Classes	280	5194		939,631	600,845	772,356	792,766	792,766
Mastick Senior Center	280	5195		671,288	747,729	760,350	803,837	803,837
Parks	280	5196		66,251	41,689	86,275	96,425	96,425
Mastick Donations	280.1	2805627		11,910	-	28,459	23,500	23,500
Mastick Programs	280.2	Various		128,152	179,200	329,700	329,700	329,700
Golf Administration	280.5	2807600		147,205	53,134	44,894	45,456	45,456
				5,002,076	4,728,156	5,931,816	6,228,745	5,928,745
Other Funds								
Alameda Point CFD 17-1	271			-	-	-	-	289,000
Adam Street House	814	0814		7,412	-	25,000	25,000	25,000
				7,412	-	25,000	25,000	314,000
Subtotal, Operating Budget				7,669,933	7,772,992	9,273,816	10,542,286	10,333,652
Debt Service Funds								
DIF - Parks & Recreation	340.12	034012		56,580	29,402	984,000	-	-
				56,580	29,402	984,000	-	-
				\$ 7,726,513	\$ 7,802,394	\$ 10,257,816	\$ 10,542,286	\$ 10,333,652

Expenditure Trends



ALAMEDA FREE LIBRARY



By the numbers

765

number of adult learners in Alameda Reads: Adult Literacy Program

3,101

number of people signed up for summer reading programs

6,758

annual volunteer hours

51

number of electronic resources available

44,437

public computer sessions

40,957

Wi-Fi sessions

59%

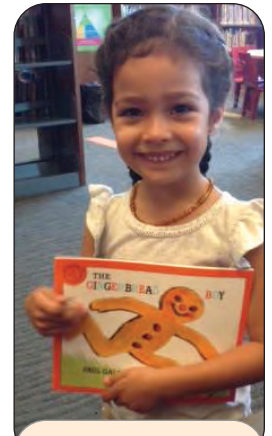
of respondents rate the quality of programs as good or excellent

68%

of respondents rate the quality of customer service at the Library as good or excellent

The Alameda Free Library provides the public with materials, services, and programs to advance their recreational, educational, and professional goals. This is achieved by serving as a rich and diverse resource for reference, cultural enrichment, community interaction and involvement for all ages. A diverse and expansive collection of print, eBooks, audiovisual materials, and streaming services, compliment the online research databases already available. A variety of programs and classes for all ages are offered free of charge on topics such as gardening, coding, art docent lectures, handicrafts, senior care, financial planning, science, and more. In addition, the Main Library and Branch Libraries offer public internet computers and free Wi-Fi access. The Main Library offers meeting rooms available for the public to rent and the volunteer-run Dewey's Friends Café. The Library Department Divisions consist of Library Administration, Library Operations, and Adult Literacy.

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



Did you know?

- The Library eliminated all overdue fines in September 2019?
- The Friends of the Library hosts a bi-annual Used Book Sale that funds all special programs offered by the libraries?
- The Library has collections of Board Games and Jigsaw Puzzles for check out?



ALAMEDA FREE LIBRARY

ALAMEDA FREE LIBRARY GOALS:

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



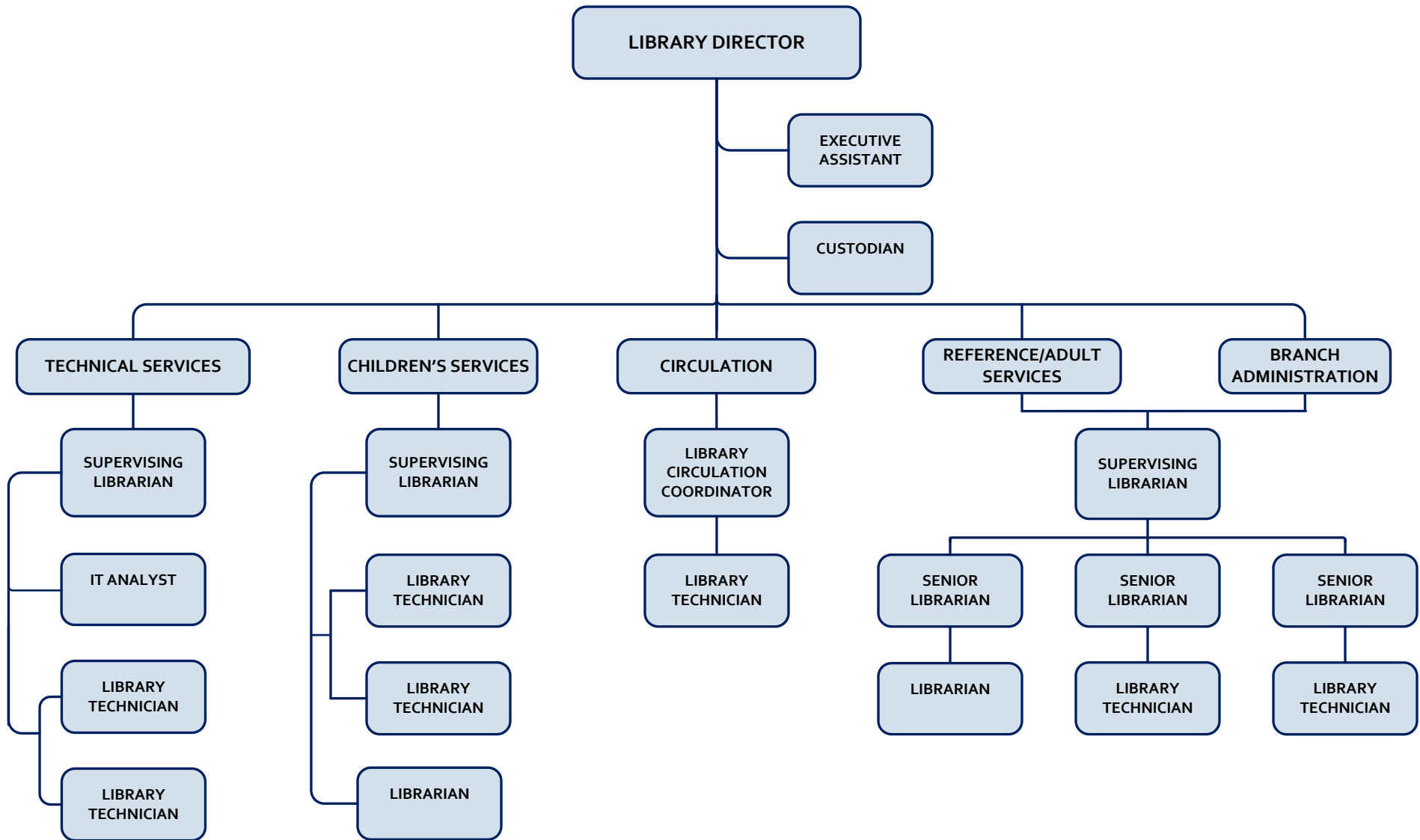
WORKPLAN SPOTLIGHT:

- Continue enhancing Kindergarten readiness in Alameda through the partnership with Alameda County FIRST 5 and the popular “Mother Goose on the Loose” story time.
- Offer outreach to the community with “Pop-Up” libraries offering full-service library offerings, from issuing library cards, checkouts, digital resource instruction, and more!
- Expand the School Resource Program including expanding services to Alameda Teachers with ready boxes, class visits, online resource links, and special programs like author visits.
- Continually evaluate, modify, test, and launch an increasingly, more user-friendly, virtual library presence with the Library website.



PERFORMANCE MEASURE

	2015	2016	2017	2018	2019
Number of Visitors by Location	322,015	348,533	322,979	339,383	346,575
	40,694	29,380	30,161	34,494	32,580
	63,042	45,908	50,098	53,282	55,876
Number of Items Lent Electronically	18,106	20,604	23,552	28,873	33,969
Number of Items Lent by Branch	364,290	369,436	310,610	293,860	317,499
	47,713	31,998	46,718	47,875	49,804
	64,442	49,668	61,003	28,623	75,387
Number of Programs Offered	1,469	1,504	1,105	940	771
Number of Program Participants	17,851	28,530	21,974	19,837	19,596
Number of Users of the Computer Lab	2,109	1,644	878	845	1,206



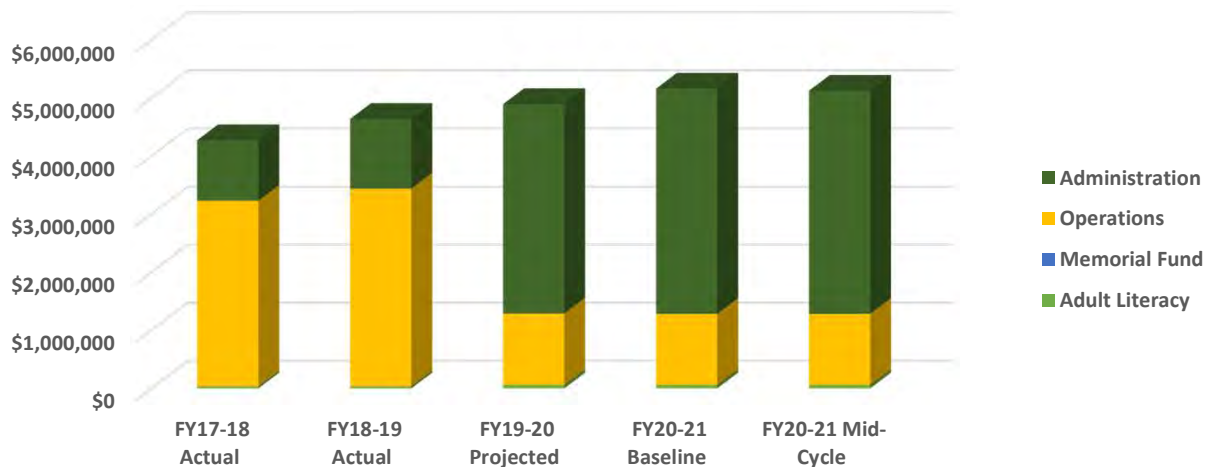
Expenditures By Type

	FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Salaries & Benefits	\$ 2,554,353	\$ 2,653,814	\$ 2,955,981	\$ 3,206,683	\$ 3,161,683
Contractual Services	183,592	120,882	177,250	182,250	219,250
Other Operating Costs	535,290	549,391	876,734	791,234	791,234
Cost Allocation	953,099	1,260,485	829,931	926,328	899,834
Capital Outlay	48,771	57,155	55,500	55,500	55,500
Debt Service	-	-	-	-	-
	\$ 4,275,105	\$ 4,641,727	\$ 4,895,396	\$ 5,161,995	\$ 5,127,501

Expenditures By Program

			FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Library Fund							
Administration	210	52101	\$ 1,040,296	\$ 1,199,273	\$ 3,603,652	\$ 3,876,719	\$ 3,842,226
Operations	210	52107	3,197,413	3,404,796	1,230,831	1,224,363	1,224,362
			4,237,709	4,604,069	4,834,483	5,101,082	5,066,588
Other Funds							
Memorial Fund	210.1	5221011	-	-	-	-	-
Adult Literacy	210.2	522102	37,396	37,658	60,913	60,913	60,913
			37,396	37,658	60,913	60,913	60,913
			\$ 4,275,105	\$ 4,641,727	\$ 4,895,396	\$ 5,161,995	\$ 5,127,501

Expenditure Trend



PLANNING, BUILDING, & TRANSPORTATION DEPT.

By the numbers:

13,500

customers served at the Permit Center

7,000

building permits processed

33,000

building inspections completed

500

planning entitlements processed

550

code enforcement cases investigated

3.4%

households without cars

13

Schools participating in Countywide Safe Routes to Schools Program

1,637

Residents and Employees participating in City/AC Transit Easy Pass Program

6

Number of Complete Street corridors in process

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

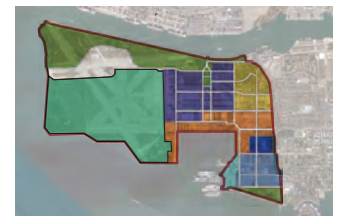
PERMIT PROCESSING AND INSPECTION

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.

PLANNING, BUILDING, & TRANSPORTATION DEPT.

GOALS:

1. Provide excellent service to ~ 14,000 customers annually at the Permit Center.
2. Expeditiously process ~ 7,000 Building Permit applications and ~ 650 design review, use permit, home occupation, and other land use planning entitlements annually.
3. Service and facilitate excellent decision making for ~ 20 Planning Board meetings, ~ 10 Historical Advisory Board meetings, and ~ 10 Transportation Commission agenda packets.
4. Complete the update of the 1990 General Plan Land Use and Open Space Elements.
5. Complete the necessary zoning amendments to support and facilitate the City's Climate Change Greenhouse Gas Emission reduction goals.
6. Complete the necessary zoning amendments to support and facilitate the City's housing production goals.
7. Complete the design for the Central Avenue Safety Improvement Project and the Clement Avenue and Tilden portions of the Cross Alameda Trail.
8. Complete the update of the Bicycle and Pedestrian Plans.

WORKPLAN SPOTLIGHT:

In FY 2020/2021 the Department will prepare and release for public review and final Council consideration and adoption:

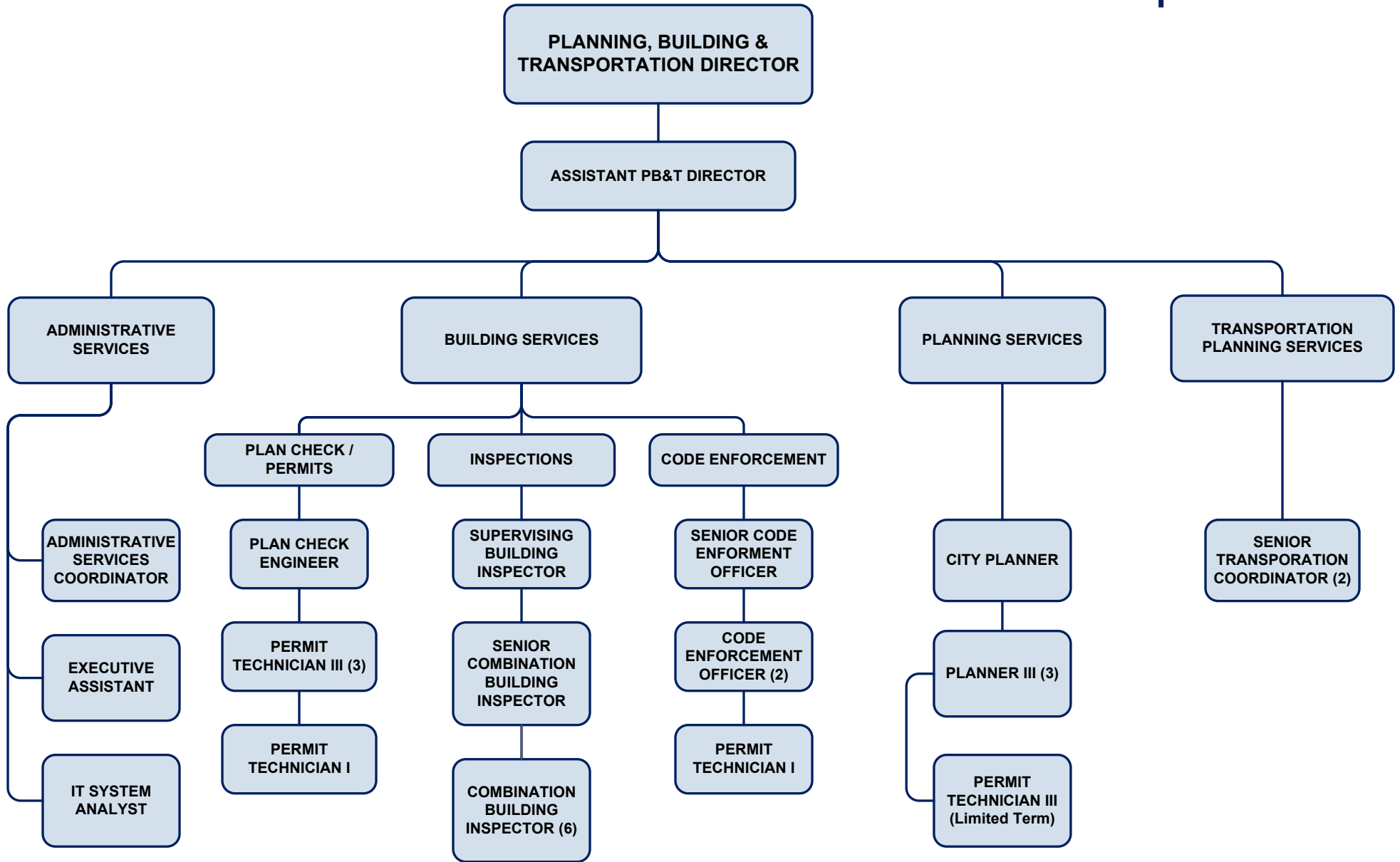
- **A draft General Plan Update** with ambitious and aggressive climate change policies and actions to guide the community toward meeting the Council's April 2019 Climate Emergency Resolution.
- **A draft set of zoning amendments** to streamline and improve the city's review and approval process for 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.
- **Final design plans** for the Central Avenue Safety Improvements and the Clement Avenue Safety Improvements and Extension.



PERFORMANCE MEASURES

	2016	2017	2018	2019
Percent of building permits issued same day over the counter and online	84%	75%	77%	77%
Percent of building permits accepted for plan check reviewed within ten days of complete application	91%	92%	83%	83%
Percent of inspections conducted as scheduled	99%	99%	97%	97%
Percent of reported high and medium priority code violations responded to annually	66%	64%	76%	76%
Percent of permit center survey respondents rating service as good or excellent	90%	99%	98%	98%
Average Alameda daily ferry boardings	4455	4685	5065	5200
AC Transit average daily boardings	7008	7064	6781	9000
Miles of bikeway added		0.2	1.1	1.9
Injury collisions	231	206	206	200
Fatal collisions	2	1	2	1
Bike and pedestrian collisions	101	85	66	68



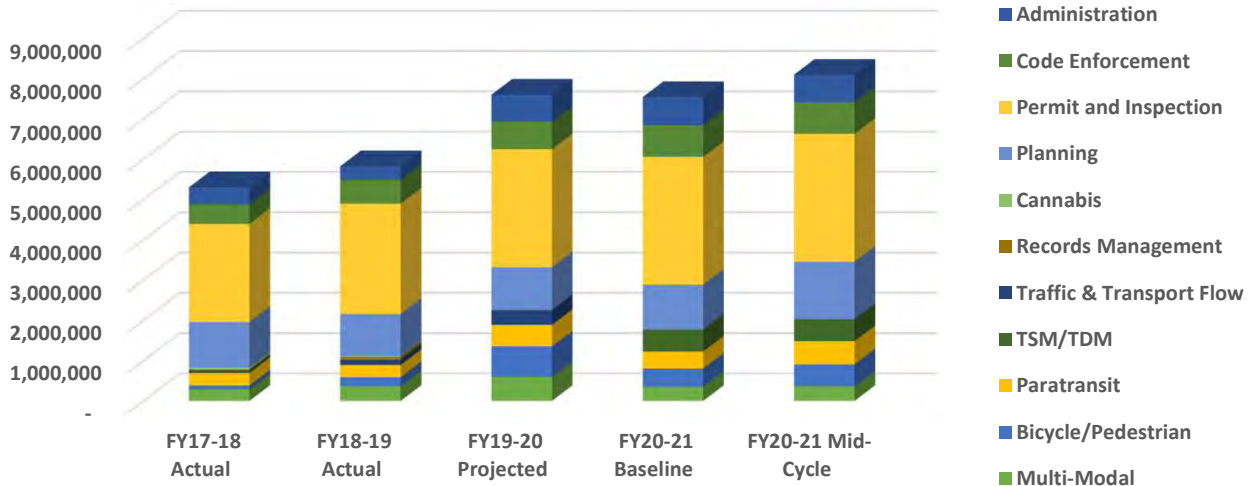
Expenditures By Type

	FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Salaries & Benefits	\$ 3,267,427	\$ 3,490,487	\$ 4,294,169	\$ 4,660,654	\$ 4,769,254
Contractual Services	1,013,937	1,258,637	2,374,287	1,936,120	2,401,120
Other Operating Costs	110,296	112,223	159,650	134,150	134,150
Cost Allocation	907,531	958,914	742,568	781,716	762,767
Capital Outlay	1,711	2,500	27,500	27,500	27,500
Debt Service	-	-	-	-	-
Total	\$ 5,300,902	\$ 5,822,761	\$ 7,598,174	\$ 7,540,140	\$ 8,094,791

Expenditures By Program

			FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Community Development Funds							
Administration	209	481001	\$ 430,322	\$ 338,121	\$ 673,512	\$ 700,215	\$ 681,266
Code Enforcement	209	481002	477,404	588,254	677,798	783,849	783,849
Permit and Inspection	209	481003	2,434,977	2,736,627	2,927,155	3,169,545	3,176,145
Planning	209	481005	1,126,653	1,040,361	1,063,941	1,112,467	1,422,467
Cannabis	209	481007	49,285	25,573	-	-	-
Records Management	209	482001	24,872	72,204	1,435	1,485	1,485
Total			4,543,513	4,801,140	5,343,841	5,767,561	6,065,212
Transportation Fund							
Traffic & Transport Flow	225	0225	31,300	128,773	366,500	1,549	1,549
TSM/TDM	225	225	35,800	-	-	545,000	545,000
Paratransit	287	4225287	307,301	302,928	536,407	423,407	578,407
Bicycle/Pedestrian	287.5	4226287	103,741	222,736	755,541	452,727	544,727
Multi-Modal	287.5	Various	279,247	367,184	595,885	349,896	359,896
Total			757,389	1,021,621	2,254,333	1,772,579	2,029,579
Total			\$ 5,300,902	\$ 5,822,761	\$ 7,598,174	\$ 7,540,140	\$ 8,094,791

Expenditure Trends



CITY OF ALAMEDA ADMINISTRATION



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

The City of Alameda Administration

is comprised of the City Council, City Manager, City Clerk, City Attorney, Finance, Human Resources and Information Technology departments.

These departments handle governance, operations, legal and financial functions of the City.



PHOTO BY MAURICE RAMIREZ

CITY COUNCIL



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

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

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



CITY COUNCIL

KEY PRIORITIES 2020-21:

- Preparing Alameda for the future
- Protecting core services
- Supporting enhanced livability and quality of life
- Encouraging economic development across the island
- Ensuring effective and efficient operations



WORKPLAN HIGHLIGHTS:

- **Address housing and homelessness**, including implementing policies and programs that help to stabilize rents and increase the supply of housing for all income levels, updating the Land Use Element of the General Plan, and reviewing housing and homeless services and ensure they are adapting to meet the changing needs of the community.
- **Mitigate traffic congestion and improve transportation safety**, including producing a west-end crossing study, opening the Seaplane Lagoon ferry terminal, adopting a rideshare policy, completing the Central Avenue bike lane improvements, and increasing transit ridership.
- **Take action on climate change and ensure our infrastructure needs are met**, including adopting plans and policies that protect the community against sea-level rise and reduce greenhouse gas emissions and vehicle miles travelled, discussing infrastructure and stormwater funding needs and possible sources, increasing the use of low-emissions vehicles within the City’s fleet, and increasing electric vehicle (EV) chargers around town.
- **Improve the local economy and attract jobs**, including promoting policies and marketing efforts that help retain existing businesses and attract new businesses that provide stable economic opportunities for the City’s local workforce.
- **Maintain safety and quality of life**, including adopting policies and programs that maintain a high-level of public safety and that maintain Alameda’s high quality City parks, streetscape, community services, and amenities.
- **Plan for fiscal and organization stability**, including exploring options for reducing the City’s costs and liabilities, increasing City revenue and funding, and investing in technology and other measures that improve the City’s efficiency and productivity.

PERFORMANCE MEASURE	FY	FY	FY	FY
	2016-2017 Budget	2017-2018 Budget	2018-2019 Budget	2019-2020 Budget
City Council meetings held	40	32	29	32
Ordinances enacted	20	33	28	24
Budgets adopted	1	1	1	1
Federal appropriations or grants submitted	6	7	7	
Regional board meetings attended	60	61	77	76

CITY MANAGER'S OFFICE



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, 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.

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.



CITY MANAGER'S OFFICE

WORKPLAN HIGHLIGHTS:

- Address housing issues and homelessness by updating the rent stabilization ordinance, facilitating construction of new housing for all income levels, and implementing HEAP funding for homeless services.
- 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 adopting and 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.

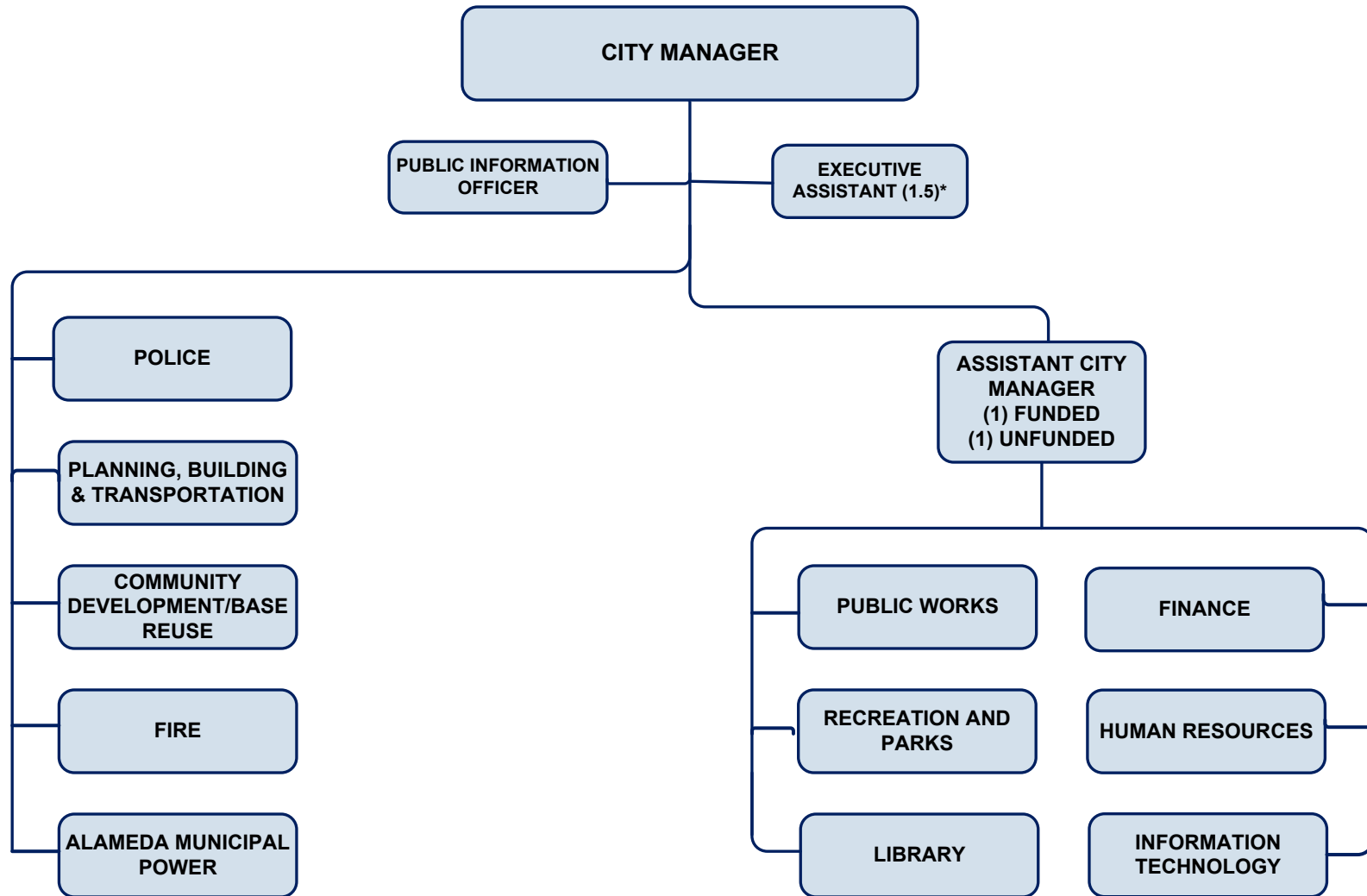


- Plan for fiscal and organizational stability by ensuring a fiscally sustainable budget, including exploring potential revenue measures and new cost recovery options, cost-efficient investments in new technology, and ways to address the City's substantial post-employment obligations.
- Foster collaborative 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.



PERFORMANCE MEASURES

	2018	2019
Average number of monthly website users	31,036	28,920
Number of Social Media followers	9,426	11,973
Number of Press Releases published	150	120
Number of news articles published	8	13
Regional board meetings attended	77	76
AC Alert Subscribers		4,875



CITY CLERK'S OFFICE



Did you know?

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

**Accepting
Passport
Applications**



**Performing
Civil Marriage
Ceremonies in
City Hall**

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

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



CITY CLERK'S OFFICE

CITY CLERK'S OFFICE GOALS:

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

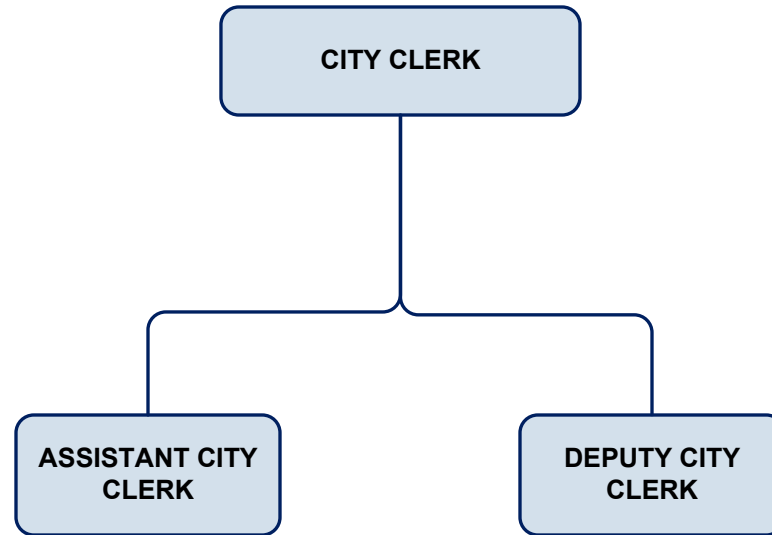


WORKPLAN SPOTLIGHT:

- The City Clerk's Office upgraded the Council Chambers equipment, including installing a new timer system, in Fiscal Year 2018-19.
- In Fiscal Year 2018-19, the City Clerk's Office conducted a general municipal election November 6, 2018 and a special election April 9, 2019.
- The City Clerk's Office will continue to increase documents available on the City's website and improve public access to information.
- Implement online submittal for Public Records Act requests.

PERFORMANCE MEASURE

	2016	2017	2018	2019
Percent of external public record requests responded to within 48 hours and completed within 10 days	100%	100%	100%	99%
Increase in services:				
Percent change in the number of civil marriage ceremonies performed	+39.5%	-25%	-11%	-20%
Percent change in the number of passport applications accepted	N/A	+10%	-15%	+14%
Percent of draft minutes provided to Council for approval within two regular meetings	100%	100%	100%	100%



LEGISLATIVE SUPPORT

PUBLIC RECORDS

PASSPORT PROCESSING

CIVIL MARRIAGE CEREMONIES

ELECTIONS AND FPPC COMPLIANCE

CABLE STUDIO

CITY ATTORNEY'S OFFICE

CITY ATTORNEY'S OFFICE DEPARTMENT GOALS:

1. Provide high-quality, cost-effective legal services that are responsive to the needs of the City Council, Boards and Commissions, and staff of the City of Alameda.
2. Evaluate use of outside legal services and its service levels in general, 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.

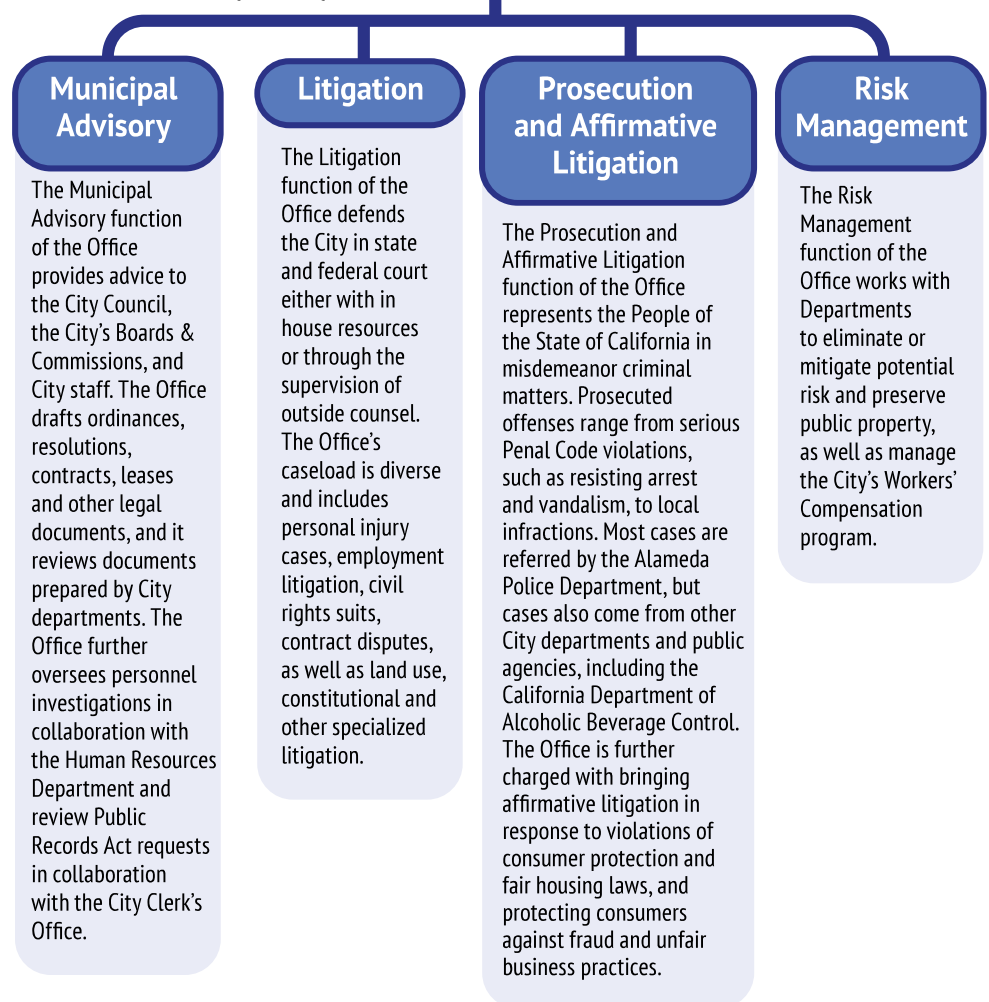
The City Attorney's Office:

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.



CITY ATTORNEY'S OFFICE

Summary of Key Functions:



CITY ATTORNEY'S OFFICE

WORKPLAN SPOTLIGHT:

- 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 and the Base Reuse 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 state and local law enforcement agencies, including the Alameda Police

Department and the District Attorney's Office, to protect the health, safety and welfare of everyone who visits, lives or works in the City of Alameda.

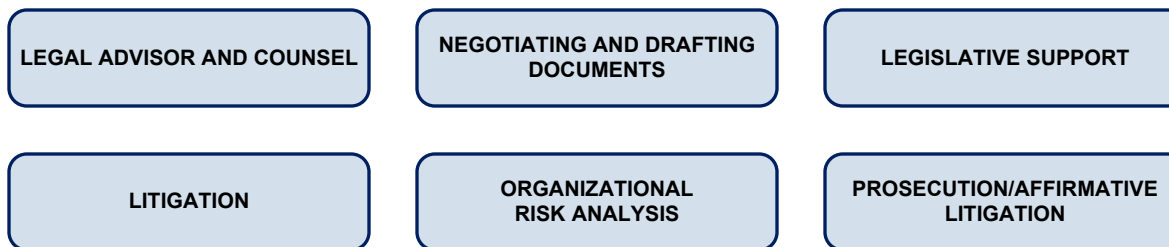
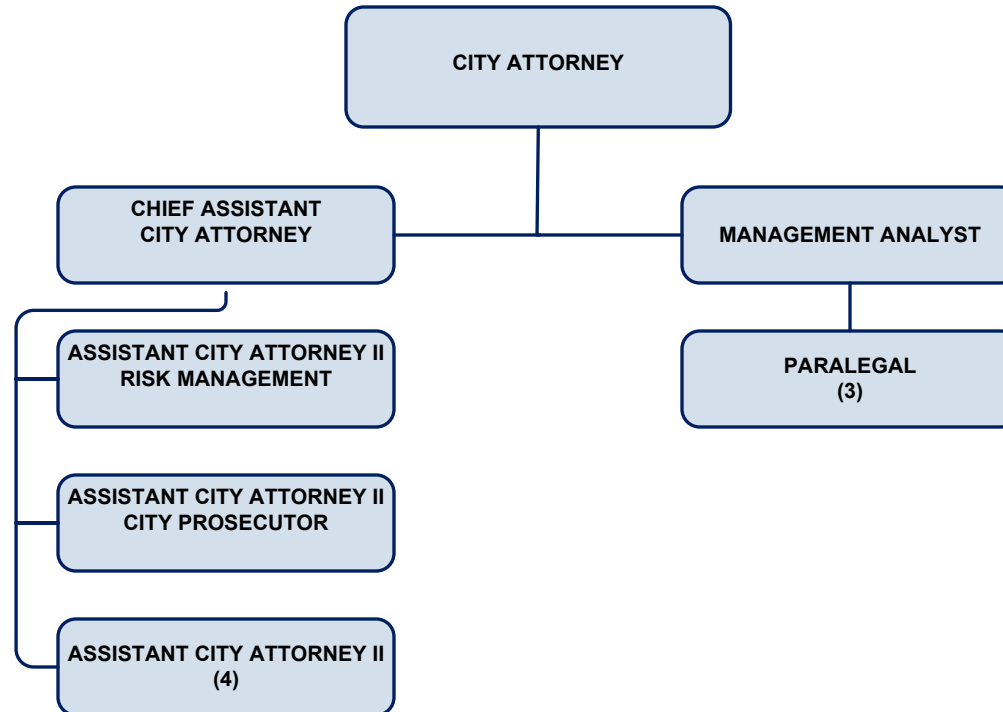
- Work with the Public Utilities Board and Alameda Municipal Power to provide legal support on all aspects of public utilities law.
- Work with the Public Works Department to provide legal advice and support regarding public contracting and public bidding issues, as well as provide legal support for 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 MEASURE

2016 2017 2018 2019

PERFORMANCE MEASURE	2016	2017	2018	2019
Percentage of completed legal input on agenda items consistent with internal deadlines	100%	100%	100%	100%
Number of lawsuits resolved	15	9	5	6
Number of general liability claims adjusted	80	69	81	73
Number of workers' compensation claims adjusted	88	91	110	101
Number of of prosecution cases reviewed for filing*				

*Program implemented at the beginning of 2020 – 42 cases reviewed in the first 3 weeks; 210 cases estimated from February to June 2020



FINANCE DEPARTMENT



Finance Department by the numbers:

144

Number of Funds the Finance Department Manages

For Fiscal Year 2018-19:

26,180

Cash Transactions Processed

28,521

Accounts Payable Transactions Processed

11,270

Checks, Wires and EFTs Processed by Accounts Payable

27,762

Payroll Transactions Processed

17,868

Checks, Direct Deposits Processed by Payroll

7,168

Business Licenses Issued

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

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



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

FINANCE DEPARTMENT

ALAMEDA FINANCE DEPARTMENT GOALS:

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

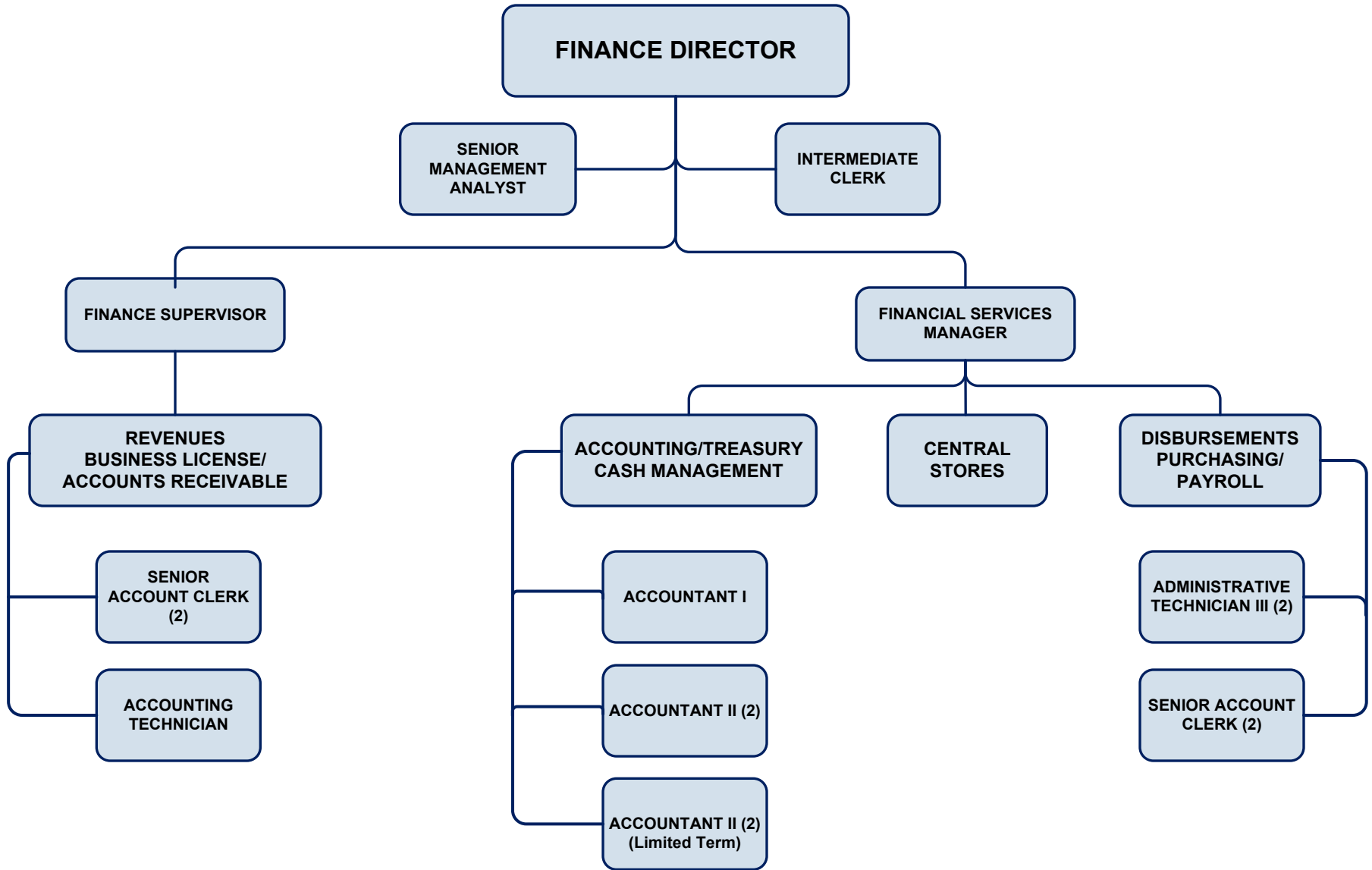


WORKPLAN HIGHLIGHTS:

- Complete technology upgrades including the implementation of the new Enterprise Resources Planning System and OpenGov Public Sector budget module.
- 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 Finance Department will present quarterly financial and investment reports to the City Council so as to provide information needed for effective analysis of the City's financials and investments in a more user-friendly manner.
- Provide training to staff in City Departments on municipal accounting requirements, budgeting and Finance department deadlines. The goal of this training will be to ensure departments have the information they need to perform the accounting and budgeting responsibilities assigned to them in their department role.

PERFORMANCE MEASURE

	2016	2017	2018	2019
Percent of business licenses issued within 14 days (from receipt of completed application)	95%	93%	96%	93%



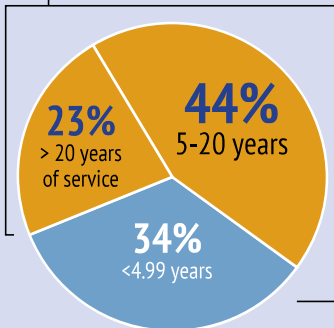
HUMAN RESOURCES DEPARTMENT



YEARS OF SERVICE

We must be doing something right:

67% of our workforce has been with the City for five years of service or longer



LOW TURNOVER

The City's turnover rate has remained under 10.5% for the past five years.



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

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



HUMAN RESOURCES DEPARTMENT

GOALS:

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

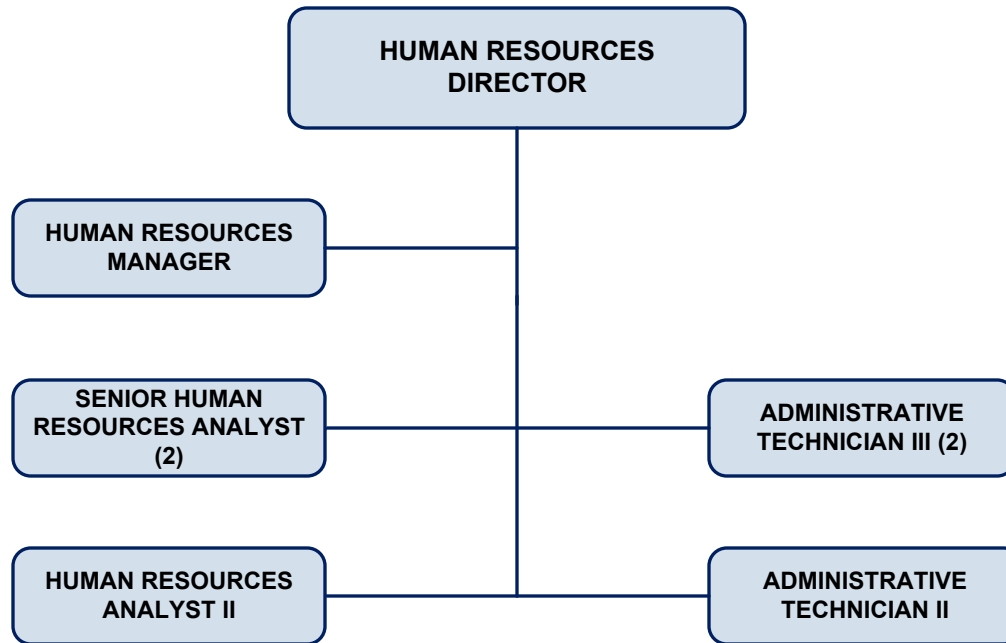
WORKPLAN SPOTLIGHT:

- Create an employee education program to provide required safety programs, trainings on preventing harassment, and an update on City operations.
- Expand City Supervisor training to include performance management and evaluation material. Continue to provide Leave Administration and Legal Obligations trainings to key City personnel.
- Successfully implement the human resource modules in the new Enterprise Resource Planning System. This will include identifying and implementing process improvements, communicating significant changes throughout the City and training of all stakeholders.
- Continue to evaluate the Performance Evaluation process in order to implement changes that will improve the annual completion rate.
- Expand the New Hire Orientation to include exposure to all City operations. The goal is to provide new employees with a more global view of the services provided by the City and the employee's role in the organization. Additionally, the New Hire Orientation will be expanded to include safety training.
- Facilitate resolution of numerous sensitive employee relations issues and investigations.



PERFORMANCE MEASURE

	2016	2017	2018	2019
Average Applications Received Per Recruitment	61	57	42	40
Average Length of Time (days) to Provide an Eligible List	52	44	58	42
Number of full time appointments completed in the calendar year	50	48	57	80
Percent of full-time employees receiving annual performance evaluations	40%	35%	53%	51%



INFORMATION TECHNOLOGY DEPARTMENT



Did you know?

- 28% of IT professionals hide their careers from friends and family to get out of giving free tech support.
- The name Google was created accidentally. A spelling error was made by the original founders who spelled it Googol.
- The average computer user blinks 7 times a minute, less than half the normal rate of 20.
- 90% of text messages are read within three minutes of being delivered.
- Of the 60 billion emails that are sent on a daily basis, 97% are considered spam.
- 92% of the world's currency is digital

The Information Technology department continues to support the City's 3-5 year Strategic Technology Master Plan. This plan provides a road map for the future technology milestones and is outlined in the Information technology Equipment/Systems Replacement program. We are currently in Year 2 of the plan.

Information Technology Department 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.



INFORMATION TECHNOLOGY DEPARTMENT

INFORMATION TECHNOLOGY DEPARTMENT GOALS:

1. Continue to deploy cyber security training and improve internal threat awareness.
2. Continue the annual PC replacements on a 4-5 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 SPOTLIGHT:

- **Cybersecurity:** The City’s baseline Phishing Training campaign launched a year ago had the City at 16.3% phish-prone. After several internal trainings, as of 3/6/2020, the city’s phish-prone percentage dropped down to 3.4% based on the current simulation campaign we are running.
- The Department is coordinating efforts to establish a Geo-spatial Information System (GIS) Roadmap that will benefit multiple departments and the community.
- WiFi is being implemented in multiple city buildings.
- The CENIC Pilot Project is underway connecting Research and Development companies to the ultra-high-speed CENIC Scientific Research network which helps support the city’s economic development interests.
- A major investment has been

made to replace our current financial and HR system that will be a multiple year project and impact all City departments.

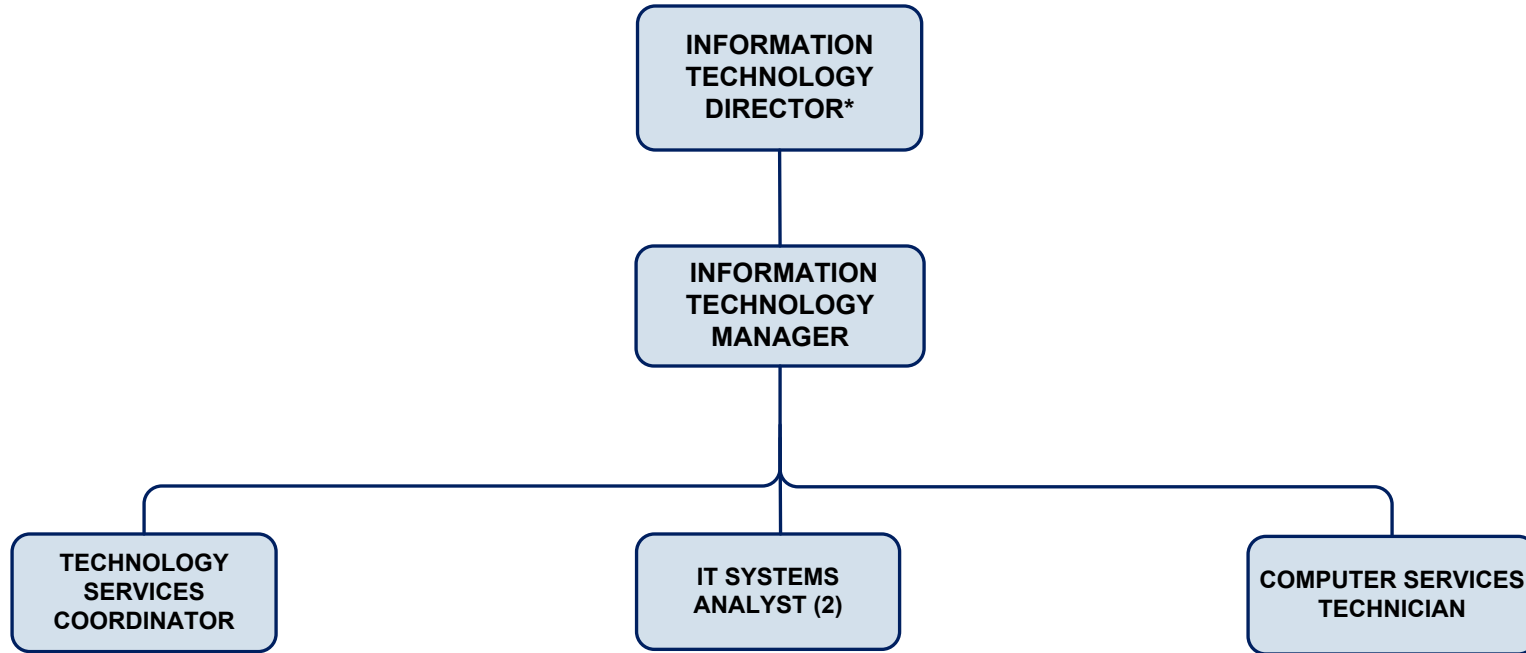
- Continue fostering an Information technology form of governance approach to keep strategic technology projects on target.
- All City PCs will have been upgraded to Windows 10 by April 2020 allowing the City to continue business operations in a supported environment.
- Streamlining the use of Laserfiche (document management system) maximizing the City’s investment.



PERFORMANCE MEASURES

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

	2018	2019
Number of blocked malicious intrusions	3,782	3,562
Number of high priority technology projects completed per approved funding plan	17 (out of 19)	
Number of service request tickets submitted and resolved	2,055	3,562
Percent of High Priority tickets completed within set time frame	94.7%	97.2%
Percent of Medium Priority tickets completed within set time frame	96.0%	59.5%
Percent of Low Priority tickets completed within set time frame	87.3%	66.1%

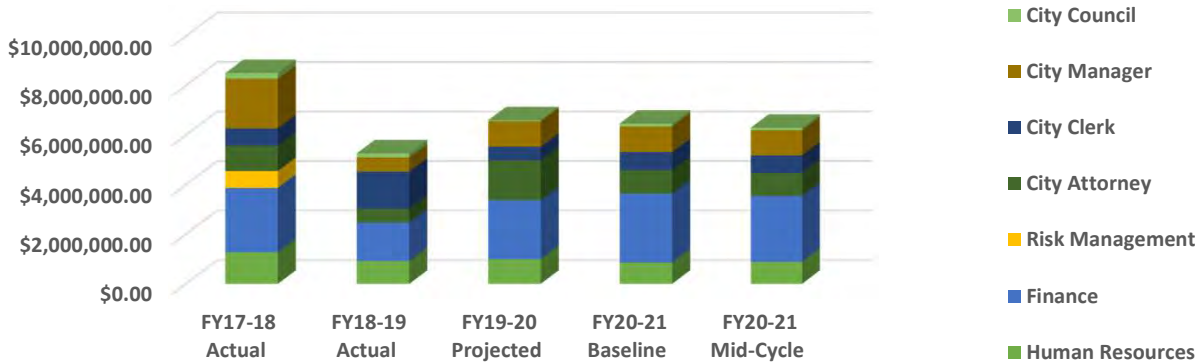


	FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Expenditures By Type					
Salaries & Benefits	\$ 6,670,361	\$ 7,113,701	\$ 8,133,505	\$ 9,070,034	\$ 9,222,034
Contractual Services	8,300,346	8,133,340	8,407,002	8,522,972	8,778,822
Other Operating Costs	739,973	679,314	781,773	944,754	949,754
Cost Allocation	1,844,701	1,103,046	973,822	1,171,979	1,039,404
Capital Outlay	154,211	858,958	2,872,875	2,010,500	2,198,500
Debt Service	-	-	-	-	-
Total Expenditures	17,709,592	17,888,359	21,168,977	21,720,239	22,188,514
Costs Allocated to other Funds (1)	-	(3,187,406)	(2,673,570)	(3,688,037)	(3,688,037)
Net Expenditures	\$ 17,709,592	\$ 14,700,953	\$ 18,495,407	\$ 18,032,202	\$ 18,500,477
	-	-	-	-	-
Expenditures By Program					
General Fund					
City Council 001 Various	\$ 233,198	\$ 164,886	\$ 39,140	\$ 112,705	\$ 93,756
City Manager 001 Various	2,001,471	573,526	1,028,621	1,041,127	1,022,178
City Clerk 001 Various	697,383	1,497,425	548,571	734,089	712,140
City Attorney 001 2300	1,027,444	561,461	1,609,712	938,754	924,805
Risk Management 001 Various	678,411	-	-	-	-
Finance 001 Various	2,599,003	1,542,505	2,377,602	2,781,118	2,653,169
Human Resources 001 2500	1,269,725	922,973	996,355	857,397	888,298
Subtotal, Operating Budget	8,506,635	5,262,776	6,600,001	6,465,190	6,294,346
Internal Service Funds					
Cable Equipment 701.5 22307015	93,280	94,469	99,400	100,000	100,000
Central Services 702 07021	-	-	-	-	-
IT Equipment 704 Various	195,403	899,506	2,785,251	1,987,000	2,175,000
IT Operations 705 2611	1,608,109	1,649,729	1,941,483	2,026,264	2,007,383
Workers' Comp 711 07110	3,059,400	3,024,434	3,501,250	3,650,100	3,700,100
Workers' Comp Admin 711.1 07111	-	205,521	207,509	218,226	218,226
General Liability 712 07120	4,187,855	2,977,268	2,722,612	2,914,948	3,304,948
General Liability Admin 712.1 07121	-	521,046	550,901	583,474	613,474
Unemployment Insurance 715 07150	58,910	66,204	87,000	87,000	87,000
	9,202,957	9,438,177	11,895,406	11,567,012	12,206,131
	\$ 17,709,592	\$ 14,700,953	\$ 18,495,407	\$ 18,032,202	\$ 18,500,477

Note

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

Expenditure Trend



			FY17-18 Actual	FY18-19 Actual	FY19-20 Projected	FY20-21 Baseline	FY20-21 Mid-Cycle
Expenditures By Type							
Pension & Vacation Pay Off			\$ 12,360,334	\$ 7,636,257	\$ 6,762,500	\$ 1,430,000	\$ 1,030,000
Contractual Services			6,993,911	3,931,918	5,114,444	5,045,700	5,045,700
Other Operating Costs			3,333,223	8,958,345	1,806,378	819,700	1,116,700
Cost Allocation			-	1,026,021	978,410	1,027,218	1,027,218
Capital Outlay			4,875	8,743	5,000	5,000	5,000
Debt Service			5,228,539	10,701,328	6,581,000	4,488,000	4,383,000
Total Expenditures			27,920,882	32,262,612	21,247,732	12,815,618	12,607,618
Costs Allocated to other Funds			-	(570,232)	(11,005)	(11,390)	(11,390)
Net Expenditures			\$ 27,920,882	\$ 31,692,380	\$ 21,236,727	\$ 12,804,228	\$ 12,596,228
			-	-	-	-	-
Expenditures By Program							
General Fund							
Non-Departmental	001	1010	\$ 3,741,657	\$ 9,039,755	\$ 2,995,530	\$ 2,333,987	\$ 2,125,987
			3,741,657	9,039,755	2,995,530	2,333,987	2,125,987
Trust Funds							
Police & Fire Pensions	801/802	Various	1,448,361	1,945,664	2,174,998	1,932,000	1,932,000
OPEB Trust	810	810	3,091,680	33,100	-	37,000	37,000
			4,540,041	1,978,765	2,174,998	1,969,000	1,969,000
Subtotal, Operating Budget			8,281,698	11,018,520	5,170,528	4,302,987	4,094,987
Debt Service Funds							
Debt Service Fund - Ibank	401	95401	246,934	212,184	212,500	213,000	213,000
2013 GO Bonds	421.1	954211	621,694	620,894	625,000	624,000	624,000
Civic Center Parking							
Garage	422	95422	574,421	5,526,938	445,000	580,000	580,000
COP Ref 2008-							
Library/Golf/Pol	423	95423	365,561	361,061	362,000	363,000	363,000
2013 COPS Ref 02	464.1	954641	787,000	790,025	788,000	787,000	787,000
Alameda Point Bond 2003	468	95468	530,024	697,003	697,000	690,000	690,000
2012 Sewer Rev Bd	602.2	06022	411,227	398,486	770,000	769,000	769,000
2010-B Marina Village AD	832	832	-	1,219	-	-	-
1998 Revenue Bond Debt	835	835	-	-	-	-	-
Harbor Bay Bonds	860	85860	1,515,308	1,521,966	1,662,199	21,241	21,241
Alameda Landing Bonds	862	85862	273,938	762,148	784,000	66,000	66,000
			5,326,107	10,891,924	6,345,699	4,113,241	4,113,241
Internal Service Funds							
Post Employment	720	07200	3,388,715	3,328,862	4,378,000	4,378,000	4,378,000
Vacation Pay Off	720.5	07205	224,870	283,593	175,000	-	-
Pension/OPEB Reserve	721	0721	10,699,492	6,169,481	5,167,500	10,000	10,000
			14,313,077	9,781,936	9,720,500	4,388,000	4,388,000
Total Expenditures			\$ 27,920,882	\$ 31,692,380	\$ 21,236,727	\$ 12,804,228	\$ 12,596,228