

CITY OF OAKLAND

BUDGET ADVISORY COMMISSION

Notice is hereby given that a meeting of the City of Oakland Budget Advisory Commission (BAC) is scheduled for **Wednesday, April 9, 2025, at 6:00 PM.**

The Budget Advisory Commission will be held in Hearing Room 2 in City Hall.

Members of the Public have the following options to observe the meeting:

1. Watch the meeting on KTOP using Granicus.
2. Use the Zoom link attached to this agenda to remotely observe the meeting.

Commission Members:

Mandela Bliss, Larisa Casillas, Mike Forbes, Ben Gould, Margaret Grimsley, Mike Petouhoff,
Jane Yang, Stephisha Ycoy-Walton

City's Representative(s):

Nathan Bassett & Walter Silva – *Finance Department*

Meeting Agenda:

1. Administrative Matters [5 minutes]
 - Welcome & Attendance
2. Approval of Prior Meeting Minutes [5 minutes]
 - **VOTE:** Meetings of March, 12, 2025
3. Commissioners' protocol [5 minutes]
 - Appointments and Applications
4. Ad Hoc Committee Updates / Presentations [50 minutes]
 - Public Safety & Economic Development [30 minutes]
 - i. Daniel Swafford, to address Safety Ambassadors
 - ii. BAC Recommendations
 - Community Engagement [10 minutes]
 - i. Housing & Homelessness [5 minutes]
 - Ad Hocs to Stand Up [5 minutes]
 - i. Response to Mayor's Proposed Budget Ad Hoc (May 1)
 - ii. Budget Process Report Ad Hoc
5. Finance Department Updates [30 minutes]
 - FY 2024-25 Q2 Revenue & Expenses Report
 - Reserved Funds
6. City Council Updates [10 minutes]

**CITY OF OAKLAND
BUDGET ADVISORY COMMISSION**

- Finance & Management Liaison
- Commissioner Meetings With Council Members Updates

7. Agenda Items for Future Meetings [5 minutes]

8. Open Forum [10 minutes]

9. Adjournment

Attachments: Draft Meeting Minutes of BAC Meeting held March 12, 2025; BAC April 9th Mike Petouhoff; Security Ambassador Program Summary Dimond-Laurel Oakland Commercial Corridor January 2025; 2023-24 Laurel Safety Ambassador Report; and FY24-25 Q2 R&E Presentation

**CITY OF OAKLAND
BUDGET ADVISORY COMMISSION**

Hi there,

You are invited to a Zoom webinar.

When: February 12, 2025 06:00 PM Pacific Time (US and Canada)

Topic: Meeting of the City of Oakland Budget Advisory Commission (BAC)

Please click the link below to join the webinar:

<https://us06web.zoom.us/j/81584763954>

Or One tap mobile :

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+16699006833,,81584763954# US (San Jose)

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

+1 669 444 9171 US

+1 669 900 6833 US (San Jose)

+1 346 248 7799 US (Houston)

+1 719 359 4580 US

+1 253 205 0468 US

+1 253 215 8782 US (Tacoma)

+1 929 205 6099 US (New York)

+1 301 715 8592 US (Washington DC)

+1 305 224 1968 US

+1 309 205 3325 US

+1 312 626 6799 US (Chicago)

+1 360 209 5623 US

+1 386 347 5053 US

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+1 564 217 2000 US

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+1 689 278 1000 US

Webinar ID: 815 8476 3954

International numbers available: <https://us06web.zoom.us/j/kc4erTBb6i>

CITY OF OAKLAND

BUDGET ADVISORY COMMISSION

Meeting of the City of Oakland Budget Advisory Commission (BAC) held
Wednesday, March 12, 2025, at 6:00 PM.

The Budget Advisory Commission meeting was held in Hearing Room 2 in City Hall.

Commission Members:

Mandela Bliss, Larisa Casillas, Mike Forbes, Margaret Grimsley, Mike Petouhoff, Jane Yang,
Stephisha Ycoy-Walton

City's Representative(s):

Nathan Bassett – Finance Department
Walter Silva – Finance Department

Meeting Minutes:

1. ADMINISTRATIVE MATTERS

- Present: Commissioners Casillas, Forbes, Grimsley, Petouhoff, Yang, Ycoy-Walton and City of Oakland staff members Bassett and Silva
- Excused: Commissioner Bliss
- Roll call was conducted with six out of seven current commissioners present, establishing a quorum.
- Meeting called to order by Chair Yang at approximately 6:02 PM
- Commissioner Yang reminded commissioners that the Annual Statement of Economic Interest/Form 700 is due on April 1, 2025. Staff member Bassett also emphasized the importance of timely filing, noting potential fines of \$10 per day up to \$100 from the City Clerk's office and a possible \$5,000 fine from the Public Ethics Commission for late submissions.

2. APPROVAL OF PRIOR MEETING MINUTES

The Commission reviewed the meeting minutes from January 8, 2025, and February 12, 2025. Commissioner Ycoy-Walton motioned to approve the meeting minutes of January 8, 2025, and February 12, 2025. Commissioner Petouhoff seconded the motion. The motion passed unanimously with all six present commissioners voting in favor.

3. COMMISSIONERS' PROTOCOL

Appointments and Applications

Nathan Bassett reported that he had spoken with the Mayor's office and the City Administrator regarding the need for additional appointments to the Commission. He introduced Ben Gould, a new commissioner who will be joining next month pending City Council confirmation on March 18. Ben Gould introduced himself, noting his public policy degree from Goldman School, his experience under former Oakland City Administrator Dan Lindheim in city management, and his involvement in Berkeley politics, including work on Berkeley's Measure FF.

Bassett reported that approximately 17 applications are pending with the Mayor's Office or respective Councilmembers.

BAC Agenda Item Request Process

Commissioner Yang presented a more structured process for organizing meeting agendas. The proposal requires those requesting agenda time to submit the following information to BAC leadership at least two calendar weeks before the meeting:

- Proposed agenda item and target meeting month
- How the item will inform budget recommendations
- Why it should be discussed with the full commission versus an ad hoc
- Any timing considerations

The BAC leadership team meets weekly and will respond within one calendar week. The goal is to have a coherent agenda by 2 PM the Thursday before the BAC meeting.

Commissioner Petouhoff suggested prioritizing ad hoc committees with actual recommendations, especially if there's an upcoming budget decision cycle.

Commissioner Grimsley expressed concern about potentially creating barriers for public input, emphasizing that the BAC should be the voice of the people.

Commissioner Yang clarified that the motivation is to better manage increasingly packed agendas and ensure adequate time for public comment.

4. FINANCE DEPARTMENT AND CITY COUNCIL UPDATE

FY 2024-25 Q2 Revenue & Expenses Report

Nathan Bassett reported that the Q2 Revenue & Expenses presentation was not included in the packet and had not been noticed for this meeting. The detailed discussion was thus postponed until the April meeting. The Q2 R&E report was presented at the February 27th Special Finance and Management Committee.

Bassett provided a brief update on current Finance Department activities:

- Budget hearings with the City Administrator and Mayor are underway
- The statutory deadline for the proposed budget release is May 1
- The department is working on performance metrics
- The upcoming election on April 15 and potential referendum may impact the tax base and budget proposal

Commissioners inquired about:

- City Council budget priorities (which were struck from their recent retreat agenda)
- The five-year budget forecast (being developed in-house for the first time in 5-6 years, expected in April)
- The Inspector General audit of police spending (timeline uncertain, but likely May or June)
- Current police budget (approximately \$375 million)

Commissioner Casillas noted that the city is implementing zero-based budgeting, starting from scratch with mandated services and programs. She also mentioned that many restricted funds are running deficits, which was revealed at Friday's City Council Budget Retreat.

5. CITY COUNCIL UPDATES

Finance & Management Liaison

Commissioner Casillas reported that the Finance and Management Committee meeting she attended was brief and primarily focused on contracts. The city council is approving contracts over \$250,000 but is drastically reducing amounts due to the deficit.

March 7 Survey Presentation at Council Budget Retreat

Commissioner Yang reported that she and Commissioner Casillas presented the budget survey results at the Council Budget Retreat on March 7. The final survey results, including district breakdowns for youth, older adults, and people living outside, are available on the Budget Advisory Commission website. The code used for analysis and all charts are also publicly available.

Commissioner Yang noted that Councilmember Houston mentioned conducting his own survey in District 7 with 900 responses. Commissioner Casillas has reached out to obtain those results.

6. AD HOC COMMITTEE UPDATES / PRESENTATIONS

Housing & Homelessness

Commissioner Grimsley introduced Andrew Park, Executive Director of Oakland Trybe. Park presented on Trybe's work in the San Antonio and Clinton Park areas of Oakland.

Key points from Park's presentation:

- Trybe's vision is to create peaceful and vibrant East Oakland where families can create positive cycles of peace, love, and belonging
- Two major proposals:
 - 1) Fund 300 community ambassadors citywide (\$18M) and 2,000 youth jobs (\$12M);
 - 2) Revitalize public spaces
- Trybe currently has a \$4 million annual budget, serves 300 families weekly, and reaches 20,000 individuals annually
- Current work includes food distribution, violence prevention, community events, and youth development
- Trybe has transformed Clinton and San Antonio Parks with programming including computer labs, indoor playgrounds, sound studios, and various classes
- Challenges include city budget cuts, federal grant pauses, and city bureaucracy
- Suggestion to develop managed encampments for the unhoused rather than spending resources on clearing them

Commissioners asked questions about:

- Trybe's partnerships with other organizations
- Funding sources and challenges working with the city
- Funding needs for the unhoused population
- Community ambassador programs and their impact

Public Safety and Workforce & Economic Development

Commissioner Petouhoff presented on behalf of the combined Public Safety and Workforce & Economic Development ad hocs.

Key points:

- There is a nexus between public safety and economic development - businesses need safety to thrive, and economic conditions impact crime
- Presented a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) approach for economic development planning
- Proposed a strategic economic and workforce development action plan that brings together chambers of commerce, business improvement districts, merchant organizations, and city departments
- Discussed 911 response improvements (75% of calls now answered in less than 15 seconds)
- Outlined OPD overtime accountability issues, including 13 open items from a city auditor's report
- Reviewed various public safety initiatives including public safety ambassadors, MACRO, ceasefire, and neighborhood crime prevention councils

- Discussed fire safety successes including reopened stations and expanded vegetation management
- Proposed exploring county collaboration on emergency response services
- Highlighted Measure W, which has \$558.5 million in escrowed funds to be released in the 25-26 budget, as a potential resource
- Suggested initiatives for the unhoused: sanitation services, job development, additional dwelling units, family reunion programs, tiny homes, and medical assistance
- Advocated for addressing blight and illegal dumping, including prosecution and cost recovery

Community Engagement

Commissioner Casillas reported on successful community engagement activities:

- Two information sessions conducted with the City Administrator's office, SPUR, and the League of Women Voters
- Budget 101 info sessions at the Main Library (100 attendees) and 81st Avenue Library (75 attendees)
- Development of a Frequently Asked Questions document to be posted on the BAC website

Ad Hocs to Stand Up

Commissioner Yang announced the need to establish two new ad hoc committees:

1. Response to Mayor's Proposed Budget Ad Hoc (May 1) - Commissioner Petouhoff expressed interest
2. Budget Process Report Ad Hoc - Commissioner Ycoy-Walton expressed interest

7. AGENDA ITEMS FOR FUTURE MEETINGS

- Q2 Revenue & Expenses Report (postponed from this meeting)
- Commissioner Petouhoff suggested scheduling ad hoc reports earlier in the agenda
- Commissioner Casillas proposed exploring holding BAC meetings in community locations, noting the success of recent info sessions
 - Commissioner Ycoy-Walton offered to host a meeting in District 7
 - Nathan Bassett raised concerns about technology support and potential costs for off-site meetings
 - Commissioner Casillas volunteered to research options and report back at the next meeting

8. OPEN FORUM

A member of the public asked if ad hoc committee meetings are open to the public. Commissioner Yang explained that ad hocs typically include a sub-quorum (maximum three members) and are not generally public meetings due to Brown Act considerations. The purpose is to conduct work

between formal meetings. Interested parties can contact Nathan Bassett to express interest, and the ad hoc members can decide if they are willing to accommodate observers.

9. ADJOURNMENT

The meeting was adjourned at 8:18 PM.

These minutes were drafted using a large language model using a transcript of the meeting recording. They were reviewed and edited by a human for accuracy.

DRAFT

The Nexus Public Safety < > Economic Development

BAC

What We Said We Would Do

At June 2024 Midcycle Review to Council

Let's spend the time bought w the Coliseum Sale to
Look at long Term Solutions

Public Safety

Over the next fiscal year, the BAC will take the following actions to prepare targeted recommendations to City Council (3/3)

Ad Hoc Committee	Key Actions
Public safety	<ol style="list-style-type: none">Promote fiscal and overtime management as factors for selection of the Oakland Police Department Chief and assessment of their performance.Gather objective data on what investments, policies, and conditions have the strongest correlation with crime reduction in Oakland, including:<ul style="list-style-type: none">Public Safety AmbassadorsCeasefire programEmployment/unemployment rateEconomic developmentIncome disparityNumber of OPD officersImpact of "Patrol Draw" policy on effectively assigning resources to the shifts and locations w the most crimeExamine long-term approaches to consolidate county ambulance services with Oakland's Fire Department's non-fire emergency response as other cities have effectively done.

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Economic and Workforce Development

Over the next fiscal year, the BAC will take the following actions to prepare targeted recommendations to City Council (2/3)

Ad Hoc Committee	Key Actions
Economic and workforce development	<ol style="list-style-type: none">Work with Oakland Economic Development staff to identify and support initiatives to promote revenue growth through growing businesses and jobs in Oakland.Work with Oakland Chamber of Commerce to identify and support initiatives to promote revenue growth through growing businesses and jobs in Oakland.Promote a positive image of Oakland as a great place to eat, stay and play, for example to increase hotel occupancy tax revenues.Focus on collections for the new Oakland business tax, especially for large businesses, to gather the estimated \$50 million in outstanding annual revenue.

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Agenda

- Dedicated Council Revenue Enhancement Meeting 14 April
- After Speaking with Head of PWA-DOT
 - Update Illegal Dumping and Blight
 - Update on Paving and Trenching
- A look at retirement costs as a major component of public safety
- Quantifying Strategy for Measure W support for the Unhoused
- A look at Public Safety Ambassadors

Blight and Dumping

Keep Oakland Beautiful

- New Information-
- **Only 11% of Dumping Citations are collected**
- **Over 50% of appeals are granted**
- ***Revenue Enhancement and Blight Reduction Opportunity***

Dumping Enforcement-

- Prompt Clean Up of Dumping
- Prosecution and Cost Recovery of Dumpers
 - Address Blighted Property
- (Oakland Had Blight Enforcement Officers Previously)
- Require Contractor Dump Slip Return as part of permits with demolition
 - Coordinate with County and adjacent jurisdictions- to address those that dump from elsewhere.

Paving- and Trench Repair

Important to Quality of Life and Appearance

New: Pursue outside funds: Many non general fund – outside grant funded positions need to be filled

- Oakland has made substantial progress on Paving Condition Index through OAKDOT
- To maintain our newly paved roads and make paving our dollars go further, we need to be aware of the damage done by trenching in the public Right of Way
- Recommend Oakland should
 - Publish trench backfill, compaction and repaving standards for trench work
 - Provide this requirement with any trenching permits
 - Require trenching contractor to place a \$10K bond to ensure proper repair
- City of Fremont and others have similar requirements



Pension Liability is a Major Component of Public Safety Costs

Areas being investigated with Staff

- Potential to Refinance CALPERS debt
- Examine OPEB and resolution 87551
- Pension Tax Bond Expiration/Renewal

Measure W County Funds for the Unhoused

- Strategy

- Get Oakland's fair share

- Compute by homeless population rather than overall population
 - Ask for direct reimbursement /contribution of appropriate city costs

Alameda County - Oakland Partnership Opportunities

A way forward

Measure W collected by Alameda County funds are earmarked for unhoused populations services set to release during next budget cycle

- Measure W Funding for Unhoused Services
 - Escrowed Funds: **\$558.5M**, with \$169M collected annually.
- Set to be released in Alameda County 2025-2026 budget
 - Released in Home Together 2026 Community Plan
- Home Together 2026 Community Plan
 - A 5-year plan aimed at significantly reducing homelessness by **expanding interim and permanent housing**
- While direct housing funding is critical, **complementary programs** will significantly enhance **long-term housing stability** and **self-sufficiency** for unhoused individuals:

Unhoused Programing Ideas to Explore

Programing Recommendation Examples

- **Fund WASH** (Wash, Sanitation, and Hygiene) services
 - Enables unhoused individual to acquire employment easier
- **Jobs Development for the Unhoused**
- **Incentivize ADU Development**
 - Provide tax credits and grants to homeowners to increase affordable housing supply to complement permissive permitting
- **Family Reunion Programs**
 - Facilitate reunification by covering transportation costs for unhoused individuals with confirmed family support outside Alameda County
- **Expansion of Tiny Homes**
 - Leverage SB 1395 to streamline interim housing construction in designated areas
- **Expand access to Medication-Assisted Treatment (MAT)** programs to support individuals with substance use disorders in achieving recovery

Family Reunion Program Over 5 Years

Partner with a nonprofit to reunite unhoused individuals with loved ones and provide transport after accommodation is secured.

- **Success Rate of (Long-Term Housing):** 17.5% of reunified individuals
- **Cost Savings per Person Housed:** \$35,000/year for 5 years (\$175,000 total)
- **1 in 3 unhoused individuals** cite family breakdown as the immediate cause of homelessness.

Metric	Value
Expected Successful Reunifications	2160
Projected Reunifications Leading to Long-Term Housing	378
Total Program Cost	\$5,400,000
Expected Total Savings	\$66,150,000
Expected Net Savings	\$60,776,512
Expected ROI	1125.49%

Guaranteed Minimum Income Pilot

- **5000 individuals over 5 years**
- **\$750/month** to 5 cohorts of 1,000 unhoused individuals each
- **50% taper** begins after **12 months**
- New cohort added annually
- **Transition Rate:** 20% of each annual cohort is assumed to transition to stable housing.

Metric	Year 6
People Transitioned	1,750
Total Program Cost	\$66,093,750
Public Cost Avoidance	\$183,749,580
Net Benefit	\$117,655,830
Return on Investment	178.01%

Tiny Home Village Expansion Over 5 Years

Villages:
4
Tiny Homes Built:
160

**Individuals
Transitioned Out
of Homelessness:**
128

**Transition Rate to
Stable Housing
after 2 years:**
40%

**Monthly
Operating Cost
per Village:**
\$58,000 - \$75,000.

Metric	Value
One-Time Construction Cost	\$1,996,766
Annual Public Savings	\$11,199,974
Net Annual Benefit	\$6,008,698
ROI	116.6%
Avg. Cost per Person Housed	\$16,223

Potential: Use Measure W Funds for Mobile Assistance Community Responders of Oakland (MACRO) Program

- Status of MACRO program hotly debated
- Status of MACRO Previous Grant utilization and remaining funds being examined
- One potential may be to have measure W country funds support at least a portion of MARCO to the extend MACRO is a delivery mechanism for support for the unhoused.

THANK YOU

Questions

2024-2025 Safety Ambassador Program Synopsis

Serving the commercial corridors of Dimond and Laurel, Oakland CA

The 2024-2025 Safety Ambassador Program provides security services along the MacArthur Commercial Corridor, patrolling from MacArthur Blvd. & Fruitvale Ave. through High St. & MacArthur Blvd. In Oakland Ca.

The program provides security guard and support ambassador coordination for the direct benefit of business owners and workers, property owners, and members of the public who live near or visit the commercial districts.

Safety services cover approximately two miles of commercial frontage and about 180 small, medium, and large (anchor) businesses, with on-foot uniformed guards and marked vehicle patrol up to 7 days a week, 20 hours a day.

Based on the 2025 optimized patrol schedule, the cost to maintain this program is \$28,000 per month. These totals include Ambassador wages, and administration costs.

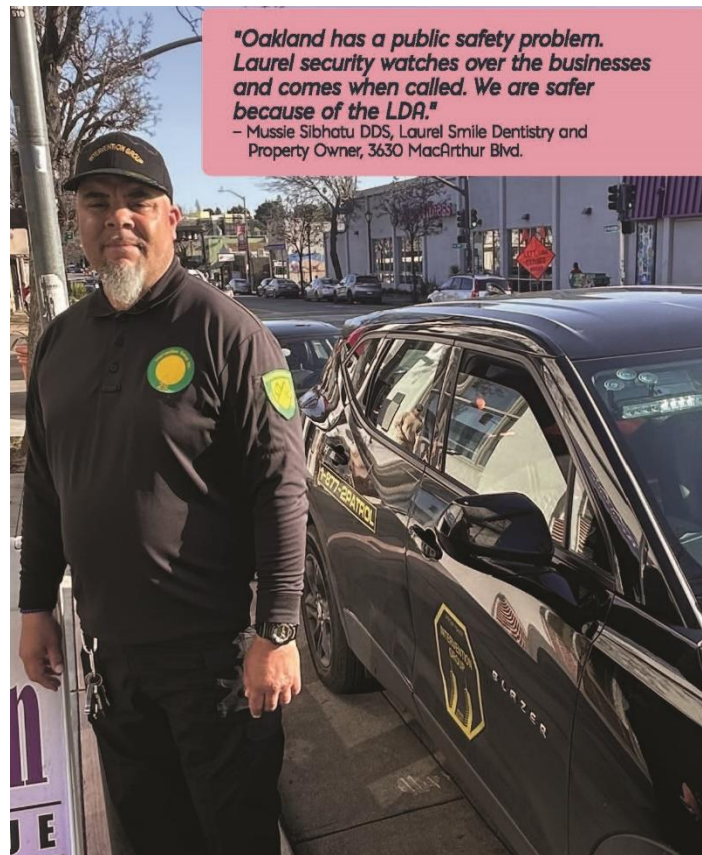
With consideration to this cost, this program is currently scheduled to conclude in June 2025.

Both the Laurel and Dimond Commercial districts are crime “hotspots” within the City of Oakland, making this program crucial to maintain a safe and welcoming environment for economic activity and community gathering.

The Safety Ambassador Scope of Work includes but is not limited to:

- Monitor and patrol the MacArthur Corridor and Laurel and Dimond Commercial Districts including buildings, grounds, and parking areas, to prevent and respond to crime and safety concerns.
- Observation of all possible situations of criminal activity with the intention to de-escalate, deter and deny, safely for all parties.

[con't]



- Work with support services and local agencies (government and non-government) to assist any person who is in crisis or is a danger to themselves or others.
- Escort merchants, visitors, business & property owners to their local destination safely upon request.
- Document any maintenance items such as damaged entry ways, lighting outages blocking sidewalks and/or businesses
- Act as liaison between our community members to Oakland Police or Alameda County MACRO services as necessary.
- Build positive, constructive relationships with district stakeholders as a support resource and conduit.

** For a full data analysis of the efficacy of a completed 6 week safety ambassador program in 2023 in the same Laurel District resulting in ~40% reduction in crime [CLICK HERE](#). See the community response snapshot below.

For additional details or follow up in supporting this program for continued success, please contact Program Administrator and district Executive Director Daniel Swafford.

COMMUNITY PERSPECTIVE

Daniel Swafford
Laurel District Association
LaurelDistrictAssociation@gmail.com
M: (510) 452-7392

SURVEY RESULTS

Survey results provide additional evidence of community engagement and answer the ultimate question of LSAP's effectiveness. The LDA administered two surveys to The Laurel community: one to Laurel patrons and area residents and one to Laurel merchants. Here are the results.

ENGAGEMENT

Ninety-four percent (92%) of responding merchants interacted directly with the Safety Ambassadors multiple times over the course of the program, and 59% reported having ten or more interactions. (See Figure 7)

More importantly, 100% of Laurel merchants who interacted with the Safety Ambassadors were satisfied with how the Ambassadors handled their situation or performed their duties. Eighty-eight percent (88%) were very satisfied. (See figure 8).

Ninety-four percent (94%) of Laurel merchants were at least satisfied with the 2023-2024 Laurel Safety Ambassador Program. Eighty-three percent (83%) were very satisfied. (See figure 9)

Figure 7 - How many times did you interact directly with the Ambassadors?

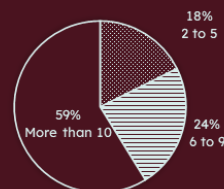


Figure 8 - How satisfied are you with how the safety ambassadors handled your situation or performed their duties?

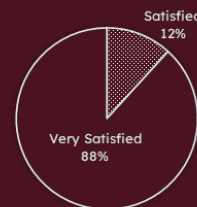
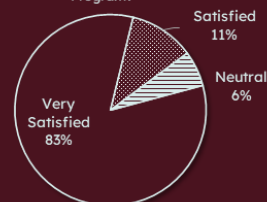


Figure 9 - Overall, How satisfied were you with the 2024 Safety Ambassador Program?



Laurel Safety Ambassador Program (LSAP)

HOLIDAY SEASON 2023-2024 REPORT



THE
LAUREL
OAKLAND'S
NEIGHBORHOOD

KEY PROGRAM TAKEAWAYS

Program Duration: December 1, 2023 – January 15, 2024

During the Safety Ambassador Program The Laurel enjoyed less crime, people felt safer, and were more likely to shop there. The Program showed impressive reach within the community and received near unanimous praise from community stakeholders.

**31% less
crime**

**1200+
interactions
with
community**

**90% of
people felt
safer**

**75% of
people
more likely
to shop and
eat here**

**94% of
merchants
satisfied**

**43 people
safely
escorted**

ABSTRACT

Overall, The Laurel Holiday Safety Ambassador Program (LSAP) successfully achieved its goal of reducing crime and fostering a safer and more welcoming environment in The Laurel district.

There was 29% less crime in The Laurel during the Safety Ambassador Program compared to the same period the year before. Within that figure, violent crime fell 36% and property crime dropped 24%. Notably, these reductions occurred while the City of Oakland experienced an increase in crime of equal magnitude.

Looking at the current crime trend, There were 31% fewer crimes reported during LSAP compared to the average six weeks leading into it; and, tellingly, the number of reported crimes climbed 32% during the six weeks after. Whatsmore, The Laurel community noticed.

Community surveys revealed that both merchants (89%) and patrons (92%) felt safer during the Program and 75% of people are more likely shop in The Laurel in light of the improved atmosphere.

These survey results are corroborated by hundreds of logged interactions between the Ambassadors and Laurel community members documenting their gratitude and appreciation for the Ambassadors and LSAP as well.



If adequate funds were available, the Laurel District Association would continue the Laurel Safety Ambassador Program year-round.

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ACKNOWLEDGEMENTS

The Laurel District Association would like to thank The City of Oakland; Oakland District 4 City Councilmember, Janani Ramachandran and her staff for their support and assistance in securing the Direct Community Grant that funded this Program; and the City of Oakland Economic and Workforce Development Department for their guidance and support on the Program administration.

We would also like to express our gratitude to Nathan Cook, owner of Intervention Group, Inc., and his entire Ambassador Team. Their tireless work and dedication to Oakland and The Laurel community were indispensable to the success of the 2023-2024 Laurel Safety Ambassador Program.

Program Director:

Daniel Swafford

Program Managers:

Peter King, Nathan Cook, Jody Colley

Safety Ambassadors:

David Adams, Justin Morte,
James Holmes, Leandro Santana

Support Staff:

Joy Mickle

Author:

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INTRODUCTION

The 2023-2024 Laurel Safety Ambassador Program (LSAP) was a six-week community safety effort organized by The Laurel District Association (LDA) and funded through a Direct Community Grant from the City of Oakland. The program deployed safety Ambassadors within The Laurel Commercial District during the holiday shopping season (from December 1, 2023 through January 15, 2024).¹ In response to a debilitating increase in crime, LSAP aimed to boost economic activity by enhancing safety through the presence of Safety Ambassadors. These Ambassadors received training to provide security and hospitality services, with an emphasis on community engagement.

LSAP provided two daytime and evening walking Ambassadors and an overnight security patrol. The walking Ambassadors covered the commercial district checking in with Laurel merchants and members of the public along their route. Ambassadors were available to respond to safety and security incidents and to escort patrons and workers upon request. The overnight patrol roved the district throughout the night in a marked vehicle with flashing lights.

Throughout the program, Ambassadors actively engaged with community stakeholders, fostering a sense of safety. The Ambassadors' professional and conscientious performance contributed significantly to the program's success. The 2023-2024 LSAP received widespread acclaim from Laurel merchants and patrons, and crime data for The Laurel district during LSAP shows a significant reduction in incidents.

PROGRAM DETAILS

The LDA hired **Intervention Group Inc. (IGI)** to provide the Ambassadors for LSAP. IGI is a Black-owned security firm headquartered in Oakland. Having previously worked in The Laurel commercial district and the surrounding residential neighborhoods, IGI brought local knowledge and street-level experience to the Program. The Ambassadors they provided were comfortable in the neighborhood and established a connection with The Laurel community right away.



PROGRAM DETAILS

SERVICES PROVIDED

The 2023-2024 LSAP ran from December 1, 2023 through January 15, 2024. Over the six week period, LSAP offered the following services:

- **Visible Presence:** Safety Ambassadors were present in The Laurel 20 hours a day 7 days a week.
- **Walking Ambassadors:** A regular crew of two Ambassadors worked 7 days a week from 10:00am to 11:00pm (including Christmas and New Years). Their responsibilities included:
 - Patrolling the Laurel commercial district on foot.
 - Routine check-ins with Laurel merchants throughout the district.
 - Immediate response to safety and security incidents. A direct phone number was provided to all merchants and members of the public to call for assistance.
 - Hospitality services like welcoming members of the public, orienting visitors, reporting maintenance needs, and liaising with 311 and LDA staff.
 - Escorts: Ambassadors were available to escort workers and the public to and from their vehicles upon request.
- **Overnight Patrol:** From 11pm – 6am, a dedicated security patrol drove around the district in a marked vehicle. Their responsibilities included:
 - Alarm response,
 - Hotspot monitoring,
 - Surveillance of side streets,
 - Monitoring the LDA's network of street-facing security cameras, and
 - Ensuring safety throughout the district.

PROGRAM DETAILS

DATA COLLECTION

The LDA collected extensive data during LSAP to measure its impact and allow for a thorough evaluation. The LSAP team captured program data through the following channels.

- **Daily Reports:** IGI provided daily reports which included Ambassador check-in data, an interaction log, and incident reports.
 - Check-ins: Ambassadors scanned RFID markers to check-in electronically at several Laurel businesses along their route. Some check-ins were placed at key businesses that have been targeted in the past to ensure that they received adequate attention from the Safety Ambassador team. Others were placed with merchants known to be more aware of what is happening on their block so they could serve as a point person for neighboring businesses - a reliable connection to activity on the street.
 - Interaction Log: Ambassadors logged all their interactions and activities with the community in a custom digital form built into their reporting software. This provided additional insight into the public perception of the program.
 - Incident Reports: Detailed reports captured specific incidents.
- **Patron Survey:** People shopping and dining in The Laurel were asked to take an online survey soliciting their opinions about the program.
- **Merchant Survey:** The opinions of Laurel merchants were collected through a merchant specific survey. Insights from their responses are included in this report.

METHODS

DATA SOURCES

CRIME DATA SOURCES

The crime statistics in this report are based on data from the City of Oakland's CrimeWatch database.² Incidents for The Laurel district were selected from the full dataset using Police Beat 25x as the geographical search criteria and further narrowing the resulting dataset to incidents with an associated address located within The Laurel commercial district ("Laurel Crime Data").³

The Laurel Crime Data was then grouped by date to facilitate the relevant comparisons. LSAP ran for six weeks (forty-five days) from December 1, 2023 through January 15, 2024. Statistics referencing the 2023-2024 LSAP are based on crime data between these dates.

PERCEPTION DATA SOURCES

Statements about attitudes, beliefs, and perceptions held by a group, namely Laurel merchants and patrons, are based on the results of two surveys administered by the LDA and comments documented in the daily reports.^{4, 5} These documents are on file with the LDA and available for review upon request.

METHODS

DEFINITIONS

Where used in this report, the terms “property crime” and “violent crime” take their meaning from the FBI Uniform Crime Reporting (UCR) guidelines.

- **Violent crime** is composed of four offenses: murder and nonnegligent manslaughter, rape, robbery, and assault. Violent crimes are defined in the UCR Program as those offenses that involve force or threat of force.
- **Property crime** includes the offenses of burglary, larceny-theft, motorvehicle theft, arson, vandalism, and trespassing. Property offenses involve intentional interference with the property rights of another without force or threat of force against the victims.

IMPACT

CRIME REDUCTION

The primary objective of The Laurel Safety Ambassador Program was to boost economic activity in The Laurel district by creating a safe and welcoming environment for shopping and dining. Importantly, consumer decisions are often influenced by the feeling of safety, rather than the reality of being safe. The distinction is subtle, but proves significant in this context. Providing a perfectly safe environment will do little to persuade someone who doesn't recognize it and remains fearful. Achieving the goal of attracting more shoppers and diners to The Laurel depends as much on making people feel safe as it does on ensuring their actual safety. Fortunately, the 2023-2024 LSAP accomplished both objectives, and this is no small feat.

Oakland's crime problems have received widespread media coverage.⁶ However, the hardships faced by the merchant community cannot be overstated. Once a distant concern for most, burglaries are now a clear and present danger. Some Laurel businesses have been burglarized seven times in the past two years. The repeated cost of repairing storefronts alone threatens to shutter many businesses, regardless of what was stolen.

Robberies have also increased substantially. Whether it is your store or your patrons being targeted, robberies negatively impact business. Additionally, there has been an onslaught of vehicle thefts and auto burglaries. The situation has reached a point where many people do not feel safe shopping and dining in Oakland.

LSAP is The Laurel's response to these concerns, and the data indicates its effectiveness.

IMPACT

CRIME REDUCTION

YEAR-OVER-YEAR COMPARISON

The number of reported crimes decreased by 29% overall during the 2023-2024 LSAP compared to the same period in 2022-2023.^{7, 8} More specifically, violent crime dropped by 36% and property crime was down 24%. (See figure 1)

- **Overall crime** dropped by 29%.
- **Property crimes** decreased by 24%.
- **Violent crimes** dropped by 36%.

Figure 1 - Reported Crimes Between December 1 and January 15, 2022-23 vs 2023-24



IMPACT

CRIME REDUCTION

YEAR-OVER-YEAR COMPARISON

These crime reductions occurred while the City of Oakland reported the opposite trend.⁹ In 2023, robberies in Oakland increased by 37%, burglaries climbed by 24%, and vehicle thefts rose by 45% compared to the prior year.¹⁰

To be fair, the LSAP numbers above are not directly comparable to those of the City of Oakland. Oakland's increase in crime was measured across a full year, whereas The Laurel numbers represent a six-week snapshot. It is possible that crime in Oakland was trending down at the end of 2023 and may have been higher at the end of 2022. Nevertheless, the numbers for Oakland provide the backdrop against which LSAP's achievements should be viewed.



IMPACT

CRIME REDUCTION

CURRENT TREND: A LOOK AT CRIME BEFORE, DURING, AND AFTER LSAP

The 2023-2024 Laurel Safety Ambassador Program had a significant impact on crime trends in The Laurel district. When examining The Laurel crime data around the time of LSAP, there is a distinct V-shaped pattern because the number of reported crimes drops during LSAP and rebounds afterward.¹¹ (See Figure 2)

The number of reported crimes decreased by 31% overall during LSAP compared to the prior six-week period. A full set of post-LSAP crime data is not yet available. But, extrapolating from the data that is available now, the number of reported crimes increases by 32% overall after the program ends. (See figure 3)

Figure 2 - Number of Reported Crimes Before, During, and After LSAP



Figure 3 - Number of Reported Crimes Before, During, and After LSAP



IMPACT

CRIME REDUCTION

CURRENT TREND

Violent Crime: Reported incidents of violent crime fell by 31% during LSAP, climbed 89% immediately after, eclipsing the pre-program level. (See Figure 4)

Property crime: Property crime incidents decreased by 27% during LSAP. After the program, property crime increased 13% which is not statistically significant based on the sample size.¹³ (See Figure 5)

This 13% increase does reinforce the trend of effective crime reduction during LSAP shown throughout the analysis and supports the consensus within The Laurel community that LSAP was the proximate cause of that reduction.

Figure 4 - Number of Reported Violent Crimes Before, During, & After LSAP

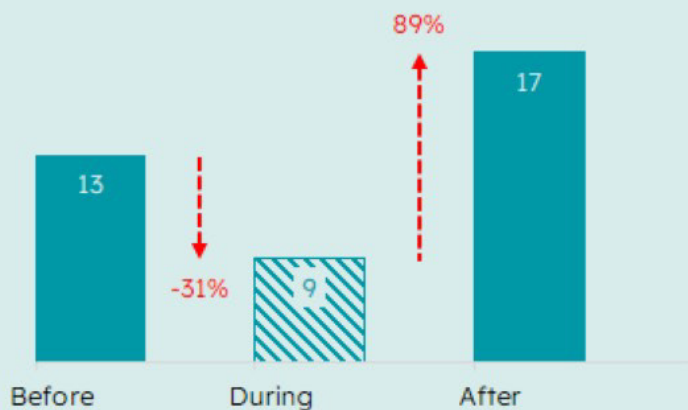
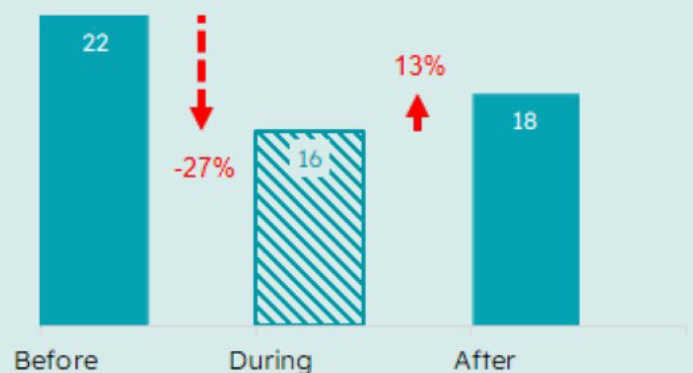


Figure 5 - Number of Reported Property Crimes Before, During, & After LSAP



IMPACT

CRIME REDUCTION

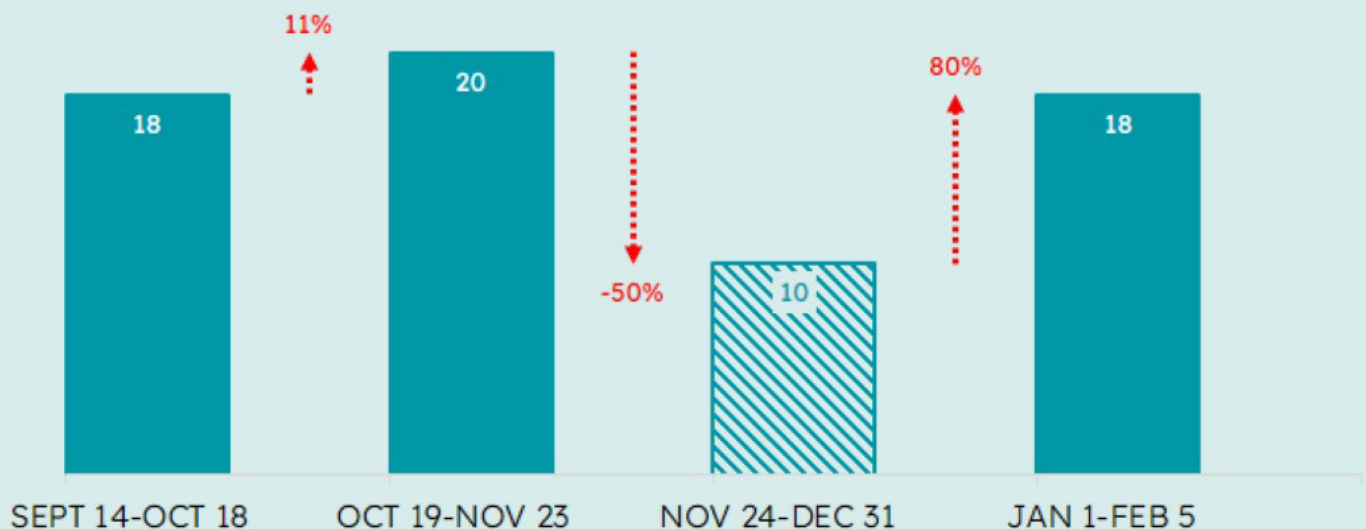
CURRENT TREND

Similar Results from Montclair Village

The Safety Ambassador Program in Montclair Village achieved similar results. Montclair implemented a five-week program from November 24 through December 31, 2023. The number of reported crimes dropped 50% in Montclair during their Ambassador Program compared to the preceding five-week period and rose 80% to near pre-program levels immediately after. (See figure 6)

The fact that Montclair achieved similar (if not superior) results indicates that well-executed Safety Ambassador programs effectively reduce crime.

Figure 6 - Crime Reduction in Montclair Village Before & After Its Safety Ambassador Program



IMPACT

CRIME REDUCTION

CURRENT TREND

Disparate Results in Dimond

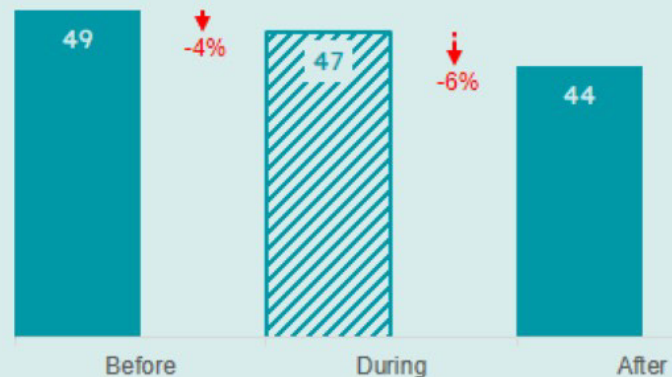
In the Dimond commercial district, where there was no ambassador program during the 2023 holiday season, crime remained flat, showing only a slight, albeit consistent, downward trend of 5% per six-week period. (See figures 7 & 8)

The Dimond district is just one mile West of The Laurel along MacArthur Blvd. The two neighborhoods are similar in most respects including their location, footfall, assortment of goods and services, and community demographics. The only notable differences between these two neighborhoods are The Laurel's Safety Ambassador Program and the resulting reduction in crime.

Figure 7 - Number of Reported Property Crimes in Dimond



Figure 8 - Number of Reported Property Crimes in Dimond



IMPACT

CRIME REDUCTION

CRIME DATA SUMMARY

The small geographic area and short timespan produced a small sample population not suited to in-depth analysis. Crime data from future ambassador programs, ideally of longer duration, is needed to validate these results and allow more robust analysis. That said, there is adequate data here to measure changes in the number of reported crimes generally, and for certain discrete categories like violent and property crime, and the results consistently show there was a significant reduction in reported crimes during LSAP.

Correlation does not give rise to Causation, but the fact that there was less crime during the program is clear. The LSAP crime data, together with the comparable results from Montclair's program, demonstrate the efficacy of Safety Ambassadors as a crime reduction strategy. A well-executed Safety Ambassador program offers a necessary check on criminal activity and provides a semblance of order and reassurance to the public that their safety is a priority.



IMPACT

COMMUNITY PERSPECTIVE

The reduction in crime is a significant win for LSAP, but this alone will not carry the day. To increase footfall in The Laurel, people must recognize this change. It is the confluence of safety and perceived safety that gets us past the finish line, which is why LSAP focused on community engagement and why the program administered two surveys afterward soliciting personal opinions and perceptions.

Community Engagement

In the LDA's experience, a community program's success is often determined by the level of engagement it achieves in the target community. Guided by this principle, engagement was central to the design and implementation of the 2023-2024 LSAP. The LDA emphasized the importance of engaging the community during its intensive vendor selection process, program managers structured the Safety Ambassador role to require community interaction and sought feedback throughout the program to remain on target.

The Safety Ambassadors checked-in at specific businesses during their walking patrol by scanning a RFID sensor inside designated businesses. This ensured that the Ambassadors interacted with stakeholders at strategic locations and moved across the district consistently. Ambassadors were also encouraged to verbally check-in with every Laurel business on a regular basis and help where requested.

Fliers with pictures of the Ambassadors, the 24/7 direct contact phone number, and summary of services provided by the program were personally delivered to every Laurel business by the Ambassadors and disseminated more broadly by the LDA via email.

IMPACT

COMMUNITY PERSPECTIVE

COMMUNITY ENGAGEMENT

Through check-ins, the program increased the Ambassadors visibility within the merchant community and provided a direct channel for service requests or calls for assistance.

Further, the Ambassadors were asked to enter all their interactions with the public into a digital log. Whenever the Ambassadors engaged with an individual, they recorded the occurrence along with a brief description in the log which became a part of the daily report sent to program managers. The Ambassadors took this task to heart and by the program's end they had amassed 2,500 entries, more than 1,200 of which depict an encounter with the community.

On a granular level, the interaction log preserved a rich record of specific encounters and shed light on individual needs that would otherwise be lost in the crowd. Viewed as a whole, the interaction log serves as a depth gauge for the level of community engagement achieved by LSAP and a diagram of how that engagement took place. Many of the documented interactions record the nature of conversations, while others describe the specifics of an incident that might otherwise remain unknown to community stakeholders and service providers. The following quotations, taken from the log, are representative entries that offer a more complete description of the record.

IMPACT

COMMUNITY PERSPECTIVE

COMMUNITY ENGAGEMENT

EXAMPLE INTERACTION LOG ENTRIES

"Jessica, A resident in the neighborhood, walked up to us. She notified us that there was an attempted break-in to a vehicle and was concerned that her car was targeted. I walked her to her car verified that her car was fine. She was extremely happy with the service that we provided."

"4200 MacArthur: Officer Santana established contact with a customer who had requested assistance regarding payment for a parking meter via phone. Provided clear instructions on how to pay through the phone, the customer expressed extreme satisfaction with the assistance received."

"3500 MacArthur Ghost Town Taproom: Checked in with Vicky she says we're doing a good job thank you for coming in and in and watching our backs no problems no issues no report at this time."

"3841A MacArthur massage parlor business: The ladies were happy that we were on patrol. She requested an escort to her car during closing. Informed her we will abide. She appreciates the engagement with security."

"Occurrence: Gentleman shown in picture. Entered the establishment and tried to steal the tip jar. Retrieved the tip jar and escorted him on the bus."

"Contact report: A nice lady told me she appreciates us walking and conversing with her. Says she feels safe to walk on MacArthur Boulevard after 20 years."

EXAMPLE INTERACTION LOG ENTRIES

“Checked with Merchant at World Ground: Medium traffic inside the location. As I was leaving an elderly lady stopped and talked to me about how nice it is to have security present. I walked her to her car and she was most grateful. Resuming my normal patrol.”

“Occurrence: Unhoused person was escorted off MacArthur Blvd and was informed that he cannot be walking around with an axe in this area. Gentlemen declined mental health assistance. Did not appear agitated when we left.”

“Laurel Smile Dentistry: Called to assist senior lady with wheelchair into her dental appointment. Said assistance was given and it was appreciated.

“4137 MacArthur Blvd: Our attention was drawn to two individuals who were behaving in a suspicious manner in front of the establishment. These individuals were observed consuming alcohol and causing a disturbance.

One of the gentlemen displayed a machete. To ensure the safety of all parties involved, I took the necessary steps to disarm the individual.

I informed them that they were on private property and they would need to vacate the premises. I proceeded to accompany both individuals outside the neighborhood.

Additionally, a formal trespass warning was issued to them, outlining the prohibition of their return to the property. All items belonging to the suspects were returned.”

IMPACT

COMMUNITY PERSPECTIVE

COMMUNITY ENGAGEMENT

There are more than 1,200 recorded interactions like these above documented in the interaction log.¹⁴

Of course, the above examples are some of the more engaging entries - most are more mundane. It should also be noted that the entire log is composed of self-reported interactions, and therefore carries a presumption of bias. However, the complimentary tone in the example entries, indeed throughout the log, is consistent with the comments of Laurel residents, merchants, and patrons submitted in the satisfaction surveys.

This consistency supports the veracity of the interaction log and the authenticity of LSAP's connection to the community. The sheer number of entries counters any presumed bias.

SURVEY RESULTS

Survey results provide additional evidence of community engagement and answer the ultimate question of LSAP's effectiveness. The LDA administered two surveys to The Laurel community: one to Laurel patrons and area residents and one to Laurel merchants. Here are the results.

ENGAGEMENT

Ninety-four percent (92%) of responding merchants interacted directly with the Safety Ambassadors multiple times over the course of the program, and 59% reported having ten or more interactions. (See Figure 7)

More importantly, 100% of Laurel merchants who interacted with the Safety Ambassadors were satisfied with how the Ambassadors handled their situation or performed their duties. Eighty-eight percent (88%) were very satisfied. (See figure 8).

Ninety-four percent (94%) of Laurel merchants were at least satisfied with the 2023-2024 Laurel Safety Ambassador Program. Eighty-three percent (83%) were very satisfied. (See figure 9)

Figure 7 - How many times did you interact directly with the Ambassadors?

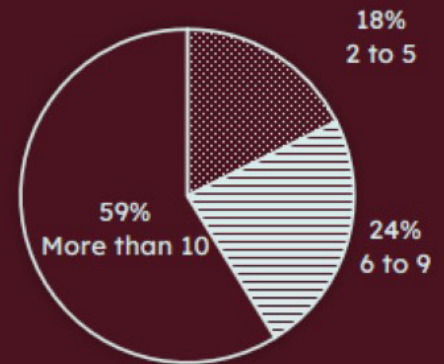


Figure 8 - How satisfied are you with how the safety ambassadors handled your situation or performed their duties?

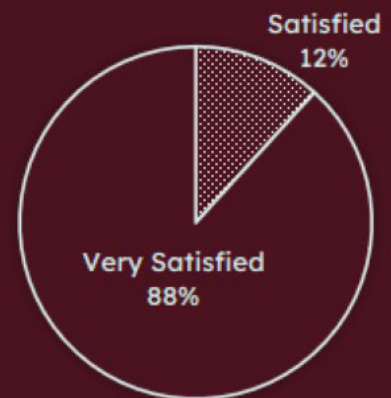
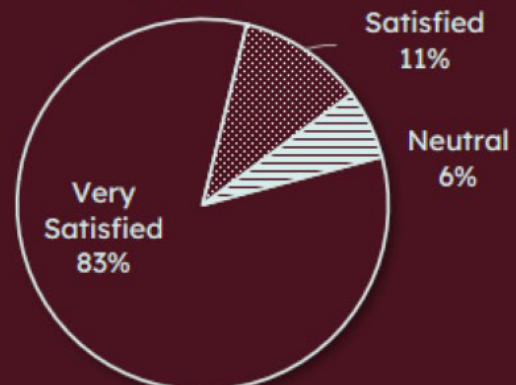


Figure 9 - Overall, How satisfied were you with the 2024 Safety Ambassador Program?



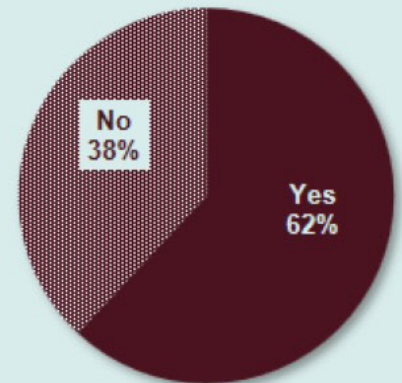
IMPACT

COMMUNITY PERSPECTIVE

SURVEY RESULTS

The Laurel Patron Survey revealed that 62% of Laurel patrons had directly interacted with the Safety Ambassadors. (See figure 12). This seems a bit low, but considering shoppers tend to move with purpose, rarely lingering long enough to cross paths with an Ambassadors, 62% is a significant achievement.

Figure 10 – Have you had any direct interactions with the Safety Ambassadors?



Both surveys included questions about interactions to measure LSAP's level of engagement, the quality of that engagement and, by proxy, the program's success. More positive interactions means broader and deeper engagement which may help resurrect a damaged sense of safety. Between the large proportion of respondents reporting multiple interactions with the Ambassadors and the volume of entries in the interaction log the benchmark for quantity of interaction is satisfied.

The quality of those interactions shines through in the comments submitted by the survey respondents. Many express feelings of gratitude and appreciation – indicia of effective engagement. Importantly, the gratitude is frequently accompanied by a declaration of an increased sense of safety, solidifying the link between engagement and perceived safety. Here are some examples.

IMPACT

COMMUNITY PERSPECTIVE

SURVEY RESULTS

"Thank you for making sure this was something we could have. I believe [t]hey truly made a significant difference in the community feeling safer."

"Continue this program please!! Seeing their car parked a block from my home and saying hello while walking the dog makes me feel safer."

"The presence of [s]ecurity in the Laurel positively affected the customers willingness to shop in the district."

"They are amazing, perfect."

"Stay around to protect the business in tha area , we love to see then around... very pleasant and helpful"

"It's nice that they are around when the office employees leave at 5pm. Just so someone is watching as we leave

"Everything is fine! I'm working at Wingstop, and they always come by and check on us."

"The Ambassadors were present and always came to speak and ask if we need help. I appreciate having them around. I hope we can keep them."

IMPACT

COMMUNITY PERSPECTIVE

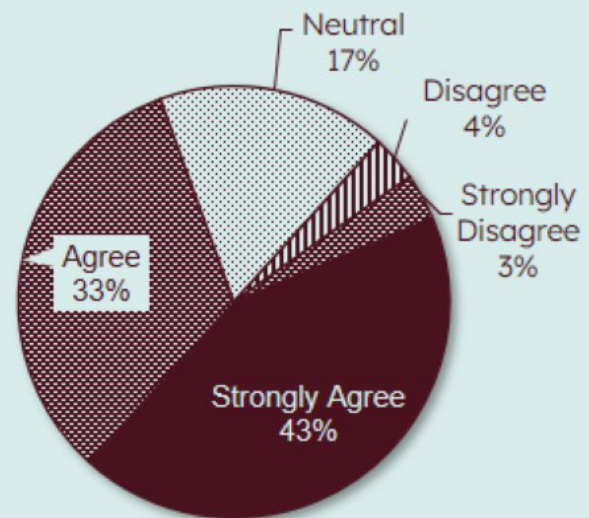
SURVEY RESULTS

PERCEIVED SAFETY

Sometimes the best way to know something is simply to ask. Merchant and Patron surveys both asked respondents about their perceived safety during LSAP. In the merchant survey, 89% of respondents felt safer knowing that the Safety Ambassadors were present in the district. (See figure 10). Asked the same question, the same proportion of patrons, 90%, indicated that they felt safer. (See figure 11)

Further, 76% of surveyed patrons were more likely to shop and eat in The Laurel with Safety Ambassadors on duty. (See figure 12)

Figure 12 – Have you had any direct interactions with the Safety Ambassadors?



Q: I FELT SAFER KNOWING THE SAFETY AMBASSADORS WERE PRESENT IN THE DISTRICT.

MERCHANTS

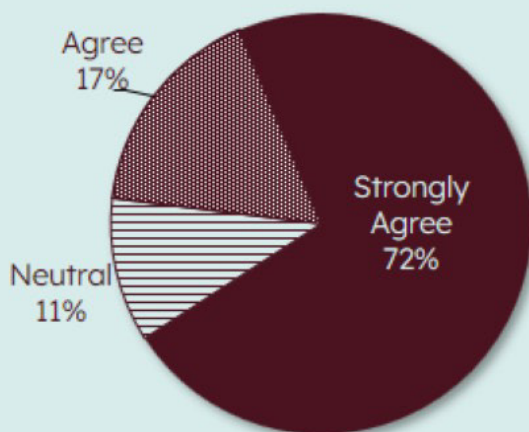


Figure 10

PATRONS

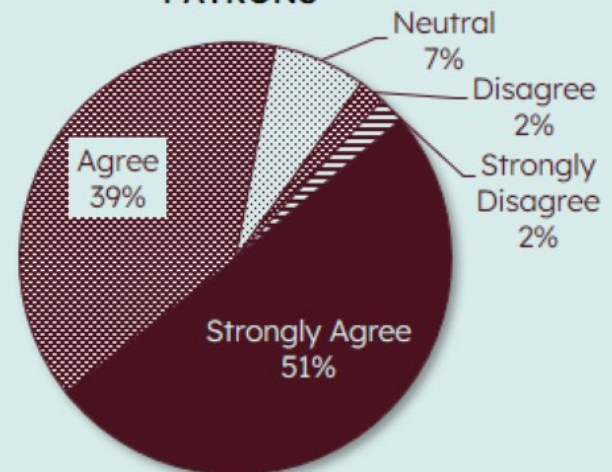


Figure 11

SUMMARY

The 2023-2024 Laurel Safety Ambassador Program was meant to push back against crime in The Laurel and clear a safe space for people to come shop, dine and enjoy the holiday season. To accomplish this LSAP put Ambassadors on the street 20 hours a day 7 days a week and encouraged them to connect with community stake holders. This strategy relies upon presence and community engagement. The Ambassador's visible presence day and night deters crime and engaging community members fosters a sense of safety.

The Ambassadors did a fantastic job of documenting community engagement. They interacted with nearly every Laurel merchant multiple times and the majority of district patrons. In fact, the Ambassadors logged more than 1,200 interactions with community stakeholders and the data indicate this strategy was effective.

Ninety percent (90%) of people felt safer in The Laurel during LSAP and the program received near unanimous praise from merchants, patrons and residents alike.

Another reason that people felt safer during LSAP is because it was safer. There was 31% less crime in The Laurel during the Safety Ambassador Program compared to the preceding 6 weeks. There was 36% less violence and nearly one-fourth (24%) less property crime.

While there is room to improve the administration of future ambassador programs, LSAP achieved its stated goals and brought The Laurel community a much-needed reprieve from the unflagging fear of being bipped while getting coffee. The LDA would provide the Safety Ambassador Program permanently if funds were available.

LESSONS LEARNED

COORDINATION/COMMUNICATION WITH LAW ENFORCEMENT

The Laurel Safety Ambassadors fill a vital role in community policing that the Oakland Police Department lacks the resources to address. Ambassadors have their feet on the street all day long. They notice criminal patterns and practices and have valuable intel. Improvements in communication between Ambassadors and law enforcement/OPD, or other city and county agencies to address criminal activity or to assist individuals in need. The Ambassadors and district managers could work more efficiently and effectively if they received updates on cases or incidents in the district. This would increase efficiency by limiting duplicative work improving relevant processes and procedures.



ENDNOTES

¹ The Laurel commercial district runs along MacArthur Blvd. from Midvale Ave past High St. (3400 block – 4300 block of MacArthur Blvd).

² *CrimeWatch Data / Open Data Portal*. (2024, February 19). https://data.oaklandca.gov/Public-Safety/CrimeWatch-Data/ppgh-7dqv/about_data.

³ *CrimeWatch Data / Open Data Portal*. (2024, February 19). https://data.oaklandca.gov/Public-Safety/CrimeWatch-Data/ppgh-7dqv/about_data, The full dataset

⁴ The Laurel District Ambassador Safety Team Impact survey. (n.d.). <https://www.surveymonkey.com/r/NLF8GBB>.

⁵ The Laurel Holiday Safety Ambassador Program Merchant Satisfaction Survey. (n.d.). Google Docs. <https://forms.gle/9xcKDjMrKo4GuCXJ7>.

⁶ *See e.g.*, Meyersohn, N. (2024, February 6). Rising crime risks turning Oakland into a ‘ghost town.’ Newsom is sending in reinforcements. CNN. <https://www.cnn.com/2024/02/06/business/oakland-crime-business/index.html>

⁷ The holiday shopping season may be a confounding variable when analyzing the concurrent trend in crime. We did not attempt to determine whether historically the holiday season has a predictable effect on crime. The year-over-year analysis avoids this potential confound by holding it constant between groups. The current trend is also analyzed to provide the contemporary context that the year-over-year comparison lacks.

⁸ All crime statistics in this paper are based on data from the City of Oakland CrimeWatch database. Incidents for The Laurel District were selected from the full dataset using Police Beat 25x as the geographical search criteria and further limiting the data to incidents with an associated address located within The Laurel Commercial District..

ENDNOTES

⁸ (cont.) This process returned a narrowly tailored dataset consisting only of crimes that occurred in The Laurel, which fortifies the reliability of inferences drawn from the data, however, it also resulted in a smaller sample size. Small samples tend to exaggerate relative change between groups, making incremental changes appear more significant. Here, we will point out potentially misleading values and provide data tables for complete transparency. Moreover, we believe any reliability deficit arising from sample size is overcome by the consistency of the measured effect across analytics and its corroboration by the statements of Laurel merchants and patrons

⁹ See, e.g., Lin, D. (2024, January 1). At the end of 2023, Oakland crime data paints complex picture. CBS News.

<https://www.cbsnews.com/sanfrancisco/news/oakland-crime-data-2023-complex-picture-property-crimes-homicides/>.

¹⁰ See, e.g. Lin, D. (2024, January 1). At the end of 2023, Oakland crime data paints complex picture. CBS News.

<https://www.cbsnews.com/sanfrancisco/news/oakland-crime-data-2023-complex-picture-property-crimes-homicides/>.

¹¹ *Before, During & After* analyses: Before group is the six-week-average for the immediately preceding eighteen-week period (July 18, 2023 - November 30, 2023). That is, the average number of crimes reported for a given six-week period between July 27, 2023 and November 30, 2023. Using the six-week average reduces potential skew caused by any single anomalous six-week period and offers more accurate representation of the pre-LSAP crime rate. The after group includes all reported crimes for the six-week period immediately following LSAP (January 16, 2024 – February 27, 2024).

ENDNOTES

¹² *Id.*

¹³ A 13% increase here represents only two additional crimes reported.

¹⁴ The LSAP daily reports which contain the interaction logs are on file with the LDA and available for review upon request.





CITY OF OAKLAND

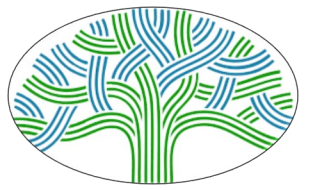
FY 24-25 Second Quarter (Q2)
Revenue and Expenditures Report and
Information on the City's Fiscal Condition &
Fiscal Challenges

Presenter
Erin Roseman,
Finance Director

February 27, 2025
Special City Council Meeting



Agenda



FY2024-25 Q2 R&E Report

- Budget Overview
- GPF Revenues
- GPF Expenditures
- GPF Fund Balance
- Select Non-GPF Funds

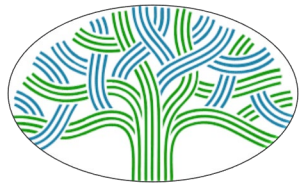
Actions and Steps taken to mitigate the FY2024-25 Deficit

- Analysis of Fiscal Condition & Challenges
- Budget Amendments & Administrative Balancing Actions

City's Long-Term Outlook

- Review of Fiscal Condition & Challenges
- FY2025-27 Biennial Budget

Executive Summary



During This Fiscal Year

Reduced the Amount of Fire Station Brownouts

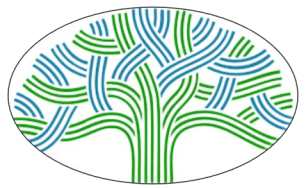
- The Contingency Budget stipulated 5 brownouts for 9 months
- Phase 1 balancing browned out 2 and recommended an additional 4 for Phase 2
- **In total only 2 brownouts will take place during FY 2024-25, from January 1 through June 30 2025 (6 months)**

Elimination of Filled Positions

- Reso 90585 recommended up to 91.96 Filled FTE to be eliminated as part of Phase 2 balancing
- **Only 42 positions are now being recommended to be eliminated**

Reduced the Year-End Projected Shortfall

- The FY 2024-25 ending fund balance in the GPF as of December 17, 2024 presented on Reso 90585 was estimated at negative \$120.71 million
- **With the projected expenditure savings estimated in the Q2, the estimated ending fund balance in the GPF as of the Q2 has improved to negative \$89.17 million, decreasing the reduction target accordingly**



Second Quarter of FY 2024-25 Overview - GPF

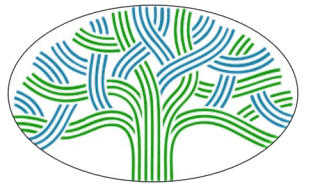
FY 2024-25 General Purpose Fund Second Quarter

In FY 2024-25 GPF Expenditures are Estimated to Exceed Revenue by \$87.20 million

- The Adjusted Budget of \$785.86 million assumes the following to balance expenditures:
 - a. \$41.40 million in use of fund balance to cover FY 2023-24 carry-forwards.
- Revenues are projected to end the year \$29.37 million under the Adjusted Budget.
- Expenditures are projected to end the year \$57.83 million over the Adjusted Budget.

FY 2024-25 General Purpose Fund Second Quarter (\$ in millions)

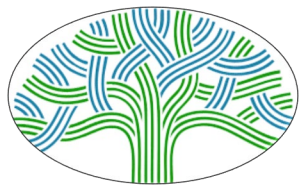
	FY 2024-25 Adopted Budget	FY 2024-25 Adjusted Budget	FY 2024-25 Q2 YTD Actuals	FY 2024-25 Q2 Year-End Estimate	Year-End \$ Over / Under Adjusted Budget	Year-End % Over / Under Adjusted Budget
FY2024-25 Revenues	807.19	785.86	281.01	756.49	(29.37)	(3.7)%
FY 2024-25 Expenditures	807.19	785.86	361.55	843.69	(57.83)	(7.4)%
Operating (Shortfall) / Surplus	-	-	(120.26)	(87.20)	(87.20)	(11.1)%



FY 2024-25 Second Quarter GPF Revenues

FY 2024-25 GPF Budget to Actual Revenues (\$ in millions)

Revenue Category	FY 2024-25 Adopted Budget	FY 2024-25 Adjusted Budget	FY 2024-25 Q2 YTD Actuals	FY 2024-25 Q2 Year-End Estimate	Year-End \$ Over / Under Adjusted Budget	Year-End % Over / Under Adjusted Budget
Property Tax	306.57	306.57	127.83	312.91	6.34	2.1 %
Business License Tax	120.06	120.06	7.63	116.11	(3.94)	(3.3) %
Real Estate Transfer Tax	73.72	73.72	34.39	66.31	(7.41)	(10.1) %
Utility Consumption Tax	68.44	68.44	33.60	71.82	3.38	4.9 %
Miscellaneous Revenue	64.32	1.23	14.08	14.08	12.85	1048.2 %
Sales Tax	63.73	63.73	20.44	61.04	(2.69)	(4.2) %
Service Charges	51.84	51.84	18.91	56.35	4.51	8.7 %
Transient Occupancy Tax	19.74	19.74	8.43	16.07	(3.67)	(18.6) %
Fines & Penalties	19.34	19.34	10.46	22.73	3.38	17.5 %
Parking Tax	13.07	13.07	5.85	11.76	(1.31)	(10.0) %
Interfund Transfers	2.7	3.08	—	3.08	—	— %
Interest Income	2.5	2.50	(1.77)	2.50	—	— %
Licenses & Permits	1.16	1.16	0.58	1.16	—	— %
Grants & Subsidies	—	—	0.59	0.59	0.59	— %
Subtotal	807.19	744.47	281.01	756.49	12.03	1.6 %
Project Offsets & Carryforwards	—	41.40	—	—	(41.40)	(100.0) %
Total Revenue	807.19	785.86	281.01	756.49	(29.37)	(3.7) %



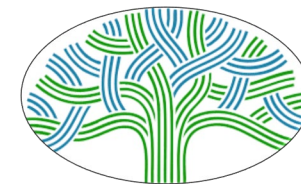
FY 2024-25 Second Quarter Real Estate Transfer Tax (RETT)

RETT Growth Rate

- FY 2024-25 collections of Real Estate Transfer Tax through Q2 are at \$34.39 million or 46.7% of the Adjusted Budget of \$73.72 million, and are projected to end the year at **\$66.31 million**, which is \$7.41 million or 10.1% under the Adjusted Budget.
- This represents an increase of \$8.70 million by the end of this fiscal year compared to FY 2023-24, which ended at \$57.61 million.
- FY 2024-25 RETT transactions increased by **9.7%** in volume in Q2 compared to the FY 2023-24 Q2, while value of transactions increased by **16.9%**

RETT Growth Rate (\$ in millions)

Sale Price	FY 2023-24 Q2		FY 2024-25 Q2		Year-Over-Year Variance	
	Gross Sales	Volume	Gross Sales	Volume	Gross Sales	Volume
\$300,000 or below	22.21	127	22.05	125	-0.69%	-1.60%
\$300,001 to \$2 Million	1500.21	1,503	1,459.69	1,659	-2.7%	10.4%
\$2 million to \$5 Million	58.84	77	215.43	83	266.14%	7.8%
\$5 -10 Million	45.52	7	67.75	9	48.82%	28.6%
\$10 - 50 Million	84.05	4	136.69	8	62.63%	100.00%
\$50.01-100 Million	-	-	99.00	1	0.00%	0.00%
Over \$100 Million	-	-	-	-	0.00%	0.00%
Total	1,710.83	1,718	2,000.61	1,885	16.9%	9.7%



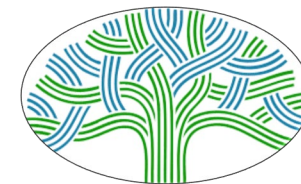
FY 2024-25 Second Quarter Business Tax (BT)

Account Closures by Industry Type That Had an Active BT License in 2024

- FY 2024-25 collections of BT through Q2 are at \$7.63 million or 6.4% of the Adjusted Budget of \$120.06 million and are now projected to end the year at \$116.11 million which is \$3.94 million or 3.3% under the Adjusted Budget.
- BT is seasonal, with most of the revenue expected in Q3 due to tax renewal deadlines. However, a high number of account closures are the primary reason for the estimated decline in BT. Table 3 on Attachment A details the account closures by industry type for accounts that had an active BT license in 2024.
- The largest impacts from account closures occurred in Admin Headquarters led by Kaiser Permanente's headquarters relocation, in the real estate industry, and in the restaurants and hotel industry, in addition to the Athletics Investment Group, LLC leaving the City. The 29 largest businesses that have either closed down or relocated equate to approximately \$3.16 million in Business Tax revenue losses based on prior year payments.

Account Closures for Accounts That Had an Active BT License in 2024

Count of Accounts With a 2024 BT License (Expiration Date of 12.31.2024)	Closures of Accounts With a 2024 BT License as of February 5, 2025	Percentage of Accounts With a 2024 BT License That Closed
51,951	1,646	3.2%



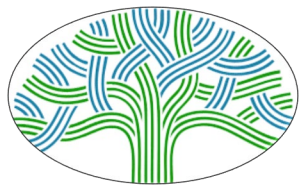
FY 2024-25 Second Quarter Sales Tax

Sales Tax Comparison by Major Categories FY2023-24 Q1 and FY 2024-25 Q1 (\$ in millions)

- FY 2024-25 collections of Sales Tax through Q2 are at \$20.44 million or 32.1% of the Adjusted Budget of \$63.73 million, and are now projected to end the year at **\$61.04 million**, which is \$2.69 million or 4.2% under the Adjusted Budget.
- Sales Tax is collected by the State and reporting lags other categories. Detailed data is available through the First Quarter (Q1) of FY 2024-25. Oakland’s receipts in FY 2024-25 Q1 were on average 5.9% below FY 2023-24 Q1.

Sales Tax Comparison by Major Categories FY2023-24 Q1 and FY 2024-25 Q1 (\$ in millions)

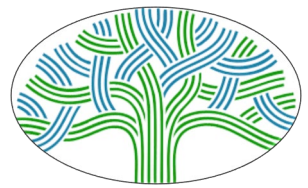
Category	Thru Q1 FY 2023-24	Thru Q1 FY 2024-25	Inc/Dec
Autos & Transportation	\$2.56	\$2.19	-14.20%
Building & Construction	\$1.62	\$1.46	-9.40%
Business & Industry	\$1.38	\$1.52	10.00%
Food & Drugs	\$1.22	\$1.16	-4.50%
Fuel & Service Stations	\$1.82	\$1.52	-16.20%
General Consumer Goods	\$1.26	\$1.26	-0.10%
Restaurants & Hotels	\$2.78	\$2.68	-3.60%
State/County Pools & Transfers	\$2.99	\$3.42	14.30%
Average	\$8.00	\$7.53	-5.90%



FY 2024-25 Second Quarter GPF Expenditures

FY 2024-25 GPF Budget to Actual Expenditures (\$ in millions)

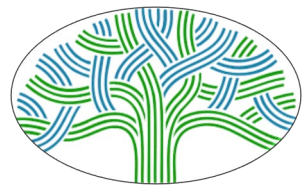
Department	FY 2024-25 Adopted Budget	FY 2024-25 Adjusted Budget	FY 2024-25 Q2 YTD Actuals	FY 2024-25 Q2 Year-End Estimate	Year-End \$ Over / Under Adjusted Budget	Year-End % Over / Under Adjusted Budget
Capital Improvement Projects	0.56	1.61	0.26	1.61	(0.00)	0.0 %
City Administrator	5.99	5.95	2.71	7.28	(1.32)	(22.2) %
City Attorney	21.71	24.62	9.72	23.93	0.69	2.8 %
City Auditor	3.73	4.01	1.25	2.81	1.19	29.7 %
City Clerk	8.00	9.92	2.60	9.96	(0.04)	(0.4) %
City Council	7.87	7.91	3.42	7.16	0.75	9.5 %
Department of Transportation	21.72	22.08	9.84	23.24	(1.15)	(5.2) %
Department of Violence Prevention	7.49	8.10	2.63	6.65	1.45	17.9 %
Department of Workplace and Employment Standard	2.39	2.15	0.76	2.19	(0.04)	(1.9) %
Economic and Workforce Development Department	15.24	14.54	8.22	14.61	(0.07)	(0.5) %
Finance Department	29.13	29.03	10.88	29.85	(0.82)	(2.8) %
Fire Department	180.45	166.24	92.94	197.20	(30.96)	(18.6) %
Housing and Community Development Department	—	—	—	—	—	— %
Human Resources Management Department	0.33	0.53	0.43	0.53	0.00	0.0 %



FY 2024-25 Second Quarter GPF Expenditures (continued)

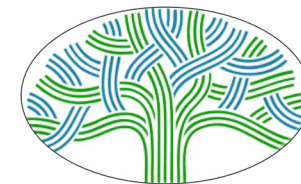
FY 2024-25 GPF Budget to Actual Expenditures (\$ in millions)

Department	FY 2024-25 Adopted Budget	FY 2024-25 Adjusted Budget	FY 2024-25 Q2 YTD Actuals	FY 2024-25 Q2 Year-End Estimate	Year-End \$ Over / Under Adjusted Budget	Year-End % Over / Under Adjusted Budget
Human Services Department	43.08	46.47	7.89	44.40	2.07	4.5 %
Information Technology Department	6.55	6.95	3.46	9.13	(2.18)	(31.3) %
Mayor	5.59	5.60	2.24	4.41	1.19	21.2 %
Non Departmental and Port	53.80	59.00	6.57	53.00	6.00	10.2 %
Oakland Animal Services	6.84	6.57	2.98	6.17	0.40	6.1 %
Oakland Parks and Recreation Department	11.80	12.13	5.54	13.20	(1.07)	(8.8) %
Oakland Public Library Department	12.40	11.40	5.81	9.71	1.69	14.8 %
Oakland Public Works Department	2.73	4.51	1.46	4.19	0.32	7.1 %
Planning and Building Department	—	—	—	—	—	— %
Police Commission	8.78	9.57	2.94	7.51	2.06	21.5 %
Police Department	347.21	322.83	175.43	361.31	(38.48)	(11.9) %
Public Ethics Commission	2.52	2.78	1.04	2.37	0.41	14.7 %
Race and Equity Department	1.27	1.35	0.55	1.26	0.09	6.7 %
Total	807.19	785.86	361.55	843.69	(57.83)	(7.4) %



FY 2024-25 First vs Second Quarter GPF Spending Comparison

Department	Q1 Projection +CF	Q2 Projection	Difference	Department	Q1 Projection +CF	Q2 Projection	Difference
Non Departmental and Port	67,983,373	52,998,782	(14,984,591)	Capital Improvement Projects	1,609,059	1,609,724	665
Police Department	374,715,285	361,305,837	(13,409,448)	City Attorney	23,894,272	23,932,280	38,008
Fire Department	200,684,224	197,204,170	(3,480,054)	City Auditor	2,759,310	2,814,808	55,498
Oakland Public Library Department	12,924,395	9,707,713	(3,216,682)	Oakland Animal Services	6,117,342	6,173,109	55,767
Human Services Department	47,096,773	44,402,807	(2,693,965)	Finance Department	29,729,360	29,848,441	119,081
Department of Transportation	23,903,571	23,239,122	(664,449)	Department of Violence Prevention	6,498,491	6,653,393	154,902
Mayor	4,642,538	4,412,870	(229,667)	Police Commission	7,275,480	7,507,722	232,241
City Council	7,349,132	7,160,869	(188,263)	Oakland Public Works Department	3,879,252	4,191,302	312,050
Economic and Workforce Development Department	14,793,772	14,613,046	(180,726)	Human Resources Management Department	193,965	528,214	334,249
Department of Workplace and Employment Standard	2,304,557	2,192,026	(112,531)	City Administrator	6,671,416	7,277,381	605,965
Public Ethics Commission	2,448,150	2,373,597	(74,553)	Information Technology Department	8,345,227	9,131,055	785,828
Race and Equity Department	1,291,979	1,256,183	(35,796)	Oakland Parks and Recreation Department	12,130,870	13,197,764	1,066,894
City Clerk	9,985,269	9,958,389	(26,881)				
				Total	879,227,063	843,690,603	(35,536,640)



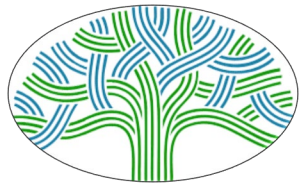
FY 2024-25 Second Quarter GPF Fund Balance

FY 2024-25 General Purpose Fund Projected Fiscal Year-End

When obligations against fund balance are considered, the City’s estimated available fund balance in the GPF at the end of FY 2024-25 is negative \$89.17 million.

FY 2024-25 General Purpose Fund Projected Fiscal Year-End (\$ in millions)

GENERAL PURPOSE FUND (1010)	FY 2024-25 Q2 Year-End Estimate
Beginning Unassigned Fund Balance - Audited	(6.83)
Revenue	756.49
Expenditures	843.69
Estimated Ending Fund Balance	(94.02)
Use of Fund Balance in FY 2024-25	
Return of Excess Fund Balance in Equipment Fund	8.32
Legal Settlements	(3.47)
Estimated Ending Fund Balance	(89.17)



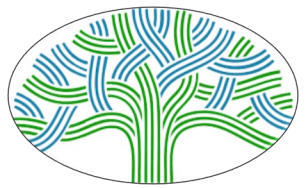
FY 2024-25 Second Quarter Reserve Balances

FY 2024-25 Reserve Balances

FY 2024-25 Q2 Reserve Balances (\$ in millions)

Description	FY 2023-24 Beginning Balances	FYE Estimated 2023-2024 Balances
Mandated Emergency Reserves FY 2022-23	66.63	70.16
Vital Services Stabilization Fund	10.27	0.00
OMERS Reserves (Reso. No. 85098 C.M.S)	2.36	2.36
GPF Balancing		-9.62
Total Reserves	79.26	62.90

**The 7.5% GPF reserve is not a cumulative balance*

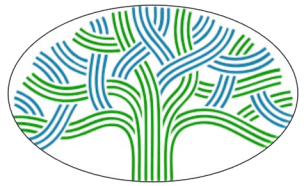


FY 2024-25 Second Quarter Select Non-GPF Funds

FY 2024-25 Available Fund Balance and Appropriations for Select Non-GPF Funds

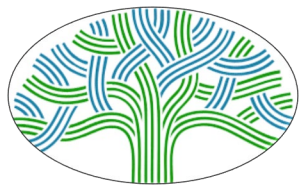
Fund Description	FY24-25 Beg Audited Fund Balance	FY24-25 Year End Rev Projections	FY24-25 Year End Exp Projections	FY24-25 Year End Estimated Fund Balance	Equipment/Se If Insurance Funds Excess FB	GPF Balancing	Estimated Ending Fund Balance P12-25
1020 - Vital Services Stabilization Fund	0.50	0.01	-	0.51	-	0.50	0.01
1030 - Measure HH (SSBDT)	11.65	6.35	11.63	6.37	-	2.55	3.82
1100 - Self Insurance Liability	23.10	61.49	61.50	23.08	(8.25)	14.85	-
1720 - Comprehensive Clean-up	(1.96)	24.07	22.82	(0.72)	3.73	0.77	2.25
1870 - Affordable Housing Trust Fund	37.49	17.23	36.84	3.20	0.01	5.78	(2.57)
Measure BB and Measure F Funds (2215, 2216, 2217, 2218, 2219, 2220)	57.73	36.67	87.84	6.56	-	-	6.56
State Transportation (Gas Tax) Funds (2230, 2232)	11.84	22.93	21.26	13.51	-	-	13.51
2244 - Measure Q - Parks & Recreation Preservation, Litter Reduction, and Homelessness Support Act	26.55	33.01	55.28	4.29	0.42	-	4.71
2270 - Vacant Property Tax Act Fund	2.51	5.36	6.42	1.45	0.04	-	1.49
2310 - Lighting and Landscape Assessment District	(0.59)	19.75	20.60	(1.44)	1.95	-	0.51
2411 - False Alarm Reduction Program	(3.99)	1.39	0.82	(3.42)	0.00	-	(3.42)

FY 2024-25 Second Quarter Select Non-GPF Funds (continued)



FY 2024-25 Available Fund Balance and Appropriations for Select Non-GPF Funds

Fund Description	FY24-25 Beg Audited Fund Balance	FY24-25 Year End Rev Projections	FY24-25 Year End Exp Projections	FY24-25 Year End Estimated Fund Balance	Equipment/Se If Insurance Funds Excess FB	GPF Balancing	Estimated Ending Fund Balance P12-25
2415 - Development Service Fund	104.90	71.48	118.49	57.89	0.45	-	58.34
2419 - Measure C: Transient Occupancy Tax (TOT) Surcharge	0.57	5.38	5.57	0.38	-	-	0.38
4100 - Equipment	46.24	17.37	44.77	18.84	(17.73)	1.11	(0.00)
4200 - Radio / Telecommunications	7.85	5.49	6.96	6.38	0.02	5.61	0.79
4210 - Telephone Equipment and Software	(1.20)	2.22	1.98	(0.96)	-	0.11	(1.07)
4300 - Reproduction	0.96	1.92	2.10	0.78	-	0.69	0.09
4400 - City Facilities	4.16	52.12	52.96	3.32	0.30	0.99	2.63
4510 - Personnel Management	-	19.99	16.78	3.21	-	3.31	(0.10)
4550 - Purchasing	0.31	8.56	6.88	1.99	-	1.70	0.29
4600 - Information Technology	16.37	26.93	38.82	4.48	-	0.69	3.79



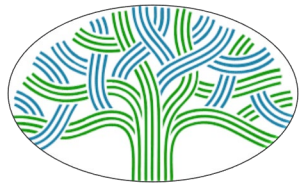
FY 2024-25 Second Quarter Measure BB and Measure F Funds

FY 2024-25 Available Fund Balance and Appropriations for Measures BB and F

- A technical error in how the Measure F Vehicle Registration fee was captured led to inaccuracies in the reported estimated revenues and ending fund balance for Measures BB and F.
- The table below breaks down the estimated year-end balances by Fund

FY 2024-25 Q2 Measures BB and F Estimated Fund Balances

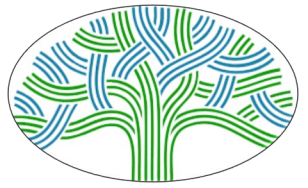
FUND	DESCR	Audited Beginning Fund Balance P01-25	FY24-25 Projected Revenues	FY24-25 Projected Expenditures	Unaudited Ending Fund Balance P12-25
2215	Measure F - Vehicle Registration Fee	3,358,114	1,699,218	4,098,591	958,740
2218	Measure BB - Local Streets and Roads	43,870,510	28,790,100	69,221,844	3,438,766
2219	Measure BB - Bike and Pedestrian	5,806,291	2,958,170	7,869,483	894,978
2220	Measure BB - Paratransit	4,693,096	3,221,274	6,646,660	1,267,710
	Combined Totals	57,728,011	36,668,762	87,836,578	6,560,194



Summary of FY 2024-25 Q2 R&E & Next Steps

GENERAL PURPOSE FUND (1010)		FY 2024-25 Q2 Year-End Estimate
Beginning Fund Balance - Audited		(6.83)
Revenue		756.49
Expenditures		843.69
Estimated Current Year Surplus/(Shortfall)		(87.20)
Estimated Ending Fund Balance		(94.02)
Use of Fund Balance in FY 2024-25		
Return of Excess Fund Balance in Equipment Fund		8.32
Legal Settlements		(3.47)
Estimated Ending Fund Balance		(89.17)

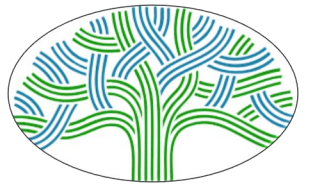
- While slightly better than what was presented in the Q1 R&E, the GPF is still projecting a \$94 million deficit.
- Steps have been taken prior to the Q2 R&E to reduce spending and close the gap in the GPF: including a selective hiring freeze, limiting certain expenditures, and the implementation of the Contingency Budget.
- Further steps have been considered, including those discussed at the December 17th Council meeting, as well as additional measures that will be explored in more detail during this presentation.



Priorities

FY 2023-25 City Council Budget Priorities:

- Housing Security & Homelessness Solutions
- Community Safety, Prevention & Healing
- Good Jobs & Vibrant Economy
- Clean, Healthy, Sustainable Neighborhoods



Fiscal Challenges Leading to Projected Deficit

Challenges that led to the FY 2024-25 Budget Deficit:



Growth of Ongoing
Programming with One-Time
Funds During the COVID-19
Pandemic

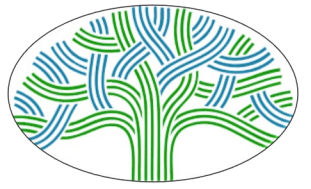


Funding the City's OPEB
Liability (Retiree Health)

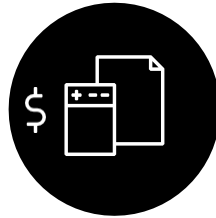


Ever-growing
Challenge of
CalPERS Benefits
Costs

FY 2024-25 Midcycle Budget Current Fiscal Condition



Negative Fund Balance
from Accumulated
Deficit for FY 2023-24



Initial Projected
Overspending by
\$57.8M in the GPF

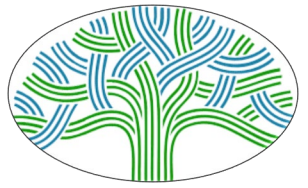


Implementation of
Contingency
Budget



Implementation of
GPF Balancing
Measures

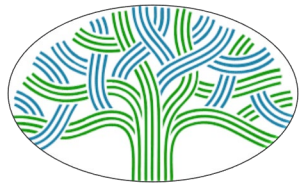
- Expenditure reductions and reallocation of resources are necessary to mitigate the deficit and ensure fiscal stability throughout the remainder of FY 2024-25.



GENERAL PURPOSE FUND (1010) FY 2024-25 Balancing

FY 2024-25 Estimated Reduction Target and Amount Reduced

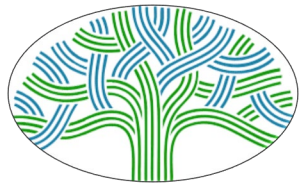
Description	17-Dec-24	3-Feb-25
Beginning Fund Balance - Audited	(6,826,000)	(6,826,000)
Revenue	758,515,757	756,493,467
Expenditures	879,227,063	843,690,603
Estimated Current Year Surplus/(Shortfall)	(120,711,306)	(87,197,136)
Estimated Ending Fund Balance	(127,537,306)	(94,023,136)
Use of Fund Balance in FY 2024-25		
Return of Excess Fund Balance in Equipment Fund	8,320,000	8,320,000
Legal Settlements	(10,575,655)	(3,467,590)
Estimated Ending Fund Balance	(129,792,961)	(89,170,726)
Total Reduction Target	129,792,961	89,170,726
Amount Reduced	(129,792,961)	(89,327,959)
Variance (Surplus)/Deficit	-	(157,233)



FY 2024-25 Balancing Actions Revised

Major Adjustments Made to the Balancing Efforts That Were Considered on Resolution 90585 CMS on December 17, 2024

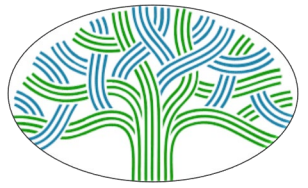
GENERAL PURPOSE FUND (1010) FY 2024-25 Major Adjustments to Balancing Measures		
Description	17-Dec-24	3-Feb-25
Scale Back OPD Overtime	\$ (25,150,000)	\$ (14,450,000)
Brownouts of 4 Additional Fire Stations (Removed from Plan)	\$ (7,680,000)	\$ -
Eliminate Positions	\$ (5,890,000)	\$ (1,230,000)
Additional Revenue - Business Tax Enforcement Efforts	\$ (4,230,000)	\$ (1,100,000)
Grand Total	\$ (42,950,000)	\$ (16,780,000)



FY 2024-25 New Balancing Measures (Q2)

Major Balancing Measures and Additional Items Introduced Since the December 17, 2024 Action

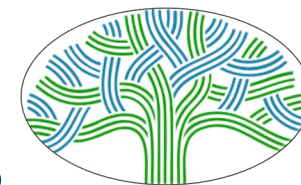
GENERAL PURPOSE FUND (1010) FY 2024-25 Major New Balancing Measures	
Description	3-Feb-25
Termination of Grants in the GPF	\$ (2,600,000)
Coliseum Subsidy Payment Refund	\$ (2,580,000)
GPF Contract Terminations Placeholder	\$ (2,500,000)
Add Expenditures for the Summer 2025 Town Camp Programming	\$ 1,140,000
Grand Total	\$ (6,540,000)



FY 2024-25 Budget Amendments Per Reso 90585 CMS

City Council Authority Phase 1 Actions

Immediate Actions						
City Council Authority						
<i>Fund</i>	<i>Dept.</i>	<i>Description</i>	<i>Level of Action</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount</i>
1010	Citywide	Unrestrict Funding and Transfer Fund Balance from 1100 - Self Insurance Liability	Council	100%	(14,851,619)	(14,851,619)
1010	Citywide	Balance from 1870 - Affordable Housing Trust Fund	Council	100%	(5,778,000)	(5,778,000)
1010	Citywide	Unrestrict Funding and Transfer Fund Balance from 1030 - Measure HH (SSBDT)	Council	100%	(2,550,000)	(2,550,000)
1010	Citywide	Balance from 1020 - Vital Services Stabilization Fund	Council	100%	(503,000)	(503,000)
1010	EWD	Adds \$400,000 O&M for Scotlan Convention Center	Council	100%	400,000	400,000
1010	OPD	Transfer Eligible Expenditures to Measure Z FB	Council	100%	(2,489,849)	(2,489,849)
1010	EWD	Adds \$157,125 O&M for Raiders Training Facility Prop Tax	Council	100%	157,125	157,125
1011	Citywide	Transfer Fund Balance from 1011 in excess of Fiscal Emergency Declaration required reserve threshold	Council	100%	(9,622,793)	(9,622,793)
4200	Citywide	Reallocation of Fund Balance	Council	80%	(5,605,295)	(4,482,370)
City Council Authority Total					(40,843,430)	(39,720,506)

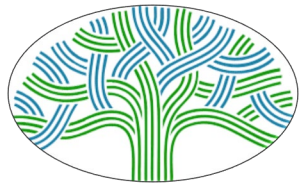


FY 2024-25 Budget Amendments Per Reso 90585 CMS

Phase 1: City Council Actions Continued

- Transfer Emergency Reserve 1011 Fund Balance in Excess Above 7.5% Policy
- (\$9.6M) – (City Council Action Was Required)

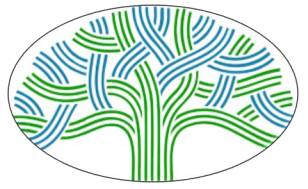
	FY 21-22	FY 22-23	FY 23-24
Emergency Reserve Fund Balance History			
Beg Fund Balance	\$0	\$53,970,926	\$66,630,337
Budgeted Transfer	\$54,613,179	\$10,799,210	\$0
Interest	\$112,099	\$1,618,074	\$2,964,897
Other Gains /(Losses)	(\$754,352)	\$242,127	\$566,762
Ending Fund Balance	\$53,970,926	\$66,630,337	\$70,161,996
Calculation of 7.5% Requirement Against Available Fund Balance			
FY2024-25 Midcycle Adopted Budget			\$807,189,360
Fund 1011 Reserve Fund Balance			\$70,161,995
Required GPF Emergency Reserve Amount (7.5%)			\$60,539,202
Amount above 7.5% Requirement			\$9,622,793



Administrative Balancing Actions (Reso 90585 CMS)

Phase 1: Actions (Continued)

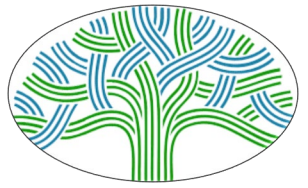
City Administrator Authority				17-Dec-24			3-Feb-25		
<i>Fund</i>	<i>Dept.</i>	<i>Description</i>	<i>Level of Action</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>
1010	CAO	Eliminate Expenditure Budget	Admin - Budget Reso	100%	(99,648)	(99,648)	100%	(99,648)	(99,648)
1010	CAO	Reduce Expenditure Budget	Admin - Budget Reso	100%	(190,403)	(190,403)	100%	(190,403)	(190,403)
1010	CAO	Transfer funding to Fund 2252 - 0.70 FTE Assistant to the City Administrator	Admin - Budget Reso	100%	(85,876)	(85,876)	100%	(85,876)	(85,876)
1010	City Council	Savings from Councilmember serving as Interim Mayor (5mo)	Assumption Change	100%	(71,835)	(71,835)	100%	(71,835)	(71,835)
1010	DOT	Restoration of Parking Enforcement Efforts	Assumption Change	100%	(3,692,308)	(3,692,308)	100%	(3,692,308)	(3,692,308)
1010	DVP	Eliminate GPF Contracts	Admin - Budget Reso	100%	(490,304)	(490,304)	100%	(490,304)	(490,304)
1010	DVP	Transfer Positions out of Fund 1010 to meet Target Reduction	Admin - Budget Reso	100%	(808,745)	(808,745)	100%	(808,745)	(808,745)
1010	DWES	Reduce GPF Contracts	Admin - Budget Reso	100%	(343,449)	(343,449)	100%	(343,449)	(343,449)
1010	DWES	Reduce GPF O&M	Admin - Budget Reso	100%	(227,129)	(227,129)	100%	(227,129)	(227,129)
1010	EWD	Eliminate Ambassador Program	Admin - Budget Reso	100%	(1,100,000)	(1,100,000)	100%	(1,100,000)	(1,100,000)
1010	EWD	Cut Cultural Arts Grant program	Admin - Budget Reso	100%	(683,532)	(683,532)	100%	(683,532)	(683,532)
1010	EWD	Eliminate Plaza Activation Funding	Admin - Budget Reso	100%	(100,000)	(100,000)	100%	(100,000)	(100,000)



Administrative Balancing Actions (Reso 90585 CMS)

Phase 1: Actions (Continued)

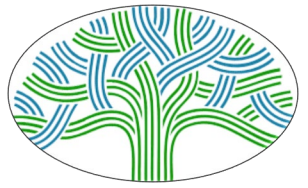
City Administrator Authority				17-Dec-24			3-Feb-25		
<i>Fund</i>	<i>Dept.</i>	<i>Description</i>	<i>Level of Action</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>
1010	EWD	Increase Revenue for Billboards	Admin - Budget Reso	100%	(400,000)	(400,000)	100%	(400,000)	(400,000)
1010	EWD	Transfer 1.0 FTE ELDE	Admin - Budget Reso	100%	(178,600)	(178,600)	100%	(178,600)	(178,600)
1010	Finance	BT Revenue Tax Enforcement Efforts	Assumption Change	100%	(4,250,000)	(4,250,000)	100%	(1,100,000)	(1,100,000)
1010	Finance	Eliminate Amplifund Contract	Admin - Budget Reso	100%	(250,000)	(250,000)	100%	(250,000)	(250,000)
1010	Finance	Eliminate Finance Admin O&M	Admin - Budget Reso	100%	(150,000)	(150,000)	100%	(150,000)	(150,000)
1010	Finance	Eliminate Payroll and Purchasing AI O&M	Admin - Budget Reso	100%	(200,000)	(200,000)	100%	(200,000)	(200,000)
1010	Fire	Academy related OT backfills	Assumption Change	100%	(2,500,000)	(2,500,000)	100%	(2,500,000)	(2,500,000)
1010	Fire	Brownouts of 2 additional Fire Stations (beyond Station 10), January 1 - June 30, 2025.	Admin - Budget Reso	100%	(5,543,070)	(5,543,070)	100%	(5,543,070)	(5,543,070)
1010	Fire	Mutual Aid Reimbursements (Revenue)	Assumption Change	100%	(993,607)	(993,607)	100%		-
1010	Fire	Position Freeze/Reduction: Assistant Chief (Fire Chief) (1.0 FTE) Anticipated Retirement	Admin - Budget Reso	100%	(281,220)	(281,220)	100%	(281,220)	(281,220)
1010	HSD	Homelessness Funding in the GPF to Prioritize Draw Downs on Restricted Funds	Admin - Budget Reso	100%	(1,900,000)	(1,900,000)	100%	(1,900,000)	(1,900,000)
1010	HSD	Transfer Eligible GPF Expenditures for HeadStart Program	Admin - Budget Reso	100%	(573,194)	(573,194)	100%	(573,194)	(573,194)



Administrative Balancing Actions (Reso 90585 CMS)

Phase 1: Actions (Continued)

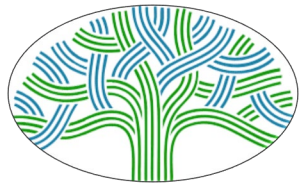
City Administrator Authority				17-Dec-24			3-Feb-25		
<i>Fund</i>	<i>Dept.</i>	<i>Description</i>	<i>Level of Action</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>
1010	HSD	Transfer Eligible Positions for HeadStart Program	Admin - Budget Reso	100%	(196,300)	(196,300)	100%	(196,300)	(196,300)
1010	HSD	Transfer Eligible Positions to Measure BB	Admin - Budget Reso	100%	(65,525)	(65,525)	100%	(65,525)	(65,525)
1010	IT	Transfer Eligible Expenditures to Fund 4600 Fund Balance	Admin - Budget Reso	100%	(1,000,000)	(1,000,000)	100%	(1,000,000)	(1,000,000)
1010	IT	Reduce contracts - Intranet restoration	Admin - Budget Reso	100%	(200,000)	(200,000)	100%	(200,000)	(200,000)
1010	IT	Staff reduction - Info Sys Spec II [Pending Retirement]	Admin - Budget Reso	100%	(106,008)	(106,008)	100%	(106,008)	(106,008)
1010	IT	Transfer position from 1010 to 2159	Admin - Budget Reso	100%	(105,000)	(105,000)	100%	(105,000)	(105,000)
1010	Library	Transfer personnel actuals out of fund 1010 to Measures C fund 2241 and Measure D fund 2243.	Admin - Budget Reso	100%	(3,265,952)	(3,265,952)	100%	(3,265,952)	(3,265,952)
1010	Office of the City Attorney	Restricted Affirmative Litigation Funds (Project 1007397)		100%	(538,340)	(538,340)	100%		-
1010	Office of the City Attorney	Restricted Affirmative Litigation Funds (Santos Settlement)		100%	(245,943)	(245,943)	100%		-
1010	OPD	Transfer 10.0 FTE Police Officer (PERS) to Measure Z CY	Admin - Budget Reso	100%	(1,470,755)	(1,470,755)	100%	(1,470,755)	(1,470,755)
1010	OPD	Reduce GPF Travel	Admin - Budget Reso	100%	(280,000)	(280,000)	100%	(280,000)	(280,000)
1010	OPD	Reduce 2 Remaining Police Academies	Admin - Budget Reso	100%	(6,938,277)	(6,938,277)	100%	(6,938,277)	(6,938,277)



Administrative Balancing Actions (Reso 90585 CMS)

Phase 1: Actions (Continued)

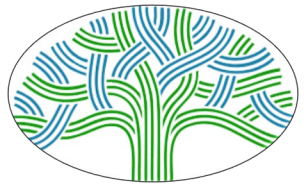
City Administrator Authority				17-Dec-24			3-Feb-25		
<i>Fund</i>	<i>Dept.</i>	<i>Description</i>	<i>Level of Action</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>
1010	OPD	Reduce GPF Overtime & Eliminate Special OPD Units	Admin - Budget Reso	100%	(25,150,411)	(25,150,411)	100%	(1,450,000)	(1,450,000)
1010	OPRYD	Transfer Eligible Positions to Fund 1820	Admin - Budget Reso	100%	(461,600)	(461,600)	100%		-
1010	OPRYD	Reduce O&M set aside for Pool Managers	Admin - Budget Reso	100%	(403,258)	(403,258)	100%	(403,258)	(403,258)
1010	PC - CPRA	52211 - Stationery and Office Supplies	Admin - Budget Reso	100%	(6,000)	(6,000)	100%	(6,000)	(6,000)
1010	PC - CPRA	52213 - Minor Computer Hardware and Software (No Asset Number, Not Capitalized)	Admin - Budget Reso	100%	(33,516)	(33,516)	100%	(33,516)	(33,516)
1030	HSD	Eliminate Food Program	Admin - Budget Reso	100%	(299,735)	(299,735)	100%		-
1030	CAO	Reduce Expenditure Budget	Admin - Budget Reso	100%	(60,680)	(60,680)	100%		-
1720	Citywide	FB & Underspending: Transfer 4400 Water Charges to LLAD and Personnel Expenses from LLAD to 1720	Admin - Budget Reso	55%	(807,000)	(445,951)	55%	(600,000)	(331,562)
1720	Citywide	Equipment Refund: Transfer 4400 Water Charges to LLAD and Personnel Expenses from LLAD to 1720	Admin - Budget Reso	55%	(1,427,065)	(788,602)	55%	-	-
1720	OPW	Reduce O/M Funding	Admin - Budget Reso	55%	(100,000)	(55,260)	55%	(100,000)	(55,260)
1720	OPW	Release Old PO Encumbrances in KOCB	Admin - Budget Reso	55%	(75,000)	(41,445)	55%	(75,000)	(41,445)
1720	OPW	Release Old PO Encumbrances in PTSD	Admin - Budget Reso	55%	(4,578)	(2,530)	55%	(4,578)	(2,530)



Administrative Balancing Actions (Reso 90585 CMS)

Phase 1: Actions (Continued)

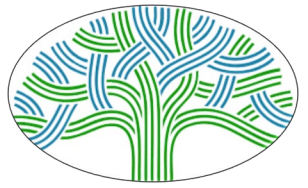
City Administrator Authority				17-Dec-24			3-Feb-25		
<i>Fund</i>	<i>Dept.</i>	<i>Description</i>	<i>Level of Action</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>
1720	OPW	Park Supervisor I.SC193-moved 6 months cost to F2244	Admin - Budget Reso	55%	(102,609)	(56,702)	55%	(102,609)	(56,702)
1720	OPW	Tree Supervisor II.SC230 move 6 months cost to F2244	Admin - Budget Reso	55%	(149,977)	(82,878)	55%	(149,977)	(82,878)
1870	EWD	Transfer 0.19 FTE Real Estate Agent	Admin - Budget Reso	100%	(27,000)	(27,000)	100%	-	-
1870	EWD	Transfer 0.5 FTE Real Estate Agent	Admin - Budget Reso	100%	(141,050)	(141,050)	100%	-	-
1870	EWD	Transfer 1.0 FTE Real Estate Agent	Admin - Budget Reso	100%	(282,100)	(282,100)	100%	-	-
1870	HCD	Transfer 3.84 FTE + ISFs from 1870 to 2108	Admin - Budget Reso	100%	(1,201,527)	(1,201,527)	100%	-	-
4100	OPW	Eliminate Funding for Grant Writing Contract	Admin - Budget Reso	45%	(250,000)	(112,845)	45%	(250,000)	(112,845)
4100	OPW	Reduced Self Insurance Contribution	Admin - Budget Reso	45%	(864,572)	(390,250)	45%	(864,572)	(390,250)
4200	IT	Reduce contracts - Phone repair	Admin - Budget Reso	80%	(6,450)	(5,158)	80%	(6,450)	(5,158)
4210	IT	Reduce contracts - Phone repair	Admin - Budget Reso	60%	(108,882)	(65,573)	60%	(108,882)	(65,573)
4300	City Wide	Reallocation of Underspensing	Admin - Budget Reso	60%	(694,265)	(416,777)	60%	(694,265)	(416,777)
4400	OPW	Eliminate Facilities Master Plan Project Funding	Admin - Budget Reso	55%	(915,880)	(506,119)	55%	(915,880)	(506,119)



Administrative Balancing Actions (Reso 90585 CMS)

Phase 1: Actions (Continued)

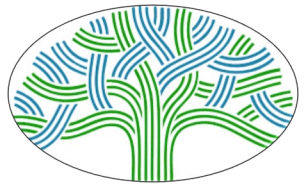
City Administrator Authority				17-Dec-24			3-Feb-25		
<i>Fund</i>	<i>Dept.</i>	<i>Description</i>	<i>Level of Action</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>
4510	Finance	Eliminate Meals	Admin - Budget Reso	61%	(750)	(461)	61%	(750)	(461)
4510	Finance	Eliminate Miscellaneous Educational Expenses	Admin - Budget Reso	61%	(750)	(461)	61%	(750)	(461)
4510	Finance	Eliminate Miscellaneous Travel	Admin - Budget Reso	61%	(2,000)	(1,229)	61%	(2,000)	(1,229)
4510	Finance	Eliminate O&M For Payroll Consolidation Expenses	Admin - Budget Reso	61%	(50,000)	(30,720)	61%	(50,000)	(30,720)
4510	Finance	Eliminate Per Diem and Lodging	Admin - Budget Reso	61%	(2,000)	(1,229)	61%	(2,000)	(1,229)
4510	Finance	Eliminate Registration & Tuition	Admin - Budget Reso	61%	(1,500)	(922)	61%	(1,500)	(922)
4510	HRM	Reduce GPF O&M	Admin - Budget Reso	61%	(98,700)	(60,641)	61%	(98,700)	(60,641)
4510	City Wide	Reallocation of Underspending	Admin - Budget Reso	61%	(3,128,020)	(1,921,851)	61%	(3,128,020)	(1,921,851)
4550	Finance	Reduce Transfer To Fund Balance	Admin - Budget Reso	64%	(64,317)	(40,856)	64%	(64,317)	(40,856)
4550	City Wide	Reallocation of Underspending	Admin - Budget Reso	64%	(1,632,254)	(1,036,844)	64%	(1,632,254)	(1,036,844)
4600	CAO	Reduce Expenditure Budget	Admin - Budget Reso	65%	(3,000)	(1,939)	65%	(3,000)	(1,939)
4600	Finance	Eliminate Finance Admin O&M	Admin - Budget Reso	65%	(207,267)	(133,967)	65%	(207,267)	(133,967)



Administrative Balancing Actions (Reso 90585 CMS)

Phase 1: Actions (Continued)

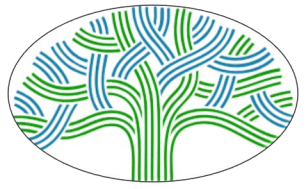
City Administrator Authority				17-Dec-24			3-Feb-25		
<i>Fund</i>	<i>Dept.</i>	<i>Description</i>	<i>Level of Action</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>
4600	IT	Reduce contracts - Fire WiFi project	Admin - Budget Reso	65%	(281,170)	(181,734)	65%	(281,170)	(181,734)
4600	IT	Reduce contracts - Microsoft on-call support	Admin - Budget Reso	65%	(198,588)	(128,357)	65%	(198,588)	(128,357)
7760	OPW	Reduce O&M in BIAD	Admin - Budget Reso	0%	(400,000)	-	0%	(400,000)	-
7760	OPW	Reduce O&M in OPW HR	Admin - Budget Reso	0%	(69,907)	-	0%	(69,907)	-
7760	OPW	Reduce O&M in OPW Fiscal	Admin - Budget Reso	0%	(104,161)	-	0%	(104,161)	-
7760	OPW	Reduce O&M in Directors Org	Admin - Budget Reso	0%	(52,031)	-	0%	(52,031)	-
7760	OPW	Reduce O&M in BDC Administration	Admin - Budget Reso	0%	(20,000)	-	0%	(20,000)	-
7760	OPW	Reduce O&M in Facilities Planning and Development	Admin - Budget Reso	0%	(18,000)	-	0%	(18,000)	-
7760	OPW	Reduce O&M in Bureau of Environment Admin.	Admin - Budget Reso	0%	(18,370)	-	0%	(18,370)	-
7760	OPW	Reduce O&M in Bureau of Maint.and Int. Services	Admin - Budget Reso	0%	(9,710)	-	0%	(9,710)	-



Administrative Balancing Actions (Reso 90585 CMS)

Phase 2: Actions

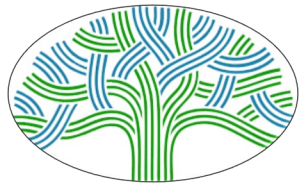
December 17 th Balancing – Actions With Later Effect				17-Dec-24			3-Feb-25		
<i>Fund</i>	<i>Dept.</i>	<i>Description</i>	<i>Level of Action</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>
1010	CAO	Eliminate Positions and Position Change	Admin - Budget Reso	100%	(351,926)	(351,926)	100%	(62,971)	(62,971)
1010	City Attorney	Eliminate Positions	Admin - Budget Reso	100%	(91,531)	(91,531)	100%	(40,045)	(40,045)
1010	City Clerk	Eliminate Positions	Admin - Budget Reso	100%	(115,428)	(115,428)	100%	-	-
1010	City Clerk	City Council Translation Services	Admin - Budget Reso	100%	(109,064)	(109,064)	100%	-	-
1010	City Council	Eliminate Positions	Admin - Budget Reso	100%	(435,564)	(435,564)	100%	-	-
1010	DOT	Position Changes	Admin - Budget Reso	100%	(1,013,724)	(1,013,724)	100%	-	-
1010	Fire	Brownouts of 4 additional Fire Stations (beyond Station 10), January 1 - June 30, 2025.	Admin - Budget Reso	100%	(7,675,020)	(7,675,020)	100%	-	-
1010	Fire	Position Eliminations	Admin - Budget Reso	100%	(445,497)	(445,497)	100%	(27,018)	(27,018)
1010	HSD	Eliminate Positions and O&M	Admin - Budget Reso	100%	(346,339)	(346,339)	100%	(27,018)	(27,018)
1010	Mayor	Eliminate Positions	Admin - Budget Reso	100%	(516,140)	(516,140)	100%	-	-
1010	OPD	Eliminate Positions - Non-Sworn	Admin - Budget Reso	100%	(590,705)	(590,705)	100%	(397,488)	(397,488)
1010	OPRYD	Reduce O&M for Cultural, Arts, Nature and Science (CANS) DECOM	Admin - Budget Reso	100%	(113,010)	(113,010)	100%	-	-



Administrative Balancing Actions (Reso 90585 CMS)

Phase 2: Actions (Continued)

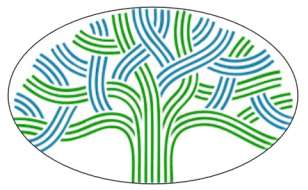
December 17 th Balancing – Actions With Later Effect				17-Dec-24			3-Feb-25		
<i>Fund</i>	<i>Dept.</i>	<i>Description</i>	<i>Level of Action</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>
1010	OPRYD	Reduce O&M for Lake Merritt Health & Safety, Park Ambassador Pilot Program	Admin - Budget Reso	100%	(114,000)	(114,000)	100%	-	-
1010	OPW	Eliminate Positions and O&M	Admin - Budget Reso	100%	(1,451,402)	(1,451,402)	100%	(289,386)	(289,386)
1010	CPRA	Eliminate Positions	Admin - Budget Reso	100%	(187,527)	(187,527)	100%	(89,502)	(89,502)
1010	Race & Equity	Eliminate Position	Admin - Budget Reso	100%	(79,662)	(79,662)	100%	(41,822)	(41,822)
1030	CAO	Eliminate Positions and Position Change	Admin - Budget Reso	100%	(26,716)	(26,716)	100%	-	-
1720	OPW	Eliminate Positions and O&M	Admin - Budget Reso	55%	(1,505,669)	(832,038)	55%	(334,095)	(184,622)
1870	CAO	Eliminate Positions and Position Change	Admin - Budget Reso	100%	(141,663)	(141,663)	100%	(9,661)	(9,661)
4100	OPW	Eliminate Positions	Admin - Budget Reso	45%	(169,854)	(76,669)	45%	-	-
4100	OPW	Reduce Fuel Expenses due to reduction in Public Safety vehicle usage	Admin - Budget Reso	45%	(500,000)	(225,690)	45%	-	-
4200	IT	Eliminate Positions	Admin - Budget Reso	80%	(215,816)	(172,581)	80%	-	-
4210	IT	Eliminate Positions	Admin - Budget Reso	60%	(112,714)	(67,881)	60%	-	-
4400	OPW	Eliminate Positions	Admin - Budget Reso	55%	(159,486)	(88,133)	55%	(76,118)	(42,063)



Administrative Balancing Actions (Reso 90585 CMS)

Phase 2: Actions (Continued)

December 17 th Balancing – Actions With Later Effect				17-Dec-24			3-Feb-25		
<i>Fund</i>	<i>Dept.</i>	<i>Description</i>	<i>Level of Action</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>
4510	Finance	Eliminate Positions	Admin - Budget Reso	61%	(126,732)	(77,864)	61%	(29,682)	(18,236)
4510	HRM	Eliminate Positions	Admin - Budget Reso	61%	(397,864)	(244,447)	61%		-
4550	DWES	Eliminate Positions	Admin - Budget Reso	64%	(127,382)	(80,916)	64%		-
4550	Finance	Eliminate Positions	Admin - Budget Reso	64%	(71,178)	(45,214)	64%		-
4600	IT	Eliminate Positions	Admin - Budget Reso	65%	(391,289)	(252,909)	65%		-
7760	OPW	Eliminate Positions	Admin - Budget Reso	0%	(611,942)	-	0%	(261,739)	-
Balancing Items Subsequent to December 17 th				17-Dec-24			3-Feb-25		
<i>Fund</i>	<i>Dept.</i>	<i>Description</i>	<i>Level of Action</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>	<i>GPF Percentage</i>	<i>Total Amount</i>	<i>GPF Amount \$*</i>
1010	Citywide	Grant Terminations - January 28th 2025	Admin - Budget Reso				100%	(2,610,876)	(2,610,876)
1010	Non-Dept	Coliseum Payment Refund	Admin - Budget Reso				100%	(2,610,000)	(2,610,000)
1010	OPRYD	Needed to Provided Summer 2025 Town Camp Programs					100%	\$1,137,750	1,137,750
1010	Citywide	Contract Terminations Placeholder - February 12th 2025					100%	(2,500,000)	(2,500,000)
1010	Non-Dept	Rose Foundation Grant - Legal Settlement Required					100%	\$298,720	298,720

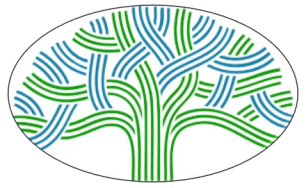


Long-Term Outlook & FY 2025-27 Biennial Budget Analysis

- Decisions must be made to bridge the growing imbalances between revenues and expenditures.
- Almost all available resources will have been potentially exhausted from Budget Amendments and Balancing Actions for FY 2024-25. No additional resources are available for the FY 2025-27 Biennial Budget.
- The FY 2025-27 Baseline Budget projects a substantial structural deficit of **\$140 million** for each year of the biennial budget.
- To restore long-term fiscal sustainability, the City will need to adopt comprehensive, ongoing balancing measures, mostly focusing on the strategic reorganization and prioritization of services to align spending with available resources.



Q2 R&E & FY 2024-25 Midcycle Report Concluding Points



The City ended FY 2023-24 at an operating deficit of **\$80 million**.



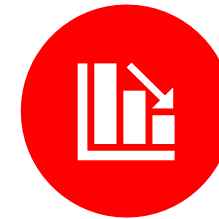
The City's structural budget issues will carry into future fiscal years depending on actions (or inactions) taken in the upcoming months.



The City is projecting a deficit of **\$87 million** for FY 2024-25 based on Q2 Projections.



Balancing measures totaling **\$89 million** have been proposed to negate the projected negative fund balance in the GPF.



The projected GPF deficit exceeds **\$140 million** for each year of the next biennial budget.