



ANNUAL OPERATING AND CAPITAL BUDGET
FISCAL YEAR 2011-2012
Recommended for Adoption
June 28, 2011





CITY MANAGER'S BUDGET MESSAGE

Fiscal Year 2011-2012

INTRODUCTION

It is my pleasure to present the Fiscal Year 2011-12 Recommended Budget for your consideration. As you well know, the key challenge all cities are facing is having less discretionary revenue to work with due to the continuing effects of the struggling economy. As a result, while the Recommended Budget includes actions to maintain core services, more of the City's new initiatives remain in areas funded by special purpose revenues, grants and other one-time funds. Certainly, the number of new initiatives is fewer than in past years, but our collective efforts to remain fiscally prudent continue to result in a sound and stable budget.

At present, the State Budget remains unresolved, and several related State proposals have the potential to reduce City revenues even further. Until we know otherwise, the prudent course of action is to move forward in a conscientious manner with what we do know and believe. With that intent, the Proposed Budget presented here is balanced and remains true to the City's current strategic priorities. As the State Budget development becomes more evident, we will present you with updates and if necessary, recommend further adjustments.

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. A substantial number of action items that were a part the original 2010-2012 Strategic Plan have been successfully completed. Just some of the accomplishments from this year include:

- Expanded the internal Economic Development Team, adding members from Development Services and incorporated more assistance from the Mayor and City Council

- Building, Code Enforcement, and Police worked with realtors, developers and lenders to remedy maintenance and safety issues from foreclosed and problem properties
- Inspected hundreds of rental properties as part of the Residential Rental Inspection Program
- Adopted several new ordinances to implement the required Policy Action Programs of the Certified Housing Element
- Completed the second phase of the Citywide Rezone project, rezoning 822 residential and agricultural properties to be consistent with the General Plan.
- Approved the Water Efficient Landscape Ordinance
- Implemented the AB 939 Resource Recycling program, adopting an environmentally preferable purchasing policy, holding the City's first composting classes and making available composters for Oakley residents at cost, and establishing a new "construction and demolition debris" diversion program.
- Started the City's way-finding sign program, including the design and construction of the first sign
- Broke ground and are nearing completion in constructing the new fire station on O'Hara Avenue
- Won a California Parks and Recreation Society Award of Excellence for the "It's a Girl Thing" event
- Increased independent instructor recreation class offerings by 60%, and added a new "Boyz Time" program and new Bocce Ball League
- Introduced a Recreation Resources page to the website and began a monthly Recreation Update email blast to subscribers, informing them of upcoming events and programs (it's free, just sign up!)
- Prepared the Moura Property for re-purposing, and extended the first solicitation for proposals on how to best use the property
- Implemented a new automated developer billing program, allowing for monthly billings rather than quarterly, and implementing a more efficient in-house quality assurance process to improve the quality of the billings.
- Negotiated and coordinated the transition of our telecommunications service provider, ultimately saving the City ~\$15,000/year, while more than doubling the City's bandwidth access; and
- Formalized the business relationship between the City and Redevelopment Agency in a Cooperation Agreement.

Capital projects completed this year include:

- Downtown Drainage enhanced, adding storm drain capacity in the downtown area.

- Main/Teakwood Frontage Improvements installed on Main Street between Teakwood Drive and the Lucky shopping center.
- New Downtown Parking Lot, added 24 parking spaces in the downtown.
- PG&E Site Demolition, removed several deteriorating structures to ready the site for future development.
- Downtown Building Demolition, removing deteriorating structures at 3070, 3350, 3540 and 3960 Main Street to ready the sites for future development.

GENERAL FUND

This year's Proposed Budget reflects our continued commitment to keep City operations lean and allocate funds to the City's highest priorities: public safety, economic development, completion of capital projects, and maintenance of the City's neighborhoods, parks and roadways. In addition, we continue to look forward to the conveyance of Main Street from CalTrans to the City. The conveyance, expected this fiscal year, will allow the City to move forward with already-identified Main Street projects.

The Proposed General Fund Budget is balanced, including estimated revenues totaling \$12,903,539, and proposed expenditures totaling \$12,503,147. Revenues are approximately \$481,000 more than currently projected Fiscal Year 2010-2011 revenues, primarily due to the inclusion of \$500,000 in estimated proceeds from the sale of property (not a recurring revenue), without which revenues would be \$19,000 less than projected for Fiscal Year 2010-2011. Expenditures are approximately \$1.7 million less than currently projected Fiscal Year 2010-2011 expenditures, primarily due to the absence of \$2,000,000 in appropriations for the acquisition of property.

While the Proposed Budget does continue the current one day per month unpaid furlough program, and City Hall closures for the full week of Thanksgiving and two weeks during the end of December Holidays; it also includes a 3% increase in salaries to City employees, offsetting a small portion of the salary reductions and increased pension contributions that have been in effect for what will now be the third year.

Available Fund Balance is expected to be approximately \$3.5 million at June 30, 2011, 29% of Fiscal Year 2011-2012 proposed expenditures; and because we are not sure whether there will be any new State takeaways and we will not have final assessed valuations for the property tax until July, Staff recommends

continuing a reserve above 20% of proposed expenditures. The 29% provides cushion and potential resources for economic development incentives, matching funds for grants, and/or to augment roadway maintenance expenditures, should existing sources continue to decline in the years ahead.

It is worth pointing out that the estimated \$500,000 in one-time type revenue from the sale of property is budgeted, but is not essential to balancing budgeted operations. The City used Fund Balance last year to acquire the Neroly Road property, and Staff believes it likely that a portion will be sold this year. While obligated to include the estimated revenues in the Proposed Budget, the recommendation is that those proceeds, if realized, return to available Fund Balance. In addition, we have included the appropriation of \$100,000 in Fund Balance for an additional roadway maintenance project in the area north of Main Street and west of Vintage Parkway to begin addressing the Sierra-Crete sub-base issue studied in Fiscal Year 2010-2011.

In total, the General Fund Operating Budget is balanced, and it remains so because we continue to make tactical adjustments each year, as necessary. Until the local economy improves and the City's recurring discretionary revenues begin to recover, we expect the need for such adjustments will continue.

TRANSFERS

In previous years, the Budget included larger recurring transfers for road maintenance and for the Main Street Fund. The Proposed Budget represents the third year of reductions in these otherwise recurring transfers. 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 Preliminary Budget includes the following transfers:

- \$125,000 to the General Capital Projects Fund for road maintenance, and
- \$25,000 to the Main Street Fund to beautify and improve Main Street.

CITY REDEVELOPMENT ACTIVITIES

One change this year is the addition of new City Redevelopment Funds. There has always been an informal agreement that the City was the project lead on Redevelopment related work. The Redevelopment Agency's funds were kept separately and, with little exception, City Staff provided the necessary services to run the Agency, from administration to project planning, engineering and construction management. With the Governor's recent proposal to eliminate redevelopment agencies, we felt it was prudent to comprehensively formalize

the interagency relationship and we did so in the form of a Cooperation Agreement. The result of that Agreement was to form separate City funds to account for the resources used in carrying out the City's redevelopment activities. The Redevelopment Agency continues to receive all of its tax increment and meet all of its legal obligations as before; however, redevelopment activities carried out by the City under the Agreement are accounted for in the new funds.

The focus of City redevelopment activities will remain on the following:

- Passage of SB 536, to obtain a larger share of the property taxes created by the Oakley Generating Station, when completed and operating;
- Completing the façade improvements and redevelopment of the Oakley Plaza properties (the Round Table, CentroMart, Oakley Plaza and Pompeii properties) across from City Hall;
- Completion of the capital projects funded with the remaining proceeds of the 2008 Tax Allocation Bonds; and
- Program oversight, staffing, and administrative support to carry out the redevelopment activities and obligations of the Agency.

GOALS AND OBJECTIVES FOR FISCAL YEAR 2011-2012

The Strategic Plan for 2010-2012 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 and objectives are recurring and some were accomplished in fiscal year 2010-2011, there is more to do in the upcoming fiscal year. The Proposed Budget reflects allocations to the City Council's priorities, determined at its recent publicly held strategic planning work session, including a focus on seeing improvement of the Downtown and in particular the Oakley

Plaza properties across from City Hall; financial stability; and public safety. In addition, the following are some of the more significant goals and objectives for Fiscal Year 2011-2012:

- Continue to implement the City's Economic Development Workplan
- Finalize negotiations for additional affordable housing units to be offered at Carol Lane as was included the City's Housing Element Update
- Develop an Agricultural Preservation Program for the City Council's consideration
- Complete and roll out the City's redesigned website
- Complete the primary redevelopment of the Oakley Plaza Shopping Area
- Secure the passage of SB 536 to ensure the Redevelopment Agency receives an appropriate level of revenue from the project
- Implement the Capital Improvement Program for FY 2011-2012
- Finalize the repurposing of the Moura Property

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 in some individual zones existing revenues are insufficient to adequately fund these costs, including 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. Expenditures continue to be managed to avoid depleting reserves in some funds and, without attention in the future will likely require General Fund loans or permanent changes to service levels.

As currently presented, the Recommended Budget includes a new General Fund loan in 2011-2012 for zone 3-18 Country Place for \$24,362. This is in addition to loans currently outstanding to zone 1 (City-wide Park Zone) totaling \$261,474 and 3-11 Country Fair (Meadow Glen) totaling \$7,766; both Zone 1 and 3-11 are in the process of repaying these amounts.

CAPITAL PROJECTS

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

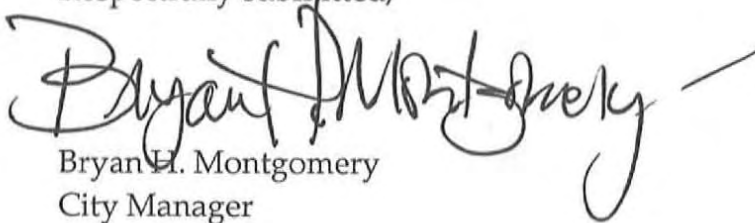
- Reconstruct and reconfigure existing Main Street in the downtown area from roughly Vintage Parkway to Norcross. The project will include a center-landscaped median, one lane of traffic in each direction, and angled parking stalls on each side as well as enhanced landscaping and street furniture.
- Construct and install additional way finding signs at major gateways into the City
- Improve and rehabilitate the Oakley Plaza properties
- Complete installation of the new signal at the intersection of O'Hara and Cypress
- Install sidewalks and perform roadway preventative maintenance projects on Empire Avenue from roughly Oakley Road to Main Street
- Begin installing landscaped medians on Main Street from Bridgehead Road as far eastward as funds will allow
- Construct a bridge for the multi-use trail at Marsh Creek Glenn Park on Hill Avenue
- Design and construct a new Crockett Park all abilities playground
- Construct the new Live Oak Detention Basin outfall and three inlet structures for the existing basin west of Live Oak Avenue
- Construct the new downtown street through the Oakley Plaza properties from Vintage to Norcross
- Install frontage improvements and the poles for a future traffic signal on the south side of Main between the Public Storage center and the Raley's Shopping Center once Main Street is relinquished
- 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 construction of the new Fire Station at O'Hara Avenue and La Vina Way.
- Complete the project to widen Marsh Creek and restore habitat at Creekside Park
- Complete Holly Creek Park Phase II construction
- Complete the LED Streetlight Replacement project, replacing several hundred high-pressure sodium streetlights with LED technology.

Funding for these projects is carried forward from Fiscal Year 2010-2011, or included in the Proposed Budget.

CONCLUSION

In these very lean times, we continue to seek ways to stretch each dollar, while delivering services as efficiently as possible in a polite, professional, and progressive manner. While having less discretionary revenue means the City may not provide as much service overall as it has in previous years, we are currently able to maintain core services and move forward initiatives funded primarily with restricted sources. Although the City's growth has slowed, we will keep moving forward and making improvements for the benefit of the community. It is your support and political leadership that will continue to make this progress possible.

Respectfully submitted,

A handwritten signature in black ink that reads "Bryan H. Montgomery". The signature is written in a cursive style with a long horizontal stroke at the end.

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 35,646 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

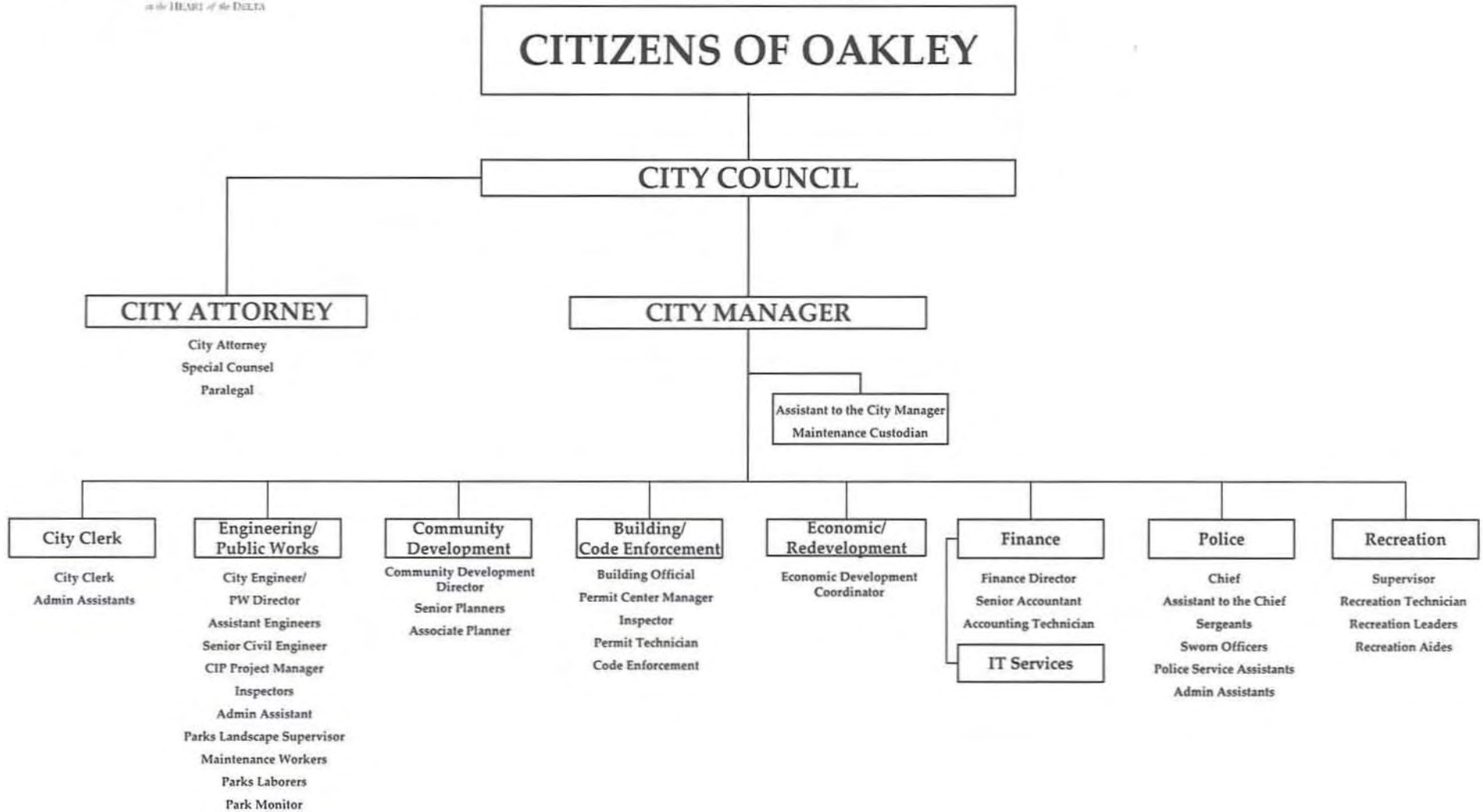
- CITY COUNCIL -

Jim Frazier, Mayor
Kevin Romick, Vice Mayor
Randy Pope, Councilmember
Carol Rios, Councilmember
Pat Anderson, Councilmember

- MANAGEMENT TEAM -

Bryan Montgomery, City Manager
Bani Kollo, Chief of Police
Paul Abelson, Finance Director
Rebecca Willis, Community Development Director
Brent Smith, Building Official
Jason Vogan, City Engineer
Nancy Ortenblad, 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. A core group of City employees create the oversight and administrative guidance necessary for contractual staff. 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 yet have sufficient funds to set aside amounts to ensure enough will be available for 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>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 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 improvements when constructed.</p>	<p>Yes</p>	
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EXPENDITURE POLICIES

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

CAPITAL BUDGET IMPROVEMENT BUDGET POLICIES

<p>The City will make all capital improvements in accordance with an adopted and funded capital improvement program.</p>	<p>Yes</p>	
<p>The City will develop an annual Five-Year Plan for Capital Improvements, including sections for CIP design, development, implementation, and operating and maintenance costs.</p>	<p>Yes</p>	

<p>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.</p>	<p>Yes</p>	
<p>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.</p>	<p>Yes</p>	
<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 and Measure J street maintenance funding and other resources to adequately fund the program.</p>	<p>Yes</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 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>	<p>Yes</p>	

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>	
<p>Proceeds of long-term debt will not be used for current ongoing operations.</p>	<p>Yes</p>	
<p>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.</p>	<p>Yes</p>	

RESERVE POLICIES

<p>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.</p>	<p>Yes</p>	
<p>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.</p>	<p>Yes</p>	
<p>The level of the Contingency Reserve will be established as needed but shall not be less than 2% of General Fund operating expenditures.</p>	<p>Yes</p>	

<p>The City will establish an account to accumulate funds to be used for payment of accrued employee benefits for terminated employees. By June 30, 2009, and thereafter, 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 then eligible for retirement. (This is so there are funds to pay out accumulated benefits requiring conversion to pay on termination).</p>	<p>Yes</p>	<p>.</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>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. By June 30, 2008, and thereafter, 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> <p>Park operating funds shall budget annual capital replacement costs and use them to fund reserves for future equipment replacement and resurfacing needs.</p>	<p>Yes</p> <p>No</p>	<p>Some park zones do not have enough revenues to fund adequate reserves.</p>
<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>	<p>Yes</p>	
<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>	<p>Yes</p>	

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>	<p>Yes</p>	
<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>	<p>Yes</p>	



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:</p> <p>Buildings – 40 years</p> <p>Improvements – 5-15 years</p> <p>Machinery & Equipment – 5 years</p> <p>Vehicles – 5 years</p> <p>Roadways:</p> <p>Streets (Includes Pavement, Sidewalk, Curb & Gutters, Trees & Signs) – 40 years</p> <p>Traffic Signals – 25 years</p> <p>Street Lights – 40 years</p> <p>Bridges – 100 years</p> <p>Parks & Recreation:</p> <p>General Improvements – 25 years</p>	Yes	



Specialty features – 10 years		
The Finance Department will prepare monthly reports for the City Manager and Department Heads so that they may effectively evaluate their financial performance.	Yes	
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.	Yes	
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.	Yes	
Full and continuing disclosure will be provided in the City’s financial statements and bond representations.	Yes	
The City will build and maintain a good credit rating in the financial community.	Yes	

GRANT FUNDING POLICIES

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.	Yes	
The City will establish accounting procedures to support the tracking of grant funds and their use and for the timely administration of grant programs.	Yes	
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.	Yes	

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

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

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BUDGET SCHEDULE FY 2011-2012 BUDGET

Date	Function
January 14	<i>2011-12 Budget Instructions Distributed</i>
February 8	<i>FY 2010-11 Midyear review with City Council</i>
Week of February 14	<i>Finance Available for Budget System Training to anyone needing assistance.</i>
February 21	<i>DH Strategic Planning Session</i>
Week of February 21	<i>Kickoff work on LLD Engineer's Report</i>
Week of March 7	<i>City Manager Discussions with DH's individually, as needed</i>
March 21, noon	<i>2011-12 Department Goals due to City Manager & Finance Director 2011-12 Operating Budgets due to Finance Director 2011-12 Final CIP Requests due to City Engineer</i>
March 24-April 4	<i>Finance & Engineering Review Period</i>
April 4-15	<i>City Manager Review Period</i>
April 18	<i>City Council Strategic Planning Session</i>
April 18-26	<i>City Manager Reviews with DH's individually, as needed</i>
April 24	<i>2010-11 Departmental Accomplishments Due to City Manager & Finance Director</i>
April 24-May 15	<i>Preparation and Final City Manager Review of Proposed Budgets, CIP and Presentations</i>
May 16 & 17	<i>Production and Distribution of Proposed City, RDA and CIP Budgets to Council and Staff</i>
May 24	<i>Budget Public Work Sessions</i>
June 28	<i>2011-12 Budget Adoption</i>

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**Recommended Budget
All Funds Summary**

<u>Fund #</u>	<u>Fund Name</u>	<u>Estimated Available Resources July 1, 2011</u>	<u>Estimated Revenues 2011/12</u>	<u>Recommended Expenditures 2011/12</u>	<u>Estimated Available Resources July 1, 2012</u>
100	General Fund*	\$ 3,515,000	12,903,539	12,503,147	\$ 3,915,392
110	Comm Facilities Dist #1 (Cypress Grove)	903,769	255,000	206,483	952,286
123	Youth Development Fund	-	54,000	54,000	-
124	Welcoming Oakley Program	-	650	650	-
132	Park Landscaping Zn 1 (Comm Parks)	(261,474)	962,000	944,191	(243,665)
133	LLD Zone 2 (Streetlighting)	-	339,400	339,400	-
136	Agricultural Preservation	15,384	-	15,384	-
140	Gas Tax Fund	107,000	970,000	1,077,000	-
145	Stormwater NPDES	779,262	464,000	452,940	790,322
148	Measure J	17,000	447,000	464,000	-
150	Police P-6 Fund	-	2,447,500	2,447,500	-
151	Police SLESF Fund	-	100,500	100,500	-
170	LLD Vintage Parkway	61,068	73,972	58,945	76,095
171	LLD Oakley Ranch	76,547	26,696	27,043	76,200
172	LLD Empire	77,836	4,784	5,374	77,246
173	LLD Oakley Town Center	53,351	11,191	9,740	54,802
174	LLD Oak Grove	1,484	28,500	27,048	2,936
175	LLD Laurel Woods/Luna Estates	55,336	7,918	4,878	58,376
176	LLD South Forty	24,618	9,805	9,805	24,618
177	LLD Claremont	15,850	7,628	7,605	15,873
178	LLD Gateway	169,716	19,110	17,846	170,980
179	LLD Countryside (Village Green)	17,755	2,625	3,150	17,230
180	LLD Country Fair (Meadow Glen)	(7,766)	5,423	4,078	(6,421)
181	LLD California Sunrise	48,731	3,752	2,120	50,363
182	LLD California Visions (Laurel)	118,832	12,500	7,271	124,061
183	LLD Claremont Heritage	131,775	18,740	7,772	142,743
184	LLD Country Fair (Meadow Glen II)	(12,238)	120,060	133,571	(25,749)
185	LLD Sundance	20,992	8,910	11,703	18,199
186	LLD Calif Jamboree (Laurel Anne)	321,924	119,184	150,856	290,252
187	LLD Country Place	(26,985)	27,725	52,087	(51,347)
188	LLD Laurel Crest	185,755	88,600	98,657	175,698
189	LLD Marsh Creek Glen	421,823	78,250	206,974	293,099
190	LLD Quail Glen	98,804	25,500	24,113	100,191
191	Cypress Grove	123,377	220,500	180,142	163,735
192	South Oakley	141,335	313,700	319,776	135,259
193	Stone Creek	120,853	500	-	121,353
194	Magnolia Park	333,468	481,500	375,938	439,030
195	Summer Lakes	307,909	101,500	128,398	281,011
201	General Capital Projects	309	1,498,500	1,498,000	809
202	Traffic Impact Fee Fund	6,000	1,000,000	994,863	11,137
204	Park Impact Fee Fund	744,097	83,000	812,490	14,607
205	Childcare Impact Fee Fund	948,000	4,000	952,000	-
206	Public Facilities Impact Fee Fund	132,000	274,000	535,030	(129,030)
207	Reserve for Qualifying Expenditures	-	-	-	-
208	Fire Impact Fees Fund	58,720	85,000	7,750	135,970
209	Proposition 1B Fund	-	-	-	-
211	WW Parks Grant	-	-	-	-
231	Main Street Fund	380,000	30,500	410,500	-
301	Developer Deposits Fund	-	437,770	437,770	-
351	2006 COPs Debt Svc Fund	70,062	511,636	571,650	10,048
501	Equipment Replacement Fund	1,120,000	311,614	209,000	1,222,614
502	Capital Facilities Mtc and Replacement Fund	270,322	-	3,000	267,322
621	AD 2004-1 Debt Svc Fund	126,596	1,190,500	1,188,800	128,296
622	AD 2006-1 Debt Svc Fund	101,062	790,500	776,250	115,312
712	City Redev Fund - 2008 Bond Projects	1,683,296	25,000	1,708,296	-
761	City Redev Fund - Redevelopment Activities	1,438,572	371,000	1,808,900	672
767	City Redev Fund - Housing Activities	-	172,000	172,000	-

*General Fund resources excludes the value of the Neroly Road property, which at June 30, 2012 is estimated at \$1.5 million.

2011-12 Position Allocation Summary					
	Position	Status	City of Oakley FTE	Contract FTE	Total FTE
City Council					
	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
Building & Code Enforcement					
	Building Official	Contract		0.90	0.90
	Permit Center Manager	Contract		0.60	0.60
	Building Inspector	Contract		0.75	0.75
	Permit Technician	Contract		0.80	0.80
	Code Enforcement Officer	Contract		1.00	1.00
	Total Building/Code Enforcement Staffing:			4.05	4.05
City Attorney					
	City Attorney	Contract		0.25	0.25
	Special Counsel	Contract		0.25	0.25
	Paralegal	Employee	1.0		1.00
	Total City Attorney Staffing:		1.0	0.5	1.5
City Clerk					
	City Clerk	Employee	0.50		0.50
	Administrative Assistant	Employee	1.75		1.75
	Total City Clerk Staffing:		2.25		2.25
City Manager					
	City Manager	Employee	1.00		1.00
	Assistant to the City Manager	Employee	1.00		1.00
	Maintenance Custodian	Employee	0.75		0.75
	Total City Manager Staffing:		2.75		2.75
Community Development					
	Community Development Director	Employee	1.00		1.00
	Senior Planner	Employee	2.00		2.00
	Total Community Development Staffing:		3.0		3.0
Economic/Redevelopment					
	Economic Development Coordinator	Employee	1.00		1.00
	Total Economic/Redevelopment Staffing:		1.00		1.00
Finance					
	Finance Director	Employee	1.00		1.00
	Senior Accountant	Contract		1.00	1.00
	Accounting Technician	Employee	1.00		1.00
	Total Finance Department Staffing:		2.00	1.00	3.00
Human Resources					
<i>The Office of the City Manager provides administrative oversight of the Human Resources Division</i>					
Information Technology					
		Contract		0.50	0.50
	Total Information Technology Staffing:			0.50	0.50

2011-12 Position Allocation Summary

	Position	Status	City of Oakley FTE	Contract FTE	Total FTE
Public Works and Engineering					
	City Engineer/Public Works Director	Contract		1.00	1.00
	Assistant Engineer	Contract		2.00	2.00
	CIP Project Manager	Contract		1.00	1.00
	Senior Civil Engineer	Contract		1.00	1.00
	Public Works Inspector	Contract		1.25	1.25
	Administrative Assistant	Contract		1.00	1.00
	Total Public Works/Engineering Contract:			7.25	7.25
	Parks & Landscape Supervisor	Employee	1.00		1.00
	Public Works Maintenance Worker	Employee	1.00		1.00
	Landscape Maintenance Worker	Employee	1.00		1.00
	Parks Laborer	Employee	2.00		2.00
	Parks Monitor	Employee	0.25		0.25
	Total Public Works/Engineering Employees:		5.25		5.25
	Total Public Works/Engineering Staffing:				12.50
Police					
	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
Recreation					
	Recreation Supervisor	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			41.30	41.30
	Total City Employees:		31.09		31.09
	Total Position Allocation Summary				72.39



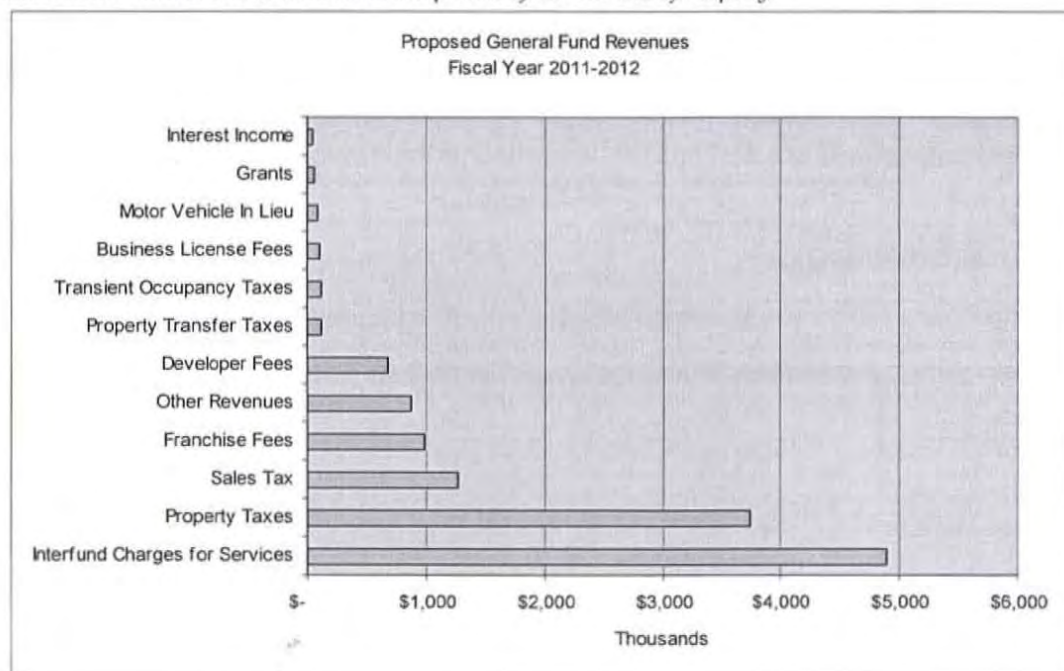
GENERAL FUND ESTIMATED REVENUES FY 2011-2012

Revenue	Actual 2008-2009 Revenues	Actual 2009-2010 Revenues	Projected 2010-2011 Revenues*	Recommended 2011-2012 Revenues*
Interfund Charges for Services	\$4,004,737	\$4,312,653	\$4,575,000	\$4,888,000
Property Taxes (1)	\$4,939,140	\$3,361,094	\$3,738,000	\$3,738,000
Sales Tax	\$1,465,822	\$1,342,654	\$1,263,000	\$1,268,000
Franchise Fees	\$517,892	\$618,270	\$767,000	\$897,000
Other Revenues (2)	\$491,469	\$511,076	\$436,000	\$871,000
Developer Fees	\$1,188,801	\$1,385,196	\$1,057,000	\$681,000
Property Transfer Taxes	\$195,360	\$162,023	\$120,000	\$125,000
Transient Occupancy Taxes	\$163,657	\$128,765	\$120,000	\$120,000
Business License Fees	\$116,696	\$106,911	\$105,000	\$105,000
Motor Vehicle in Lieu	\$121,323	\$108,814	\$95,000	\$95,000
Grants	\$48,416	\$40,318	\$91,000	\$66,000
Interest Income	\$280,096	\$84,135	\$50,000	\$50,000

*2010-11 and 2011-12 data rounded to thousands

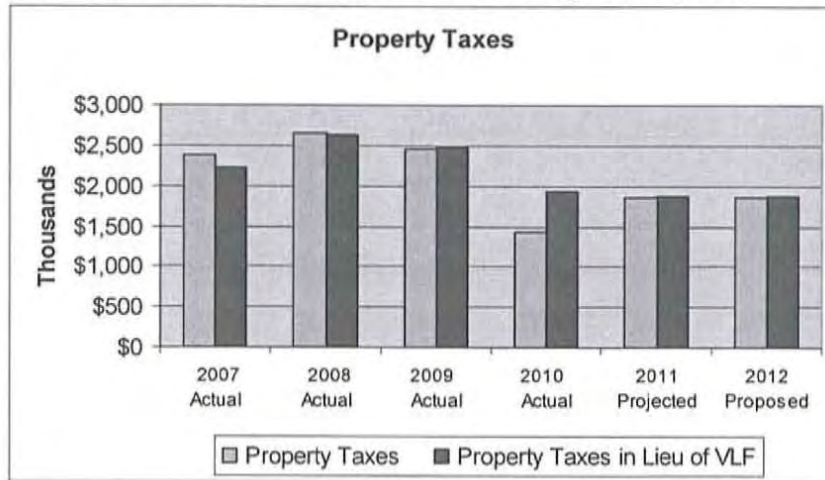
(1) 2009-10 Property Tax revenues were reduced for The State's Prop 1A "borrowing".

(2) 2011-12 other revenues include \$405,000 in estimated proceeds from The Sale of Property.



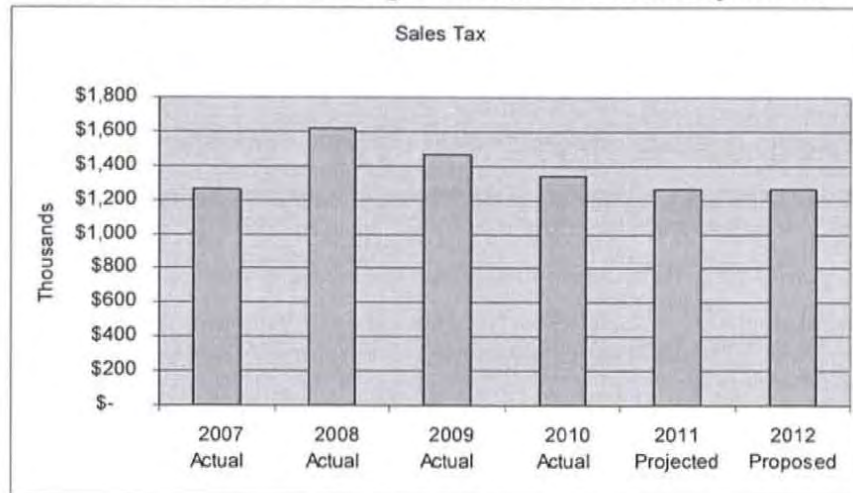
PROPERTY TAXES

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. Estimates for fiscal year 2011-2012 anticipate citywide assessed values remaining unchanged from fiscal year 2010-2011. The budget includes estimated 1% Property Taxes totaling \$1,865,500 and Property Taxes In Lieu Of Vehicle License Fees totaling \$1,872,500.



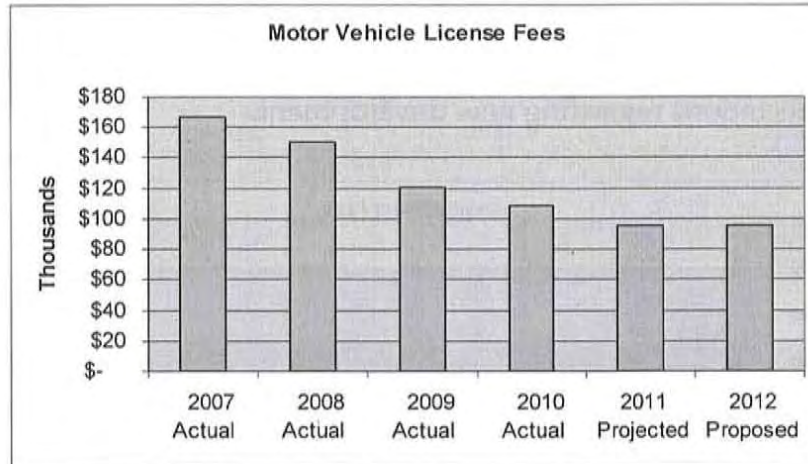
SALES TAX

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 2011-2012, the estimated sales taxes are \$1,268,000, a slight increase over fiscal year 2010-2011.



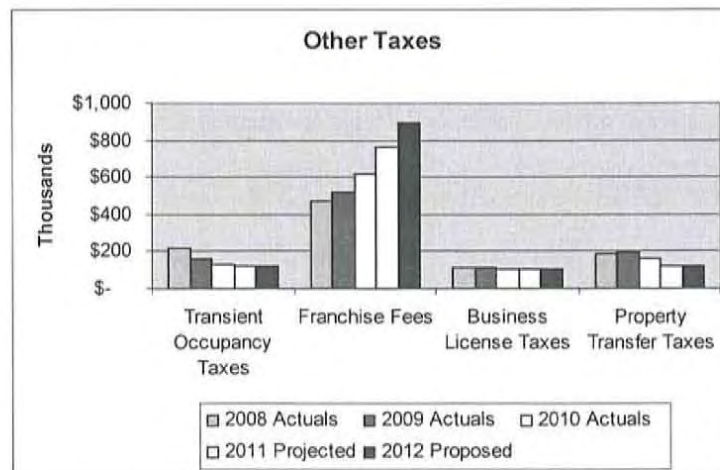
MOTOR VEHICLE IN LIEU FEES

Estimated fiscal year 2011-2012 Motor Vehicle in Lieu revenues are expected to be \$95,000, unchanged from fiscal year 2010-2011.



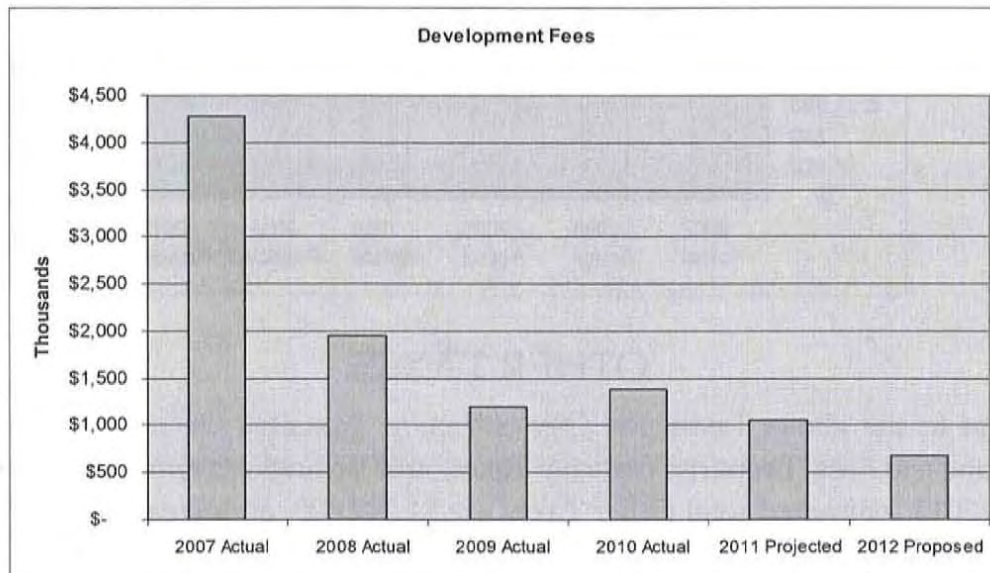
OTHER TAXES

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 2011-2012, estimated total Other Taxes are \$1,247,000, an increase of \$135,000 over fiscal year 2010-2011. The increase is predominantly due to increased franchise fee revenues.



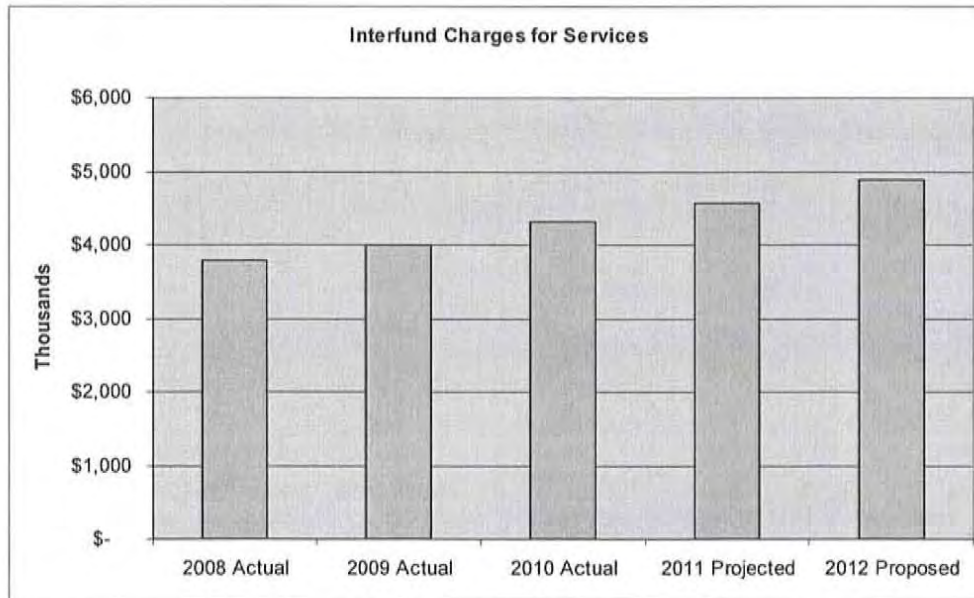
DEVELOPMENT FEES

Development Fees consist primarily of building permits, plan review, and administrative fees. For fiscal year 2011-2012, estimated Development Fees total \$680,754, a further decrease from fiscal year 2010-2011. This decrease continues the 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 2011-2012 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 2011-2012, estimated Interfund Charges for Police Services total approximately \$2.5 million, for Engineering Services approximately \$1.3 million, for Public Works Maintenance \$132,000, for Planning Services \$161,000, for Legal Services \$50,000, for Parks Maintenance Services \$335,000, and for Other Services \$272,000.



OVERALL ANALYSIS OF GENERAL FUND REVENUES

Overall revenues continue to be stable although discretionary revenues remain less 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. (Thus our focus remains on controlled spending and ensuring that funds are used cost effectively on The City's highest priorities.)

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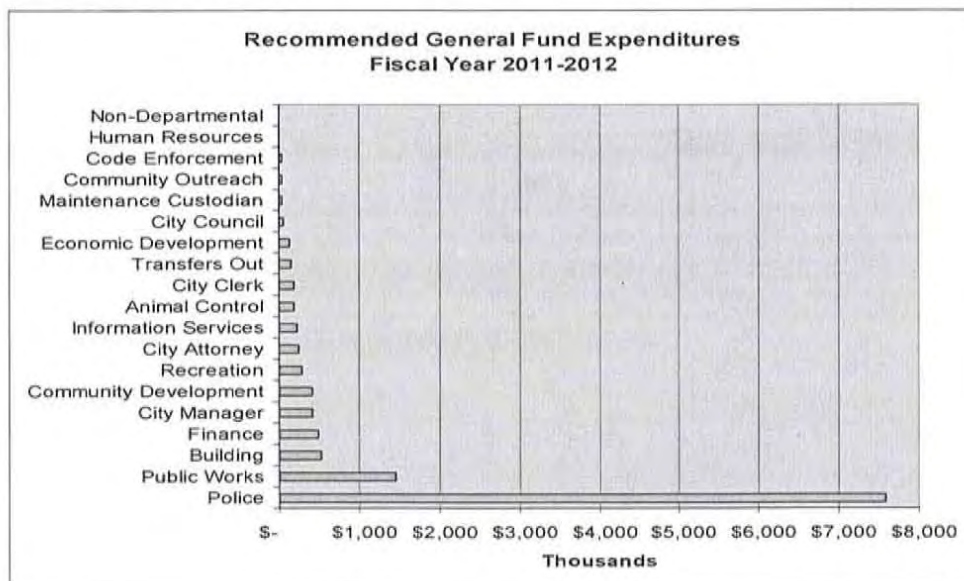


GENERAL FUND RECOMMENDED EXPENDITURES

FY 2011-2012

Department	Actual 2008-2009 Expenditures	Actual 2009-2010 Expenditures	Projected 2010-2011 Expenditures*	Recommended 2011-2012 Expenditures*
Police	\$7,039,655	\$7,043,740	\$7,054,000	\$7,586,000
Public Works	\$1,490,284	\$1,480,852	\$1,497,000	\$1,464,000
Building	\$749,125	\$772,404	\$565,000	\$526,000
Finance	\$615,382	\$652,810	\$487,000	\$486,000
City Manager	\$462,323	\$449,752	\$410,000	\$423,000
Community Development	\$579,757	\$450,986	\$516,000	\$419,000
Recreation	\$444,454	\$323,305	\$297,000	\$289,000
City Attorney	\$486,975	\$189,568	\$225,000	\$239,000
Information Services	\$245,000	\$220,602	\$224,000	\$218,000
Animal Control	\$151,872	\$168,476	\$183,000	\$189,000
City Clerk	\$290,248	\$243,058	\$270,000	\$182,000
Transfers Out	\$2,215,000	\$75,000	\$106,000	\$156,000
Economic Development	\$29,672	\$18,349	\$16,000	\$123,000
City Council	\$50,260	\$46,373	\$63,000	\$65,000
Maintenance Custodian		\$20,403	\$35,000	\$41,000
Community Outreach	\$164,178	\$64,158	\$119,000	\$39,000
Code Enforcement	\$11,747	\$5,894	\$35,000	\$38,000
Human Resources	\$11,634	\$11,961	\$15,000	\$15,000
Non-Departmental	\$(446,237)	\$(404,555)	\$34,000	0

*2010-11 & 2011-12 data rounded to thousands



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DEPARTMENT DETAIL

The following pages review each of the recommended Department budgets with a summary discussion of program description, staffing, and objectives for fiscal year 2011-2012:

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 2011-2012. 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			
2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
\$151,872	\$168,476	\$183,024	\$189,281

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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	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Personnel Services	\$22,585	\$27,329	\$34,528	\$35,448
Services	\$25,817	\$18,616	\$27,019	\$28,300
Supplies	\$1,859	\$428	\$1,261	\$1,500
Total	\$50,261	46,373	\$62,808	\$65,248

CITY COUNCIL STAFFING	
Mayor	1
Vice-Mayor	1
Council members	3
Total City Council Staffing	5

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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, Redevelopment Agency and Public Financing Authority, 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's Office consists of one full-time and two part-time staff: The City Clerk and two Administrative Assistants.

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;
- Continue to deliver high-quality agenda packets for City Council, Redevelopment Agency, and Public Financing Authority 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.

Program Changes

None

CITY CLERK				
USE OF FUNDS	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Personnel Services	\$235,982	\$215,467	\$213,996	\$161,026
Services	\$53,859	\$27,343	\$55,174	\$20,547
Supplies	\$407	\$248	\$950	\$500
Total	\$290,248	\$243,058	\$270,120	\$182,073

CITY CLERK STAFFING	
City Clerk	.5
Administrative Assistant	1.75
Total City Clerk Staffing	2.25



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.



Program Objectives

- Assist with code enforcement, amortization of nonconforming uses, and related redevelopment efforts.
- 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

CITY ATTORNEY				
USE OF FUNDS	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Personnel Services	\$397,246	\$86,312	\$84,268	\$99,286
Services	\$89,729	\$103,256	\$141,208	\$139,406
Total	\$486,975	\$189,568	\$225,476	\$238,692

CITY ATTORNEY STAFFING	
City Attorney	.25
Special Counsel	.25
Paralegal	1
Total City Attorney Staffing	1.5



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 Oakley Redevelopment Agency and Economic Development program.

Program Description

The City Manager is responsible for the administration and oversight of Oakley's municipal operations, including the Redevelopment Agency. 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 administrative oversight for the City's Economic Development, Human Resources, 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.



CITY MANAGER				
USE OF FUNDS	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Personnel Services	\$410,859	\$407,847	\$371,367	\$383,709
Services	\$51,465	\$41,905	\$38,779	\$38,854
Supplies			\$50	\$50
Total	\$462,324	\$449,752	\$410,196	\$422,613

CITY MANAGER STAFFING	
City Manager	1
Assistant to the City Manager	1
Total City Manager Staffing	2



COMMUNITY OUTREACH

Program Description and Objectives

The City Manager's Office administers the activities of Community Outreach with assistance from Staff. Community Outreach includes the funding for the *Oakleaf*, Oakley's community newsletter, a recycling grant community event and program sponsorship, the contract with Contra Costa County for library services, and several community promotions such as the annual Cityhood Celebration, American Cancer Society's Relay for Life, and participation in marketing and advertising campaigns that promote City services.

Program Changes

Budget constraints will necessitate that the City discontinue its contract with Len Simon and Company for legislative support in Washington, D.C. as well as the reduction in staff of the Public Information Officer.

COMMUNITY OUTREACH				
USE OF FUNDS	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Personnel Services			\$4,933	
Services	\$164,082	\$64,158	\$113,647	\$38,530
Supplies	\$96			
Total	\$164,178	\$64,158	\$118,580	\$38,530

COMMUNITY OUTREACH STAFFING	
None	

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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.

Program Description

The Finance Department provides support services citywide 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.

Staffing Summary

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

Program Objectives

The primary operating objectives for the department for fiscal year 2011-2012 are to maintain and improve the financial and procedural infrastructure appropriate for performing the City's financial functions and support the many ongoing City and Redevelopment Agency special 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 recommended.

FINANCE				
USE OF FUNDS	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Personnel Services	\$489,014	\$552,403	\$261,238	\$266,657
Services	\$126,071	\$100,196	\$226,003	\$218,916
Supplies	\$298	\$211	\$250	\$250
Total	\$615,383	\$652,810	\$487,491	\$485,823

FINANCE STAFFING	
Finance Director	1
Senior Accountant	1
Accounting Technician	1
Total Finance Staffing	3



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 programs, and classification and compensation programs. It provides diverse and skilled applicant pools; assures that the City's Personnel 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 City Manager's office provides management and oversight for the Human Resource Division.

Program Objectives

The Human Resources division will continue to seek the most cost-effective health insurance benefits for Staff; update job descriptions; 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

The Human Resources division will update the employment handbook and enhance its employee recognition program.

HUMAN RESOURCES				
USE OF FUNDS	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Personnel Services	\$3,329	\$3,675	\$6,925	\$6,500
Services	\$8,280	\$7,926	\$8,100	\$8,100
Supplies	\$25	\$360	\$250	
Total	\$11,364	\$11,961	\$15,275	\$14,600

HUMAN RESOURCES STAFFING	
None	



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 supervised by the Finance Director, and staffed by Antai Solutions, a private contractor. Antai has staff at the City Offices 16 hours per week, and manages the City's network 24/7.

Program Objectives

The primary operating objectives for the department for fiscal year 2011-2012 are unchanged: To provide outstanding network support, and assist the City in planning related to its networks.

Program Changes

There are no significant operating changes for fiscal year 2011-2012



INFORMATION SYSTEMS				
USE OF FUNDS	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Services	\$150,408	\$147,988	\$148,355	\$147,999
Supplies	\$715	\$514	\$1,000	\$1,000
Capital Outlay	\$93,877	\$72,100	\$74,320	\$69,050
Total	\$245,000	\$220,602	\$223,675	\$218,049

INFORMATION TECHNOLOGY DEPARTMENT STAFFING	
Total Contracted Staff – Antai Network Services	0.50



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, an annual set aside for merit increases (not applicable again this year) 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.

NON-DEPARTMENTAL				
USE OF FUNDS	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Personnel Services	\$68,733	\$80,737	\$43,008	\$32,000
Services*	\$326,735	\$224,545	\$534,902	\$515,276
Supplies	\$84,595	\$57,603	\$43,850	\$44,000
Capital Outlay				
Transfers Out	\$364,000	\$237,000	\$279,000	\$301,614
Interdepartmental Allocations	(1,290,300)	(1,004,440)	(934,278)	(898,890)
Total	\$(446,237)	\$(404,555)	\$33,518	0

* Projection and Budget amounts include the 2% General Fund Contingency.

NON-DEPARTMENTAL STAFFING	
None	



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

The Recommended Budget includes increasing the maintenance custodian's hours from 25 hours per week to 30.

Maintenance Custodian				
USE OF FUNDS	2008-2009	2009-2010	2010-2011	2011-2012
	Actual	Actual	Projected	Recommended
Personnel Services		\$20,403	\$32,226	\$38,092
Services			\$2,678	\$3,386
Total		\$20,403	\$34,904	\$41,478

MAINTENANCE CUSTODIAN STAFFING	
Maintenance Custodian	.75
Total Maintenance Custodian Staffing	.75

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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. A portion of the budgeted staffing costs are charged to the City Redevelopment Funds for the time spent working on redevelopment projects and programs.

Program Description

The budget relates to the implementation of the Economic Development Workplan adopted this past fiscal year. The Workplan's action items fall under the following key goals and objectives:

- Prepare the City of Oakley as a competitive location for both the attraction and expansion of higher wage primary industry employers
- Create a Comprehensive Marketing Program
- Improve the look and feel of the City of Oakley, while maintaining its small town character.

Program Objectives

Economic Development was deemed as one of the Council's highest priorities during this year's Strategic Planning session; with specific emphasis on:

- Revitalization of the Main Street/Downtown area in conjunction with the City's Redevelopment Agency
- Facilitation of commercial development projects in conjunction with the City's Redevelopment Agency
- Attraction of retailers for the Empire/Neroly Commercial Center in conjunction with the Site Developer
- 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
- Assist with the Development & Tenant Acquisition for the 76 acre River Oaks Crossing Commercial Project
- Complete the Specific Plan, environmental document, and remediation for the 300+ acre DuPont Site



- Assist the Redevelopment Agency’s efforts to install infrastructure in the light industrially zoned land south of Main Street between Neroly and Live Oak, which will provide economic stimulus to this area.

Staffing Summary

The City Manager’s Office provides management and oversight of the Economic Development activities and this fiscal year budget allocates funds for the hiring of an Economic Development Coordinator.

Program Changes

Economic Development activities will be supervised by the City Manager; with day-to-day coordination by the Economic Development Coordinator, and support from the Assistant to the City Manager, the Community Development Department, and City Council.

ECONOMIC DEVELOPMENT				
USE OF FUNDS	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Personnel Services				\$106,676
Services	\$22,287	\$15,898	\$16,200	\$16,681
Supplies	\$7,385	\$2,451		
Total	\$29,672	\$18,349	\$16,200	\$123,357

ECONOMIC DEVELOPMENT STAFFING	
Economic Development Coordinator	1
Total Economic Development Staffing	1



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.

Program Objectives

- Continue to improve internal processes.
- Analyze and Refine Administrative Citation process.
- Maintain standard fifteen-day plan review turnaround time but in most cases within five days.
- Assist customers with Oakley's "3 P's" approach.
- Provide inspections on next workday upon request and same day when needed and workload allows.

- When needed, provide furlough Friday, weekend or after hour inspections.
- Continue to work with Code Enforcement to respond to all code enforcement inquiries 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 Redevelopment Agency on Downtown Projects.
- Continue to provide homeowner's code compliance direction from plan submittal to final inspection.
- Continue to enhance the Building Division webpage.
- 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.
- Continue to make progress on the Residential Rental Property Inspection Program.
- Continue to make a positive impact in the City by enforcing the Property Maintenance Ordinance.

Program Changes

- Develop a plan to implement State's new Energy Requirements for new and existing construction.
- Develop a plan to have all new construction meet the new 2010 California Building Codes.

BUILDING & CODE ENFORCEMENT				
USE OF FUNDS	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Services	\$757,961	\$775,689	\$594,626	\$559,113
Supplies	\$2,912	\$2,609	\$4,677	\$4,500
Capital Outlay				
Total	\$760,873	\$778,298	\$599,303	\$563,613

BUILDING AND CODE ENFORCEMENT STAFFING	
The following staff are provided by contract with DMC:	
Building Official	.9
Permit Center Manager	.6
Building Inspector	.75
Permit Technician	.8
Code Enforcement Officer	1
Total Staffing	4.05

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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, drug trafficking and other serious offenses. Uniformed officers provide proactive patrol and actively pursue those involved in illegal activity.

The Community Oriented Policing & Problem Solving Program (COPPS) is a priority for all Department staff. The Department actively works with City Staff and the community in developing long-term solutions to community issues. This commitment to COPPS enhances the Oakley Police Department's strong crime prevention effort along with positive community contacts.

Department goals emphasize that each officer and staff person understands that daily activities and contacts with the community are an integral part of the COPPS efforts. 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 2011-2012 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 2011-2012 the City's sworn officers per 1,000 citizens ratio will be .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.
- 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



POLICE DEPARTMENT				
USE OF FUNDS	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Personnel Services	\$232,777	\$199,896	\$168,953	\$211,013
Services	\$6,653,276	\$6,685,272	\$6,714,742	\$7,167,748
Supplies	\$153,602	\$158,572	\$169,973	\$207,400
Capital Outlay				
Total	\$7,039,655	\$7,043,740	\$7,053,668	\$7,586,161

POLICE DEPARTMENT STAFFING	
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
Total staff provided under CCC Office of the Sheriff	28
City Staff:	
Administrative Assistant	1.25
Assistant to the Chief	.475
Police Services Assistant	1.75
Total City Staff	3.475
Total Police Department Staffing	31.475

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COMMUNITY DEVELOPMENT

Program Costs and Revenues

Community Development 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 Community Development Department provides land use, planning, redevelopment and economic development, 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 activity has continued to be low, the Department has continued to focus on programs that assist the City in economic development and implementation of the General Plan. Specifically, programs are being developed that will facilitate development in the core area of the downtown. The Department is actively inventorying key opportunity sites throughout the City and expanding the outreach to existing and potential businesses.

There are several planning projects that continue to have activity at this time. The Dutch Slough Wetlands Restoration Project has a certified EIR, and the Department of Water Resources, in collaboration with the City, will start the project in 2012. As a result of exploring agricultural opportunities to address the East Cypress Corridor Specific Plan EIR, Staff is looking at different options to implement a City-wide agricultural preservation program. Finally, Staff is analyzing the Dupont site, and will develop a framework to facilitate development of that site.

Currently, there are several programs being developed for greenhouse gas reduction, climate change, recycling, and solid waste reduction in order to comply with State mandates. Staff is involved in 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. The Department serves as the in-house environmental staff to prepare environmental documents for City projects.



Program Staffing

The Community Development Department is made up of the Community Development Director and two Senior Planners.

Program Objectives

- Assist the City in economic development tasks, including the redevelopment of the City's downtown
- Develop an Agricultural Preservation Program for the City Council's consideration
- Complete the City wayfinding sign program, and assist in preparing a kiosk program to coordinate offsite signage for new residential subdivisions
- Develop a framework to facilitate the development of the Dupont site
- Revise the Tree Ordinance to redefine heritage trees to address specific tree species
- Complete the remaining reserved sections of the Zoning Code including Design Review.
- 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 Shoreline Vision for the City's waterfront area
- Complete the required steps to address the EIR for the East Cypress Corridor Specific Plan
- Continue to assist in the process of the proposed Oakley Generating Station on the Dupont property
- Monitor the Policy Action Programs of the Certified Housing Element
- Serve as the City's in-house environmental staff to prepare environmental documents for small to medium-sized City Capitol Improvement and Park projects

Program Changes

None

COMMUNITY DEVELOPMENT DEPARTMENT				
USE OF FUNDS	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Personnel Services	\$474,920	\$396,783	\$434,059	\$359,363
Services	\$104,469	\$54,088	\$80,407	\$57,540
Supplies	\$369	\$115	\$1,400	\$2,300
Total	\$579,758	\$450,986	\$515,866	\$419,203

COMMUNITY DEVELOPMENT DEPARTMENT STAFFING	
Community Development Director	1
Senior Planner	2
Associate Planner	(Military Leave)
Total Community Development Department Staffing	3

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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

The Public Works and Engineering Department reduced staffing levels late in Fiscal Year 2010-2011 to address slowed activity in the development services area and proposes to continue that staffing level into Fiscal Year 2011-2012. The changes included eliminating one full time Public Works Inspector, eliminating the part time Stormwater Manager, and converting the Development Manager to a Senior Civil Engineer responsible for development entitlements, plan review, and inspection as well as Clean Water Program management and special projects including the Sierra-Crete analysis and the Cypress Grove Pump Station operations. A cross-trained building inspector will provide encroachment permit inspections on an as needed basis. Other positions, including Maintenance Services personnel in both streets and parks, remain unchanged. Significant maintenance activities have been transitioned from outside vendors to in-house and the City has been able to provide better response at lower costs.

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-\$966,000*
- **Measure C/J-** Measure C/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 C/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. *Anticipated Revenues-\$442,000*
- **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-\$300,000*

- **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-\$997,158*
- **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 - \$194,000*
- **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-\$1,751,000*
- **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*
- **Grants-** The City typically receives several grants for capital planning and construction activities. For Fiscal Year 2011-2012 the City is planning to obligate the Main Street Downtown Realignment (Federal SAFTE-LU Earmark) grant. Since the actual amounts and disbursement dates are not known at this time the funds will be programmed as they are received.
- **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 a total of 12.25 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 2011-2012 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 fourteen separate intersections, as well as numerous safety flashers throughout Oakley. Caltrans is responsible for the operation of traffic of the eleven signals along Main Street, but the City contributes by way of a cost sharing agreement. Additionally, 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 and is currently expanding two of them. 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. In the past Parks and Landscape maintenance has been accomplished through a combination of the City's Landscape Maintenance Worker and a contract with a private vendor. While that practice will continue in the upcoming year, during Fiscal Year 2009-2010 the City adopted new maintenance standards and graduated service level goals that take into account available funding, community use, and location, among other factors. As a result three maintenance contractors were retained in Fiscal Year 2009-2010 and additional City forces were added. No significant changes are recommended for Fiscal Year 2011-2012.
- **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. This year's budget includes additional funds to provide more proactive studies and develop miscellaneous informational handouts. The City will utilize 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. The City's permit will likely be amended during this fiscal year to include additional maintenance and reporting requirements in addition to the more restrictive new development and redevelopment requirements that were added several years ago. The new requirements will necessitate additional staff time to implement and monitor. The City will utilize contract services on an as needed basis for these activities.
- **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. No additional positions are being recommended for this budget year. It is anticipated that consultant and contract services will be utilized for special projects and extraordinary workload. 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.

- **Assistant Engineer, Traffic and Engineering Services (1 FTE)**- This full time Assistant Engineer position processes Public Works and Engineering applications, maintains files, coordinates condition of approval compliance, and updates and enhances applications and informational handouts.
- **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 recommended to be continued this fiscal year and will assist with project and construction management duties for the CIP. The cost for the Project Manager and Public Works Inspector are the same.
- **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 coordinate the City's cleanwater activities, and is funded through the stormwater utility tax. The position will also conduct and manage special projects and studies on an as needed basis including the Sierra-Crete study and the Cypress Grove Stormwater Pond operations.
- **Public Works Inspectors (1.25 FTE)** - For this fiscal year it is proposed that the full time inspector focus on CIP construction management. The cross-trained building inspector will conduct encroachment permit inspections on an as needed basis, expected to be approximately 0.25 FTE.
- **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.
- **Parks & Landscape Supervisor (1 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 Maintenance Worker/Laborers (3 FTE)** - These City staff positions perform park and landscape maintenance activities and assist with roadway and drainage maintenance as needed.



Program Objectives

In upcoming Fiscal Year 2011-2012, the Public Works and Engineering Department has set the following goals:

- Aggressively implement the planned Capital Improvement Program, including:
 - Complete the construction downtown roadway and infrastructure improvements
 - Complete construction of the O'Hara Avenue and Cypress Road traffic signal and associated roadway improvements
 - Complete construction of the Neroly Road westerly extension
 - Constructing frontage improvements in various locations along Main Street
 - Constructing the widening of O'Hara Avenue from Laurel Road to Cypress Road
 - Constructing the outfall structure and pipeline for the Live Oak Detention Basin
 - Continuing to eliminate gaps in frontage improvements by construction sidewalks on primary pedestrian routes, including Empire Avenue at Oakley Road
 - Continuing a proactive street maintenance program by slurry sealing and overlaying public streets
 - Eliminating known drainage problems
 - Construct the widening of Laurel Road from O'Hara Avenue to Rose Avenue
 - Construct medians along Main Street near the City's westerly entrance
- 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
- 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
- Finally take possession of Main Street from Caltrans and strategically begin the enhancement of the corridor to meet City standards and needs

PUBLIC WORKS /ENGINEERING/MAINTENANCE & PARKS				
USE OF FUNDS	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Personnel Services	\$259,386	\$309,779	\$340,277	\$356,555
Services	\$1,225,540	\$1,164,661	\$1,140,189	\$1,089,031
Supplies	\$5,129	\$6,412	\$10,600	\$12,500
Capital Outlay	\$230		5,500	\$5,500
Total	\$1,490,285	\$1,480,852	\$1,496,566	\$1,463,586

PUBLIC WORKS/ENGINEERING/MAINTENANCE & PARKS DEPARTMENT STAFFING	
The following staff are provided under a contract with DMC:	
City Engineer	1
CIP Project Manager	1
Assistant Engineers	2
Public Works Inspectors	1.25
Administrative Assistant	1
Senior Civil Engineer	1
Total Public Works Staff Provided by DMC	7.25
City Staff:	
Public Works Maintenance Worker	1
Parks and Landscape Supervisor	1
Landscape Maintenance Worker	1
Parks Laborer	2
Total City Staff	5
Total Public Works and Engineering Department Staffing	12.25



RECREATION

Program Costs and Revenues

Programs for the fiscal year 2011-2012 budget are funded in part by park and facility rental fees, Vesper Society grant funding, program fees, and sponsorships. While the Recreation Division has increased revenue generated through programming fees, 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 profits and commercial businesses to ensure quality recreation services for Oakley residents.

Staffing Summary

The Recreation Division consists of one Recreation Supervisor, one Recreation Technician, and seasonal Recreation Leaders and Aides.

Recreation Supervisor- The Recreation Supervisor is responsible for day to day operations of the Recreation Division, including After Youth School Programs, Youth CORE, Youth Council, Facility Rentals, the Community Pool, Community Classes and various other assignments.

Recreation Technician- The full-time Recreation Technician is responsible for the Kids and Tots Programs, classes 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 2011-2012 objectives:

- **Youth Development-** Working with the Vesper Society on continuing the Youth Empowerment Program will continue to be a focus throughout 2011. Working from the Youth Master Plan to implement programs and events that focus on goals and actions outlined in the Youth Master Plan.
- **Special Events-** Some of the Special Events from FY 2010/2011 have been made a staple of our special events program including Harvest Festival and Christmas Tree Lighting. Continuing to provide these popular events will be an additional focus for 2011/2012.
- **Kids and Tots-** The objective of kids and tots programs is to provide safe and fun activities for kids during the summer as well as on their breaks from school. Changes in programming in FY 2010/2011 have made the Kids and Tots programs more self sufficient.
- **Sports Programming-** In FY 2010/2011, Sports programming including Softball, Basketball and Bocce Ball has been accomplished with a combination of staff and independent instructors, and the 2011/2012 budget continues this approach.
- **Park and Facility Rentals-** Scheduling parks and facilities for various types of rentals has been a source of revenue. Additionally reflected in the 2011/2012 budget is the addition of the rentals of buildings located at 1250 O'Hara Ave.

Program Changes

The Recreation Division recommended budget incorporates both the changes made from last year's budget as well as the addition of classes and rental revenues from the buildings at 1250 O'Hara Ave. New facility rentals and revised program fees are expected to provide increased revenues.

RECREATION				
USE OF FUNDS	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Personnel Services	\$317,479	\$240,733	\$193,095	\$198,084
Services	\$66,791	\$47,892	\$51,015	\$63,106
Supplies	\$60,183	\$34,680	\$52,650	\$27,650
Total	\$444,453	\$323,305	\$296,760	\$288,840

RECREATION DEPARTMENT STAFFING	
Recreation Supervisor	1
Recreation Technician	1
Seasonal Recreation Leader (FTE)	2.4
Seasonal Recreation Aides (FTE)	.96
Total Recreation Department Staffing	5.36



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TRANSFERS

Staff proposes two small transfers from the General Fund in fiscal year 2011-2012.

\$128,500 To the General Capital Projects Fund for roadway maintenance and fund administration.

\$27,500 To the Main Street Fund for capital projects and fund administration.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Transfers Out	\$2,215,000	\$75,000	\$105,500	\$156,000

CAPITAL OUTLAY

There are no appropriations for fiscal year 2011-2012 for direct Capital Outlay by the General Fund.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected*	2011-2012 Recommended
Capital Outlay			\$1,998,435	

* Approximately \$2 million was expended in fiscal year 2010-2011 to acquire property at Empire and Neroly Road.

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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.

FUND 110- COMMUNITY FACILITIES DISTRICT #1 (CYPRESS GROVE)				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$261,294	\$266,516	\$251,150	\$250,000
Interest	\$11,572	\$5,029	\$5,000	\$5,000
Total Revenues	\$272,866	\$271,545	\$256,150	\$255,000
Services	\$27,196	\$65,227	\$35,733	\$35,733
Supplies	\$48,990	\$49,446	\$170,750	\$170,750
Total Expenditures	\$76,186	\$114,673	\$206,483	\$206,483

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 and FY 2010-2011 to continue the youth development programs to December 2011. A separate fund is utilized to account for these activities.

FUND 123- YOUTH DEVELOPMENT GRANTS				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Grant Proceeds	\$47,492	\$18,893	\$67,500	\$54,000
Interest	\$2,040	\$601		
Total Revenues	\$49,532	\$19,494	\$67,500	\$54,000
Services	\$43,549	\$18,946	\$37,000	\$39,000
Capital Outlay	\$8,430			
Supplies	\$1,031	\$548	\$30,500	\$15,000
Total Expenditures	\$53,010	\$19,494	\$67,500	\$54,000



WELCOMING OAKLEY PROGRAM

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. Because funding for the program will be through grants, a separate fund is utilized to account for these activities.

FUND 124- WELCOMING OAKLEY PROGRAM				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Grant Proceeds			\$4,000	\$650
Interest				
Total Revenues			\$4,000	\$650
Services			\$4,000	\$650
Capital Outlay				
Supplies				
Total Expenditures			\$4,000	\$650

AGRICULTURAL CONSERVATION

The City is working to develop an agricultural conservation 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 CONSERVATION				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Developer Fees			\$15,384	\$0
Interest				
Total Revenues			\$15,384	\$0
Services			\$0	\$15,384
Capital Outlay				
Supplies				
Total Expenditures			\$0	\$15,384



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 2011-2012, the subsidy is estimated to be \$144,000

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, 2011, 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, 2010	Shortfall to date, if any
1	132-Community Parks	\$576,904	\$513,949	\$62,955
2	133-Street Lights	\$319,200	\$70,364	\$248,836
3-5	174-Oak Grove	\$101,600	\$12,701	\$88,899
3-15	184-Country Fair	\$223,850	\$77,976	\$145,874
3-18	187-Country Place	\$94,100	\$5	\$94,095
3-25	194-Magnolia Park	\$301,373	\$256,775	\$44,598

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)				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$953,966	\$1,013,442	\$958,492	\$960,000
Interest	\$9,411	\$3,461		\$2,000
Other	\$6,422	\$4,855		
Transfer in/Loans				
Total Revenues	\$969,799	\$1,021,758	\$958,492	\$962,000
Services	\$581,553	\$673,823	\$782,666	\$799,191
Loan Repayments	\$207,455	\$193,153	\$26,826	\$17,809
Capital Outlay	\$20,923			
Transfers Out	\$59,405	\$59,642	\$143,793	\$55,000
Transfer to Capital Reserve	\$91,267	\$91,267	\$80,475	90,000
Interest	\$15,278	\$3,235	\$14,000	
Total Expenditures	\$975,881	\$1,021,120	\$1,047,760	\$962,000

FUND 133 – ZONE 2 (STREET LIGHTING)				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$188,188	\$191,920	\$194,157	\$195,000
Interest	\$1,384	\$753	\$1,000	
Transfer in/Loans	\$91,000	\$149,163	\$171,943	\$144,400
Total Revenues	\$280,572	\$341,836	\$367,100	\$339,400
Services	\$250,962	\$327,759	\$340,500	\$312,800
Transfer to Capital Reserve	\$59,832	\$14,077	\$26,600	\$26,600
Total Expenditures	\$310,794	\$341,836	\$393,700	\$339,400

FUND 170 – VINTAGE PARKWAY				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$73,772	\$73,772	\$73,772	\$73,772
Grant Proceeds		\$113		
Interest	\$360	\$268	\$250	\$200
Total Revenues	\$74,132	\$74,153	\$74,022	\$73,972
Services	\$63,962	\$62,241	\$58,945	\$58,945
Total Expenditures	\$63,962	\$62,241	\$58,945	\$58,945

FUND 171 – OAKLEY RANCH				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$26,446	\$26,446	\$26,446	\$26,446
Grant Proceeds		\$113		
Interest	\$1,270	\$455	\$300	\$250
Total Revenues	\$27,716	\$27,014	\$26,746	\$26,696
Services	\$29,048	\$24,976	\$18,661	\$27,043
Total Expenditures	\$29,048	\$24,976	\$18,661	\$27,043

FUND 172 – EMPIRE				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$4,534	\$4,534	\$4,534	\$4,534
Grant Proceeds		\$113		
Interest	\$1,533	\$527	\$400	\$250
Total Revenues	\$6,067	\$5,174	\$4,934	\$4,784
Services	\$3,481	\$8,265	\$4,841	\$5,374
Total Expenditures	\$3,481	\$8,265	\$4,841	\$5,374

FUND 173 – OAKLEY TOWN CENTER				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$10,935	\$10,935	\$10,941	\$10,941
Grant Proceeds		\$113		
Interest	\$855	\$320	\$250	\$250
Total Revenues	\$11,790	\$11,368	\$11,191	\$11,191
Services	\$6,648	\$5,721	\$9,736	\$9,740
Total Expenditures	\$6,648	\$5,721	\$9,736	\$9,740

FUND 174 – OAK GROVE				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$28,500	\$28,500	\$28,500	\$28,500
Grant Proceeds		\$113		
Interest	\$501	\$211	\$25	
Total Revenues	\$29,001	\$28,824	\$28,525	\$28,500
Services	\$23,834	\$20,069	\$27,041	\$27,048
Transfer to Capital Reserve	\$19,581	\$77,96		
Total Expenditures	\$43,415	\$27,865	\$27,041	\$27,048

FUND 175 – LAUREL WOODS/LUNA ESTATES				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$7,668	\$7,668	\$7,668	\$7,668
Grants Proceeds		\$113		
Interest	\$848	\$306	\$200	\$250
Total Revenues	\$8,516	\$8,087	\$7,868	\$7,918
Services	\$5,170	\$1,184	\$4,115	\$4,878
Total Expenditures	\$5,170	\$1,184	\$4,115	\$4,878

FUND 176 – SOUTH FORTY				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$9,805	\$9,805	\$9,805	\$9,805
Grants Proceed		\$113		
Interest	\$427	\$158	\$100	
Total Revenues	\$10,232	\$10,076	\$9,905	\$9,805
Services	\$6,482	\$8,504	\$9,805	\$9,805
Total Expenditures	\$6,482	\$5,504	\$9,805	\$9,805

FUND 177 – CLAREMONT				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$7,628	\$7,628	\$7,628	\$7,628
Grant Proceeds		\$113		
Interest	\$221	\$79	\$50	
Other	\$2,499			
Total Revenues	\$10,348	\$7,820	\$7,678	\$7,628
Capital Outlay	\$499			
Services	\$7,625	\$5,313	\$7,605	\$7,605
Total Expenditures	\$8,124	\$5,313	\$7,605	\$7,605

FUND 178 – GATEWAY				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$18,360	\$18,360	\$18,360	\$18,360
Grant Proceeds		\$113		
Interest	\$4,105	\$1,381	\$1,000	\$750
Total Revenues	\$22,465	\$19,854	\$19,360	\$19,110
Capital Outlay			\$9,502	
Services	\$14,031	\$60,482	\$17,846	\$17,846
Total Expenditures	\$14,031	\$60,482	\$27,348	\$17,846

FUND 179 – COUNTRYSIDE (VILLAGE GREEN)				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$2,625	\$2,625	\$2,625	\$2,625
Grant Proceeds		\$113		
Interest	\$312	\$112	\$75	
Total Revenues	\$2,937	\$2,850	\$2,700	\$2,625
Services	\$1,942	\$2,639	\$2,685	\$3,150
Total Expenditures	\$1,942	\$2,639	\$2,685	\$3,150

FUND 180 – COUNTRY FAIR (MEADOW GLEN)				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$5,423	\$5,421	\$5,423	\$5,423
Total Revenues	\$5,423	\$5,421	\$5,423	\$5,423
Interest	\$254	\$74		
Loan Repayments	\$450	\$290	\$1,420	\$1,300
Services	\$4,719	\$4,188	\$3,978	\$4,078
Total Expenditures	\$5,423	\$4,552	\$5,398	\$5,378

FUND 181 – CALIFORNIA SUNRISE				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$3,502	\$3,502	\$3,502	\$3,502
Grant Proceeds		\$113		
Interest	\$649	\$163	\$200	\$250
Other	\$20,905			
Total Revenues	\$25,056	\$3,778	\$3,702	\$3,752
Capital Outlay	\$20,905			
Services	\$963	\$1,988	\$2,120	\$2,120
Total Expenditures	\$21,868	\$1,988	\$2,120	\$2,120

FUND 182 – CALIFORNIA VISIONS (LAUREL)				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$12,000	\$12,000	\$12,000	\$12,000
Grant Proceeds		\$113		
Interest	\$1,982	\$720	\$500	\$500
Total Revenues	\$13,982	\$12,833	\$12,500	\$12,500
Services	\$6,786	\$6,238	\$7,267	\$7,271
Total Expenditures	\$6,786	\$6,238	\$7,267	\$7,271

FUND 183 – CLAREMONT HERITAGE				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$18,240	\$18,240	\$18,240	\$18,240
Grant Proceeds		\$113		
Interest	\$1,908	\$747	\$500	\$500
Total Revenues	\$20,148	\$19,100	\$18,740	\$18,740
Services	\$8,076	\$6,333	\$7,772	\$7,772
Total Expenditures	\$8,076	\$6,333	\$7,772	\$7,772

FUND 184 – COUNTRY FAIR (MEADOW GLEN II)				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$119,715	\$119,715	\$120,060	\$120,060
Grant Proceeds		\$113		
Interest	\$914	\$500		
Total Revenues	\$120,629	\$120,328	\$120,060	\$120,060
Capital Outlay	\$9,419			
Transfer to Capital Reserve	\$49,480	\$40,046	\$35,475	\$35,475
Services	\$88,320	\$80,281	\$98,065	\$98,096
Total Expenditures	\$147,219	\$120,327	\$133,540	\$133,571

FUND 185 – SUNDANCE				
	2008-2008 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$8,910	\$8,910	\$8,910	\$8,910
Grant Proceeds		\$113		
Interest	\$296	\$132	\$100	
Total Revenues	\$9,206	\$9,155	\$9,010	\$8,910
Services	\$6,999	\$6,882	\$8,933	\$11,703
Total Expenditures	\$6,999	\$6,882	\$8,933	\$11,703

FUND 186 – CALIFORNIA JAMBOREE				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$87,684	\$87,684	\$87,684	\$87,684
Grant Proceeds		\$113		
Interest	\$6,317	\$2,438	\$4,500	\$1,500
Other		\$450		
Transfers In	\$10,600	\$9,367	\$27,250	\$30,000
Total Revenues	\$104,601	\$100,052	\$119,434	\$119,184
Capital Outlay				
Transfer to Capital Reserve	\$27,075	\$27,075	\$34,764	\$35,000
Services	\$53,106	\$70,660	\$100,406	\$115,856
Total Expenditures	\$80,181	\$97,735	\$135,170	\$150,856



FUND 187 – COUNTRY PLACE				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$23,400	\$23,400	\$23,400	\$23,400
Grant Proceeds		\$113		
Interest	\$274	\$83		
Transfers In	\$9,325	\$4,325	\$4,325	\$4,325
Total Revenues	\$32,999	\$27,921	\$27,725	\$27,725
Transfer to Capital Reserve	\$14,260			
Services	\$39,997	\$36,749	\$45,882	\$52,087
Total Expenditures	\$54,257	\$36,749	\$45,882	\$52,087

FUND 188 – LAUREL CREST				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$87,600	\$87,600	\$87,600	\$87,600
Grant Proceeds		\$113		
Interest	\$4,287	\$1,526	\$1,000	\$1,000
Total Revenues	\$91,887	\$89,239	\$88,600	\$88,600
Services	\$91,674	\$84,661	\$86,031	\$98,657
Total Expenditures	\$91,674	\$84,661	\$86,031	\$98,657

FUND 189 – MARSH CREEK GLEN				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$75,381	\$75,410	\$76,764	\$77,000
Grant Proceeds		\$338		
Interest	\$6,318	\$2,460	\$1,500	\$1,250
Total Revenues	\$81,699	\$78,208	\$78,264	\$78,250
Capital Outlay				\$170,000
Transfer to Capital Reserve		\$5,090	\$3,240	\$3,240
Services	\$36,053	\$29,960	\$33,734	\$33,734
Total Expenditures	\$36,053	\$35,050	\$36,974	\$206,974

FUND 190 – QUAIL GLEN				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$23,677	\$23,688	\$24,113	\$25,000
Grant Proceeds		\$113		
Interest	\$1,430	\$589	\$500	\$500
Total Revenues	\$25,107	\$24,390	\$24,613	\$25,500
Services	\$8,462	\$9,764	\$24,113	\$24,113
Total Expenditures	\$8,462	\$9,764	\$24,113	\$24,113

FUND 191 – CYPRESS GROVE				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$215,327	\$215,421	\$219,278	\$220,000
Grant Proceeds		\$113		
Interest	\$4,606	\$1,629	\$1,000	\$500
Total Revenues	\$219,933	\$217,163	\$220,278	\$220,500
Transfer to Capital Reserve	\$34,335	\$62,140	\$16,565	\$16,565
Services	\$217,803	\$192,940	\$203,577	\$163,557
Total Expenditures	\$252,138	\$255,080	\$220,142	\$180,142

FUND 192 – SOUTH OAKLEY				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$192,450	\$291,434	\$298,601	\$300,000
Grant Proceeds		\$225		
Interest	\$2,856	\$1,214	\$500	\$750
Transfers In	\$6,480	\$12,950	\$12,950	\$12,950
Total Revenues	\$201,786	\$305,823	\$312,051	\$313,700
Capital Outlay	\$10,419			
Transfer to Capital Reserve	\$20,467	\$41,690	\$38,819	\$38,819
Services	\$213,366	\$236,784	\$249,195	\$280,957
Total Expenditures	\$244,252	\$278,474	\$288,014	\$319,776

FUND 193 – STONE CREEK				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$40,400			
Grant Proceeds		\$113		
Interest	\$2,048	\$840	\$600	\$500
Other			\$400	
Total Revenues	\$42,448	\$953	\$1,000	\$500
Transfer to Capital Reserve	\$20,468			
Services	\$4,089			
Total Expenditures	\$24,557	\$0	\$0	\$0

FUND 194 – MAGNOLIA PARK (NEW IN 2007-2008)				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$344,007	\$442,217	\$468,583	\$470,000
Grant Proceeds		\$330		
Interest	\$2,955	\$2,062	\$1,500	\$1,500
Other		\$201		
Transfer In	\$33,000	\$33,000	\$10,000	\$10,000
Total Revenues	\$379,962	\$477,810	\$480,083	\$481,500
Transfer to Capital Reserve	\$70,533	\$100,458	\$100,458	\$100,458
Services	\$313,490	\$244,645	\$278,105	\$275,480
Total Expenditures	\$384,023	\$100,458	\$378,563	\$375,938

FUND 195 – SUMMER LAKE				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$194,948	\$196,948	\$100,074	\$100,000
Grant Proceeds		\$338		
Interest	\$4,839	\$2,717	\$1,000	\$1,500
Total Revenues	\$199,787	\$200,003	\$101,074	\$101,500
Capital Outlay				
Transfer to Capital Reserve		\$78,190	\$75,190	\$75,190
Services	\$44,061	\$46,870	\$53,208	\$53,208
Total Expenditures	\$44,061	\$125,060	\$128,398	\$128,398

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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.

FUND 140 – GAS TAX				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Gas Taxes	\$542,172	\$572,994	\$535,603	\$571,000
Grant Proceeds		\$21,850		
Interest	\$22,076	\$6,245	\$4,000	\$4,000
Other		\$129		
Congestion Management Funds	\$283,532	\$314,648	\$330,171	\$395,000
Total Revenues	\$847,780	\$915,866	\$870,320	\$970,000
Services	\$401,453	\$389,906	\$197,379	\$223,704
Supplies	\$126,709	\$90,754	\$157,500	\$212,000
Capital Outlay	\$253,087	\$380,150	\$1,282,121	\$496,896
Transfers Out	\$91,000	\$149,163	\$171,943	\$144,400
Total Expenditures	\$872,249	\$1,009,973	\$1,808,943	\$1,077,000

FUND 148 – MEASURE J (with Measure C information shown for comparison)				
	2008-2009 Actual*	2009-2010 Actual*	2010-2011 Projected	2011-2012 Recommended
Grants		\$21,850		
Measure C Allocations	\$488,304			
Measure J Allocations		\$913,800	\$442,000	\$442,000
Interest	\$27,172	\$16,271	\$5,000	\$5,000
Total Revenues	\$515,476	\$951,921	\$447,000	\$447,000
Personnel Services				
Services	\$84,829	\$66,631	\$155,487	\$152,104
Supplies				
Capital Outlay**	\$20,026	\$611,186	\$2,214,392	\$311,896
Total Expenditures	\$105,855	\$677,817	\$2,214,392	\$464,000

* Since Measure J is the successor measure to Measure C, FY 2008-2009 Measure C revenues and expenditures are shown here for comparison

** Fiscal Year 2009-2010 includes appropriations of final Measure C balances as well as appropriations of current year Measure J revenues.



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.

FUND 145 – STORM WATER PROGRAM				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$534,681	\$523,295	\$460,000	\$460,000
Interest	\$17,991	\$5,184	\$10,000	\$4,000
Other	\$150			
Total Revenues	\$552,822	\$528,479	\$470,000	\$464,000
Services	\$427,538	\$247,525	\$346,000	\$336,440
Supplies	\$114,102	\$80,397	\$121,500	\$116,500
Capital Outlay		\$304,027	\$15,825	
Total Expenditures	\$541,640	\$631,949	\$483,325	\$452,940

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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 2011-2012 budget reflects the use of the 2010-2011 grants from the State to supplement police department costs.

FUND 150 – P-6 POLICE SERVICES				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Assessments	\$2,074,659	\$2,128,840	\$2,212,000	\$2,447,000
Interest		\$(485)		
Total Revenues	\$2,074,659	\$2,128,355	\$2,212,000	\$2,447,000
Services	\$2,074,659	\$2,128,355	\$2,212,000	\$2,447,500
Total Expenditures	\$2,074,659	\$2,128,355	\$2,212,000	\$2,447,500

FUND 151 – SUPPLEMENTAL LAW ENFORCEMENT SERVICES FUND				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Grant Revenues	\$35,345	\$99,809	\$110,000	\$100,000
Interest	\$345	\$627	\$800	\$500
Total Revenues	\$35,690	\$100,436	\$110,800	\$100,500
Services	\$300	\$100,436	\$800	\$100,500
Supplies	\$3,000			
Capital Outlay	\$32,390		\$109,615	
Total Expenditures	\$35,690	\$100,436	\$110,415	\$100,500



DEVELOPER DEPOSITS FUNDS

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				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Developer Fees	\$1,068,972	\$929,644	\$409,390	\$437,770
Total Revenues	\$1,068,972	\$929,644	\$409,390	\$437,770
Services	\$1,068,972	\$929,644	\$409,390	\$437,770
Total Expenditures	\$1,068,972	\$929,644	\$409,390	\$437,770



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 2011-2012: 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**

ESTIMATED REVENUES		
Transfers In	Interest Income	Total Revenues
\$511,636		\$511,636

RECOMMENDED EXPENDITURES			
Principal	Interest	Administration	Total Expenditures
\$230,000	\$325,650	\$16,000	\$571,650

DEBT LISTING:

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

Fiscal Year	Principal	Interest	Total Debt Service
2011-12	\$230,000	\$325,636	\$555,636
2012-13	\$240,000	\$316,436	\$556,436
2013-14	\$255,000	\$306,836	\$561,836
2014-15	\$265,000	\$296,636	\$561,636
2015-16	\$275,000	\$286,036	\$561,036
Other Years	\$6,415,000	\$2,647,422	\$9,062,422
Totals	\$7,680,000	\$4,179,002	\$11,859,002



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 2011/12 through 2015/16. 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. In addition, the Redevelopment Agency has had separate discussions hearings on the priorities and progress of projects being funded by the 2008 bond proceeds. Those discussions have been incorporated into the draft update that is being presented for consideration.

Over the last several years the City's CIP has been very aggressive in both construction projects and advanced planning studies. Although impact fee revenue is projected to be slow again this year due to the downturn in the building cycle, prudent planning and the RDA bond proceeds will allow for the City to have another active capital improvement year. Several new projects were added throughout the last year as a result of grant or special, one time funding sources, with the total list including 128 projects at the end of FY 10/11.

The number of new projects for this year is low at 2, but in total, 27 projects are proposed to be either under design or construction during the year. The scope, budget, and schedule for each project has been reviewed by staff and modified as deemed appropriate. 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 recommended 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 of the FY 11/12 recommended expenditures below are for new or additional monies.



Available Funds

Funding Source (Fund #)	Estimated FYE Fund Balance	Estimated FY 11/12 Revenues	Recommended FY 11/12 Operational Expenses	Amount Available for New CIP Appropriations
Traffic Impact Fees (202)	\$309	\$1,000,000	\$344,863	\$661,137
Public Facilities Fees (206)	\$132,000	\$274,000	\$535,030	(\$129,030)
Park Impact Fees (204)	\$744,097	\$83,000	\$12,490	\$814,607
Redevelopment				
Agency Funds (712)				
Measure J (148)	\$17,000	\$447,000	\$272,883	\$191,117
Gas Tax (140)	\$107,000	\$970,000	\$695,303	\$381,697
Developer Contributions				
Grant				
General Capital Projects (201)	\$309	\$31,500	\$6,000	\$125,809
Reserve for Qualifying Expenditures (207)				
Proposition 1B (209)				
Main Street Fund	\$380,000	\$30,500	\$2,500	\$408,000

Note 1: There are no material operations in the Public Facilities Impact Fee Fund; expenses are for debt service related to the 2006 Certificates of Participation that were issued to finance a portion of the construction of City Hall. The General Fund will loan the Impact Fee Fund the \$129,030 necessary to cover this year's projected shortfall.

Recommended Project Expenditures

Funding Source	2011-2012 Expenditures
Traffic Impact Fees	\$600,000
L&L	\$170,000
Public Facilities Fees	\$0
Park Impact Fees	\$300,000
Redevelopment Agency Funds	\$250,000
Measure J	\$190,000
Gas Tax	\$375,000
Developer Contributions	
Grants	\$1,367,000
General Capital Projects	\$100,000
Reserve for Qualifying Expenditures	
Proposition 1B	
Main Street Fund	
Total	\$3,352,000

**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 general construction 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.*

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Recommended New Activities for 2011-2012

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

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

Project 11, Main Street Downtown- This project will reconstruct and reconfigure existing Main Street in the downtown area from roughly Vintage Parkway to Norcross. The project will include a center landscaped median; one lane of traffic in each direction, and angled parking stalls on each side as well as enhanced landscaping and street furniture. The City received a SAFETEA-LU Federal earmark for the project. With the relinquishment of Main Street planned for the winter of 2011, design is being started and construction is anticipated in FY 11/12. Total FY 11/12 Budget- \$1,517,000 (\$150,000 2008 RDA Bond, \$1,367,000 SAFETEA-LU)

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 for the project has been reduced. Total FY 11/12 Budget- \$50,000 (\$50,000 Gas Tax)

Project 13, Citywide Frontage Improvement Gap Closures- This annual project is used to fill in gaps in sidewalks throughout the City. A project on Empire Avenue at Oakley Road is planned to be constructed in FY 11/12. The budget for this year has been reduced. Total FY 11/12 Budget- \$150,000 (\$65,000 Measure J, \$85,000 Gas Tax)

Project 14, Citywide Pavement Management- This annual project is used to perform preventative maintenance on streets throughout the City. The project got a financial boost in FY 08/09 from the American Reinvestment and Recovery Act to the tune of \$805,000, which included work on Delta Road and Oakley Road. Local dollars were used to fund projects on Neroly Road, Laurel Road, and O'Hara Avenue. The second phase for Empire Avenue from roughly Oakley Road to Main Street is planned to be implemented in FY 11/12 as part of the CIP #13 project in the same area. This year CIP #14 also includes an additional \$100,000 to begin addressing the Sierra-Crete sub-base issue that was studied in FY 10/11. The neighborhood treatment project will focus on the area north of Main Street and west of Vintage Parkway, which includes the following Sierra-Crete streets: Rua Pera, Miguel Drive, Fontes Way, Teixeira Way, Pecan Lane, Fernwood Circle,



Fernwood Drive, Gasper Court and Pitta Court, Total FY 11/12 Budget- \$340,000 (\$100,000 Measure J, \$140,000 Gas Tax, \$100,000 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. The funds for FY 10/11 are planned to be used in conjunction with the gap closure funds to address a long standing ponding area on Empire Avenue near Oakley Road. A project for FY 11/12 has not yet been identified. Total FY 11/12 Budget- \$25,000 (\$12,500 Measure J, \$12,500 Gas Tax)

Project 23, Main Street Medians, Bridgehead to Live Oak- This new project will install landscaped medians on Main Street from Bridgehead Road to as far east as funds will allow. Likely between Sandy Lane and Live Oak Avenue. The first phase of CIP #69 will enhance medians up to the Bridgehead intersection. The landscaping will be maintained using funds from Zone 1 of the L&L, so the availability of those funds will also be analyzed as part of the design process. The project will not be constructed until Main Street has been relinquished. Total FY 11/12 Budget- \$600,000 (\$600,000 TIF)

Project 39, Hill Avenue Multi-Use Trail- The City is currently designing a restoration project along Marsh Creek (CIP #116) and \$100,000 were budgeted in FY 10/11 as local match funds to construct the bridge across the creek near the south edge of the park. Another bridge is planned at Marsh Creek Glenn Park on Hill Avenue, and the Zone 3-20 L&L contains adequate funds to construct the bridge. Additional L&L and Park funds are being budgeted this year for the second bridge. Total FY 11/12 Budget- \$220,000 (\$170,000 L&L Zone 3-20, \$50,000 Park)

Project 50, Thoroughfare Street Tree Planting- This project repairs and enhances the treescapes 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 11/12 Budget- \$25,000 (\$12,500 Measure J, \$12,500 Gas Tax)

Project 77, Citywide Street Name Signs- This is the sixth 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. Total FY 11/12 Budget- \$75,000 (\$75,000 Gas Tax)

Project 129, Directional Monuments- Oakley roadways lack a comprehensive wayfinding signage program and architectural sign features. A prototype monument sign was constructed on



O'Hara Avenue near Neroly Road. Additional signs are planned for other major gateways into the City. Total FY 11/12 Budget- \$100,000 (\$100,000 2008 RDA Bonds)

Project 130, Crockett Park All Access Playground- The City had been planning to construct an all access playground on the Moura parcel, but plans for that site are still developing. The play equipment at Crockett Park is old and outdated and in need of replacement. This project would replace the play equipment with an all access play structure and updated surfacing. Access enhancements will be incorporated as needed. Total FY 11/12 Budget- \$250,000 (\$250,000 Park)

Ongoing Activities

The following projects were started during FY 10/11 or earlier and will continue to be pursued in FY 11/12:

Project 69, Main Street Widening- During FY 08/09 the City Council and Redevelopment Agency approved contract amendments to complete the preliminary engineering, environmental documentation, and phase one plans (Hwy 160 through the Bridgehead/Neroly intersection) for this project. Caltrans approval for those items is expected early in FY 11/12 and relinquishment is expected by the end of 2011. Construction of the first phase would follow. CIP #76 will also provide funds for the project. All funds were budgeted in prior years.

Project 91, O'Hara/Cypress Signalization- This project to widen and signalize the O'Hara and Cypress intersection is currently under construction. Completion is anticipated during the summer of 2011. Accessible Pedestrian Signal features are currently being studied for the intersection and will be included if warranted. All funds were budgeted in prior years.

Project 92, Neroly Road Westerly Extension- This project to construct the westerly extension of Neroly Road from the new Neroly/Empire intersection is currently under construction. Completion is expected in the summer of 2011. All funds were budgeted in prior years.

Project 96, O'Hara Widening, Cypress to Laurel- This project will 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. Design, environmental, and property acquisition are underway. Staff is also coordinating access modifications with Oakley Union Elementary School District. All funds were budgeted in prior years.



Project 99, Sandy Lane Sewer- This project to install sewer in the future alignment of Sandy Lane was being designed and coordinated with PG&E because of the high pressure gas lines in the area. Due to changing priorities of the RDA and lack of property owner support Staff is proposing that the project be placed on hold and not be pursued any further at this time. Staff is proposing that the remaining \$299,799 of budgeted 2008 RDA funds be released for other projects.

Project 100, Live Oak Storm Water Outfall- This project will construct the detention basin outfall and three inlet structures for the existing basin west of Live Oak Avenue. Design is complete and property acquisition is underway. Construction is expected this summer. All funds were budgeted in prior years.

Project 103, Main Street Realignment, Vintage to Norcross- This project to construct a new downtown street north of Centro Mart is being designed. Since the project may not result in the downtown bypass previously being considered the project needs to be renamed and a new street name should be selected. All funds were budgeted in prior years.

Project 105, Main Street Frontage Improvements- This project to install frontage improvements and the poles for a future traffic signal on the south side of Main between the Public Storage center and the Raley's Shopping Center is 90% designed. The project will be constructed once Main Street has been relinquished, which should make the project cheaper. Based on current construction prices and only including the traffic signal poles but no additional signal equipment Staff is proposing that the construction budget be reduced to \$1,000,000. The remaining \$440,898 of budgeted 2008 RDA funds would be released for other projects.

Project 110, O'Hara Fire Station- This project is currently under construction and will be completed in 2011. All funds were budgeted in prior years.

Project 113, O'Hara Widening, Carpenter to Vintage- The Ghilarducci cottage has been relocated and all property has been acquired. Design is nearing completion, and utility relocation is planned to occur in the summer of 2011. Construction will follow utility relocation. All funds were budgeted in prior years.

Project 116, Marsh Creek Restoration- Design of this project to widen Marsh Creek and restore habitat is currently underway and resource agency permits have been applied for. Construction is planned for the fall of 2011 but may be delayed until the spring of 2012 depending on permit schedules and conditions. All funds were budgeted in prior years.



Project 123, Holly Creek Park Phase II- Construction of this project to place irrigation and turf in the basin portion of the park is underway. The construction agreement was much less than anticipated, and approximately \$400,000 of budgeted Park funds were released for other projects.

Project 124, Laurel Road Widening, O'Hara to Rose- This project to widen the north side of Laurel from O'Hara to Rose Avenue is currently under design. Property owners on the south side of the road are being consulted with to determine if they are willing to participate in the project. Following those discussions the project plans will be finalized. Construction is planned for the spring of 2012. All funds were budgeted in prior years.

Project 125, LED Streetlight Replacement- This project will replace several hundred high pressure sodium streetlights with LED technology. All project agreements with PG&E have been approved and the project is planned to be implemented this summer. All funds were budgeted in prior years.

Project 128, Live Oak and Oakley Pedestrian Pathway- This project will construct a pedestrian pathway on the north side of Oakley Road and the east side of Live Oak Avenue to connect the Heather Park neighborhood to Orchard Park School. Grant funds were received for a portion of the project and the design is underway. Additional grant funds to complete the construction are being pursued.

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CITY REDEVELOPMENT FUNDS

City Redevelopment Programs

One change this year is the establishment of new City Redevelopment Funds. In prior years, there was, in effect, an informal agreement that the City was the Project Lead on redevelopment related work. The Redevelopment Agency's funds were kept separately and with little exception City Staff provided the necessary services to run the Agency, from administration to project planning, engineering and construction management, where appropriate. With the Governor's recent proposal to eliminate redevelopment agencies, Counsel suggested those agencies, like Oakley, who had not comprehensively formalized their interagency relationship do so in the form of a Cooperation Agreement, which we did. The result of that Agreement was the establishment of new, City Redevelopment Funds to account for the resources used in carrying out the City's redevelopment activities. The Redevelopment Agency continues to receive all of its tax increment and meet all of its legal obligations as before; however, redevelopment activities carried out by the City under the Agreement are accounted for in the new Funds.

The focus of City Redevelopment activities will remain on the following:

- Passage of SB 536, to obtain a larger share of the property taxes generated by the Oakley Generating Station, when completed and operating;
- Completing the façade improvements and redevelopment of the Oakley Plaza properties parcel across from City Hall;
- Completing other Capital Projects undertaken with the proceeds from the Agency's 2008 Tax Allocation Bonds; and
- Program oversight, staffing, and administrative support to carry out the redevelopment activities and obligations of the Agency.

Capital projects funded by the City Redevelopment Funds are included in the comprehensive summary of capital projects in the Capital Projects Funds section of this document.

FUND 712 – 2008 BOND PROCEEDS				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Interest Income	-	-	\$90,200	\$25,000
Miscellaneous Income	-	-	\$617	-
Transfers In	-	-	\$16,697,245	-
Total Revenues	-	-	\$16,788,080	\$25,000
Services	-	-	\$999,736	\$903,643
Capital Outlay	-	-	\$6,778,955	\$804,653
Total Expenditures	-	-	\$7,778,691	\$1,708,296

FUND 761 – NON-HOUSING FUND				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Interest Income	-	-	\$11,639	\$10,000
Rents & Concession	-	-	\$49,800	\$330,000
CAM Charges Centro Mart	-	-	\$7,000	\$28,000
CAM Charges Pompeii	-	-	\$750	\$3,000
Transfers In	-	-	\$2,150,316	-
Total Revenues	-	-	\$2,219,505	\$371,000
Services	-	-	\$257,667	\$387,600
Supplies	-	-	\$563	\$100
Transfers Out	-	-	-	\$214,700
Capital Outlay	-	-	-	\$1,206,500
Total Expenditures	-	-	\$258,230	\$1,808,900

FUND 767 – HOUSING FUND				
	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Recommended
Sale of Property			\$180,000	-
Transfers In	-	-	\$426,708	\$172,000
Interfund Charges for Svc	-	-	\$16,500	-
Total Revenues	-	-	\$623,208	\$172,000
Personnel	-	-	\$35,829	-
Services			\$107,362	\$172,000
Total Expenditures	-	-	\$143,191	\$172,000

Note: The above funds were established in February 2011 to implement the Cooperation Agreement, so FY 2010-2011 activity reflects their initial funding and operating activities from February 2011 through June 30, 2011.

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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. The revenues recommended in the Budget are transfers in from the General Fund. The funds transferred are primarily from taxes, 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 3 patrol cars, up to 22 network workstations, a processor for the City cameras, the Police Department server, the Citywide Network backup server, and network storage.

Program Changes

None



FUND 501 EQUIPMENT REPLACEMENT FUND

Revenues

Transfers in	\$341,495
Salvage Values	\$ 4,000
Interest	<u>\$ 6,000</u>
Total Revenues	<u>\$351,495</u>

Expenditures

Patrol Cars (3)	\$125,000
Workstations/Parts	23,500
PD Server	12,500
Backup Server	11,500
Existing Server Warranty Ext.	6,500
Network Storage	20,000
Interfund Charges	<u>10,000</u>
Total Expenditures	<u>\$209,000</u>



**FUND 502 CAPITAL FACILITIES MAINTENANCE &
REPLACEMENT FUND**

Revenues

Transfers in	\$0
Interest	\$1,000

Expenditures

Interfund Charges	\$3,000
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Fund balances in Fund 502 are projected to be \$270,000 at July 1, 2011; 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 for FY 2011-2012.

EQUIP AND VEHICLE RESERVE DEVELOPMENT (AMOUNTS IN THOUSANDS)						
	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Est. Accum Depr BOY	\$1,586	\$1,961	\$2,234	\$2,480	\$2,756	\$3,035
Est. New Depreciation	434	438	445	452	459	465
Est. Deletions (Replaced assets)	(59)	(165)	(200)	(175)	(180)	(185)
Est. Accum Depr EOY	\$1,961	\$2,234	\$2,480	\$2,756	\$3,035	\$3,315
Net additions to reserve (including interest, asset sales, and insurance recoveries)	\$246	\$303	\$312	\$318	\$324	\$331
Reserve Bal BOY	833	1,009	1,137	1,240	1,378	1,517
Equipment Replacements and Interfund Charges	(70)	(175)	(209)	(180)	(185)	(190)
Reserve Bal EOY	\$1,009	\$1,137	\$1,240	\$1,378	\$1,517	\$1,658
Target @ 50% Accum Depr.	\$981	\$1,117	\$1,240	\$1,378	\$1,517	\$1,658

BOY= Beginning of the year

EOY=End of the year



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.

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 debt service is paid timely, that covenants and financial reporting requirements are met, and is responsible for all interactions with contracted administrators. 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 2011-2012: 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
\$1,190,000	\$500	\$1,190,500

RECOMMENDED EXPENDITURES			
Principal	Interest	Administration	Total Expenditures
\$305,000	\$850,800	\$33,000	\$1,188,800

DEBT LISTING:

2004-1 AD	Cypress Grove/Live Oak	17,150,000
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REMAINING DEBT SERVICE:

Fiscal Year	Principal	Interest	Total Debt Service
2011-12	\$305,000	\$850,787	\$1,155,787
2012-13	\$315,000	\$835,899	\$1,150,899
2013-14	\$330,000	\$819,893	\$1,149,893
2014-15	\$350,000	\$802,381	\$1,152,381
2015-16	\$370,000	\$783,312	\$1,153,312
Other Years	\$12,810,000	\$8,742,324	\$21,552,324
Totals	\$14,480,000	\$12,834,324	\$27,314,596



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

ESTIMATED REVENUES		
Assessment Revenues	Interest Income	Total Revenues
\$790,000	\$500	\$790,500

RECOMMENDED EXPENDITURES			
Principal	Interest	Administration	Total Expenditures
\$201,000	\$533,250	\$33,000	\$776,250

DEBT LISTING:

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

Fiscal Year	Principal	Interest	Total Debt Service
2011-12	\$210,000	\$533,329	\$743,239
2012-13	\$215,000	\$523,728	\$738,728
2013-14	\$225,000	\$513,633	\$738,633
2014-15	\$235,000	\$502,790	\$737,790
2015-16	\$245,000	\$491,025	\$736,025
Other Years	\$9,325,000	\$6,017,988	\$15,342,988
Totals	\$10,455,000	\$8,582,402	\$19,037,402

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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. It also now includes information that reflects the State's Prop 1A borrowing and when we anticipate repayment.

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, last year we made significant reductions in the assumptions concerning building permit revenue; and since the economy remains weak, we continue those more conservative assumptions today and going forward for several years. Although the estimates are quite 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 C/J revenues that are largely dedicated to roadway maintenance.

Also, since we include both general purpose and special purpose (assigned) revenues in the Plan, it's important that we 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 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 in this Budget confirms that we must remain disciplined and vigilant in controlling costs. We certainly hope the current economic slowdown ends sooner rather than later; however, we continue to adjust and believe we have planned for and will continue to successfully navigate the challenges presented.

(10 Year Plan attached.)

City of Oakley
10 Year Plan
For Inclusion in the
FY 2011-12 Recommended Budget

Description	General Character	(Dollars in Thousands)															
		Actual	Actual	Actual	Actual	Actual	Projected	Proposed								Total	
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13 4%	13/14 5%	14/15	15/16	16/17	17/18	18/19	19/20	11/12-19/20
General Purpose Revenues																	
Property Taxes	Recurring	\$1,640	\$2,388	\$2,659	\$2,465	\$1,835	\$1,866	\$1,866	\$1,941	\$2,038	\$2,140	\$2,247	\$2,359	\$2,477	\$2,601	\$2,731	17,667
PT in Lieu of VLF	Recurring	2,044	2,228	2,624	2,474	1,932	\$1,873	1,873	\$1,948	2,045	2,148	2,255	2,368	2,486	2,610	\$2,741	17,733
Less State Prop 1A Loan/Repayment w/2% int.	On Occasion					(405)			\$429								429
Sales & Use Tax	Recurring	1,194	1,268	1,617	1,465	1,343	1,328	1,268	1,331	1,398	1,468	1,541	1,618	1,699	1,784	\$1,873	12,108
Motor Vehicle In-Lieu Fees	Recurring	625	167	150	121	109	95	95	100	105	110	115	121	127	134	\$140	907
Trans. Occupancy Tax (TOT)	Recurring	208	220	217	164	129	120	120	126	132	139	146	153	161	169	\$177	1,146
Real Property Transfer Tax	Recurring	341	335	190	195	162	125	125	\$130	137	143	150	158	166	174	\$183	1,183
Franchise Fees	Recurring	372	448	472	518	618	900	897	942	989	1,038	1,090	1,145	1,202	1,262	\$1,325	8,566
Business License Tax	Recurring	90	111	112	117	107	105	105	110	116	122	128	134	141	148	\$155	1,003
Traffic Fines	Recurring	100	79	98	70	134	95	92	97	101	107	112	117	123	129	\$136	879
Interest Income	Recurring	328	667	601	280	84	50	56	150	150	150	150	150	150	150	\$158	1,106
Subtotal General Purpose		6,942	7,911	8,740	7,869	6,048	6,557	6,497	7,303	7,211	7,564	7,934	8,324	8,732	9,161	9,619	62,726
Fee/Reimbursement Revenues																	
Building Permits/Plan Check/Rental Inspections	Recurring	2,899	2,704	1,375	898	987	635	484	747	769	951	980	1,121	1,155	1,189	1,225	7,395
Engineering Fees	Recurring	106	55	97	39	18	26	34	36	37	39	41	43	46	48	50	325
Planning Fees	Recurring	97	87	40	31	41	55	57	60	63	66	69	73	76	80	84	544
Law Enforcement Fees/Reimbursement Revenues	Recurring	33	54	45	88	65	52	52	54	55	57	59	60	62	64	66	462
Recreation Fees	Recurring	39	25	52	60	48	37	55	58	61	64	67	70	74	77	81	525
City Admin Fees	Recurring	950	1,453	451	252	374	180	213	329	339	419	432	494	509	524	540	3,258
Interfund Cost Recoveries (operations)	Recurring	3,541	3,516	3,760	4,004	4,313	4,364	4,806	5,155	5,581	6,056	6,568	7,120	7,715	8,355	9,033	51,355
Interfund Cost Recoveries (charging grant funds)	one-time	64	2	22	43	18	21	27									27
Other Miscellaneous Fees & Charges	Rec & one-time	23	31	169	186	183	275	107	112	118	124	130	137	143	151	158	1,022
Subtotal Fee/Reimbursement Revenues		7,752	7,927	6,011	5,601	6,047	5,645	5,835	6,551	7,023	7,775	8,345	9,118	9,779	10,489	11,237	64,914
Total General Operating Revenues		14,694	15,838	14,751	13,470	12,095	12,202	12,332	13,854	14,234	15,339	16,279	17,441	18,511	19,650	20,857	127,640
<i>Release of Dutch Slough Fund Balance Reserves</i>	one-time	55	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Proceeds from the Sale of Property</i>	one-time							500	500	1,055							2,055
Total Sources of Funds		14,749	15,888	14,751	13,470	12,095	12,202	12,832	14,354	15,289	15,339	16,279	17,441	18,511	19,650	20,857	129,695

City of Oakley
10 Year Plan
For Inclusion in the
FY 2011-12 Recommended Budget

		(Dollars in Thousands)															
Description	General Character	Actual	Actual	Actual	Actual	Actual	Projected	Proposed			14/15	15/16	16/17	17/18	18/19	19/20	Total
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14							
Department Expenses									3%, 5%	4%, 6%							
City Council	Recurring	44	51	67	50	46	61	65	63	68	65	70	68	73	71	76	543
Elections	Recurring	0	0	0	23	2	30	0	32	0	35	0	39	0	43	0	149
City Manager	Recurring	575	524	421	462	450	410	423	436	453	471	490	510	530	551	573	3,864
Economic Development	Recurring	0	21	32	30	18	16	123	127	132	137	143	148	154	160	167	1,124
Community Outreach	Recurring	86	119	104	164	64	70	39	40	42	43	45	47	49	51	53	356
Human Resources	Recurring	12	30	39	11	12	14	15	15	16	17	17	18	19	20	20	137
Maintenance Custodial	Recurring					20	35	41	42	44	46	48	49	51	53	56	375
City Clerk	Recurring	271	268	263	267	241	240	182	187	195	203	211	219	228	237	247	1,663
Finance	Recurring	564	558	632	615	653	487	486	501	521	541	563	586	609	633	659	4,440
Information Technology	Recurring	181	168	210	245	221	223	218	225	234	243	253	263	273	284	295	1,991
Public Safety	Recurring	5,143	5,645	6,642	6,977	6,981	6,983	7,520	8,029	8,651	9,336	10,072	10,862	11,712	12,624	13,590	78,805
City Attorney	Recurring	257	176	307	487	190	225	239	246	256	266	277	288	300	311	324	2,183
Animal Control	Recurring	68	102	122	152	168	183	189	195	202	211	219	228	237	246	256	1,727
Community Development	Recurring	704	649	655	580	451	515	410	474	493	512	533	554	576	600	623	4,152
Building Inspection	Recurring	2,888	2,202	1,198	749	772	565	526	604	611	665	674	716	726	737	747	5,260
Code Enforcement/Rental Inspections	Recurring	0	30	24	12	6	35	38	39	41	42	44	46	48	50	52	347
Public Works/Engineering	Recurring	1,641	1,280	1,296	1,196	1,135	1,102	1,049	1,080	1,124	1,169	1,215	1,264	1,315	1,367	1,422	9,583
Public Works Maintenance	Recurring		63	97	97	88	98	102	105	109	114	118	123	128	133	138	932
Recreation	Rec & one-time	600	437	410	444	322	297	289	298	310	322	335	348	362	377	392	2,640
Parks	Recurring	52	107	198	197	258	293	313	322	335	349	363	377	392	408	424	2,859
Department Expenditures:		13,086	12,430	12,717	12,758	12,098	11,882	12,267	13,060	13,835	14,788	15,689	16,753	17,782	18,955	20,115	120,270
Non-Departmental Expenses																	
Other Non-Departmental Expenses	Recurring	405	356	434	476	424	432	353	364	378	393	409	425	442	460	478	3,225
Equipment Replacement (exp & reserve)	Recurring	345	345	350	350	237	279	302	313	332	319	329	339	349	359	369	2,642
Capital Facilities Mtc & Replacement (exp & reserve)	Recurring	0	88	160	14	0	0	0	30	30	30	50	50	50	50	50	290
County Transition Payment	one-time	284															0
Interim Needs/Contingency	Recurring	71	34	17	4	(60)	200	250	281	297	316	334	355	376	399	422	2,607
Amount charged to Departments	Recurring	(1,270)	(1,233)	(1,354)	(1,290)	(1,005)	(934)	(899)	(988)	(1,037)	(1,058)	(1,122)	(1,169)	(1,217)	(1,268)	(1,320)	(8,758)
Total Non-Department Expend.		(165)	(410)	(393)	(446)	(404)	(23)	6	0	0	0	0	0	0	0	0	6
Total Expenditures		12,921	12,020	12,324	12,312	11,694	11,859	12,273	13,060	13,835	14,788	15,689	16,753	17,782	18,955	20,115	120,276
Net General Operating Revenue (Expense)		1,773	3,818	2,427	1,158	401	343	59	794	399	552	590	688	729	695	742	
Transfers and Loans																	
Transfer to Reserve for Qualifying Capital Projects	recurring	(691)	(1,353)	(1,157)	(115)												0
Transfers to Roadway Maintenance Programs	recurring	0	(100)		(200)	(38)	(50)	(25)	(175)	(200)	(250)	(300)	(300)	(300)	(300)	(300)	(1,850)
Transfers to Main Street Fund	recurring			(300)	(300)	(37)	(50)	(28)	(75)	(75)	(100)	(100)	(100)	(100)	(100)	(100)	(678)
Tfrs to General Capital Projects Fund (for other than mtc projects)	recurring			(23)			(6)	(3)	(3)	(3)	(3)	(3)	(4)	(4)	(4)	(4)	(27)
Loans to Community Parks for current operations	one-time	(77)															0
Loans to Public Facilities Fee Fund/Repayments	one-time							(130)	(175)	(180)	(99)	(99)	(45)	(45)	(45)	(45)	(818)
Total Transfers		(768)	(1,453)	(1,480)	(615)	(75)	(106)	(186)	(428)	(458)	(452)	(502)	(449)	(449)	(449)	(449)	(3,373)
Use of Fund Balance																	
For General Fund One Time uses	one-time																
Transfer to General Capital Projects Fund	one-time		(400)	(3,000)	(1,600)			(100)									
Dutch Slough Investment	one-time																
Loan to Community Parks for Prior Deficits	one-time	(723)															
Housing Assistance Loan	one-time	(550)		(100)													
Total Net Sources (Uses) of Funds		(213)	2,015	(2,153)	(1,057)	326	237	273	866	996	99	88	239	281	246	293	

City of Oakley
10 Year Plan
For Inclusion in the
FY 2011-12 Recommended Budget

Description	General Character	(Dollars in Thousands)															
		Actual 05/06	Actual 06/07	Actual 07/08	Actual 08/09	Actual 09/10	Projected 10/11	Proposed 11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	
Summary of Recurring and One-Time Amounts																	
Recurring Activities Summary																	
Revenues		14,630	15,836	14,729	13,427	12,333	11,963	12,305	13,425	14,234	15,339	16,279	17,441	18,511	19,650	20,857	
Expenditures/ Including Transfers* and Loans		12,573	12,118	12,302	12,469	11,751	11,944	12,302	13,313	14,113	15,141	16,093	17,157	18,186	19,359	20,519	
Revenues over (under) Expenditures		2,057	3,718	2,427	958	582	19	3	112	121	198	187	284	326	291	338	
One-Time Activities Summary																	
Revenues		119	52	22	43	(238)	239	527	929	1,055	0	0	0	0	0	0	
Expenditures/ Including Transfers and Loans		1,621	402	3,122	1,643	18	21	257	175	180	99	99	45	45	45	45	
Revenues over (under) Expenditures		(1,502)	(350)	(3,100)	(1,600)	(256)	218	270	754	875	(99)	(99)	(45)	(45)	(45)	(45)	
Total Recurring and One-Time		555	3,368	(673)	(642)	326	237	273	866	996	99	88	239	281	246	293	
* Recurring Transfers for Roadway Maintenance could be funded by available fund balance on occasion, if necessary.																	
Note: fiscal year 2009-2010 one time amounts include the State "borrowing" of \$405,000 of property tax. The amount will be repaid in fiscal year 2012-2013, but because the funds are not currently "available", they are not counted in the City's revenues until then.																	
As a result, the Plan shows a deficit in fiscal year 2009-2010 and a spike up in surplus in fiscal year 2012-2013.																	
																Total	
																11/12-19/20	
Assigned Revenues/Police																	
State COPS Grant (SLESF)	one-time	102	55	105	36	100	111	101	100	100	100	100	100	100	100	100	801
P-6 Police Services Assessments	Recurring	843	1,444	1,926	2,075	2,128	2,212	2,448	2,703	3,006	3,352	3,729	4,139	4,585	5,069	5,583	29,031
School Resource Officer Grant	one-time	65	130	68	63	63	65	65									65
Police Equip./Traffic Grants	one-time	204															0
Subtotal Assigned Police Revenues		1,214	1,629	2,099	2,174	2,291	2,388	2,614	2,803	3,106	3,452	3,829	4,239	4,685	5,169	5,683	29,897
<i>Est new homes added to base</i>																	
100 150 150 180 180 200 200 200 200																	
Restricted Police Expenditures																	
State COPS Grant (SLESF)	one-time	102	53	105	36	100	111	101	100	100	100	100	100	100	100	100	801
P-6 Supported Police Services	Recurring	843	1,444	1,926	2,075	2,128	2,212	2,448	2,703	3,006	3,352	3,729	4,139	4,585	5,069	5,583	29,031
School Resource Officer Grant	one-time	65	130	68	63	63	65	65									65
Police Equip./Traffic Grants	one-time	204															0
Subtotal Restricted Police Expenditures		1,214	1,627	2,099	2,174	2,291	2,388	2,614	2,803	3,106	3,452	3,829	4,239	4,685	5,169	5,683	29,897
Rollover Balances*		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

City of Oakley
10 Year Plan
For Inclusion in the
FY 2011-12 Recommended Budget

Description	General Character	(Dollars in Thousands)															
		Actual 05/06	Actual 06/07	Actual 07/08	Actual 08/09	Actual 09/10	Projected 10/11	Proposed 11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	Total 11/12-19/20
Parks, Landscaping & Lighting Revenues																	
Community Parks	Recurring	326	563	833	970	1,022	976	962	1,028	1,120	1,203	1,288	1,376	1,467	1,561	1,658	10,005
<i>Loan from General Fund, if necessary</i>	one-time	61															0
Street Lighting	Recurring	116	134	184	190	193	195	195	204	214	224	235	245	256	266	277	1,840
<i>Transfer in from Gas Tax Fund</i>	one-time	82	51	65	91	149	172	144	150	157	164	171	180	189	200	211	1,356
Neighborhood Parks	Recurring	670	1,046	1,602	1,774	1,886	1,802	1,820	1,930	2,065	2,210	2,362	2,522	2,691	2,867	3,052	18,467
Total Parks, Landscaping & Lighting Revenues		1,255	1,794	2,684	3,025	3,250	3,145	3,121	3,313	3,556	3,801	4,056	4,324	4,603	4,894	5,199	31,667
Parks, Landscaping & Lighting Expenditures																	
Community Parks	Recurring	387	454	528	678	737	851	855	889	934	1,027	1,130	1,243	1,367	1,504	1,654	8,948
<i>Repay General Fund Loans</i>	one-time		27	76	207	193	36	17	49	97	74						236
Street Lighting	Recurring	198	179	230	251	328	340	312	328	344	361	379	398	418	439	461	2,979
Neighborhood Parks	Recurring	779	717	1,022	1,344	1,265	1,354	1,571	1,557	1,735	1,922	2,118	2,324	2,540	2,767	3,005	16,532
Total Parks, Landscaping & Lighting Expenditures		1,364	1,377	1,856	2,480	2,523	2,581	2,755	2,823	3,109	3,384	3,627	3,965	4,325	4,709		28,696
Rollover Balances																	
Community Parks (Including Loans & Reserves)		(798)	(689)	(384)	(92)	193	282	372	462	552	654	812	946	1,046	1,103	1,107	
Street Lighting		4	10	29	59	73	100	127	154	181	208	235	262	289	316	343	
Neighborhood Parks (Including Reserves)		1,440	1,769	2,349	2,779	3,400	3,848	4,097	4,470	4,800	5,088	5,333	5,531	5,682	5,782	5,830	
Roadway Maintenance Revenues																	
Gas Tax Revenues	Recurring	824	857	622	848	916	866	970	1,019	1,069	1,123	1,179	1,238	1,300	1,365	1,433	9,263
Measure C/J Revenues	Recurring	877	57	510	515	952	447	447	469	493	517	543	570	599	629	660	4,268
Transfers in from the General Fund		0	500	400	500	75	100	56	250	275	350	400	400	400	400	400	2,531
Total Roadway Maintenance Revenues		1,701	1,414	1,532	1,863	1,943	1,413	1,473	1,738	1,837	1,990	2,122	2,208	2,299	2,394	2,494	16,062
Roadway Maintenance Expenditures																	
Gas Tax Expenditures for roadway repairs & maintenance	Recurring	313	349	242	688	1,010	355	451	568	612	595	658	1,058	1,111	1,165	1,222	6,218
<i>Transfer to Street Lighting Fund</i>	one-time	(82)	(51)	(65)	(91)	(149)	(172)	(144)	(150)	(157)	(164)	(171)	(180)	(189)	(200)	(211)	(1,356)
<i>Used for Capital Projects (for new or expanded roadways)</i>	one-time	(583)	(297)	(265)	(93)	(493)	(1,057)	(375)	(300)	(300)	(364)	(350)					(1,689)
Measure C/J Expenditures for roadway repairs & maintenance	Recurring	35	26	37	30	678	155	257	244	245	228	318	570	599	629	660	3,091
<i>Used for Capital Projects (for new or expanded roadways)</i>	one-time	(537)	(686)	(102)	(76)	(611)	(1,934)	(190)	(225)	(248)	(289)	(225)					(1,177)
Use of General Fund Transfers	one-time	0	28	0	200	39	100	56	250	275	350	400	400	400	400	400	2,531
Total Roadway Maintenance Expenditures & Transfers		1,550	1,437	711	1,178	2,980	3,773	1,473	1,738	1,837	1,990	2,122	2,208	2,299	2,394	2,494	16,062
Rollover Balances		2,083	2,060	2,881	3,566	2,529	169	169	169	169	169	169	169	169	169	169	

City of Oakley
10 Year Plan
For Inclusion in the
FY 2011-12 Recommended Budget

Description	(Dollars in Thousands)																
	General Character	Actual 05/06	Actual 06/07	Actual 07/08	Actual 08/09	Actual 09/10	Projected 10/11	Projected 11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	Total 11/12-19/20
Drainage and Stormwater Revenues																	
Community Facilities District Assessments	Recurring	-	256	270	273	272	256	255	263	271	279	287	296	304	314	323	2,268
Stormwater Assessments	Recurring	469	491	491	553	528	470	464	478	492	507	522	538	554	571	588	4,126
Total Drainage and Stormwater Revenues		469	747	761	826	800	726	719	741	763	786	809	834	859	884	911	6,394
Drainage and Stormwater Expenditures																	
Community Facilities District Drainage Maintenance	Recurring	-	2	23	76	115	206	206	263	271	279	287	296	304	314	323	2,219
Stormwater Program Expenditures	Recurring	358	283	291	542	632	483	453	478	492	507	522	538	554	571	588	4,115
Total Drainage and Stormwater Expenditures		358	285	314	618	747	689	659	741	763	786	809	834	859	884	911	6,334
Rollover Balances		478	940	1,387	1,595	1,648	1,685	1,745	1,745	1,745	1,745	1,745	1,745	1,745	1,745	1,745	
Other Grant Revenues																	
Recycling Grant	one-time	8	4	0	0	1	48	9	0	0	0	0	0	0	0	0	9
Recreation Grants (Misc)	one-time	25	35	7	3	1	2	10	0	0	0	0	0	0	0	0	10
Vesper Grant	one-time	10	3	22	43	17	68	54	0	0	0	0	0	0	0	0	54
Conservancy Grant	one-time	90	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Grant Revenues		133	52	29	46	19	118	73	0	0	0	0	0	0	0	0	73
Other Grant Expenditures																	
Recycling Grant	one-time	8	4	0	0	1	48	9	0	0	0	0	0	0	0	0	9
Recreation Grants (Misc)	one-time	8	35	7	3	1	2	10	0	0	0	0	0	0	0	0	10
Vesper Grant	one-time	10	3	22	43	17	68	54	0	0	0	0	0	0	0	0	54
Conservancy Grant	one-time	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Grant Expenditures		126	42	29	46	19	118	73	0	0	0	0	0	0	0	0	73
Rollover Balances																	
Recycling Grant		0	0	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	0	0
Vesper Grant		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Conservancy Grant		(10)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualifying Capital Projects	recurring	(691)	(1,353)	(1,157)	(115)	0	0	0	0	0	0	0	0	0	0	0	0

Long-Term Analysis of General Fund Fund Balances

Restricted Fund Balances:																	
For Dutch Slough		626	559	559	559	559	559	559	559	559	559	559	559	559	559	559	559
For Loans/Advances Receivable		1,951	1,316	1,325	1,100	906	870	983	1,094	1,163	1,173	1,257	1,287	1,317	1,347	1,377	1,377
Receivable for State Prop 1A Loan						405	405	405									
For Termination Payouts				75	75	75	75	75	75	75	75	75	75	75	75	75	75
Land Held for Resale							2,000	1,500	1,000	0							
Unrestricted Fund Balances		5,260	7,790	5,608	4,677	5,242	3,515	3,805	4,735	5,842	6,030	6,133	6,387	6,683	6,944	7,252	
as a % of the Next Year's General Fund Expenditures							29%	29%	34%	39%	37%	36%	35%	35%	34%		

(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.

Definition of Changes and Assumptions for 11/12 and thereafter

General Purpose Revenues

Property tax and Property Tax in Lieu reflects an increase of 0% in 11/12, 4% in 12/13, and 5% thereafter.

Transfer taxes reflect 0% growth in 11/12, 4% in 12/13, and 5% thereafter.

Sales Tax reflects near 0% annual growth in 11/12, and 5% thereafter.

Motor Vehicle in Lieu reflects 0% growth in 11/12, and annual growth of 5% thereafter.

TOT and Business License Tax reflect 0% growth in 11/12, and 5% thereafter.

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

Traffic Fines reflect a small decline in 11/12 and annual growth of 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 5% in 12/13 and 6% in each year thereafter.

Fee/Reimbursement Revenues based on projected activity; Interfund Cost Recoveries are projected to grow 4% in 12/13 and 5% per year thereafter.

Departmental Expenditures

Administrative Departmental expenses include growth of 3% for 12/13 and 4% each year thereafter. Community Development includes an increase in 11/12 and thereafter for Solid Waste and Recycling programs now that the City has Franchise responsibilities.

Police expenses allow for the growth of General Fund costs at 5% for 12/13 and 6% each year thereafter to keep up with the per officer costs, plus the growth in P-6 Special Taxes.

Recreation expenses include growth of 3% in 12/13, & 4% per year thereafter.

Public Works/Engineering and Planning are projected to grow 3% in 12/13 and 4% per year thereafter.

Building/Plan Check is projected to grow 3% in 12/13 and 4% per year thereafter.

Non-Departmental Expenditures

Other Non-Departmental Expenses are estimated to grow 3% for 12/13 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 120 for 11/12, 150 for 12/13 and 13/14, 180 for 14/15 and 15/16, and 200 per year thereafter.

The growth in officer costs is being projected at 4% for 11/12, 5% for 12/13 and 6% per year thereafter.

Parks revenues are estimated to grow with development and include adjustments of 4% in 2012/13 and 5% thereafter 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 C/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 4% in 12/13 and 5% thereafter in order to continue repaying the General Fund loan and adequately funding its reserve for Resurfacing and Equipment Replacement.

The reserve is now funded, but full repayment of the loan is not expected to occur prior to 2014/15 unless development occurs more rapidly than shown in this analysis.

After the loan is repaid, expenditures are allowed to grow at up to 10% per year, after funding replacement reserves, in order to include the effects of new facilities as they are developed.

Street Lighting expenditures are estimated to grow at 5% annually 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 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	\$480,000	Permit Fees	\$456,000
			Rental Inspection Program Fees	\$24,000
	Engineering Services	\$961,508	General Fund –Taxes	\$217,373
			Traffic Impact Fees	\$152,119
	Total	\$1,441,508	Park Assessments	\$15,444
			Landscape Assessments	\$4,154
			Street Lighting Assessments	\$5,808
			Redevelopment Bonds	\$154,490
			CFD No.1	\$13,054
			Gas Tax	\$81,763
			Measure J Taxes	\$75,838
			Developer Fees	\$161,675
			Stormwater Assessments	\$79,790
			Total Contract	\$1,441,508

Contractor	Services		Funding Summary	
Contra Costa County Sheriff	Police Staffing	\$6,125,000	General Fund – Taxes	\$3,993,600
	Forensics and Other Support Services	\$338,600	P-6 Special Taxes	\$2,430,000
			Redevelopment Housing Fund	\$100,000
	Total	\$6,463,600	Total Contract	\$6,463,600
County Public Works	Drainage Maintenance	\$24,000	Stormwater Assessments	\$24,000
	Road Maintenance	\$67,000	Gas Tax	\$67,000
	Total	\$91,000	Total Contract	\$91,000
County Animal Services	Animal Control	\$189,281	General Fund-Taxes	\$189,281
County Library	Augmented Library Services	\$20,530	General Fund- Taxes	\$20,530
Antai Network Services	Information Services	\$135,000	General Fund-Taxes 60%	\$81,000
			Cost Recoveries 40%	\$54,000
			Total Contract	\$135,000
Universal Building Services	Street Sweeping	\$70,000	Stormwater Assessments	\$70,000
MCE	Parks & Landscaping Maintenance	\$237,320	Landscape Assessments	\$237,320

Contractor	Services		Funding Summary	
East Bay Construction Co.	Parks and Landscaping Maintenance	\$309,756	Landscape Assessments	\$309,756
TerraCare Landscape Co.	Parks and Landscaping Maintenance	\$229,944	Landscape Assessments	\$229,944
Commercial Support Services	Park Maintenance Services	\$30,000	Landscape Assessments	\$30,000
Cota Cole & Associates	Legal Services	\$110,000	General Fund Taxes Redevelopment Funds	\$85,000 \$25,000
			Total Contract	\$110,000
Simon & Co	Legislative Support	0	General Fund Taxes	0
Municipal Pooling Authority of Northern California	Insurance and Claims Administration	\$105,375	General Fund Taxes 60% Cost Recoveries 40%	\$63,226 \$42,150
			Total Contract	\$105,376
Paychex	Payroll Processing	\$14,000	General Fund Taxes 60% Cost Recoveries 40%	\$8,400 \$5,600
			Total Contract	\$14,000

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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 2011-2012 is \$7,799,725.

**CITY OF OAKLEY
APPROPRIATIONS LIMIT CALCULATION
FOR FISCAL YEAR 2011-2012**

<i>Beginning Limit (FY 2010-2011):</i>	\$7,467,608
<i>Per Capita Income Growth Factor</i>	X1.0251
<i>Higher of:</i>	
<i>County Population Growth Factor or City Population Growth Factor</i>	<u>X1.0189</u>
<i>Limit (FY 2011-2012):</i>	<u>\$7,799,725</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 2011-2012 calculation.

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GLOSSARY OF BUDGET TERMINOLOGY

Appropriation:	An authorization by the City Council to make expenditures and to incur obligations for a specific purpose within a specific time frame.
Assessed Value:	The value placed on real estate or other property by the County Assessor as a basis for levying ad valorem (rate based) property tax.
Assessment District:	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.
Audit:	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.
Beginning Fund Balance:	Unencumbered resources available in a fund from the prior fiscal year after payment of prior fiscal year expenditures.
Bond:	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.
Budget:	A financial plan, usually for a one or two year period, listing an estimate of recommended expenditures and the recommended means of financing them.
Capital Improvement Plan (CIP):	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.
Deficit:	An excess of expenditures over revenues (resources).

Department:	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.

Police Services Tax:	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.
Property Tax:	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.
Property Tax in Lieu of VLF:	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).
Redevelopment Agency (RDA):	A separate legal entity charged with the responsibility for elimination of blight through the process of redevelopment.
Reserved Fund Balance:	Accounts used to record a portion of the fund balance as legally segregated for a specific use or not available for appropriation.
Resolution:	A special order of the City Council, requiring a majority vote, which has a lower legal standing than an ordinance.
Revenue:	Income received by the City.
Salaries and Benefits:	A budget category, which generally accounts for full time and temporary employees, overtime and all employee benefits, such as medical, dental and pension costs
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.