



# Mid-Cycle Budget Update

Fiscal Year 2022-23

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

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

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

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

### Printable PDF Version

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

### **Data Download Instructions**

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



# City Government

FY 2022-23 Mid-Cycle Budget

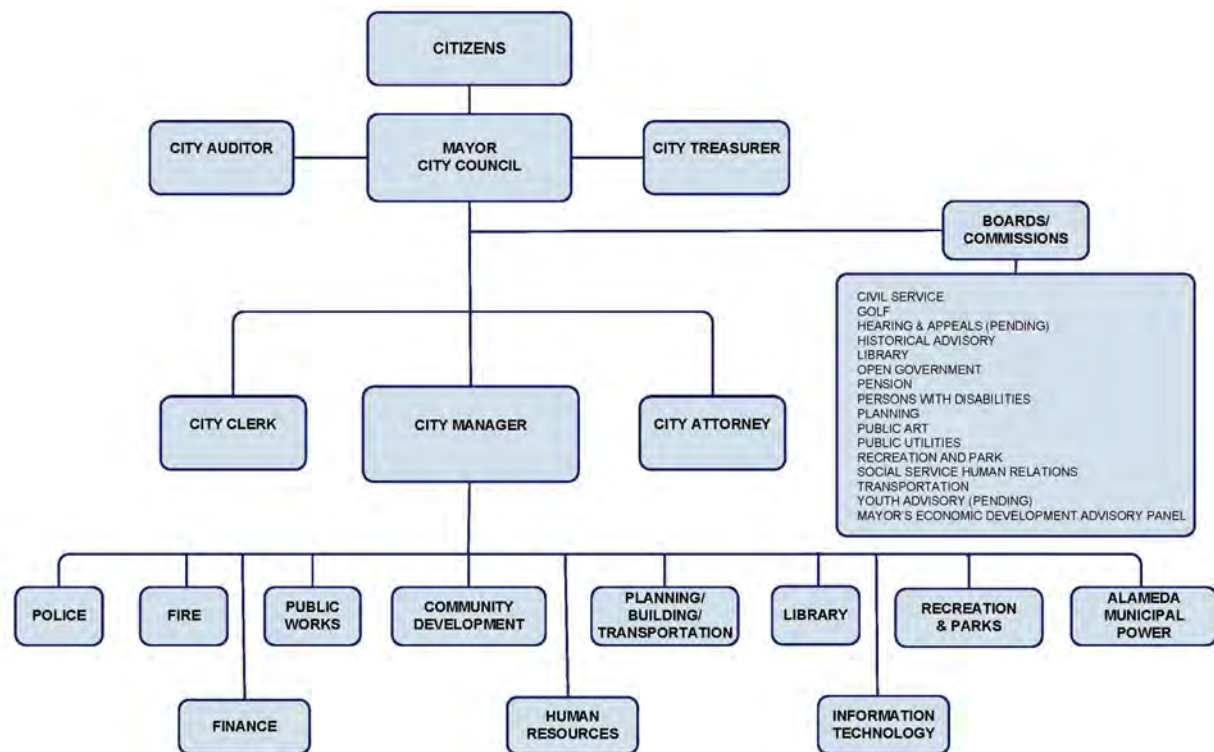
## City Council

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

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

## Key Strategies for City Council

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



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

## City Officials

### Alameda City Council

**Mayor,** Marilyn Ezzy Ashcraft

**Vice Mayor,** Malia Vella

**Councilmember,** Tony Daysog

**Councilmember,** Trish Herrera Spencer

**Councilmember,** John Knox White

### Elected Officials

**City Auditor,** Kevin Kearney

**City Treasurer,** Kevin Kennedy

### Charter Officers

**Interim City Manager,** Dirk Brazil

**City Attorney,** Yibin Shen

**City Clerk,** Lara Weisiger

## Executive Management Team

**Interim City Manager,** Dirk Brazil

**Chief of Police,** Nishant Joshi

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

**Community Development Director,** Lisa Maxwell

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

**Fire Chief,** Nicholas Luby

**General Manager, AMP,** Nicolas Procos

**Human Resources Director,** Nancy Bronstein

**Information Technology Director,** Carolyn Hogg

**Library Director,** Jane Chisaki

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

**Public Works Director,** Erin Smith

**Recreation and Parks Director,** Amy Wooldridge



# Mission, Values & Goals

FY 2022-23 Mid-Cycle Budget

## Core Mission

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

## Core Values

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

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

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

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

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

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

## Core Goals

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

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

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

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





# City Profile & History

FY 2022-23 Mid-Cycle Budget

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

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



## General Information

**Population:** 78,280

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

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

**Number of hospitals:** 1

**Student enrollment:** 9,952

**Elementary schools:** 9

**Junior high schools:** 4

**High schools:** 4

**Libraries:** 3

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

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

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

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

## Economics

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

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

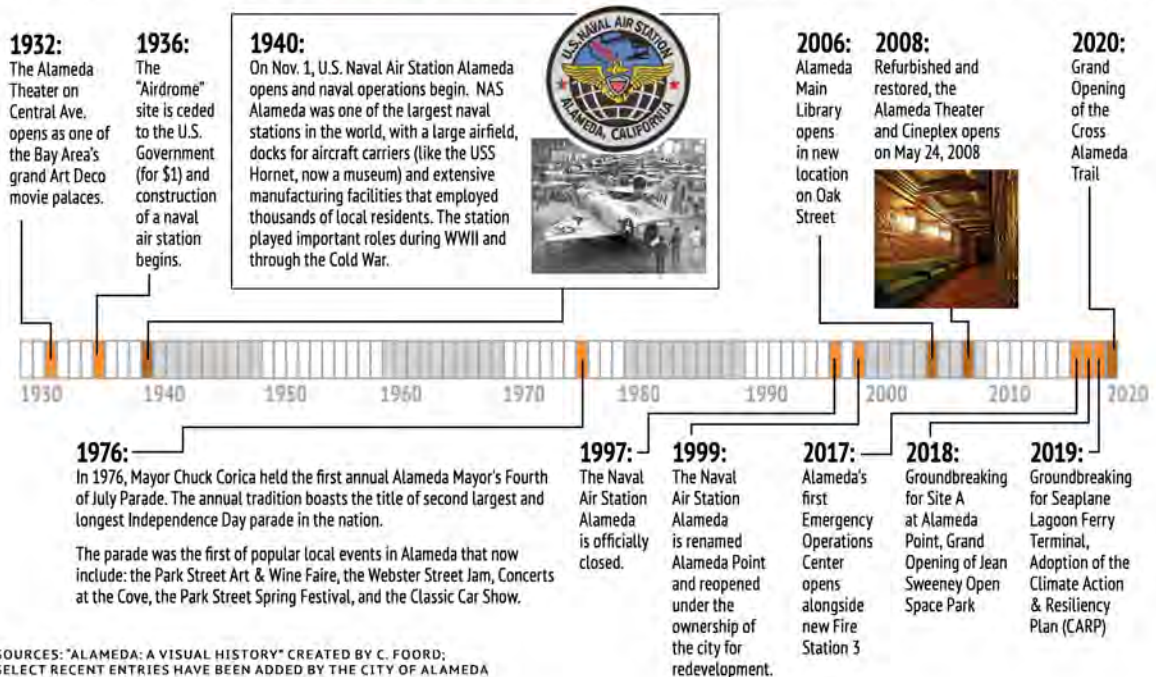
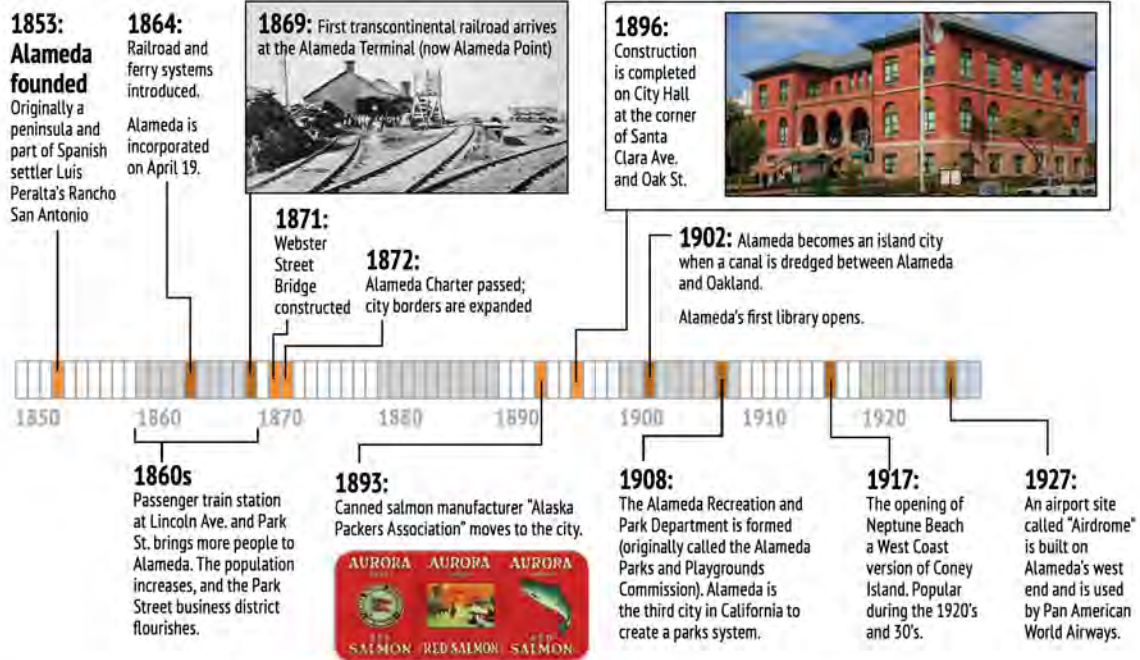
### Top 10 Taxpayers (2020-21):

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

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

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

## City Timeline



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



# Authorized Positions

FY 2022-23 Mid-Cycle Budget

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Updated On 17 May, 2022

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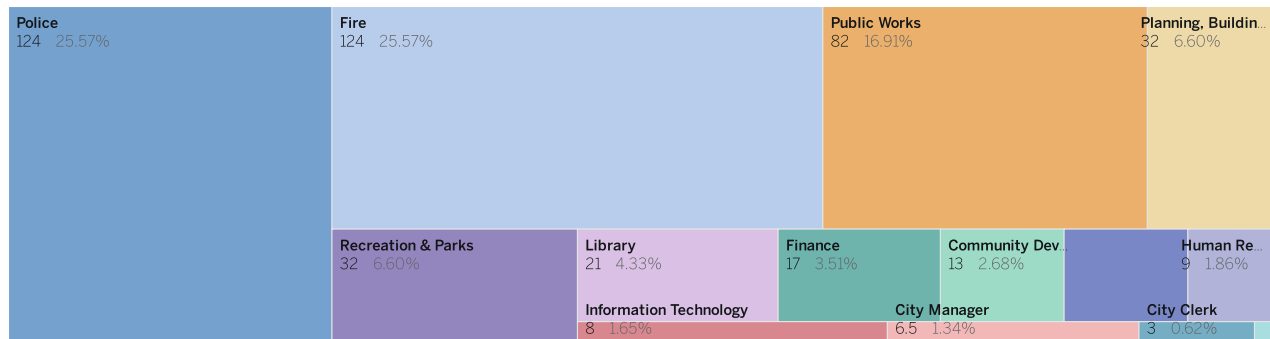
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Department

Visualization



Data

Summary

Details

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



# Citywide Budget

## All Funds Summary

		2020-21 Beginning Available Fund Balance	2020-21 Actual Expenditures	2020-21 Actual Revenues	2020-21 Available Fund Balance	2021-22 Revised Expenditures	2021-22 Projected Revenues	2021-22 Projected Available Fund Balance	2022-23 Mid-Cycle Expenditures	2022-23 Mid-Cycle Revenues	2022-23 Projected Available Fund Balance
<b>General Fund</b>											
100	General Fund	54,863,084	110,093,133	127,097,363	71,867,314	124,855,802	118,080,261	65,091,773	124,463,547	122,765,474	63,393,700
101	Police/Fire Pension 1079	552,242	819,163	1,886,702	1,619,781	1,882,000	1,882,000	1,619,781	1,882,000	1,882,000	1,619,781
102	Police/Fire Pension 1082	(1,076)	32,512	49,912	16,324	50,000	50,000	16,324	50,000	50,000	16,324
103	Housing Authority Reimbursable	1,976	-	256	2,232	-	-	2,232	-	-	2,232
104	AMP Reimbursable	4,860	12,985,554	13,012,058	31,364	83,282	83,282	31,363	81,345	-	(49,982)
<b>General Fund Subtotal</b>		55,421,086	123,930,362	142,046,291	73,537,016	126,871,084	120,095,543	66,761,475	126,476,892	124,697,474	64,982,057
<b>Special Revenue Funds</b>											
201	HOME	-	530,782	530,782	-	554,070	554,074	4	525,000	525,000	4
202	HOME Loan Repayment	40	36,766	36,871	145	50,000	50,000	145	70,000	70,000	145
203	CDBG	-	947,995	947,995	-	2,861,606	2,769,023	(92,583)	1,527,715	1,532,400	(87,898)
204	CDBG Loan Repayment	519,945	266,209	147,457	401,193	330,400	80,400	151,193	80,400	80,400	151,193
205	Special CDBG Grants	-	855,959	855,959	-	647,112	647,112	-	647,112	647,112	-
206	Housing In-Lieu	566,230	157,988	125,096	533,338	428,429	783,500	888,409	417,894	783,500	1,254,015
207	Rent Review/Stabilization	549,618	1,703,952	1,685,482	531,147	2,224,474	2,198,803	505,476	2,102,000	1,780,000	183,476
208	Affordable Housing	777,283	349,861	1,344,773	1,772,196	680,429	701,000	1,792,767	638,115	701,000	1,855,652
209	Planning/Bldg/Transportation	1,745,832	7,202,644	7,365,852	1,909,040	9,046,655	8,675,500	1,537,885	8,946,638	9,107,000	1,698,247
210	Alameda Free Library	4,257,462	4,426,397	5,062,002	4,893,067	5,492,963	5,390,000	4,790,104	5,472,391	5,581,500	4,899,213
211	Gas Tax	1,570,740	2,144,474	1,758,932	1,185,198	2,079,365	2,008,500	1,114,333	2,074,348	2,297,500	1,337,485
212	Road Mtce and Rehab (RMRA)	2,554,988	2,881,868	1,495,868	1,168,988	1,850,000	1,550,000	868,988	1,850,000	1,750,000	768,988
213	Vehicle Registration Fees	327,616	520,000	342,247	149,863	320,000	305,000	134,863	320,000	305,000	119,863
216	Tidelands	2,568,583	896,525	597,058	2,269,116	969,329	809,000	2,108,787	858,649	809,000	2,059,138
217	Open Space Improvement & Mtce	167,880	97,415	14,070	84,535	15,000	-	69,535	15,000	-	54,535
219	Police Asset Seizure	41,004	28,046	2,831	15,789	10,550	1,500	6,739	10,550	1,500	(2,311)
220	Fire Grants	2,039,127	1,693,787	1,173,833	1,519,174	2,397,947	2,398,522	1,519,748	1,992,337	900,376	427,787
221	Police Grants	45,812	787,739	810,652	68,725	568,923	339,077	(161,121)	300,500	308,000	(153,621)
222	Grants	-	-	-	-	1,117,530	1,117,530	-	558,765	558,765	-
230	County Measure B Streets/Roads	1,065,149	413,846	2,364,902	3,016,206	1,672,000	1,618,000	2,962,206	1,930,000	1,618,000	2,650,206
231	County Measure BB Streets/Road	1,637,841	316,137	2,230,874	3,552,579	2,849,024	2,495,000	3,198,555	3,325,000	2,495,000	2,368,555
232	County Measure B Bike/Ped	524,098	295,447	307,033	535,684	587,500	202,000	150,184	297,000	202,000	55,184
233	County Measure BB Bike/Ped	366,801	214,410	250,249	402,640	416,000	270,000	256,640	198,000	270,000	328,640
234	County Measure B Paratransit	233,473	203,670	222,515	252,318	317,700	150,000	84,618	317,700	150,000	(83,082)
235	County Measure BB Paratransit	101,587	130,904	219,557	190,240	211,800	247,000	225,440	211,800	247,000	260,640
240	Commercial Revitalization	2,164,341	805,161	571,224	1,930,404	1,431,242	621,300	1,120,462	975,424	624,115	769,153
241	Fleet Industrial Supply Center	3,733,878	1,466,406	309,548	2,577,020	1,389,718	185,000	1,372,302	959,804	10,000	422,498
250	Golf	(209,064)	72,555	336,980	55,361	259,891	360,225	155,695	312,128	364,496	208,063
251	Mastick Advisory Board	520,374	57,158	24,633	487,848	130,150	44,000	401,698	123,075	92,000	370,623
252	Mastick Senior Center Trust	863,352	-	1,191	864,543	27,000	-	837,543	50,000	-	787,543
253	Adams Street House	374,669	-	436	375,106	-	-	375,106	-	-	375,106
260	Solid Waste Surcharge	1,426,211	208,294	225,426	1,443,343	741,187	228,170	930,326	261,739	228,170	896,757
261	City Waste Management Program	672,972	1,450,634	562,969	(214,692)	1,036,701	1,332,327	80,934	1,037,776	1,332,327	375,485
262	Integrated Waste - Meas D	2,032,653	270,747	(73,495)	1,688,412	620,934	251,000	1,318,478	583,648	270,000	1,004,830
263	Curbside Recycling	190,483	-	222	190,705	-	-	190,705	-	-	190,705
264	Stormwater	2,385,197	4,412,657	4,872,101	2,844,642	5,044,230	5,315,598	3,116,010	4,924,795	5,405,134	3,596,349

		2020-21						2021-22			2022-23		
		Beginning	2020-21	2020-21	2020-21	2021-22	2021-22	2021-22	2022-23	2022-23	2022-23	2022-23	2022-23
		Available Fund	Actual	Actual	Available Fund	Revised	Projected	Projected	Mid-Cycle	Mid-Cycle	Mid-Cycle	Projected	Projected
		Balance	Expenditures	Revenues	Balance	Expenditures	Revenues	Available Fund	Expenditures	Revenues	Expenditures	Available Fund	Balance
265	Parking Fees	2,203,125	970,518	500,787	1,733,394	1,918,048	1,950,000	1,765,346	2,721,383	2,133,000		1,176,963	
266	Civic Center Garage	555,095	-	-	555,095	0	-	555,095	-	-		555,095	
268	Oak Tree in-Lieu Fee	12,959	-	7,630	20,589	-	8,500	29,089	-	8,500		37,589	
270	Island City Maint-84-2 Zone 1	39,237	3,537	4,773	40,474	25,652	4,800	19,622	6,857	4,800		17,565	
271	Island City Maint-84-2 Zone 4	102,716	122,609	175,393	155,501	266,623	186,698	75,576	186,664	192,299		81,211	
272	Island City Maint-84-2 Zone 5	220,188	1,132,837	970,859	58,210	769,338	1,003,654	292,526	779,953	1,033,763		546,336	
273	Island City Maint-84-2 Zone 6	1,542,794	773,810	452,397	1,221,381	763,407	473,685	931,659	708,546	487,896		711,009	
274	Island City Maint-84-2 Zone 7	113,850	1,409	4,065	116,507	12,728	-	103,779	12,728	3,900		94,951	
275	Island City Maint-84-2 Zone 8	76,471	79,679	76,317	73,109	99,916	78,787	51,981	98,418	81,151		34,714	
276	Assessment District Admin	(91,618)	350,753	366,353	(76,018)	288,553	263,090	(101,481)	296,030	263,090		(134,421)	
277	Marina Cove Maintenance AD	103,458	122,848	114,400	95,010	210,852	117,460	1,618	214,968	120,984		(92,366)	
278	Marina Cove Reserve 01-01	235,188	-	274	235,462	-	-	235,462	-	-		235,462	
279	Alameda Landing Muni SD	2,391,488	94,924	511,923	2,808,487	672,227	511,584	2,647,844	573,072	526,932		2,601,704	
280	Bayport Muni Services Dist 03	4,059,570	695,581	700,361	4,064,350	835,104	895,775	4,125,021	815,444	922,648		4,232,225	
281	Alameda Point Svc CFD 17-1	208,132	298,629	590,344	499,847	927,569	590,000	162,278	673,271	635,000		124,007	
282	Marina Village AD 89-1 Refund	1,863,477	278	2,109	1,865,308	5,915	-	1,859,393	5,915	-		1,853,478	
283	Harbor Bay 92-1 AD Matured	377,416	7,989	323	369,751	89,916	-	279,835	89,916	-		189,919	
284	CFD 13-1 Alameda Landing (CPF)	29,887	168,422	170,000	31,464	203,761	172,000	(297)	199,021	167,260		(32,058)	
285	CFD 14-1 Marina Cove II (CPF)	1,000,402	8,369	224,534	1,216,566	128,575	221,181	1,309,172	105,998	227,816		1,430,990	
286	BFI Dike Assmt District 93-1	381,506	-	399	381,905	50,000	-	331,905	-	-		331,905	
287	Harbor Transportation	2,436,346	1,341,623	729,986	1,824,709	546,277	607,000	1,885,432	546,277	607,000		1,946,155	
290	Alameda Point	20,323,732	10,209,968	43,304,961	53,418,725	12,824,939	13,228,000	53,821,785	12,290,399	13,228,000		54,759,386	
<b>Special Revenue Funds Subtotal</b>		74,001,599	52,230,214	85,632,312	107,403,698	69,019,260	64,010,375	102,394,812	64,240,163	61,690,334		99,844,983	
<b>Capital Projects Funds</b>													
301	Alameda Point Capital Projects	32,048,471	29,758,167	381,930	2,672,234	394,361	(250,000)	2,027,874	-	-		2,027,874	
302	Construction Impact Fees	1,775,425	428,680	3,434,740	4,781,485	2,557,000	1,200,000	3,424,485	1,517,000	1,200,000		3,107,485	
303	Dwelling Unit	4,808	11,542	235,196	228,462	-	-	228,462	-	-		228,462	
305	Dev Impact Fees - Transp	1,680,855	295,231	2,403,213	3,788,838	450,000	740,000	4,078,838	450,000	570,000		4,198,838	
306	Dev Impact Fees - Rec/Park	(53,589)	-	2,142,435	2,088,846	-	2,500,000	4,588,846	-	2,200,000		6,788,846	
307	Dev Impact Fees - Public Facility	721,599	-	597,805	1,319,404	-	440,000	1,759,404	-	300,000		2,059,404	
308	Dev Impact Fees - Public Safety	939,522	-	919,686	1,859,208	-	680,000	2,539,208	-	550,000		3,089,208	
310	Capital Improvement Projects	1,590,207	24,352,080	25,880,991	3,119,118	40,581,375	31,663,664	(5,798,592)	34,053,249	32,129,292		(7,722,549)	
320	Transportation Management	182,960	126,802	284,529	340,686	130,000	130,000	340,686	130,000	130,000		340,686	
<b>Capital Projects Funds Subtotal</b>		38,890,258	54,972,502	36,280,526	20,198,281	44,112,735	37,103,664	13,189,210	36,150,249	37,079,292		14,118,253	
<b>Debt Service Funds</b>													
401	City Debt Service	411,449	1,939,573	1,939,664	411,541	2,000,725	2,001,200	412,016	1,653,600	1,652,940		411,356	
410	2013 GO Library Bond 2003	1,035,756	623,169	658,894	1,071,481	626,500	626,500	1,071,481	624,500	626,500		1,073,481	
420	2003 Alameda Point Rev Bonds	78,434	481,473	690,014	286,975	843,000	783,000	226,975	873,000	873,000		226,975	
<b>Debt Service Funds Subtotal</b>		1,525,640	3,044,214	3,288,572	1,769,997	3,470,225	3,410,700	1,710,472	3,151,100	3,152,440		1,711,812	
<b>Enterprise Fund</b>													
501	Sewer Services	93,520,368	19,066,684	24,400,308	98,853,992	17,666,344	12,893,000	94,080,648	12,645,657	13,329,100		94,764,091	
<b>Enterprise Fund Subtotal</b>		93,520,368	19,066,684	24,400,308	98,853,992	17,666,344	12,893,000	94,080,648	12,645,657	13,329,100		94,764,091	
<b>Internal Service Funds</b>													
601	Fleet Maintenance & Replacement	9,342,699	3,602,320	4,714,445	10,454,825	6,627,345	4,895,081	8,722,561	6,011,761	4,745,081		7,455,881	
603	Facility Mtce & Replacement	4,424,014	1,704,001	2,942,265	5,662,277	6,260,486	4,877,315	4,279,106	4,843,785	4,581,890		4,017,211	
605	Emergency Operations Center	30,110	134,879	147,621	42,852	155,761	131,000	18,091	157,000	131,000		(7,909)	
606	Information Technology	8,185,288	2,899,944	2,679,173	7,964,517	6,602,998	2,997,610	4,359,129	4,186,586	2,997,610		3,170,153	

		2020-21						2021-22			2022-23		
		Beginning	2020-21	2020-21	2020-21	2021-22	2021-22	2021-22	2022-23	2022-23	2022-23	2022-23	2022-23
		Available Fund	Actual	Actual	Available Fund	Revised	Projected	Projected	Mid-Cycle	Mid-Cycle	Mid-Cycle	Projected	Projected
		Balance	Expenditures	Revenues	Balance	Expenditures	Revenues	Available Fund	Expenditures	Revenues	Expenditures	Available Fund	Available Fund
		Balance			Balance			Balance				Balance	Balance
609	IT Cable Equip Replace (PEG)	1,221,154	28,081	161,874	1,354,947	71,500	170,000	1,453,447	71,500	170,000		1,551,947	
610	Worker's Compensation	(3,636,613)	3,062,186	3,851,313	(2,847,485)	4,364,457	4,340,000	(2,871,943)	4,702,467	4,687,200		(2,887,210)	
611	General Liability	167,267	2,496,679	3,504,825	1,175,413	5,389,898	5,540,000	1,325,515	5,379,890	5,510,000		1,455,625	
612	Unemployment Insurance	560,934	147,926	(1,492)	411,516	162,000	160,000	409,516	162,000	160,000		407,516	
613	Post Employment - OPEB	7,612,056	4,513,871	4,726,621	7,824,807	4,350,000	4,175,000	7,649,807	4,537,000	4,362,000		7,474,807	
<b>Internal Service Funds Subtotal</b>		27,906,911	18,589,887	22,726,645	32,043,669	33,984,446	27,286,006	25,345,229	30,051,989	27,344,781		22,638,021	
<b>Fiduciary Funds</b>													
701	Successor Agency	(40,740,912)	21,836,291	24,948,952	(37,628,251)	11,039,830	11,377,900	(37,290,181)	11,391,693	11,499,400		(37,182,474)	
710	Misc&Safety Pre-1/1/2019 OPEB	15,328,975	-	-	15,328,975	80,000	3,723,704	18,972,679	80,000	1,420,000		20,312,679	
711	Safety Post-1/1/2019 OPEB Trst	-	-	-	-	-	-	-	-	-		-	
720	Pension Reserve	6,829,664	28,416	10,481,237	17,282,486	6,911,111	7,611,111	17,982,486	-	700,000		18,682,486	
<b>Fiduciary Funds Subtotal</b>		(18,582,272)	21,864,707	35,430,190	(5,016,790)	18,030,941	22,712,715	(335,016)	11,471,693	13,619,400		1,812,691	
<b>Agency Funds</b>													
801	1998 Rev Bond Debt/Harbor Bay	55,144	-	(13,546)	41,599	-	-	41,599	-	-		41,599	
802	2010-B Marina Village Bd Refi	811,166	-	3,116	814,281	-	-	814,281	-	-		814,281	
803	Harbor Bay Assmt Dist CFD 1	182,471	1,516	(1,344)	179,611	-	-	179,611	-	-		179,611	
804	Marina Villg Assmt Dist CFD 2	132,270	-	138	132,408	-	-	132,408	-	-		132,408	
805	Alameda Landing CFD #13-1	1,582,312	974,541	946,437	1,554,208	994,250	964,000	1,523,958	1,011,510	992,000		1,504,448	
<b>Agency Funds Subtotal</b>		2,763,363	976,057	934,802	2,722,107	994,250	964,000	2,691,857	1,011,510	992,000		2,672,347	
<b>Totals</b>		275,446,952	294,674,628	350,739,645	331,511,970	314,149,285	288,476,003	305,838,687	285,199,253	281,904,821		302,544,255	

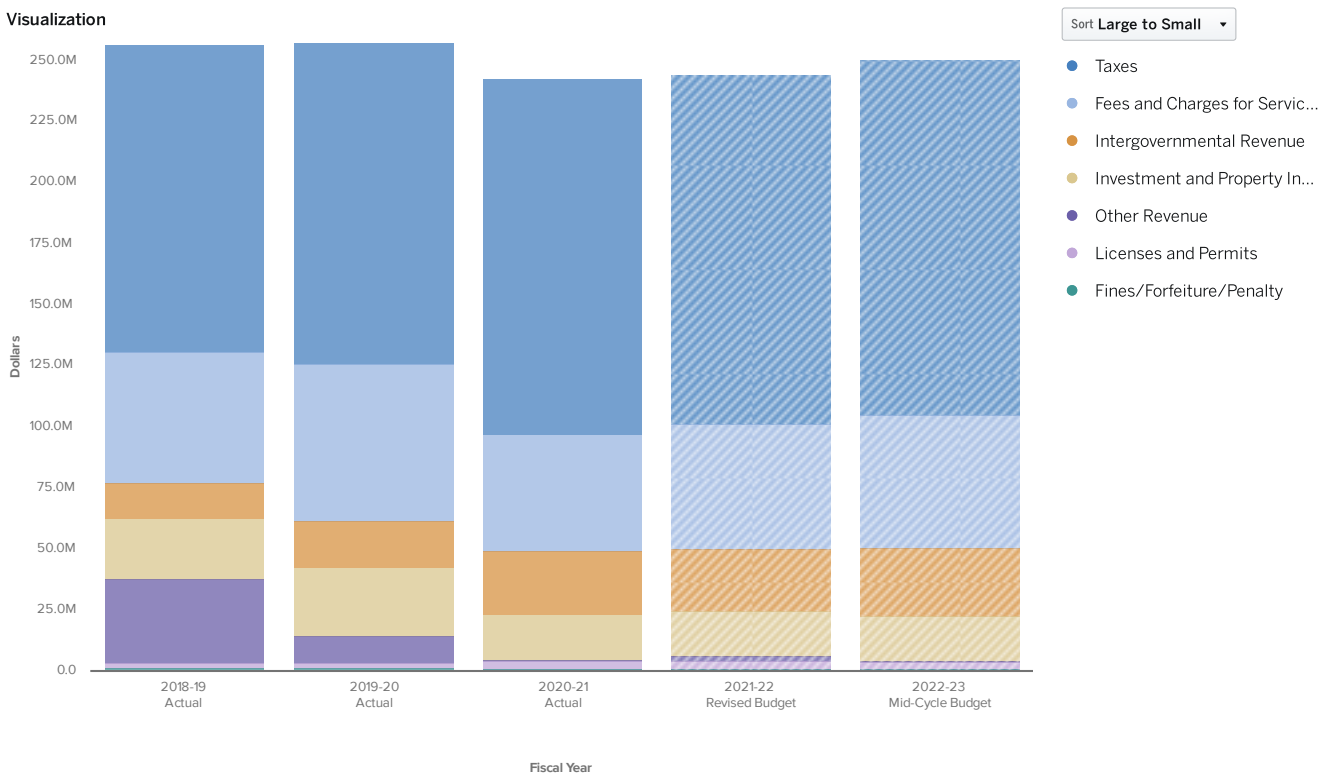


# Citywide

## Revenue Summary

### Projected Citywide Revenue

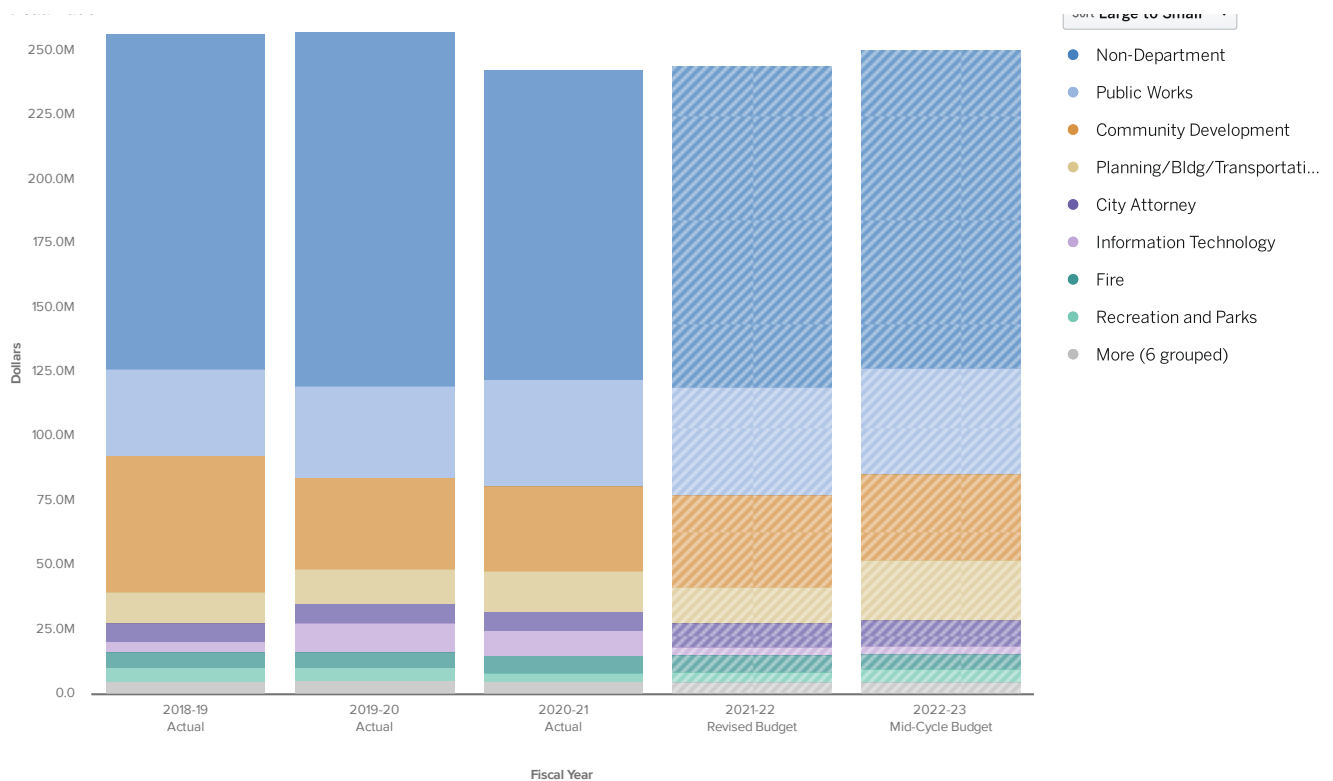
Visualization





Collapse All	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
▼ Taxes	\$ 125,975,449	\$ 130,942,857	\$ 145,348,241	\$ 142,996,668	\$ 145,054,168
▶ Property Tax	56,609,056	60,672,505	65,999,870	68,704,864	69,028,900
▶ Special Assessments	17,255,717	17,629,144	18,385,489	19,362,239	19,970,803
▶ Sales Tax	14,072,163	17,601,219	19,439,880	19,080,000	21,389,900
▶ Property Transfer Tax	17,134,704	15,195,899	18,536,929	15,000,000	13,000,000
▶ Utility Users Tax	9,080,199	8,809,355	9,091,389	8,652,500	9,192,500
▶ Franchise Taxes	4,487,884	4,309,967	4,625,965	5,297,065	5,250,065
▶ Other Taxes	2,790,792	2,199,864	5,018,670	2,500,000	2,522,000
▶ Business License Tax	2,252,584	2,572,827	2,253,820	2,200,000	2,300,000
▶ Transient Occupancy Tax	2,292,350	1,952,077	1,996,230	2,200,000	2,400,000
▶ Fees and Charges for Services	53,856,430	64,657,667	47,684,687	50,963,839	54,461,425
▶ Intergovernmental Revenue	14,651,041	18,897,203	26,152,931	25,592,456	27,897,253
▶ Investment and Property Income	24,577,544	28,182,605	18,523,366	18,349,736	18,597,714
▶ Other Revenue	34,336,289	11,030,038	754,851	2,236,468	217,119
▶ Licenses and Permits	2,317,641	2,304,436	3,175,969	3,108,350	3,108,350
▶ Fines/Forfeiture/Penalty	1,169,202	1,125,414	961,251	1,010,100	850,100
<b>Total</b>	<b>\$ 256,883,596</b>	<b>\$ 257,140,221</b>	<b>\$ 242,601,297</b>	<b>\$ 244,257,617</b>	<b>\$ 250,186,129</b>

## Projected Citywide Revenue by Department



Expand All	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
► Non-Department	130,598,841	137,277,512	120,336,521	124,887,975	123,598,000
► Public Works	33,443,278	35,398,498	40,967,736	41,886,038	41,146,646
► Community Development	52,880,575	35,565,098	33,345,479	35,320,909	32,870,792
► Planning/Bldg/Transportation	11,997,247	13,257,599	15,522,383	14,320,000	23,580,500
► City Attorney	7,483,742	7,708,981	7,356,138	9,380,000	10,197,200
► Information Technology	4,101,266	11,191,543	9,929,094	2,997,610	2,997,610
► Fire	5,795,068	6,290,699	6,671,839	6,543,022	5,872,376
► Recreation and Parks	5,299,824	4,765,464	3,063,509	4,262,136	5,168,055
► Library	2,738,621	2,938,633	2,989,002	2,990,000	3,181,500
► Police	1,966,510	1,788,061	2,042,457	1,126,927	1,023,450
► City Clerk	343,655	268,922	179,469	253,000	260,000
► Finance	219,450	620,762	199,162	130,000	130,000
► Human Resources	15,518	27,118	-1,492	160,000	160,000
► City Manager	0	41,333	0	0	0
<b>Total</b>	<b>256,883,596</b>	<b>257,140,221</b>	<b>242,601,297</b>	<b>244,257,617</b>	<b>250,186,129</b>

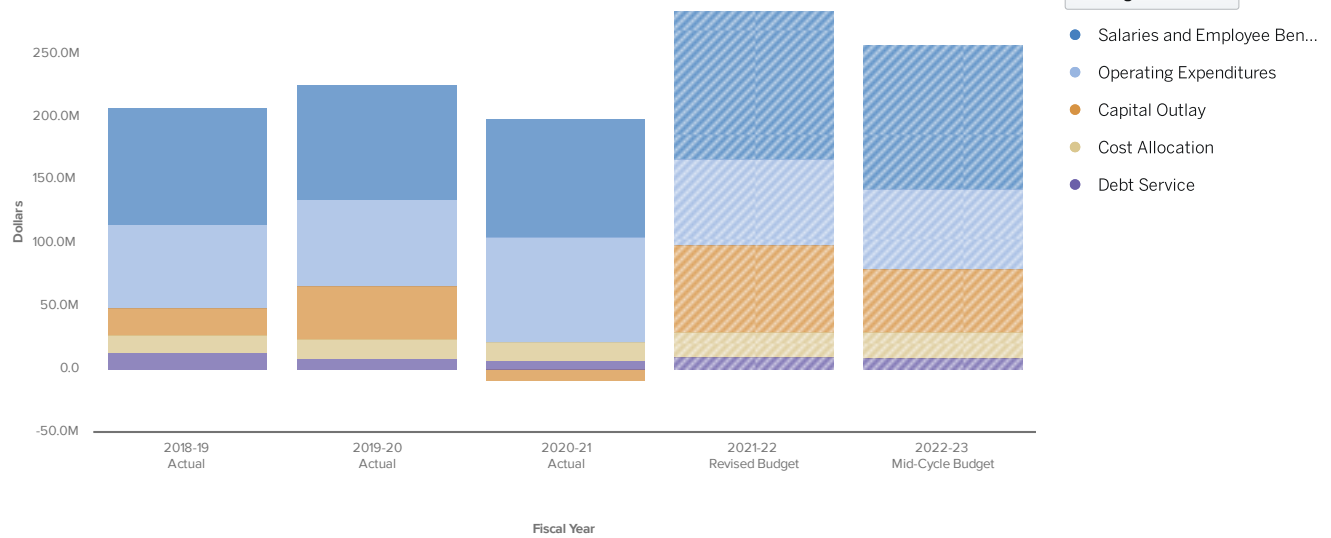


# Citywide

## Expenditure Summary

### Citywide Expenditure Budget

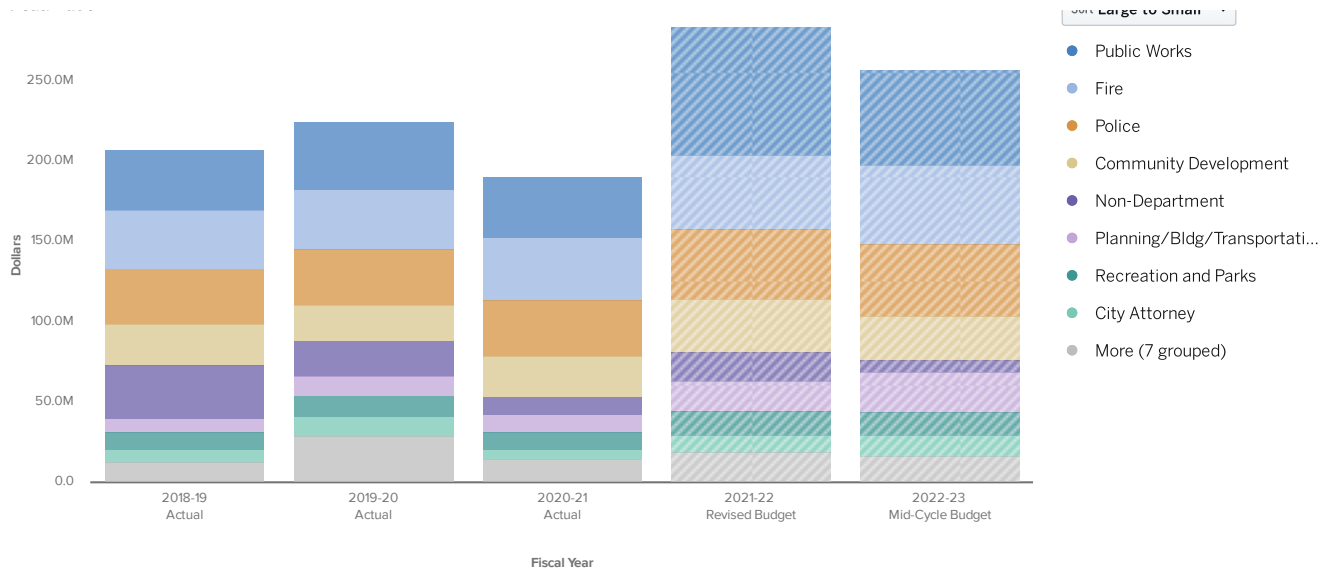
#### Visualization



#### Data

Expand All	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
► Salaries and Employee Benefits	92,481,180	90,694,338	94,371,888	115,900,722	114,464,009
► Operating Expenditures	65,950,022	67,872,799	82,560,268	68,888,216	63,591,996
► Capital Outlay	21,582,502	42,393,519	-8,422,775	68,379,309	48,899,200
► Cost Allocation	13,818,545	15,906,781	15,554,449	19,960,069	20,918,024
► Debt Service	13,356,974	8,147,879	6,589,240	9,970,084	9,452,050
<b>Total</b>	<b>207,189,222</b>	<b>225,015,316</b>	<b>190,653,071</b>	<b>283,098,400</b>	<b>257,325,278</b>

# Citywide Expenditure Budget by Department



## Data

Expand All	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
► Public Works	37,731,118	42,552,021	38,049,275	79,116,123	59,034,173
► Fire	35,901,528	36,882,138	38,628,923	45,798,925	49,386,086
► Police	34,138,534	34,498,520	34,973,090	43,460,153	45,140,665
► Community Development	26,322,597	22,541,366	25,220,307	33,272,396	27,579,540
► Non-Department	33,078,317	21,946,229	10,861,259	18,229,178	7,174,972
► Planning/Bldg/Transportation	8,534,551	12,314,064	11,230,247	18,218,174	24,824,693
► Recreation and Parks	10,972,413	12,654,770	10,836,819	14,977,437	14,384,670
► City Attorney	7,742,461	12,385,769	6,133,480	10,497,005	13,263,854
► Information Technology	3,333,821	20,769,763	5,255,467	6,602,998	4,186,586
► Library	4,641,727	4,381,944	4,426,397	5,492,963	5,472,391
► Finance	1,542,505	1,893,230	2,468,465	3,041,776	3,007,086
► City Manager	573,526	772,559	899,128	2,043,721	1,290,792
► Human Resources	989,177	841,730	953,662	1,379,684	1,377,119
► City Clerk	1,522,061	555,138	701,323	695,794	961,728
► City Council	164,886	26,076	15,228	272,073	240,925
<b>Total</b>	<b>207,189,222</b>	<b>225,015,316</b>	<b>190,653,071</b>	<b>283,098,400</b>	<b>257,325,278</b>





# General Fund 5-Year Forecast

FY 2022-23 Mid-Cycle Budget

	2020-21 Actual	2021-22 Revised	2022-23 Mid-Cycle	2023-24 Forecast	2024-25 Forecast	2025-26 Forecast	Annual Change Assumptions (based on 10-Year Financial Model prepared by UFI)
<b>Revenues</b>							
Property Tax	49,310,947	50,365,000	53,260,000	55,521,000	57,878,000	60,335,000	4.25%
Sales Tax	19,439,880	19,080,000	21,389,900	22,457,000	23,577,000	24,753,000	4.99%
Property Transfer Tax	18,536,929	15,000,000	13,000,000	13,000,000	13,000,000	13,000,000	0.00%
Utility Users Tax	9,091,389	8,652,500	9,192,500	9,252,000	9,311,000	9,371,000	0.64%
Franchise Taxes	4,211,074	3,996,000	3,949,000	4,032,000	4,117,000	4,204,000	2.10%
Business License Tax	2,253,820	2,200,000	2,300,000	2,355,000	2,411,000	2,469,000	2.39%
Transient Occupancy Tax	1,996,230	2,200,000	2,400,000	2,525,000	2,657,000	2,796,000	5.22%
Other Taxes	1,362,667	1,300,000	1,322,000	1,367,000	1,414,000	1,463,000	3.43%
Fees and Charges for Services	6,052,237	7,199,100	7,284,421	7,593,000	7,915,000	8,251,000	4.24%
Transfers In	9,978,478	4,387,000	4,528,000	4,528,000	4,528,000	4,528,000	0.00%
Investment and Property Income	1,487,852	2,273,311	2,510,103	2,553,000	2,597,000	2,642,000	1.72%
Intergovernmental Revenue	2,442,894	1,192,800	1,108,000	1,127,000	1,146,000	1,166,000	1.72%
Fines/Forfeiture/Penalty	689,446	110,100	110,100	115,000	120,000	125,000	4.24%
Other Revenue	243,457	123,600	410,600	418,000	425,000	432,000	1.72%
Licenses and Permits	64	850	850	1,000	1,000	1,000	4.24%
<b>Total Revenues</b>	<b>127,097,363</b>	<b>118,080,261</b>	<b>122,765,474</b>	<b>126,844,000</b>	<b>131,097,000</b>	<b>135,536,000</b>	
<b>Expenditures</b>							
Salaries and Employee Benefits	69,194,947	77,499,465	83,882,789	86,818,000	89,855,000	92,999,000	3.50%
Operating Expenditures	11,439,001	15,735,847	16,272,215	17,006,000	17,773,000	18,575,000	4.51%
Transfers Out	9,901,078	10,535,000	9,656,940	9,713,000	9,769,000	9,825,000	0.58%
Cost Allocation	9,273,133	13,214,639	14,190,603	14,746,000	15,323,000	15,923,000	3.91%
Debt Service	231,270	190,351	235,000	208,000	184,000	163,000	-11.56%
Capital Outlay	53,704	6,500	226,000	240,000	255,000	271,000	6.24%
<b>Total Expenditures</b>	<b>100,093,133</b>	<b>117,181,802</b>	<b>124,463,547</b>	<b>128,731,000</b>	<b>133,159,000</b>	<b>137,756,000</b>	
Emma Hood Swim Center Reserve			7,500,000				
Pension/OPEB Advance Paydown	10,000,000	7,674,000		TBD	TBD	TBD	
<b>Total Expenditures and Reserves</b>	<b>110,093,133</b>	<b>124,855,802</b>	<b>131,963,547</b>	<b>128,731,000</b>	<b>133,159,000</b>	<b>137,756,000</b>	
<b>Net Change in Fund Balance</b>							
Baseline Operations	27,004,230	898,459	(1,698,073)	(1,887,000)	(2,062,000)	(2,220,000)	
With Pension/OPEB Reserve Payment	17,004,230	(6,775,541)	(1,541,073)	(1,887,000)	(2,062,000)	(2,220,000)	
With Emma Hood Swim Center Reserve			(9,041,073)	(1,887,000)	(2,062,000)	(2,220,000)	
<b>Projected Available Fund Balance</b>							
Beginning of Year	54,863,084	71,867,314	65,091,773	56,050,700	54,163,700	52,101,700	
Net Change in Fund Balance	17,004,230	(6,775,541)	(9,041,073)	(1,887,000)	(2,062,000)	(2,220,000)	
Ending Balance	71,867,314	65,091,773	56,050,700	54,163,700	52,101,700	49,881,700	

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





# City Attorney

FY 2022-23 Mid-Cycle Budget

## About Us

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

## Summary of Key Functions

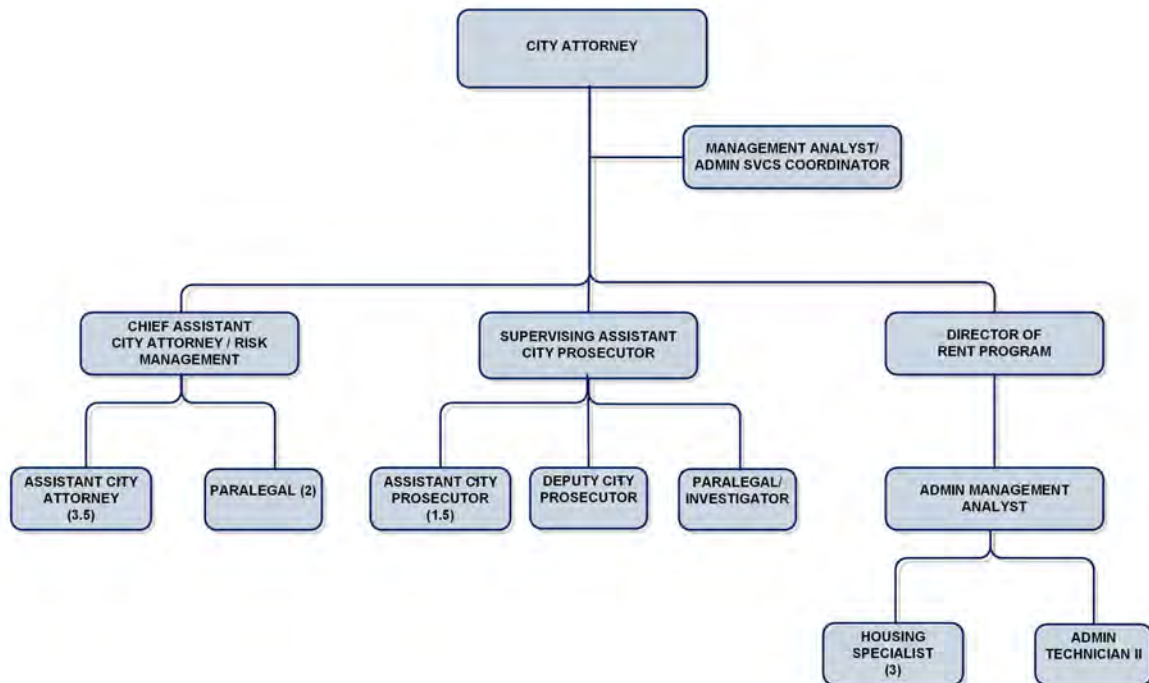
The **Municipal Advisory** function of the Office provides advice to the City Council, the City's Boards & Commissions, and City staff. The Office drafts ordinances, resolutions, contracts, leases and other legal documents, and it reviews documents prepared by City departments. The Office further oversees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

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

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

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

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Add Deputy City Attorney I

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

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

**Funding Source:** General Fund

### City Attorney Administration Overtime

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

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

**Funding Source:** General Fund

### Upgrade Paralegal to Administrative Services Coordinator

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

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

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

### General Liability Claims and Insurance Premiums

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

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

**Funding Source:** General Liability

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



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

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

**Funding Source:** General Fund

## Alameda Point Legal Services

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

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

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



## Department Goals

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

## Workplan Highlights

- Continue to perform legal support for negotiating and drafting all legal documents and supporting and overseeing litigation services required by all City departments.
- Maintain systems to provide City Council, Boards and Commissions, and Department Heads with timely and practical information on claims, litigation, statutory compliance and changes in law to facilitate compliance and implement best practices.
- Work with the City's Rent Program Administrator to provide legal advice concerning implementation and enforcement of City's Rent Program.
- Work with the Community Development Department to provide legal support on all aspects of law for major development projects, including the redevelopment of the former Naval Air Station at Alameda Point.
- Work with Planning and Building Department to handle code enforcement matters including informal resolutions and civil prosecution.
- Work with the Public Utilities Board and Alameda Municipal Power to provide legal support on all aspects of public utilities law.

- Work with the Public Works Department to provide legal advice and support regarding public contracting and public bidding issues, as well as provide legal support for public/private partnership for in-fill development throughout the City.
- Work with Community Development Department to provide legal advice concerning implementation and enforcement of the City's ordinances governing commercial cannabis businesses and personal cultivation.
- Develop and provide Open Government training, including the Brown Act and the City's Sunshine Ordinance for City staff and City Officials.

## Performance Measures

Data

Records

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

## General Fund Expenditure Summary

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

## Non-General Fund Expenditure Summary

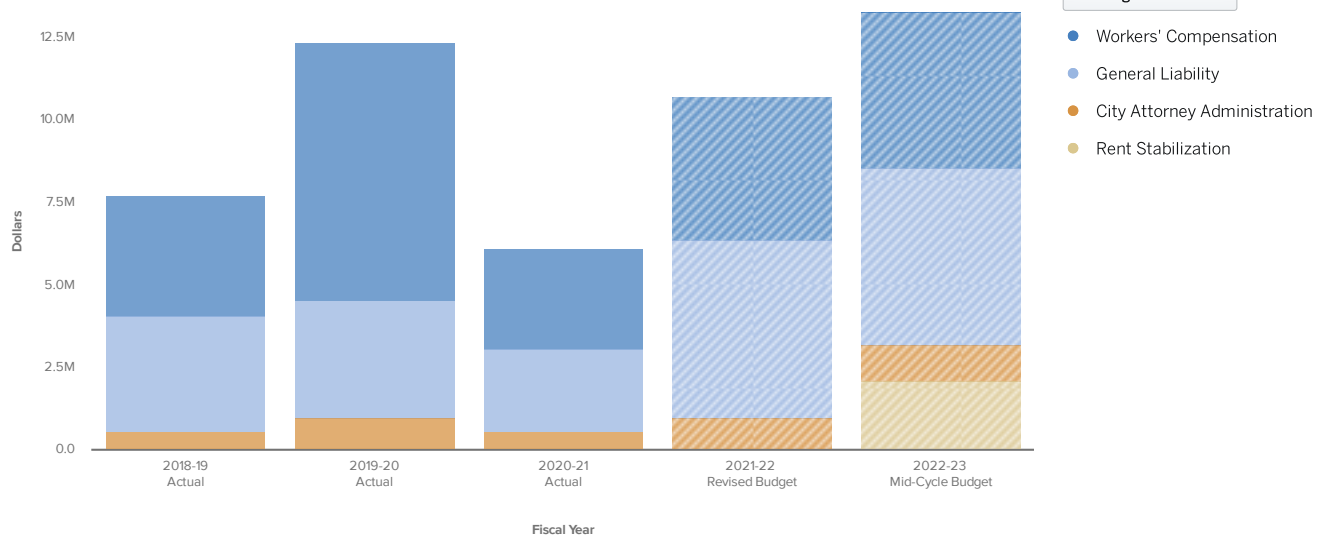
Collapse All	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
▼ Operating Expenditures	6,509,727	10,726,513	4,747,447	8,446,394	9,622,505
▶ Insurance and Claims	4,812,306	9,615,610	3,859,306	6,734,679	7,734,932
▶ Services	1,569,813	1,024,977	863,951	1,514,640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

## Expenditure Summary by Division

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

## Expenditure Trends

### Visualization





# City Clerk

FY 2022-23 Mid-Cycle Budget



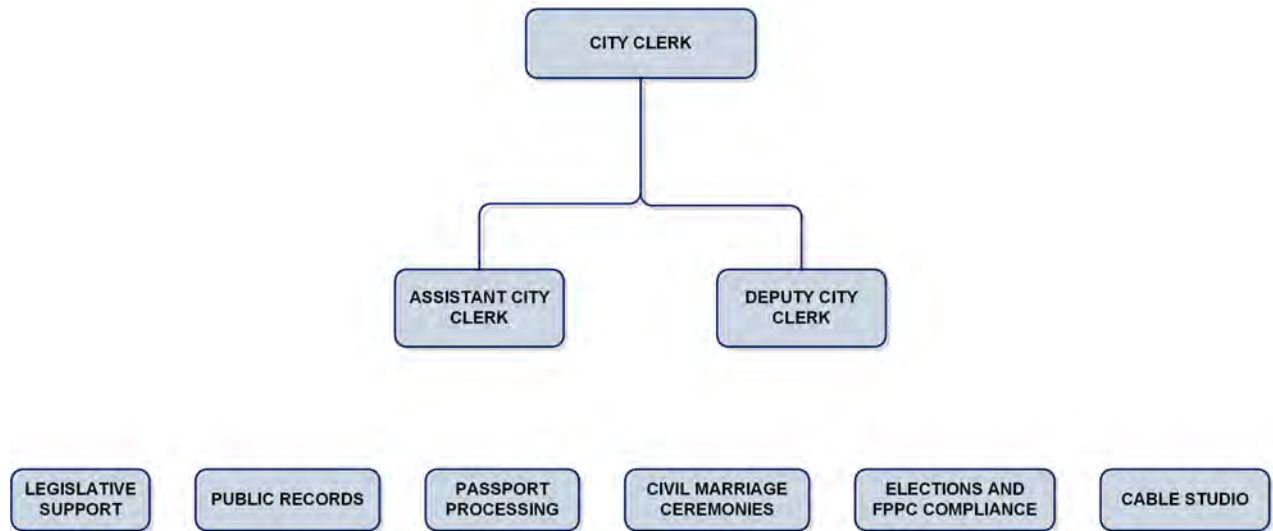
## About Us

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

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



## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Part-Time Pay and Overtime

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

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

**Funding Source:** General Fund

### Services & Supplies

Increase for higher material costs.

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

**Funding Source:** General Fund



## Department Goals

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

## Workplan Highlights

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

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

## Performance Measures

Data

Records

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

## General Fund Expenditure Summary

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

## Non-General Fund Expenditure Summary

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

## Expenditure Summary by Division

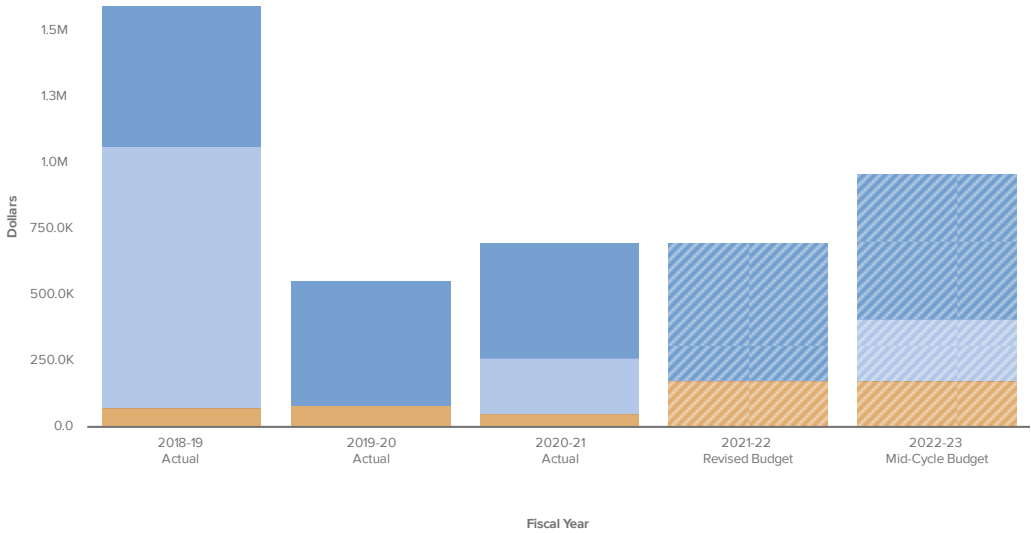
	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
City Clerk Administration	527,104	472,017	436,375	515,530	552,091
Elections	988,772	320	215,315	3,450	234,050
Cable TV Operations	76,018	82,801	49,633	176,815	175,587
<b>Total</b>	<b>1,591,894</b>	<b>555,138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

# Expenditure Trends

Visualization

Sort **Large to Small**

- City Clerk Administration
- Elections
- Cable TV Operations





# City Council

FY 2022-23 Mid-Cycle Budget



## About Us

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

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

## Workplan Highlights

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

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

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

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

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

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

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

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

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

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

#### Plan for fiscal and organization stability:

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

## Performance Measures

Data

Records

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

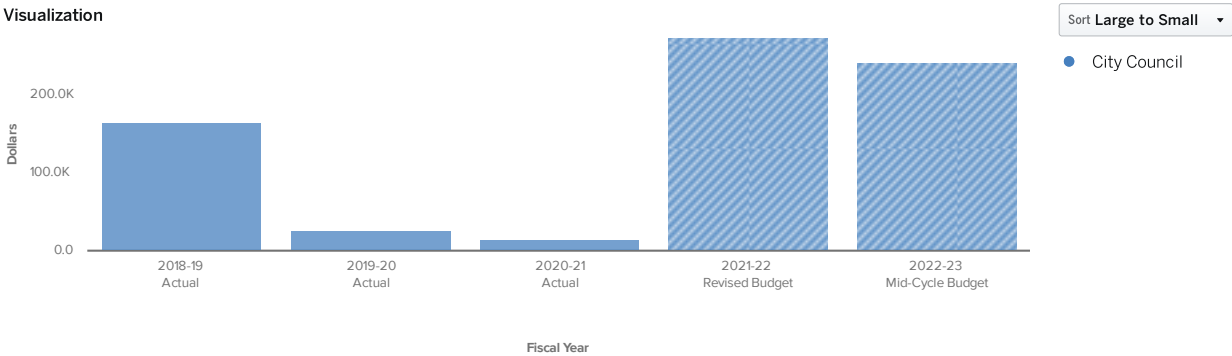
## General Fund Expenditure Summary

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



# Expenditure Trends

Visualization





# City Manager

FY 2022-23 Mid-Cycle Budget

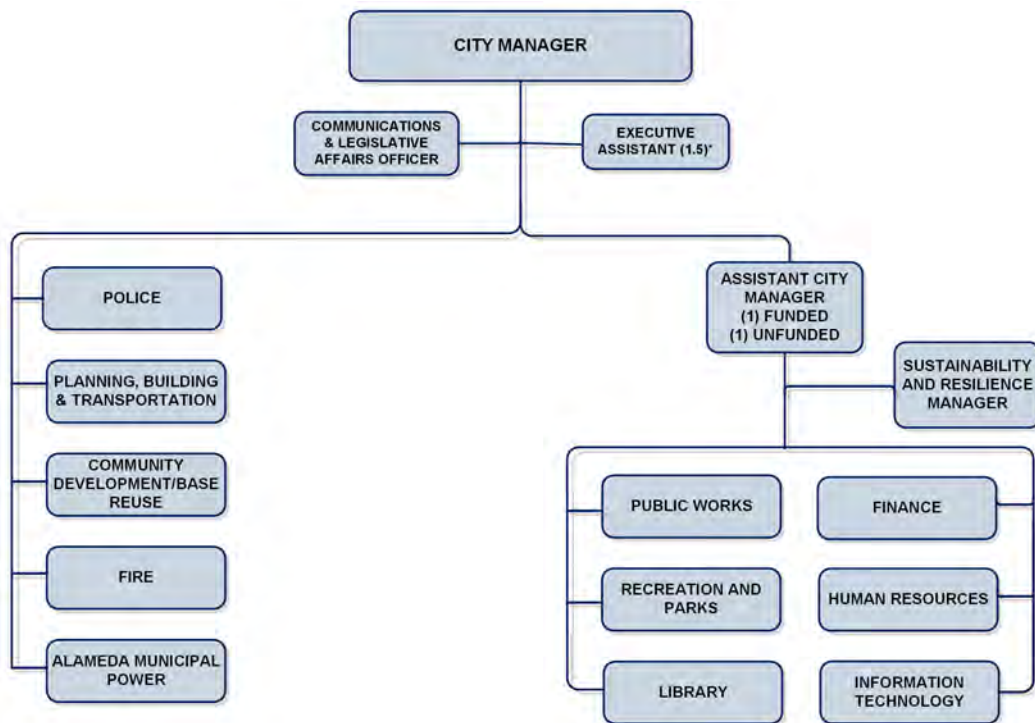


## About Us

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

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

## Organizational Chart



\* 0.5 Executive Assistant Allocated to City Council

## Mid-Cycle (Budget Year 2) Updates

### Veterans Court Adaptation Capital Project

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

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

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

### Add 2nd CivicSpark Fellow

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

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

**Funding Source:** General Fund

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

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

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

**Funding Source:** General Fund

### Office Reconfiguration

Reconfigure cubicles to accommodate climate action and resiliency staff.

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

**Funding Source:** General Fund



## Department Goals

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

## Workplan Highlights

- Respond to the COVID-19 global pandemic, including employee support, ongoing community communications, measures to improve health and safety, modified programs and services, testing and vaccination services, relief funds for residents and businesses, food security programs, small business support, and recovery efforts.
- Address housing issues and homelessness by updating the rent stabilization ordinance, facilitating construction of new housing for all income levels, and implementing HEAP and HHAP funding for homeless services.
- Support the City Council's goal to shift response to mental health crisis calls for services from a Police Department response.
- Mitigate traffic congestion and improve public infrastructure and safety through the continued implementation of transportation grants, contributions and upgrades to 4.5 miles of streets, 3 miles of sewer, and 2.5 miles of sidewalk, completion of the Seaplane Lagoon Ferry Terminal, and prioritizing bike and pedestrian safety and access measures.
- Take action on climate change and emergency preparedness by implementing a Climate Action Plan and amending the City's Emergency Operations Plan.
- Improve the local economy by continuing to implement the Economic Development Strategic Plan, attract and retaining businesses in Alameda, and the ongoing development of Alameda Point.
- Maintain a high level of public safety and quality of life, including the continued prioritization of Alameda's high quality parks, streetscape, and community amenities.
- Plan for fiscal and organizational stability by ensuring a fiscally sustainable budget, including exploring potential revenue measures and new cost recovery options, cost-efficient investments in new technology, and ways to address the City's substantial post-employment obligations.
- Foster collaborative and transparent working relationships with the City's many community, regional, and other public and private partners on its delivery of services and implementation of programs and projects.
- Communicate timely and accurate information to Alameda residents and businesses regarding City programs and services.
- Promote a workplace culture within the City organization that supports and encourages diversity, collaboration, and innovation.



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

## Communications Performance Measures

Data

Records

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

## General Fund Expenditure Summary

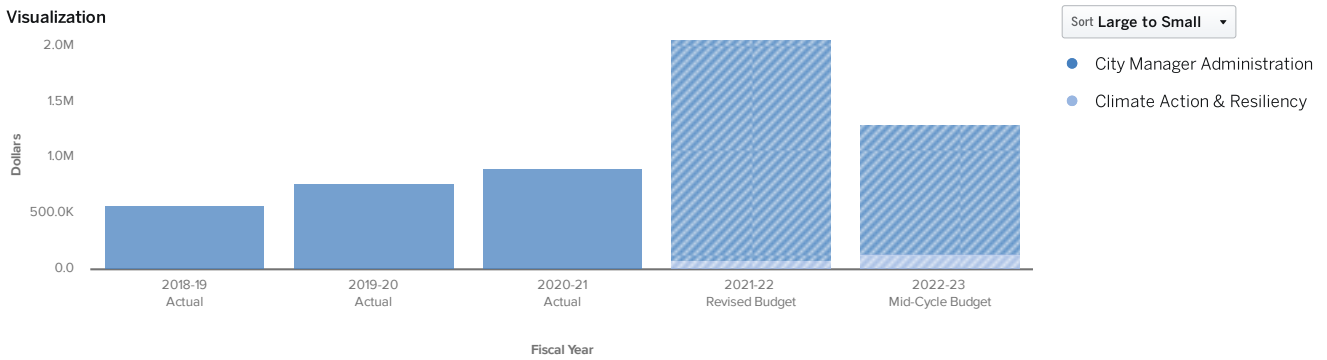
Collapse All	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
► Salaries and Employee Benefits	909,859	1,096,779	1,194,482	1,191,839	1,366,572
▼ Operating Expenditures	83,668	86,955	134,132	1,464,905	569,005
► Services	61,824	53,556	102,047	1,177,300	276,300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

## Expenditure Summary by Division

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

## Expenditure Trends\*

### Visualization



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



# Community Development

FY 2022-23 Mid-Cycle Budget

## About Us

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

### Base Reuse

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

### Asset Management

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

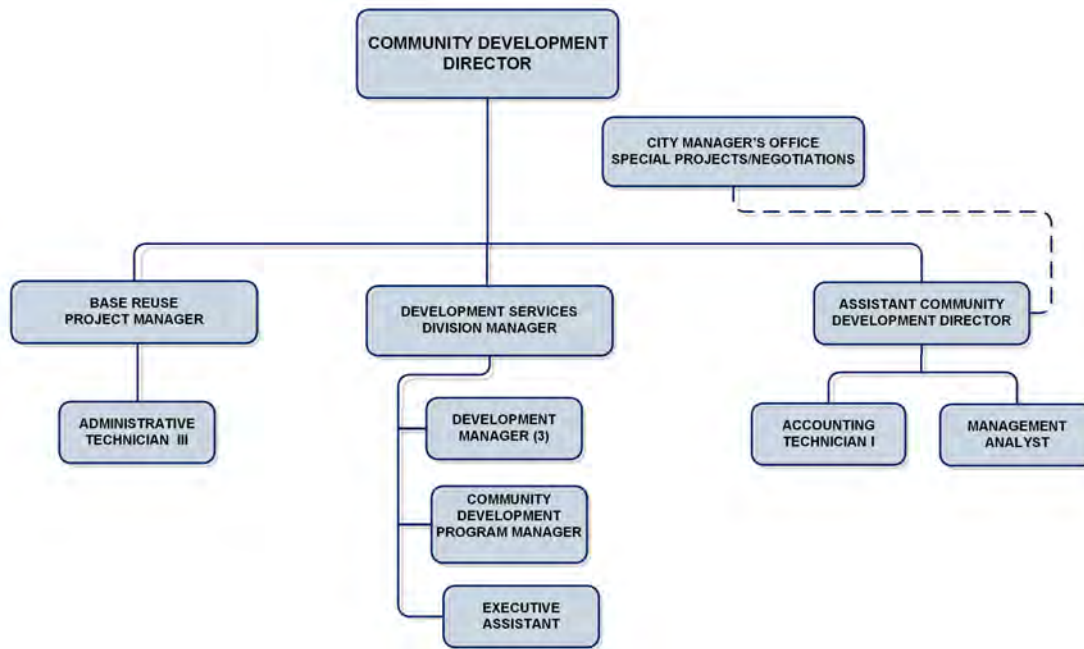
### Economic Development

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

### Housing

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

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Add Community Development Program Manager

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

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

**Funding Source:** General Fund

### Carryforward Storefront Façade Assistance Grants

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

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

**Funding Source:** Commercial Revitalization

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

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

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

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





## Department Goals

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

## Workplan Highlights

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

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

## Performance Measures

Data

Records

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

## General Fund Expenditure Summary

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

## Non-General Fund Expenditure Summary

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

## Alameda Point Expenditure Summary

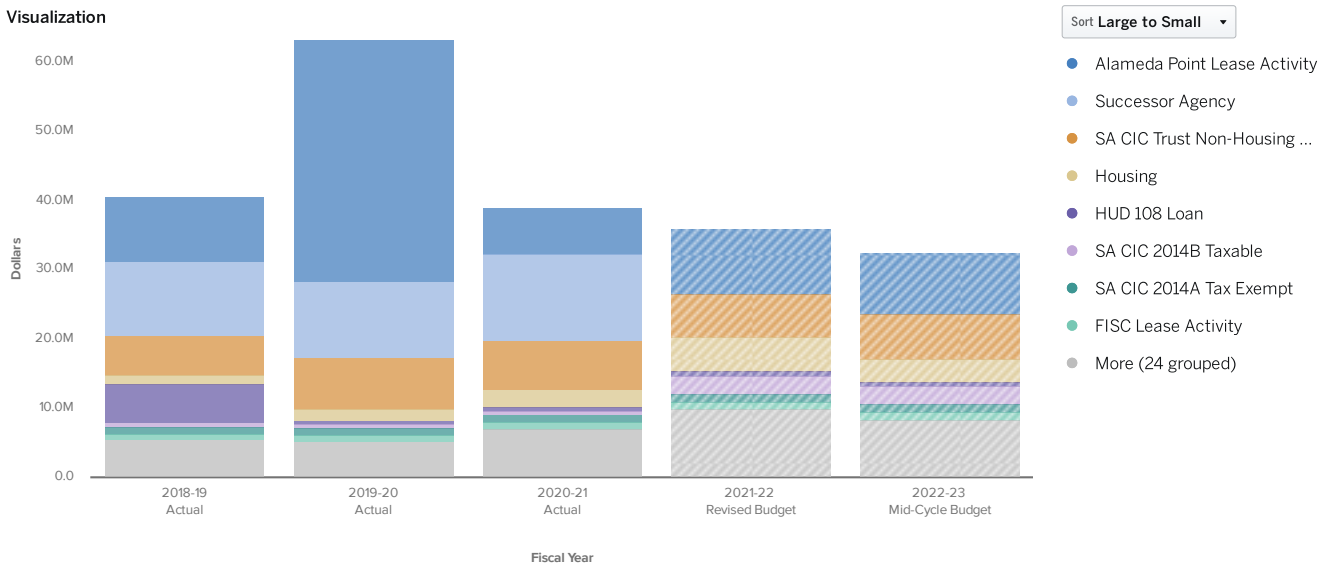
Expand All	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
▶ Transfers Out	1,900,690	29,221,320	715,000	2,183,000	2,273,000
▶ Operating Expenditures	5,933,940	5,021,855	5,409,837	6,199,646	5,643,650
▶ Salaries and Employee Benefits	889,550	1,014,454	1,136,923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

## Successor Agency Expenditure Summary

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

# Expenditure Trends

Visualization





# Expenditure Summary by Division

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



# Finance

FY 2022-23 Mid-Cycle Budget



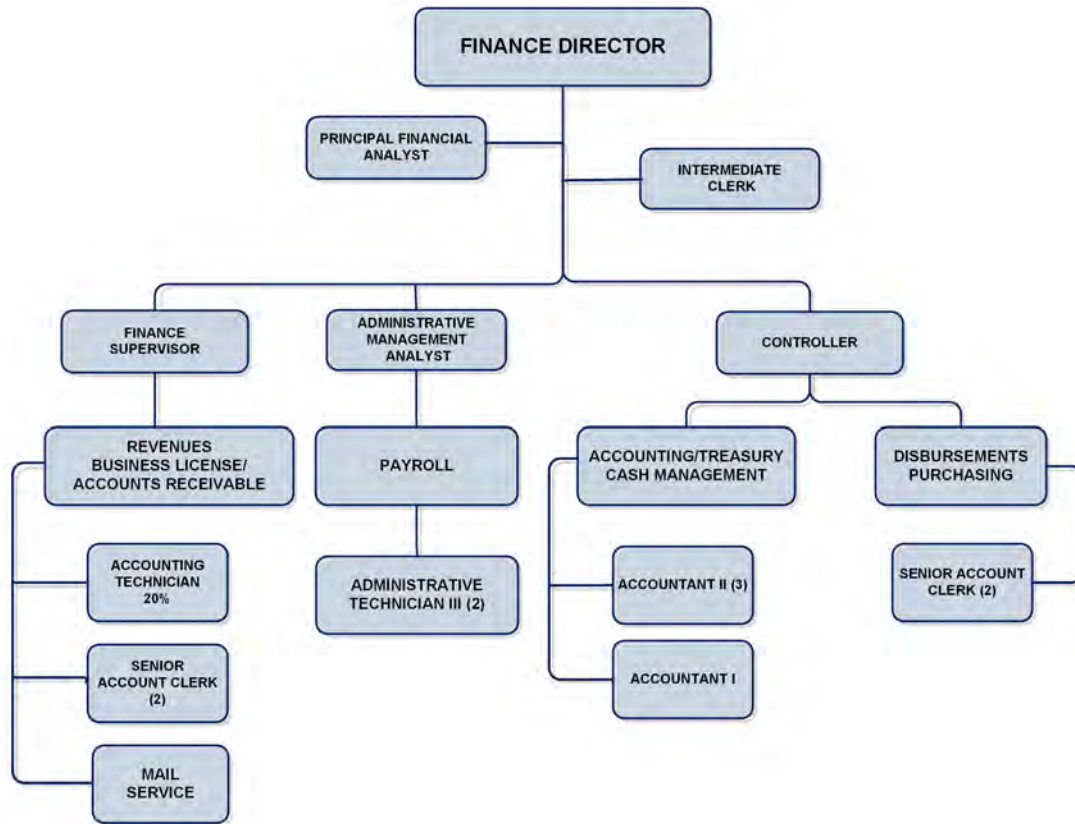
## About Us

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

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

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

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Add Accounting Technician

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

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

**Funding Source:** General Fund

### Policy Development

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

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

**Funding Source:** General Fund



## Department Goals

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

## Workplan Highlights

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

## Performance Measures

Data

Records

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

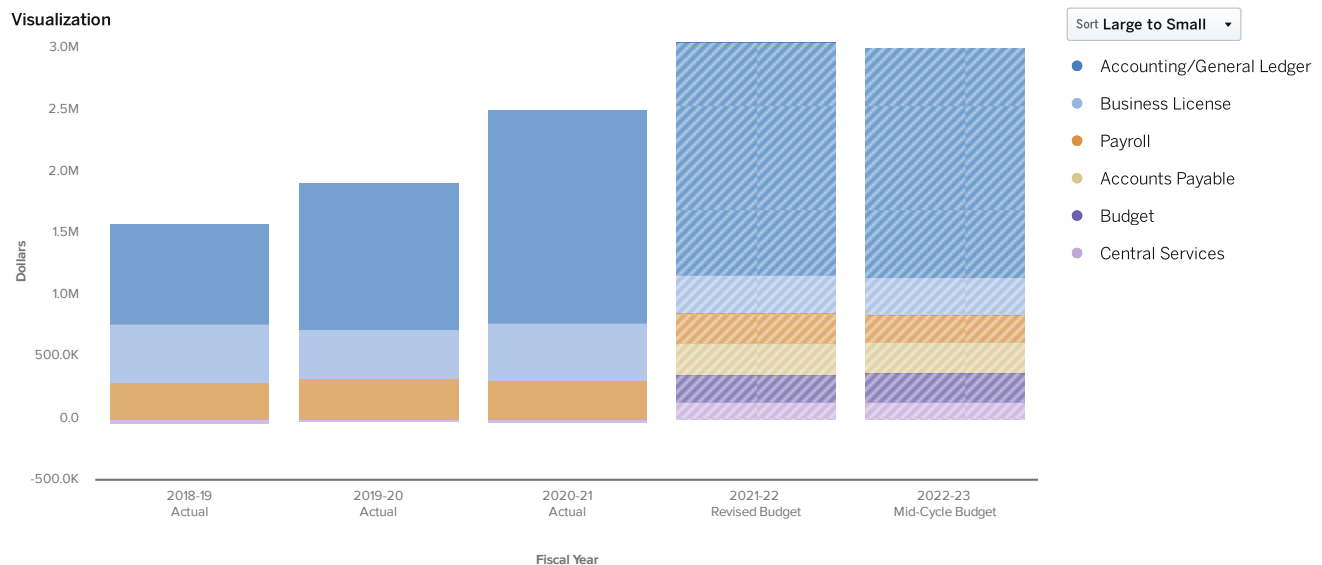
## General Fund Expenditure Summary

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

## Expenditure Summary by Division

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

## Expenditure Trends







# Fire

FY 2022-23 Mid-Cycle Budget

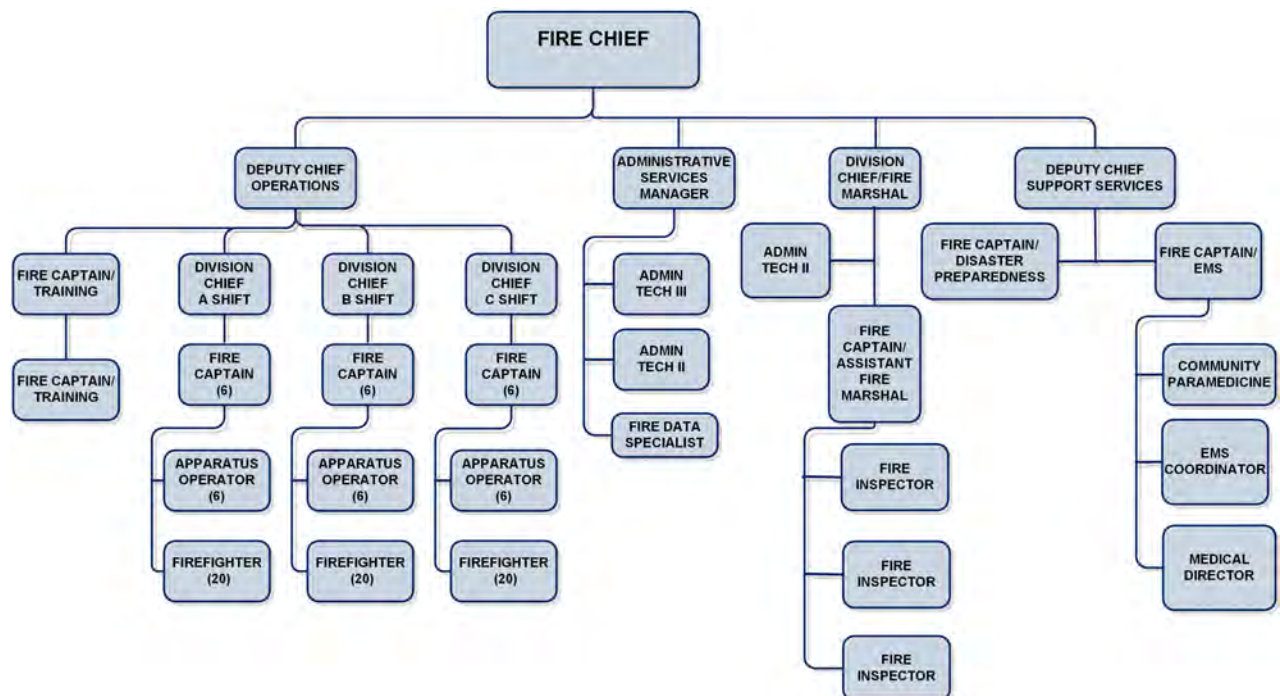


## About Us

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

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

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

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

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

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

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

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

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

### Replace Fireboat

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

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

**Funding Source:** General Fund

### Academy Overtime and Materials

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

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

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

**Funding Source:** General Fund

### Face Mask Fit Testing Machines

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

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

**Funding Source:** General Fund



## Department Goals

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

## Workplan Highlights

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

# Performance Measures

Data

Records

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

## General Fund Expenditure Summary

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

## Non-General Fund Expenditure Summary

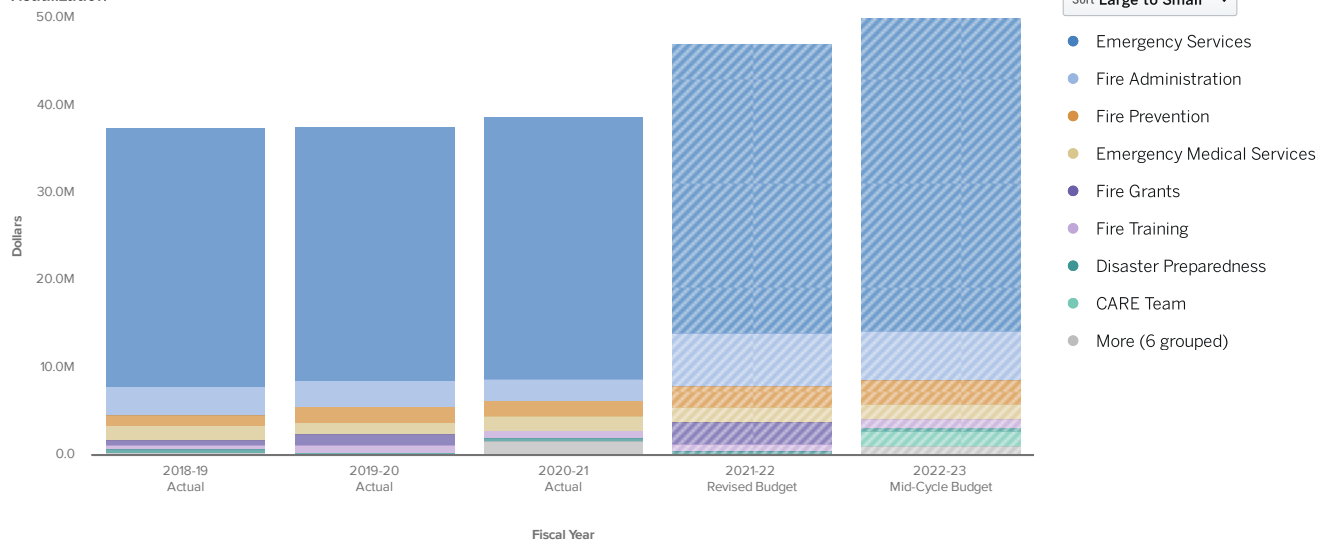
Collapse All	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
▼ Salaries and Employee Benefits	\$ 575,741	\$ 1,214,698	\$ 1,604,248	\$ 2,390,930	\$ 1,118,360
▶ Salaries and Wages	262,721	663,464	948,837	1,162,723	558,285
▶ Pension and OPEB	239,937	422,913	398,349	936,167	433,808
▶ Benefits	73,083	128,322	257,063	292,040	126,268
▶ Operating Expenditures	143,058	146,383	187,971	2,072,481	2,158,481
▶ Transfers Out	328,014	0	0	0	0
▶ Cost Allocation	21,282	68,807	36,446	16,297	17,555
▶ Debt Service	6,367	0	0	0	0
Total	\$ 1,074,462	\$ 1,429,889	\$ 1,828,665	\$ 4,479,708	\$ 3,294,396

## Expenditure Summary by Division

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
Emergency Services	29,576,122	29,142,414	29,977,790	33,057,539	35,746,876
Fire Administration	3,235,196	2,900,585	2,542,488	6,052,589	5,522,840
Fire Prevention	1,220,047	1,782,853	1,807,250	2,477,949	2,845,025
Emergency Medical Services	1,591,041	1,402,948	1,601,146	1,806,148	1,739,147
Fire Grants	611,257	1,262,983	12,415	2,397,947	33,055
Fire Training	559,497	841,280	874,269	893,585	910,964
Disaster Preparedness	328,673	350,893	348,436	385,167	394,958
CARE Team	0	0	0	75,000	1,724,880
2018 SAFER	0	0	847,231	0	866,261
2017 SAFER	0	0	779,027	0	0
Emergency Operations Center	334,381	0	0	0	0
Community Paramedicine	0	0	0	0	226,081
AFG COVID-19 Grant	0	0	50,978	0	0
2008 Fire Prevention/Safety	0	0	4,136	0	0
<b>Total</b>	<b>37,456,213</b>	<b>37,683,957</b>	<b>38,845,166</b>	<b>47,145,925</b>	<b>50,010,086</b>

## Expenditure Trends

### Visualization







# Human Resources

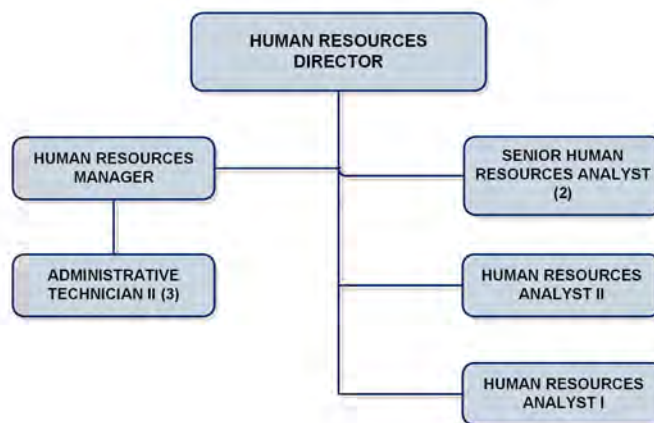
FY 2022-23 Mid-Cycle Budget

## About Us

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

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

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Add Office Assistant

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

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

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

**Funding Source:** General Fund

## Department Goals

1. Be a strategic partner to the Executive Management Team by developing and implementing a Human Resource approach that supports continuous improvement, collaboration, and a progressive and productive work environment that meets the challenges of the organization.
2. Provide excellent and proactive customer service to City Departments in meeting the challenges and demands of workforce planning.
3. Assist with the competitiveness of the City for attraction and retention of qualified staff.
4. Ensure that the City is in compliance with all federal and state mandates.
5. Create an environment where employees feel supported, understand expectations and continue to grow.
6. Provide support for the Citywide Safety program including development and updating of Safety policies, employee training and ongoing communication.
7. Begin the process of digitizing legacy data to increase access and availability to legacy information

## Workplan Highlights

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

## Performance Measures

Data

Records

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

## General Fund Expenditure Summary

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

## Non-General Fund Expenditure Summary

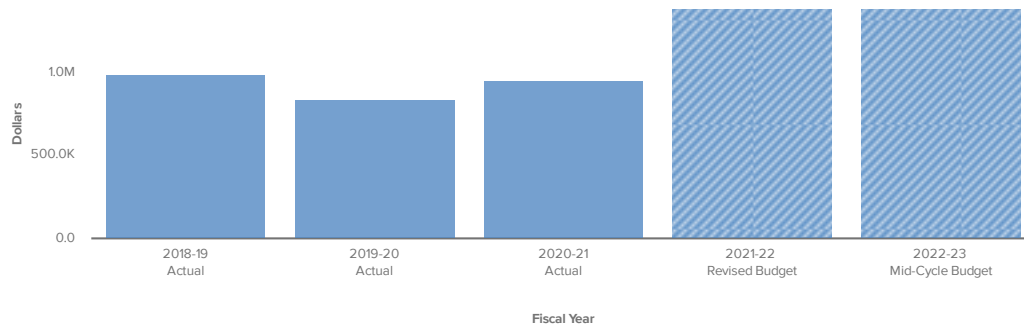
Expand All	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
► Salaries and Employee Benefits	64,584	104,907	147,116	160,000	160,000
► Operating Expenditures	1,620	1,620	810	2,000	2,000
<b>Total</b>	<b>66,204</b>	<b>106,527</b>	<b>147,926</b>	<b>162,000</b>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

## Expenditure Summary by Division

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

## Expenditure Trends

Visualization



Sort **Large to Small** ▼

● Human Resources Adminis...



# Information Technology

FY 2022-23 Mid-Cycle Budget

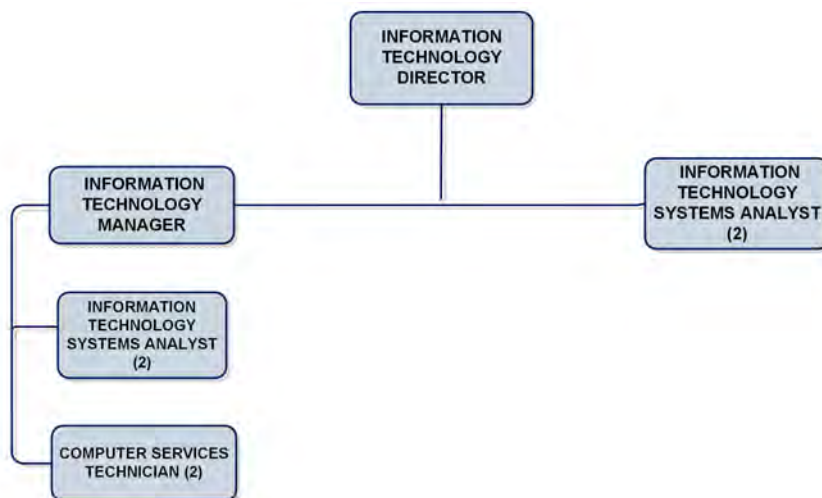
## About Us

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

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

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

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Microsoft 365 Subscription

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

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

## Separate Administrative Network from Alameda Municipal Power

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

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

## Network Detection & Response Solution

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

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



## Department Goals

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

## Workplan Highlights

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



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

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

## Performance Measures

Data

Records

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

## Non-General Fund Expenditure Summary

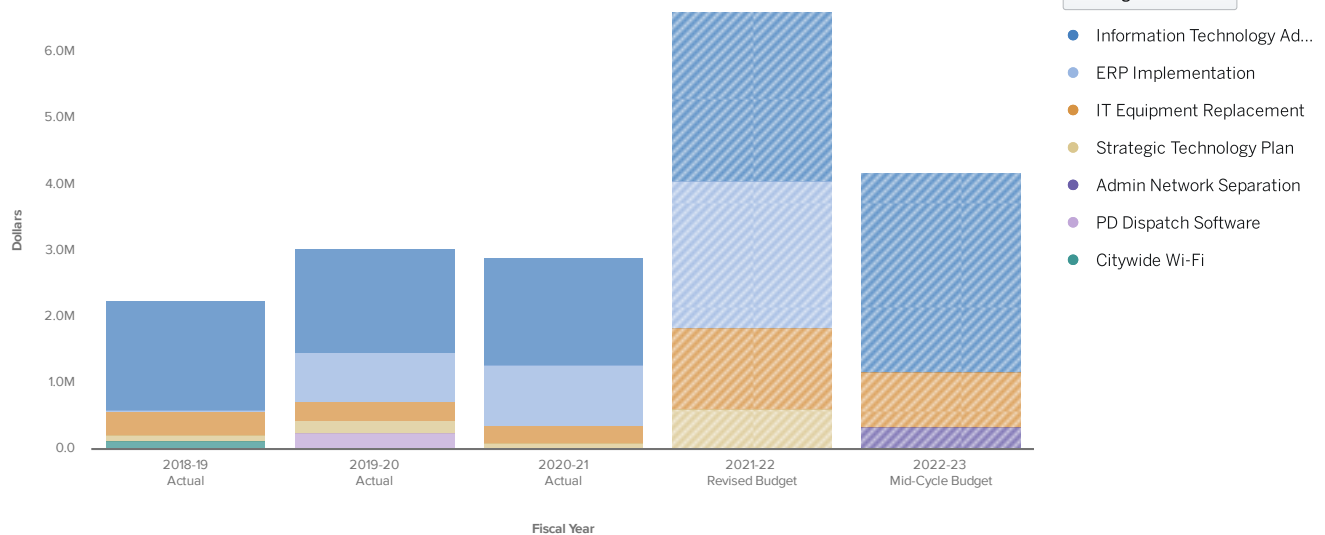
Collapse All	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
▼ Operating Expenditures	\$ 468,592	\$ 651,410	\$ 1,641,463	\$ 1,916,495	\$ 1,988,149
▶ Services	367,811	543,419	1,569,150	1,710,206	1,562,235
▶ Supplies	54,580	53,948	19,163	121,525	341,150
▶ Utilities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

## Expenditure Summary by Division

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

## Expenditure Trends

### Visualization





# Library

FY 2022-23 Mid-Cycle Budget

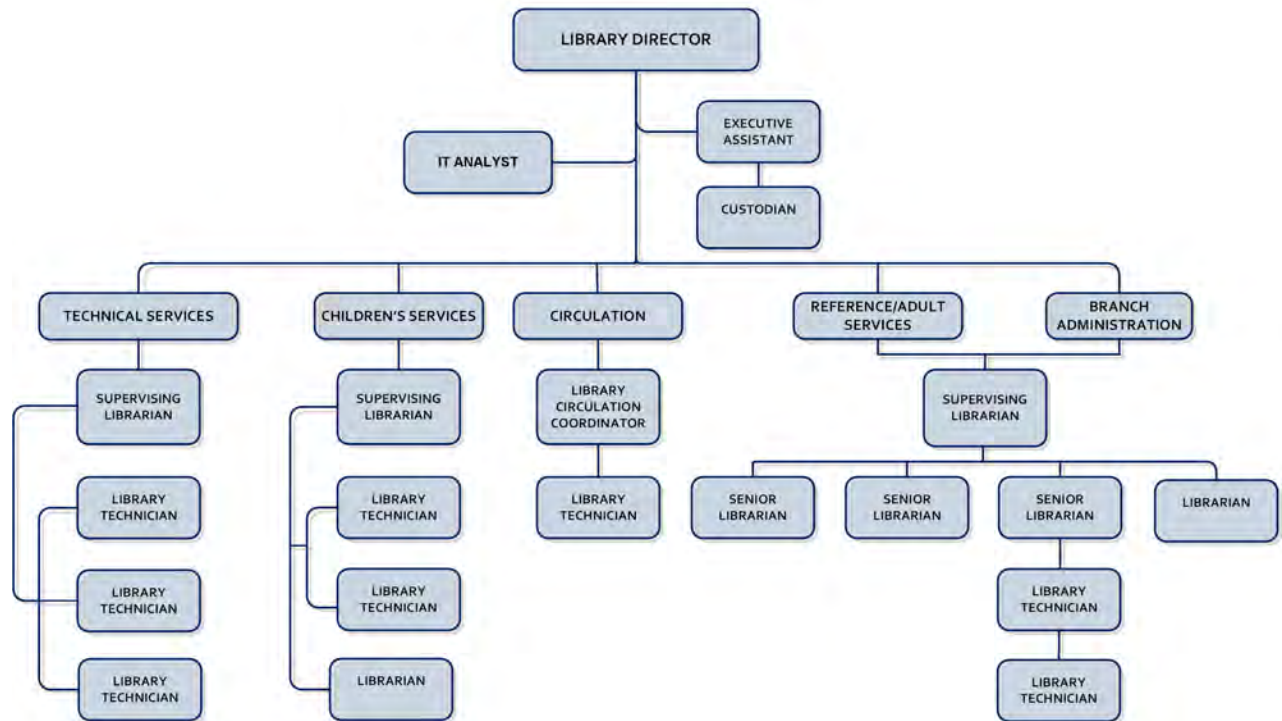


## About Us

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

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

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Services & Supplies

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

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

**Funding Source:** Library Fund



## Department Goals

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

## Workplan Highlights

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



## Performance Measures

Data

Records

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

## Non-General Fund Expenditure Summary

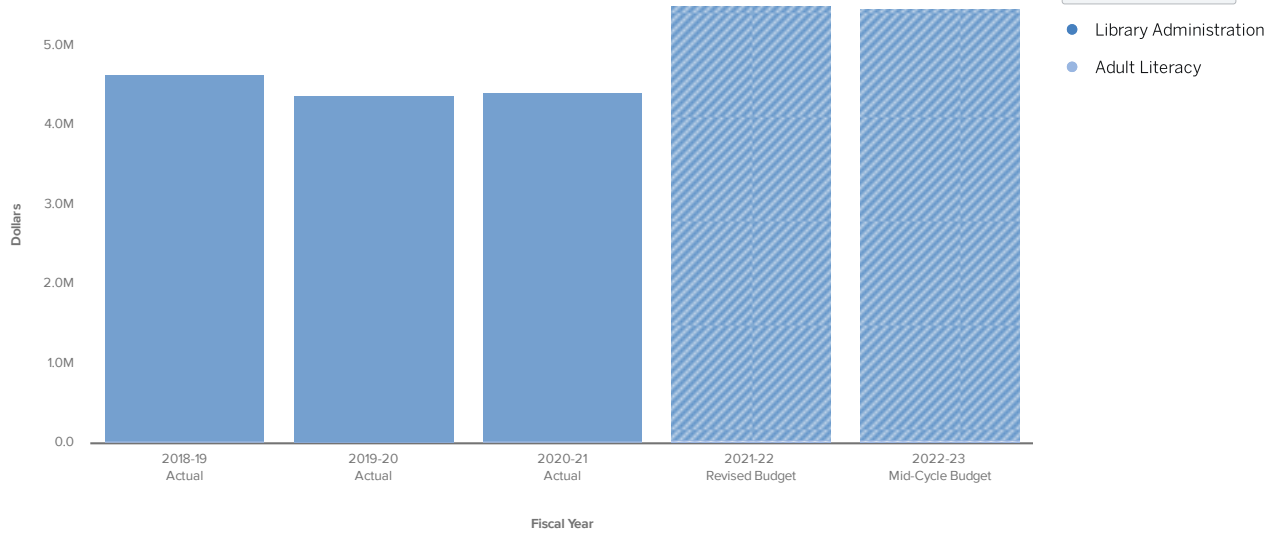
Collapse All	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
► Salaries and Employee Benefits	2,653,814	2,847,979	2,695,094	3,438,373	3,428,809
► Cost Allocation	1,260,485	829,932	899,833	888,790	912,782
▼ Operating Expenditures	670,273	663,247	807,867	1,108,200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

## Expenditure Summary by Division

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

# Expenditure Trends

Visualization





# Non-Department

FY 2022-23 Mid-Cycle Budget

## General Fund Expenditure Summary

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

## Non-General Fund Expenditure Summary

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

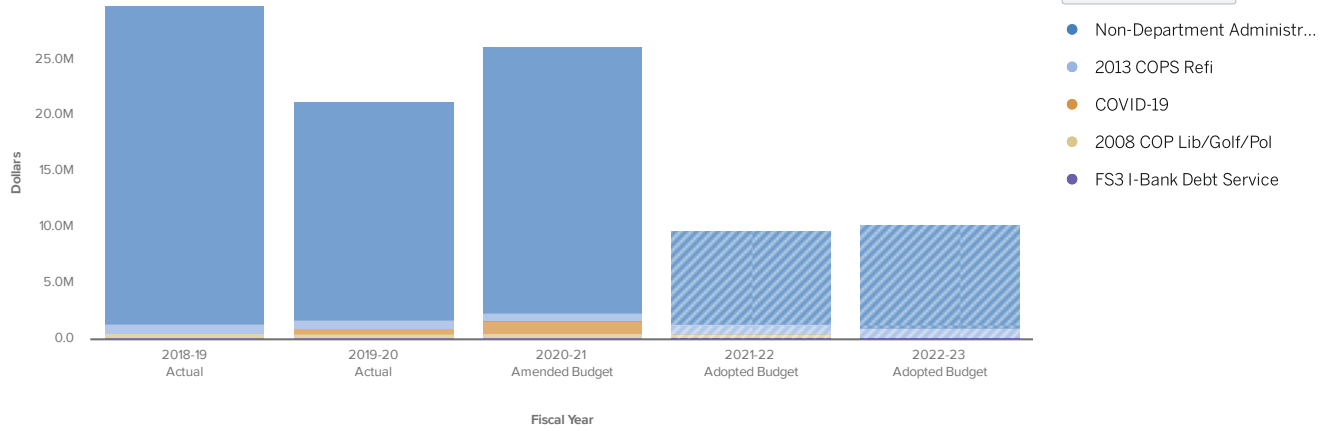
## Expenditure Summary by Division

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

# Expenditure Trends

Visualization

Sort **Large to Small** ▾





# Planning, Building & Transportation

FY 2022-23 Mid-Cycle Budget

## About Us

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

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

### Permit Processing and Inspection

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

### Planning

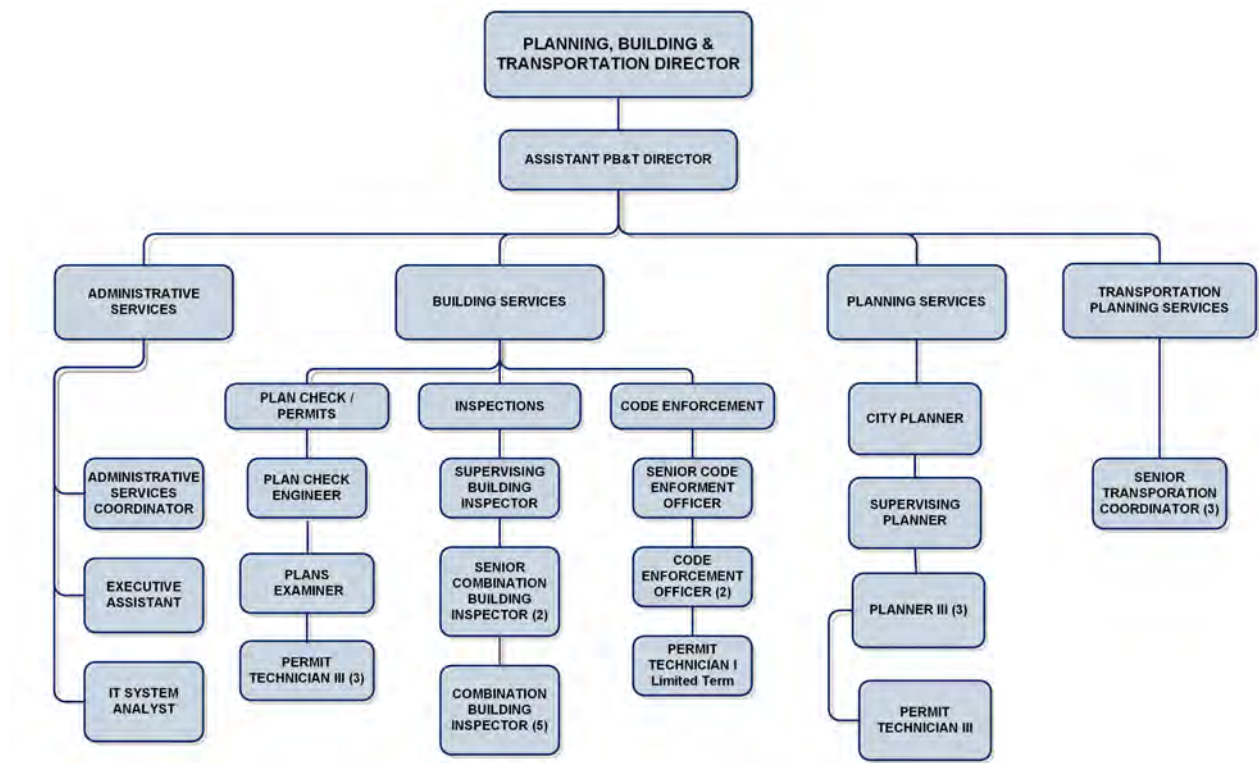
The Planning Program provides guidance and technical expertise to assist the Alameda community in achieving the community development, planning, and urban design goals established by the City Council. The Program provides current and long-range planning services, and is responsible for developing and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

### Transportation Planning

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



## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Add Planner III

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

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

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

### Extend Limited Term Permit Technician II to Permanent

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

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

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

### Upgrade Supervising Planner to Planning Manager

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

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

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

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

## Alameda Point - Transportation Demand Management

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

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

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



## Department Goals

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

## Workplan Highlights

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

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

## Performance Measures

Data

Records

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

## Non-General Fund Expenditure Summary

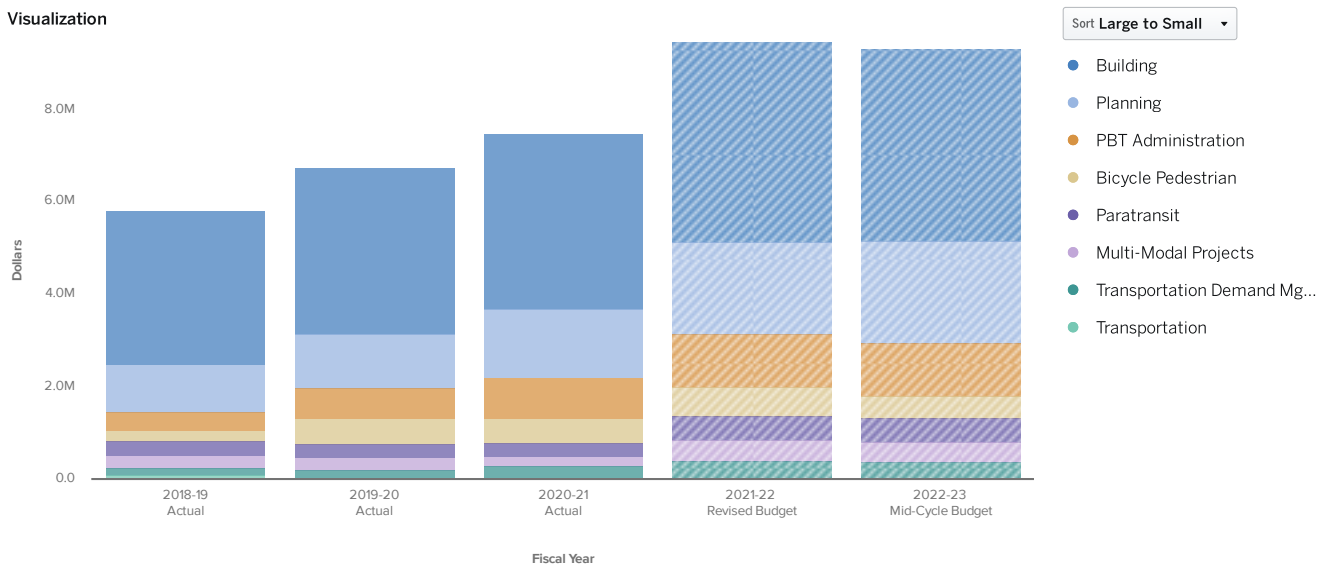
Expand All	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
► Salaries and Employee Benefits	3,490,391	4,336,611	4,730,772	5,871,468	5,809,387
► Operating Expenditures	1,375,768	1,673,344	1,968,091	2,603,159	2,482,159
► Cost Allocation	958,914	742,569	762,766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

## Expenditure Summary by Division

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

## Expenditure Trends

### Visualization





# Police

FY 2022-23 Mid-Cycle Budget



## About Us

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

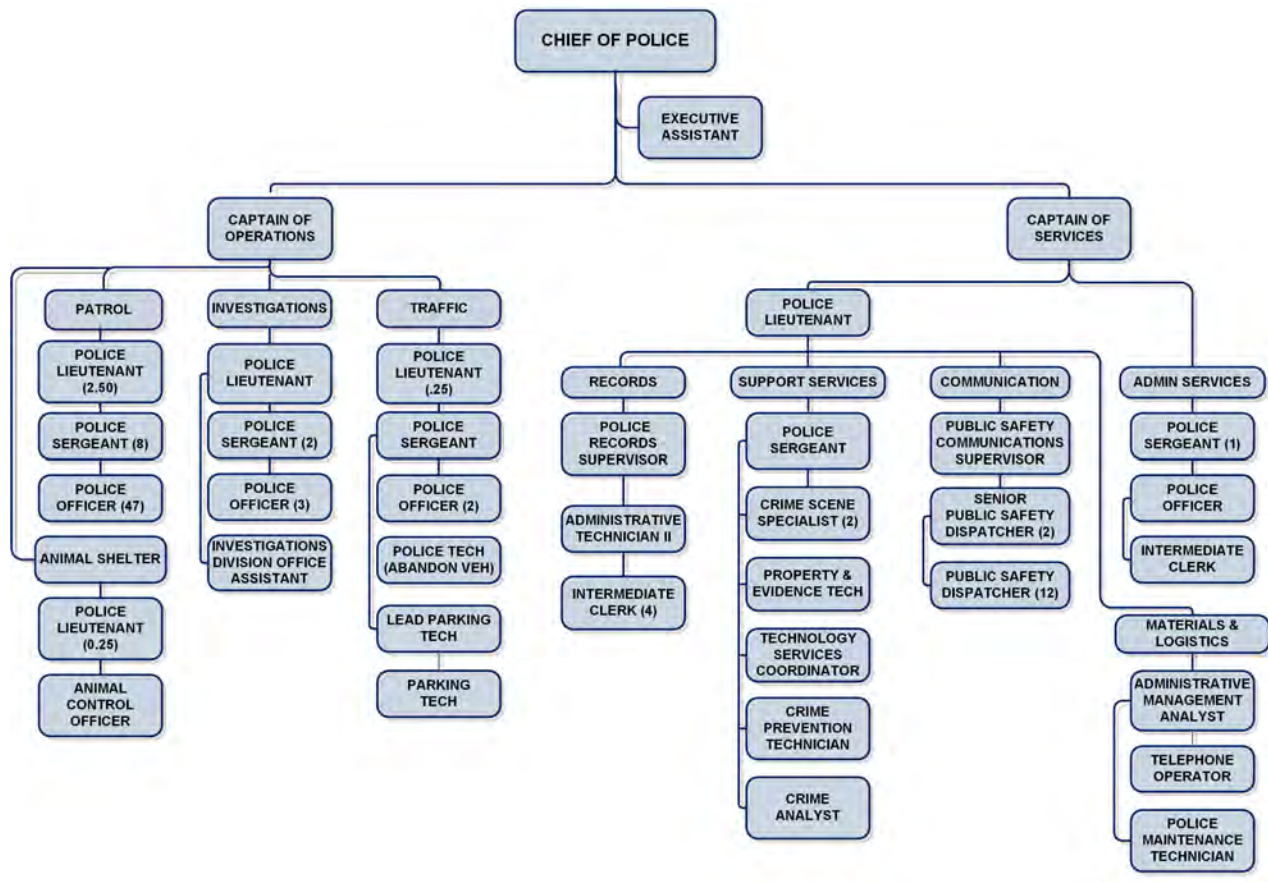
The Department fosters a problem-solving, community policing philosophy and works collaboratively with policymakers, the City Manager's Office, and the community to address crime and property damage problems.

### **Mission Statement of the Alameda Police**

**Department:** Protect life and property, preserve peace, and prevent crime through quality police services founded on integrity, customer service, and community-oriented policing.



## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Add Lieutenant

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

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

**Funding Source:** General Fund

### Catalytic Converter Theft Deterrence Program

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

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

**Funding Source:** General Fund

### Services in Various Bureaus

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

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

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

**Funding Source:** General Fund

## Police Grants Allocation Update

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

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

**Funding Source:** Federal and State Grants

## Fleet Replacement

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

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

**Funding Source:** General Fund

## Animal Shelter Kennel Upgrade

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

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

**Funding Source:** General Fund



## Department Goals

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

## Workplan Highlights

- The department will continue to provide traffic safety, enforcement, and education services to the community.
- The department will continue to work collaboratively with other City departments on disaster preparedness efforts by participating in the Alameda Disaster Council and scenario-based table-top training exercises.

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

## Performance Measures

Data

Records

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

## General Fund Expenditure Summary

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

## Non-General Fund Expenditure Summary\*

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
Police Administration	1,524	10,000	28,046	1,899,550	1,984,550
Police Grants	165,873	184,759	727,739	354,147	153,000
Vehicle Abatement	66,435	84,194	60,000	62,500	85,000
<b>Total</b>	<b>233,831</b>	<b>278,953</b>	<b>815,785</b>	<b>2,316,197</b>	<b>2,222,550</b>

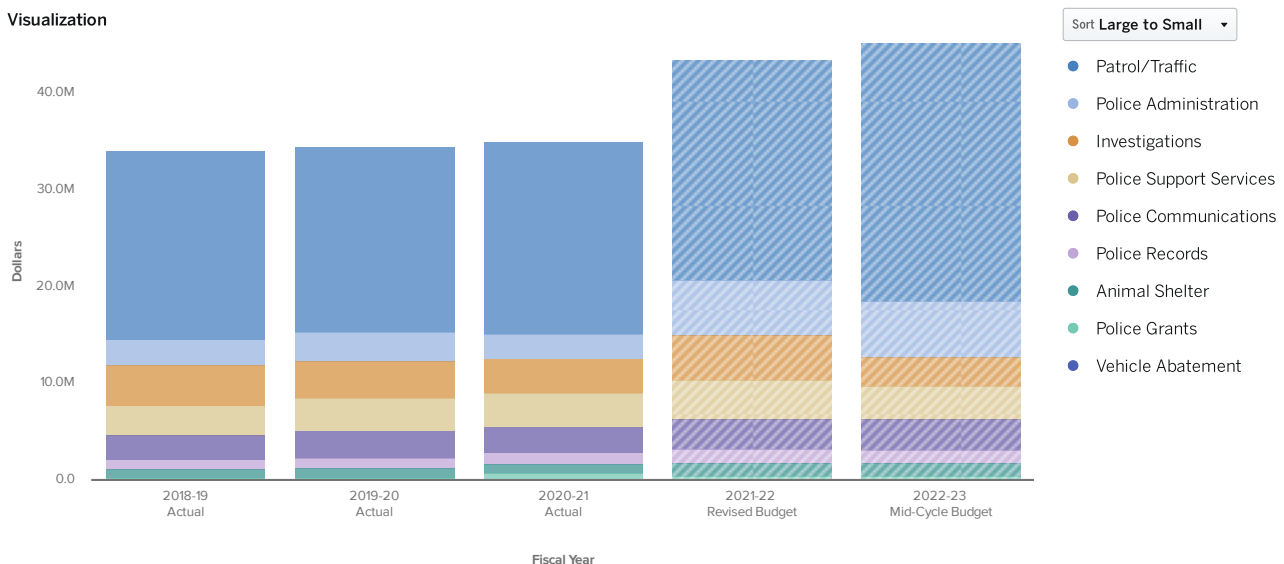
\* The increase in Police Administration after FY 2020-21 is due to a change in the account structure for Other Post Employment Benefits in the financial system that went live in FY 2021-22. Public Safety benefits were previously shown under Non-Departmental and are now broken out by department.

## Expenditure Summary by Division

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Revised Budget	2022-23 Mid-Cycle Budget
Patrol/Traffic	19,449,558	19,093,924	19,869,184	22,745,825	26,542,423
Police Administration	2,718,437	3,018,751	2,602,847	5,704,812	5,871,682
Investigations	4,252,332	3,846,918	3,593,130	4,642,582	3,020,228
Police Support Services	2,966,073	3,343,244	3,456,940	4,130,627	3,413,107
Police Communications	2,564,873	2,787,959	2,700,319	3,108,883	3,231,159
Police Records	987,713	1,091,783	1,181,015	1,336,244	1,316,417
Animal Shelter	967,241	1,046,989	897,085	1,417,233	1,367,649
Police Grants	165,873	184,759	727,739	378,947	353,000
Vehicle Abatement	66,435	84,194	60,000	62,500	85,000
<b>Total</b>	<b>34,138,534</b>	<b>34,498,520</b>	<b>35,088,259</b>	<b>43,527,653</b>	<b>45,200,665</b>

## Expenditure Trends

### Visualization





# Public Works

FY 2022-23 Mid-Cycle Budget



## About Us

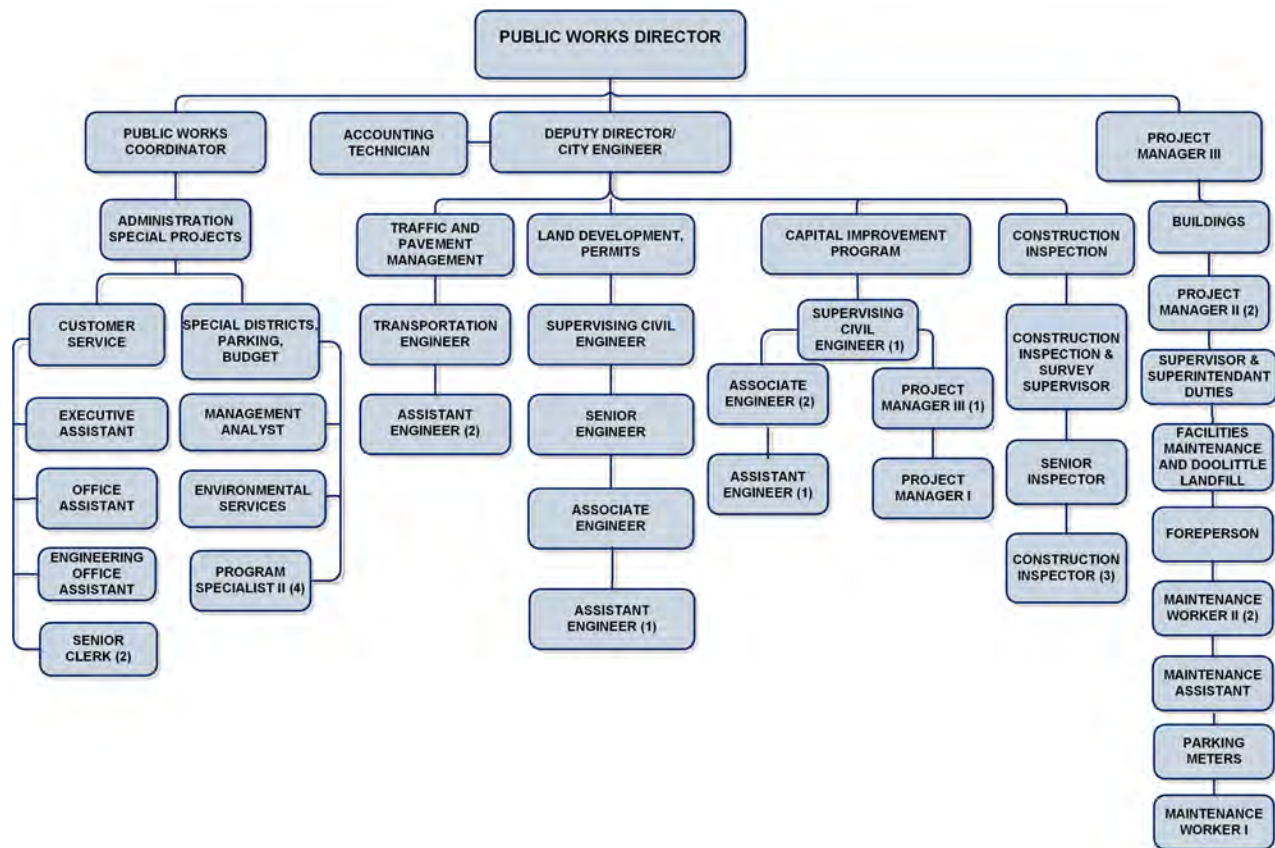
**Public Works' mission** is to deliver reliable, high-quality infrastructure and services that support the environment and quality of life in the City of Alameda. Our vision is to be a continuously-evolving organization striving to be the best Public Works Department.

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



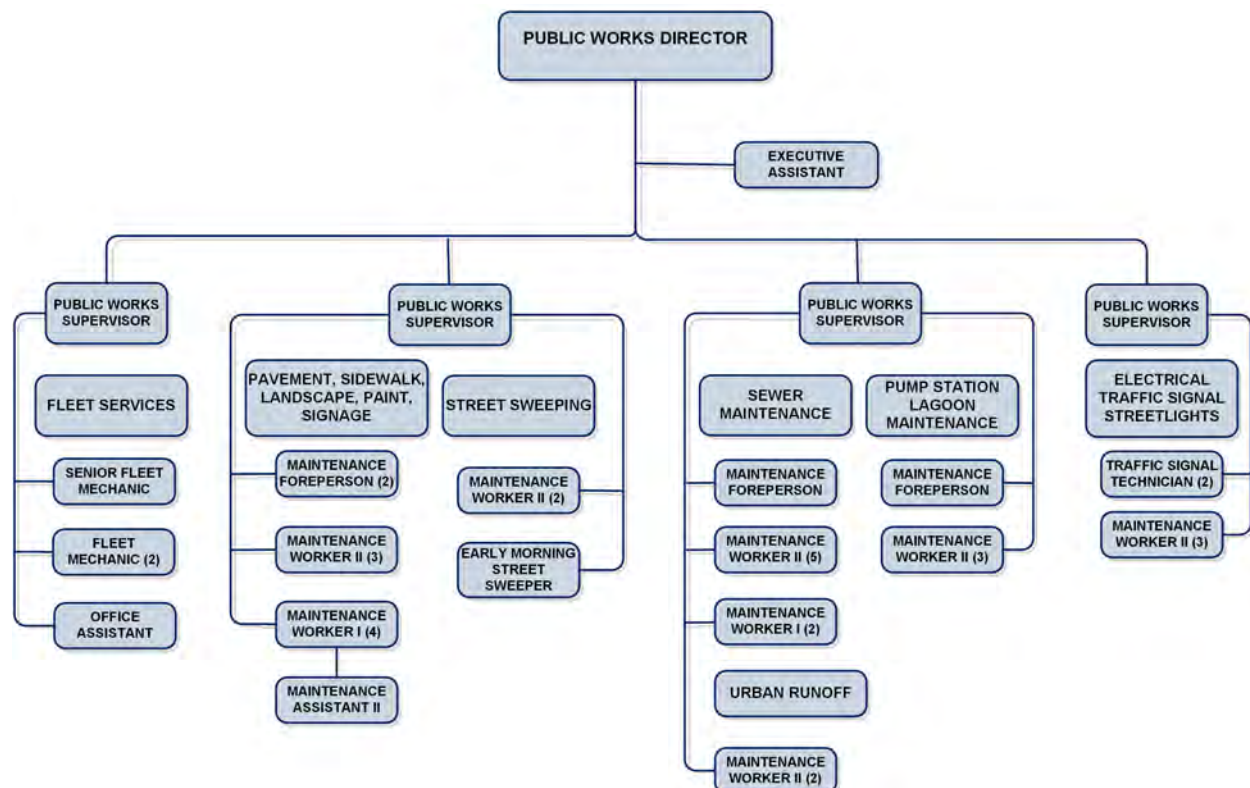
## Organizational Chart (1 of 2)

### Administration & Engineering



## Organizational Chart (2 of 2)

### Maintenance & Operations



## Mid-Cycle (Budget Year 2) Updates

### Street Safety Capital Project

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

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

### Part-Time Project Manager for Capital Projects

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

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

### Upgrade Transportation Engineer to Supervising Civil Engineer

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

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

### ADA Self-Assessment and Transition Project

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

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

### Fire Station 1 Air Conditioner Replacement

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

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

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

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

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

### 5G Single Space Parking Meter Upgrade

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

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

### Multi-Space Meter Rental Agreement

Increase budget to cover costs of the existing agreement.

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

## **Carryforward for GPS Telematics Installation**

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

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

## **Fuel Master Software Upgrade**

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

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

## **Fleet Contingency for Uninsured Vehicles**

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

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

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

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

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

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

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

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

## **Traffic Signal Supplies**

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

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



## Department Goals

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

## Workplan Highlights

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

## Performance Measures

Data

Records

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

## General Fund Expenditure Summary

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

## Non-General Fund Expenditure Summary

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

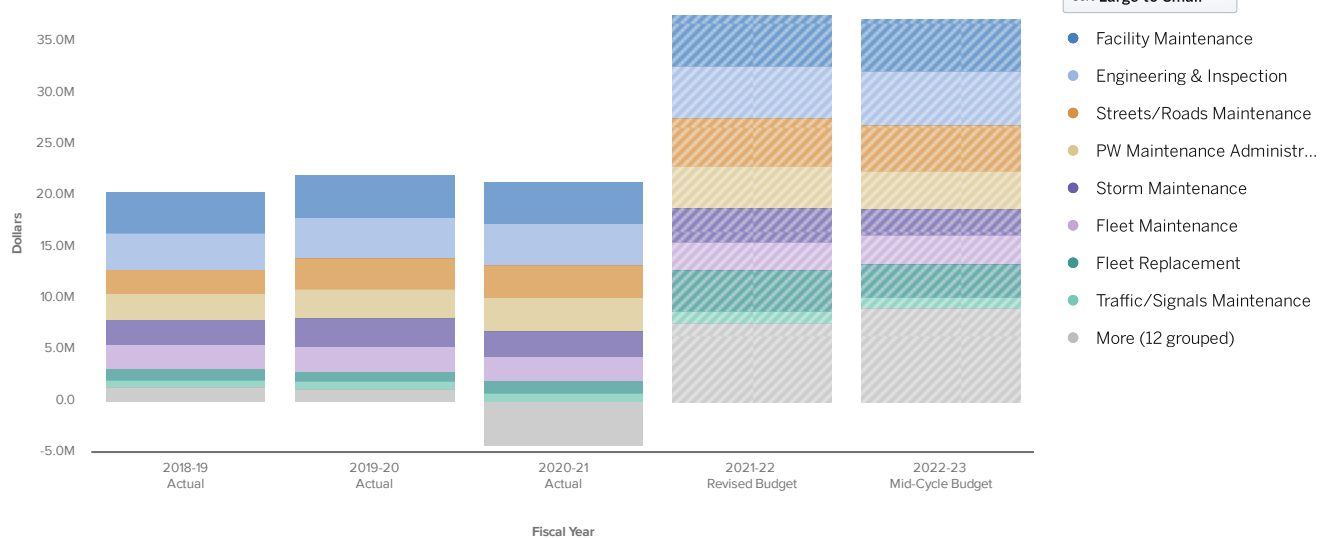


## Expenditure Summary by Division

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

## Expenditure Trends (Non-Capital Operating Budget)

### Visualization



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

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

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



# Recreation & Parks

FY 2022-23 Mid-Cycle Budget



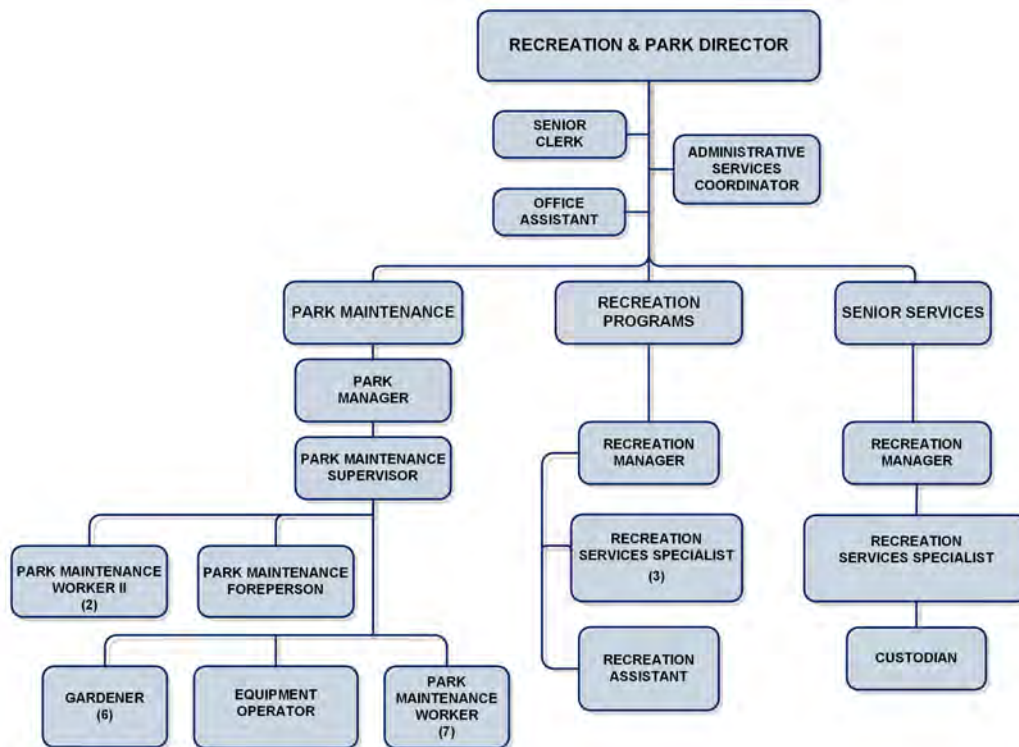
## About Us

**The Recreation and Parks Department** provides places and programs for tots, youth, teens, adults, families, and seniors through:

- Athletics
- Classes and camps
- Mastick Senior Center
- Afterschool and summer programs
- Community events
- Programs for people with developmental disabilities
- Picnic and facility rentals
- Trips
- Leadership
- Outdoor activities

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

## Organizational Chart



## Mid-Cycle (Budget Year 2) Updates

### Recreation Part-Time Pay & Supplies

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

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

### Add Recreation Services Manager

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

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

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

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

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



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

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

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

**Funding Source:** Regional Grant

## Park Maintenance Capital Project - Asphalt Paving in Parks

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

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

**Funding Source:** General Fund

## Establish Budget for Mastick Trust Fund

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

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

**Funding Source:** Mastick Trust Fund

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

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

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

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

**Funding Source:** General Fund



## Department Goals

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

## Workplan Highlights

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

## Performance Measures

Data

Records

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

## General Fund Expenditure Summary

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

## Non-General Fund Expenditure Summary

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

## Expenditure Summary by Division

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

# Expenditure Trends

