



ANNUAL OPERATING AND CAPITAL BUDGET  
FISCAL YEAR 2013-2014

Adopted  
June 25, 2013





## CITY MANAGER'S BUDGET MESSAGE

Fiscal Year 2013-2014

### INTRODUCTION

It is my pleasure to present the Fiscal Year 2013-14 Recommended Budget for your consideration. As mentioned in the mid-year report, the City is finally seeing some benefits from improvement in the local economy. Employment continues to improve gradually and for the first time in four years, both business and building activity are beginning to increase. Real estate market values have improved as well. Normally, changes in local agency revenues lag the general economy by 12-18 months; as a result, we have developed the Recommended Budget with restraint, with a focus on core services. Similar to last year, the number of new initiatives remains fewer than before the recession, but our collective efforts to remain fiscally prudent are important to maintaining a sound financial foundation.

Since publication of the Preliminary Budget last month, the Governor and the Legislature appear to have agreed on a budget that does not contain further local takeaways that would affect the City's Recommended Budget. From an operating perspective, the only remaining uncertainty lies in the estimate of property tax revenues. Recent articles in the press indicate that several bay area County Assessors have announced that property owners who received temporary value reductions during the recession should expect to see more significant valuation increases, reflecting the real estate market's recovery. Contra Costa's County Assessor has been quoted in one article as saying that the same will be seen in Contra Costa County, while in another article saying not to expect increases, since he believes the improving market is the result of bank manipulation, and a managed supply shortage. While the City Budget does not anticipate a large increase in assessed valuations, the mixed messages attributed to the Assessor leads us to wonder if this year's assessed values will be driven primarily by actual market values – or if the Assessor will omit the effects of the improved market in his calculations. With that in mind, the Recommended

Budget presented here is lean, balanced, and remains true to the City's current strategic priorities.

### ACCOMPLISHMENTS

As a team, the City Council and *all* City departments play a role in accomplishing the goals and objectives outlined in the Strategic Plan. Towards that end, just some of the accomplishments from this year include:

- Extended the City Development Fee Reduction Incentive Program, which is intended to encourage continued residential and commercial development as the market recovers. The program reduces City development impact fees by approximately 50%.
- Approved the use by the Oakley Seniors of the old fire station.
- Approved amended Development Agreements for property in the East Cypress development area.
- Approved final maps for two of the three Dutch Slough area properties.
- Secured the City's sixth allocation of Vesper Society Grant funding, extending funding for Youth Development programs through December 2013.
- Secured the City's second allocation of grant funding for the You, Me, We = Oakley! Program, totaling \$100,000. The Program was also awarded the California Leagues of Cities 2013 Advancement of Diverse Communities award.
- Implemented a more aggressive public information program, including Nextdoor, Facebook, Twitter, weekly *Oakley Outreach* email blasts, quarterly Recreation Guide and biannual publication of the *OakLeaf* newsletter.
- Assisted with the opening of two new restaurant facilities in the Downtown that are part of Disposition and Development agreements.
- Approved plans for Oakley ACE Hardware and DG Market to locate within the Downtown Oakley Plaza property.
- Along with Nextdoor, initiated efforts to facilitate Neighborhood Organizing, beginning with the Vintage Parkway painting and landscaping effort
- Continued coordination with the Successor Agency activities and coordination with the Oversight Board and State Department of Finance related to the dissolution of the Oakley Redevelopment Agency.

Capital projects completed or nearing completion this year include:

- The Marsh Creek Restoration project
- The Downtown Main Street Improvement project
- The O'Hara Avenue widening projects that include a segment from Vineyard to Carpenter and from Laurel to Cypress
- All planned fiscal year 2012-2013 pavement management plan projects
- All planned fiscal year 2012-2013 City-wide safety improvement plan projects

- All planned fiscal year 2012-213 gap closure projects
- The Parklands' streetscape remediation projects
- Installation of the new Crockett Park restroom building
- Joint project with the Fire District to create a Citywide Emergency Operations Center at the new Fire Station

### **GENERAL FUND**

The Recommended General Fund Budget reflects our continued commitment to keeping City administrative operations lean and ensuring the budget reflects a focus on the City's highest priorities: public safety, economic development, completion of capital projects, and maintenance of the City's neighborhoods, parks and roadways. It also includes funding to restore full service hours at City Hall, as well as the restructuring of an administrative position to help in funding the change and better align staffing with service requirements.

The Proposed General Fund Budget is balanced. It includes \$13,237,311 in estimated revenues, and \$13,200,058 in proposed expenditures. Revenues are approximately \$250,000 less than currently projected Fiscal Year 2012-2013 revenues, primarily due to the Fiscal Year 2012-2013 receipt of the State's repayment of \$429,000 in property taxes "borrowed" by the State in Fiscal Year 2009-2010 pursuant to Proposition 1A. Excluding the Fiscal Year 2012-2013 repayment, Fiscal Year 2013-2014 revenues would be \$179,000 more than projected for Fiscal Year 2012-2013. Excluding General Fund contingency savings and property acquisitions in the current year, proposed expenditures are approximately \$423,000 more than currently those projected for Fiscal Year 2012-2013, primarily due to an increase of approximately \$310,000 in police service costs, and \$90,000 in increased costs related to returning to full service hours.

In addition to returning to full service hours, the City is moving to an alternate work schedule, which will result in City Hall being open until 6:00 pm most nights. While City Hall closures during Thanksgiving week will return to just the Thanksgiving holiday and the day after, plans include continuing the closure of City Hall for at least some time at the end of the year, around the Christmas and New Year holidays.

Available Fund Balance is expected to be approximately \$4.6 million at June 30, 2013, which is 35% of Fiscal Year 2013-2014 proposed expenditures. As significant positive effects from the recovery are still yet to be realized, and some uncertainty remains as to the potential effects of the Redevelopment Agency's

dissolution, Staff recommends continued preservation of reserves above the policy threshold of 20% of proposed expenditures.

As noted in the 10-Year Plan, the Budget has been prepared to ensure recurring revenues remain in excess of recurring expenditures. Although we do anticipate some use of one-time funds for inter-fund loans, we also expect to receive ongoing payments on one of the City's economic development loans, and the balloon repayment of another. All in, available fund balance is expected to be approximately \$4.8 million at June 30, 2014, a level expected to provide enough cushion to meet any known but as yet unresolved matters during the year, and at a level that is still healthy and in compliance with the City's reserve policies.

### **TRANSFERS**

In pre-recession years, the Budget included larger recurring transfers for road maintenance and for the Main Street Fund. This year's Recommended Budget includes reduced transfers for what is now the fifth year. While the current amounts are relatively small, we continue to propose some transfer in order to ensure we maintain the discipline of setting something aside each year. The Recommended Budget includes the following transfers:

- \$44,000 to the General Capital Projects Fund for road maintenance, and
- \$25,000 to the Main Street Fund to beautify and improve Main Street.

### **PROPOSED NEW FINANCIAL POLICY**

As the City begins to recover from the recession, and with the additional responsibility associated with maintaining Main Street since its relinquishment, it is time to add a formal policy to ensure the ongoing funding of street maintenance. While the City's roadways are in overall good condition, significant and continuing allocations of General Fund revenues for maintenance and remediation will be necessary to maintain them in the future.

Accordingly, the Comprehensive Statement of Financial Policies included in this Recommended Budget includes a proposed new policy establishing a reserve fund to accumulate amounts that will help ensure a stable level of funding for street maintenance. The stated goal is that the amount accumulated be sufficient enough that when combined with the City's other roadway dedicated funds, can ensure three years of normal funding. The policy includes a goal of fully funding this reserve by June 30, 2018.

This will require the setting aside of additional funds over the next five years towards meeting the goal, but it is a worthy goal and one best pursued before we experience the kind of roadway deterioration we have observed in other cities.

Staff is in the process of determining a threshold of what amount will constitute "full funding", but keeping in mind that the policy is to establish a goal and the means to begin moving towards it, is most important. It is likely the full funding amount will be in the range of \$5 million or more.

### **GOALS AND OBJECTIVES FOR FISCAL YEAR 2013-2014**

The Strategic Plan for 2012-2014 includes an extensive list of City goals and objectives with the following areas of focus:

- Economic Development
- Planned, Quality Growth
- Traffic Safety and Capacity
- Downtown Revitalization
- Public Safety
- Parks, Streetscapes and Recreational Opportunities
- Financial Stability
- Community Outreach, Communication and Participation
- Political Leadership and Stability
- Operational Excellence

While some of the individual goals may be revised as the City's Strategic Plan is updated each year, there is still much to do in the coming fiscal year. The Proposed Budget reflects allocations to the City Council's existing priorities, including economic development, completion of improvements in the Downtown, in particular the Oakley Plaza properties across from City Hall, and public safety. In addition, the following are some of the more significant goals and objectives for Fiscal Year 2013-2014:

- Continue to implement the City's Economic Development Workplan
- Complete development of the Agricultural Preservation Program for the City Council's consideration
- Complete construction of ongoing capital projects, including:
  - Completion of Downtown Improvement Project
  - The O'Hara Avenue widening projects, from Vineyard to Carpenter and from Laurel to Cypress
  - Upcoming improvements to the north side of Laurel Road from O'Hara to Rose, including signalization at the intersection of Rose and Laurel.

- Construction of a pedestrian bridge across Marsh Creek at the Marsh Creek Glen Park.,
- The Raye Avenue improvement project.
- Working in conjunction with the developers of Emerson Ranch to enhance and improve Cypress Road adjacent to the neighborhood.
- Continue the City's LED streetlight replacement project to lower the City's energy costs, and begin the process of retrofitting the City's traffic signals to include LED streetlights, LED illuminated street name signs, audible pedestrian signals, and wiring to allow for generator backup in case of power failures.
- Appoint a citizen ad-hoc committee to assist with the State-mandated Housing Element.
- Bring to fruition, the new Downtown festival capitalizing on the City's "Water and Wine" brand.
- Expand the City's neighborhood beautification program, reaching out to see what Oakley neighborhood wants to be next to participate.
- Develop a Volunteer Program so that members of the community can volunteer to work on City projects and assist in serving the community.
- Propose to establish an economic development revolving loan fund for business development.
- Expand City Hall service hours to enhance access to City services.

#### **LANDSCAPE MAINTENANCE CHALLENGE UPDATE**

We continue to face the challenge of better ensuring the funding of our Lighting and Landscaping District maintenance costs. Current economic conditions still do not support additional assessments or taxes, and there are still a handful of individual zones with ongoing revenues insufficient to adequately fund reserves for capital asset replacement.

Until times are better, we will continue to do the best we can with the funds available; however, the current levels of service in some zones are not sustainable over the long run.

As currently presented, the Recommended Budget includes a new General Fund loan in 2012-2013 for zone 3-18 Country Place for \$16,080, bringing the total loans outstanding to the zone to \$69,954; and a loan of \$100 to zone 3-11 Country Fair (Meadow Glen), if needed. This is in addition to loan currently outstanding to Zone 1 (City-wide Park Zone) totaling \$155,374. Zone 1 is in the process of repaying its loan.

### CAPITAL PROJECTS

Presented separately is the detailed Proposed Capital Improvement Program (CIP); some of the highest priorities reflected in the CIP include:

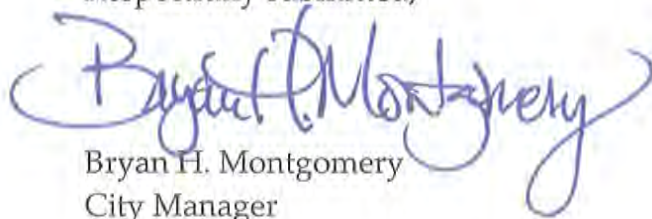
- Complete reconstruction of Main Street in the Downtown area from roughly Vintage Parkway to Norcross.
- Construct Laurel Road widening from O'Hara to Rose Avenue and complete the Laurel Road/Rose Avenue Signalization Project
- Begin installing landscaped medians on Main Street from Bridgehead Road as far eastward as funds will allow.
- Begin the Main Street landscape rehabilitation project for existing Main Street medians
- Construct a pedestrian bridge across Marsh Creek at Marsh Creek Glenn Park
- Complete construction to widen O'Hara Avenue as a four lane divided arterial from Laurel Road north across the CCWD canal and in front of the Moura parcel. The project will also complete frontage improvements on the west side of O'Hara just north of Chianti
- Complete the O'Hara Widening Projects (from Cypress to Laurel and Carpenter to Vintage Parkway)
- Begin working with the Developers of the Emerson Property to plan and begin the first portion of the East Cypress Widening and Median project.

Funding for these projects will be carried forward from Fiscal Year 2012-2013, or is included in the Recommended Budget.

### CONCLUSION

Notwithstanding all of the improvement the City has made in recent years, Oakley must continue pressing forward to better become the vibrant community the citizens envisioned in 1999 when they chose to become a City. It is with the future in mind that we remain fiscally conservative, knowing how important it is to ensure service sustainability and retain a solid financial foundation. We thank you for your support and the political leadership you provide that is necessary to make Oakley the outstanding community that it is, and the even better community it is becoming.

Respectfully submitted,



Bryan H. Montgomery  
City Manager





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## COMMUNITY PROFILE



The City of Oakley, incorporated in July 1999, is one of California's youngest cities. Residents enjoy a charming area with an abundant housing supply, quality schools, and a friendly atmosphere that truly make Oakley, "A Place for Families in the Heart of the Delta."

Oakley is located in Eastern Contra Costa County, along Highway 4, in a corridor that also includes the cities of Pittsburg, Antioch and Brentwood, with proximity to the Mount Diablo State Recreation Area, California San Joaquin Delta, and access to the many amenities of the San Francisco Bay Area.

Today a landscape of gently rolling fields, orchards, and vineyards gives us a glimpse of Oakley's agricultural past. From a quiet Delta farming town, Oakley has blossomed into a growing community of landscaped parks, abundant recreational opportunities, shopping centers, and planned business and commercial development.

Oakley's 37,252 residents enjoy a progressive community that is rich in history, supports strong family values, and offers a high quality of life. Our residents take pride in being part of a City that is building a prosperous future for generations to come.



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## ELECTED OFFICIALS & CITY MANAGEMENT TEAM

### - CITY COUNCIL -

Kevin Romick, Mayor

Randy Pope, Vice Mayor

Doug Hardcastle, Councilmember

Diane Burgis, Councilmember

Carol Rios, Councilmember

### - MANAGEMENT TEAM -

Bryan Montgomery, City Manager

Bani Kollo, Chief of Police

Paul Abelson, Finance Director

Brent Smith, Building Official

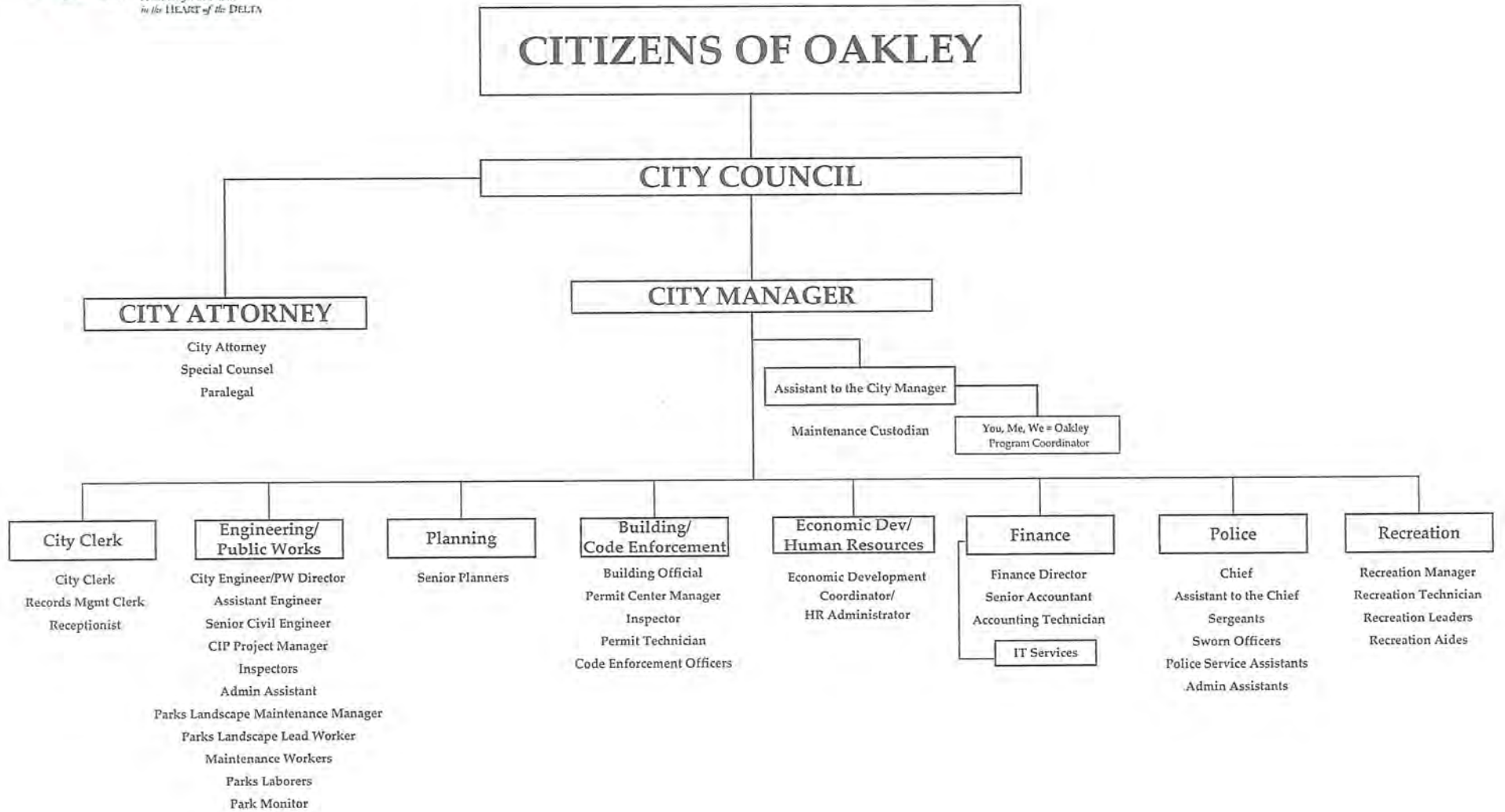
Jason Vogan, City Engineer

Libby Vreonis, City Clerk

Derek Cole, City Attorney



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## BUDGET STRATEGIES AND FINANCIAL POLICIES

The City Council provides long-term policy guidance for conducting the City's financial activities through its Statement of Financial Policies. These strategies and policies are presented to the Council with the intent they be reviewed each year to meet the following strategic objectives:

### BUDGET STRATEGIES

- **Strategic focus** – The City's financial management should be strategic, reflecting the Council's and the community's priorities for service while providing resources that realistically fund routine operations. The City Council and Staff participate in annual strategic planning sessions which results in an updated Strategic Planning Document. The Budget is intended to implement the City's Strategic Plan.
- **Fiscal control and accountability** – The City's financial activities should be fiscally sound and accountable to the City Council through the City Manager.
- **Clarity** – The City's financial planning and reporting should be clear and easy to understand so that all participants, the Council, the community and Staff can make informed decisions.
- **Long-term Planning** – The City's financial planning should emphasize multi-year horizons to promote long-term planning of resource use.
- **Flexible and cost effective responses** – The City's financial management practices should encourage a mission-driven organization that responds to community demands quickly and in a straight forward manner. The City's management should flexibly respond to opportunities for better service, proactively manage revenues and cost-effectively manage ongoing operating costs.
- **Staffing philosophy** – The City Council desires to retain a mix of contract and permanent staff in order to ensure a cost effective and flexible service delivery system. Annually, the City Manager will review with the City Council his/her recommendations regarding the ratio for the number of contract employees to total Staff.



The following Statement of Financial Policies includes the City’s policies, an assessment of whether the City is in compliance with each one and space for any comments or recommended changes to the policies.

## STATEMENT OF FINANCIAL POLICIES

### GENERAL FINANCIAL GOALS

	In Compliance?	Comments
To maintain a financially viable City that can maintain an adequate level of municipal services.	Yes	
To maintain financial flexibility in order to be able to continually adapt to local and regional economic changes.	Yes	
To maintain and enhance the sound fiscal condition of the City.	Yes	

### OPERATING BUDGET POLICIES

The City Council will adopt a balanced budget by June 30 of each year.	Yes	
The City Manager will submit a budget calendar to the City Council no later than January 15th of each year.	Yes	
An annual base operating budget will be developed by verifying or conservatively projecting revenues and expenditures for the current and forthcoming fiscal year.	Yes	
During the annual budget development process, the existing base budget will be thoroughly examined to assure removal or reduction of any services or programs that could be eliminated or reduced in cost.	Yes	



<p>Current revenues will be sufficient to support current operating expenditures (i.e. recurring expenditures will not exceed recurring revenues). One-time or unpredictable revenues will be used for one-time expenditures (including capital and reserves).</p>	<p>Yes</p>	
<p>Annual operating budgets will provide for adequate design, construction, maintenance and replacement of the City's capital plant and equipment.</p>	<p>No</p>	<p>Several Lighting and Landscaping District Park zones do not have sufficient revenues to set aside enough to fund asset replacement when needed.</p>
<p>The purchase of new or replacement capital equipment with a value of \$25,000 or more and with a useful life of two years or more will require Council approval.</p>	<p>Yes</p>	
<p>The City will project its equipment replacement needs for the next three years and will update this projection each year. From this projection a replacement schedule will be developed, funded, and implemented.</p>	<p>Yes</p>	
<p>The City will avoid budgetary and accounting procedures which balance the current budget at the expense of future budgets.</p>	<p>Yes</p>	
<p>The budget will include the appropriation of available but unassigned fund balances in special purpose funds. Prior approval of the City Manager will be required for the assignment and/or use of those appropriations.</p>	<p>Yes</p>	



<p>All recommended increased appropriations of general purpose revenues, General Fund reserves, or that transfer appropriations between funds during the year shall be presented to the City Council for approval. Amendments to that are made to authorize spending of increased or new special purpose revenues may be approved by the City Manager.</p>	<p>Yes</p>	
<p>The City will forecast its General Fund expenditures and revenues for each of the next 10 years and will update this forecast at least annually.</p>	<p>Yes</p>	

### REVENUE POLICIES

<p>The City will work to develop a diversified and stable revenue system to protect it from short-term fluctuations in any one revenue source.</p>	<p>Yes</p>	
<p>User fees will be adjusted bi-annually to recover the full cost of services provided, except when the City Council determines that a subsidy from the General Fund is in the public interest.</p>	<p>Yes</p>	
<p>The City will seek, and with Council approval, apply for all possible Federal and State reimbursement for mandated projects and/or programs and Federal and State grant monies for City programs and projects.</p>	<p>Yes</p>	
<p>Capital improvements will be financed primarily through user fees, service charges, impact fees, or developer agreements when benefits can be specifically attributed to users of the facility. For projects financed with debt, the fees, charges, and/or contractual payments shall be established at a level sufficient to fund the project in its entirety, including the repayment of principal and interest on amounts borrowed. The City will consider future operations and maintenance costs as part of each project's financing plan and ensure that funding sources are identified to properly operate and maintain the</p>	<p>Yes</p>	



improvements when constructed.		
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### EXPENDITURE POLICIES

The City will maintain a level of expenditures which will provide for the public well-being and safety of the residents of the community.	Yes	
Purchases shall be approved as described in the City's Municipal Code; more specifically:  Purchases for more than \$5,000 shall be supported by a Purchase Order approved by the Finance Director and City Manager, and;  Purchases for more than \$25,000 shall be approved by City Council.	Yes	

### CAPITAL BUDGET IMPROVEMENT BUDGET POLICIES

The City will make all capital improvements in accordance with an adopted and funded capital improvement program.	Yes	
The City will develop an annual Five-Year Plan for Capital Improvements, including sections for CIP design, development, implementation, and operating and maintenance costs.	Yes	
The City will identify the estimated capital and ongoing operations and maintenance costs, potential funding sources and project schedule for each capital project proposal before it is submitted to the Council for approval.	Yes	
The City will coordinate development of the annual capital improvement budget with the development of the operating budget. All costs for internal professional services needed to implement the CIP will be included in the operating budget for the year the CIP is to be implemented.	Yes	



<p>The Capital Budget will be based on the CIP, and each project's unused appropriations at each year-end will be automatically rolled over to the subsequent year, until the project is completed. Additions to project funding plans require Council approval. Changes that do not increase funding levels may be approved by the City Manager.</p>	<p>Yes</p>	
<p>Cost tracking for components of the CIP will be implemented and updated quarterly to ensure project completion within budget and established timelines.</p>	<p>Yes</p>	
<p>The Council will review the pavement management program each year at budget time and will seek to supplement Gas Tax, <del>and Measure J street maintenance funding and other resources,</del> <u>other street improvement funds, and the Street Maintenance Reserve Fund</u> to adequately fund the program.</p>	<p>Yes</p>	<p>Added language to be consistent with new Street Maintenance Reserve Policy.</p>
<p>City Impact Fees shall be used to fund the direct and indirect costs associated with capital projects identified in the City's impact fee studies.</p>	<p>Yes</p>	

### OTHER CAPITAL IMPROVEMENT POLICIES

<p>Design of capital improvements shall consider long-term cost efficiency and be based on standards that minimize construction costs while assuring acceptable useful life and reduce maintenance requirements.</p>	<p>Yes</p>	
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### SHORT-TERM DEBT POLICIES

<p>The City may use short-term debt to cover temporary or emergency cash flow shortages. All short-term borrowing will be subject to Council approval by ordinance or resolution.</p>	<p>Yes</p>	
<p>The City may issue interfund loans in lieu of outside debt instruments to meet short-term cash flow needs. Such loans will be permitted only if an analysis of the lending fund indicates excess funds are available and the use of these funds will not impact its current operations. The</p>	<p>Yes</p>	



<p>prevailing interest rate, as established by the Finance Director, will be paid to the lending fund, and such loan shall be approved by the City Council, documented by a memorandum signed by the City Manager and filed with the Finance Department and City Clerk.</p>		
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### LONG-TERM DEBT POLICIES

<p>The City will confine normal long-term borrowing to capital improvement projects it is unable to fund from current revenues in time to meet community needs or where a fiscal analysis shows that a significant benefit would accrue from building sooner at current prices and at current interest rates.</p>	<p>Yes</p>	
<p>When the City issues City long-term debt, it will employ a professional financial advisor to assist the City in obtaining the best possible outcomes in terms of planning, sizing, underwriting, insuring, and presentation of the City's plans and position to bond rating agencies and the public. The City will also employ the services of qualified bond counsel and, as appropriate, disclosure counsel.</p>	<p>Yes</p>	
<p>When the City issues assessment debt, it will work cooperatively with the project area Developers to identify an appropriate and acceptable financing team to obtain the best possible outcomes for the City and its citizens, and ensure compliance with all legal requirements.</p>	<p>Yes</p>	
<p>The City projects that the Community Parks assessment program will, over time, be sufficient to pay for ongoing costs and repay General Fund advances (loans); but that until further development occurs in the City, the General Fund may make such advances to the Community Parks program to cover operating shortfalls. All such advances will be approved by City Council.</p>	<p>Yes</p>	
<p>Where possible, the City will use special assessment, revenue, or other self-supporting bonds instead of general obligation bonds.</p>	<p>Yes</p>	



Proceeds of long-term debt will not be used for current ongoing operations.	Yes	
The City may pledge General Fund revenues to facilitate debt; however, all debt will be supported by a dedicated revenue source identified prior to issuance that is expected to be sufficient to make the required debt service payments.	Yes	

### RESERVE POLICIES

The City will maintain General Fund Emergency reserves at a level at least equal to 20% of general fund operating expenditures. The primary purpose of this reserve is to protect the City's essential service programs and funding requirements during periods of economic downturn (defined as a recession lasting two or more years) or other unforeseen catastrophic costs not covered by the Contingency Reserve. <u>Should the balance in the reserve fall below the 20% threshold, a plan to restore the level over a period of no more than five years shall be included in each proposed annual budget reviewed with the City Council until the reserve has been returned to at least 20%.</u>	Yes	<u>Added proposed language to establish a process that ensures public disclosure and implementation of plans that ensure maintaining reserve levels remain a high priority.</u>
A Contingency Reserve will be budgeted each year for non-recurring unanticipated expenditures or to set aside funds to cover known contingencies with unknown costs.	Yes	
The level of the Contingency Reserve will be established as needed but shall not be less than 2% of General Fund operating expenditures.	Yes	
The City will establish an account to accumulate funds to be used for payment of accrued employee benefits for terminated employees. At each fiscal year end, the accumulated amount in the reserve shall be adjusted to equal the projected payout of accumulated benefits requiring conversion to pay on retirement for employees	Yes	





<p>then eligible for retirement. (This is so there are funds to pay out accumulated benefits requiring conversion to pay on termination).</p>		
<p>Claims Reserves will be budgeted at a level which, together with purchased insurance, adequately protects the City. The City will maintain a reserve of two times its deductibles for those claims covered by the insurance pool of which the City is a member (currently the Municipal Pooling Authority of Northern California). In addition, the City will perform an annual analysis of past claims not covered by the pool, and reserve an appropriate amount to pay for uncovered claims.</p>	<p>Yes</p>	
<p><u>The City will establish a Street Maintenance Reserve Fund for the accumulation of funds for the long-term maintenance of the City's streets. The amounts transferred into the reserve will be used to augment the City's Gas Tax, Measure J, and other street improvement revenues in completing street maintenance and improvement projects. The reserve shall be considered fully funded when the balance and the combination of anticipated special revenues eligible for street maintenance is sufficient to pay for the next 3 years' anticipated maintenance. The City shall seek to fully fund the reserve by June 30, 2018.</u></p>	<p>Yes</p>	<p>New Policy for FY 2013-2014</p>
<p>The City will establish a Vehicle and Equipment Replacement Reserve Fund for the accumulation of funds for the replacement of worn and obsolete vehicles and other capital equipment. The accumulated amount in the reserve will equal at least 50% of the accumulated depreciation on the City's books for these assets, plus any amounts necessary to ensure the City's ability to replace them when they reach the end of their useful lives. Network and Computer replacement will be gauged using a 3 year lifecycle.</p>	<p>Yes</p>	



<p>The City will seek to build and maintain a Facilities Maintenance Capital Asset Reserve for capital costs associated with the maintenance of all City building facilities. The reserve will be maintained at a level at least equal to projected five year facilities maintenance capital costs.</p>	Yes	
<p>Park operating funds shall budget annual capital replacement costs and use them to fund reserves for future equipment replacement and resurfacing needs.</p>	No	Some park zones do not have enough revenues to fund adequate reserves.
<p>The City will seek to build and maintain a Storm Drain Depreciation Reserve for costs associated with the major maintenance and capital improvement costs included in the Storm Drain program budget. The minimum reserve level will be 50% of the costs projected over the next five years.</p>	Yes	
<p>The City will establish a Reserve for Qualifying Expenditures and will transfer into it from current revenues all amounts necessary to ensure compliance with Gann Limit provisions. These funds will be used solely to pay for Gann Limit excludable capital expenditures. To qualify, they must be for assets having a value greater than \$100,000 and having a useful life of at least 10 years.</p>	Yes	

## INVESTMENT POLICIES

<p>The City Manager and Finance Director will annually submit an investment policy to the City Council for review and adoption, and shall provide the Council with quarterly investment reports.</p>	Yes	
<p>The Finance Director will invest the City's monies in accordance with applicable laws and adopted investment policies and direct the investment of bond or note monies on deposit with a trustee or fiscal agent in accordance with the applicable indenture or issuance documents.</p>	Yes	



The City will maintain liquid assets at a level sufficient to pay at least six months operating expenses.	Yes	
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## ACCOUNTING, AUDITING & FINANCIAL REPORTING POLICIES

The City's accounting and financial reporting systems will be maintained in accordance with generally accepted accounting principles and standards of the Governmental Accounting Standards Board.	Yes	
A capital asset system will be maintained to identify all City assets, their condition, historical and estimated replacement costs, and useful life. All equipment with a cost of \$5,000 or more and a useful life of more than two years, and all buildings, improvements and infrastructure with a cost of \$50,000 or more and a useful life of more than two years will be capitalized and included in the system. While asset purchases and disposals will be tracked and accounted for each year, unless otherwise needed, vehicles and office equipment will be inventoried and infrastructure assets will be subject to an internal audit, every 3 years on a rotating cycle, with each category reviewed in turn.	Yes	

<p>Fixed Assets shall be accounted for using the following useful lives:          Buildings – 40 years          Improvements – 5-15 years          Machinery &amp; Equipment – 5 years          Vehicles – 5 years          Roadways:          Streets (Includes Pavement, Sidewalk, Curb &amp; Gutters, Trees &amp; Signs) – 40 years          Traffic Signals – 25 years          Street Lights – 40 years          Bridges – 100 years          Parks &amp; Recreation:          General Improvements – 25 years          Specialty features – 10 years</p>	<p>Yes</p>	
<p>The Finance Department will prepare monthly reports for the City Manager and Department Heads so that they may effectively evaluate their financial performance.</p>	<p>Yes</p>	
<p>A Mid-Year Budget Review, assessing the status of both operating and capital activities and recommending appropriate mid-year adjustments, will be submitted to the City Council and made available to the public in February each year.</p>	<p>Yes</p>	
<p>An annual audit will be performed by an independent public accounting firm with the subsequent issue of an official Comprehensive Annual Financial Report, including an audit opinion.</p>	<p>Yes</p>	
<p>Full and continuing disclosure will be provided in the City's financial statements and bond representations.</p>	<p>Yes</p>	
<p>The City will build and maintain a good credit rating in the financial community.</p>	<p>Yes</p>	



## GRANT FUNDING POLICIES

<p>The City will remain current on available local, state, and federal grant funding and seek to make the most of grant opportunities for both operations and capital projects.</p>	<p>Yes</p>	
<p>The City will establish accounting procedures to support the tracking of grant funds and their use and for the timely administration of grant programs.</p>	<p>Yes</p>	
<p>Grants that the City makes to others will be such that the City retains control of funds sufficient to ensure their use is consistent with grant specifications. This is expected to be accomplished by limiting grant disbursements to reimbursements or for the City to pay agreed upon costs directly on behalf of the Grantee, all of which should be outlined in a grant agreement approved by the Council.</p>	<p>Yes</p>	

## HUMAN CAPITAL INVESTMENT POLICIES

<p>The City will invest in its employees by maintaining a compensation structure that is based on market norms, considers internal alignment and equity among various groups of employees, supports and recognizes innovation and exceptional performance, and fosters teamwork within the organization.</p>	<p>Yes</p>	
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## **APPROPRIATIONS CONTROL**

In addition to the Statement of Financial Policies above, the Council has established the following policy regarding Appropriations Control:

### **Appropriations requiring Council action are:**

- Appropriation of reserves, except replacement reserves
- Transfers between funds
- Appropriations of any unassigned revenues (unassigned revenues are those revenues that are not associated with a particular business or service unit)

### **Appropriations requiring City Manager action are:**

- Transfer within a fund or department
- Appropriation of unbudgeted assigned revenues – assigned revenues support a specific business or service unit and allow expansion or contraction of that unit in response to demand.
- Appropriation of replacement reserves and unassigned balances in special purpose funds.

Appropriations of fiscal resources are approved by the City Council and managed by the City Manager



## BUDGET SCHEDULE FY 2013-2014 BUDGET

Date	Function
January 15	<i>2013-14 Budget Instructions Distributed</i>
February 12	<i>FY 2012-13 Midyear review with City Council</i>
Week of February 18	<i>Finance Available for Budget System Training to anyone needing assistance. Kickoff work on LLD Engineer's Report</i>
Week of March 11	<i>City Manager Discussions with DH's Individually, as needed</i>
March 22, noon	<i>2013-14 Department Goals due to City Manager &amp; Finance Director 2013-14 Operating Budgets due to Finance Director 2013-14 Final CIP Requests due to City Engineer</i>
March 23-April 7	<i>Finance &amp; Engineering Review Period</i>
April 8-19	<i>City Manager Review Period</i>
April 22-30	<i>City Manager Reviews with DH's individually, as needed</i>
April 30	<i>2012-13 Departmental Accomplishments Due to City Manager &amp; Finance Director</i>
May 1-May17	<i>Preparation and Final City Manager Review of Proposed Budgets, CIP and Presentations</i>
May 20 & 21	<i>Production and Distribution of Proposed City, RDA and CIP Budgets to Council and Staff</i>
May 28	<i>Budget Work Session</i>
June 25	<i>2013-14 Budget Adoption</i>



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Proposed Budget  
All Funds Summary

<u>Fund #</u>	<u>Fund Name</u>	<u>Estimated Available Resources July 1, 2013</u>	<u>Estimated Revenues 2013/14</u>	<u>Recommended Expenditures 2013/14</u>	<u>Appropriation of Unassigned Balances*</u>	<u>Estimated Available Resources July 1, 2014</u>
100	General Fund**	\$ 4,594,899	\$ 13,237,311	\$ 13,200,058		\$ 4,632,152
110	Comm Facilities Dist #1 (Cypress Grove)	1,081,403	252,150	420,053	913,500	\$ -
123	Youth Development Fund	-	27,500	27,500		\$ -
125	You, Me, We = Oakley!	-	69,716	69,716	-	\$ -
132	Park Landscaping Zn 1 (Comm Parks)	(179,968)	1,089,500	1,056,202		(146,671)
133	LLD Zone 2 (Streetlighting)	-	350,000	348,800	1,200	-
136	Agricultural Preservation	-	-	-	-	-
140	Gas Tax Fund	139,822	1,066,255	1,126,320	79,757	-
145	Stormwater NPDES	1,018,697	461,500	456,525	1,023,672	-
148	Measure J	147,011	481,559	593,909	34,661	-
150	Police P-6 Fund	-	3,031,500	3,031,500	-	-
151	Police SLESF Fund	-	100,000	100,000	-	-
170	LLD Vintage Parkway	57,849	73,871	73,770	57,950	-
171	LLD Oakley Ranch	66,214	26,346	27,252	65,308	-
172	LLD Empire	80,477	4,634	4,514	80,597	-
173	LLD Oakley Town Center	63,474	11,035	10,748	63,761	-
174	LLD Oak Grove	-	28,455	28,455	-	-
175	LLD Laurel Woods/Luna Estates	61,777	7,768	7,668	61,877	-
176	LLD South Forty	14,441	9,737	9,911	14,267	-
177	LLD Claremont	15,787	7,653	9,268	14,172	-
178	LLD Gateway	186,823	18,660	18,360	187,123	-
179	LLD Countryside (Village Green)	19,294	2,587	2,625	19,256	-
180	LLD Country Fair ( Meadow Glen)	(5,703)	5,423	5,523	-	(5,803)
181	LLD California Sunrise	52,464	3,577	3,502	52,539	-
182	LLD California Visions (Laurel)	125,821	12,075	15,007	122,889	-
183	LLD Claremont Heritage	146,402	18,440	18,214	146,628	-
184	LLD Country Fair (Meadow Glen II)	(850)	121,226	121,026	-	(650)
185	LLD Sundance	18,174	8,935	8,910	18,199	-
186	LLD Calif Jamboree (Laurel Anne)	304,645	128,247	156,782	276,110	-
187	LLD Country Place	(53,874)	31,400	47,480	-	(69,954)
188	LLD Laurel Crest	137,916	87,300	129,178	96,038	-
189	LLD Marsh Creek Glen	294,753	81,103	47,238	328,618	-
190	LLD Quail Glen	50,172	25,357	24,980	50,549	-
191	Cypress Grove	117,059	230,286	253,420	93,925	-
192	South Oakley	147,094	326,205	331,565	141,734	-
193	Stone Creek	111,096	15,200	12,200	114,096	-
194	Magnolia Park	402,605	543,400	418,150	527,855	-
195	Summer Lakes	392,423	89,400	133,013	348,810	-
201	General Capital Projects	-	44,000	44,000	-	-
202	Traffic Impact Fee Fund	40,678	1,005,000	751,175	294,503	-
204	Park Impact Fee Fund	10,000	-	5,000	5,000	-
205	Childcare Impact Fee Fund	952,817	-	1,000	951,817	-
206	Public Facilities Impact Fee Fund	(76,044)	445,250	586,835	-	(217,629)
207	Reserve for Qualifying Expenditures	-	-	-	-	-
208	Fire Impact Fees Fund	101,842	100	2,000	99,942	-
209	Proposition 1B Fund	1,379	-	-	1,379	-
211	WW Parks Grant	2,506	-	-	2,506	-
231	Main Street Fund	109,347	25,000	1,500	132,847	-
301	Developer Deposits Fund	-	323,815	323,815	-	-
351	2006 COPs Debt Svc Fund	-	571,835	571,835	-	-
501	Equipment Replacement Fund	1,218,305	259,000	81,500	1,395,805	-
502	Capital Facilities Mtc and Replacement Fund	271,583	1,000	2,000	270,583	-
621	AD 2004-1 Debt Svc Fund	713,222	1,164,000	1,164,692		712,530
622	AD 2006-1 Debt Svc Fund	628,840	769,500	826,434		571,906
767	Successor Housing Agency	10,500	14,400	14,400	10,500	-

\*The Budget includes the appropriation of unassigned balances in special purpose funds so they can be assigned if needed during the year.

\*\*General Fund resources excludes the value of real estate held, which at June 30, 2013 is estimated at \$2.2 million. General Fund activity on this schedule also excludes interfund, interagency, and economic development loan activity, which are required by City policy or approved separately by the City Council.

2013-14 Position Allocation Summary					
	Position	Status	City of Oakley FTE	Contract FTE	Total FTE
<b>City Council</b>					
	Mayor	Employee	1.00		1.00
	Vice Mayor	Employee	1.00		1.00
	Councilmember	Employee	3.00		3.00
	Total City Council Staffing:		5.00		5.00
<b>Building &amp; Code Enforcement</b>					
	Building Official	Contract		0.90	0.90
	Permit Center Manager	Contract		0.60	0.60
	Building Inspector	Contract		0.90	0.90
	Permit Technician	Contract		0.80	0.80
	Code Enforcement Officers	Contract	0.25	1.00	1.25
	Total Building/Code Enforcement Staffing:		0.25	4.20	4.45
<b>City Attorney</b>					
	City Attorney	Contract		0.25	0.25
	Paralegal	Employee	0.30		0.30
	Special Counsel	Contract		0.25	0.25
	Total City Attorney Staffing:		0.30	0.50	0.80
<b>City Clerk</b>					
	City Clerk	Employee	0.70		0.70
	Records Management Clerk	Employee	1.00		1.00
	Receptionist	Employee	0.95		0.95
	Total City Clerk Staffing:		2.65		2.65
<b>City Manager</b>					
	City Manager	Employee	1.00		1.00
	Assistant to the City Manager	Employee	1.00		1.00
	Maintenance Custodian	Employee	0.75		0.75
	Program Coordinator (You Me We = Oakley)	Employee	0.625		0.625
	Total City Manager Staffing:		3.38		3.38
<b>Community Development</b>					
	Senior Planner	Employee	2.00		2.00
	Total Community Development Staffing:		2.00		2.00
<b>Economic Development/Human Resources</b>					
	Economic Development Coordinator/Human Resources Administrator	Employee	1.00		1.00
	Total Economic Development/Human Resources Staffing:		1.00		1.00
<b>Finance</b>					
	Finance Director	Employee	1.00		1.00
	Senior Accountant	Employee	1.00		1.00
	Accounting Technician	Employee	1.00		1.00
	Total Finance Department Staffing:		3.00		3.00
<b>Information Technology</b>					
		Contract		0.625	0.625
	Total Information Technology Staffing:			0.625	0.625
<b>Public Works and Engineering</b>					
	City Engineer/Public Works Director	Contract		1.00	1.00
	Assistant Engineer	Contract		1.00	1.00
	CIP Project Manager	Contract		1.00	1.00
	Senior Civil Engineer	Contract		1.00	1.00
	Public Works Inspector	Contract		1.10	1.10
	Administrative Assistant	Contract		1.00	1.00
	Total Public Works/Engineering Contract:			6.10	6.10
	Parks & Landscape Maintenance Manager	Employee	0.625		0.625
	Parks & Landscape Foreman	Employee	1.00		1.00
	Public Works Maintenance Worker	Employee	1.00		1.00
	Parks and Landscape Maintenance Laborer	Employee	1.00		1.00
	Parks and Landscape Maintenance Workers (Seasonal)	Employee	1.90		1.90
	Parks Monitor	Employee	0.25		0.25
	Total Public Works/Engineering Employees:		5.78		5.78
	Total All Public Works/Engineering Staffing:				11.88

2013-14 Position Allocation Summary					
	Position	Status	City of Oakley FTE	Contract FTE	Total FTE
<b>Police</b>					
	Chief	Contract		1.00	1.00
	Sergeants	Contract		5.00	5.00
	Officers	Contract		22.00	22.00
	Total Police Department Contract:			28.00	28.00
	Administrative Assistant	Employee	1.25		1.25
	Assistant to the Chief	Employee	0.475		0.475
	Police Services Assistant	Employee	1.75		1.75
	Total Police Department Employees:			3.475	3.475
	Total Police Department Staffing:				31.475
<b>Recreation</b>					
	Recreation Manager	Employee	1.00		1.00
	Recreation Technician	Employee	1.00		1.00
	Recreation Leader (Seasonal)	Employee	2.40		2.40
	Recreation Aide (Seasonal)	Employee	0.96		0.96
	Total Recreation Division Staffing			5.37	5.37
	Total Contract Employees			39.43	39.43
	Total City Employees:			31.89	31.89
	Total Position Allocation Summary				71.32



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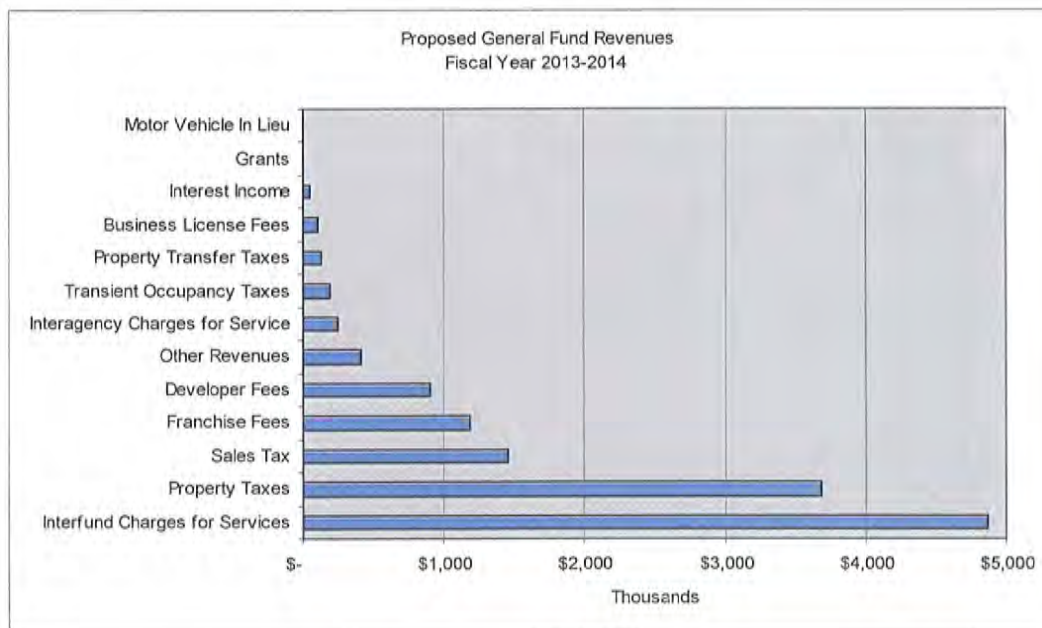


## GENERAL FUND ESTIMATED REVENUES FY 2013-2014

Revenue	Actual 2010-2011 Revenues	Actual 2011-2012 Revenues	Projected 2012-2013 Revenues*	Recommended 2013-2014 Revenues*
Interfund Charges for Services	\$4,439,866	\$4,613,058	\$4,800,000	\$4,867,000
Property Taxes (1)	\$3,758,948	\$3,577,248	\$4,131,000	\$3,688,000
Sales Tax	\$1,412,503	\$1,590,120	\$1,400,000	\$1,450,000
Franchise Fees	\$939,829	\$1,028,073	\$1,075,000	\$1,187,000
Developer Fees	\$840,934	\$792,189	\$855,000	\$902,000
Other Revenues	\$784,353	\$529,115	\$446,000	\$406,000
Interagency Charges for Services		\$250,000	\$250,000	\$250,000
Transient Occupancy Taxes	\$136,635	\$165,077	\$185,000	\$192,000
Property Transfer Taxes	\$118,633	\$110,430	\$125,000	\$125,000
Business License Fees	\$103,942	\$107,651	\$105,000	\$107,000
Interest Income	\$20,388	\$35,944	\$50,000	\$50,000
Grants	\$32,533	\$19,553	\$53,000	\$14,000
Motor Vehicle in Lieu	\$159,316	\$17,809	\$19,000	\$0

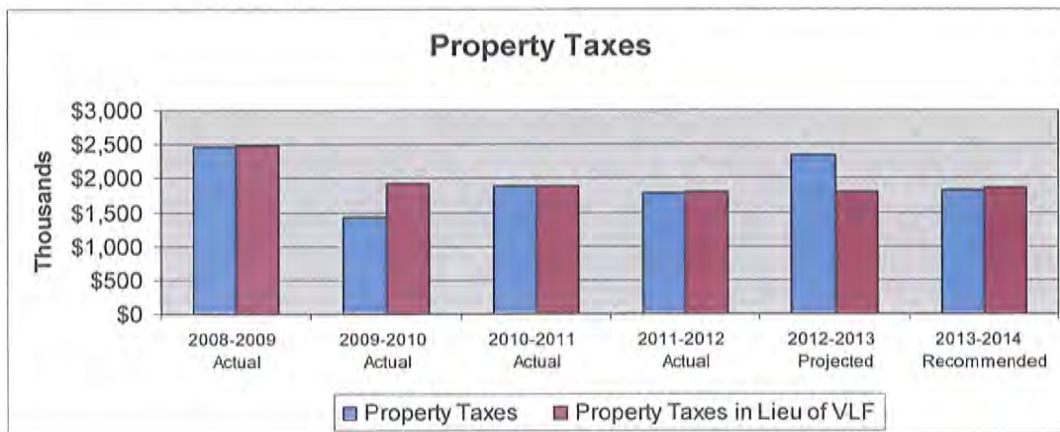
*\*2012-13 and 2013-14 data rounded to thousands*

*(1) Projected 2012-13 Property Taxes include the repayment of the State's Prop1A "Borrowing".*



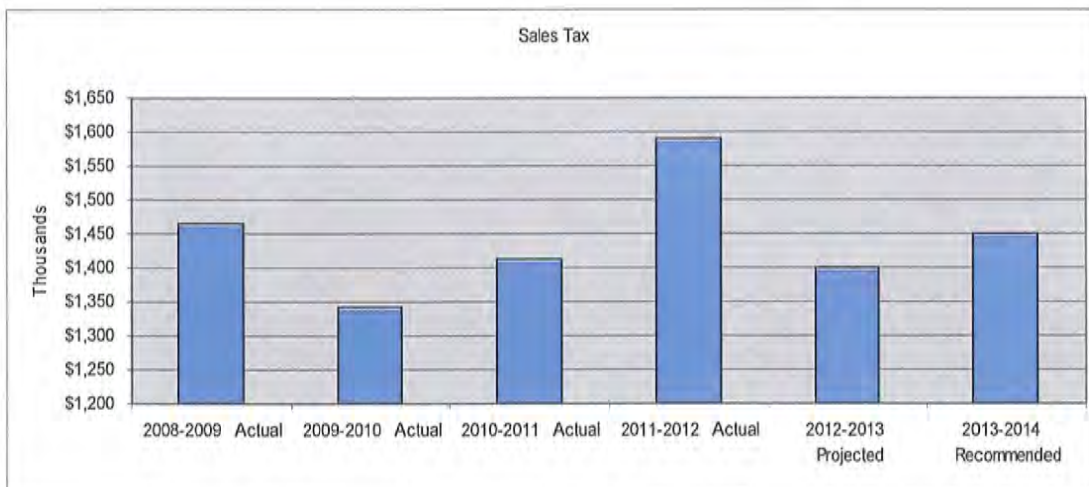
## PROPERTY TAXES

The City receives two significant types of property taxes: 1) the City's share of 1% Property Taxes collected by the County; and, 2) Property Tax In Lieu Of Vehicle License Fees. Both are driven primarily by changes in assessed values. After removing the effect of the State's 2012-2013 repayment of taxes borrowed in 2009-2010 pursuant to Proposition 1A, estimates for fiscal year 2013-2014 anticipate an increase of 4% in citywide assessed values. The budget includes estimated 1% Property Taxes totaling \$1,826,000 and Property Taxes In Lieu Of Vehicle License Fees totaling \$1,862,000.



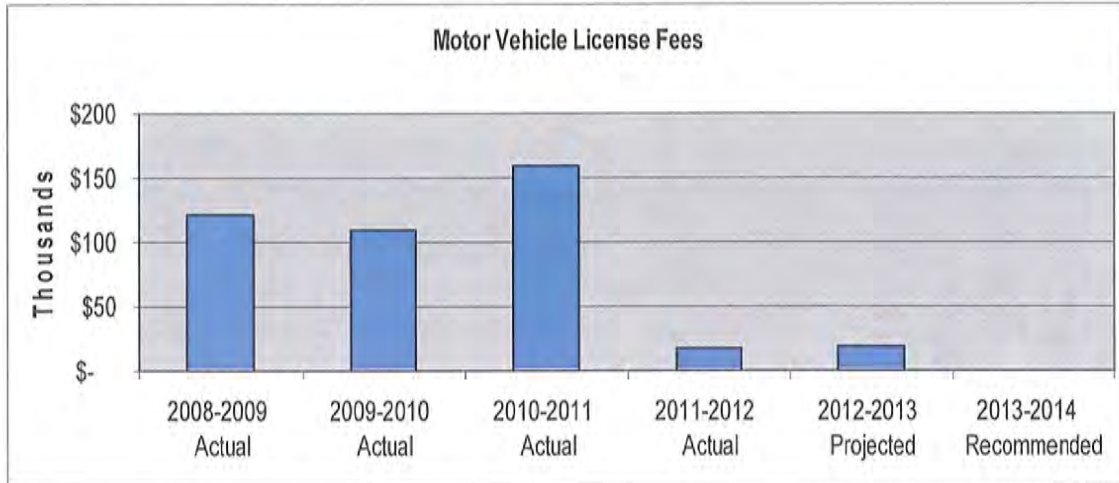
## SALES TAX

The City receives a share of sales taxes where the point of sale is located in the City. While the City does not yet have a large commercial base, business activity is expected to grow over time and these revenues will increase. For fiscal year 2013-2014, the estimated sales taxes are \$1,450,000, slightly more than fiscal year 2012-2013, reflecting the impact of a recovering local economy. Projected Fiscal Year 2012-2013 and estimated Fiscal Year 2013-2014 revenues have been reduced to include the correction of misreported sales tax allocations to Oakley for the Dupont facility after the local warehouse was closed. The City discovered the error and asked HdL, the City's sales tax consultant, to file the necessary forms notifying the State Board of Equalization of the error so that it could be corrected.



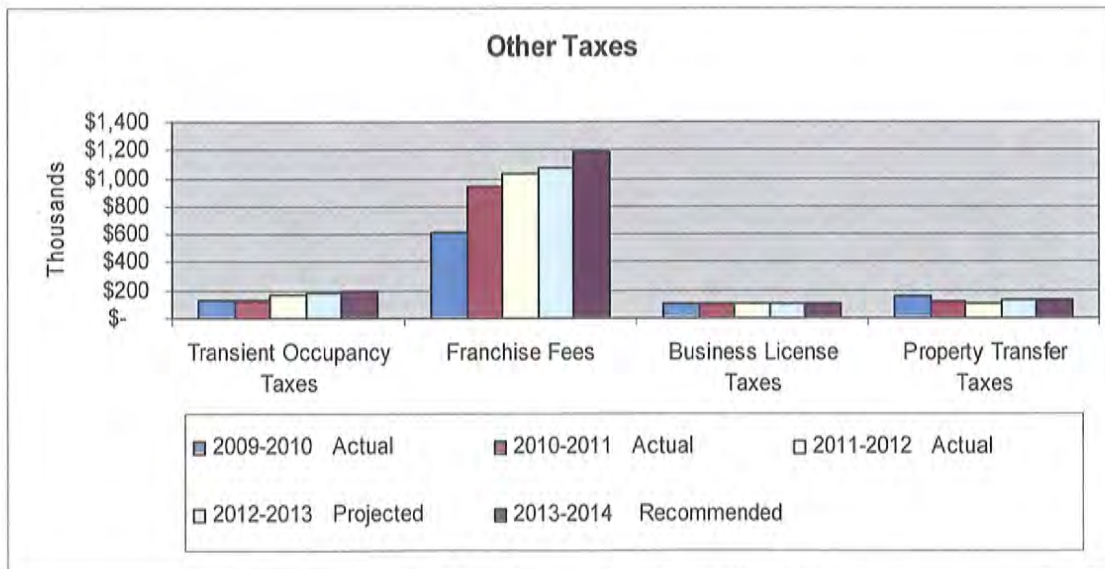
## MOTOR VEHICLE IN LIEU FEES

The State ended allocations of Motor Vehicle in Lieu fees to local governments in fiscal year 2011-2012, and other than prior years' true ups, no future revenues are expected.



## OTHER TAXES

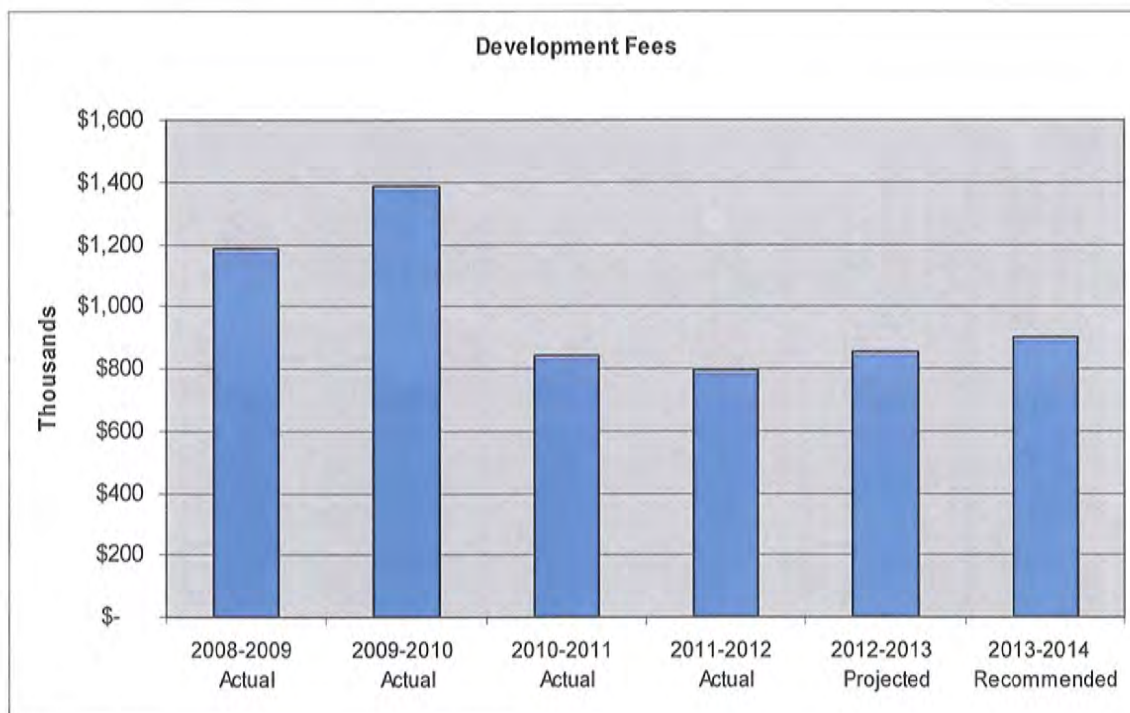
In addition to the above Taxes, the City collects a Transient Occupancy (Hotel) Tax, Utility Franchise Fees, Property Transfer Taxes, and Business License Taxes. For fiscal year 2013-2014, estimated total Other Taxes are \$1,611,000, an increase of \$121,000 over fiscal year 2012-2013. The increase is primarily due to increased franchise fee revenues.





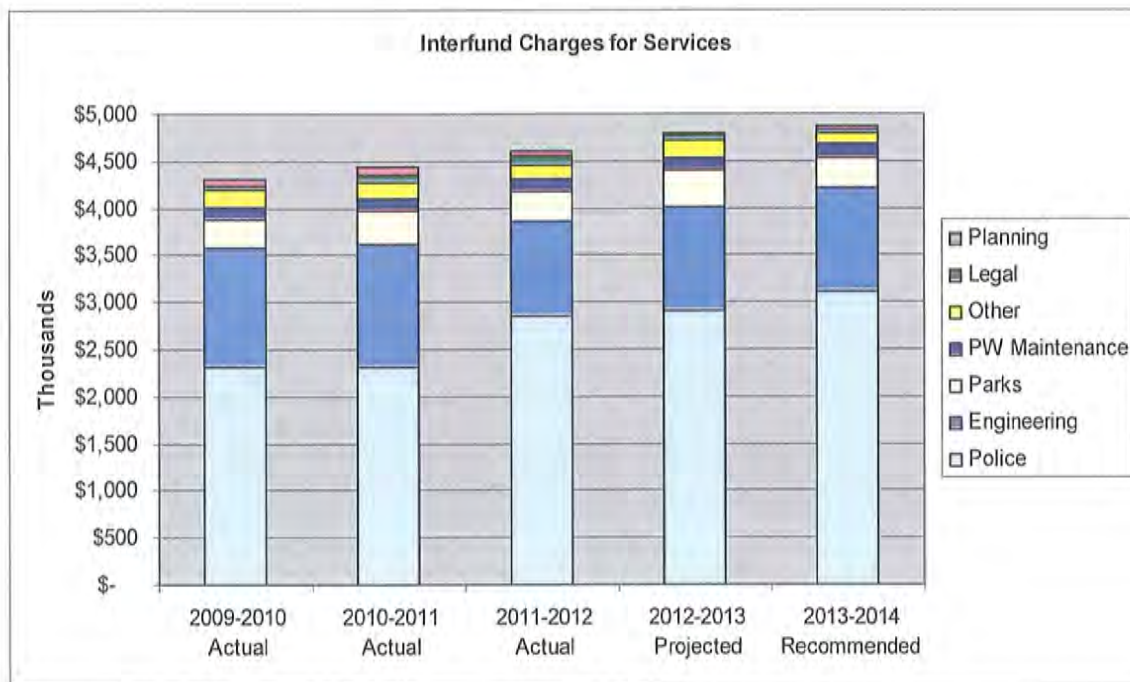
## DEVELOPMENT FEES

Development Fees consist primarily of building permits, plan review, and administrative fees. For fiscal year 2013-2014, estimated Development Fees total is \$902,000, a small increase over fiscal year 2012-2013, and a continued reflection of conservative expectations regarding new development.



## INTERFUND CHARGES FOR SERVICES

Interfund Charges for Services is the largest revenue of the City. More than one-third of the Fiscal Year 2013-2014 General Fund revenue categories are cost recoveries for activities funded by impact fees, developer application fees, special taxes, assessments and other special purpose revenues. For fiscal year 2013-2014, estimated Interfund Charges for Police Services total approximately \$3.1 million, for Engineering Services approximately \$1.1 million, for Public Works Maintenance \$145,000, for Planning Services \$30,000, for Legal Services \$50,000, for Parks Maintenance Services \$325,000, and for Other Services \$100,000.



## OVERALL ANALYSIS OF GENERAL FUND REVENUES

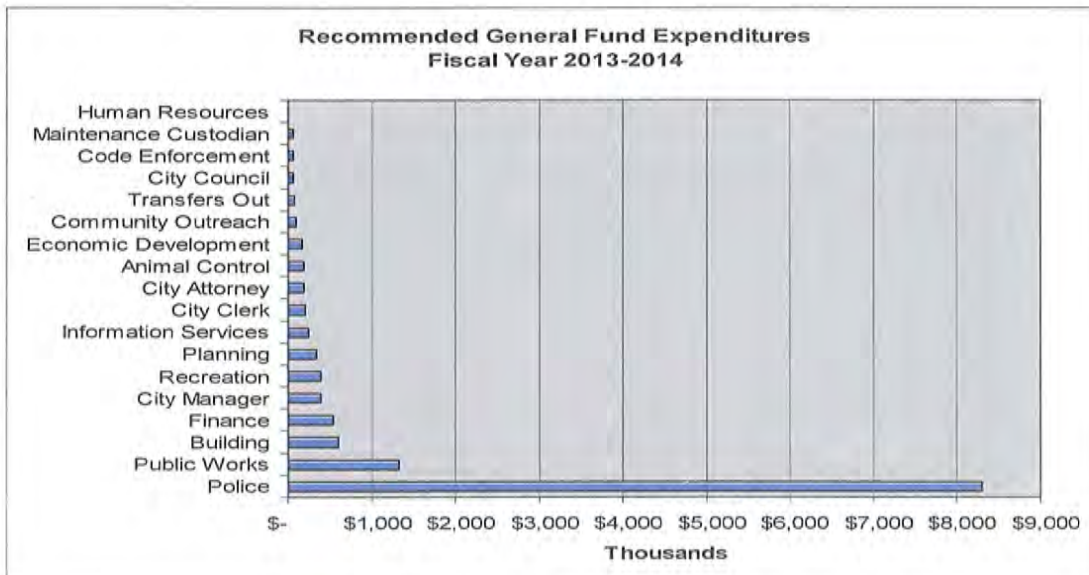
Overall revenues continue to be stable although discretionary revenues remain at levels less than prior to the recession. Clearly, the shift in the composition of City revenues have been most effected by lower property taxes and reduced development activity, both of which are expected to gradually increase again when the economy improves. (And as a result, our focus remains on controlling spending and ensuring that funds are used cost effectively on the City's highest priorities.)



## GENERAL FUND RECOMMENDED EXPENDITURES FY 2013-2014

Department	Actual 2010-2011 Expenditures	Actual 2011-2012 Expenditures	Projected 2012-2013 Expenditures*	Recommended 2013-2014 Expenditures*
Police	\$7,047,391	\$7,568,270	\$7,966,000	\$8,290,000
Public Works	\$1,524,958	\$1,336,149	\$1,380,000	\$1,325,000
Building	\$583,032	\$540,698	\$584,000	\$589,000
Finance	\$472,093	\$470,732	\$516,000	\$541,000
City Manager	\$410,853	\$394,617	\$356,000	\$394,000
Recreation	\$248,585	\$284,550	\$338,000	\$393,000
Planning	\$504,077	\$343,293	\$309,000	\$343,000
Information Services	\$216,342	\$216,917	\$218,000	\$238,000
City Clerk	\$255,290	\$177,463	\$234,000	\$214,000
City Attorney	\$230,296	\$261,517	\$217,000	\$195,000
Animal Control	\$183,024	\$189,280	\$191,000	\$194,000
Economic Development	\$15,573	\$111,990	\$159,000	\$162,000
Community Outreach	\$57,262	\$37,717	\$111,000	\$85,000
Transfers Out	\$163,932	\$171,000	\$286,000	\$69,000
City Council	\$59,983	\$59,750	\$63,000	\$57,000
Code Enforcement	\$6,140	\$19,852	\$54,000	\$52,000
Maintenance Custodian	\$36,805	\$43,008	\$47,000	\$47,000
Human Resources	\$11,172	\$16,206	\$38,000	\$13,000
Non-Departmental	\$(242,777)	\$(255,751)	\$(59,000)	

\*2012-13 & 2013-14 data rounded to thousands





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## DEPARTMENT DETAIL

The following pages review each of the proposed Department budgets with a summary discussion of program description, staffing, and objectives for fiscal year 2013-2014:

### ANIMAL CONTROL

#### Program Costs and Revenues

The City contracts with Contra Costa County for Animal Control services. The costs are funded entirely by General Fund revenues.

#### Program Description

Animal control services patrol the City's streets and respond to public health and safety calls concerning animals in the City. The County Animal Services Department provides the service and access to its animal shelter facility in Martinez.

#### Staffing Summary

The County Animal Services Department provides all staffing for an annual per capita charge. There is no City staff allocated to this function.

#### Program Changes

There are no significant program changes for fiscal year 2013-2014. The County charge per capita is unchanged at \$5.31 this year, so the entire increase is due to the City's increase in population.

ANIMAL CONTROL			
2010-2011 Actual	2011-2012 Actual	2012-2013 Projected	2013-2014 Recommended
\$183,024	\$189,280	\$191,145	\$193,985



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## CITY COUNCIL

### Program Costs and Revenues

The City Council's costs are funded entirely by General Fund.

### Program Description

The Council is the legislative body of the City, in essence the City's "Board of Directors." The Council establishes the City's laws and policies and provides direction to the City Manager to implement them.

### Staffing Summary

The City Council is comprised of five elected members, each for a four-year term. The City Manager, who directs the day-to day operations of the City, and the City Attorney, are accountable directly to the Council.

### Program Changes

None

CITY COUNCIL				
USE OF FUNDS	2010-2011 Actual	2011-2012 Actual	2012-2013 Projected	2013-2014 Recommended
Personnel Services	\$33,740	\$33,073	\$33,324	\$31,174
Services	\$24,357	\$24,637	\$25,715	\$24,350
Supplies	\$1,886	\$2,040	\$3,500	\$1,500
<b>Total</b>	<b>\$59,983</b>	<b>\$59,750</b>	<b>\$62,539</b>	<b>\$57,024</b>

CITY COUNCIL MEMBERS	
Mayor	1
Vice-Mayor	1
Council members	3
<b>Total City Council</b>	<b>5</b>

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## **CITY CLERK**

### **Program Costs and Revenues**

All City Clerk costs are part of City Administration. Revenue is generated for the General Fund through the passport acceptance program.

### **Program Description**

The City Clerk's Office coordinates the distribution of meetings packets for the City Council, the City Council Acting as the Successor Agency to the Redevelopment Agency, Public Financing Authority and Oversight Board, records the proceedings of those meetings and processes approved documents such as resolutions, ordinances, minutes and contracts; maintains the City Seal; coordinates municipal elections; advertises and coordinates City Council appointments; maintains and protects the official records of the City; coordinates the records management program; maintains the Municipal Code; administers the Fair Political Practices Commission's regulations; maintains Statements of Economic Interest and Campaign Disclosure Statements submitted by public officials and staff; processes claims against the City; receives and opens sealed bids for public projects; provides a passport acceptance agent and notary services.

### **Staffing Summary**

The City Clerk is assigned to work in both the City Clerk and City Attorney Offices, with approximately 70% of her time serving as City Clerk. The City Clerk's Office also has one Records Management Clerk and two part-time receptionists.

### **Program Objectives**

- Continue to participate in the State Department's Passport Acceptance Agents Program;
- Continue to coordinate implementation of records destruction procedures in accordance with the City's Records Retention Schedule, including at least one records "purging day";
- Continue to implement the citywide records scanning program;



- Continue to refine internal processes to improve the function of the City Clerk’s office;
- Provide electronic agenda packets for City Council, City Council Acting as the Successor Agency to the Redevelopment Agency, Public Financing Authority and Oversight Board meetings and to accomplish all meeting follow-up activities in a timely manner;
- Continue to process claims for damages against the City;
- Continue to receive bids and participate in bid openings for public projects;
- Continue to process appeals for Administrative Citations;
- Continue to assist elected officials and staff with their filing obligations under the State’s regulations and the City’s Local Conflict of Interest Code;
- Continue to identify and implement cost-saving measures within the department;
- Make public information accessible through the City’s website.

### Program Changes

None

<b>CITY CLERK</b>				
<b>USE OF FUNDS</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Personnel Services	\$218,178	\$156,234	\$190,576	\$188,206
Services	\$36,376	\$20,980	\$43,081	\$24,882
Supplies	\$737	\$249	\$700	\$1,200
<b>Total</b>	<b>\$255,291</b>	<b>\$177,463</b>	<b>\$234,357</b>	<b>\$214,288</b>

<b>CITY CLERK STAFFING</b>	
City Clerk	0.7
Records Management Clerk	1.0
Receptionist	0.95
<b>Total City Clerk Staffing</b>	<b>2.65</b>



## CITY ATTORNEY

### **Program Costs and Revenues**

The City Attorney's costs shown in the General Fund are part of City Administration. A portion of the department costs are expected to be recovered through interfund charges to development services and redevelopment related funds.

### **Program Description**

The City Attorney works closely with the City Manager and his staff to carry out the Council's goals. The City Attorney directs and manages the work of the City Attorney's Office. The City Attorney's Office provides legal services, advice, and representation to the Mayor, City Council, City Manager, and City departments.

The City Attorney's Office represents the City's interest in lawsuits filed against or on behalf of the City, its officers, employees, and agencies in administrative venues, before boards and commissions, and in the state and federal court system. The City Attorney's Office assists in the investigations of claims for damages filed against the City and defends the City's interests when necessary.

The City Attorney's Office similarly provides legal advice in the areas of land use, personnel, elections, conflicts of interest, and economic development, among others. Services include drafting and reviewing contracts, ordinances, resolutions, and other documents, as well as legal research. The City Attorney also provides counsel to and attends meetings of the City Council, and special committees (as required).

### **Staffing Summary**

The City contracts for City Attorney services and employs a full time paralegal. The paralegal is assigned to work in both the City Attorney and City Clerk Offices, with approximately 30% of her time serving as a paralegal.

### **Program Objectives**

- Assist with code enforcement, recovery of damage to City property, amortization of nonconforming uses, and issues related to the winding-up of redevelopment activities.
- Assist with major public works projects and advising staff on acquisition of necessary right-of-ways.



- Manage the City’s outside counsel and assist in various litigation matters.
- Review and update the Municipal Code, as needed.
- Assist staff on legal issues related to land use and development throughout the City.
- Promptly advise each department of legal implications of proposed actions and of permissible alternatives when legal restrictions arise.
- Administer the City Attorney’s Office in a cost-effective manner.
- Participate in existing and new City programs and assist in their successful completion.

**Program Changes**

None

<b>CITY ATTORNEY</b>				
<b>USE OF FUNDS</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Personnel Services	\$86,956	\$100,290	\$46,579	\$42,352
Services	\$143,971	\$161,227	\$170,725	\$152,294
<b>Total</b>	<b>\$230,927</b>	<b>\$261,517</b>	<b>\$217,304</b>	<b>\$194,646</b>

<b>CITY ATTORNEY STAFFING</b>	
City Attorney	.25
Special Counsel	.25
Paralegal	.30
<b>Total City Attorney Staffing</b>	<b>.80</b>



## **CITY MANAGER**

### **Program Costs and Revenues**

The City Manager's Office is comprised of City Administration with a portion of its budget attributable to the oversight and support of the Successor Agency to the dissolved Oakley Redevelopment Agency.

### **Program Description**

The City Manager is responsible for the administration and oversight of Oakley's municipal operations, including the Successor Agency and Oversight Board. Activities include coordinating organizational programs; developing and general managing of operating and capital budgets, conducting fiscal planning, selecting personnel; disseminating public information, encouraging civic engagement and community participation; and facilitating the implementation of the City's short and long-term economic development strategies. The City Manager also provides direct administrative oversight for the City's Community Outreach, Economic Development, Human Resources, City Clerk, Planning, Facilities Maintenance and Recreation Divisions.

Under the policy direction of the City Council and through the implementation of the Council's policies and legislative actions, the City Manager is responsible for ensuring that the City Council is provided with information and recommendations regarding policies that are under consideration. The City Manager's office also provides administrative support to the City Council in their legislative role within the organization; as well as its activities with other agencies and organizations.

### **Staffing Summary**

The recommended budget includes the City Manager and the Assistant to the City Manager.

### **Program Objectives**

The City Manager's Office is directly responsible for the day-to-day operations of the City and for the successful implementation of the City Council's policy direction.

### **Program Changes**

No program changes are recommended.



<b>CITY MANAGER</b>				
<b>USE OF FUNDS</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Personnel Services	\$371,427	\$326,189	\$295,345	\$360,531
Services	\$39,386	\$68,421	\$60,570	\$33,807
Supplies	\$40	\$7	\$50	
<b>Total</b>	<b>\$410,853</b>	<b>\$394,617</b>	<b>\$355,965</b>	<b>\$394,338</b>

<b>CITY MANAGER STAFFING</b>	
City Manager	1
Assistant to the City Manager	.67
<b>Total City Manager Staffing</b>	<b>1.67</b>



## COMMUNITY OUTREACH

### Program Description and Objectives

The City Manager's Office administers the activities of Community Outreach and public information support to all City departments and programs under the direction of the Assistant to the City Manager. Community Outreach aims to increase our residents' awareness of the City's on-going efforts to make Oakley a desirable place to live, by communicating with our residents via multiple communication channels that include capitalizing on our City's own communications tools, promoting our efforts through weekly press releases to local print media, and face to face through public information workshops, outreach visits, or invitations to have Staff attend neighborhood meetings, local community group meetings or host them here for an information tour.

The Assistant to the City Manager is responsible for the City's weekly *Oakley Outreach* e-Newsletter, the biannual publication of the *Oak Leaf* Newsletter, regularly providing real time social media (Facebook and Twitter) updates, as well as Nextdoor posts.

Consistent with the You, Me, We, Oakley! principles we've made strides in increasing the dissemination of bilingual public information. The *Oak Leaf* newsletter now incorporates a Spanish component, as does the Recreation Guide. Face to face outreach to monolingual businesses regarding Downtown and periodic written Spanish updates have been conducted. Vendor opportunities are communicated in Spanish. Lastly, the purchasing of simultaneous translation systems will increase our capacity to involve this demographic in community meetings.

Additionally, the Office organizes City special events, groundbreakings and grand openings for City projects. We are particularly excited to have successfully launched the City's Inaugural Memorial Day and Veterans Day events that were welcomed by the community as evident by their participation and turnout. Furthermore, through volunteers we're actively marketing brick sales to finance the proposed Veterans Memorial.

Special projects we have taken on during the past year included holding a contest for the development of Oakley's commemorative lapel pin and having initiated a neighborhood organizing model that engages residents in a neighborhood driven process to tackle neighborhood blight.



Lastly, Community Outreach includes the development and communication of informational programs, a recycling grant program sponsorship, the contract with Contra Costa County for library services, and several community events, promotions and participation in marketing and advertising campaigns that promote City services.

**Staffing Summary**

Community Outreach includes one-third of the position cost for the Assistant to the City Manager. Additional assistance is provided by the Recreation Manager, who coordinates the City’s website.

**Program Changes**

There are no increases in regular staffing levels or significant one-time costs proposed.

<b>COMMUNITY OUTREACH</b>				
<b>USE OF FUNDS</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Personnel Services	\$5,021	\$478	\$33,405	\$40,622
Services	\$52,241	\$37,239	\$77,494	\$44,609
Supplies			\$200	
<b>Total</b>	<b>\$57,262</b>	<b>\$37,717</b>	<b>\$111,099</b>	<b>\$85,231</b>

<b>COMMUNITY OUTREACH STAFFING</b>	
Assistant to the City Manager	.33
<b>Total Community Outreach Staff</b>	<b>.33</b>





## FINANCE

### **Program Costs and Revenues**

Most Finance Department costs are part of city administration. Some of the costs are recovered as direct charges and some as a part of the city overhead added to Parks, Planning, and Engineering staffs hourly rates charged to developers and special revenue funds. A small amount of Finance Department costs are recovered through impact fee program and bond administration fees, and a portion is funded via the Administrative Allowance chargeable to the Successor Agency to the Oakley Redevelopment Agency.

### **Program Description**

The Finance Department provides support services citywide, and for the Successor Agency to the Redevelopment Agency, with the goal of intelligent and prudent financial management. Department activities include Treasury and Debt Management; Accounting for Payroll; Accounts payable; General Ledger; Capital Projects and Grant Accounting; Financial Reporting, Budget Development and Management; Long-Term Planning; Purchasing; Billing and Collections; Business License Administration; and Risk Management. The Department is also engaged in a significant amount of Successor Agency compliance matters.

### **Staffing Summary**

The Finance Department consists of three full-time staff: The Finance Director, one Senior Accountant, and one Accounting Technician.

### **Program Objectives**

The primary operating objectives for the department for fiscal year 2013-2014 are to maintain the financial and procedural infrastructure appropriate for performing the City and Successor Agency's financial functions and support their many ongoing projects. There are no significant changes to the Department's objectives.

### **Program Changes**

There are no increases in regular staffing levels or significant one-time costs proposed.

<b>FINANCE</b>				
<b>USE OF FUNDS</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Personnel Services	\$262,303	\$353,586	\$407,615	\$426,770
Services	\$209,607	\$116,982	\$107,978	\$114,386
Supplies	\$183	\$164	\$250	\$100
<b>Total</b>	<b>\$472,093</b>	<b>\$470,732</b>	<b>\$515,843</b>	<b>\$541,256</b>

<b>FINANCE STAFFING</b>	
Finance Director	1
Senior Accountant	1
Accounting Technician	1
<b>Total Finance Staffing</b>	<b>3</b>



## **HUMAN RESOURCES**

### **Program Costs and Revenues**

All costs are part of City administration and come from the General Fund.

### **Program Description**

The Human Resources Division administers the City's personnel merit system; employee benefits; employee relations, equal employment opportunity program, and classification and compensation programs. It provides diverse and skilled applicant pools; assures that the City's policies and procedures are uniformly interpreted and implemented; and ensures that all recruitment, hiring, placements, transfers and promotions are made on the basis of individual qualifications for the position filled.

### **Staffing Summary**

The Human Resources Administrator provides management and oversight for the City's Human Resources program.

### **Program Objectives**

The Human Resources division will continue to seek the most cost-effective health insurance benefits for Staff; maintain the compensation and classification plans; conduct mandatory training seminars; promote professional development opportunities; and continue partnering with the Municipal Pooling Authority in support of the City's Loss Control and Wellness Programs.

### **Program Changes**

None.



<b>HUMAN RESOURCES</b>				
<b>USE OF FUNDS</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Personnel Services	\$5,025	\$4,967	\$4,200	\$3,000
Services	\$6,071	\$11,239	\$33,962	\$9,900
Supplies	\$76		\$250	
<b>Total</b>	<b>\$11,172</b>	<b>\$16,206</b>	<b>\$38,412</b>	<b>\$12,900</b>

<b>HUMAN RESOURCES STAFFING</b>	
None (Staff is budgeted in The City Manager's Office and Economic Development Division budgets.)	



## INFORMATION TECHNOLOGY

### **Program Costs and Revenue**

All Information Technology Department costs are part of City administration. Some of the costs are recovered as a part of the city overhead added to Parks, Planning, and Engineering staff hourly rates charged to developers and special revenue funds.

### **Program Description**

The Information Technology Department provides support services citywide with the goal of providing on demand network availability for City Staff, and timely troubleshooting when problems arise. Department activities are primarily network maintenance and support, and strategic planning consulting related to managing and maintaining the City's network.

### **Staffing Summary**

The Information Technology Department is managed by the Finance Director, and staffed by Antai Solutions, a private contractor. Antai has staff at the City Offices approximately 24 hours per week, and manages the City's network 24/7.

### **Program Objectives**

The primary operating objectives for the department for fiscal year 2013-2014 are unchanged: To provide outstanding network support, and assist the City in planning related to its networks.

### **Program Changes**

Beginning July 1, Antai will official take on some additional responsibilities previously handled by the County Sheriff's technology team, and will have an additional staff person on site part-time. They will also use the opportunity to begin cross training the new staff person on Oakley services.

<b>INFORMATION SYSTEMS</b>				
<b>USE OF FUNDS</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Services	\$147,564	\$146,999	\$147,253	\$165,969
Supplies	\$577	\$97	\$1,000	\$1,000
Capital Outlay	\$68,201	\$69,821	\$69,848	\$71,300
<b>Total</b>	<b>\$216,342</b>	<b>\$216,917</b>	<b>\$218,101</b>	<b>\$238,269</b>

<b>INFORMATION TECHNOLOGY DEPARTMENT STAFFING</b>	
<b>Total Contracted Staff – Antai Network Services</b>	<b>0.625</b>



## **NON-DEPARTMENTAL**

### **Program Costs and Revenues**

All Non-Departmental costs are part of City Administration and are allocated to City departments. Some of the costs are recovered as a part of the city overhead added to Parks, Planning, and Engineering staff's hourly rates charged to developers and special revenue funds. The Non-Departmental budget includes central services and supplies, depreciation and replacement cost amounts transferred to the Equipment and Vehicle Replacement and Building Replacement and Maintenance Internal Service Funds, and a General Fund Contingency.

### **Program Description**

There is no program in the Non-Departmental budget unit. This budget is for costs better managed on a citywide basis, such as office supplies, utilities, storage space rentals, copier costs, insurance, web page maintenance costs, telephone services and transfers to the City's internal service funds.

### **Staffing Summary**

The Non-Departmental budget unit is managed by the Finance Director and City Manager.

### **Program Objectives**

The objectives related to the Non-Departmental budget are unchanged: to monitor and manage these citywide costs, and seek out opportunities to get the best value for each public dollar spent.

### **Program Changes**

There are no program changes.



<b>NON-DEPARTMENTAL</b>				
<b>USE OF FUNDS</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Personnel Services	\$34,401	\$30,489	\$46,439	\$35,609
Services*	\$335,612	\$268,085	\$471,599	\$567,300
Supplies	\$40,542	\$42,951	\$52,000	\$52,500
Capital Outlay				
Transfers Out	\$279,000	\$301,614	\$280,000	\$249,000
Interdepartmental Allocations	\$(934,332)	\$(898,890)	\$(909,188)	\$(904,409)
<b>Total</b>	<b>\$(244,777)</b>	<b>\$(255,751)</b>	<b>\$(59,150)</b>	<b>\$0</b>

\* Recommended amount includes the 2% General Fund Contingency.

<b>NON-DEPARTMENTAL STAFFING</b>	
<b>None</b>	





## MAINTENANCE CUSTODIAN

### Program Costs and Revenues

The Maintenance Custodian is a part of City Administration and all costs are funded by the General Fund.

### Program Description

The Maintenance Custodian is responsible for the cleanliness and general maintenance of City buildings.

### Staffing Summary

The recommended budget includes one maintenance custodian at an average of 30 hours per week or .75 of full-time equivalency.

### Program Objectives

- Keep assigned areas and City buildings in a clean, neat, and orderly condition; perform minor building maintenance work; and to perform related work as required.

### Program Changes

There are no program changes.

<b>Maintenance Custodian</b>				
<b>USE OF FUNDS</b>	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Recommended</b>
Personnel Services	\$34,537	\$39,622	\$43,590	\$43,614
Services	\$2,268	\$3,386	\$3,506	\$3,435
<b>Total</b>	<b>\$36,805</b>	<b>\$43,008</b>	<b>\$47,096</b>	<b>\$47,049</b>

<b>MAINTENANCE CUSTODIAN STAFFING</b>	
Maintenance Custodian	.75
<b>Total Maintenance Custodian Staffing</b>	<b>.75</b>



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## **ECONOMIC DEVELOPMENT**

### **Program Costs and Revenues**

The Economic Development budget represents an investment of taxes and general fund resources in marketing activities and materials to attract businesses to the City and generate additional sales, property, and transient occupancy related tax revenue.

### **Program Description**

The Economic Development goals and objectives as outlined in the City's General Plan include:

- Retain existing businesses and expand Oakley's economic base
- Establish a diverse and balanced local economy
- Remove or reduce constraints to economic development
- Encourage local financial participation in the community as a means of facilitating economic development

### **Program Objectives**

Economic Development will focus on:

- Revitalization of the Main Street/Downtown area
- Facilitation of commercial development projects
- Attraction of retailers for the Empire/Neroly Commercial Center
- Attraction of retailers for the Laurel Plaza Commercial Center
- Participation in trade show and conferences such as the International Council of Shopping Centers (ICSC) and other activities to promote the City of Oakley's commercial and retail sites

### **Staffing Summary**

Under the supervision of the City Manager, the Economic Development Coordinator will provide management and oversight of the Economic Development activities.

### **Program Changes**

None

<b>ECONOMIC DEVELOPMENT</b>				
<b>USE OF FUNDS</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Personnel Services		\$91,045	\$125,623	\$129,978
Services	\$15,573	\$20,729	\$27,875	\$23,827
Supplies		\$216	\$5,100	\$7,800
<b>Total</b>	<b>\$15,573</b>	<b>\$111,990</b>	<b>\$158,598</b>	<b>\$161,605</b>

<b>ECONOMIC DEVELOPMENT STAFFING</b>	
Economic Development Coordinator/ Human Resources Administrator	1
<b>Total Economic Development Staffing</b>	<b>1</b>



## **BUILDING & CODE ENFORCEMENT**

### **Program Costs and Revenue**

Revenues are comprised of building permit, plan check, inspection fees and the residential rental inspection fees.

### **Program Description**

The Building & Code Enforcement Division is responsible for the administration and enforcement of building codes (California Building, Plumbing, Mechanical Codes and the National Electrical Code). To provide minimum standards to safeguard public health and welfare, and property, by regulating and controlling the design of structures through plan review, construction of structures through field inspection to monitor quality of materials, use and occupancy, location and maintenance of all buildings and structures within the City of Oakley, while maintaining an aggressive code enforcement program. The Building and Code Enforcement Department is also responsible for the City's residential rental inspection program (RRIP) and the property maintenance inspection programs.

### **Program Staffing**

Staffing is provided by a contract with Delta Municipal Consulting (DMC). The contract provides for the firm to provide a Building Official, Permit Center Manager, Building Inspector, Permit Technician, and a Code Enforcement Officer, as needed to provide the contracted services. The City augments Code enforcement staff part-time.

### **Program Objectives**

- Continue to refine internal processes within Community Development functions.
- Continue to utilize the Administrative Citation process.
- Maintain standard fifteen-day plan review as a maximum turnaround time but in 98% of projects within five days.
- Provide inspections on next workday upon request and same day when needed and workload allows.



- When needed, provide Friday, weekend or after hour inspections when City Hall is normally scheduled for closure.
- Continue to work with Code Enforcement to respond to all code enforcement inquires within two working days.
- Issue over the counter type permits at a 95% rate, the same day.
- Continue to work with property owners, realtors and lending institutions whose buildings have fallen into disrepair.
- Work with Economic Development on Downtown Projects as well as other projects within the City.
- Continue to provide homeowner's code compliance direction from plan submittal to final inspection.
- Continually ensure the Building Division webpage is user-friendly.
- Continue to provide updated training to staff on the adopted codes.
- Work with homeowners and contractors to resolve issues in a professional, polite and progressive manner; prior to and during construction.
- Improve the Residential Rental Property Inspection Program.
- Continue to make a positive impact in the City by enforcing the Property Maintenance Ordinance.
- Continue to enforce the Foreclosed and Abandoned Property Ordinance.
- Work with all departments, outside agencies and the contractor to ensure that Oakley Plaza is constructed in the most efficient and cost effective way possible.

### **Program Changes**

- Review and permit Solar Photovoltaic Permit Applications within 3 business days of being submitted and whenever possible, the same day.

<b>BUILDING &amp; CODE ENFORCEMENT</b>				
<b>USE OF FUNDS</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Personnel Services			\$16,529	\$14,551
Services	\$585,124	\$558,321	\$616,409	\$621,201
Supplies	\$4,048	\$2,229	\$4,500	\$4,500
Capital Outlay				
<b>Total</b>	<b>\$589,172</b>	<b>\$560,550</b>	<b>\$637,438</b>	<b>\$640,252</b>

<b>BUILDING AND CODE ENFORCEMENT STAFFING</b>	
DMC Staff:	
Building Official	0.9
Permit Center Manager	0.6
Building Inspector	0.9
Permit Technician	0.8
Code Enforcement Officer	1.0
<b>Total staff provided under DMC:</b>	<b>4.2</b>
City Staff:	
Code Enforcement Officer	0.25
<b>Total City Staff</b>	<b>0.25</b>
<b>Total Building and Code Enforcement Staffing</b>	<b>4.45</b>



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## **POLICE**

### **Program Costs and Revenues**

The costs of police services are driven primarily by the costs per officer charged by the Contra Costa County Sheriff's Office, although support costs, capital costs and administrative costs also contribute to the overall picture. Revenues to pay for these services include special taxes and fees, but are primarily paid for by the General Fund.

### **Program Description**

The Oakley Police Department has the primary responsibility of protecting life and property and preserving the peace. These duties are accomplished within the framework of those freedoms guaranteed by the Constitutions of the United States of America and the State of California.

The Department investigates crime, arrests those responsible, seeks prosecution for criminal acts, and engages in crime prevention. Emphasis is placed on traffic safety, including education, preventing hazardous traffic violations, alleviating parking complaints and conducting traffic collision investigations. Community programs target youth in our schools to encourage positive behavior and community involvement. Detectives investigate missing persons, property crimes and other serious offenses. Uniformed officers provide proactive patrol and actively pursue those involved in illegal activity.

Department goals emphasize that each officer and staff person understands that daily activities and contacts with the community are an integral part of the Community Service effort. Each citizen contact is an opportunity to create a positive impression and enhance our community mission. Each officer's professional decorum and demeanor contribute to the public's sense of safety and confidence in the City's ability to provide professional services.



## Program Staffing

The costs for fiscal year 2013-2014 are for a fully-staffed department with 28 officers, 1.75 FTE Police Services Assistants, 1.25 FTE Administrative Assistants and a .475 FTE Assistant to the Chief. For the fiscal year 2013-2014 the City's sworn officers per 1,000 citizens ratio will be approximately .8.

## Program Objectives

- Protect life and property.
- Continue working with the engineering department on traffic calming solutions for neighborhoods with a focus on traffic safety.
- Expand the Emergency Preparedness program and operations by training and educating the city staff to be better prepared for man made or natural disaster. Continue ongoing training and scenario based exercises for city staff members.
- Complete the Emergency Operations Center Project
- Continue to focus on quality of life issues through the Problem Oriented Policing (POP) program, working with the Building Department and the Office of the Sheriff Narcotics Unit.
- Address increasing costs for law enforcement services by continuing to search for law enforcement grants and cost cutting reviews.
- Continue to work with all City departments to analyze future revenues for police services that are realized on an incremental basis. Use these revenues to continue the expansion of personnel and other resources to keep pace with growth

## Program Changes

None



<b>POLICE DEPARTMENT</b>				
<b>USE OF FUNDS</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Personnel Services	\$175,388	\$206,102	\$216,274	\$224,681
Services	\$6,695,215	\$7,075,403	\$7,523,999	\$7,842,443
Supplies	\$176,788	\$205,027	\$225,667	\$223,000
Capital Outlay		\$81,738		
<b>Total</b>	<b>\$7,047,391</b>	<b>\$7,568,270</b>	<b>\$7,965,940</b>	<b>\$8,290,124</b>

<b>POLICE DEPARTMENT STAFFING</b>	
The following staff are provided under contract with the Contra Costa County Office of the Sheriff:	
Police Chief	1
Police Sergeants	5
Police Officers	22
<b>Total staff provided under CCC Office of the Sheriff</b>	<b>28</b>
City Staff:	
Administrative Assistant	1.25
Assistant to the Chief	.475
Police Services Assistant	1.75
<b>Total City Staff</b>	<b>3.475</b>
<b>Total Police Department Staffing</b>	<b>31.475</b>

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## PLANNING

### **Program Costs and Revenue**

Planning Department costs are primarily related to long range planning projects and development activity. Long Range planning includes the City's strategic plan projects and City planning responsibilities that must be met whether there is development or not, and these are paid for by the General Fund. Development activity is funded by developer fees.

### **Program Description**

The Planning Department provides land use, current and long range planning, and environmental services. The Department is responsible for implementation of policy pertaining to orderly development and balanced growth in the City of Oakley. While private development in recent years has been low, there are signs that the economy is improving. The Department has recently been focusing efforts on streamlining the development process for when the economy improves. The Department continues to focus on programs that assist the City in economic development and growth. Specifically, the department is assisting in the redevelopment of the core area of the downtown.

There are several planning projects that continue to have activity at this time. Several projects within the East Cypress Corridor Specific Plan have been entitled. The Dutch Slough Wetlands Restoration Project has a certified EIR, and the Department of Water Resources, in collaboration with the City, started rough grading in 2012, and will begin construction in 2013. Staff is currently implementing a Strategic Plan goal to draft a City-wide Agricultural Preservation Program/Viticulture Cultural Program. The Action Programs within the current Housing Element continued to be implemented. In 2013, Staff will begin the 2014-2022 Housing Element Update. Finally, Staff is working with representatives from DuPont and their consultants to develop a framework to facilitate entitlement processing and development of that site.

In 2011 the Oakley City Council adopted both a Municipal and Community Wide Greenhouse Gas Emissions Inventory. The next large step in this effort would be development and adoption of a Climate Action Plan that will have positive impacts on streamlining future development and improvements within the City of Oakley. Department Staff has also implemented several recycling and solid waste reduction programs and is continually looking at ways to expand the program. Staff is involved



in General Plan and Zoning Code amendments to ensure the City's zoning laws are consistent with State laws and to complete the remaining reserved sections of the Zoning Code. There is continued effort to identify areas for Zoning Code improvements and enhancements. The Department serves as the in-house environmental Staff to prepare environmental documents for City projects.

### **Program Staffing**

The Planning Department is made up of two Senior Planners.

### **Program Objectives**

- Process Development projects.
- Assist the City in economic development tasks, including the redevelopment of the City's downtown
- Develop an Agricultural Preservation Program and/or Viticulture Cultural Program for the City Council's consideration
- Continue to enhance and add to the City kiosk program that coordinates both City Wayfinding signs and offsite signage for new residential subdivisions
- Continue to work with DuPont and their consultants to develop a framework to facilitate entitlement processing and the development of the Dupont site
- Continue to implement AB 939 to provide Oakley residents and businesses new and expanded recycling and waste reduction programs
- SB 375 and AB 32 Implementation: Continue to participate in regional and local programs to reduce greenhouse gas emissions
- Develop a Climate Action Plan
- Develop a Shoreline Vision for the City's waterfront area
- Monitor the Policy Action Programs of the Certified Housing Element and initiate the 2014-2022 Housing Element Update
- Identify areas for improvement and enhance the zoning code
- Re-evaluate and update residential and commercial/industrial design guidelines as needed
- Serve as the City's in-house environmental staff to prepare environmental documents for small to medium-sized City Capitol Improvement and Park projects



<b>PLANNING DIVISION</b>				
<b>USE OF FUNDS</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Personnel Services	\$436,870	\$289,020	\$248,970	\$265,542
Services	\$66,363	\$54,237	\$59,236	\$76,128
Supplies	\$844	\$36	\$900	\$900
<b>Total</b>	<b>\$504,077</b>	<b>\$343,293</b>	<b>\$309,106</b>	<b>\$342,570</b>

<b>PLANNING DIVISION STAFFING</b>	
Senior Planner	2
<b>Total Planning Division Staffing</b>	<b>2</b>



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## **PUBLIC WORKS/ ENGINEERING/MAINTENANCE & PARKS**

### **Program Description**

The Public Works and Engineering Department provides street, drainage, parks and landscape maintenance through a combination of staff and contractors. The Department also administers design, construction inspection, and contract management for most capital improvement projects within the City, implements the City's Clean Water Program to ensure compliance with current NPDES requirements, and reviews and inspects private development grading and infrastructure improvements for compliance with City standards.

### **Program Changes**

There are no significant changes planned for the Public Works and Engineering Department this year. The reorganization in the Parks and Landscape Maintenance Division is now complete, with the newly added Landscape Foreman supervising one full time maintenance worker and between two and four seasonal maintenance workers depending on workload. Development activity is thought to be on the rise, although the actual amount of grading and infrastructure construction remains to be seen. The Department is still continuing with one full time inspector, and will supplement that resource with an additional temporary inspector as the activity dictates. The Associate Engineer/Traffic Engineer position that was relied on in years past but vacated in 2011 will remain vacant is being staffed on a part time basis and will be supplemented with consultant services for special projects. Finally, the true affect of the Main Street relinquishment from the State is still defining itself, as the assumption of such a large and complex facility tends to be an evolutionary process.

### **Revenues**

The Public Works and Engineering budget relies on funds from a variety of sources, many of which restrict expenditures to specific categories,

- **Gas Tax-** Funds are restricted to "the research, planning, construction, improvement, maintenance, and operation of public streets and highways (and their related public facilities for non-motorized traffic), including the mitigation of their environmental effects, the payment for property taken or damaged for such purposes, and the administrative costs necessarily incurred in the foregoing purposes." Revenues for this year include a Proposition 42 makeup payment. *Anticipated Revenues-\$1,066,000*

- **Measure J-** Measure J expenditures are restricted to the same uses as Gas Tax, but can also be applied to transit improvement and operation, growth management planning and compliance, pedestrian and bicycle trail construction/maintenance/operation, parking facility development, and transportation efficiency program development and operation (ridesharing, etc.). Since Measure J contains a growth management component, funds may not be used to replace developer obligations that would otherwise not be publicly funded under jurisdiction policy. In order to qualify for Measure J allocations a jurisdiction must submit a self certified program compliance checklist every other year. The 2011/2012 checklist was due in June of 2013. *Anticipated Revenues-\$480,000*
- **Stormwater Utility Assessments-** The City has adopted a Storm Water Management Plan, and, based on the estimated maintenance, inspection, and administrative activities required to enact the plan, has established an annual parcel assessment. *Anticipated Revenues-\$460,000*
- **Traffic Impact Fee-** In 2003 the City adopted a traffic impact fee program to replace the prior area of benefit and median island fee programs. The program funds the improvement of major roadways and specific signalized intersections, including the design, staff support, and construction management activities associated with those projects. *Anticipated Revenues-\$1,000,000*
- **Development Deposits/Permit Applications-** Public Works and Engineering collects deposits for the review and inspection of final maps, grading plans, and improvements plans related to development applications. In addition fees are collected for encroachment permits, transportation permits, and documentation related to the FEMA Floodplain Management program. Actual staff expenditures are tracked and applied against a deposit, and refunds or additional deposits are made as necessary. *Anticipated Revenues-\$194,000*
- **Citywide Parks Assessments-** Zone 1 of the Oakley Lighting and Landscape Assessment District No. 1 provides for the maintenance and utilities for citywide parks and landscaping facilities. *Anticipated Revenues-\$1,078,000*



- **Streetlight Assessments-** Zone 2 of the Oakley Lighting and Landscape Assessment District No. 1 provides for the maintenance and utilities for citywide street lighting. *Anticipated Revenues - \$202,000*
- **Neighborhood Landscaping Assessments-** Zone 3 of the Oakley Lighting and Landscape Assessment District No. 1 provides for the maintenance and utilities for neighborhood landscaping improvements throughout the City. The Zone currently contains 26 sub-zones and revenues and expenditures are tracked at the sub-zone level. *Anticipated Revenues-\$1,842,000*
- **Community Facilities District No. 1-** This District was formed in 2006 to fund the operations and maintenance of the levee system, stormwater pond, and the associated pump, force main, and outfall for the Cypress Grove development. Landscape and lighting maintenance for the project are funded through a separate mechanism. *Anticipated Revenues-\$251,150*
- **General Fund-** Since the majority of the funding sources for Public Works and Engineering are restricted to specific expenditures, it is recognized that some staff time and activities will require other funding sources. Those activities will be kept to a minimum, and eligible funding sources will continually be sought out.

## PROGRAM AND STAFFING SUMMARY

The mission of Public Works and Engineering is to steward Oakley's infrastructure utilizing a variety of maintenance, improvement, and service activities. Through a mix of contract and City staff the Department has nearly 12 FTE's and is supplemented through additional contract services. The Department is managed by the Public Works Director and has 7 primary functions. The Fiscal Year 2013-2014 Budget proposes the following operating areas and associated staff:

### Operating Areas

- **Operations and Maintenance-** One of the most formidable tasks for Public Works and Engineering is to maintain existing improvements and amenities. City personnel will monitor and direct all maintenance activities, and maintenance services will be provided by both City staff and contract personnel. The individual maintenance elements are as follows:

- **Roadway-** Routine maintenance is necessary to keep the City's road network operating in a safe and efficient manner. This includes signing and striping repair and replacement, pavement maintenance activities such as pothole patching, crack sealing, and shoulder repair, and keeping the roadways free of obstructions via street sweeping and debris cleanup. As a supplement to the regular patrols of maintenance crews, staff will field and investigate citizen's requests to determine corrective action for conditions that may not be known or readily apparent. Since surface treatment projects like pavement overlays or chip seals tend to be extensive in nature, they are recognized as a capital improvement and not included in this element. Roadway maintenance will primarily be accomplished by the City's Street Maintenance Worker, although larger and specialized tasks will be completed through contracts with specialized contractors.
- **Signals & Lighting-** The City operates traffic signals at twenty nine separate intersections, as well as numerous safety flashers throughout Oakley. In years past Caltrans was responsible for the operation of eleven signals along Main Street, but now that the relinquishment has occurred the City is responsible for the operation of the Main Street signals. In addition to traffic signals the City maintains the decorative streetlights in most of the newer neighborhoods. The City also pays for PG&E to operate and maintain street lighting throughout Oakley. Signal and lighting maintenance will primarily be accomplished through a contract with Contra Costa County or other specialized contractors.
- **Drainage-** In order to minimize potential flooding and ensure that stormwater is collected and conveyed in the manner intended; crews will conduct routine maintenance on the storm drainage system. These activities include catch basin cleaning, ditch cleaning, culvert flushing and repair, and inlet maintenance. Water quality activities such as hazardous materials cleanup and runoff filter repair are also provided for. Drainage maintenance will primarily be accomplished by the City's Street Maintenance Worker, although larger and specialized tasks will be completed through contracts with specialized contractors.
- **Parks and Landscaping-** The City currently maintains 29 public parks. The City has partnered with the Oakley Union Elementary School District for the maintenance of another four joint use park facilities. In addition, the City maintains thousands of square feet of public right of way landscaping, street median landscaping, and public trail corridors. Over the last several years the in-

house maintenance staffing has reorganized and evolved and those efforts are now complete. The division is managed by a part time office administrator with the field crews being coordinated by a working foreman. Workload peaks are addressed using temporary seasonal positions, and a revolving workforce training intern has been consistent over the last year or so. Three primary landscape maintenance firms are currently under contract while trash and litter pickup is performed by a separate contractor. A request for proposals for these contracted services is planned to be issued this summer with new contracts taking effect at the end of the growing season. The intent of the RFP is to ensure that the contracted services remain efficient and responsive.

- **Engineering Services-** Engineering staff will supply technical services to assist with various City activities and address requests and concerns raised by the general public. The funding source will vary depending on the nature of the service provided, and activity levels will generally be dependent on the volume of requests. The typical services that may be provided include:
  - *City Surveyor-* Land surveying is a specialized field that requires a special license to practice. The bulk of the City's land surveying needs will be in the area of map review and will be funded by developer deposits, although on occasion the City will require some additional expertise. Examples may include citizen's request that can only be answered by a properly licensed professional, or establishment and preservation of survey monuments not associated with private developments. The City will utilize contract services on an as needed basis for these activities.
  - *Traffic Engineering-* Throughout the year the City will conduct a variety of exercises associated with traffic engineering. These tasks will include completing speed surveys to ensure that traffic citations are enforceable, coordinating activities with the Police Department, investigating citizen's requests for traffic control devices and speed limit changes, and developing policies to address traffic issues. The City will utilize part-time and contract services on an as needed basis for these activities.
  - *Floodplain Management-* Certain areas within the City are subject to periodic flooding, and the Federal Emergency Management Agency (FEMA) requires Oakley to participate in the National Flood Insurance Program so that flood insurance can be provided to affected property owners. As a result of participating in the program, the City must keep Flood Insurance Rate Maps for



viewing by the public, and must provide certain information upon request. Additionally, the City will review and process applications to modify known floodplain boundaries. When possible, the costs will be charged to developer deposits.

- **Clean Water Program-** The City's joint municipal NPDES permit and its participation in the County Clean Water Program necessitate a number of expenditures. Maintenance related activities have been accounted for in both the roadway and drainage maintenance categories. Other tasks include contributions to the Clean Water Program for staff and resources, illicit discharge investigation, industrial and commercial site inspection, and public outreach.
- **Assessment District Engineering-** In order to collect the funds for the City's assessment district and community facilities district an annual engineer's report and associated budgets must be completed. The City will utilize contract services on an as needed basis for these activities.
- **Administration-** Staff costs to administer Public Works and Engineering have been separated from other expenditures. As mentioned above, the parks and landscape activities have been reorganized with a landscape maintenance manager and landscape foreman position now in place. During Fiscal Year 2011-2012 the Assistant Engineer, Traffic Engineer position was vacated and is not being proposed to be filled at this time. Traffic engineering requests are proposed to be handled on an as needed basis through part-time and consultant services. It is anticipated that consultant and contract services will be utilized for special projects and extraordinary workload in other areas as well. The anticipated base level staffing is as follows:
  - **Public Works Director/City Engineer (1 FTE)**-Day to day operations in Public Works and Engineering will be managed by the Public Works Director/City Engineer. Duties will include coordination with other City departments and outside agencies, consultant/maintenance/construction contract management, development review and coordination, public outreach, and other various activities.
  - **Administrative Assistant (1 FTE)** – The full time Administrative Assistant assists with service requests, development processing, and general activities.

- **Senior Civil Engineer (1 FTE)** – This full time position will coordinate and perform all development activities within the Department including entitlements, plan review, and inspections. The position will also coordinate the City’s clean water activities and conduct and manage special projects and studies.
- **Assistant Engineer, CIP (1 FTE)**-This full time Assistant Engineer position focuses on CIP project management duties.
- **Project Manager, CIP (1 FTE)**- With the anticipated sale of the Redevelopment Agency bonds and the reduced amount of private development construction one of the existing Public Works Inspector positions was converted to a CIP Project Manager during FY 2007/2008. The position is proposed to be continued this fiscal year and will assist with project and construction management duties for the CIP. Due to the DMC contract the cost for the Project Manager and Public Works Inspector are the same.
- **Public Works Inspectors (1.1 FTE)**- Similar to last year, inspections of work within the public right of way including CIP construction management will be done by a full time public works inspector. The cross-trained building inspector will conduct encroachment permit inspections on an as needed basis which is expected to be approximately 0.1 FTE. During FY 2012/2013 a temporary inspector was added to provide support for the creek restoration and pipeline location projects. Dependent on development activity that temporary position will be utilized as needed to maintain customer service levels.
- **Street Maintenance Worker (1 FTE)** - The street maintenance worker position completes the bulk of the routine maintenance activities for the City’s roadway and drainage systems using assistance from other Department personnel and contract staff. The position also assists with park and landscaping maintenance when necessary.
- **Landscape Maintenance Manager (0.6 FTE)** - This City staff position manages the maintenance efforts for all publically maintained parks and landscape facilities within the City. The position monitors all water and utility uses associated with the facilities, schedules and manages the work of City and contract staff, and coordinates facility uses with the Recreation Department.



- **Landscape Foreman (1 FTE)** – This newly created position that was added in the spring of 2013 plans, schedules, and coordinates the in-house landscape field personnel. This is a working foreman position that reports to the Maintenance Manager.
- **Landscape Maintenance Worker (3-5 FTE)** – These City staff positions perform park and landscape maintenance activities and assist with roadway and drainage maintenance as needed. Peak workloads are addressed using between 2 to 4 temporary seasonal workers at a time. Seasonal workers generally work on a 6 months on, 6 months off basis.
- **Student Intern-** In years past a student intern was utilized to assist with administrative and light field tasks. This position is not being proposed this year.

### **Program Objectives**

In upcoming Fiscal Year 2013-2014, the Public Works and Engineering Department has set the following goals:

- Aggressively implement the planned Capital Improvement Program, including:
  - Complete the construction of Main Street downtown along with the Downtown Plaza and fountain
  - Complete construction of the widening of O'Hara Avenue from Cypress Road to Laurel
  - Complete construction of the north side of Laurel Road from O'Hara to Rose
  - Constructing frontage improvements on the south side of Main Street from Public Storage to the Cypress Shopping Center
  - Continuing to eliminate gaps in frontage improvements by construction sidewalks on primary pedestrian routes
  - Continuing a proactive street maintenance program by slurry sealing and overlaying public streets
  - Eliminating known drainage problems
  - Construct a traffic signal at the Rose and Laurel intersection
  - Construct landscaped medians on Main Street from Neroly/Bridgehead to approximately Sandy Lane
  - Construct a pedestrian bridge across Marsh Creek at Marsh Creek Glen Park
  - Continue the LED streetlight replacement project in an effort to lower the City's energy costs



- Begin to retrofit the City's traffic signals to include LED streetlights, LED illuminated street name signs, audible pedestrian signals, and wiring to allow for generator backup in the case of power failures.
- Work in conjunction with the developers of Emerson Ranch to enhance and improve Cypress Road adjacent to the neighborhood
- Continuing to implement the Citywide Neighborhood Traffic Management Program
- Continuing to replacement street name signs with the current standard
- Continuing to implement a proactive street, drainage, parks and landscape maintenance program utilizing both in-house and contract personnel
- Continued transition to a graduated landscape maintenance program that establish level of service goals based on community use, aesthetic benefit, and available funding
- Issue a request for proposals for contract landscape maintenance services and enter into new agreements with a contractor(s)
- Continuing to enhance reporting practices for both construction inspection and maintenance activities to increase information sharing
- Continuing to conduct a proactive traffic engineering program
- Continuing to increase coordination with the Police Department regarding traffic enforcement issues
- Continuing to increase public outreach regarding water quality practices and requirements
- Participating in regional planning efforts such as Transplan, the City-County Engineering Advisory Committee, and the Contra Costa Clean Water Program to ensure that Oakley is recognized as a contributor
- Processing maintenance requests in a timely and efficient manner
- Processing development plans and permits in a timely and efficient manner
- Aggressively pursuing grants to enhance the City's infrastructure
- Continue to implement maintenance management and inventory programs to better track and maintain the City's street, storm drain, parks, and landscaping assets
- Research information managements systems and resources including geographical information systems to identify economically viable ways to manage and share information such as maps and infrastructure information
- Coordinate and collaborate with other City Departments to provide exemplary and proactive service to potential developers to enhance Oakley's economic development opportunities



<b>PUBLIC WORKS /ENGINEERING/MAINTENANCE &amp; PARKS</b>				
<b>USE OF FUNDS</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Personnel Services	\$339,468	\$344,874	\$413,118	\$362,544
Services	\$1,177,302	\$978,558	\$947,810	\$942,590
Supplies	\$7,420	\$11,359	\$14,000	\$14,500
Capital Outlay	\$768	\$1,358	\$5,000	\$5,000
<b>Total</b>	<b>\$1,524,958</b>	<b>\$1,336,149</b>	<b>\$1,379,928</b>	<b>\$1,324,634</b>

<b>PUBLIC WORKS/ENGINEERING/MAINTENANCE &amp; PARKS DEPARTMENT STAFFING</b>	
The following staff are provided under a contract with DMC:	
City Engineer/Public Works Director	1
Assistant Engineer	1
CIP Project Manager	1
Public Works Inspectors	1.1
Administrative Assistant	1
Senior Civil Engineer	1
<b>Total Public Works Staff Provided by DMC</b>	<b>6.1</b>
City Staff:	
Parks & Landscape Maintenance Manager	.63
Public Works Maintenance Worker	1
Parks and Landscape Foreman	1
Landscape Maintenance Worker	1
Parks Monitor	0.1
Seasonal Parks Laborer	2-4
<b>Total City Staff</b>	<b>5.73-7.73</b>
<b>Total Public Works and Engineering Department Staffing</b>	<b>11.83-13.83</b>



## RECREATION

### Program Costs and Revenues

Programs for the fiscal year 2013-2014 budget are funded in part by the following revenues:

Parks and facility rental fees, program fees, grants, and sponsorships. While the Recreation Division has seen an increase in revenue generated through programming fees and increased park and facility rentals, the majority of costs will still be paid for with general purpose revenues.

### Program Description

Recreation focuses on creating community through people, parks and programs. The Recreation Division provides diverse and innovative programming, offering programs and activities to citizens of all ages through out the year. The programs promote physical health and wellness, improve community image and community pride, and foster youth development. The Recreation Division works in partnership with community organizations, non-profit organizations and commercial businesses to ensure quality recreation services for Oakley residents.

### Staffing Summary

The Recreation Division consists of one Recreation Manager, one Recreation Technician, and several part time seasonal Recreation Leaders and Aides.

*Recreation Manager-* The Recreation Supervisor is responsible for day to day operations of the Recreation Division, including After Youth School Programs, Youth CORE, Youth Advisory Council, City website, Recreation Guide Community Classes and various other assignments.

*Recreation Technician-* The full-time Recreation Technician is responsible for the Kids and Tots Programs, classes, parks and facility rentals and Special Events.

*Recreation Leaders and Aides-* The City hires temporary and seasonal Recreation Leaders and Aides to assist with After School Programs, Summer Camps, Facility Rentals, Special Events and other assignments. Recreation Leaders and Aides total 3.36 FTE.



## Program Objectives

The mission of The Recreation Division is to provide the residents of Oakley with quality programming meeting the following FY 2013-2014 objectives:

- **Special Events-** Special Events facilitated by the Recreation Division will continue to include the It's A Girl Thing, Boyz Time, Science Week Program, increased number of Movies in the Plaza, Cityhood Celebration, Kids Fishing Derby, Marsh Creek Coastal Clean Up, Harvest Festival and Christmas Tree Lighting. The addition of a fall downtown event, "The Heart of Oakley" is accounted for in the increase in special events expenditures. In 2012-2013 staff will also evaluate partnership with the Oakley Chamber of Commerce for a signature downtown event.
- **Kids and Tots-** The objective of kids and tots programs is to provide safe and fun activities for kids after school, during the summer as well as on their breaks from school.
- **Sports Programming-** Sports programs will be operated by the use of independent contracts.
- **Recreation Classes-** The Recreation Division offers over 30 classes through the use of independent instructor contracts. Independent instructors also provide a number of seasonal camp programs designed to provide opportunities for kids and youth during school breaks. As space permits the Recreation Division will continue to increase these programs which reflect no change in budget expenditures.
- **Park and Facility Rentals-** Parks and Facility rentals offer an untapped focus of additional revenue. Scheduling parks for private rentals as well as team rentals, as well as rentals for the White House and Oakley Recreation Buildings are reflected in the 2013-2014 budget.

## Program Changes

The Recreation Division proposed budget incorporates changes made from last year's budget. The addition of the new downtown event, "The Heart of Oakley" accounts for an increase in special event expenditures. There are also minor increases to account for increased costs of supplies and distribution of the Recreation Guide.

<b>RECREATION</b>				
<b>USE OF FUNDS</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Personnel Services	\$193,207	\$202,331	\$212,684	\$240,104
Services	\$38,588	\$46,516	\$56,597	\$62,333
Supplies	\$16,790	\$35,703	\$68,800	\$90,450
<b>Total</b>	<b>\$248,585</b>	<b>\$284,550</b>	<b>\$338,081</b>	<b>\$392,887</b>

<b>RECREATION DEPARTMENT STAFFING</b>	
Recreation Manager	1
Recreation Technician	1
Seasonal Recreation Leader-Seasonal (FTE)	2.9
Seasonal Recreation Aides-Seasonal (FTE)	1.2
<b>Total Recreation Department Staffing</b>	<b>5.6</b>



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## TRANSFERS

Staff proposes the following transfers from the General Fund in fiscal year 2013-2014.

\$44,000 To the General Capital Projects Fund for capital projects and administration.

\$25,000 To the Main Street Fund for capital projects and administration.

	2010-2011 Actual	2011-2012 Actual	2012-2013 Projected	2013-2014 Recommended
<b>Transfers Out</b>	\$163,931	\$171,000	\$285,779	\$69,000

## CAPITAL OUTLAY

There are no appropriations for fiscal year 2013-2014 for direct Capital Outlay by the General Fund.

	2010-2011 Actual*	2011-2012 Actual	2012-2013 Projected**	2013-2014 Recommended
<b>Capital Outlay</b>	\$1,998,435		\$224,000	

\* Acquired property at Empire and Neroly Road.

\*\* Acquired property at 111 Carol Lane



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## SPECIAL REVENUE FUNDS

### COMMUNITY FACILITIES DISTRICT #1 (CYPRESS GROVE)

In October 2005, the City formed CFD #1 (Cypress Grove) to account for drainage maintenance activities in this new development. This is the first such district formed in the City and serves as a model for future developments. These activities are funded entirely by assessments on property owners.

<b>FUND 110- COMMUNITY FACILITIES DISTRICT #1 (CYPRESS GROVE)</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$271,854	\$277,283	\$277,283	\$251,150
Interest	\$4,249	\$3,051		\$1,000
<b>Total Revenues</b>	<b>\$276,103</b>	<b>\$280,334</b>	<b>\$277,283</b>	<b>\$252,150</b>
Services	\$85,001	\$66,248	\$90,803	\$89,303
Capital Outlay			\$30,000	\$150,000
Supplies	\$84,374	\$69,245	\$180,750	\$180,750
<b>Total Expenditures</b>	<b>\$169,375</b>	<b>\$135,493</b>	<b>\$301,553</b>	<b>\$420,053</b>
<b>Unassigned Balances</b>			<b>\$1,016,576</b>	<b>\$913,500</b>
<b>Total Budgeted</b>	<b>\$114,673</b>	<b>\$169,375</b>	<b>\$1,318,129</b>	<b>\$1,333,553</b>



## YOUTH DEVELOPMENT GRANT FUND

The City began a partnership with the Vesper Society and was awarded grants beginning FY 2005-2006 to fund youth development programs beginning late FY 2005-2006 early FY 2006-2007. This partnership continued with additional grants awarded during FY 2008-2009, 2009-2010, FY 2010-2011, FY 2011-2012, FY 2012-2013 and plans to continue the youth development programs to December 2013. A separate fund is utilized to account for these activities.

FUND 123- YOUTH DEVELOPMENT GRANTS				
	2010-2011	2011-2012	2012-2013	2013-2014
	Actual	Actual	Projected	Recommended
Grant Proceeds	\$17,360	\$22,001	\$28,500	\$27,500
Interest	\$501	\$288		
<b>Total Revenues</b>	<b>\$17,861</b>	<b>\$22,289</b>	<b>\$28,500</b>	<b>\$27,500</b>
Services	\$14,485	\$2,231	\$18,500	\$16,500
Capital Outlay				
Supplies	\$3,376	\$4,388	\$10,000	\$11,000
<b>Total Expenditures</b>	<b>\$17,861</b>	<b>\$6,619</b>	<b>\$28,500</b>	<b>\$27,500</b>



## YOU, ME, WE = OAKLEY!

The City has begun a partnership with the Welcoming America program to operate a Welcoming Oakley Program, focused on promoting mutual respect and cooperation between foreign-born and U.S.-born Americans. Financial support from the Zellerbach Family Foundation and Y&H Soda Foundation finance the program's Staff and activities. Grants were initially awarded in FY 2010-2011 and again in 2011-2012. Because funding for the program is provided through grants, a separate fund is utilized to account for these activities; and unless renewed, the program is expected to be completed in October 2013.

FUND 125- YOU, ME, WE = OAKLEY!				
	2010-2011 Actual	2011-2012 Actual	2012-2013 Projected	2013-2014 Recommended
Grant Proceeds	\$8,650	\$58,326	\$140,566	\$69,716
Interest				
<b>Total Revenues</b>	<b>\$8,650</b>	<b>\$58,326</b>	<b>\$140,566</b>	<b>\$69,716</b>
Personnel Services	\$5,400	\$25,901	\$67,081	\$42,796
Services	\$5,400	\$29,102	\$62,127	\$26,920
Capital Outlay	\$3,250	\$2,620	\$1,600	
Supplies		\$904	\$9,675	
<b>Total Expenditures</b>	<b>\$8,650</b>	<b>\$58,527</b>	<b>\$140,483</b>	<b>\$69,716</b>

FUND 125- YOU, ME, WE = OAKLEY! STAFFING	
Project Coordinator	.625
<b>Total STAFFING</b>	<b>.625</b>



## AGRICULTURAL PRESERVATION

The City is working to develop an agricultural preservation program funded with development mitigation fees. While the parameters of the program are being formalized, all of the program activities are expected to be funded by development fees, so the City has established this separate fund to account for program activities.

FUND 136- AGRICULTURAL PRESERVATION				
	2010-2011 Actual	2011-2012 Actual	2012-2013 Projected	2013-2014 Recommended
Developer Fees	\$15,384			
Interest				
<b>Total Revenues</b>	<b>\$15,384</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Services			\$15,406	
Capital Outlay				
Supplies				
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,406</b>	<b>\$0</b>



## LIGHTING AND LANDSCAPING DISTRICT

The City has a Lighting and Landscaping District with 3 zones:

### **Zone 1 – Fund 132 Community Parks**

This zone is citywide and maintains the City's larger parks (3 acres or larger). It is funded primarily by assessments.

### **Zone 2 – Fund 133 Street Lighting**

This zone provides street lighting for the entire City. It is funded primarily by assessments but does not generate sufficient revenues to be self-supporting. The Gas Tax Fund has been and is expected to continue to subsidize its operations. For fiscal year 2013-2014, the subsidy is estimated to be \$151,000.

### **Zone 3 – Funds 170-195 Neighborhood Parks (made up of 26 sub-zones)**

This zone maintains the City's smaller neighborhood parks. Each sub-zone generally represents a park or neighborhood with several parks and/or roadway landscaping. Each sub-zone is funded by assessments.

Several Park Zones have not had sufficient revenues to fully fund their Capital Asset Replacement and Resurfacing Reserves. The table below shows the funds, the amount of reserves that should have accumulated through June 30, 2013, the amount accumulated, and the shortfall. While no existing need is going unaddressed at present, Staff is working to find ways to ensure these future needs are addressed.



Zone	Name	Amount that Should have Accumulated	Projected Balance of June 30, 2012	Shortfall to date, if any
1	132-Community Parks	\$1,044,215	\$808,424	\$235,791
2	133-Street Lights	\$372,400	\$149,415	\$222,985
3-5	174-Oak Grove	\$101,600	\$43,347	\$58,253
3-8	177-Claremont	\$8,200	\$5,887	\$2,313
3-15	184-Country Fair	\$329,775	\$128,749	\$201,026
3-17	186-Ca Jamboree	\$176,670	\$150,698	\$25,972
3-18	187-Country Place	\$140,250	\$0	\$140,250
3-19	188-Laurel Crest	\$111,200	\$66,420	\$44,780
3-22	191-Cypress Grove	\$321,940	\$314,988	\$6,952
3-23	192-South Oakley	\$327,145	\$179,958	\$147,187

Below are a series of tables showing the revenues and expenditures for each fund. For those funds with revenues in excess of expenditures, balances are originally established for capital asset replacement and resurfacing, to ensure funds are available to maintain the landscape as assets wear out, and then to an operating reserve, if possible, to ensure cash is available to fund services until tax revenues are received during the year. \*

FUND 132 – ZONE 1 (COMMUNITY PARKS)				
	2010-2011 Actual	2011-2012 Actual	2012-2013 Projected	2013-2014 Recommended
Assessments	\$954,914	\$1,008,340	\$1,056,305	\$1,088,000
Interest	\$2,753	\$2,169		\$1,500
Other	\$19,611	\$21,026	\$23,016	
<b>Total Revenues</b>	<b>\$977,278</b>	<b>\$1,031,535</b>	<b>\$1,079,321</b>	<b>\$1,089,500</b>
Services	\$688,376	\$741,712	\$882,119	\$893,350
Capital Outlay			\$45,000	
Transfers Out	\$54,525	\$57,275	\$57,275	\$68,000
Transfer to Capital Reserve			\$101,927	\$102,853
Interest	\$1,470	\$622		
<b>Total Expenditures</b>	<b>\$744,371</b>	<b>\$799,609</b>	<b>\$1,086,321</b>	<b>\$1,064,203</b>

\* Transfers to Capital Reserves in each fund, where noted, are projected and budgeted looking forward; however, as setting aside revenues are not technically "expenditures", the actual transfers are excluded from "actual" expenditure amounts reported in the tables below. The tables also exclude interfund loan activity for the several funds affected.



<b>FUND 133 – ZONE 2 (STREET LIGHTING)</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$195,129	\$196,231	\$199,817	\$199,000
Interest	\$574	\$527		
Transfer in	\$207,443	\$198,551	\$150,746	\$151,000
<b>Total Revenues</b>	<b>\$403,146</b>	<b>\$395,309</b>	<b>\$350,563</b>	<b>\$350,000</b>
Services	\$368,673	\$369,249	\$332,172	\$331,800
Transfer to Capital Reserve			\$17,000	\$17,000
<b>Total Expenditures</b>	<b>\$368,673</b>	<b>\$369,249</b>	<b>\$349,172</b>	<b>\$348,800</b>
<b>Unassigned Balances</b>			<b>3,418</b>	<b>\$1,200</b>
<b>Total Budgeted</b>	<b>\$368,673</b>	<b>\$369,249</b>	<b>\$352,590</b>	<b>\$350,000</b>

<b>FUND 170 – VINTAGE PARKWAY</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$73,772	\$73,772	\$73,771	\$73,771
Donations		\$338	\$2,339	
Interest	\$273	\$201		\$100
<b>Total Revenues</b>	<b>\$74,045</b>	<b>\$74,311</b>	<b>\$76,110</b>	<b>\$73,871</b>
Services	\$51,126	\$87,408	\$75,771	\$73,770
<b>Total Expenditures</b>	<b>\$51,126</b>	<b>\$87,408</b>	<b>\$75,771</b>	<b>\$73,770</b>
<b>Unassigned Balances</b>			<b>\$55,739</b>	<b>\$57,950</b>
<b>Total Budgeted</b>	<b>\$51,126</b>	<b>\$87,408</b>	<b>\$131,510</b>	<b>\$131,720</b>

<b>FUND 171 – OAKLEY RANCH</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$26,446	\$26,247	\$26,246	\$26,246
Interest	\$336	\$203		\$100
<b>Total Revenues</b>	<b>\$26,782</b>	<b>\$26,450</b>	<b>\$26,246</b>	<b>\$26,346</b>
Services	\$24,944	\$30,093	\$34,246	\$27,252
Supplies	\$25			
<b>Total Expenditures</b>	<b>\$24,969</b>	<b>\$30,093</b>	<b>\$34,246</b>	<b>\$27,252</b>
<b>Unassigned Balances</b>			<b>\$43,114</b>	<b>\$65,308</b>
<b>Total Budgeted</b>	<b>\$24,969</b>	<b>\$30,093</b>	<b>\$77,360</b>	<b>\$92,560</b>



<b>FUND 172 – EMPIRE</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$4,534	\$4,534	\$4,534	\$4,534
Interest	\$378	\$239		\$100
<b>Total Revenues</b>	<b>\$4,912</b>	<b>\$4,773</b>	<b>\$4,534</b>	<b>\$4,634</b>
Services	\$3,998	\$2,920	\$4,534	\$4,514
<b>Total Expenditures</b>	<b>\$3,988</b>	<b>\$2,920</b>	<b>\$4,534</b>	<b>\$4,514</b>
Unassigned Balances			\$78,066	\$80,597
<b>Total Budgeted</b>	<b>\$3,988</b>	<b>\$2,920</b>	<b>\$82,600</b>	<b>\$85,111</b>

<b>FUND 173 – OAKLEY TOWN CENTER</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$10,935	\$10,935	\$10,935	\$10,935
Interest	\$264	\$181		\$100
<b>Total Revenues</b>	<b>\$11,199</b>	<b>\$11,116</b>	<b>\$10,935</b>	<b>\$11,035</b>
Services	\$5,185	\$5,334	\$10,935	\$10,748
<b>Total Expenditures</b>	<b>\$5,185</b>	<b>\$5,334</b>	<b>\$10,935</b>	<b>\$10,748</b>
Unassigned Balances			\$59,318	\$63,761
<b>Total Budgeted</b>	<b>\$5,185</b>	<b>\$5,334</b>	<b>\$70,253</b>	<b>\$74,509</b>

<b>FUND 174 – OAK GROVE</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$28,500	\$28,500	\$28,405	\$28,405
Interest	\$169	\$126		50
<b>Total Revenues</b>	<b>\$28,669</b>	<b>\$28,626</b>	<b>\$28,405</b>	<b>\$28,455</b>
Services	\$23,124	\$23,033	\$28,424	\$28,455
<b>Total Expenditures</b>	<b>\$23,124</b>	<b>\$23,033</b>	<b>\$28,424</b>	<b>\$28,455</b>
Unassigned Balances			\$357	
<b>Total Budgeted</b>	<b>\$23,124</b>	<b>\$23,033</b>	<b>\$28,781</b>	<b>\$28,455</b>



<b>FUND 175 – LAUREL WOODS/LUNA ESTATES</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$7,668	\$7,668	\$7,668	\$7,668
Interest	\$256	\$176		\$100
<b>Total Revenues</b>	<b>\$7,924</b>	<b>\$7,844</b>	<b>\$7,668</b>	<b>\$7,768</b>
Services	\$3,044	\$2,408	\$7,668	\$7,668
<b>Total Expenditures</b>	<b>\$3,044</b>	<b>\$2,408</b>	<b>\$7,668</b>	<b>\$7,668</b>
Unassigned Balances			\$59,503	\$61,877
<b>Total Budgeted</b>	<b>\$3,044</b>	<b>\$2,408</b>	<b>\$67,171</b>	<b>\$69,545</b>

<b>FUND 176 – SOUTH FORTY</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$9,805	\$9,805	\$9,712	\$9,712
Interest	\$131	\$80		\$25
<b>Total Revenues</b>	<b>\$9,936</b>	<b>\$9,885</b>	<b>\$9,712</b>	<b>\$9,737</b>
Services	\$3,261	\$25,779	\$10,413	\$9,911
<b>Total Expenditures</b>	<b>\$3,261</b>	<b>\$25,779</b>	<b>\$10,413</b>	<b>\$9,911</b>
Unassigned Balances			\$10,492	\$14,267
<b>Total Budgeted</b>	<b>\$3,261</b>	<b>\$25,779</b>	<b>\$20,905</b>	<b>\$24,178</b>

<b>FUND 177 – CLAREMONT</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$7,628	\$7,628	\$7,628	\$7,628
Interest	\$78	\$59		\$25
<b>Total Revenues</b>	<b>\$7,706</b>	<b>\$7,687</b>	<b>\$7,628</b>	<b>\$7,653</b>
Services	\$5,291	\$5,724	\$7,628	\$7,628
<b>Total Expenditures</b>	<b>\$5,291</b>	<b>\$5,724</b>	<b>\$7,628</b>	<b>\$7,628</b>
Unassigned Balances			\$15,800	\$14,172
<b>Total Budgeted</b>	<b>\$5,291</b>	<b>\$5,724</b>	<b>\$23,428</b>	<b>\$21,800</b>

<b>FUND 178 – GATEWAY</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$18,360	\$18,360	\$18,360	\$18,360
Interest	\$895	\$552		\$300
<b>Total Revenues</b>	<b>\$19,255</b>	<b>\$18,912</b>	<b>\$18,360</b>	<b>\$18,660</b>
Capital Outlay	\$3,564			
Services	\$12,308	\$12,885	\$18,360	\$18,360
<b>Total Expenditures</b>	<b>\$15,872</b>	<b>\$12,885</b>	<b>\$18,360</b>	<b>\$18,360</b>
<b>Unassigned Balances</b>			<b>\$182,351</b>	<b>\$187,123</b>
<b>Total Budgeted</b>	<b>\$15,872</b>	<b>\$12,885</b>	<b>\$200,711</b>	<b>\$205,483</b>

<b>FUND 179 – COUNTRYSIDE (VILLAGE GREEN)</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$2,625	\$2,625	\$2,562	\$2,562
Interest	\$82	\$58		\$25
<b>Total Revenues</b>	<b>\$2,707</b>	<b>\$2,683</b>	<b>\$2,562</b>	<b>\$2,587</b>
Services	\$2,092	\$1,519	\$2,625	\$2,625
<b>Total Expenditures</b>	<b>\$2,092</b>	<b>\$1,519</b>	<b>\$2,625</b>	<b>\$2,625</b>
<b>Unassigned Balances</b>			<b>\$17,647</b>	<b>\$19,256</b>
<b>Total Budgeted</b>	<b>\$2,092</b>	<b>\$1,519</b>	<b>\$20,272</b>	<b>\$21,881</b>

<b>FUND 180 – COUNTRY FAIR (MEADOW GLEN)</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$5,423	\$5,423	\$5,423	\$5,423
Interest	\$13	\$9		
<b>Total Revenues</b>	<b>\$5,436</b>	<b>\$5,432</b>	<b>\$5,423</b>	<b>\$5,423</b>
Interest	\$54			
Services	\$3,677	\$3,501	\$5,423	\$5,523
<b>Total Expenditures</b>	<b>\$3,731</b>	<b>\$3,501</b>	<b>\$5,423</b>	<b>\$5,523</b>
<b>Unassigned Balances</b>				
<b>Total Budgeted</b>	<b>\$3,731</b>	<b>\$3,501</b>	<b>\$5,423</b>	<b>\$5,523</b>



FUND 181 – CALIFORNIA SUNRISE				
	2010-2011 Actual	2011-2012 Actual	2012-2013 Projected	2013-2014 Recommended
Assessments	\$3,502	\$3,502	\$3,502	\$3,502
Interest	\$220	\$154		\$75
<b>Total Revenues</b>	<b>\$3,722</b>	<b>\$3,656</b>	<b>\$3,502</b>	<b>\$3,577</b>
Services	\$639	\$1,368	\$3,502	\$3,502
<b>Total Expenditures</b>	<b>\$639</b>	<b>\$1,368</b>	<b>\$3,502</b>	<b>\$3,502</b>
Unassigned Balances			\$51,864	\$52,539
<b>Total Budgeted</b>	<b>\$639</b>	<b>\$1,368</b>	<b>\$55,366</b>	<b>\$56,041</b>

FUND 182 – CALIFORNIA VISIONS (LAUREL)				
	2010-2011 Actual	2011-2012 Actual	2012-2013 Projected	2013-2014 Recommended
Assessments	\$12,000	\$12,000	\$11,875	\$11,875
Interest	\$565	\$369		\$200
<b>Total Revenues</b>	<b>\$12,565</b>	<b>\$12,369</b>	<b>\$11,875</b>	<b>\$12,075</b>
Services	\$6,311	\$6,085	\$8,868	\$11,875
Transfer to Capital Reserve			\$3,132	\$3,132
<b>Total Expenditures</b>	<b>\$6,311</b>	<b>\$6,085</b>	<b>\$12,000</b>	<b>\$15,007</b>
Unassigned Balances			\$124,957	\$122,889
<b>Total Budgeted</b>	<b>\$6,311</b>	<b>\$6,085</b>	<b>\$136,987</b>	<b>\$137,896</b>

FUND 183 – CLAREMONT HERITAGE				
	2010-2011 Actual	2011-2012 Actual	2012-2013 Projected	2013-2014 Recommended
Assessments	\$18,240	\$18,240	\$18,240	\$18,240
Interest	\$609	\$418		\$200
<b>Total Revenues</b>	<b>\$18,849</b>	<b>\$18,658</b>	<b>\$18,240</b>	<b>\$18,440</b>
Transfer to Capital Reserve			\$9,630	\$9,600
Services	\$6,088	\$5,533	\$8,610	\$8,614
<b>Total Expenditures</b>	<b>\$6,088</b>	<b>\$5,533</b>	<b>\$18,240</b>	<b>\$18,214</b>
Unassigned Balances			\$144,535	\$146,628
<b>Total Budgeted</b>	<b>\$6,088</b>	<b>\$5,533</b>	<b>\$162,775</b>	<b>\$164,842</b>

<b>FUND 184 – COUNTRY FAIR (MEADOW GLEN II)</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$120,267	\$120,819	\$121,026	\$121,026
Interest	\$505	\$407		\$200
<b>Total Revenues</b>	<b>\$120,772</b>	<b>\$121,226</b>	<b>\$121,026</b>	<b>\$121,226</b>
Services	\$86,153	\$116,947	\$121,026	\$121,026
<b>Total Expenditures</b>	<b>\$86,153</b>	<b>\$116,947</b>	<b>\$121,026</b>	<b>\$121,026</b>
<b>Unassigned Balances</b>				
<b>Total Budgeted</b>	<b>\$86,153</b>	<b>\$116,947</b>	<b>\$121,026</b>	<b>\$121,026</b>

<b>FUND 185 – SUNDANCE</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$8,910	\$8,910	\$8,910	\$8,910
Interest	\$87	\$54		\$25
<b>Total Revenues</b>	<b>\$8,997</b>	<b>\$8,964</b>	<b>\$8,910</b>	<b>\$8,935</b>
Services	\$10,738	\$8,824	\$9,910	\$8,910
<b>Total Expenditures</b>	<b>\$10,738</b>	<b>\$8,824</b>	<b>\$9,910</b>	<b>\$8,910</b>
<b>Unassigned Balances</b>			<b>\$15,381</b>	<b>\$18,199</b>
<b>Total Budgeted</b>	<b>\$10,738</b>	<b>\$8,824</b>	<b>\$25,291</b>	<b>\$27,109</b>

<b>FUND 186 – CALIFORNIA JAMBOREE</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$87,684	\$87,684	\$87,547	\$87,547
Interest	\$1,957	\$1,374		\$700
Other	\$187	\$4,452		
Transfers In	\$27,250	\$30,000	\$30,000	\$40,000
<b>Total Revenues</b>	<b>\$117,078</b>	<b>\$123,510</b>	<b>\$117,547</b>	<b>\$128,247</b>
Capital Outlay		\$7,794	\$43,110	
Transfer to Capital Reserve				\$30,000
Services	\$83,682	\$77,171	\$130,298	\$126,782
<b>Total Expenditures</b>	<b>\$83,682</b>	<b>\$84,965</b>	<b>\$173,408</b>	<b>\$156,782</b>
<b>Unassigned Balances</b>			<b>\$257,799</b>	<b>\$276,110</b>
<b>Total Budgeted</b>	<b>\$83,682</b>	<b>\$84,965</b>	<b>\$431,207</b>	<b>\$432,892</b>



<b>FUND 187 – COUNTRY PLACE</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$23,400	\$23,400	\$23,400	\$23,400
Interest	\$15	\$-34		
Transfers In	\$4,325	\$4,325	\$4,325	\$8,000
<b>Total Revenues</b>	<b>\$27,740</b>	<b>\$27,691</b>	<b>\$27,725</b>	<b>\$31,400</b>
Services	\$41,298	\$46,148	\$54,480	\$47,480
<b>Total Expenditures</b>	<b>\$41,298</b>	<b>\$46,148</b>	<b>\$54,480</b>	<b>\$47,480</b>
Unassigned Balances				
<b>Total Budgeted</b>	<b>\$41,298</b>	<b>\$46,148</b>	<b>\$54,480</b>	<b>\$47,480</b>

<b>FUND 188 – LAUREL CREST</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$87,600	\$87,600	\$87,000	\$87,000
Interest	\$1,076	\$626		\$300
<b>Total Revenues</b>	<b>\$88,676</b>	<b>\$88,226</b>	<b>\$87,000</b>	<b>\$87,300</b>
Services	\$96,702	\$99,255	\$111,824	\$106,788
<b>Total Expenditures</b>	<b>\$96,702</b>	<b>\$99,255</b>	<b>\$111,824</b>	<b>\$106,788</b>
Unassigned Balances			\$121,569	\$96,038
<b>Total Budgeted</b>	<b>\$96,702</b>	<b>\$99,255</b>	<b>\$233,393</b>	<b>\$202,826</b>

<b>FUND 189 – MARSH CREEK GLEN</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$76,764	\$78,065	\$80,403	\$80,403
Interest	\$2,042	\$1,427		\$700
<b>Total Revenues</b>	<b>\$78,806</b>	<b>\$79,492</b>	<b>\$80,403</b>	<b>\$81,103</b>
Capital Outlay			\$166,719	
Transfer to Capital Reserve			\$34,170	
Services	\$31,756	\$33,279	\$46,238	\$47,238
<b>Total Expenditures</b>	<b>\$31,756</b>	<b>\$33,279</b>	<b>\$247,127</b>	<b>\$47,238</b>
Unassigned Balances			\$263,207	\$328,618
<b>Total Budgeted</b>	<b>\$31,756</b>	<b>\$33,279</b>	<b>\$510,334</b>	<b>\$375,856</b>



<b>FUND 190 – QUAIL GLEN</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$24,112	\$24,522	\$25,257	\$25,257
Interest	\$512	\$360		\$100
<b>Total Revenues</b>	<b>\$24,624</b>	<b>\$24,882</b>	<b>\$25,257</b>	<b>\$25,357</b>
Services	\$4,186	\$26,561	\$92,257	\$24,980
<b>Total Expenditures</b>	<b>\$4,186</b>	<b>\$26,561</b>	<b>\$92,257</b>	<b>\$24,980</b>
<b>Unassigned Balances</b>			<b>\$40,268</b>	<b>\$50,549</b>
<b>Total Budgeted</b>	<b>\$4,186</b>	<b>\$26,561</b>	<b>\$132,525</b>	<b>\$75,529</b>

<b>FUND 191 – CYPRESS GROVE</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$219,273	\$222,995	\$229,686	\$229,686
Interest	\$1,274	\$1,022		\$600
<b>Total Revenues</b>	<b>\$220,547</b>	<b>\$224,017</b>	<b>\$229,686</b>	<b>\$230,286</b>
Transfer to Capital Reserve			\$50,339	\$62,140
Services	\$184,174	\$142,462	\$182,702	\$191,514
<b>Total Expenditures</b>	<b>\$184,174</b>	<b>\$142,462</b>	<b>\$233,041</b>	<b>\$253,654</b>
<b>Unassigned Balances</b>			<b>\$120,248</b>	<b>\$93,925</b>
<b>Total Budgeted</b>	<b>\$184,174</b>	<b>\$142,462</b>	<b>\$353,289</b>	<b>\$347,579</b>

<b>FUND 192 – SOUTH OAKLEY</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$300,327	\$306,293	\$315,705	\$315,705
Interest	\$1,148	\$917		
Other	\$1,317	\$3,083		
Transfers In	\$12,950	\$12,950	\$12,950	\$10,000
<b>Total Revenues</b>	<b>\$315,742</b>	<b>\$323,243</b>	<b>\$328,655</b>	<b>\$326,205</b>
Transfer to Capital Reserve			\$28,170	\$17,465
Services	\$261,218	\$264,974	\$304,585	\$314,100
<b>Total Expenditures</b>	<b>\$261,218</b>	<b>\$264,974</b>	<b>\$332,755</b>	<b>\$331,565</b>
<b>Unassigned Balances</b>			<b>\$119,955</b>	<b>\$141,734</b>
<b>Total Budgeted</b>	<b>\$261,218</b>	<b>\$264,974</b>	<b>\$452,710</b>	<b>\$473,299</b>

<b>FUND 193 – STONE CREEK</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments			\$15,000	\$15,000
Interest	\$638	\$397		\$200
Other	\$798			
<b>Total Revenues</b>	<b>\$1,436</b>	<b>\$397</b>	<b>\$15,000</b>	<b>\$15,200</b>
Transfer to Capital Reserve				
Services			\$30,800	\$12,200
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,800</b>	<b>\$12,200</b>
<b>Unassigned Balances</b>			<b>\$115,199</b>	<b>\$114,096</b>
<b>Total Budgeted</b>	<b>\$0</b>	<b>\$0</b>	<b>\$145,999</b>	<b>\$126,296</b>

<b>FUND 194 – MAGNOLIA PARK (NEW IN 2007-2008)</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$471,830	\$473,941	\$624,003	\$532,000
Interest	\$2,508	\$2,265		\$1,400
Other	\$1,740	\$2,543		
Transfer In	\$10,000	\$10,000	\$10,000	\$10,000
<b>Total Revenues</b>	<b>\$486,078</b>	<b>\$488,749</b>	<b>\$634,003</b>	<b>\$543,400</b>
Transfer to Capital Reserve			\$314,201	\$75,000
Services	\$274,179	\$287,174	\$349,404	\$343,150
<b>Total Expenditures</b>	<b>\$274,179</b>	<b>\$287,174</b>	<b>\$663,605</b>	<b>\$424,150</b>
<b>Unassigned Balances</b>			<b>\$410,594</b>	<b>\$527,855</b>
<b>Total Budgeted</b>	<b>\$274,179</b>	<b>\$287,174</b>	<b>\$1,074,199</b>	<b>\$946,005</b>

<b>FUND 195 – SUMMER LAKE</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$102,074	\$102,874	\$87,874	\$88,500
Interest	\$2,500	\$1,741		\$900
Other		\$112		
<b>Total Revenues</b>	<b>\$104,574</b>	<b>\$104,727</b>	<b>\$87,874</b>	<b>\$89,400</b>
Transfer to Capital Reserve	\$175		\$29,187	\$42,813
Services	\$47,567	\$45,906	\$58,687	\$90,200
<b>Total Expenditures</b>	<b>\$47,742</b>	<b>\$45,906</b>	<b>\$87,874</b>	<b>\$133,013</b>
<b>Unassigned Balances</b>			<b>\$308,335</b>	<b>\$348,810</b>
<b>Total Budgeted</b>	<b>\$47,742</b>	<b>\$45,906</b>	<b>\$396,209</b>	<b>\$481,823</b>





## ROAD MAINTENANCE FUNDS

The City has two Special Revenue funds used mostly for Road Maintenance: the Gas Tax Fund, and the Measure J Fund.

The Gas Tax Fund is used to account for the City's share of local gas tax revenues and congestion management funds received from the State. These revenues are for the research, planning, construction, improvement, maintenance, and operation of public streets and highways (and their related public facilities for non-motorized traffic), including the mitigation of their environmental effects, the payment for property taken or damaged for such purposes, and the administrative costs necessarily incurred in the foregoing purposes. The City uses them for local roadway maintenance, roadway projects, and to subsidize the Street Lighting Fund.

The Measure J Fund is used to account for the City's share of the voter approved 1/2% sales tax for transportation projects. Measure J was passed by the voters as a successor tax to Measure C. Both are restricted to the same uses as Gas Tax revenues, but can also be applied to transit improvement and operations, growth management planning and compliance, pedestrian and bicycle trail construction/maintenance/operations, parking facility development, and transportation efficiency program development and operations (ridesharing, etc). The City uses its Measure J tax revenues for local roadway maintenance and roadway projects.

<b>FUND 140 – GAS TAX</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Gas Taxes	\$894,276	\$1,010,827	\$924,427	\$1,065,755
Grant Proceeds				
Interest	\$4,596	\$2,116		\$500
Other	\$17,145			
Congestion Management Funds				
<b>Total Revenues</b>	<b>\$916,017</b>	<b>\$1,012,943</b>	<b>\$924,427</b>	<b>\$1,066,255</b>
Services	\$284,289	\$396,757	\$297,074	\$284,574
Supplies	\$67,984	\$45,694	\$193,500	\$196,000
Capital Outlay	\$548,096	\$558,289	\$875,186	\$495,000
Transfers Out	\$207,443	\$198,551	\$150,746	\$150,746
<b>Total Expenditures</b>	<b>\$1,107,812</b>	<b>\$1,199,291</b>	<b>\$1,516,506</b>	<b>\$1,126,320</b>
Unassigned Balances			\$18,466	\$79,757
<b>Total Budgeted</b>	<b>\$1,107,812</b>	<b>\$1,199,291</b>	<b>\$1,534,972</b>	<b>\$1,206,077</b>

<b>FUND 148 – MEASURE J</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Grants				
Measure J Allocations		\$419,364	\$943,507	\$480,059
Interest	\$6,169	\$3,374		\$1,500
<b>Total Revenues</b>	<b>\$6,169</b>	<b>\$422,738</b>	<b>\$943,507</b>	<b>\$481,559</b>
Personnel Services				
Services	\$84,105	\$57,622	\$186,409	\$198,909
Supplies				
Capital Outlay	\$377,752	\$1,220,795	\$1,134,644	\$395,000
<b>Total Expenditures</b>	<b>\$461,857</b>	<b>\$1,278,417</b>	<b>\$1,321,053</b>	<b>\$593,909</b>
Unassigned Balances			\$100,504	\$34,661
<b>Total Budgeted</b>	<b>\$461,857</b>	<b>\$1,278,417</b>	<b>\$1,421,557</b>	<b>\$628,570</b>



## STORM WATER PROGRAM FUND

The City has a separate fund to account for its Storm Water Program activities. The program is funded by assessments on property owners, and pays for storm water and pollution runoff management activities mandated by the Federal Government.

<b>FUND 145 – STORM WATER PROGRAM</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$474,038	\$382,352	\$460,000	\$460,000
Interest	\$3,833	\$3,097		\$1,500
Other	\$1,980	\$230		
<b>Total Revenues</b>	<b>\$479,851</b>	<b>\$385,679</b>	<b>\$460,000</b>	<b>\$461,500</b>
Services	\$255,733	\$163,943	\$283,525	\$277,525
Supplies	\$91,118	\$100,276	\$159,000	\$179,000
Capital Outlay	\$4,575		\$41,250	
<b>Total Expenditures</b>	<b>\$351,426</b>	<b>\$264,219</b>	<b>\$483,775</b>	<b>\$456,525</b>
Unassigned Balances			\$915,796	\$1,023,672
<b>Total Budgeted</b>	<b>\$351,426</b>	<b>\$264,219</b>	<b>\$1,399,571</b>	<b>\$1,480,197</b>

## POLICE SERVICE FUNDS

The City has two police service funds: The P-6 Fund and the Supplemental Law Enforcement Services Fund (SLESF). The P-6 Fund is where the City accounts for the City's police services special tax, all of which are budgeted to augment general fund resources in funding the Police Department budget. The SLESF is where the City accounts for Supplemental Law Enforcement Grants from the State. The fiscal year 2013-2014 budget reflects the use of the grant from the State to supplement Police Department costs.

<b>FUND 150 – P-6 POLICE SERVICES</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Assessments	\$2,264,302	\$2,573,104	\$2,816,500	\$3,031,000
Interest	\$269	\$1,003		\$500
<b>Total Revenues</b>	<b>\$2,264,571</b>	<b>\$2,574,107</b>	<b>\$2,816,500</b>	<b>\$3,031,500</b>
Services	\$2,264,571	\$2,574,107	\$2,816,500	\$3,031,500
<b>Total Expenditures</b>	<b>\$2,264,571</b>	<b>\$2,574,106</b>	<b>\$2,816,500</b>	<b>\$3,031,500</b>

<b>FUND 151 – SUPPLEMENTAL LAW ENFORCEMENT SERVICES FUND</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Grant Revenues	\$103,126	\$203,038	\$101,200	\$100,000
Interest	\$445	\$55		
<b>Total Revenues</b>	<b>\$103,571</b>	<b>\$203,093</b>	<b>\$101,200</b>	<b>\$100,000</b>
Services	\$474	\$198,554	\$101,200	\$100,000
Supplies				
Capital Outlay	\$103,097	\$4,539		
<b>Total Expenditures</b>	<b>\$103,571</b>	<b>\$203,093</b>	<b>\$101,200</b>	<b>\$100,000</b>



## DEVELOPER DEPOSITS FUND

The City has a separate fund to account for developer deposits and related development application processing costs. The revenues are earned only as work is performed and costs incurred. All deposits that are unused in the application review process are returned to the applicant when the review is completed.

FUND 301 – DEVELOPER DEPOSITS				
	2010-2011 Actual	2011-2012 Actual	2012-2013 Projected	2013-2014 Recommended
Developer Fees	\$533,217	\$530,528	\$293,815	\$323,815
<b>Total Revenues</b>	<b>\$533,217</b>	<b>\$530,528</b>	<b>\$293,815</b>	<b>\$323,815</b>
Services	\$533,217	\$486,041	\$293,815	\$323,815
Operating Transfers Out				
<b>Total Expenditures</b>	<b>\$533,217</b>	<b>\$486,041</b>	<b>\$293,815</b>	<b>\$323,815</b>



## SUCCESSOR HOUSING ASSETS

### **Successor Housing Assets**

The City has become the Successor Housing Agency to the now dissolved Oakley Redevelopment Agency and the City Redevelopment Housing Fund is now used to account for all related City Housing activity.

### **Program Costs and Revenues**

Funding is provided by the repayment of housing loans. Most housing loans are repayable from affordable housing developers when the project's rents meet certain hard thresholds and produce what are called "residual receipts" (amounts in excess of the thresholds). The City has one project which currently is forwarding residual receipts payments in accordance with its loan. A portion of the receipts are retained in the Successor Housing Assets Fund, and a portion is deposited in the Successor Agency to the Oakley Redevelopment Agency's Operating Fund, each receiving a share in proportion to their contribution to the original amount loaned. Program costs are currently limited to staff and internal administrative support costs for the program.

### **Program Description**

The Community Development Department provides housing program oversight to ensure developer compliance with the terms of any agreements with the City or the dissolved Oakley Redevelopment Agency.

### **Staffing Summary**

The work is performed by a Senior Planner in the Community Development Department, and his time is charged to the program on an hourly basis.

### **Program Objectives**

The primary operating objectives for the program in fiscal year 2013-2014 is to ensure Developers continue to maintain comply with their obligations. There are no significant changes to the Department's objectives.

### **Program Changes**

There are no increases in regular staffing levels or significant one-time costs proposed.

<b>FUND 767 – SUCCESSOR HOUSING ASSETS</b>				
	<b>2010-2011 Actual</b>	<b>2011-2012 Actual</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Recommended</b>
Property Tax				
Interest Income		\$23,503		\$12,000
Loan Repayments		\$9,767	\$1,500	\$2,400
Rents				
Sale of Property				
Transfers In				
Interfund Charges for Svc				
<b>Total Revenues</b>		<b>\$33,270</b>	<b>\$1,500</b>	<b>\$14,400</b>
Personnel				
Supplies				
Services		\$56,343	\$112,000	\$14,400
Transfer Out				
<b>Total Expenditures</b>		<b>\$56,343</b>	<b>\$112,000</b>	<b>\$14,400</b>
<b>Unassigned Balances</b>				<b>\$10,500</b>
<b>Total Budgeted</b>		<b>\$56,343</b>	<b>\$112,000</b>	<b>\$24,900</b>

*Note: The Successor Housing Assets Fund was established in February 2012 as a result of the Dissolution Act that dissolved redevelopment agencies throughout California.*



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## DEBT SERVICE FUNDS

### Program Costs and Revenues

Debt Service Funds are where we account for the Principal, Interest, and administrative costs associated with the City's debt.

### Program Description

The City currently has one debt outstanding:

- The 2006 Certificate of Participation issued by the City's Financing Authority to purchase 3221 Main Street and pay for the City Hall improvements on the Downtown Civic Center site. It is being repaid with Public Facilities Impact Fees

### Staffing Summary

No staffing is permanently allocated to debt management, however the Finance Department ensures the City complies with financial reporting requirements and interfaces with contracted administrators. The City hires NBS Financial as its dissemination agent, and Wells Fargo as trustee and Fiscal Agent.

### Program Objectives

The primary operating objectives for the City remain unchanged for fiscal year 2013-2014: to make the debt service payments, to oversee the services provided by the contractors, and to ensure the preparation of all required public reporting.

### Program Changes

None



**Debt Service 2006 Certificates of Participation  
Fund 351**

<b>ESTIMATED REVENUES</b>		
Transfers In	Interest Income	Total Revenues
\$571,835		\$571,835

<b>RECOMMENDED EXPENDITURES</b>			
Principal	Interest	Administration	Total Expenditures
\$255,000	\$306,835	\$10,000	\$571,835

**DEBT LISTING:**

2006 Certificates	Civic Center Project	\$8,500,000
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**REMAINING DEBT SERVICE:**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
2013-14	\$255,000	\$306,835	\$561,835
2014-15	\$265,000	\$296,635	\$561,635
2015-16	\$275,000	\$286,035	\$561,035
2016-17	\$285,000	\$275,035	\$560,035
2017-18	\$300,000	\$263,635	\$563,635
Other Years	\$5,830,000	\$2,108,740	\$7,938,740
<b>Totals</b>	<b>\$7,210,000</b>	<b>\$3,536,915</b>	<b>\$10,746,915</b>



## CAPITAL PROJECTS FUNDS

### Capital Improvement Programs

Each year, the City Council updates the Five Year Capital Improvement Program (CIP) as part of its annual budget process. The timeframe for the update this year covers FY 2013/14 through 2017/18. Throughout the year Staff has provided the City Council with project updates and a number of projects have progressed through the design, right of way, and construction phases.

Over the last several years the City's CIP has been very aggressive in both design and construction projects. The project pipeline has been relatively full and there has been a backlog of projects waiting to be implemented once utility and right of way issues were resolved. The reduction of impact fee revenues due to the building downturn has had an effect on the overall scope of the active CIP, although it would be tough to make that determination given the current level of construction activity. Several large projects are under construction and a few more are nearing the end of the design phase, and funds are projected to be in place to complete these projects. However, due to the scarcity of impact fee revenues new monies being budgeted for FY 2013/14 mainly come from recurring restricted sources, namely Gas Tax and Measure J, and are proposed to be allocated to the annual citywide projects such as pavement management, gap closure, and LED streetlight retrofits. As a result the major project pipeline will be relatively empty unless additional funds such as grants are identified.

The CIP now totals 148 current or past projects, with only two new projects being added for FY 2013/14. Of those 20 projects are proposed to be either under design or construction during the year. One new project, CIP 147, East Cypress Road Median and Widening, is to work in conjunction with the developer of the Emerson Ranch residential subdivision to utilize a portion of the traffic fees generated from that project to construct the westbound center lane and a portion of the landscaped median along Cypress Road adjacent to the project. The second new project, CIP 148, Cypress Grove Irrigation Well, will eliminate the need to draw irrigation water from the pond by constructing a new well dedicated to irrigating the landscaping in the neighborhood.

The scope, budget, and schedule for each project has been reviewed by staff and updated based on the most current information. Since many of the projects remain unchanged from last year, only the project sheets that have been added or changed



materially are being provided. The project sheets indicate proposed changes from the prior year program as the last item in the comment section. A summary of the anticipated revenues, capital expenditures by fund, and significant program modifications is provided below. Since CIP projects can be complex and cover multiple years, City policies allow for funds budgeted in years past to be rolled over for expenditure in the current year. All FY 13/14 budget requests are for new or additional monies.

### Available Funds

Funding Source (Fund #)	Estimated FYE Fund Balance	Estimated FY 13/14 Revenues	Recommended FY 13/14 Operational Expenses & Prior Obligations	Amount Available for New CIP Appropriations
Traffic Impact Fees (202)	\$40,678	\$1,005,000	\$311,175	\$734,503
Measure J (148)	\$147,011	\$481,559	\$198,909	\$429,661
Gas Tax (140)	\$139,822	\$1,066,255	\$631,320	\$574,757
General Capital Projects (201)		\$44,000	\$3,000	\$41,000
CFD #1 Fund (110)	\$1,081,403	\$252,150	\$270,053	\$1,063,500
Main Street Fund (231)	\$109,347	\$25,000	\$1,500	\$132,847

### 2013-2014 Recommended Project Expenditures

Funding Source	Expenditures	Unassigned Balances
Traffic Impact Fees (202)	\$440,000	\$294,503
Measure J (148)	\$395,000	\$34,661
Gas Tax (140)	\$495,000	\$79,757
General Capital Projects (201)	\$41,000	
CFD #1 (110)	\$150,000	\$913,500
Main Street Fund		\$132,847
<b>Total</b>	<b>\$1,521,000</b>	<b>\$1,455,268</b>

*\*The expenditures listed above are directly related to specific projects as described in the following sections. Available revenues not directly related to specific projects are budgeted to unassigned balances categories in the various funds and are obligated to projects throughout the year through further City Council action or are carried through to FYE Fund Balance for use in the following year.*



## Recommended New Activities for 2013-2014

The following projects are either new to the CIP this year or have new money being budgeted to them this year:

*Project 12, Citywide Safety and Traffic Management Improvements* - This annual project implements spot transportation safety improvements such as the Neighborhood Traffic Management Program (NTMP). The funding level remains the same as last year. Total FY 13/14 Budget- \$50,000 (\$25,000 Gas Tax, \$25,000 Measure J)

*Project 13, Citywide Frontage Improvement Gap Closures* - This annual project is used to fill in gaps in sidewalks throughout the City. Past projects include Empire Avenue and Cypress Road. The relinquishment of Main Street has added a number of new gaps that can now be addressed through this project. The budget for this year remains the same as last year. Total FY 13/14 Budget- \$100,000 (\$50,000 Gas Tax, \$50,000 Measure J)

*Project 14, Citywide Pavement Management* - This annual project is used to perform preventative maintenance on streets throughout the City. Past projects include Oakley Road, Delta Road, Empire Avenue, and the Charles Way and Miguel neighborhood which included Sierra-Crete. The project proposed for this year includes the Heather Parc neighborhood. Total FY 13/14 Budget- \$494,000 (\$275,000 Gas Tax, \$175,000 Measure J, \$41,000 General Capital Projects)

*Project 15, Citywide Drainage Improvements* - This annual project has been used in years past to install drainage improvements on Cypress Road, Norcross Lane, Mercedes Lane, and Thomas Drive. A project for FY 13/14 has not yet been identified. Total FY 13/14 Budget- \$25,000 (\$12,500 Gas Tax, \$12,500 Measure J)

*Project 50, Thoroughfare Street Tree Planting* - This project repairs and enhances the tree escapes along major City roadways. Past projects have included substantial renovation on Vintage Parkway and trees in the new medians on Neroly and O'Hara. No specific projects have been identified at this time. Total FY 13/14 Budget- \$25,000 (\$12,500 Gas Tax, \$12,500 Measure J)

*Project 77, Citywide Street Name Signs* - This is the eighth installment of this project to replace all street name signs in Oakley with the current decorative standard. The project has replaced all arterial and collector street signs and will continue to transition into



neighborhoods. All design work is complete and the entire City will have been upgraded in the next year or two. Total FY 13/14 Budget- \$100,000 (\$50,000 Gas Tax, \$50,000 Measure J)

*Project 125, LED Streetlight Replacement* - This project replaced several hundred high pressure sodium streetlights with LED technology and was funded through an ARRA grant. Since the replacement results in a significant energy savings and the streetlight assessment does not adequately fund the energy costs the project is being transitioned into an annual one using local funds. Total FY 13/14 Budget- \$100,000 (\$50,000 Gas Tax, \$50,000 Measure J)

*Project 142, Traffic Signal Modernization* - With the relinquishment of Main Street and the continuous improvement of the City's roadway network there are now nearly 30 traffic signals in Oakley. The signals have been built over time using different standards, so a project is being added to incrementally upgrade all intersection lighting to LED, replace the street names signs on the signal poles and arms with LED illuminated signage, add accessible pedestrian technology to the signals, and wire the signals so that they can use a generator as a backup power source. Total FY 13/14 Budget- \$60,000 (\$20,000 Gas Tax, \$20,000 Measure J, \$20,000 TIF)

*Project 147, East Cypress Road Widening and Median* - It is expected that the Emerson Ranch development project will go to construction this fiscal year and the project will require improvements to Cypress Road adjacent to the development frontage. Since the project is on the north side of the road, staff and the development team are working on a concept to construct ultimate improvements for the westbound traffic (two lanes of traffic, a bike lane shoulder, curb, gutter, sidewalk, and landscaping and a portion of the landscaped median. Eastbound traffic will remain on a rehabilitated portion of the existing pavement. Since any median improvements and the westbound lane adjacent to the median are eligible for Traffic Impact Fee credits funds are being budgeted for that work. The developer is planning to construct the improvements so the City's participation will come through fee credits. The first phase of work is expected to reach from the east side of Cypress Grove to the main project entry which will be signalized (the signal is not in the fee program and will be funded by the development). A future phase will continue from the signal to Sellers Avenue. Total FY 13/14 Budget- \$420,000 (\$420,000 TIF)

*Project 148, Cypress Grove Irrigation Well* - Construct a new and separate well dedicated to providing irrigation water to the parks and landscaping in the Cypress Grove neighborhood. Irrigation water is currently provided from the pond and is run through a filter system that regularly clogs. On several occasions irrigation has been switched to the potable water system to maintain plant health, resulting in a significant unnecessary



expenditure of maintenance funds. The new well will result in a cost savings for the L&L and increased efficiency and reliability for CFD #1. Total FY 13/14 Budget - \$150,000 ((\$150,000 CFD #1).

### **Ongoing Activities from 2012/13**

The following projects were started during FY 12/13 or earlier and will continue to be pursued in FY 13/14:

*Project 23, Main Street Medians* - This project will add landscaped medians from the Bridgehead/Neroly intersection to as far east as the funding will allow, likely Sandy Lane. The design is nearing completion and the project is expected to go to construction this fall.

*Project 39, Hill Avenue Multi -Use Trail*- This project will add a pedestrian bridge across Marsh Creek at Marsh Creek Glen Park. The design is approximately 65% complete and applications have been submitted to the resource agencies. Construction cannot begin until resource agency permits have been issued.

*Project 48, Raye Avenue Improvements* - The City has been granted an early allocation of \$750,000 from the East Contra Costa Fee and Financing Authority of its share of the relinquishment costs for Main Street and will use those funds to improve Raye Avenue including curb, gutter, pavement, and utilities. The project is similar to the Hill, Malicoat and Douglas projects completed in the early 2000's. The City will need to identify a source to backfill the Main Street relinquishment funds. Funds for the project were budgeted in FY 12/13 so no additional funds are being budgeted this year. Design for the project is being finalized and it is expected to go to construction this summer.

*Project 96, O'Hara Widening, Cypress to Laurel* - This project to widen O'Hara Avenue as a four lane divided arterial from Laurel Road north across the CCWD canal and in front of the Moura parcel is under construction and is expected to be complete in early August.

*Project 103, Main Street Realignment, Vintage to Norcross* - This project to widen Main Street between Vintage and Norcross, add on-street angled parking, and construct a landscaped median to enhance the look and feel of Downtown Oakley is substantially complete and will be done this summer.

*Project 124, Laurel Road Widening, O'Hara to Rose* - This project to widen the north side of Laurel from O'Hara to Rose Avenue and add a landscaped median is designed and can be



constructed once the final piece of right of way is acquired. The project will realign the entrance of the parking lot to Laurel Ballfields with Cloverbrook and add additional parking for the park. Construction is planned for the fall of 2013.

*Project 131, Downtown Plaza* - This project will result in a public plaza including a fountain between the new restaurant buildings in the downtown. Construction is underway and will be complete this summer.

*Project 141, Main Street Landscaping Rehabilitation* - This project will replace and enhance landscaping in the existing medians along Main Street from Big Break into the downtown area. The project has been designed and is scheduled to go to construction this fall.

*Project 143, Laurel/Rose Signalization* - This will signalize the Laurel and Rose intersection and expand on the improvements being made with CIP 124. The project is under design and is planned to go to construction in 2014.





## INTERNAL SERVICE FUNDS

### **Program Costs and Revenues**

The City's Internal Service Funds are used to establish reserves for equipment and vehicle replacement, and for capital facilities maintenance and replacement. All of the revenues recommended in the Budget are transfers in from the General Fund. The funds transferred are partially from taxes, and partially from fees and other revenues.

### **Program Description**

The City charges all of its departments for depreciation (or as necessary, asset replacement costs) on capital assets, the proceeds of which are transferred to the Internal Service Funds. Asset replacement and significant facilities maintenance costs are then paid for by these funds.

### **Staffing Summary**

Staff time related to asset replacement activities and accounting for these funds is charged to the funds.

### **Program Objectives**

The Equipment and Vehicle Replacement Fund contains budgeted expenditures to replace 2 small pickup trucks used in parks maintenance, outfit 3 patrol cars purchased in fiscal year 2012-2013 to be put into service in the new year, 12 network workstations, and a rack mountable terminal tray for the server room.

### **Program Changes**

None



## FUND 501                      EQUIPMENT REPLACEMENT FUND

### Revenues

Transfers in	\$249,000
Salvage Values	\$ 5,000
Interest	\$ 5,000
Total Revenues	<u>\$259,000</u>

### Expenditures

Vehicles	\$ 30,000
Vehicles Equipment	\$ 35,000
Workstations	\$ 12,000
Terminal Tray	\$ 1,500
Interfund Charges	\$ <u>3,000</u>
Total Expenditures	<u>\$ 81,500</u>

EQUIP AND VEHICLE RESERVE DEVELOPMENT (AMOUNTS IN THOUSANDS)					
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Est. Accum Depr BOY	2,253	2,418	2,545	2,788	3,039
Est. New Depreciation	445	452	459	465	472
Est. Deletions (Replaced assets)	(280)	(325)	(215)	(250)	(230)
<b>Est. Accum Depr EOY</b>	<b>2,418</b>	<b>2,545</b>	<b>2,788</b>	<b>3,039</b>	<b>3,281</b>
Net additions to reserve (including interest, asset sales, and insurance recoveries, and net of interfund charges)	318	287	259	325	347
Reserve Bal BOY	1,163	1,272	1,217	1,394	1,519
Equipment Replacements	(209)	(344)	(82)	(200)	(225)
<b>Reserve Bal EOY</b>	<b>1,272</b>	<b>1,217</b>	<b>1,394</b>	<b>1,519</b>	<b>1,641</b>
Target @ 50% Accum Depr.	1,209	1,272	1,394	1,519	1,641

BOY= Beginning of the year

EOY=End of the year



PLANNED REPLACEMENTS FOR 2013-2014			
Description	Quantity	Estimated Cost/Unit	Total Estimated Cost
Public Works Vehicles	2	\$15,000	\$30,000
Patrol Vehicle Equip.	3	\$11,667	\$35,000
Workstations (CPUs)	12	\$1,000	\$12,000
Terminal Tray	1	\$1,500	\$1,500
<b>Totals</b>			<b>\$ 78,500</b>

\*Amounts shown include equipment and installation/implementation costs.

## FUND 502            CAPITAL FACILITIES MAINTENANCE & REPLACEMENT FUND

### Revenues

Transfers in	\$0
Interest	\$1,000

### Expenditures

Interfund Charges	\$2,000
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Fund Balances in Fund 502 are projected to be \$271,000 at July 1, 2013; and Staff believes that amount is sufficient to meet the policy target of enough to pay for 5 years' estimated costs. As a result, no additional transfers-in have been budgeted in FY 2013-14.



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## AGENCY FUNDS

### Program Costs and Revenues

The Agency Funds included below contain the Principal, Interest, and administrative costs associated with debt issued by City Assessment Districts. All of these costs are supported by special assessments. No General Fund support is required or anticipated, and they are not backed by the full faith and credit of the City. They are secured only by the assessments.

The City, as Successor Agency to the Oakley Redevelopment Agency, is a Trust Fund and its budget is controlled by the Recognized Obligations Payment Schedule prescribed by AB 1X26, rather than by a budget adopted by the City Council.

### Program Description

The City currently has two such debts outstanding:

- The 2004-1 Assessment District Bond. It was issued to acquire infrastructure assets in the Cypress Grove and Live Oak Ranch areas, and is being repaid from special assessments levied on property owners in the two developments.
- The 2006-1 Assessment District Bond. It was issued to acquire infrastructure assets in the Magnolia Park and Riata areas, and is being repaid from special assessments levied on property owners in the two developments.

### Staffing Summary

No staffing is permanently allocated to managing these funds, however the Finance Department ensures the City complies with financial reporting requirements and interfaces with contracted administrators, and the City Engineer insures the infrastructure assets meet specifications prior to acquisition. The City hires NBS Financial to administer its assessments and Wells Fargo as trustee and Fiscal Agent.

### Program Objective

The primary operating objectives for the City remain unchanged for fiscal year 2013-2014: to ensure the assessment and collection of the assessments, to make the debt service payments, oversee the services provided by the contractors, and ensure the preparation of all required public reporting.



**Program Changes**

None

**2004-1 ASSESSMENT DISTRICT DEBT**

**Fund 621**

ESTIMATED REVENUES		
Assessment Revenues	Interest Income	Total Revenues
\$1,152,000	\$12,000	\$1,164,000

RECOMMENDED EXPENDITURES			
Principal	Interest	Administration	Total Expenditures
\$380,000	\$657,610	\$31,500	\$1,069,110

**DEBT LISTING:**

2004-1 AD	Cypress Grove/Live Oak	14,775,000
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**REMAINING DEBT SERVICE:**

Fiscal Year	Principal	Interest	Total Debt Service
2013-14	\$380,000	\$657,610	\$1,037,610
2014-15	\$430,000	\$639,385	\$1,069,385
2015-16	\$455,000	\$619,473	\$1,074,473
2016-17	\$475,000	\$598,548	\$1,073,548
2017-18	\$490,000	\$578,060	\$1,068,060
Other Years	\$12,285,000	\$5,766,720	\$18,051,720
<b>Totals</b>	<b>\$14,515,000</b>	<b>\$8,859,796</b>	<b>\$23,374,796</b>



**2006-1 ASSESSMENT DISTRICT DEBT  
FUND 622**

<b>ESTIMATED REVENUES</b>		
Assessment Revenues	Interest Income	Total Revenues
\$769,000	\$500	\$769,500

<b>RECOMMENDED EXPENDITURES</b>			
Principal	Interest	Administration	Total Expenditures
\$225,000	\$507,146	\$27,800	\$759,946

**DEBT LISTING:**

2006-1 AD	Magnolia Park/Riata	\$11,460,000
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**REMAINING DEBT SERVICE:**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
2013-14	\$225,000	\$507,146	\$732,146
2014-15	\$230,000	\$496,423	\$726,423
2015-16	\$240,000	\$484,903	\$724,903
2016-17	\$255,000	\$472,528	\$727,528
2017-18	\$270,000	\$459,403	\$729,403
Other Years	\$8,685,000	\$5,008,146	\$13,693,146
<b>Totals</b>	<b>\$9,905,000</b>	<b>\$7,428,549</b>	<b>\$17,333,549</b>



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## 10 YEAR PLAN

The 10 Year Plan is the City's tool for evaluating our success in ensuring service sustainability. It is organized by revenue type and function; and includes an indication of the general character of the revenues and expenditures shown as either recurring or one-time in nature.

For purposes of the 10 Year Plan, if a revenue class is likely to be recurring for a period of 5 years or more, we treat it as recurring. This includes certain development related fees that can be, as current times prove, less predictable. For instance, building permit revenue will always exist, but it is more sensitive to economic changes than property taxes. In light of the recession, we continue to include more conservative assumptions today and going forward for several years. Although the estimates are conservative, it may take that long for activity levels to return to a more normal level. The same holds true for excess revenues available to augment Gas Tax and Measure J revenues that are largely dedicated to roadway maintenance. The Plan shows growth in these allocations as the economy returns to a more normal state, but as important as they are, they remain vulnerable in an economic downturn (the primary reason for establishing and working to fund the new Street Maintenance Reserve Fund).

Also, since we include both general purpose and special purpose (assigned) revenues in the Plan, it's important to reiterate that while the City may fund eligible programs with both restricted and unrestricted funds, its policy is to apply restricted funds to such programs first, followed by general purpose revenues if necessary. Reviewing this is important in order to establish in general the reason the rollover balances (excluding reserves) for assigned revenues are smaller in the Plan.

As the Plan is intended to help us see where we are succeeding in achieving service sustainability and where we must improve, it should be reviewed with this goal in mind. In particular, loans, transfers, and subsidies are shown separately and should be examined to determine and consider why they are necessary or desirable, if they should continue over the long-term, or whether these funds are better allocated to higher priorities.



## **Staff's Conclusions and Recommendations**

The Plan included on the following pages confirms that from a service sustainability perspective, the Recommended Budget is balanced, and it provides a look forward at how, with discipline, it can remain that way. Nonetheless, from this most recent recession's experience, we remind ourselves that developing a "plan" that remains in balance can be more easily resolved in the math, while the work to ensure the organization remains positioned to actually stay in balance requires both vigilance and discipline. Such efforts are essential to a City's long-term success – in all times.

(10 Year Plan attached.)

City of Oakley  
10 Year Plan  
For Inclusion in the  
FY 2013-14  
Recommended Budget

Description	General Character	(Dollars in Thousands)													Total
		Actual 10/11	Actual 11/12	Projected 12/13	Proposed 13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	
<b>General Purpose Revenues</b>															
Property Taxes	Recurring	\$1,882	\$1,773	\$1,904	\$1,826	\$1,918	\$2,013	\$2,114	\$2,220	\$2,331	\$2,447	\$2,570	\$2,698	\$2,833	22,970
PT in Lieu of VLF	Recurring	1,877	1,803	1,790	1,862	1,955	2,052	2,155	2,263	2,376	2,495	2,619	\$2,750	\$2,888	23,415
State Prop 1A Loan/Repayment w/2% int.	On Occasion			\$429											0
Sales & Use Tax	Recurring	1,412	1,590	1,400	1,450	1,418	1,488	1,563	1,641	1,723	1,809	1,900	\$1,995	\$2,094	17,080
Motor Vehicle In-Lieu Fees	Recurring	159	18	18	0	0	0	0	0	0	0	0	\$0	\$0	0
Trans. Occupancy Tax (TOT)	Recurring	137	165	185	192	202	212	223	234	246	258	271	\$284	\$298	2,420
Real Property Transfer Tax	Recurring	119	110	125	125	131	138	145	152	160	168	176	\$185	\$194	1,572
Franchise Fees	Recurring	940	1,028	1,075	1,187	1,246	1,309	1,374	1,443	1,515	1,591	1,670	\$1,754	\$1,841	14,930
Business License Tax	Recurring	104	107	105	107	109	111	114	116	118	121	123	\$125	\$128	1,173
Traffic Fines	Recurring	125	123	125	140	147	154	162	170	179	188	197	\$207	\$217	1,761
Interest Income	Recurring	28	36	50	50	50	75	100	125	125	125	125	\$131	\$138	1,044
<b>Subtotal General Purpose</b>		<b>6,783</b>	<b>6,753</b>	<b>7,206</b>	<b>6,939</b>	<b>7,176</b>	<b>7,554</b>	<b>7,949</b>	<b>8,363</b>	<b>8,772</b>	<b>9,200</b>	<b>9,651</b>	<b>10,129</b>	<b>10,632</b>	<b>86,365</b>
<b>Fee/Reimbursement Revenues</b>															
Building Permits/Plan Check/Rental Inspections	Recurring	585	614	700	702	868	894	1,023	1,054	1,357	1,398	1,439	1,483	1,527	11,745
Engineering Fees	Recurring	27	9	10	11	11	12	12	13	13	14	15	16	16	132
Planning Fees	Recurring	30	10	12	6	6	7	7	8	8	8	9	9	9	75
Law Enforcement Fees/Reimbursement Revenues	Recurring	119	116	109	88	91	93	96	99	102	105	108	111	115	1,009
Recreation Fees	Recurring	53	80	39	42	44	46	49	51	54	56	59	62	65	528
City Admin Fees	Recurring	216	476	450	471	523	531	572	582	677	690	703	717	731	6,196
Interfund Cost Recoveries (operations)	Recurring	4,441	4,613	4,769	4,866	5,191	5,587	6,026	6,494	7,038	7,620	8,243	8,909	9,609	69,582
Interfund Cost Recoveries (charging grant funds)	one-time	14	16	14	14										14
Other Miscellaneous Fees & Charges	Rec & one-time	430	134	126	73	81	84	86	89	91	94	97	100	103	898
<b>Subtotal Fee/Reimbursement Revenues</b>		<b>5,915</b>	<b>6,068</b>	<b>6,229</b>	<b>6,273</b>	<b>6,815</b>	<b>7,254</b>	<b>7,871</b>	<b>8,388</b>	<b>9,340</b>	<b>9,985</b>	<b>10,673</b>	<b>11,406</b>	<b>12,175</b>	<b>90,180</b>
<b>Total General Operating Revenues</b>		<b>12,698</b>	<b>12,821</b>	<b>13,435</b>	<b>13,212</b>	<b>13,991</b>	<b>14,807</b>	<b>15,820</b>	<b>16,752</b>	<b>18,112</b>	<b>19,186</b>	<b>20,324</b>	<b>21,536</b>	<b>22,807</b>	<b>176,545</b>
<b>Release of Dutch Slough Fund Balance Reserves</b>	one-time	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proceeds from the Sale of Property</b>	one-time	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>										
<b>Total Sources of Funds</b>		<b>12,718</b>	<b>12,821</b>	<b>13,435</b>	<b>13,212</b>	<b>13,991</b>	<b>14,807</b>	<b>15,820</b>	<b>16,752</b>	<b>18,112</b>	<b>19,186</b>	<b>20,324</b>	<b>21,536</b>	<b>22,807</b>	<b>176,545</b>

City of Oakley  
10 Year Plan  
For Inclusion in the  
FY 2013-14  
Recommended Budget

General		(Dollars in Thousands)													
Description	Character	Actual 10/11	Actual 11/12	Projected 12/13	Proposed 13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	Total 13/14-22/23
<b>Department Expenses</b>															
City Council	Recurring	60	60	59	57	61	60	64	63	68	66	71	69	75	654
Elections	Recurring	14	0	20	0	21	0	24	0	26	0	28	0	31	130
City Manager	Recurring	411	395	381	394	410	430	452	474	498	523	549	577	605	4,912
Economic Development	Recurring	16	112	183	162	168	177	186	195	205	215	226	237	249	2,020
Community Outreach	Recurring	47	38	77	85	88	93	97	102	107	113	118	124	131	1,060
Human Resources	Recurring	11	16	25	13	14	14	15	16	16	17	18	19	20	162
Maintenance Custodial	Recurring	37	43	45	47	49	51	54	57	59	62	66	69	72	586
City Clerk	Recurring	241	177	214	214	223	234	245	258	271	284	298	313	329	2,668
Finance	Recurring	472	471	512	541	563	591	620	651	684	718	754	792	831	6,745
Information Technology	Recurring	216	217	218	238	248	260	273	287	301	316	332	348	366	2,967
Public Safety	Recurring	7,047	7,393	7,965	8,290	8,622	9,053	9,755	10,243	11,005	11,555	12,383	13,002	13,903	107,812
City Attorney	Recurring	231	262	178	195	203	213	224	235	247	259	272	285	300	2,431
Animal Control	Recurring	183	189	191	194	202	212	222	234	245	258	270	284	298	2,419
Community Development	Recurring	504	343	309	343	357	375	393	413	434	455	478	502	527	4,276
Building Inspection	Recurring	583	541	584	589	643	653	694	705	798	812	827	842	855	7,419
Code Enforcement/Rental Inspections	Recurring	6	20	51	52	54	57	60	63	66	69	72	76	80	648
Public Works/Engineering	Recurring	1,142	921	879	876	911	957	1,004	1,055	1,107	1,163	1,221	1,282	1,346	10,922
Public Works Maintenance	Recurring	88	93	102	109	113	119	125	131	138	145	152	160	167	1,359
Recreation	Rec & one-time	240	285	338	393	409	429	451	473	497	522	548	575	604	4,900
Parks	Recurring	296	321	396	339	353	370	389	408	429	450	472	496	521	4,227
<b>Department Expenditures:</b>		<b>11,845</b>	<b>11,897</b>	<b>12,727</b>	<b>13,131</b>	<b>13,711</b>	<b>14,347</b>	<b>15,347</b>	<b>16,062</b>	<b>17,200</b>	<b>18,002</b>	<b>19,156</b>	<b>20,052</b>	<b>21,309</b>	<b>164,090</b>
<b>Non-Departmental Expenses</b>															
Other Non-Departmental Expenses	Recurring	362	341	379	405	417	434	451	469	488	508	528	549	571	4,820
Equipment Replacement (exp & reserve)	Recurring	279	302	280	249	259	269	279	289	299	309	319	329	339	2,940
Capital Facilities Mtc & Replacement (exp & reserve)	Recurring	0	0	0	0	30	50	50	50	50	50	50	50	50	430
County Transition Payment	one-time														0
Interim Needs/Contingency	Recurring	50	15	100	250	294	307	327	341	364	380	403	421	446	3,534
Amount charged to Departments	Recurring	(934)	(899)	(909)	(904)	(1,000)	(1,060)	(1,107)	(1,149)	(1,201)	(1,247)	(1,300)	(1,349)	(1,406)	(11,723)
<b>Total Non-Department Expend.</b>		<b>(243)</b>	<b>(241)</b>	<b>(150)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>		<b>11,602</b>	<b>11,656</b>	<b>12,577</b>	<b>13,131</b>	<b>13,711</b>	<b>14,347</b>	<b>15,347</b>	<b>16,062</b>	<b>17,200</b>	<b>18,002</b>	<b>19,156</b>	<b>20,052</b>	<b>21,309</b>	<b>164,090</b>
<b>Net General Operating Revenue (Expense)</b>		<b>1,116</b>	<b>1,165</b>	<b>858</b>	<b>81</b>	<b>280</b>	<b>461</b>	<b>473</b>	<b>690</b>	<b>912</b>	<b>1,184</b>	<b>1,167</b>	<b>1,483</b>	<b>1,498</b>	
<b>Transfers and Loans</b>															
Transfers to Roadway Maintenance Programs	recurring	(50)	(129)	(25)	(44)	(100)	(150)	(150)	(250)	(325)	(450)	(450)	(600)	(600)	(3,119)
Transfers to Main Street Fund	recurring	(50)	(28)	(25)	(25)	(100)	(150)	(150)	(250)	(325)	(450)	(450)	(600)	(600)	(3,100)
Transfers to General Capital Projects Fund	recurring	(3)		0	0	0	(100)	(100)	(100)	(200)	(200)	(200)	(200)	(200)	(1,300)
Loans to Public Facilities Fee Fund/Repayments	one-time			(90)	(142)	(99)	(99)	(45)	(45)	90	90	90	90	90	20
<b>Total Transfers</b>		<b>(103)</b>	<b>(157)</b>	<b>(140)</b>	<b>(211)</b>	<b>(299)</b>	<b>(499)</b>	<b>(445)</b>	<b>(645)</b>	<b>(760)</b>	<b>(1,010)</b>	<b>(1,010)</b>	<b>(1,310)</b>	<b>(1,310)</b>	<b>(7,499)</b>
<b>Use of Fund Balance</b>															
For General Fund One Time uses	one-time	(2,059)		(224)											
Transfer to General Capital Projects Fund	one-time			(470)											
Economic Development Loans	one-time			(560)	400	2	2	2	2	2	2	2	2	3	
Loan to Successor Agency	one-time			(150)											
Anticipated Sales Tax Allocation Correction	one-time				(140)										
<b>Total Net Sources (Uses) of Funds</b>		<b>1,013</b>	<b>1,008</b>	<b>(686)</b>	<b>130</b>	<b>(17)</b>	<b>(36)</b>	<b>30</b>	<b>47</b>	<b>154</b>	<b>176</b>	<b>159</b>	<b>175</b>	<b>191</b>	

City of Oakley  
10 Year Plan  
For Inclusion in the  
FY 2013-14  
Recommended Budget

Description	General Character	(Dollars in Thousands)													
		Actual 10/11	Actual 11/12	Projected 12/13	Proposed 13/14	14/15	15/16	16/17*	17/18*	18/19*	19/20*	20/21*	21/22*	22/23*	
<b>Summary of Recurring and One-Time Amounts</b>															
<b>Recurring Activities Summary</b>															
Revenues		12,535	12,741	12,844	13,198	13,991	14,807	15,820	16,752	18,112	19,186	20,324	21,536	22,807	
Expenditures/ Including Transfers and Loans		11,691	11,695	12,613	13,186	13,911	14,747	15,747	16,662	18,050	19,102	20,256	21,452	22,709	
Revenues over (under) Expenditures		844	1,046	231	12	80	61	73	90	62	84	67	83	98	
<b>One-Time Activities Summary</b>															
Revenues		183	80	591	414	0	0	0	0	90	90	90	90	90	
Expenditures/ Including Transfers and Loans		2,175	118	1,508	296	97	97	43	43	(2)	(2)	(2)	(2)	(3)	
Revenues over (under) Expenditures		(1,992)	(38)	(917)	118	(97)	(97)	(43)	(43)	92	92	92	92	93	
<b>Total Recurring and One-Time</b>		<b>(1,148)</b>	<b>1,008</b>	<b>(686)</b>	<b>130</b>	<b>(17)</b>	<b>(36)</b>	<b>30</b>	<b>47</b>	<b>154</b>	<b>176</b>	<b>159</b>	<b>175</b>	<b>191</b>	
* Fiscal years 16/17 and thereafter will likely be affected by the highly expected Oakley Generating Station. Revenues from the project would add an additional \$2 million-\$3 million in annual recurring discretionary general fund revenues, are not yet shown in this analysis.															
														<b>Total 13/14-22/23</b>	
<b>Assigned Revenues/Police</b>															
State COPS Grant (SLESF)	one-time	104	203	102	100	100	100	100	100	100	100	100	100	100	1,000
P-6 Police Services Assessments	Recurring	2,265	2,574	2,817	3,032	3,283	3,584	3,923	4,286	4,720	5,186	5,687	6,225	6,791	46,717
School Resource Officer Grant	one-time	65	55	55	55	55	55	55	55	55	55	55	55	55	550
Police Equip./Traffic Grants	one-time														0
<b>Subtotal Assigned Police Revenues</b>		<b>2,434</b>	<b>2,832</b>	<b>2,974</b>	<b>3,187</b>	<b>3,438</b>	<b>3,739</b>	<b>4,078</b>	<b>4,441</b>	<b>4,875</b>	<b>5,341</b>	<b>5,842</b>	<b>6,380</b>	<b>6,946</b>	<b>48,267</b>
														<b>150</b>	
<b>Restricted Police Expenditures</b>															
State COPS Grant (SLESF)	one-time	104	203	102	100	100	100	100	100	100	100	100	100	100	1,000
P-6 Supported Police Services	Recurring	2,265	2,574	2,817	3,032	3,283	3,584	3,923	4,286	4,720	5,186	5,687	6,225	6,791	46,717
School Resource Officer Grant	one-time	65	55	55	55	55	55	55	55	55	55	55	55	55	550
Police Equip./Traffic Grants	one-time														0
<b>Subtotal Restricted Police Expenditures</b>		<b>2,434</b>	<b>2,832</b>	<b>2,974</b>	<b>3,187</b>	<b>3,438</b>	<b>3,739</b>	<b>4,078</b>	<b>4,441</b>	<b>4,875</b>	<b>5,341</b>	<b>5,842</b>	<b>6,380</b>	<b>6,946</b>	<b>48,267</b>
<b>Rollover Balances*</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

City of Oakley  
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Description	General		(Dollars in Thousands)											Total 13/14-22/23	
	Character	Actual 10/11	Actual 11/12	Projected 12/13	Proposed 13/14	14/15	15/16	16/17	17/18*	18/19*	19/20*	20/21*	21/22*		22/23*
<b>Parks, Landscaping &amp; Lighting Revenues</b>															
Community Parks	Recurring	977	1,032	1,079	1,090	1,152	1,215	1,283	1,353	1,436	1,520	1,605	1,693	1,782	14,128
<i>Loan from General Fund, if necessary</i>	<i>one-time</i>														0
Street Lighting	Recurring	196	197	199	199	208	218	228	238	251	264	277	290	303	2,475
<i>Transfer in from Gas Tax Fund</i>	<i>one-time</i>	207	199	151	151	157	165	173	182	190	198	207	218	230	1,872
Neighborhood Parks	Recurring	1,831	1,848	1,993	1,917	2,012	2,109	2,213	2,321	2,442	2,567	2,696	2,828	2,964	24,069
<b>Total Parks, Landscaping &amp; Lighting Revenues</b>		<b>3,211</b>	<b>3,276</b>	<b>3,422</b>	<b>3,357</b>	<b>3,529</b>	<b>3,707</b>	<b>3,898</b>	<b>4,095</b>	<b>4,318</b>	<b>4,548</b>	<b>4,785</b>	<b>5,028</b>	<b>5,278</b>	<b>42,544</b>
<b>Parks, Landscaping &amp; Lighting Expenditures</b>															
Community Parks	Recurring	744	796	977	956	1,004	1,054	1,107	1,162	1,220	1,281	1,345	1,412	1,483	12,024
<i>Repay General Fund Loans</i>	<i>one-time</i>	142	0	25	33	37	40	44	26						180
Street Lighting	Recurring	369	369	333	332	349	366	384	404	424	445	467	491	515	4,176
Neighborhood Parks	Recurring	1,276	1,396	1,941	1,675	1,759	1,847	1,939	2,036	2,138	2,245	2,357	2,475	2,598	21,068
<b>Total Parks, Landscaping &amp; Lighting Expenditures</b>		<b>2,531</b>	<b>2,561</b>	<b>3,276</b>	<b>2,996</b>	<b>3,148</b>	<b>3,307</b>	<b>3,474</b>	<b>3,627</b>	<b>3,782</b>	<b>3,971</b>	<b>4,169</b>	<b>4,378</b>	<b>4,597</b>	<b>37,448</b>
<b>Rollover Balances</b>															
Community Parks (Including Loans & Reserves)		426	662	739	840	951	1,071	1,204	1,369	1,584	1,823	2,083	2,363	2,662	
Street Lighting (Including Reserves)		107	134	151	169	186	203	220	237	254	271	288	305	322	
Neighborhood Parks (Including Reserves)		3,955	4,407	4,459	4,701	4,954	5,216	5,491	5,776	6,080	6,403	6,741	7,094	7,460	
<b>Roadway Maintenance Revenues</b>															
Gas Tax Revenues	Recurring	916	1,013	924	1,066	1,119	1,175	1,234	1,296	1,361	1,429	1,500	1,575	1,654	13,408
Measure J Revenues	Recurring	6	423	944	482	506	531	558	586	615	646	678	712	748	6,063
Transfers in from the General Fund		100	128	50	44	200	300	300	500	650	900	900	1,200	1,200	6,194
<b>Total Roadway Maintenance Revenues</b>		<b>1,022</b>	<b>1,564</b>	<b>1,918</b>	<b>1,592</b>	<b>1,825</b>	<b>2,007</b>	<b>2,092</b>	<b>2,382</b>	<b>2,626</b>	<b>2,974</b>	<b>3,078</b>	<b>3,487</b>	<b>3,601</b>	<b>25,665</b>
<b>Roadway Maintenance Expenditures</b>															
Gas Tax Expenditures for roadway repairs & maintenance	Recurring	352	593	409	480	612	621	736	1,113	1,171	1,231	1,293	1,357	1,424	10,037
<i>Transfer to Street Lighting Fund</i>	<i>one-time</i>	(207)	(199)	(151)	(151)	(157)	(165)	(173)	(182)	(190)	(198)	(207)	(218)	(230)	(1,872)
<i>Used for Capital Projects (for new or expanded roadways)</i>	<i>one-time</i>	(548)	(407)	(956)	(495)	(350)	(389)	(325)							(1,559)
Measure J Expenditures for roadway repairs & maintenance	Recurring	84	682	116	199	134	142	183	586	615	646	678	712	748	4,644
<i>Used for Capital Projects (for new or expanded roadways)</i>	<i>one-time</i>	(378)	(597)	(1,205)	(395)	(372)	(389)	(375)							(1,531)
Use of General Fund Transfers	<i>one-time</i>	100	128	50	44	200	300	300	500	650	900	900	1,200	1,200	6,194
<b>Total Roadway Maintenance Expenditures &amp; Transfers</b>		<b>1,669</b>	<b>2,606</b>	<b>2,887</b>	<b>1,764</b>	<b>1,825</b>	<b>2,007</b>	<b>2,092</b>	<b>2,382</b>	<b>2,626</b>	<b>2,974</b>	<b>3,078</b>	<b>3,487</b>	<b>3,601</b>	<b>25,837</b>
<b>Rollover Balances</b>		<b>2,299</b>	<b>1,257</b>	<b>288</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>116</b>	

City of Oakley  
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Description	General														Total 13/14-22/23
	Character	Actual 10/11	Actual 11/12	Projected 12/13	Proposed 13/14	14/15	15/16	16/17	17/18*	18/19*	19/20*	20/21*	21/22*	22/23*	
<b>Drainage and Stormwater Revenues</b>															
Community Facilities District Assessments	Recurring	276	280	277	253	261	268	276	285	293	302	311	320	330	2,900
Stormwater Assessments	Recurring	480	386	460	462	476	490	505	520	536	552	568	585	603	5,296
<b>Total Drainage and Stormwater Revenues</b>		<b>756</b>	<b>666</b>	<b>737</b>	<b>715</b>	<b>736</b>	<b>759</b>	<b>781</b>	<b>805</b>	<b>829</b>	<b>854</b>	<b>879</b>	<b>906</b>	<b>933</b>	<b>8,197</b>
<b>Drainage and Stormwater Expenditures</b>															
Community Facilities District Drainage Maintenance	Recurring	169	135	275	420	261	268	276	285	293	302	311	320	330	3,067
Stormwater Program Expenditures	Recurring	351	264	473	457	476	490	505	520	536	552	568	585	603	5,291
<b>Total Drainage and Stormwater Expenditures</b>		<b>520</b>	<b>399</b>	<b>748</b>	<b>877</b>	<b>736</b>	<b>759</b>	<b>781</b>	<b>805</b>	<b>829</b>	<b>854</b>	<b>879</b>	<b>906</b>	<b>933</b>	<b>8,359</b>
<b>Rollover Balances (Including Reserves)</b>		<b>1,884</b>	<b>2,151</b>	<b>2,140</b>	<b>1,978</b>	<b>1,978</b>	<b>1,978</b>	<b>1,978</b>	<b>1,978</b>	<b>1,978</b>	<b>1,978</b>	<b>1,978</b>	<b>1,978</b>	<b>1,978</b>	
<b>Other Grant Revenues</b>															
Recycling Grant	one-time	10	14	8	0	0	0	0	0	0	0	0	0	0	0
Oakley Welcoming (You+Me=We)	one-time		58	73	70	0	0	0	0	0	0	0	0	0	70
Recreation Grants (Misc)	one-time	9	0	5	0	0	0	0	0	0	0	0	0	0	0
<i>Vesper Grant</i>	one-time	13	22	29	28	30	0	0	0	0	0	0	0	0	58
Urban Forestry Grant	one-time				25										25
<b>Total Other Grant Revenues</b>		<b>32</b>	<b>94</b>	<b>115</b>	<b>123</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128</b>
<b>Other Grant Expenditures</b>															
Recycling Grant	one-time	10	14	8	0	0	0	0	0	0	0	0	0	0	0
Oakley Welcoming (You+Me=We)	one-time		58	73	70	0	0	0	0	0	0	0	0	0	70
Recreation Grants (Misc)	one-time	9	0	5	0	0	0	0	0	0	0	0	0	0	0
<i>Vesper Grant</i>	one-time	13	22	29	28	30	0	0	0	0	0	0	0	0	58
Urban Forestry Grant	one-time				25										25
<b>Total Other Grant Expenditures</b>		<b>32</b>	<b>94</b>	<b>115</b>	<b>123</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128</b>
<b>Rollover Balances</b>															
Recycling Grant		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Oakley Welcoming (You+Me=We)		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recreation Grants		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Vesper Grant</i>		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Conservancy Grant</i>		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Qualifying Capital Projects</b>	<i>recurring</i>	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**Long-Term Analysis of General Fund Fund Balances**

<b>Restricted Fund Balances:</b>														
For Dutch Slough	559	559	559	559	559	559	559	559	559	559	559	559	559	559
For Loans/Interfund Advances Receivable	830	833	1,593	1,287	1,334	1,378	1,364	1,368	1,263	1,158	1,053	948	843	
Receivable for State Prop 1A Loan	405	429	0	0										
For Termination Payouts	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Land Held for Resale	1,998	1,998	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222
<b>Unrestricted Fund Balances</b>	4,172	5,255	4,594	4,772	4,807	4,826	4,915	5,003	5,172	5,363	5,537	5,727	5,933	
as a % of the Next Year's General Fund Expenditures			35%	34%	33%	31%	30%	28%	27%	27%	26%	25%		

- (1) Fund balances are affected by both operations as shown in the 10 Year Plan Projections above and from the repayment of interfund and other loans.  
(2) For the purposes of this analysis, the repayment of interfund loans is planned to occur as soon as practicable.  
(3) For the purposes of this analysis, the land held for resale is acknowledged but the proceeds of sale is not relied upon.

**Definition of Changes and Assumptions for 13/14 and thereafter**

**General Purpose Revenues**

Property tax and Property Tax in Lieu reflects growth of 4% in 13/14, and 5% thereafter.

Transfer taxes reflect 5% per year in growth.

Sales Tax reflects a small reduction offset by one time collections in 13/14, and annual growth of 5% thereafter.

TOT and Business License Tax reflect annual growth of 4% in 13/14 and 5% each year thereafter

Franchise Fees reflect increases anticipated from the new Solid Waste Franchise Agreement and annual growth of 5%.

Traffic Fines reflect annual growth of 10% in 13/14 and 5% thereafter.

Interest Income is expected to rise as interest rates rise, but are estimated at low levels to maintain conservatism.

P-6 revenue growth is based on projected subdivision activity ; annual growth in per Officer costs charged by the County are projected at 4.5% in 13/14 and 5% in each year thereafter.

Fee/Reimbursement Revenues based on projected activity; Interfund Cost Recoveries are projected to grow 4% in 13/14 and 5% annually in 14/15 and each year thereafter.

**Departmental Expenditures**

Administrative Departmental expenses include growth of 4% in 14/15 and 5% each year thereafter.

Police expenses allow for growth at 4% in 14/15 and 5% each year thereafter with plans to add one officer approximately every two years beginning in 16/17 to maintain current staffing ratios.

Recreation expenses include growth of 4% in 14/15 and 5% per year thereafter.

Public Works/Engineering and Planning are projected to grow 4% in 14/15 and 5% per year thereafter.

Building/Plan Check is projected to grow with development.

**Non-Departmental Expenditures**

Other Non-Departmental Expenses are estimated to grow 3% in 14/15 and 4% each year thereafter. .

Equipment Replacement (exp & reserve) costs are based on expected depreciation of equipment so that equipment can be replaced at the end of their useful lives.

The Facilities Maintenance and Replacement (exp & reserve) costs are included to provide for unfunded expenses anticipated in the upcoming 5 years, as needed.

The General Fund Contingency is approximately 2% of General Fund proposed operating expenses.

The General Fund Contingency is intended to be used for special projects/demands and remains separate from Fund Balances that act as reserves for economic uncertainties.

The amount charged to Departments accounts for the fact that non-departmental costs are allocated and thus already included in the departmental expenditures.

**Transfers and Loans**

*Where included, transfers to Roadway Maintenance Programs reflect the ongoing need to augment street maintenance with General Fund transfers.*

*Where included, transfers to the Main Street Fund reflect the ongoing need to fund the maintenance and enhancement of its major gateways and arterials.*

*Loans to Community Parks for current operations are included as necessary to cover community park shortfalls until assessments are sufficient to balance the budget.*

**Use of Fund Balance Reserves**

*Release and use of Dutch Slough Reserves. The City has reserves of approximately \$559,000 for Dutch Slough parks. This line shows when amounts are thought to be appropriated.*

**Assigned Revenues**

P-6 revenues are projected to grow with development and per officer costs: New Development is now projected at 150 units for 13/14, 180 units in 14/15 and 15/16, and 16/17 and 200 per year thereafter.

The growth in officer costs is being projected at 4.5% for 13/14, 4% for 14/15, and 5% per year thereafter.

Parks revenues are estimated to grow with development and include adjustments of 3% each year for inflation on those portions subject to inflation factors.

Roadway Maintenance revenues are estimated to grow with development, and when possible will include additional transfers from the General Fund.

Transfers of Gas Tax funds to Street Lighting are shown to continue, even with development. This largely is a reflection of the expectation that utility costs will grow faster than the assessment.

Transfers of Gas Tax and Measure J revenues to capital projects are shown only to the extent reflected in the current Capital Improvement Plan, and afterwards are discontinued. This reflects

the expectation that 5 years from now, more funds will need to be available for street maintenance and less for capital improvements.

Drainage and Stormwater assessment revenues are projected to grow 3% per year.

**Assigned Expenditures**

Community Parks expenditures are limited to growth of 5% in 14/15 and each year thereafter in order to continue repaying the General Fund loan and adequately funding its reserve for Resurfacing and Equipment Replacement.

Street Lighting expenditures are estimated to grow at 5% in 14/15 and each year thereafter to reflect increased costs from CPI and development.

Neighborhood Parks and Landscape Maintenance revenues are projected to be spent in the year received, after funding replacement reserves, as appropriate.

Other than maintaining a small fund balance for cash flow purposes, Gas Tax and Measure C funds are projected to be spent in full in the year received.

Other than maintaining a reserve for anticipated permit costs and a small fund balance for cash flow purposes, Drainage and Stormwater funds are projected to be spent in full in the year received.

**Grants**

Grants are not included in the budget until actually approved by the Grantor, and accordingly are not projected beyond the current year.





## CONTRACTS ANALYSIS

Contractor	Services		Funding Summary	
Delta Municipal Consulting	Building Inspection & Permits	\$538,000	Permit Fees	\$520,500
			Rental Registration & Inspection Fees	\$17,500
	Engineering Services	\$808,768	General Fund –Taxes	\$144,436
			Traffic Impact Fees	\$152,303
	<b>Total</b>	<b>\$1,346,768</b>	Park Assessments	\$15,628
			Landscape Assessments	\$4,338
			Street Lighting Assessments	\$6,175
			Redevelopment Bonds	\$154,490
			CFD No.1	\$35,488
			Gas Tax	\$69,830
			Measure J Taxes	\$63,905
			Developer Fees	\$107,675
			Stormwater Assessments	\$54,500
			<b>Total Contract</b>	



Contractor	Services		Funding Summary	
Contra Costa County Sheriff	Police Staffing	\$6,812,500	General Fund – Taxes	\$3,955,000
	Forensics and Other Support Services	\$259,000	P-6 Special Taxes	\$3,017,500
				Annual State COPS Grant (Supplemental Law Enforcement Services Funds)
	<b>Total</b>	<b>\$7,071,500</b>	<b>Total Contract</b>	<b>\$7,071,500</b>
County Public Works	Drainage Maintenance	\$10,000	Stormwater Assessments	\$10,000
	Road Maintenance	\$47,000	Gas Tax	\$47,000
	<b>Total</b>	<b>\$57,000</b>	<b>Total Contract</b>	<b>\$57,000</b>
County Animal Services	Animal Control	\$193,985	General Fund-Taxes	\$193,985
County Library	Augmented Library Services	\$16,137	General Fund- Taxes	\$16,137
Antai Network Services	Information Services	\$153,000	General Fund-Taxes 65%	\$99,000
			Cost Recoveries 35%	\$54,000
			<b>Total Contract</b>	<b>\$153,000</b>
Universal Building Services	Street Sweeping	\$100,000	Stormwater Assessments	\$100,000
MCE	Parks & Landscaping Maintenance	\$271,339	Landscape Assessments	\$271,339



Contractor	Services		Funding Summary	
East Bay Construction Co.	Parks and Landscaping Maintenance	\$396,036	Landscape Assessments	\$396,036
TerraCare Landscape Co.	Parks and Landscaping Maintenance	\$241,908	Landscape Assessments	\$241,908
Commercial Support Services	Park Maintenance Services	\$31,035	Landscape Assessments	\$31,035
Cota Cole & Associates	Legal Services	\$130,000	General Fund Taxes	\$90,000
			Capital Projects and/or Other Funds	\$25,000
			Successor Agency	\$15,000
			<b>Total Contract</b>	<b>\$130,000</b>
Municipal Pooling Authority of Northern California	Insurance and Claims Administration	\$119,409	General Fund Taxes 65%	\$77,616
			Cost Recoveries 35%	\$41,793
			<b>Total Contract</b>	<b>\$119,409</b>
Paychex	Payroll Processing	\$16,000	General Fund Taxes 65%	\$10,400
			Cost Recoveries 35%	\$5,600
			<b>Total Contract</b>	<b>\$16,000</b>



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## APPROPRIATIONS LIMIT

The passage of Propositions 4 and 111 defined the basis for an annual appropriation limit for state and local entities. The limit is applicable to the spending of taxes, as defined in the Constitution and in State Proposition 4/111 implementation Guidelines. Fees and voter approved special taxes are exempted. The Limit is recalculated each year and applied to appropriations subject to the limit. The calculation of the Limit allows for increases proportional to increases in population and growth in the State per capita income, and/or growth in commercial and industrial assessed values. The City's Limit for fiscal year 2013-2014 is \$8,794,691

<p style="text-align: center;"><b>CITY OF OAKLEY APPROPRIATIONS LIMIT CALCULATION FOR FISCAL YEAR 2013-2014</b></p>
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<i>Beginning Limit ( FY 2012-2013):</i>	\$8,213,562
<i>Per Capita Income Growth Factor</i>	X1.0512
<i>Higher of:</i>	
<i>County Population Growth Factor or City Population Growth Factor</i>	<u>X1.0186</u>
<i>Limit ( FY 2013-2014):</i>	<u>\$8,794,691</u>

*This year the City population factor was higher than the County population factor. By adopting the calculated limit above, the Council is taking action as required under the constitution to select the City Population Growth Factor for the FY 2013-2014 calculation.*



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## GLOSSARY OF BUDGET TERMINOLOGY

<b>Appropriation:</b>	An authorization by the City Council to make expenditures and to incur obligations for a specific purpose within a specific time frame.
<b>Assessed Value:</b>	The value placed on real estate or other property by the County Assessor as a basis for levying ad valorem (rate based) property tax.
<b>Assessment District:</b>	A defined area of land that is benefited by the acquisition, construction or maintenance of a public improvement. An assessment is levied and collected on the regular property tax bill to fund the improvements.
<b>Audit:</b>	Scrutiny of the City's accounts by an independent auditing firm to determine whether the City's financial statements are fairly presented in conformity with generally accepted accounting principles. An independent audit is performed annually.
<b>Beginning Fund Balance:</b>	Unencumbered resources available in a fund from the prior fiscal year after payment of prior fiscal year expenditures.
<b>Bond:</b>	Capital raised by issuing a written promise to pay a specified sum of money, called the face value or principal amount, with interest at predetermined intervals.
<b>Budget:</b>	A financial plan, usually for a one or two year period, listing an estimate of recommended expenditures and the recommended means of financing them.
<b>Capital Improvement Plan (CIP):</b>	The five-year financial plan for capital improvements, including considerations for related debt service and future ongoing maintenance. The CIP is adopted in a separate document and updated annually.
<b>Deficit:</b>	An excess of expenditures over revenues (resources).
<b>Department:</b>	An organizational unit comprised of divisions or functions. It is the

basic unit of service responsibility encompassing a broad mandate of related activities.

**Expenditure:** The actual payment for goods and services.

**Fiscal Year (FY):** The period designed by the City for the beginning and ending of financial transactions. The City of Oakley fiscal year begins July 1st and ends June 30th of the following year.

**Full-Time Equivalent (FTE):** The amount of time a regular full or part-time position has been budgeted for in terms of the amount of time an employee works in a year.

**Gas Tax:** Administered by the State Board of Equalization, this is an 18-cent per gallon tax on fuel used to propel a motor vehicle or aircraft. Use of the revenue is for research, planning, construction, improvement, maintenance and operation of public streets and highways or public mass transit.

**General Fund:** The fund used to account for all financial resources except those required to be accounted for in another fund.

**General Fund Taxes:** This is the term in the Budget to describe the City's use of general purpose tax revenue, including primarily: Property Taxes, Property Taxes in lieu of VLF, and Sales Tax.

**General Plan:** A policy document that serves as a guideline for future development. California State law requires each city to adopt a General Plan.

**Infrastructure:** Facilities on which the continuance and growth of the community depend on such roads, water lines, sewers, public buildings, etc.





**Internal Service Fund (ISF)**

Internal service funds account for the financing of goods and services provided by one department to another department on a cost-reimbursement basis. In Oakley, we have ISF's that serve as sinking funds for the future replacement of vehicles and equipment; and for repairs and replacements for facilities. In each case, the costs are supported by charges to departmental operating budgets.

**Lighting and Landscaping District:**

The City has established a separate District to manage and fund Community Parks, Street Lighting, and Neighborhood Parks. Each activity is accounted for in a separate fund and budgets are established yearly as part of the District's activities. Detailed breakdowns of estimated revenues and expenditures are provided in a required engineer's report. Costs are funded by landscape assessments levied in each zone, and as necessary, subsidies or loans from other eligible funds.

**Measure C & Measure J:**

In 1988 voters approved this Countywide ½ cent sales tax measure, which includes a provision that 18% of the funds are returned to the local agencies based on a minimum allocation, relative population and relative maintained street miles. Measure C expenditures are restricted to the same uses as Gas Tax, but can also be applied to transit improvement and operation, growth management planning and compliance, pedestrian and bicycle trail construction, maintenance and operation parking facility development and transportation efficiency program development and operation (ridesharing, etc.). Since Measure C contains a growth management component, funds may not be used to replace developer obligations that would otherwise not be publicly funded under jurisdiction policy. Measure C expired in March of 2009 and was in effect "extended" until March 2034 by the voters' approval of Measure J in 2004.

**Motor Vehicle License Fee:**

A State vehicle license fee imposed on motorists for the privilege of operating a motor vehicle on the public highways.



<b>Police Services Tax:</b>	A voter approved special tax levied by the City and collected at the same time and in the same manner as property taxes, that is used exclusively for Public Safety.
<b>Property Tax:</b>	Property Tax is imposed on real property (land and permanently attached improvements) and tangible personal property located within the City. The tax comprises one percent of the assessed value of the property.
<b>Property Tax in Lieu of VLF:</b>	In the early 1990's the State levied a local tax on vehicles, in the form of a 2% Motor Vehicle License Fee (see above). The then Governor successfully lobbied the legislature and passed a law allowing a temporary discount on the fee, if the State could afford it. A provision of that law was that the State backfill the lost revenue to the local agencies that resulted (since it was a local tax being reduced). Since then, the State has permanently lowered the Fee, and permanently backfilled it by shifting additional property taxes from their control to each local agency. This separate revenue is referred to as Property Taxes in Lieu of Vehicle License Fees (VLF).
<b>Reserved Fund Balance:</b>	Accounts used to record a portion of the fund balance as legally segregated for a specific use or not available for appropriation.
<b>Resolution:</b>	A special order of the City Council, requiring a majority vote, which has a lower legal standing than an ordinance.
<b>Revenue:</b>	Income received by the City.
<b>Salaries and Benefits:</b>	A budget category, which generally accounts for full time and temporary employees, overtime and all employee benefits, such as medical, dental and pension costs



**Successor Agency:**

With the dissolution of the Oakley Redevelopment Agency on February 1, 2012, the City elected to become the Successor Agency, responsible for preserving and administering its non-housing related assets, paying and ensuring performance of its obligations, and for complying with the new law that requires the unimpeded winding down of the prior Redevelopment Agency's affairs.

**Successor Housing Agency:**

With the dissolution of the Oakley Redevelopment Agency on February 1, 2012, the City elected to become the Successor Housing Agency, accepting the prior Redevelopment Agency's housing related assets and obligations; and the Agency's related housing responsibilities.

**Taxes:**

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

**Transient Occupancy Tax (TOT):**

A 10% tax imposed on travelers who stay in temporary lodging facilities within the City. Also referred to as a Hotel/Motel Tax.

**Unassigned Balances**

The City established a policy in fiscal year 2012-2013 that in its special purpose funds, it would budget not only anticipated revenues, but also projected remaining available fund balances. The unassigned balance amount budgeted in any fund is the amount of available funds (revenues and available fund balances) that have not yet been assigned a specific current year purpose.