



(SPECIAL MEETING)

**OAKLAND WORKFORCE
DEVELOPMENT BOARD
RETREAT**

Friday, September 21, 2018

8:30 a.m. – 3:00 p.m.

The California Endowment
Center for Healthy Communities – Oakland
2000 Franklin Street
Oakland, CA 94612



Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email LDial@oaklandnet.com or call (510) 238-3474 or (510) 238-3254 for TDD/TTY five days in advance.

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OAKLAND WORKFORCE DEVELOPMENT BOARD (OWDB)
SPECIAL MEETING NOTICE – BOARD RETREAT
The California Endowment’s *Center for Healthy Communities Oakland*
2000 Franklin Street, Oakland, CA 94612

Friday, September 21, 2018
8:30 a.m. – 3:00 p.m.

AGENDA

Times for each of the items below are estimates only.

- I. PROCEDURAL ITEMS (10 minutes)**
 - a) Call to Order and Roll Call
 - b) Adoption of the Agenda

- II. PUBLIC COMMENT (10 minutes)**

The public wishing to address the Board on issues shall complete a Speakers Card. Members of the public who wish to address the Board on published issues should do so at the time the agenda item is being discussed. Items not on the agenda will be taken during this time.

- III. ACTION ITEM (20 minutes)**
 - a) Authorize Executive Committee to Select Professional Development Consultants
 - b) Approve Human Services Department Funding for Homeless Workforce Development Program

- IV. WARMING UP (30 minutes)**
 - a) Retreat Goals and Objectives
 - b) 2017-2020 Local & Regional Plans – accomplishments & opportunities ahead

- V. OAKLAND – CURRENT CONDITIONS/DISPARITIES, EQUITY PROCESS BASELINE (45 minutes)**
 - a) Oakland Economy & Labor Market
 - b) Oakland Equity Indicators
 - c) Board Discussion
 - i. What groups are most impacted by disparities? To lift from the bottom, whose lives are we trying to impact?
 - ii. What additional information or data might we need to know?
 - iii. How could we proceed, who could help us learn what we need to know?
 - iv. How might we meaningfully involve those who are most impacted?

- VI. WORKFORCE DEVELOPMENT – NATIONAL & STATE VIEW (30 minutes)**

- VII. LUNCH (45 minutes)**

Dialogue/Q&A with Oakland Mayor Libby Schaaf

- VIII. DRAFT EQUITY OUTCOMES (30 minutes)**
 - a) What condition of well-being does the Board want in our community (results)?
 - b) What would these conditions look like if we achieved them (make them vivid)?
 - c) What measures might we use to track progress toward the outcomes (indicators)?

- IX. REVIEW NEXT PROPOSED PROCESS STEPS (45 Minutes)**

- X. HOW MIGHT OWDB MEMBERS BE INVOLVED GOING FORWARD? (45 Minutes)**

- XI. ADJOURN**



ITEM-III.a. ACTION



To: Oakland Workforce Development Board
From: OWDB Staff
Date: September 21, 2018
Re: Authorize Executive Committee to Select Professional Development Consultants Budget

RECOMMENDATION:

That the Oakland Workforce Development Board (OWDB) authorize the OWDB Executive Committee to approve all FY 2018-2019 contract(s) for professional development services.

BACKGROUND

In accordance with the OWDB Bylaws, the Executive Committee is authorized to approve any single contract with an amount less than \$250,000. In the interest of full transparency, this item is being brought forward

CURRENT SITUATION

FY 2018-19 is a busy one for the OWDB and will require the support of individuals and/or organizations with specific capacity and expertise to help move forward some major projects, including the following:

- 1) The current 2016-2019 OWDB Request for Proposal (RFP) funding cycle ends June 30, 2019. As such, the OWDB must issue one or more Requests for Proposals (RFPs) for WIOA-funded services for the upcoming three (3) year period from FY 2019-20 through FY 2021-22. OWDB staff will issue a Request for Quotation (RFQ) for qualified Consultant(s) to assist with the development of the RFPs, the 2017-2021 plan modifications and the citywide workforce analysis.
- 2) On July 27, 2018, the State of California Workforce Development Board (CWDB) and Employment Development Department (EDD) issued final guidance and a list of requirements related to the process for local workforce boards to submit updates to their PY 2017-2020 regional and local strategic plans. This work also includes aligning the City of Oakland's local plan with its East Bay counterpart workforce boards in Alameda County, Contra Costa County, and the City of Richmond.
- 3) Finally, as OWDB members are aware, the Oakland City Council provided \$100,000 to fund a comprehensive analysis of investments in Oakland's workforce development networks, programs, and services, including public, private, and nonprofit partners. OWDB staff have begun work compiling background information and doing other preparation work to move this effort forward, which will require an RFP and/or RFQ to enlist outside expertise and support to complete.

FISCAL IMPACT

The adopted OWDB FY 2018-2019 included investments of up to \$141,709 for one or more professional services contracts.

CUSTOMER IMPACT

Enlisting the support of professional development services will help the City of Oakland Workforce Development Board maximize its capacity to fulfill its mission and goals as outlined in its strategic plan.

SCHEDULE

This work will happen over the course of FY 2018-2019, with selection of professional development services/support expected to happen in Fall 2018.



ITEM-III.b. ACTION



To: Oakland Workforce Development Board
From: OWDB & City of Oakland Staff
Date: September 21, 2018
Re: Pilot Workforce Development Program For Unsheltered Persons

RECOMMENDATION:

In compliance with the public legal opinions issued by the Oakland's City Attorney's Office on May 10, 2018, and June 5, 2018, concluding that as the designated oversight body of Oakland's comprehensive workforce development system, the Oakland Workforce Development Board (OWDB) is responsible for selecting job training service providers and reviewing and approving allocations of funding to specific job training service providers, Staff submits this recommendation to the OWDB for its review and approval.

Staff recommends that the OWDB support the recommendations in the attached report for a Pilot Workforce Development Program for Unsheltered Persons by approving the recommended contract and allocation of funds to Downtown Streets, Inc. and forwarding the report to the Oakland City Council for final review and approval.

BACKGROUND

On April 13, 2017, the Human Services Department provided key recommendations to the Life Enrichment Committee to address homelessness in Oakland. A pilot workforce development program for unsheltered persons was one of several interventions recommended.

On April 24, 2018, the Life Enrichment Committee accepted an informational report that outlined the status of the implementation of several interventions, which included the status of sanitation and trash removal from homeless encampments. Staff advised that funding for sanitation and trash removal at homeless encampments from the FY 2017-19 biennial budget had been exhausted, and recommended Council to consider appropriating additional funds during the mid-cycle budget review process.

On June 19, 2018, the City Council adopted Resolution No. 87245 C.M.S. to amend the FY 2017-19 biennial budget. This action adjusted the revenue and expenditure appropriations for FY 2018-19 and included a one-time appropriation in the amount of \$85,000 to pilot a workforce development program for unsheltered persons, presenting an opportunity to increase health and hygiene services at homeless encampments while simultaneously providing case management and employment services to unsheltered persons.

The recommended grantee, Downtown Streets, Inc., is a local nonprofit organization that specializes in street-based outreach, and through its beautification and street cleaning program, provides case management and employment services to individuals experiencing homelessness. Downtown Streets is currently operating in Berkeley, Hayward, Marin, Novato, Palo Alto, Sacramento, San Francisco, San Jose, San Rafael, Santa Cruz, and Sunnyvale.

CURRENT SITUATION

See attached report.

FISCAL IMPACT

Approval of the resolution authorizes the City Administrator to enter into an agreement between the City of Oakland and Downtown Streets, Inc. to provide a pilot workforce development program for the homeless in FY 2018-2019 in an amount not to exceed \$85,000, which is the one-time funding appropriation approved by City Council during the mid-cycle budget review process.

Funding is available in the General Purpose Fund (1010), Community Housing Services Org (78411), Pilot Homeless Litter and Dumping Project (1004355), Fostering Safe and Healthy Communities Program (SC22).

The proposed resolution also authorizes the City Administrator to amend the grant agreement to increase the grant amount within the grant term of October 1, 2018 through December 31, 2019 if additional funds become available.

CUSTOMER IMPACT

As noted in the report, all funds identified will be used to provide services to the unsheltered residents of Oakland, which is estimated to be over 1,900 persons per the most recent Point-In-Time Homeless Count and Survey conducted in January 2017. The scope of work provided by the workforce development program is intended to address the environmental degradation caused by homeless families and individuals housed or living on the streets. The expenditure of these funds is targeted to the most vulnerable and at-risk populations in the City and provides essential human services and employment support.

SCHEDULE

See attached report.

ATTACHMENT

Report to Oakland City Council, with accompanying attachments, for review and approval.



AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Sara Bedford
Director, Human Services

SUBJECT: Pilot Workforce Development Program
For Unsheltered Persons

DATE: August 13, 2018

City Administrator Approval

Date:

RECOMMENDATION

Staff Recommends That The City Council Adopt A Resolution Authorizing The City Administrator To Enter Into A Grant Agreement with Downtown Streets, Inc. In An Amount Not To Exceed \$85,000 To Provide A Pilot Workforce Development Program For Unsheltered Persons Commencing October 1, 2018 And Ending December 31, 2019, And Amend The Grant Agreement To Increase The Grant Amount Within The Grant Term If Additional Funds Become Available

EXECUTIVE SUMMARY

The resolution would authorize the City Administrator to enter into a grant agreement between the City of Oakland and Downtown Streets, Inc., a local nonprofit homeless workforce development organization, in an amount not to exceed \$85,000, to provide a pilot program centered on workforce opportunities and engagement for individuals who are homeless and unsheltered from October 1, 2018 through December 31, 2019.

Adoption of this resolution will expand the City's existing interventions of health and hygiene services by providing increased litter and garbage abatement at homeless encampments and will bolster the City's ability to mitigate litter and illegal dumping in and around homeless encampments at Lake Merritt. The pilot program also presents an opportunity for unsheltered persons to develop or hone the skills necessary to acquire and/or maintain gainful employment.

This report and resolution will be considered by the Workforce Development Board for approval at its next Board Meeting, scheduled on September 21, 2018.

BACKGROUND / LEGISLATIVE HISTORY

On April 13, 2017, the Human Services Department provided the Life Enrichment Committee key recommendations to address homelessness in Oakland (**Attachment A**). A pilot workforce development program for unsheltered persons was one of several recommended interventions.

On April 24, 2018, the Life Enrichment Committee accepted an informational report that outlined the status of the implementation of several interventions (**Attachment B**), which included the

Item: _____
Life Enrichment Committee
September 25, 2018

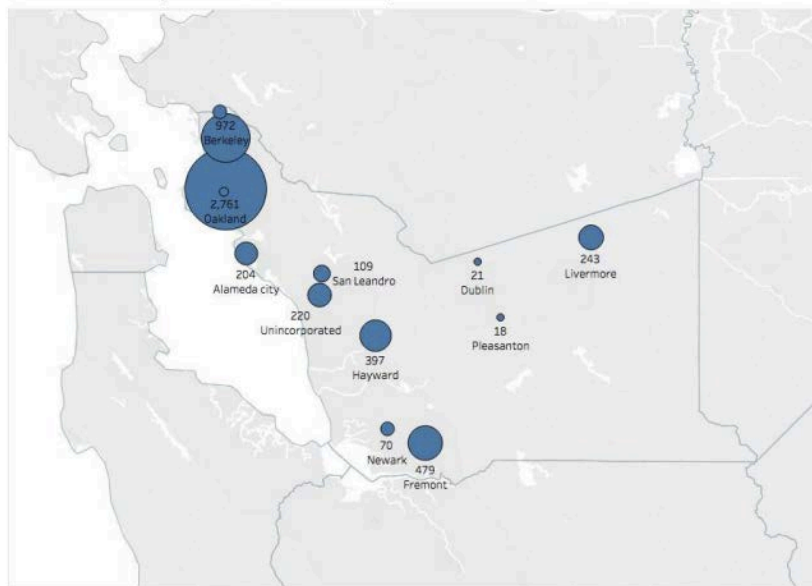
status of sanitation and trash removal from homeless encampments. Staff advised that funding for sanitation and trash removal at homeless encampments from the FY 2017-19 biennial budget had been exhausted, and recommended Council to consider appropriating additional funds during the mid-cycle budget review process.

On June 19, 2018, the City Council adopted Resolution No. 87245 C.M.S. (**Attachment C**) to amend the FY 2017-19 biennial budget. This action adjusted the revenue and expenditure appropriations for FY 2018-19 and included a one-time appropriation in the amount of \$85,000 to pilot a workforce development program for unsheltered persons.

ANALYSIS AND POLICY ALTERNATIVES

Between 2015 and 2017, homelessness in the City of Oakland increased by a staggering 26 percent. Nearly 2,000 individuals remain unsheltered on any given day, and over 85 percent of the homeless population are native Oaklanders. Additionally, Oakland accounts for nearly 50 percent of the homeless population in Alameda County.

Homeless Prevalence by City in Alameda County



Source: Applied Survey Research, Alameda County 2017 Homeless Census and Survey: Comprehensive Report (Watsonville, CA: Applied Survey Research, 2017).

Notes: Map based on longitude (generated) and latitude (generated). Size shows sum of total population. The marks are labeled by sum of total population and city. Details are shown for zip code. The data are filtered on county, which keeps Alameda.

While mental illness, substance abuse, and alcoholism are cited as primary drivers of homelessness, that assumption is not supported by data that is specific to Oakland. According to the most recent Point-in Time Homeless Count and Survey (**Attachment E**), the primary cause of homelessness in Oakland is attributed to a lack of financial resources. Nearly 60 percent of the

Item: _____
Life Enrichment Committee
September 25, 2018

homeless population in Oakland reported financial capital as the primary cause, opposed to 14 percent for mental illness and 10 percent for alcohol abuse.

Downtown Streets, Inc. is a local nonprofit organization that specializes in street-based homeless interventions and workforce development for individuals experiencing or about to experience homelessness. Downtown Streets' unique model motivates its team members, which consists of unhoused and low-income individuals, to take an active role in improving their circumstances.

The program seeks to "empower [team members] to create long-term solutions," both for themselves and the community, through volunteer "streets teams" by completing beautification and street cleaning projects. All team members are homeless or at-risk of becoming homeless, and receive a non-cash stipend to help cover basic needs, as well as case management and employment services. The organization currently has teams in Berkeley, Hayward, Marin, Novato, Palo Alto, Sacramento, San Francisco, San Jose, San Rafael, Santa Cruz, and Sunnyvale.

Downtown Streets, Inc. has a \$5.6 million budget to support their programming and outreach. They generate approximately \$3 million in earned income from cities, counties, and contracts annually. Government grants account for \$1.5 million, and the remainder of their annual funding is a combination of charitable contributions and grants. They also have contingency funding of \$1 million from Open Road Alliance. The organization has operating reserves to cover 30 days of operations if their funding is suddenly interrupted.

The California State Association of Counties and the League of California Cities recognized Downtown Streets, Inc. as one of five evidence-based 'Best Practices' for addressing homelessness in the State of California (**Attachment D**), and the City of Oakland would benefit from such a partnership.

In 2016, the Alameda County – Oakland Community Action Partnership (AC-OCAP) executed a contract with Downtown Streets, Inc. to provide job training for unsheltered persons in the City of Hayward. In 2018, AC-OCAP received additional funding (\$35,000) from the California Community Services Division and explored opportunities to expand the program to Oakland. The additional funding AC-OCAP received was not enough to launch the program in Oakland. However, in June 2018, when City Council approved one-time funds (\$85,000) for the specific purpose of providing job training and workforce development for unsheltered persons it opened the opportunity to leverage the AC-OCAP funds. Between the two funding sources, \$120,000 is available for grant funding for Downtown Streets, Inc. to provide the program for a full program year.

The pilot program will initially focus on the area surrounding Lake Merritt, which has experienced a rise in homeless encampments over the last six months. Consequently, the incidence of illegal dumping from others and issues of health and hygiene have also increased significantly. A recent census conducted in late August 2018 confirmed the number of unhoused campers at the Lake is between 50 - 75 persons. The program presents an opportunity to support homeless individuals in our community while also improving the overall condition and joint use of Lake Merritt, a local and national treasure.

Entering into this grant agreement with Downtown Streets, Inc. to provide workforce development for unsheltered individuals will not end the homelessness crisis, however, it is a proven stop-gap intervention that will provide training and offer hope to a population in need of assistance. In addition to the program's social impact, a reduction in the incidence of illegal dumping and garbage build up in the areas surrounding Lake Merritt is anticipated.

If no action is taken, the degradation of Lake Merritt and its surrounding areas will persist.

FISCAL IMPACT

Approval of the resolution authorizes the City Administrator to enter into an agreement between the City of Oakland and Downtown Streets, Inc. to provide a pilot workforce development program for the homeless in FY 2018-2019 in an amount not to exceed \$85,000, which is the one-time funding appropriation approved by City Council during the mid-cycle budget review process. Funding is available in the General Purpose Fund (1010), Community Housing Services Org (78411), Pilot Homeless Litter and Dumping Project (1004355), Fostering Safe and Healthy Communities Program (SC22).

The proposed resolution also authorizes the City Administrator to amend the grant agreement to increase the grant amount within the grant term of October 1, 2018 through December 31, 2019 if additional funds become available.

PUBLIC OUTREACH / INTEREST

This report did not require public outreach other than posting on the website.

COORDINATION

Coordination on the proposed report and resolution has occurred between the Human Services Department, Office of the City Attorney, Budget Bureau, and the City Administrator's Office. This report and resolution will be considered by the Workforce Development Board for approval at its next Board Meeting, scheduled on September 21, 2018.

PAST PERFORMANCE & EVALUATION

Downtown Streets, Inc. is midway through its second year of collaboration with the Alameda County – Oakland Community Action Partnership (AC-OCAP). The AC-OCAP grant was awarded to Downtown Streets, Inc. in an effort to expand their work-first model to Hayward, and included a cohort of 45 team members. Team members are homeless or at-risk of becoming homeless, and volunteer for job training services and work collaboratively on beautification projects. In return, team members receive a non-cash stipend to help cover their basic needs. Team members also receive case management and employment services. Thus far, a total of five team members have obtained housing, and eight team members have obtained employment.

SUSTAINABLE OPPORTUNITIES

Item: _____
Life Enrichment Committee
September 25, 2018

Economic: As noted in the report, all funds identified in this report are for the purpose of providing services to the unsheltered residents of Oakland.

Environmental: The scope of work provided by the workforce development program is intended to address the environmental degradation caused by homeless families and individuals housed or living on the streets.

Social Equity: The expenditure of these funds is targeted to the most vulnerable and at-risk populations in the City and provides essential human services and employment support.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Adopt A Resolution Authorizing The City Administrator To Enter Into A Grant Agreement with Downtown Streets, Inc. In An Amount Not To Exceed \$85,000 To Provide A Pilot Workforce Development Program For Unsheltered Persons Commencing October 1, 2018 And Ending December 31, 2019, And Amend The Grant Agreement To Increase The Grant Amount Within The Grant Term If Additional Funds Become Available

For questions regarding this report, please contact Lara Tannenbaum, Community Housing Services Manager, at 510-238-6187.

Respectfully submitted,

SARA BEDFORD
Director, Human Services Department

Reviewed by:
Lara Tannenbaum, Community Housing
Services, Manager

Prepared by:
Daryel R. Dunston, Community Housing
Services, Provisional Program Planner

Attachments (5):

Item: _____
Life Enrichment Committee
September 25, 2018

- A: City Staff Report (04/13/17): Funding Strategies to Reduce Homelessness in Oakland
- B: City Staff Report (04/11/18): Update on Temporary Homeless Shelter Locations
- C: Resolution No. 87245 C.M.S.
- D: Homelessness Task Force Report: Tools and Resources for Cities and Counties
- E: 2017 Alameda County Homeless Census & Survey



FILED
OFFICE OF THE CITY CLERK
OAKLAND

2017 APR 14 AM 10:38

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Sara Bedford
Director, Human Services

SUBJECT: Funding Strategies To Reduce
Homelessness In Oakland

DATE: April 13, 2017

City Administrator Approval

Date:

4/13/17

RECOMMENDATION

Staff Recommends That The City Council Receive An Informational Report On Funding Strategies For Consideration In City Council's Fiscal Year (FY) 2017-19 Biennial Budget Deliberations. The Investments Outlined Below Are Designed To Relieve Human Suffering Currently Being Experienced For People Who Find Themselves Homeless Especially Those Who Must Live Unsheltered On Streets.

EXECUTIVE SUMMARY

The current housing crisis has not only caused displacement of long term Oakland residents to other communities but many of our most vulnerable, low income residents have been driven into literal homelessness, often unsheltered. The current system for all types resources -- shelter, interim and transitional housing, permanent supportive housing -- is inadequate to meet the current and projected need, based on economic and housing cost trends. There is a crisis of health, safety and dignity for unsheltered Oakland residents who are forced to live on streets and under freeways. There is an outcry from sheltered residents to address the issue in their neighborhoods, to respond with compassion and a remarkable number of requests to offer assistance.

The 2015 Homeless count had 2,200 individuals who were literally homeless and of that number 1400 were unsheltered. The balance were in transitional housing or shelters. Staff fully expects the 2017 count to be higher and all homeless counts are considered undercounted by a factor of two or three.

To address this need, staff recommends investments in the following interventions to begin to meet the needs of chronically homeless individuals living on the streets and their sheltered neighbors. These investments are designed to create options to shelter and mitigate health and safety issues while the currently designated funding to develop deeply subsidized housing -- city and county bonds, a proposed state mental health services bond -- will lead to permanent solutions. The potential actions outlined in this staff report are focused on what can be accomplished now, balancing current needs and limited resources.

Item: _____
Life Enrichment Comte
April 25, 2017

The chart below outlines the recommended actions and their costs.

Potential Strategy	Estimated Cost	Notes
Encampment Health and Safety		
Health and Hygiene Services in Place Projects	\$180,000/ year	Creation of an additional 5 sites per year
Renew Shelter Emergency Ordinance	None	Facilitates expeditious implementation of shelter/interim housing proposed here
Private Sector Coordination	Estimated \$137,000/ year	Staff person at the Program Analyst II level Coordinate donations, landlords, etc.
Create formal interdepartmental teams with specialization in homeless services	TBD, costs may include dedicated OPD and PWA teams	Staff of team includes: HSD, PWA, OPD, Fire, Transportation, CAO
Interim Housing		
Safe Haven/ Camping & Parking Sites	\$1,000,000 /year	3 sites serving 40 people each at one time
Create second Henry Robinson—interim housing tied to rapid permanent housing placements	\$2,000,000/ year for services; leasing costs for non-city owned building would be on top of this amount. Building acquisition possible through housing bond funds from KK or A1.	137 beds, approximately 300 people served over 1 year with 240 getting housed; includes 6 months post housing support (case management and financial assistance)
Permanent Housing Development		
Focus on rapid construction program models for deeply affordable units	TBD by HCD, using new bond resources	Stackable micro-units, purchase and renovation of Single Room Occupancy hotels and other similar buildings, etc.
Explore regulatory or financial relief for income restricted second units such as tiny houses		Home owners could have rental units / tiny homes tied to housing homeless residents.
Other Options/ Programs		
Coordinated Entry for Oakland	County funded	Will result in expanded street outreach and housing navigation (case management) for the most vulnerable; should lead to increased efficiencies
Employment for unsheltered residents pilot	Estimate \$50,000 for 1 year pilot, serving 45 individuals	Explore program options that use individuals who are homeless under employment training e.g, at Safe Haven sites
Develop significant investment in capital costs and services costs to address homelessness		Explore strategies being used by other cities including: <ul style="list-style-type: none"> • Public -Private campaigns (SF) • Ballot Measures to create dedicated revenue stream for homelessness (San Diego and Berkeley) • Sales Tax (LA) • Air B&B tax (Portland)

Any strategy that the City adopts to address homelessness must ensure that resources and interventions are targeted to the people most likely to benefit from them. Attachment A provides a rough estimate of the breakdown of high, medium and low need individuals who experience homelessness in Oakland. [Attachment A- Modeling levels of need .docx](#)

Addressing homelessness in Oakland is occurring in the context of changing policies at the county and federal level. At the county level, significant resources are being added to the existing homeless services infrastructure. These resources are targeted to people with the highest levels of need (as described in Attachment A) and to increase system efficiencies. The strategies outlined in this report are designed to be complementary to the county efforts as well as provide a broader reach within Oakland – addressing a wider population of homeless individuals (including high, medium and low need) and keeping in mind the specific needs of

Item: _____
 LE Committee
 April 25, 2017

Oakland, with its high numbers of unsheltered homeless individuals, high numbers of encampments, and the significant impact of homelessness on the City's housed residents.

REASON FOR URGENCY

The last homeless Point In Time Count, conducted in January 2015, found 1384 individuals sleeping on the streets of Oakland on any given night. These numbers were widely assumed to be an undercount at the time and, although the 2017 numbers are not available yet, it is very possible that the Point In Time count numbers will increase. Additional recent events including the pending closure of the services in place site at 35th/Magnolia (displacing 40 homeless individuals), the pending closure of the City's main Winter Shelter (displacing 65 homeless individuals), and the fire at 2551 San Pablo (displacing over 100 individuals from an existing building that was deeply affordable) have served to highlight the crisis nature of this issue. While there is some relief on the horizon in the form of extremely low income units to be built or rehabbed through the recent county and city bond measures, there is an urgent need for more City focused actions to address this problem.

BACKGROUND / LEGISLATIVE HISTORY

Just as the reasons for homelessness are diverse and complex, the solutions to homelessness are similarly varied. No single response will work effectively given how people come into and stay homelessness. That said, there are demonstrated federal, state and county strategies that we know work in Oakland and can alleviate this crisis.

In the past two years, the City Council has received 3 reports about homelessness in Oakland. These include:

- A September 29, 2015 report regarding the Winter Shelter Strategy for FY 2015-2016. ..\Winter Shelter 2015\85845 CMS - winter shelter 15-16 staff report.pdf
- A January 7th, 2016 report with additional information on the Homeless Crisis in the City of Oakland. ..\Homeless Investments 2016\Published Homeless Crisis Rpt Jan19CC.pdf
- A December 2016 informational report on Homelessness was submitted to the City Council ..\Compassionate Communities\final reso and report\Homeless Encampments-Compassionate Communities report.pdf

All of these reports have recommended some combination of strategies to address the short term, medium term and long term solutions to homelessness. These reports have resulted in the City Council providing additional funding to enhance and expand existing strategies to respond to this problem. This report on homelessness echoes many of the recommendations presented in previous reports and recommends specific interventions for funding including immediate strategies to address encampments and a request to replicate an existing, successful interim intervention model. In addition, it addresses some specific items as requested by the Council including:

- Information On Coordination with State, County and other jurisdictions
- Progress On Identifying Land For A Sanctioned Encampment
- Status And Feasibility Of Tiny Homes As A Partial Solution

Item: _____
LE Committee
April 25, 2017

- Number Of Beds In Oakland-Based Shelters
- Other Solutions That The Administration Deems Worthy Of Consideration
- Point-in-time” results of the 2017 homeless count
- Information on using 455 7th Street to house homeless individuals
- Using hotels along MacArthur Blvd. for housing
- Involving the private sector to help address homelessness

Changing Federal/County Landscape of Strategies to Address Homelessness

Coordinated Entry

Coordinated Entry is a standardized method to connect people experiencing homelessness with the resources available in a community. The US Department of Housing and Urban Development (HUD) has mandated that all communities implement a coordinated entry system as their method for distributing resources including emergency shelter, interim housing, rapid rehousing, and permanent supportive housing. See Attachment B: Definition of Housing Interventions.

Prioritization

Prioritizing chronically homeless people with the highest levels of needs for available resources is a core aspect of a coordinated entry homeless system. The shift from a system of first come, first served to one that prioritizes people based on chronic homeless status and vulnerability is designed to significantly reduce the numbers of unsheltered homeless individuals.

The Case for Coordinated Entry

Most jurisdictions, like Oakland, do not have enough services, housing, or funding to end homelessness in their communities. Prioritization focuses limited resources on those with the most barriers to housing, who also use the most resources within the system (e.g. are the most costly to serve given the lack of coordinated entry such as numerous emergency room visits rather than connecting individuals to the right type of health care to address needs). These individuals are most affected by homelessness and are the least likely to successfully find housing on their own. Over time, as the system houses people with the highest barriers, resources are freed up to serve those with lower barriers.

What exists now

- The City of Oakland began implementing coordinated entry for homeless families in November 2015.
- The City of Berkeley began implementing coordinated entry for all homeless populations in January 2016.
- In 2016, Alameda County Health Care Services Agency began implementing a coordinated entry system, called Home Stretch, which is the single access point county-wide for the system's most intensive housing and supportive services (permanent supportive housing).

Next Steps

Alameda County Health Care Services Agency (Whole Person Care Funding), Everyone Home, and the County Housing and Community Development Department are in the process of investing resources throughout the county to implement the strategies discussed above. The

Item: _____
LE Committee
April 25, 2017

goal is to launch a coordinated entry system for all homeless populations in the county by September 2017. HSD applied for funding to implement coordinated entry in Oakland. Regardless of whether Oakland or another entity is awarded CES, it will lead to an increase in street outreach, assessment and housing navigation and eventually fewer unsheltered people.

ANALYSIS AND POLICY ALTERNATIVES

IMMEDIATE STRATEGIES TO ADDRESS ENCAMPMENTS

Health And Hygiene Services In Place

While housing is the end goal in addressing homelessness, there is also value to improving basic quality of life for people experiencing homelessness while they remain unhoused. In March, 2017, the City began a pilot intervention on Wood Street between 24th St. and 26th St to provide health, hygiene and safety interventions to an encampment. K-rails were placed to protect homeless residents from nearby traffic; portable toilet and wash stations and regular garbage pickup have been provided to address health and hygiene needs. Street outreach and street based case management, while not specifically increased for this site, continues to be available through existing services. There are many encampments around the City which could benefit from similar interventions. Each intervention costs approximately \$25,000 to set up and maintain for a year, which includes the cost of k-rails and portable toilets. These interventions target all people living in an encampment regardless of their level of need and have a positive impact on both the homeless and housed residents in an area. These interventions are not a solution to homelessness. Rather they are a way to manage the current crisis in the short term.

The City Council could consider funding for the creation of 5 additional Health and Hygiene Services In Place projects in FY 17/18 and 5 additional sites in FY 18/19 for a cost of \$180,000 per year.

Renewal of Emergency Shelter Crisis Ordinance

The foundation for implementing many of the ideas discussed in this report rests on having city planning, zoning, building, and life-safety codes that support these interventions for addressing homelessness. On January 5, 2016 the City Council adopted Ordinance 13348 C.M.S declaring a shelter crisis in Oakland. That ordinance expired in January 2017. California Government Code section 8698 et seq. - Shelter Crisis - states that upon a declaration of a shelter crisis state or local provisions prescribing "*standards of housing, health, or safety shall be suspended to the extent that strict compliance would in any way prevent, hinder, or delay the mitigation of the effects of the shelter crisis.*" The code further states that a jurisdiction "*may, in place of such standards, enact municipal health and safety standards to be operative during the housing emergency consistent with ensuring minimal public health and safety.*"

The emergency shelter crisis ordinance can be renewed once specific proposals are specified and it can contain specific language related to implementing California Government Code section 8698 et seq. In addition, while California Government Code sections 8698 et seq. refers only to property owned by a political subdivision which "*includes the state, any city, city and county, county, special district, or school district or public agency authorized by law*" **The City Council may also explore broadening its emergency ordinance to include private property which is employed in the use of alleviating homelessness.**

Item: _____
LE Committee
April 25, 2017

Private Sector Collaboration

HSD recognizes that the City and its nonprofit partners cannot solve homelessness on our own. HSD's vision is to create a collective response to homelessness that involves a broad swath of the community. The City could solicit community involvement and have the internal capacity to manage community partnerships more effectively.

The City Council could consider funding a position, or contract with a Community Organization to manage all aspects of community partnerships including:

- Organizations/ Faith Based Organizations/ Individuals who want to provide goods, services, or volunteers on one-time or ongoing basis
- Raise private funds, from foundations, businesses, corporations and wealthy individuals (throughout the Bay Area, and beyond) to support the programs and projects associated with Oakland's efforts to address homelessness.
- Engage merchant, business and other local associations such as a Lions Club to get involved in addressing homelessness
- Create a Fund-A-Structure effort – cost out and then fundraise privately for structures and other capital costs associated with Oakland's efforts including: health and hygiene interventions, sanctioned sites, safe parking/safe camping, and more permanent structures such as a second HFSN.
- Engage contractors, builders, unions, and others to volunteer labor to set up temporary sites and structures where feasible.

A city staff person in this role would cost approximately \$137,000. There also may be grant or foundation funding available for such a position.

Explore Dedicated Oakland Police Department Officers- Homeless Engagement Officers

HSD and OPD are actively discussing the possibility of having dedicated Homeless Engagement Officers. Many communities around the country are using dedicated police officers as part of their strategy to address homelessness. These officers develop expertise in homelessness and related issues for both homeless individuals and surrounding, sheltered neighbors. The positions would be similar to officers assigned to schools or particular traffic beats who develop areas of expertise and skill sets with subject matter expertise because of exposure to that set of certain tasks and populations.

The primary role of the Oakland Homeless Engagement Officers would be to build and maintain trusting relationships with homeless residents of Oakland; work with city and county agencies, nonprofits, and community groups to provide targeted services for those in need while addressing quality of life concerns in the communities; work on site with the Department of Public Works when encampments are cleaned or removed; provide enforcement to prevent re-encampment in designated areas; and to provide a sense of security to homeless encampment residents and to nearby housed residents.

Item: _____
LE Committee
April 25, 2017

This option will continue to be discussed and considered, given other OPD priorities and staffing. A report back to Council could be considered with the 2017-19 budget deliberations during May and June.

INTERIM HOUSING WITH EXTREMELY LOW BARRIERS TO ENTRY, INTENSIVE SERVICE DELIVERY

Safe Havens: Camping/ Parking

In addition to the Health and Hygiene interventions described above, staff recommend providing additional, deeper services at existing encampments and at locations set up by the city. Safe camping/parking sites are a platform from which services can be delivered and housing goals achieved.

Safe Haven Work to Date: Compassionate Communities

The Compassionate Communities Pilot Program was described in detail in the Homeless Encampments/Compassionate Communities report which was presented to the Council in December 2016. A summary of the project, its outcomes, and lessons learned is below.

Situation

- In October 2016, the encampment at 35th St. and Peralta had a cohort of 40 individuals who had been there regularly for over a year.
- The goal of the pilot was to end unsheltered homeless status for individuals in the pilot site within 6 months
- Unsheltered residents were provided with:
 - Intensive housing navigation (case management)
 - Linkages to housing programs
 - Portable bathrooms and hand-washing stations
 - Garbage pick-up

Successes (as of 4/1/17)

Impact on homeless individuals

- **24 clients of the original cohort have been housed**
 - 8 have moved into permanent housing
 - 16 moved into transitional housing at the Housing First Support Network (HFSN)
- 6 of the original cohort remain at the site
- 7 of the original cohort have left the site and are not locatable
- 3 are currently incarcerated
- Most residents of the site demonstrated increased engagement in services

Neighborhood Impacts:

- Significant reduction in incidence of illegal dumping and garbage build up within & surrounding the site.

Item: _____
LE Committee
April 25, 2017

- Significant reduction in the incidence of hazardous health conditions for the housed community and unsheltered residents within & surrounding the site (human waste debris, syringes, etc.)

Lessons Learned

- Nearly half of the campers were housed in the first two months. With the right type of housing options, a surprising number of people were ready to quickly to move indoors. The HFSN was the primary source of housing for this pilot and needs to be expanded (see below).
- Site control is essential to managing who comes in and out of the site if eventual closure within a time certain is the goal to prevent backfill. Any sanctioned site must have this element and there is a cost to assuring that time frame is met.
- There is a subset of people (about 20%) who may take much longer to engage in services and housing options
- Intensifying housing navigation services (housing case management) was key to providing the support to come inside.
- Campers were responsible for and maintained the cleanliness of the site and were supportive of the effort. However, the site was not completely self-governing.
- Housed residents were grateful for immediate cleanliness improvements but still want encampments to be moved. Drug dealing and drug use is most often cited as chief complaints.
- Management of this project has created strong partnerships across multiple city departments (Human Services, Public Works, OPD, Traffic, and City Administration). There is now a core group of people from each of those departments who are a de facto homelessness team.
- Having dedicated OPD officers has been successful. It enabled enforcement of a no camping zone outside of the site, allowed OPD to become well versed in homelessness issues, and allowed people at the site to interact with OPD in a very different way. There has been increased OPD presence and engagement at other homeless encampment interventions as a result of this partnership.
- Shared talking points were critical for all parties. Regular and consistent messaging to sheltered and unsheltered residents was vital.

Next Steps

The pilot site was scheduled to be closed at the end of March, 2017. The City was hoping to obtain a second site where anyone still at the 35th/Peralta site could move when the pilot site was closed. Although only 6 people from the original cohort remain at the pilot site, the spaces have been backfilled by other homeless individuals and there are currently around 40 people still in this location. At the time of this writing, the City is assertively pursuing a lease with Caltrans for another site that can be used as a Safe Camping location and the pilot project remains in place for the time being.

Safe Haven: Camping Parking

The City is actively looking for locations to situate **three longer term safe camping/safe parking sites**. In addition to the Caltrans lot mentioned above, the Department of Real Estate has compiled a list of city owned properties, including vacant lots and parks that could potentially be used for this purpose. Staff is reviewing the list to find feasible locations.

Item: _____
LE Committee
April 25, 2017

Locations for safe camping/safe parking will be identified so that the impact to the surrounding community can be managed and a cleaner and safer environment for housed and unhoused residents can be maintained. These sites could provide "services in place" if a current encampment location is conducive to the models below. Alternately, new sites may be identified and people will be invited to participate in programming at the new locations.

The new safe camping/parking projects would have similar aspects to the initial Compassionate Communities Pilot, and will incorporate our learning from that pilot as well as a stronger alignment with County and HUD policy regarding coordinated entry and prioritization. We note again that dedicated and consistent support and intervention services are essential to this approach and involve an ongoing City cost.

If the Council moves forward with such an approach, the three sites could be used in the following ways:

1. A site will operate as safe camping and be in alignment with the coordinated entry process, serving individuals who are chronically homeless with the highest levels of needs. The intention is not to be geographically specific in targeting people but to use the coordinated entry and prioritization processes to offer spaces to the most vulnerable, chronically homeless individuals. Access to housing resources will be allocated through the coordinated entry/prioritization process. This site will provide a safe space for people to stay while they work intensively with their Housing Navigators (case managers) to get referred to Home Stretch for Permanent Supportive Housing. As clients become housed, new, high needs clients will move into the site. We anticipate that a site for high needs individuals can serve 40 individuals at any one time, with 65% of the individuals (26 people) becoming housed over the course of the year. As people exit for housing, additional people will move in.
2. A site will operate as safe camping and will have a geographical focus with specific existing encampments invited to participate. This site will serve individuals with a range of needs. We anticipate that this site will serve 40 people at a time for up to 6 months. Access to housing resources will be allocated through the coordinated entry/prioritization process meaning that some residents will receive homeless specific housing assistance and others will be assisted to increase income, access mainstream housing, and/or reunify with friends and family. Not all people will end their homelessness through this strategy.
3. A site will operate as a safe parking location. This site will prioritize families who are living in their cars as well as other vehicle dwellers as space permits. Access to housing resources will be allocated through the coordinated entry/prioritization process meaning that some residents will receive homeless specific housing assistance and others will be assisted to increase income, access mainstream housing, and/or reunify with friends and family.

Similar to the Compassionate Communities pilot, these sites will have Portable toilets, wash stations, and regular garbage pickup. Since the need for site control was a major lesson learned in the pilot, it would be most effective for the City to contract with a nonprofit agency to provide some site management activities (coordination with other service providers, weekly community meetings, managing site cleanliness) and with a security company to provide 24 hour security, thus ensuring that the sites are only occupied by designated people.

Item: _____
LE Committee
April 25, 2017

The City will also contract with a nonprofit agency to provide intensive street based housing navigation services to residents of a site. While the expected new county money will fund an increase in street based housing navigation throughout the City, those funds will be targeted only to the highest needs individuals. Housing Navigation services, funded by the City and provided as a part of these safe camping/safe parking projects, would be available to any individual of the encampment including medium and low need individuals.

Safe camping sites could use individual tents as their housing or could use more substantial modular units (such as Tuff Sheds) that have doors and windows and can accommodate two people. Tents have the advantage of being able to accommodate individuals living separately and modular units have the advantage of being more durable and offering more weather protection and security. In practice, tents and modular units could be used interchangeably. However, staff recommends using modular units due to their weather protection, durability, stability, and capacity to create an organized arrangement.

Funding for up to three, year-long pilot sites would cost \$1,000,000/ year. The recommendation requires identification of appropriate land, ideally city owned or leased. Staff is actively assessing options.

Creation of a large, low barrier, interim housing program - A second Henry Robinson/Housing Fast Support Network (HFSN)

The HFSN, is a 137 bed Interim Housing program that serves people who enter directly from the streets. All people entering the Henry are homeless, extremely low income and nearly half have serious mental illnesses. Many also suffer from alcohol abuse, drug abuse, physical disabilities, and chronic health conditions. Overall, 80% report some form of disability. The HFSN is currently the main entryway into the homeless services system and the major path to get homeless people off of the streets in Oakland, especially for those in the West Oakland and Downtown areas. Each year, the program serves almost 300 people and successfully assists over 80% of their clients to end their homelessness and return to being housed members of the community.

In many ways, the HFSN operates like a Navigation Center in SF – taking people and their possessions directly from the streets for short term, interim stays. Staff requests that the City Council consider a second HFSN and that this facility be even more low barrier and more aligned with the SF Navigation Center model – creating a space that can accommodate groups of people, all of their belongings and their pets. **The cost of an additional large scale Interim Housing program is approximately \$2 million/ year in services and operating costs plus the cost of acquiring a building. Using a prefabricated building(s) on a city owned lot is one option that would help to keep costs down.**

PERMANENT HOUSING DEVELOPMENT

Feasibility Of Tiny Homes As A Partial Solution

There is currently a great deal of interest in Tiny Houses as a solution to homelessness. Many communities around the country are using some form of Tiny Houses as part of their approach to addressing homelessness. However the definition of Tiny Houses can vary greatly from a limited interim structure to one which can be used for permanent housing.

Item: _____
LE Committee
April 25, 2017

Unlike many communities around the country which are using Tiny Homes as part of their approach to addressing homelessness, the City of Oakland does not have land available in the quantities that would allow stand-alone Tiny Homes to significantly impact the numbers of literally homeless people on the streets. However, HSD believes that Tiny Homes can play a role in addressing homelessness in Oakland in the following ways:

1. **Tiny Homes for homeless college students:** In the 2016-2017 mid cycle budget, the City Council added \$80,000 for Laney College to design and build two Tiny Homes prototypes. These prototypes, or other Tiny Home models, could be used to house homeless college students on land provided by the college.
2. **Tiny Homes in backyards to house homeless individuals:** Some communities around the country, such as Portland OR, have changed their zoning and other codes to allow people to place Tiny Homes in their backyards if the homes are used to house homeless households for at least 5 years. In Portland's model – which will be piloted this summer, homeless families will live in the homes rent free. In exchange for housing a homeless family for five years, the property owners will get a tax abatement and the tiny house—which they'd eventually be able to use or rent out. This project is just beginning so its impact is not documented. Staff believes that this approach could be one approach for a segment of the homeless population who are fairly stable and do not need of intensive services. If the City Council wishes to pursue such a program, staff will need to complete more analysis and research regarding incentives and resolving other issues as well as figure out the likely financial costs to the City.
3. **Stackable Units:** To reach a density that will impact people who are literally on the streets, the City could consider stackable Tiny Homes. There are a variety of companies who are designing and building these units which can be put together quickly to create apartment building like complexes. These Tiny Homes could be used as Transitional/Interim Housing or as Permanent Supportive Housing. The County is currently increasing their investments in services connected to permanent housing, or tenancy sustaining services while the two recently passed bond measures may be able to provide capital dollars for the creation of stackable tiny homes, or micro units. Additional research and analysis is required to figure out costs and approaches to demonstrate feasibility.

Using 455 7th Street to house homeless individuals

The former Oakland City jail is vacant and has been for over a decade. While staff has not investigated this building specifically, there is concern about housing homeless individuals in a site formerly used as a jail, as well as the current physical condition and status of building systems. Homelessness is already stigmatized and often conflated with criminal activity. HSD feels that turning this facility into any type of homeless service would perpetuate that stigma and would be a deterrent to access for homeless individuals.

Item: _____
LE Committee
April 25, 2017

Using hotels along MacArthur Blvd

The City Administrator's office, in partnership with HSD and the Department of Housing and Community Development, has been looking into the feasibility of using hotels along MacArthur Boulevard for interim housing for homeless individuals. Currently, staff have made site visits to some of the hotels along MacArthur and have identified one hotel, the Twin Peaks, as a possible location for the City to master lease unit. In addition, other motels such as the Rodeway Inn in East Oakland are being explored as suitable housing. Staff is also looking into preservation/ conversion of Single Room Occupancy (SRO) hotels (e.g., Sutter, Mitchell, Claridge) as possible sites for permanent or interim housing. More assessment remains to be completed to determine the best use for these units in the City's continuum of homeless services.

OTHER OPTIONS

Employment Services/Job Readiness Training

Staff recommends that funding be allocated for job readiness services which specifically focus on literally homeless people who are living in encampments. Job Readiness includes skills development such as coming to work on time, getting along with supervisors and co-workers, and completing assigned tasks. There are opportunities to use these skills in encampment clean up efforts and neighborhood beautification efforts.

Funding for a pilot project is estimated at \$50,000/ year for one year to support 45 people in supportive employment, job placement as appropriate.

ADDITIONAL INFORMATION REQUESTED BY COUNCIL

Coordination with State, County and other jurisdictions:

The City of Oakland's HSD work is tightly coordinated with larger countywide efforts to address homelessness in Alameda County. The City is an active participant in Everyone Home, the countywide effort to end homelessness in Alameda County. The City has participated in planning efforts for coordinated entry and intends to partner with the county once coordinated entry funding decisions are announced. In addition, in recent months the City and County have partnered in funding the Compassionate Communities pilot project to provide services at an existing encampment in West Oakland.

Item: _____
LE Committee
April 25, 2017

FISCAL IMPACT

Potential Strategy	Estimated Cost	Notes
Encampment Health and Safety		
Health and Hygiene Services in Place Projects	\$180,000/ year	Creation of an additional 5 sites per year
Renew Shelter Emergency Ordinance	None	Facilitates expeditious implementation of shelter/interim housing proposed here
Private Sector Coordination	Estimated \$137,000/ year	Staff person at the Program Analyst II level Coordinate donations, landlords, etc.
Create formal interdepartmental teams with specialization in homeless services	TBD, costs may include dedicated OPD and PWA teams	Staff of team includes: HSD, PWA, OPD, Fire, Transportation, CAO
Interim Housing		
Safe Haven/ Camping & Parking Sites	\$1,000,000 /year	3 sites serving 40 people each at one time
Create second Henry Robinson—interim housing tied to rapid permanent housing placements	\$2,000,000/ year for services; leasing costs for non-city owned building would be on top of this amount. Building acquisition possible through housing bond funds from KK or A1.	137 beds, approximately 300 people served over 1 year with 240 getting housed; includes 6 months post housing support (case management and financial assistance)
Permanent Housing Development		
Focus on rapid construction program models for deeply affordable units	TBD by HCD, using new bond resources	Stackable micro-units, purchase and renovation of Single Room Occupancy hotels and other similar buildings, etc.
Explore regulatory or financial relief for income restricted second units such as tiny houses		Home owners could have rental units / tiny homes tied to housing homeless residents.
Other Options/ Programs		
Coordinated Entry for Oakland	County funded	Will result in expanded street outreach and housing navigation (case management) for the most vulnerable; should lead to increased efficiencies
Employment for unsheltered residents pilot	Estimate \$50,000 for 1 year pilot, serving 45 individuals	Explore program options that use individuals who are homeless under employment training e.g. at Safe Haven sites
Develop significant investment in capital costs and services costs to address homelessness		Explore strategies being used by other cities including: <ul style="list-style-type: none"> • Public -Private campaigns (SF) • Ballot Measures to create dedicated revenue stream for homelessness (San Diego and Berkeley) • Sales Tax (LA) • Air B&B tax (Portland)

PUBLIC OUTREACH/INTEREST

This report did not require public outreach other than the posting of this report on the website.

COORDINATION

Coordination has occurred between the Human Services Department, Office of the City Attorney, Controller's Bureau, and the City Administrator's Office.

Item: _____
 LE Committee
 April 25, 2017

SUSTAINABLE OPPORTUNITIES

Economic: As noted in the report, all funds identified in this report are for the purpose of providing housing and services to the homeless to eliminate and prevent homelessness. Such outcomes are achieved through rapid rehousing assistance

Environmental: The provision of housing for at-risk and homeless persons is intended to address the environmental degradation caused by homeless families and individuals precariously housed or living on the streets.

Social Equity: The expenditure of these funds is targeted to the most vulnerable and at-risk populations in this City and is providing essential and basic human services, housing and support.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council review and consider the potential strategies outlined in this staff report for funding in Council's FY 2017-19 biennial budget deliberations. The investments outlined are designed to relieve human suffering due to homeless, especially for those who must live unsheltered on streets.

For questions regarding this report, please contact Lara Tannenbaum, Community Housing Services, Acting Manager, at 238-6187.

Respectfully submitted,



SARA BEDFORD
Director, Human Services Department

Prepared by: Lara Tannenbaum, Acting
Manager

Attachment A-Modeling Levels of Need
Attachment B- Definition of Housing Interventions

Item: _____
LE Committee
April 25, 2017

Attachment A: Modeling the level of need among people experiencing homelessness in Oakland.

In the 2015 Point In Time Count for Oakland the total number of people experiencing literal homelessness (living on the streets, in shelters, in transitional housing) in Oakland was approximately 2200 individuals. Based on data from other communities around the country as well as from what we know in Oakland, we can roughly estimate that this breaks down to:

- 25% (550) of people are chronically homeless and have high levels of need. These are people who need significant levels of assistance to end their homelessness and are likely to need Permanent Supportive Housing (PSH)– housing that is both deeply affordable (20% AMI or below) and has permanent intensive services attached to each unit.
- 50% (1100) of people are medium need – requiring significant assistance to end their homelessness through time limited interventions such as Transitional Housing or Rapid Rehousing (subsidy assistance) and intensive case management.
 - We estimate that half of this population, or 550 individuals, will resolve their homelessness through these services.
 - We estimate that the other half of this population, or 550 individuals, will require on going affordable housing (at 20%-80% AMI), but may not need on going intensive services
- 25% (550) of people are low need. These are people who may have recently become homeless, who have a work history and no disability, and who could be assisted to end their episode of homelessness through interventions such as move in assistance (deposit and first month's rent), short term Rapid Rehousing subsidies, employment support, or family reunification.

When the City receives the 2017 Point In Time numbers a more robust modeling will be developed including an analysis of who is entering into homelessness, what the levels of need are, and who is exiting homelessness.

Attachment B: Definitions of Housing Interventions

Permanent Supportive Housing (PSH) is housing for people who are homeless and have a disability or families in which one adult or child has a disability. Supportive services designed to meet the needs of the program participants are available. PSH may be building based (an entire building) or may be scatter site (individual units around the city).

Rapid rehousing (RRH)– involves providing temporary financial assistance and services to return people experiencing homelessness to permanent housing. Core components include assistance locating housing, paying for housing and maintaining housing. Clients have a lease in their name and gradually contribute more and more towards their rent until they are able to take over the entire rental payment. RRH programs vary in length from 6 months to 24 months.

Transitional/Interim Housing refers to a supportive – yet temporary – type of accommodation that is meant to bridge the gap from homelessness to permanent housing by offering structure, supervision, and support. Length of stay can be up to 24 months but in Oakland we have transitioned our Transitional/Interim programs to have shorter lengths of stay and have a goal of exiting people to housing within 6 months.

Emergency Shelter - is a facility whose primary purpose is to provide temporary shelter for homeless people in general or for specific populations of homeless individuals. Emergency shelters play a critical role in a crisis response system. Low barrier, permanent housing-focused shelters not only ensure that homeless individuals and families have a safe place to stay, but that their experience of homelessness is as brief as possible.



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OAKLAND

2018 APR 12 PM 3:10

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Christine Daniel
Asst. City Administrator

SUBJECT: Update on Temporary Homeless
Shelter Locations

DATE: April 11, 2018

City Administrator Approval

Date:

4/12/18

RECOMMENDATION

Staff Recommends That The City Council Receive An Informational Report On:

- 1) **Status Of The Previously Council Approved Allowance For Public Sites To Be Used With Community Based Organizations Providing Support For The Homeless, Including "The Village";**
- 2) **Status Of Implementation, And Information About Any Roadblocks;**
- 3) **Status Of Implementation Of Sanitation And Trash Removal For Homeless Encampments; And**
- 4) **Options For Council Action To Resolve Any Unresolved Issues.**

EXECUTIVE SUMMARY

This report provides updates on several locations in the City that can provide temporary shelter for the City's homeless population, challenges faced with operating at these sites, status on providing sanitation services and trash pickup at multiple locations, options the City Council can consider for future funding, and updates to state legislative efforts.

BACKGROUND / LEGISLATIVE HISTORY

At the October 24, 2017, Life Enrichment Committee Meeting, staff presented several locations for possible use as managed outdoor facilities providing temporary shelter for homeless individuals (Legistar #17-0158). Since that time, the use of several of sites has changed; the following updates the status of each parcel.

3831 Martin Luther King Jr. Way (Council District 1)

This approximately 10,000 square foot site remains available and is still slated for development of affordable housing. Housing & Community Development staff anticipates releasing a Request for Proposals for the site in early summer 2018. At least one community meeting in the area included discussion of this site for possible use providing temporary shelter; community reception was mixed.

Item: _____
Life Enrichment Committee
April 24, 2018

6th Street and Castro Street (Council District 3)

The City opened a 14,000 square foot temporary facility for the homeless on this site on December 4, 2018. The site set-up and furnishings were funded by donations. The site operations and housing navigation services are funded with City funds from one-time funding in the Fiscal Year (FY) 2017-19 budget. To date, 50 individuals have been served at the facility, 10 of whom have been placed in permanent or transitional housing. The lease for this site expires in March 2019.

East 12th Street and 23rd Avenue (Council District 5)

This approximately 64,000 square foot remainder parcel was being utilized as an informal campsite at the time of the previous report on October 24, 2017. That usage has continued and increased in density. Staff had been in discussions with the community group known as "The Village" to undertake a community managed facility at this site. Unfortunately, staff learned in late February that the Department of Transportation has a longstanding CalTrans funded project to replace the footings of the 23rd Avenue off-ramp that is scheduled to begin construction in November 2018. The construction area for the project will require use of the entire remainder parcel. An alternate location for The Village project is being researched.

11 4th Street (Council District 2)

This is a 65,000 square foot paved parcel at the end of 4th Street and is owned by the Peralta Community College District (Peralta). Staff inquired with Peralta about the possible use of this site for safe parking and learned that the college district is on the cusp of implementing a new parking strategy for its constituents on this lot, and thus it is not available.

3050 International Boulevard (Council District 5)

This 32,000 square foot site is a vacant parcel which is under an Exclusive Negotiating Agreement with Native American Health Services (who is located on the adjacent parcel) and Satellite Affordable Housing for development of affordable housing. This was a possible alternate location for The Village project pending the development approval process; however, staff recently learned that the new charter school that will shortly be under construction near this site will be using the entire parcel for construction staging and materials storage.

905 66th Avenue (Council District 6)

This 274,000 square foot site is located at 66th Avenue and San Leandro Street. This site is also under discussion for development opportunities.

796 66th Avenue (Council District 7)

This 197,000 square foot site near the Oakland Coliseum once housed an RV retailer. It is currently being used for construction staging for the Coliseum Connections affordable housing project.

Since the previous report on October 24, 2017, a new location has been identified as follows:

27th Street and Northgate Avenue – CalTrans parking lot (Council District 3)

Mayor Libby Schaaf worked with CalTrans to gain their approval for use of their parking lot adjacent to the large encampment at 27th Street and Northgate Avenue. Staff is currently working with CalTrans on the lease for that site. Additionally, the Mayor raised philanthropic funding for the first year of operation of the facility and additional donors are funding site set-up

Item: _____
Life Enrichment Committee
April 24, 2018

and furnishings. The City has requested funding for the second year of operations from the County of Alameda, which is addressed in the Analysis section of this report.

Roadblocks

The major roadblocks to additional programs with Community-based Organizations are site control, site management and liability coverage, as well as funding for associated services such as hygiene stations, housing navigation, and mental health services for some individuals.

Implementation of Sanitation and Trash Removal for Homeless Encampments

Sanitation services, which include porta-potties, hand-washing stations and garbage carts, have been installed at the following 12 locations. The porta-potties and hand washing stations are serviced regularly by the vendor. The City's Public Works staff picks up garbage and debris at these locations once per week.

- Wood Street between 24th Street and 26th Street
- San Pablo Avenue at Grand Avenue
- E. 12th Street and 23rd Avenue
- MLK Jr. Way at 36th Street
- Peralta Street at 35th Street
- Sycamore Street at Northgate Avenue
- 81st Avenue and San Leandro Street
- 77th Avenue near Hawley Street
- 45th Avenue between E. 12th Street and International Boulevard
- 5th Street between Adeline Street and Market Street
- Telegraph Avenue between 34th Street and 35th Street
- E. 8th Street and Alameda Avenue/High Street

These locations exhaust the funding appropriated by the City Council for sanitation services in the FY 2017-19 budget.

ANALYSIS AND POLICY ALTERNATIVES

Options for City Council Action

The City needs additional resources to serve the unsheltered. Some initial considerations are described below.

In November 2017, the County of Alameda identified one-time funding that the Board of Supervisors directed be made available to cities for "immediate impact" on homelessness. Applications were due December 20, 2017; the County Board of Supervisors is scheduled to consider these grant awards on April 17, 2018. This funding would partially support the second year of operations at the second outdoor temporary shelter facility at 27th Street and Northgate Avenue, as well as additional sanitation stations and modest funding for housing subsidies to get people rapidly re-housed. One of the initial lessons learned from the 6th Street and Castro Street site is the need for additional rapid rehousing funds to assist people to get into housing more quickly. The City needs approximately \$250,000 of additional funding to fully fund the second year of operations of the 27th Street and Northgate Avenue temporary outdoor facility.

Item: _____
Life Enrichment Committee
April 24, 2018

At the City Council meeting of April 17, 2018, staff requested approval for acquisition of the property at 641 West Grand, to be used as a second transitional housing facility, similar to the Henry Robinson Center. The purchase will be funded using Measure KK funds already appropriated for this purpose by the City Council. The FY 2018-19 budget includes \$300,000 to assist in operating this facility. City staff are now working with the County to identify sufficient recurring funding to operate the facility. The City needs approximately \$2 million per year to operate this second facility.

Legislation – Implementation and Advocacy

In the housing package passed by the State Legislature last year, SB 2 (Atkins) created a dedicated revenue source for housing by placing a \$75 fee on certain real estate documents. It is estimated to generate about \$250 million annually. In year one, approximately \$130 million, or roughly 50%, of that revenue will be targeted to reducing homelessness. The California Department of Housing and Community Development (HCD) is currently seeking input on the development of grant guidelines and expects to release a Notice of Funding Availability in spring 2018¹.

Mayor Schaaf and the mayors of California's largest 11 cities have worked with Assembly Member Phil Ting (D-San Francisco), who introduced AB 3171, which is a request for one-time funds of \$1.5 billion of the State's estimated \$6 billion surplus to provide for emergency shelter and programs to reduce unsheltered homelessness, as well as increase the supply of permanent supportive housing. Nine of the mayors were scheduled to meet with the Governor and legislative leaders the week of April 11th to discuss the need for the State to take a more active role in matching the funds that localities are spending to provide shelter and services to people living on the streets. A similar bill, SB 912 (Beall and Skinner), is also pending before the legislature this session. It seeks to give HCD \$1 billion for the Housing Rehab Loan Fund and \$1 billion in grants to cities and counties to address homelessness.

While City staff is hopeful that one or more of these funding programs will make it through the legislature and be signed by the Governor, those funds would not be available until FY 2019-20 at the earliest. The City of Oakland has existing and growing needs to help people today. Additional housing and shelter locations, operational funding for those facilities and additional staffing, including outreach workers, are all unmet needs. Staff is proposing to extend the Winter Shelter program for two months through June 2018 by combining City and County funds, to avoid closure of this well-used program in April. An item recommending that allocation is scheduled for the Life Enrichment Committee Agenda of April 24, 2018. As the City's mid-cycle budget process commences, these issues will be discussed; however, given other competing priorities for funding, staff will continue to pursue resources from the County, foundations and other philanthropic opportunities.

FISCAL IMPACT

There is no fiscal impact to receive and file this report.

¹ See this link for timelines and milestones - <http://www.hcd.ca.gov/policy-research/lhp.shtml#milestones>

Item: _____
Life Enrichment Committee
April 24, 2018

PUBLIC OUTREACH / INTEREST

No public outreach was deemed necessary for this report beyond the standard posting on the City Council Agenda.

COORDINATION

Several City Departments are involved with the Encampment Management Team including the Human Services Department, the Public Works Department, the Fire Department, the Police Department, the City Administrator's Office and the Mayor's Office. Also, the Human Services Department holds extensive collaborative and funding relationships with County agencies and the non-profit service providers who serve the unsheltered population in Oakland.

SUSTAINABLE OPPORTUNITIES

Economic: Providing housing and services to the homeless to eliminate and prevent homelessness is an investment that has an immeasurable return when the impact it has on the lives of those individuals and the community at large is taken into consideration.

Environmental: The provision of housing for at-risk and homeless persons is intended to address the environmental degradation caused by homeless families and individuals precariously housed or living on the streets.

Social Equity: The expenditure of City funds is targeted to the most vulnerable and at-risk populations in the City and is providing essential and basic human services, housing and support.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Receive An Informational Report On:

- 1) Status Of The Previously Council Approved Allowance For Public Sites To Be Used With Community Based Organizations Providing Support For The Homeless, Including "The Village";
- 2) Status Of Implementation, And Information About Any Roadblocks;
- 3) Status Of Implementation Of Sanitation And Trash Removal For Homeless Encampments; And
- 4) Options For Council Action To Resolve Any Unresolved Issues.

For questions regarding this report, please contact Christine Daniel, Assistant City Administrator, at 510-238-6906.

Respectfully submitted,



CHRISTINE DANIEL
Assistant City Administrator

Item: _____
Life Enrichment Committee
April 24, 2018

18 JUN 22 AM 9:55

OAKLAND CITY COUNCIL

RESOLUTION NO. 87245 C.M.S.

Approved as to Form and Legality


Deputy City Attorney

RESOLUTION AMENDING THE CITY OF OAKLAND'S FISCAL YEAR 2017-19 BIENNIAL BUDGET, WHICH WAS ADOPTED PURSUANT TO RESOLUTION NO. 86821 C.M.S., TO MAKE ADJUSTMENTS: (1) CHANGING THE FISCAL YEAR 2018-19 REVENUE PROJECTION IN THE GENERAL PURPOSE FUND (GPF); (2) CHANGING FISCAL YEAR 2018-19 GPF EXPENDITURE APPROPRIATIONS; AND (3) CHANGING FISCAL YEAR 2018-19 REVENUES AND EXPENDITURE APPROPRIATIONS IN OTHER NON-GPF FUNDS.

WHEREAS, the City Council adopted Resolution No. 86821 C.M.S. on June 29, 2017 adopting the FY 2017-19 biennial budget, and appropriating certain funds to provide for the expenditures proposed by the said budget; and

WHEREAS, the City Council has reviewed proposed variances in FY 2018-19 revenues and expenditures as part of the midcycle budget review; and

WHEREAS, *Exhibit 1* to this Resolution sets forth General Purpose Fund revenue amendments to the FY 2017-19 Policy Budget for FY 2018-19; and

WHEREAS, *Exhibit 2* to this Resolution sets forth the General Purpose Fund expenditure amendments to the FY 2017-19 Policy Budget for FY 2018-19; and

WHEREAS, *Exhibit 3* to this Resolution sets forth the total revenues and expenditures for Non-General Purpose Funds in FY 2017-19 Policy Budget for FY 2018-19; and

WHEREAS, *Exhibit 4* to this Resolution sets forth the Non-General Purpose Fund revenue and expenditure amendments to the FY 2017-19 Policy Budget for FY 2018-19; and

WHEREAS, *Exhibit 5* to this Resolution sets forth revenue and expenditure amendments to the FY 2017-19 Policy Budget for FY 2018-19, which will be enacted if Measure D – The 2018 Oakland Public Library Preservation Act, is approved by the voters in the June 2018 Statewide Direct Primary Election; now, therefore be it

RESOLVED: That the City's FY 2018-19 Midcycle Policy Budget is hereby amended to include adjustments for the GPF as set forth in ***Exhibits 1 and 2*** attached to and incorporated into this Resolution; and be it

FURTHER RESOLVED: That the City's FY 2018-19 Midcycle Policy Budget is hereby further amended to include total revenues and expenditures as set forth in **Exhibit 3** and adjustments for the non-GPF funds as set forth in **Exhibit 4**, attached to and incorporated into this Resolution; and be it

FURTHER RESOLVED: That the City's FY 2018-19 Midcycle Policy Budget is hereby further amended to include adjustments for to the GPF and non-GPF funds as set forth in **Exhibit 5** attached to and incorporated into this Resolution if Measure D – The 2018 Oakland Public Library Preservation Act, is approved; and be it

FURTHER RESOLVED: That the City Council's FY 2018-19 Midcycle Amendments also include Adjustments to the GPF, other funds, and policy directives as shown in **Exhibit 6**; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to periodically transfer funds between Departments and completed Projects as needed in order to clean-up negative budget balances within the same Fund; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to transfer funds between Funds, Departments, and Projects as needed in order to clean-up and consolidate City's Gas Tax Funds as recommended by the State Controller; and be it

FURTHER RESOLVED: That the City Administrator is hereby instructed to return to the City Council by January 2019 with a holistic strategy to address the City's Other Post Employment Benefit liabilities; and be it

FURTHER RESOLVED: That should voters approve a repeal of the Statewide Gasoline Tax during the November 2018 General election, the City Administrator is hereby authorized to suspend expenditures, the hiring of staff positions, and projects in the Gas Tax Fund and related funds until a revised Transportation funding plan can be approved by the City Council; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized and directed to calculate all required set-asides and make appropriate adjustments, based on the final adopted budget amendments, as legally required, such as Kid's First! and the 7.5 percent Emergency Reserve; and be it

FURTHER RESOLVED: That all other provisions of Resolutions No. 86821 C.M.S., which adopted the FY 2017-19 biennial budget on June 29, 2017, shall remain in effect for FY 2018-19.

IN COUNCIL, OAKLAND, CALIFORNIA, JUN 19 2018

PASSED BY THE FOLLOWING VOTE:

AYES - ~~WASHINGTON, GALLO, GIBSON, MCELHANEY, GUILLEN, KALB, KAPLAN, SIMMONS~~ CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN, ~~SIMMONS~~ - 6

NOES - 0

ABSENT - 0

ABSTENTION - 0

Excused - Reid

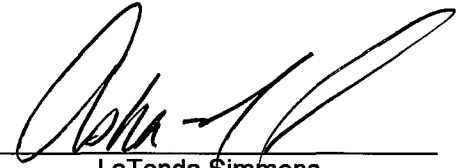
ATTEST: 
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

EXHIBIT 1 - MIDCYCLE REVENUE ADJUSTMENTS TO FY 2018-19 BUDGET
General Purpose Fund (GPF) 1010

	FY 2016-17 Actual	FY 2017-18 Adopted Budget	FY 2017-18 Q3 Forecast	FY 2018-19 Adopted Budget	FY 2018-19 Midcycle Proposed	FY 2018-19 Midcycle v. Adopted
Property Tax	\$ 171,475,372	\$ 182,707,896	\$ 184,440,777	\$ 190,093,739	\$ 196,467,669	\$ 6,373,930
Sales Tax	53,701,770	55,998,537	58,684,000	57,678,493	57,678,493	-
Vehicle License Fee	189,433	-	224,279	-	-	-
Business License Tax	75,840,294	79,580,950	80,962,300	81,834,879	86,622,000	4,787,121
Utility User Tax	52,618,316	50,700,000	53,144,500	50,700,000	54,207,390	3,507,390
Real Estate Transfer Tax	79,069,794	75,822,812	75,822,812	77,962,496	74,181,417	(3,781,079)
Transient Occupancy Tax	22,367,662	22,653,820	22,653,820	23,333,435	23,673,242	339,807
Parking Tax	10,636,779	11,130,600	11,130,600	11,436,700	11,436,700	-
Licenses & Permits	1,801,800	2,060,303	2,060,303	2,064,974	2,104,974	40,000
Fines & Penalties	21,687,280	22,428,254	20,968,000	22,650,000	21,231,083	(1,418,917)
Interest Income	1,207,280	740,482	1,207,280	740,482	1,210,069	469,587
Service Charges	54,612,720	59,246,455	59,246,455	61,178,431	62,083,803	905,372
Grants & Subsidies	1,520,828	119,435	953,587	119,435	119,435	-
Miscellaneous Revenue	6,525,455	2,338,857	4,863,903	5,487,531	5,487,531	-
Interfund Transfers	2,274,207	3,964,207	3,964,207	4,774,207	4,768,924	(5,283)
Sub-Total	555,528,990	569,492,608	580,326,823	590,054,802	601,272,730	11,217,928
<i>Transfers from Fund Balance</i>	<i>30,022,178</i>	<i>8,679,441</i>	<i>8,679,442</i>	<i>-</i>	<i>1,679,877</i>	<i>1,679,877</i>
Grand Total	\$ 585,551,168	\$ 578,172,049	\$ 589,006,265	\$ 590,054,802	\$ 602,952,607	\$ 12,897,805

**EXHIBIT 2 - MIDCYCLE ADJUSTMENTS TO FY2018-19 BUDGET
General Purpose Fund (GPF) 1010**

Item	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
FY2017-19 ADOPTED BUDGET									
A1	FY 2018-19 Adopted Budget (Includes SSBT)		\$ 581,010,090	\$ 14,944,712	\$ 595,954,802	2,434.20	\$ 582,797,395	\$ 13,157,407	\$ 595,954,802
REVENUE ADJUSTMENTS									
B1	Projected increase in Property Tax		\$ -	\$ -	\$ -	-	\$ 4,666,486	\$ -	\$ 4,666,486
B2	Projected increase in RPTTF (Property Tax)		\$ -	\$ -	\$ -	-	\$ 1,707,444	\$ -	\$ 1,707,444
B3	Projected increase in Business License Tax		\$ -	\$ -	\$ -	-	\$ 3,387,121	\$ 500,000	\$ 3,887,121
B4	Projected increase in Utility Consumption Tax		\$ -	\$ -	\$ -	-	\$ 3,507,390	\$ -	\$ 3,507,390
B5	Projected decrease in Real Estate Transfer Tax		\$ -	\$ -	\$ -	-	\$ 4,944,374	\$ (8,725,453)	\$ (3,781,079)
B6	Projected Increase in Transient Occupancy Tax		\$ -	\$ -	\$ -	-	\$ 339,807	\$ -	\$ 339,807
B7	Transfer SSBT revenues from Fund 1010 to Fund 1030 (Measure HH)		\$ -	\$ -	\$ -	-	\$ (5,900,000)	\$ -	\$ (5,900,000)
B8	Projected decrease in Fines & Penalties from parking citation reductions		\$ -	\$ -	\$ -	-	\$ (1,800,000)	\$ -	\$ (1,800,000)
B10	Projected increase in Miscellaneous Income (Interest) & Reduce Interfund Transfers		\$ -	\$ -	\$ -	-	\$ 464,304	\$ -	\$ 464,304
Sub-Total of Revenue Adjustments			\$ -	\$ -	\$ -	-	\$ 11,316,926	\$ (8,225,453)	\$ 3,091,473
EXPENDITURE ADJUSTMENTS									
C1	Personnel adjustments including COLA, equity, fringe rate adjustments, and CSO recoveries; ISF rebalancing due to personnel and O&M increases; Remove FY18-19 transfer to fund balance; Decrease VSSF contribution based on revenue adjustments and CFP	Citywide	\$ 9,745,878	\$ (3,274,102)	\$ 6,471,776	-	\$ -	\$ -	\$ -
C2	Technical adjustment to parking citation contract cost expenditures	Finance	\$ (2,662,500)	\$ -	\$ (2,662,500)	-	\$ -	\$ -	\$ -
C3	Increase and baseline in HSD CSO subsidies; Increase in HSD operating subsidies; and other one-time funding adjustments	Human Services	\$ 3,352,059	\$ (2,669,377)	\$ 682,682	-	\$ -	\$ -	\$ -
C4	KidsFirst true-up FY12-13 through FY16-17; KidsFirst FY18-19 adjustment due to revenue increase	Non-Departmental	\$ 77,515	\$ 3,135,049	\$ 3,212,564	-	\$ -	\$ -	\$ -
C5	Transfer SSBT appropriations to Fund 1030	Non-Departmental	\$ (5,900,000)	\$ -	\$ (5,900,000)	-	\$ -	\$ -	\$ -
Sub-Total of Expenditure Adjustments			\$ 4,612,952	\$ (2,808,430)	\$ 1,804,522	-	\$ -	\$ -	\$ -
FY 2018-19 ADJUSTED BASELINE BUDGET									
D1	FY 2018-19 Adjusted Baseline Budget		\$ 585,623,042	\$ 12,136,282	\$ 597,759,324	2,434.20	\$ 594,114,321	\$ 4,931,954	\$ 599,046,275
DEPARTMENTAL REQUESTS									
E1	Transfer 0.56 FTE of SAM III from Fund 1010 to Fund 2415	Mayor	\$ (181,979)	\$ -	\$ (181,979)	(0.56)	\$ -	\$ -	\$ -
E2	Add 0.60 FTE Receptionist, PPT	CAO	\$ 45,045	\$ -	\$ 45,045	0.60	\$ -	\$ -	\$ -
E3	Increase Fines & Penalties and Service Charges in Contract Compliance	CAO	\$ -	\$ -	\$ -	-	\$ 50,455	\$ -	\$ 50,455
E4	Add 1.0 FTE Animal Care Attendant in Animal Services	CAO	\$ 77,709	\$ -	\$ 77,709	1.00	\$ -	\$ -	\$ -
E5	Add 1.0 FTE Public Service Representative in Animal Services	CAO	\$ 89,787	\$ -	\$ 89,787	1.00	\$ -	\$ -	\$ -
E6	Transfer 0.33 FTE Management Assistant from Fund 1010 to Fund 1760	City Clerk	\$ (60,939)	\$ -	\$ (60,939)	(0.33)	\$ -	\$ -	\$ -
E7	Increase O&M to cover elections in FY18-19	City Clerk	\$ 250,000	\$ -	\$ 250,000	-	\$ -	\$ -	\$ -
E8	O&M for additional required public meetings and mandatory training; and contract services to facilitate requirements with the NSA	Police Commission	\$ 126,000	\$ -	\$ 126,000	-	\$ -	\$ -	\$ -
E9	Transfer Business Analyst IV to Budget Bureau; Delete City Administrator Analyst; Unfreeze Accounting Supervisor	Finance	\$ 3,012	\$ -	\$ 3,012	-	\$ -	\$ -	\$ -
E10	Purchase, implementation and maintenance of CAFR software.	Finance	\$ 30,000	\$ 50,000	\$ 80,000	-	\$ -	\$ -	\$ -
E11	Add 1.0 FTE Tax Auditor II position in the Revenue Bureau for cannabis audits (costing at 1/2 year)	Finance	\$ 65,588	\$ -	\$ 65,588	1.00	\$ 300,000	\$ -	\$ 300,000
E12	Funding for independent study of OPEB liability, benchmarking, and funding strategies/recommendations	Finance	\$ -	\$ 150,000	\$ 150,000	-	\$ -	\$ -	\$ -
E13	Add 2.0 FTE Account Clerk II to process tax assessment refunds (costing at 1/2 year) and increase audit revenues	Finance	\$ 83,582	\$ -	\$ 83,582	2.00	\$ 600,000	\$ -	\$ 600,000
E14	Increase revenue per MFS for recordation and technology fee and special event permit fees	Finance	\$ -	\$ -	\$ -	-	\$ 70,000	\$ -	\$ 70,000
E15	Transfer 0.50 FTE Executive Assistant from Fund 1010 to Fund 4200	DIT	\$ (57,707)	\$ -	\$ (57,707)	(0.50)	\$ -	\$ -	\$ -
E16	Transfer 0.75 FTE Telecom Systems from Fund 1010 to Fund 4200	DIT	\$ (134,981)	\$ -	\$ (134,981)	(0.75)	\$ -	\$ -	\$ -
E17	Add 1.0 FTE Application Developer III [Filled Position]	DIT	\$ 188,988	\$ -	\$ 188,988	1.00	\$ -	\$ -	\$ -
E18	Add 0.5 FTE Business Analyst IV/Add 0.5 FTE Project Manager II funded 50% Fund 1010 and 50% Fund 4600 (Civilianization)	DIT	\$ 242,099	\$ -	\$ 242,099	1.00	\$ -	\$ -	\$ -
E19	Add 1.0 FTE Administrative Assistant II	Race & Equity	\$ 103,229	\$ -	\$ 103,229	1.00	\$ -	\$ -	\$ -

**EXHIBIT 2 - MIDCYCLE ADJUSTMENTS TO FY2018-19 BUDGET
General Purpose Fund (GPF) 1010**

Item	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
E20	Add 1.0 FTE Administrative Assistant II (CONF) for Training	HRM	\$ 104,228	\$ -	\$ 104,228	1.00	\$ -	\$ -	\$ -
E21	Add 1.0 FTE Senior HR Analyst for Recruitment	HRM	\$ 155,451	\$ -	\$ 155,451	1.00	\$ -	\$ -	\$ -
E22	Increase O&M to purchase furniture and technology for HR training rooms	HRM	\$ -	\$ 13,500	\$ 13,500	-	\$ -	\$ -	\$ -
E23	Increase fee revenue in proportion to personnel cost increases	Police Department	\$ -	\$ -	\$ -	-	\$ 800,000	\$ -	\$ 800,000
E24	Add Cannabis Permit O&M	Police Department	\$ 50,000	\$ -	\$ 50,000	-	\$ -	\$ -	\$ -
E25	Add Fire Academy	Fire Department	\$ 1,125,000	\$ -	\$ 1,125,000	-	\$ -	\$ -	\$ -
E26	Add 1.0 FTE Budget & Grants Administrator	Fire Department	\$ 171,414	\$ -	\$ 171,414	1.00	\$ -	\$ -	\$ -
E27	Delete 1.0 FTE Assistant to the Director/Transfer 1.0 FTE Administrative Services Manager I from Fund 1820	Parks and Recreation	\$ (57,625)	\$ -	\$ (57,625)	-	\$ -	\$ -	\$ -
E28	Funding for sanitation services for the homeless	Human Services	\$ -	\$ 300,000	\$ 300,000	-	\$ -	\$ -	\$ -
E29	Add 1.00 FTE Health and Human Services Planner to Community Housing Division for homelessness services	Human Services	\$ 163,433	\$ -	\$ 163,433	1.00	\$ -	\$ -	\$ -
E30	Funding for Everyone Home Dues and Biennial Homeless Count for Oakland	Human Services	\$ 60,000	\$ -	\$ 60,000	-	\$ -	\$ -	\$ -
E31	Transfer one-time funding for New Rapid Rehousing Center from Fund 1010 to Fund 1870 and transfer to HSD	Human Services	\$ -	\$ (300,000)	\$ (300,000)	-	\$ -	\$ -	\$ -
E32	Transfer 1.00 FTE Director of Human Services from Fund 7760; Transfer 1.00 FTE Administrative Assistant I, 0.93 FTE Accountant II, 0.55 FTE Administrative Services Manager II to Fund 7760 and reduce O&M by \$3,786	Human Services	\$ -	\$ -	\$ -	(1.48)	\$ -	\$ -	\$ -
E33	Transfer CSEC funding from Fund 1010 to Fund 2252 (Measure Z)	Human Services	\$ -	\$ (110,000)	\$ (110,000)	-	\$ -	\$ -	\$ -
E34	Transfer Brown Bag program funding from Fund 1010 to Fund 1030 (Measure HH)	Human Services	\$ -	\$ (100,000)	\$ (100,000)	-	\$ -	\$ -	\$ -
E35	Freeze vacant 0.70 FTE Graphic Design Specialist	EWD	\$ (89,532)	\$ -	\$ (89,532)	(0.70)	\$ -	\$ -	\$ -
E36	Transfer to Fund 2195 to maintain and stabilize job training, job-preparation, and placement services and related programs	EWD	\$ -	\$ 275,000	\$ 275,000	-	\$ -	\$ -	\$ -
E37	Add 1.0 FTE Program Analyst III to Fund 1010; Transfer 1.0 FTE Program Analyst II from Fund 1010 to Fund 2195; Remaining Balance Offset by 1010 Carryforward	EWD	\$ 29,352	\$ (82,143)	\$ (52,791)	-	\$ -	\$ -	\$ -
E38	Delete 0.5 FTE Student Trainee, PT and reduce O&M	EWD	\$ (39,241)	\$ -	\$ (39,241)	(0.50)	\$ -	\$ -	\$ -
E39	Reduction to O&M	Planning and Building	\$ (350)	\$ -	\$ (350)	-	\$ -	\$ -	\$ -
E40	Transfer 0.27 FTE Mayor's PSE 14 to from Fund 1010 to Fund 7760 Overhead	OPW	\$ (43,786)	\$ -	\$ (43,786)	(0.27)	\$ -	\$ -	\$ -
E41	Subsidy to cover COLA and other rate increases in Fund 2310 (LLAD)	OPW	\$ 383,171	\$ -	\$ 383,171	-	\$ -	\$ -	\$ -
E42	Add 1.0 FTE Street Maintenance Leader and 2.0 FTE PW Maintenance Worker for illegal dumping (costing at 1/2 year)	OPW	\$ 172,381	\$ -	\$ 172,381	3.00	\$ -	\$ -	\$ -
E43	Add O&M for illegal dumping crew; Equipment purchase from existing appropriation in Fund 4100	OPW	\$ 57,000	\$ -	\$ 57,000	-	\$ -	\$ -	\$ -
E44	Increase Revenue for Parking Citation from Automated License Plate Recognition (ALPR) and one time purchase of equipment installation (5 year cost) and ongoing maintenance	DOT	\$ 28,000	\$ 338,000	\$ 366,000	-	\$ 366,000	\$ -	\$ 366,000
E45	Change MFS to reflect full cost to DOT for administering the Residential Parking Program	DOT	\$ -	\$ -	\$ -	-	\$ 40,000	\$ -	\$ 40,000
E46	ISF adjustment for estimated City Hall security costs	Non-Departmental	\$ 670,000	\$ -	\$ 670,000	-	\$ -	\$ -	\$ -
E47	Additional funding for FY18-19 BID assessments	Non-Departmental	\$ 75,597	\$ -	\$ 75,597	-	\$ -	\$ -	\$ -
E49	Loans for lower-income, under-served persons or entities opening and operating medical marijuana and related businesses	Non-Departmental	\$ -	\$ 275,000	\$ 275,000	-	\$ -	\$ -	\$ -
E50	Set aside for conversion of Temporary Part-Time workers to Full-Time	Non-Departmental	\$ 500,000	\$ -	\$ 500,000	-	\$ -	\$ -	\$ -
E50	Transfer from Fund Balance	Non-Departmental	\$ -	\$ -	\$ -	-	\$ -	\$ 1,679,877	\$ 1,679,877
Subtotal			\$ 4,383,926	\$ 809,357	\$ 5,193,283	10.51	\$ 2,226,455	\$ 1,679,877	\$ 3,906,332
FY 2018-19 Adjusted Budget Total			\$ 590,006,968	\$ 12,945,639	\$ 602,952,607	2,444.71	\$ 596,340,776	\$ 6,611,831	\$ 602,952,607

EXHIBIT 3 - FY 2018-19 MIDCYCLE EXPENDITURES
Other (Non-General Purpose) Fund Tables

FUND & DESCRIPTION	Adopted	Midcycle	Variance
1020 - Vital Services Stabilization Fund	2,027,733	-	(2,027,733)
1030 - Measure HH (SSBDT)	-	10,626,000	10,626,000
1100 - Self Insurance Liability	22,741,409	22,741,409	-
1200 - Pension Override Tax Revenue	109,186,052	109,186,052	-
1610 - Successor Redevelopment Agency Reimbursement Fund	5,539,556	4,173,794	(1,365,762)
1700 - Mandatory Refuse Program	2,740,000	2,740,000	-
1710 - Recycling Program	4,775,447	4,981,443	205,996
1720 - Comprehensive Clean-up	22,550,012	23,794,300	1,244,288
1750 - Multipurpose Reserve	9,481,868	9,951,868	470,000
1760 - Telecommunications Reserve	1,962,762	2,130,771	168,009
1770 - Telecommunications Land Use	692,817	635,000	(57,817)
1780 - Kid's First Oakland Children's Fund	16,715,050	19,927,614	3,212,564
1820 - OPRCA Self Sustaining Revolving Fund	7,723,104	8,002,650	279,546
1870 - Affordable Housing Trust Fund	4,099,907	6,896,035	2,796,128
1885 - 2011A-T Subordinated Housing	750,000	17,420,000	16,670,000
2102 - Department of Agriculture	1,135,682	1,021,302	(114,380)
2103 - HUD-ESG/SHP/HOPWA	8,381,545	9,337,708	956,163
2108 - HUD-CDBG	8,061,926	8,646,171	584,245
2109 - HUD-Home	2,107,060	3,042,249	935,189
2113 - Department of Justice - COPS Hiring	1,461,064	1,461,064	-
2116 - Department of Transportation	344,726	344,726	-
2120 - Federal Action Agency	405,448	410,533	5,085
2124 - Federal Emergency Management Agency (FEMA)	944,958	-	(944,958)
2128 - Department of Health and Human Services	24,096,952	25,390,921	1,293,969
2138 - California Department of Education	1,078,421	1,446,290	367,869
2148 - California Library Services	77,330	77,330	-
2152 - California Board of Corrections	550,000	3,286,720	2,736,720
2159 - State of California Other	327,178	334,422	7,244
2160 - County of Alameda: Grants	2,558,925	4,555,105	1,996,180
2163 - Metro Transportation Com: Program Grant	72,719	72,719	-
2172 - Alameda County: Vehicle Abatement Authority	537,000	537,000	-
2190 - Private Grants	25,000	25,000	-
2195 - Workforce Investment Act	4,016,853	3,715,981	(300,872)

EXHIBIT 3 - FY 2018-19 MIDCYCLE EXPENDITURES
Other (Non-General Purpose) Fund Tables

FUND & DESCRIPTION	Adopted	Midcycle	Variance
2211 - Measure B: Local Streets & Roads	11,280,621	17,687,891	6,407,270
2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds	1,386,398	1,413,196	26,798
2213 - Measure B: Paratransit - ACTIA	1,308,709	1,321,748	13,039
2215 - Measure F - Vehicle Registration Fee	1,813,031	2,546,283	733,252
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	14,045,182	16,172,336	2,127,154
2217 - Measure BB - OAB Roadway Infrastructure Improvement	-	4,125,000	4,125,000
2230 - State Gas Tax	14,608,140	9,269,732	(5,338,408)
2231 - State Gas Tax-Prop 42 Replacement Funds	1,698,506	1,698,506	-
2232 - Gas Tax RMRA	-	7,167,109	7,167,109
2241 - Measure Q-Library Services Retention & Enhancement	18,033,676	16,658,260	(1,375,416)
2242 - Measure Q Reserve- Library Services Retention & Enhancement	754,121	754,329	208
2250 - Measure N: Fund	1,714,525	1,714,525	-
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	27,514,763	27,447,807	(66,956)
2310 - Lighting and Landscape Assessment District	19,939,153	20,484,388	545,235
2330 - Werner Court Vegetation Mgmt District	3,200	3,200	-
2331 - Wood Street Community Facilities District	-	61,225	61,225
2332 - OAB CFD No.2015-1- Gateway industrial Park	-	2,048,542	2,048,542
2411 - False Alarm Reduction Program	1,655,370	1,637,738	(17,632)
2412 - Alameda County: Emergency Dispatch Service Supplemental Assessment	2,345,028	2,430,234	85,206
2413 - Rent Adjustment Program Fund	4,844,848	6,795,728	1,950,880
2415 - Development Service Fund	46,571,462	49,918,236	3,346,774
2416 - Traffic Safety Fund	1,460,443	1,488,731	28,288
2417 - Excess Litter Fee Fund	416,440	416,440	-
2419 - Measure C: Transient Occupancy Tax (TOT) Surcharge	6,363,663	6,821,018	457,355
2420 - Transportation Impact Fee	-	3,193,961	3,193,961
2421 - Capital Improvements Impact Fee Fund	-	2,040,000	2,040,000
2826 - Mortgage Revenue	89,492	89,492	-
2912 - Federal Asset Forfeiture: City Share	110,000	110,000	-
2914 - State Asset Forfeiture	90,000	90,000	-
2990 - Public Works Grants	280,000	280,000	-
2995 - Police Grants	10,000	10,000	-
2996 - Parks and Recreation Grants 2001	16,847	16,847	-
2999 - Miscellaneous Grants	124,854	125,374	520

**EXHIBIT 3 - FY 2018-19 MIDCYCLE EXPENDITURES
Other (Non-General Purpose) Fund Tables**

FUND & DESCRIPTION	Adopted	Midcycle	Variance
3100 - Sewer Service Fund	63,527,514	66,834,716	3,307,202
3150 - Sewer Rate Stabilization Fund	500,000	500,000	-
3200 - Golf Course	862,910	862,910	-
4100 - Equipment	27,945,295	28,612,869	667,574
4200 - Radio / Telecommunications	8,747,658	8,859,354	111,696
4210 - Telephone Equipment and Software	607,850	607,850	-
4300 - Reproduction	1,278,011	1,289,025	11,014
4400 - City Facilities	38,392,258	39,141,077	748,819
4450 - City Facilities Energy Conservation Projects	185,000	300,000	115,000
4500 - Central Stores	350,210	437,990	87,780
4550 - Purchasing	1,384,625	1,420,286	35,661
4600 - Information Technology	10,344,609	10,366,810	22,201
5130 - Rockridge: Library Assessment District	135,000	135,000	-
5330 - Measure KK: Infrastructure and Affordable Housing	34,605,000	34,605,000	-
5610 - Central District Projects	200,000	200,000	-
5614 - Central District: TA Bonds Series 2006T	1,270,000	1,270,000	-
5643 - Central City East TA Bonds Series 2006A-T (Taxable)	120,000	120,000	-
5650 - Coliseum Projects	100,000	100,000	-
5671 - OBRA: Leasing & Utility	2,317,623	2,250,755	(66,868)
6013 - 2013 LED Streetlight Acquisition Lease Financing	1,634,139	1,634,139	-
6029 - Taxable Pension Obligation Bonds: 2012 Series-PFRS	18,418,959	18,418,959	-
6032 - Taxable Pension Obligation: Series 2001	47,300,501	47,300,501	-
6036 - JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt Bond)	1,281,277	1,281,277	-
6064 - GO Refunding Bonds, Series 2015A	14,786,425	14,786,425	-
6312 - GOB Series 2012-Refunding Bonds	6,670,725	6,670,725	-
6322 - Measure DD: 2017C Clean Water, Safe Parks & Open Space Trust for	1,453,732	1,453,732	-
6330 - Measure KK: 2017A-1 (TE) Infrastructure and Affordable Housing	-	2,246,557	2,246,557
6331 - Measure KK: 2017A-2 (Taxable) Infrastructure and Affordable Housing	-	4,137,206	4,137,206
6540 - Skyline Sewer District - Redemption	28,720	-	(28,720)
6555 - Piedmont Pines 2010 Utility Underground Phase I - Debt Service	235,168	239,818	4,650
6570 - JPFA Pooled Assessment: 1996 Revenue Bonds - Assessment	24,800	-	(24,800)
6587 - 2012 Refunding Reassessment Bonds-Debt Service	447,788	467,259	19,471
6612 - JPFA Lease Revenue Refunding Bonds (Admin Building): 2008 Series	9,065,663	9,065,663	-

**EXHIBIT 3 - FY 2018-19 MIDCYCLE EXPENDITURES
Other (Non-General Purpose) Fund Tables**

FUND & DESCRIPTION	Adopted	Midcycle	Variance
6999 - Miscellaneous Debt Service	25,000,000	25,000,000	-
7100 - Police and Fire Retirement System	3,338,797	3,322,600	(16,197)
7130 - Employee Deferred Compensation	242,212	142,701	(99,511)
7320 - Police and Fire Retirement System Refinancing Annuity Trust	6,306,055	6,306,055	-
7540 - Oakland Public Library Trust	103,399	103,399	-
7760 - Grant Clearing	-	-	-
7999 - Miscellaneous Trusts	368,101	407,349	39,248
	775,227,000	853,848,060	78,621,060

**EXHIBIT 4 - MIDCYCLE DEPARTMENTAL PROPOSALS FY2018-19 BUDGET
Non-General Purpose Funds**

ITEM No.	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
1020 - Vital Services Stabilization Fund									
1	Reduce VSSF contribution from GPF and reduce transfers to fund balance accordingly	Non-Departmental	\$ -	\$ (2,027,733)	\$ (2,027,733)	-	\$ -	\$ (2,027,733)	\$ (2,027,733)
FUND 1020 SUB-TOTAL			\$ -	\$ (2,027,733)	\$ (2,027,733)	-	\$ -	\$ (2,027,733)	\$ (2,027,733)
1030 - Sugar Sweetened Beverage Tax									
1	Funding for the administration of the SSBT for outreach, communication and management services	Finance	\$ 70,000	\$ -	\$ 70,000	-	\$ -	\$ -	\$ -
2	Transfer Brown Bag program funding from Fund 1010 to Fund 1030	Human Services	\$ 100,000	\$ -	\$ 100,000	-	\$ -	\$ -	\$ -
3	Increase contract contingencies consistent with increases in revenues	Non-Departmental	\$ 4,556,000	\$ -	\$ 4,556,000	-	\$ 4,726,000	\$ -	\$ 4,726,000
FUND 1030 SUB-TOTAL			\$ 4,726,000	\$ -	\$ 4,726,000	-	\$ 4,726,000	\$ -	\$ 4,726,000
1200 - Police & Fire Retirement System									
1	Decrease PFRS transfer out based on current actuarial valuation	Non-Departmental	\$ (1,600,000)	\$ -	\$ (1,600,000)	-	\$ -	\$ -	\$ -
2	Transfer to Fund 1200 Fund Balance	Non-Departmental	\$ 1,600,000	\$ -	\$ 1,600,000	-	\$ -	\$ -	\$ -
FUND 1200 SUB-TOTAL			\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -
1610 - Successor Redevelopment Agency Reimbursement Fund									
1	Reduce ROPS approved administrative allowance & miscellaneous personnel budgets	Citywide	\$ (20,640)	\$ -	\$ (20,640)	-	\$ (8,210)	\$ -	\$ (8,210)
2	Reduction in ROPS project staffing costs/Transfer 0.80 FTE Development Program Manager/Transfer 0.80 FTE Urban Economic Analyst II/Transfer 0.32 FTE Urban Economic Coordinator to other eligible funds due to ROPS reduction	EWD	\$ (433,373)	\$ -	\$ (433,373)	(1.92)	\$ (564,822)	\$ -	\$ (564,822)
3	Due to DOF's denial of Housings portion of ROPS, transferred all staffing cost and ISF's to Funds 1870, 1885, 2108, 2109, 2413 & 5331	Housing	\$ (805,857)	\$ -	\$ (805,857)	(4.42)	\$ (792,730)	\$ -	\$ (792,730)
FUND 1610 SUB-TOTAL			\$ (1,259,870)	\$ -	\$ (1,259,870)	(6.34)	\$ (1,365,762)	\$ -	\$ (1,365,762)
1710 - Comprehensive Cleanup									
1	Freeze 0.10 FTE Graphic Design Specialist	EWD	\$ (15,289)	\$ -	\$ (15,289)	(0.10)	\$ -	\$ -	\$ -
2	Add Revenues and Expenditures from construction and demolition plan review	OPW	\$ 20,161	\$ -	\$ 20,161	-	\$ 20,161	\$ -	\$ 20,161
3	Add educational campaign on recycling, illegal dumping, and waste aversion	OPW	\$ -	\$ 50,000	\$ 50,000	-	\$ -	\$ -	\$ -
4	Transfer from Fund 1710 Fund Balance	OPW	\$ -	\$ -	\$ -	-	\$ -	\$ 185,835	\$ 185,835
FUND 1710 SUB-TOTAL			\$ 4,872	\$ 50,000	\$ 54,872	(0.10)	\$ 20,161	\$ 185,835	\$ 205,996
1720 - Comprehensive Cleanup									
1	Freeze 0.10 FTE Graphic Design Specialist	EWD	\$ (15,289)	\$ -	\$ (15,289)	(0.10)	\$ -	\$ -	\$ -
2	Add 3.0 FTE Litter/Nuisance Enforcement Officers	OPW	\$ 452,415	\$ -	\$ 452,415	3.00	\$ -	\$ -	\$ -
3	Transfer from Fund Balance	OPW	\$ -	\$ -	\$ -	-	\$ -	\$ 1,350,772	\$ 1,350,772
4	Bus shelter street furniture grant revenue reduction	DOT	\$ -	\$ -	\$ -	-	\$ (106,484)	\$ -	\$ (106,484)
FUND 1720 SUB-TOTAL			\$ 437,126	\$ -	\$ 437,126	2.90	\$ (106,484)	\$ 1,350,772	\$ 1,244,288

**EXHIBIT 4 - MIDCYCLE DEPARTMENTAL PROPOSALS FY2018-19 BUDGET
Non-General Purpose Funds**

ITEM No.	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
1750 - Multipurpose Reserve									
1	Appropriate Revenues for Curb Color Program	DOT	\$ -	\$ -	\$ -	-	\$ 25,000	\$ -	\$ 25,000
2	Appropriate Estimated FY18-19 Car Share revenues	DOT	\$ -	\$ -	\$ -	-	\$ 420,000	\$ -	\$ 420,000
3	Estimated revenues from dedicated-space car share permits	DOT	\$ -	\$ -	\$ -	-	\$ 25,000	\$ -	\$ 25,000
4	Add personnel allocation for Car Share Program Limited Duration Employees	DOT	\$ 345,362	\$ -	\$ 345,362	-	\$ -	\$ -	\$ -
5	Transfer 0.25 FTE Program Analyst III for Car Share from Fund 1750 out from Admin Project to Car Share Project	DOT	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -
6	Add O&M for mobility programs and add O&M for Car Share Program	DOT	\$ 38,848	\$ -	\$ 38,848	-	\$ -	\$ -	\$ -
7	Add O&M for Car Share Program	DOT	\$ 13,848	\$ -	\$ 13,848	-	\$ -	\$ -	\$ -
8	Transfer to Fund 1750 Fund Balance	DOT	\$ -	\$ 73,878	\$ 73,878	-	\$ -	\$ -	\$ -
FUND 1750 SUB-TOTAL			\$ 398,058	\$ 73,878	\$ 471,936	-	\$ 470,000	\$ -	\$ 470,000
1760 - Telecommunications Reserve									
1	Transfer 0.33 FTE Management Assistant to Fund 1760	Clerk	\$ 60,938	\$ -	\$ 60,938	0.33	\$ -	\$ -	\$ -
2	Transfer from Fund Balance	Clerk	\$ -	\$ -	\$ -	-	\$ -	\$ 168,009	\$ 168,009
FUND 1760 SUB-TOTAL			\$ 60,938	\$ -	\$ 60,938	0.33	\$ -	\$ 168,009	\$ 168,009
1770 - Telecommunications Land Use									
1	Transfer Real Estate Services Manager 0.29 FTE to Fund 5610 and 0.29 FTE to 5650 from Fund 1770	EWD	\$ (201,519)	\$ -	\$ (201,519)	(0.58)	\$ -	\$ -	\$ -
2	Remove transfer from Fund 1770 Fund Balance	EWD	\$ -	\$ -	\$ -	-	\$ -	\$ (57,817)	\$ (57,817)
3	Transfer to Fund Balance	EWD	\$ -	\$ 132,436	\$ 132,436	-	\$ -	\$ -	\$ -
FUND 1770 SUB-TOTAL			\$ (201,519)	\$ 132,436	\$ (69,083)	(0.58)	\$ -	\$ (57,817)	\$ (57,817)
1780 - Kid's First Oakland Children's Fund									
1	Increase service contracts	Human Services	\$ 17,984	\$ 3,135,049	\$ 3,153,033	-	\$ -	\$ -	\$ -
FUND 1780 SUB-TOTAL			\$ 17,984	\$ 3,135,049	\$ 3,153,033	-	\$ -	\$ -	\$ -
1820 - Self-Sustaining Fund									
1	Freeze 0.10 FTE Graphic Design Specialist	EWD	\$ (12,790)	\$ -	\$ (12,790)	(0.10)	\$ -	\$ -	\$ -
2	Delete 1.0 FTE Assistant to the Director/Transfer 1.0 FTE Administrative Services Manager I from Fund 1820 to Fund 1010	OPR	\$ (188,988)	\$ -	\$ (188,988)	(1.00)	\$ -	\$ -	\$ -
3	Transfer from Fund Balance	OPR	\$ -	\$ -	\$ -	-	\$ -	\$ 279,546	\$ 279,546
FUND 1820 SUB-TOTAL			\$ (201,778)	\$ -	\$ (201,778)	(1.10)	\$ -	\$ 279,546	\$ 279,546

**EXHIBIT 4 - MIDCYCLE DEPARTMENTAL PROPOSALS FY2018-19 BUDGET
Non-General Purpose Funds**

ITEM No.	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
1870 - Affordable Housing Trust Fund									
1	Transfer New Rapid Rehousing Center funding from Fund 1010 to Fund 1870 / Additional one-time funding for New Rapid Rehousing Center or winter shelters	Human Services	\$ -	\$ 800,000	\$ 800,000	-	\$ -	\$ -	\$ -
2	Job/Housing Impact Fee	PBD	\$ 23,710	\$ -	\$ 23,710	-	\$ 23,710	\$ -	\$ 23,710
3	Affordable Housing Impact Fee	PBD	\$ 40,944	\$ -	\$ 40,944	-	\$ 40,944	\$ -	\$ 40,944
4	Land sale proceeds from FY 2017-18	Housing	\$ -	\$ -	\$ -	-	\$ -	\$ 2,250,673	\$ 2,250,673
5	Appropriation for Affordable Housing	Housing	\$ -	\$ 1,800,000	\$ 1,800,000	-	\$ -	\$ -	\$ -
6	Add 0.49 FTE Loan Servicing Administrator	Housing	\$ 102,805	\$ -	\$ 102,805	0.49	\$ -	\$ -	\$ -
7	Transfer 0.50 FTE Administrative Analyst I and ISF's from Fund 2105	Housing	\$ 87,743	\$ -	\$ 87,743	0.50	\$ -	\$ -	\$ -
8	Transfer 0.10 FTE Housing Development Coordinator IV from Fund 1885	Housing	\$ 24,543	\$ -	\$ 24,543	0.10	\$ -	\$ -	\$ -
9	Due to DOF's denial of Housings portion of ROPS, transferred 0.20 FTE Exec Asst to the Director & 0.65 FTE Housing Development Coord I and ISF's from Fund 1610	Housing	\$ 137,889	\$ -	\$ 137,889	0.85	\$ -	\$ -	\$ -
10	Transfer from 1610 offset by O&M reduction	Housing	\$ (137,889)	\$ -	\$ (137,889)	-	\$ -	\$ -	\$ -
11	Additional Transfer from Fund Balance	Housing	\$ -	\$ -	\$ -	-	\$ -	\$ 94,433	\$ 94,433
FUND 1870 SUB-TOTAL			\$ 279,745	\$ 2,600,000	\$ 2,879,745	1.94	\$ 64,654	\$ 2,345,106	\$ 2,409,760
1885 - 2011A-T Subordinated Housing									
1	Appropriations for Affordable Housing Projects (Brooklyn Basin)	Housing	\$ 16,676,958	\$ -	\$ 16,676,958	-	\$ 16,670,000	\$ -	\$ 16,670,000
2	Transfer 0.10 FTE Housing Development Coordinator IV to Fund 1870	Housing	\$ (24,543)	\$ -	\$ (24,543)	0.10	\$ -	\$ -	\$ -
3	Due to DOF's denial of Housings portion of ROPS, transferred 0.19 FTE Director of Housing & Comm Dev, 0.06 FTE Exec Asst to the Director to Fund 5331 and transferred 0.58 FTE Administrative Assistant I from Fund 1610	Housing	\$ (30,569)	\$ -	\$ (30,569)	0.33	\$ -	\$ -	\$ -
4	Increase in O&M due to rearrangement of staff	Housing	\$ 30,569	\$ -	\$ 30,569	-	\$ -	\$ -	\$ -
FUND 1885 SUB-TOTAL			\$ 16,652,415	\$ -	\$ 16,652,415	0.43	\$ 16,670,000	\$ -	\$ 16,670,000
2102 - Department of Agriculture									
1	Decrease CCFP grant revenues based on Head Start enrollees	Human Services	\$ -	\$ -	\$ -	-	\$ (301,368)	\$ -	\$ (301,368)
2	Transfer 3.00 FTE Food Service Workers from Fund 2128 to Fund 2102	Human Services	\$ 275,823	\$ -	\$ 275,823	3.00	\$ -	\$ -	\$ -
3	Transfer CSO Subsidy from Fund 2128 to Fund 2102	Human Services	\$ -	\$ -	\$ -	-	\$ 41,675	\$ -	\$ 41,675
4	Transfer GPF Operating Subsidy from Fund 2128 to Fund 2102	Human Services	\$ -	\$ -	\$ -	-	\$ 146,621	\$ -	\$ 146,621
5	Decrease food ingredients and preparation materials to expected services levels	Human Services	\$ (388,895)	\$ -	\$ (388,895)	-	\$ -	\$ -	\$ -
FUND 2102 SUB-TOTAL			\$ (113,072)	\$ -	\$ (113,072)	3.00	\$ (113,072)	\$ -	\$ (113,072)

**EXHIBIT 4 - MIDCYCLE DEPARTMENTAL PROPOSALS FY2018-19 BUDGET
Non-General Purpose Funds**

ITEM No.	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
2103 - HUD-ESG/SHP/HOPWA									
1	Increase OHA OPRI Grant Revenue	Human Services	\$ -	\$ -	\$ -	-	\$ 619,344	\$ -	\$ 619,344
2	Increase OHA OPRI subrecipient contracts	Human Services	\$ 664,488	\$ -	\$ 664,488	-	\$ -	\$ -	\$ -
3	Increase Continuum of Care - Families in Transition grant revenue based on increased award	Human Services	\$ -	\$ -	\$ -	-	\$ 5,400	\$ -	\$ 5,400
4	Increase Continuum of Care - Matilda Cleveland grant revenue based on increased award	Human Services	\$ -	\$ -	\$ -	-	\$ 4,680	\$ -	\$ 4,680
5	Transfer 0.21 FTE HHS Prgm Planner to Fund 2108 (CDBG) and reduce associated CSO subsidy	Human Services	\$ (43,374)	\$ -	\$ (43,374)	(0.21)	\$ (122)	\$ -	\$ (122)
6	Transfer ISF charges to Fund 2108 (CDBG)	Human Services	\$ (2,199)	\$ -	\$ (2,199)	-	\$ -	\$ -	\$ -
7	Decrease work order expenditures and increase supplies, service contracts & misc operating expenditures	Human Services	\$ 152	\$ -	\$ 152	-	\$ -	\$ -	\$ -
FUND 2103 SUB-TOTAL			\$ 619,067	\$ -	\$ 619,067	(0.21)	\$ 629,302	\$ -	\$ 629,302
2105 - HUD-EDI Grants									
1	Delete 0.50 FTE Account Clerk II	Housing	\$ (56,376)	\$ -	\$ (56,376)	(0.50)	\$ -	\$ -	\$ -
2	Transfer 0.50 FTE Administrative Analyst I to Fund 1870	Housing	\$ (87,743)	\$ -	\$ (87,743)	(0.50)	\$ -	\$ -	\$ -
3	Removed planned Carryforwards	Housing	\$ 144,237	\$ -	\$ 144,237	-	\$ -	\$ -	\$ -
FUND 2105 SUB-TOTAL			\$ 118	\$ -	\$ 118	(1.00)	\$ -	\$ -	\$ -
2108 - HUD-CDBG									
1	Transfer 0.21 FTE HHS Prgm Planner from Fund 2103	Human Services	\$ 43,373	\$ -	\$ 43,373	0.21	\$ -	\$ -	\$ -
2	Increase various supplies and work order expenditures for CHSD Admin	Human Services	\$ 56,051	\$ -	\$ 56,051	-	\$ -	\$ -	\$ -
3	Increase contracts for PATH Set-Aside	Human Services	\$ 47,391	\$ -	\$ 47,391	-	\$ -	\$ -	\$ -
4	Increase CSO Subsidy associated with transfer of 0.21 HHS Prgm Planner from Fund 2103 partially offset by reducing operating subsidy	Human Services	\$ -	\$ -	\$ -	-	\$ 6,025	\$ -	\$ 6,025
5	Increase contracts for EOCP Homeless HSG Shelter	Human Services	\$ 158,445	\$ -	\$ 158,445	-	\$ -	\$ -	\$ -
6	Transfer ISF charges from Fund 2103	Human Services	\$ 2,199	\$ -	\$ 2,199	-	\$ -	\$ -	\$ -
7	Add 0.26 FTE Loan Servicing Administrator	Housing	\$ 54,551	\$ -	\$ 54,551	0.26	\$ -	\$ -	\$ -
8	Delete 0.50 FTE Account Clerk II	Housing	\$ (56,376)	\$ -	\$ (56,376)	(0.50)	\$ -	\$ -	\$ -
9	Annual Grant Increase	Housing	\$ -	\$ -	\$ -	-	\$ 602,315	\$ -	\$ 602,315
10	Reduce transfer from fund balance	Housing	\$ -	\$ -	\$ -	-	\$ (27,990)	\$ -	\$ (27,990)
11	Due to DOF's denial of Housings portion of ROPS, transferred 0.38 FTE Office Assistant II, 0.05 FTE Director of Housing & Comm Dev, 0.05 FTE Exec Asst to the Director and transferred, 0.62 FTE Rehabilitation Advisor III and ISF's from Fund 1610	Housing	\$ 213,498	\$ -	\$ 213,498	1.10	\$ -	\$ -	\$ -
12	Transfer from 1610 offset by carryforward	Housing	\$ -	\$ (213,498)	\$ (213,498)	-	\$ -	\$ -	\$ -
FUND 2108 SUB-TOTAL			\$ 519,132	\$ (213,498)	\$ 305,634	1.07	\$ 580,350	\$ -	\$ 580,350
2109 - HUD-Home									
1	Transfer 0.50 FTE Rehab Advisor III to Fund 2124	Housing	\$ (95,627)	\$ -	\$ (95,627)	(0.50)	\$ -	\$ -	\$ -
2	Increase Contract Contingencies	Housing	\$ 1,023,424	\$ -	\$ 1,023,424	-	\$ -	\$ -	\$ -
3	Due to DOF's denial of Housings portion of ROPS, transferred 0.05 FTE Exec Asst to the Director from Fund 1610	Housing	\$ 8,675	\$ -	\$ 8,675	0.05	\$ -	\$ -	\$ -
4	Transfer from 1610 offset by O&M	Housing	\$ (8,675)	\$ -	\$ (8,675)	-	\$ -	\$ -	\$ -
5	Annual Grant Increase	Housing	\$ -	\$ -	\$ -	-	\$ 935,189	\$ -	\$ 935,189
FUND 2109 SUB-TOTAL			\$ 927,797	\$ -	\$ 927,797	(0.45)	\$ 935,189	\$ -	\$ 935,189

**EXHIBIT 4 - MIDCYCLE DEPARTMENTAL PROPOSALS FY2018-19 BUDGET
Non-General Purpose Funds**

ITEM No.	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
2124 - Federal Emergency Management Agency (FEMA)									
1	Add ongoing positions in Housing funded from an existing appropriation in the Seismic Retrofit Grant	Housing	\$ -	\$ -	\$ -	3.50	\$ 26,861	\$ -	\$ 26,861
2	Transfer 0.50 FTE Rehab Advisor III from Fund 2109	Housing	\$ 95,627	\$ -	\$ 95,627	0.50			
3	Remove existing budget appropriations for the Urban Search & Rescue Grant (USAR); future appropriations supporting staffing and operations & maintenance cost will be provided through separate City Council resolution and the carryforward process	OFD	\$ (944,958)	\$ -	\$ (944,958)	-	\$ (944,958)	\$ -	\$ (944,958)
FUND 2124 SUB-TOTAL			\$ (849,331)	\$ -	\$ (849,331)	4.00	\$ (918,097)	\$ -	\$ (918,097)
2128 - Department of Health and Human Services									
1	SAMHSA - Add year 3 of 5 year grant revenues	Human Services	\$ -	\$ -	\$ -	-	\$ 1,000,000	\$ -	\$ 1,000,000
2	SAMHSA - Remove CF balancer/ Add O&M for contracted mental health services	Human Services	\$ 976,676	\$ -	\$ 976,676	-	\$ -	\$ -	\$ -
3	CSBG - Reduce PEPR/CSBG - Reduce grant revenues	Human Services	\$ (11,916)	\$ -	\$ (11,916)	-	\$ (11,916)	\$ -	\$ (11,916)
4	Head Start - Increase grant revenue due to COLA increase from grantor	Human Services	\$ -	\$ -	\$ -	-	\$ 160,255	\$ -	\$ 160,255
5	Head Start - Transfer GPF Subsidies to Fund 2102 & Fund 2138	Human Services	\$ -	\$ -	\$ -	-	\$ (344,304)	\$ -	\$ (344,304)
6	Head Start - Transfer 8.50 FTE Early Childhood Center Directors to Fund 2138	Human Services	\$ (1,040,071)	\$ -	\$ (1,040,071)	(8.50)	\$ -	\$ -	\$ -
7	Head Start - Transfer 3.00 FTE Food Service Workers to Fund 2102	Human Services	\$ (275,821)	\$ -	\$ (275,821)	(3.00)	\$ -	\$ -	\$ -
8	Head Start - Add/Delete - Add 10.50 FTE Recreation Attendant I, PT (placeholders for HS/Early HS Sub Teaching Assistant, PT until classification is created) and Delete 4.00 FTE Head Start Instructors	Human Services	\$ 208,126	\$ -	\$ 208,126	6.50	\$ -	\$ -	\$ -
9	Head Start - Add/Delete - Add 1.0 FTE Accountant II and Delete 1.0 FTE Accountant I	Human Services	\$ 14,353	\$ -	\$ 14,353	-	\$ -	\$ -	\$ -
10	Head Start - Add/Delete - Add 1.00 FTE Food Service Worker, PT and Delete 1.00 FTE Food Program Driver, PT	Human Services	\$ 13,898	\$ -	\$ 13,898	-	\$ -	\$ -	\$ -
11	Head Start - Add 1.00 FTE Head Start/EHS Sub Inst, PT and Delete 1.00 FTE Food Program Driver, PT; Add/Delete - Add 1.00 FTE Head Start Coach Coordinator and Delete 1.00 FTE Head Start Nutrition Coordinator; Head Start - Add/Delete - Add 1.00 FTE Head Start Facilities Coordinator, 1.00 FTE Head Start School Readiness Coordinator, and 1.00 FTE Head Start ERSEA & Data Coordinator and Delete 3.00 FTE Headstart Program Coordinator	Human Services	\$ 1,277	\$ -	\$ 1,277	-	\$ -	\$ -	\$ -
12	Head Start - Increase 9.00 FTE Head Start Instructors to 12 months from 11 months	Human Services	\$ 77,293	\$ -	\$ 77,293	-	\$ -	\$ -	\$ -
13	Head Start - Eliminate salary offset & add funding for various O&M	Human Services	\$ 810,869	\$ -	\$ 810,869	-	\$ -	\$ -	\$ -
14	Increase CSO subsidies		\$ -	\$ -	\$ -	-	\$ 71,246	\$ -	\$ 71,246
15	Reduce operating subsidies to offset increase in CSO subsidies		\$ -	\$ -	\$ -	-	\$ (71,246)	\$ -	\$ (71,246)
FUND 2128 SUB-TOTAL			\$ 774,684	\$ -	\$ 774,684	(5.00)	\$ 804,035	\$ -	\$ 804,035

**EXHIBIT 4 - MIDCYCLE DEPARTMENTAL PROPOSALS FY2018-19 BUDGET
Non-General Purpose Funds**

ITEM No.	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
2138 - California Department of Education									
1	Head Start CSPP - increase revenues	Human Services	\$ -	\$ -	\$ -	-	\$ 26,861	\$ -	\$ 26,861
2	Add CCTR grant revenues	Human Services	\$ -	\$ -	\$ -	-	\$ 185,000	\$ -	\$ 185,000
3	Transfer 8.50 FTE Early Childhood Center Directors from Fund 2128	Human Services	\$ 1,040,073	\$ -	\$ 1,040,073	8.50	\$ -	\$ -	\$ -
4	Transfer CSO Subsidy from Fund 2128 to CSPP grant	Human Services	\$ -	\$ -	\$ -	-	\$ 126,213	\$ -	\$ 126,213
5	Transfer CSO Subsidy from Fund 2128 to CCTR grant	Human Services	\$ -	\$ -	\$ -	-	\$ 29,795	\$ -	\$ 29,795
6	Eliminate salaries offset / reduce classroom supplies / increase rent, janitorial and special needs contracts funding	Human Services	\$ (672,204)	\$ -	\$ (672,204)	-	\$ -	\$ -	\$ -
FUND 2138 SUB-TOTAL			\$ 367,869	\$ -	\$ 367,869	8.50	\$ 367,869	\$ -	\$ 367,869
2152 - California Board of Corrections									
1	Add CDCR GSW Grant Revenue and O&M funding for sub recipient contracts	Human Services	\$ 2,736,720	\$ -	\$ 2,736,720	-	\$ 2,736,720	\$ -	\$ 2,736,720
2	Reduce CDCR GSW contract expenditures	Human Services	\$ (6,847)	\$ -	\$ (6,847)	-	\$ -	\$ -	\$ -
FUND 2152 SUB-TOTAL			\$ 2,729,873	\$ -	\$ 2,729,873	-	\$ 2,736,720	\$ -	\$ 2,736,720
2160 - County of Alameda: Grants									
1	Add grant revenue, add O&M and eliminate carryforward offset for CORE Housing Centers Grant	Human Services	\$ 4,014,935	\$ -	\$ 4,014,935	-	\$ 4,014,935	\$ -	\$ 4,014,935
2	Eliminate boomerang grant revenue & expenditures	Human Services	\$ (413,104)	\$ -	\$ (413,104)	-	\$ (413,565)	\$ -	\$ (413,565)
3	Increase grant revenue and O&M for county HFSN grant	Human Services	\$ 9,157	\$ -	\$ 9,157	-	\$ 10,675	\$ -	\$ 10,675
4	Increase grant revenue for Outreach I & A grant	Human Services	\$ -	\$ -	\$ -	-	\$ 4,846	\$ -	\$ 4,846
5	Reduce operating subsidy for Outreach I & A grant	Human Services	\$ -	\$ -	\$ -	-	\$ (5,903)	\$ -	\$ (5,903)
6	Remove First Responder Advanced Life Support (FRALS) appropriation. Services will be provided for using carryforward until available appropriation is exhausted	OFD	\$ (1,643,440)	\$ -	\$ (1,643,440)	-	\$ (1,643,440)	\$ -	\$ (1,643,440)
FUND 2160 SUB-TOTAL			\$ 1,967,548	\$ -	\$ 1,967,548	-	\$ 1,967,548	\$ -	\$ 1,967,548
2195 - Workforce Investment Act									
1	Transfer 0.54 FTE Program Analyst II from Fund 1010	EWD	\$ 86,696	\$ -	\$ 86,696	0.54	\$ -	\$ -	\$ -
2	Transfer 0.16 FTE Program Analyst II to Fund 7999	EWD	\$ (28,465)	\$ -	\$ (28,465)	(0.16)	\$ -	\$ -	\$ -
3	Transfer to Fund 2195 to maintain and stabilize job training, job-preparation, and placement services and related programs	EWD	\$ -	\$ -	\$ -	-	\$ -	\$ 275,000	\$ 275,000
4	Reduction of Third Party Grants	EWD	\$ (116,569)	\$ -	\$ (116,569)	-	\$ -	\$ -	\$ -
5	Carryforward offset & reduction in WIOA grant	EWD	\$ (203,674)	\$ -	\$ (203,674)	-	\$ (575,872)	\$ -	\$ (575,872)
FUND 2195 SUB-TOTAL			\$ (262,012)	\$ -	\$ (262,012)	0.38	\$ (575,872)	\$ 275,000	\$ (300,872)

**EXHIBIT 4 - MIDCYCLE DEPARTMENTAL PROPOSALS FY2018-19 BUDGET
Non-General Purpose Funds**

ITEM No.	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
2211 - Measure B Local Streets and Roads									
1	Funding for eligible transportation projects for Oakland Army Base	EWD	\$ -	\$ 5,414,557	\$ 5,414,557	-	\$ -	\$ 5,414,557	\$ 5,414,557
2	Add revenue based on ACTC updated FY18 collections	DOT	\$ -	\$ -	\$ -	-	\$ -	\$ 376,304	\$ 376,304
3	Appropriate Fund Balance for Emergency Roadway Repair	DOT	\$ -	\$ 700,000	\$ 700,000	-	\$ -	\$ 700,000	\$ 700,000
4	Add/Delete Engineer Assistant II and add Public Works Sup I and transfer to fund 2230	DOT	\$ (22,872)	\$ -	\$ (22,872)	(0.10)	\$ -	\$ -	\$ -
5	Add 0.50 Student Trainee	DOT	\$ 40,421	\$ -	\$ 40,421	0.50	\$ -	\$ -	\$ -
6	Transfer 0.10 FTE Engineer Assistant II to Fund 2212 Measure B Bicycle and Pedestrian	DOT	\$ (22,872)	\$ -	\$ (22,872)	(0.10)	\$ -	\$ -	\$ -
7	Add/Delete Engineer Assistant II to Spatial Analyst III	DOT	\$ 4,725	\$ -	\$ 4,725	-	\$ -	\$ -	\$ -
8	Upgrade Drafting Tech to Engineer Assistant II	DOT	\$ 6,803	\$ -	\$ 6,803	-	\$ -	\$ -	\$ -
9	Transfer O&M from Measure BB Fund 2216 to Measure B Fund 2211	CIP	\$ 105,824	\$ -	\$ 105,824	-	\$ -	\$ -	\$ -
FUND 2211 SUB-TOTAL			\$ 112,029	\$ 6,114,557	\$ 6,226,586	0.30	\$ -	\$ 6,490,861	\$ 6,490,861
2212 - Measure B Bicycle and Pedestrian									
1	Add revenue based on ACTC updated FY18 collections	DOT	\$ -	\$ -	\$ -	-	\$ -	\$ 100,029	\$ 100,029
2	Add/Delete - Delete Program Analyst III in Fund 2212 and Add Assistant to the Director (0.05 FTE 2212, 0.65 FTE 2230 and 0.30 FTE 2231)	DOT	\$ (212,950)	\$ -	\$ (212,950)	(0.95)	\$ -	\$ -	\$ -
3	Transfer 0.10 FTE Assistant Engineer II from Fund 2211 and 0.75 FTE from Fund 7760 Clearing	DOT	\$ 195,378	\$ -	\$ 195,378	0.85	\$ -	\$ -	\$ -
FUND 2212 SUB-TOTAL			\$ (17,572)	\$ -	\$ (17,572)	(0.10)	\$ -	\$ 100,029	\$ 100,029
2213 - Measure B: Paratransit - ACTIA									
1	Add/Delete - Add 1.09 FTE Office Assistant I, PT and Delete 1.09 FTE Senior Aide, PT	Human Services	\$ 27,959	\$ -	\$ 27,959	-	\$ -	\$ -	\$ -
2	Reduce contracts	Human Services	\$ (27,959)	\$ -	\$ (27,959)	-	\$ -	\$ -	\$ -
FUND 2213 SUB-TOTAL			\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -
2215 - Measure F Vehicle Registration Fees									
1	Purchase 2 trucks for Complete Streets Mnt. Services.	DOT	\$ -	\$ 135,000	\$ 135,000	-	\$ -	\$ -	\$ -
2	Replace various lighting with LED fixtures and may include underpass lighting, metal halide streetlighting and pedestrian overpass lighting in illegal dumping hotspots	DOT	\$ -	\$ 250,000	\$ 250,000	-	\$ -	\$ -	\$ -
3	Materials for street signs and markings	DOT	\$ -	\$ 100,000	\$ 100,000	-	\$ -	\$ -	\$ -
4	Add O&M for utility trench work	DOT	\$ -	\$ 100,000	\$ 100,000	-	\$ -	\$ -	\$ -
5	Increase asphalt budget	DOT	\$ -	\$ 150,000	\$ 150,000	-	\$ -	\$ -	\$ -
6	Transfer from Fund Balance	DOT	\$ -	\$ -	\$ -	-	\$ -	\$ 733,252	\$ 733,252
FUND 2215 SUB-TOTAL			\$ -	\$ 735,000	\$ 735,000	-	\$ -	\$ 733,252	\$ 733,252

**EXHIBIT 4 - MIDCYCLE DEPARTMENTAL PROPOSALS FY2018-19 BUDGET
Non-General Purpose Funds**

ITEM No.	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
2216 - Measure BB									
1	Add 6.00 FTE Crossing Guards, PT (Resolution 87124)	OPD	\$ 314,897	\$ -	\$ 314,897	6.00	\$ -	\$ -	\$ -
2	Add 1.00 FTE Administrative Assistant I	Human Services	\$ 111,199	\$ -	\$ 111,199	1.00	\$ -	\$ -	\$ -
3	Add 0.53 FTE Office Assistant I, PT	Human Services	\$ 33,873	\$ -	\$ 33,873	0.53	\$ -	\$ -	\$ -
4	Reduce Contracts	Human Services	\$ (156,217)	\$ -	\$ (156,217)	-	\$ -	\$ -	\$ -
5	Funding for eligible transpiration projects for Oakland Army Base	EWD	\$ -	\$ 1,585,443	\$ 1,585,443	-	\$ -	\$ 1,585,443	\$ 1,585,443
6	Add revenue based on ACTC updated FY18 collections	DOT	\$ -	\$ -	\$ -	-	\$ -	\$ 731,469	\$ 731,469
7	Transfer O&M from Measure BB Fund 2216 to Measure B Fund 2211	CIP	\$ (105,824)	\$ -	\$ (105,824)	-	\$ -	\$ -	\$ -
FUND 2216 SUB-TOTAL			\$ 197,928	\$ 1,585,443	\$ 1,783,371	7.53	\$ -	\$ 2,316,912	\$ 2,316,912
2230 - State Gas Tax									
1	Transfer 1.0 FTE Public Works Supervisor II from fund 2230 to fund 3100	OPW	\$ (234,821)	\$ -	\$ (234,821)	(1.00)	\$ -	\$ -	\$ -
2	Add/Delete - Delete Program Analyst III in Fund 2212 and Add Asst to the Director (0.05 FTE 2212, 0.65 FTE 2230 and 0.30 FTE 2231)	DOT	\$ 182,363	\$ -	\$ 182,363	0.65	\$ -	\$ -	\$ -
3	Add/Delete Engineer Assistant II and Add Public Works Sup I and move to Fund 2230	DOT	\$ 209,945	\$ -	\$ 209,945	1.00	\$ -	\$ -	\$ -
4	Transfer 20.00 FTE Paving Crew and associated O&M out of 2230 to the new RMA fund 2232	DOT	\$ (5,902,025)	\$ -	\$ (5,902,025)	(20.00)	\$ -	\$ -	\$ -
5	Add allowances and premiums for entitled MOU positions	DOT	\$ 9,950	\$ -	\$ 9,950	-	\$ -	\$ -	\$ -
6	Transfer 1.60 FTE Sign Mnt. Worker, Traffic Sign Maker, Traffic Painter and Public Works Mnt. Worker from Fund 2230 to Fund 7760 project clearing	DOT	\$ (266,115)	\$ -	\$ (266,115)	(1.60)	\$ -	\$ -	\$ -
7	Transfer 0.90 FTE Spatial Analyst III to Fund 2230	DOT	\$ 224,116	\$ -	\$ 224,116	0.90	\$ -	\$ -	\$ -
8	Reduce Revenue	DOT	\$ -	\$ -	\$ -	-	\$ (1,592,440)	\$ -	\$ (1,592,440)
FUND 2230 SUB-TOTAL			\$ (5,776,587)	\$ -	\$ (5,776,587)	(20.05)	\$ (1,592,440)	\$ -	\$ (1,592,440)
2231 - State Gas Tax Prop 42									
1	Add/Delete - Delete Program Analyst III in Fund 2212 and Add Assistant to the Director (0.05 FTE 2212, 0.65 FTE 2230 and 0.30 FTE 2231)	DOT	\$ 84,167	\$ -	\$ 84,167	0.30	\$ -	\$ -	\$ -
2	Transfer O&M to Fund 2232	DOT	\$ (120,950)	\$ -	\$ (120,950)	-	\$ -	\$ -	\$ -
FUND 2231 SUB-TOTAL			\$ (36,783)	\$ -	\$ (36,783)	0.30	\$ -	\$ -	\$ -
2232 - Gas Tax RMRA									
1	Transfer 20.00 FTE Paving Crew and associated O&M out of 2230 to the new RMA fund 2232	DOT	\$ 5,902,025	\$ -	\$ 5,902,025	20.00	\$ -	\$ -	\$ -
2	Increase revenue projections	DOT	\$ -	\$ -	\$ -	-	\$ -	\$ 91,709	\$ 91,709
3	Add Program Analyst II	DOT	\$ 196,102	\$ -	\$ 196,102	1.00	\$ -	\$ -	\$ -
4	Add O&M	DOT	\$ 43,901	\$ 100,000	\$ 143,901	-	\$ -	\$ -	\$ -
5	Increase asphalt budget	DOT	\$ -	\$ 300,000	\$ 300,000	-	\$ -	\$ -	\$ -
6	Transfer 1.0 FTE Public Works Supervisor II from fund 3100 to fund 2232	DOT	\$ 284,131	\$ -	\$ 284,131	1.00	\$ -	\$ -	\$ -
7	Add Additional funding for MOU Mandated Premiums	DOT	\$ 20,000	\$ -	\$ 20,000	-	\$ -	\$ -	\$ -
8	Transfer O&M from Fund 2231 to 2232	DOT	\$ 120,950	\$ -	\$ 120,950	-	\$ -	\$ -	\$ -
9	Add O&M for Curb Ramp	CIP	\$ 200,000	\$ -	\$ 200,000	-	\$ -	\$ -	\$ -
FUND 2232 SUB-TOTAL			\$ 6,767,109	\$ 400,000	\$ 7,167,109	22.00	\$ -	\$ 91,709	\$ 91,709

EXHIBIT 4 - MIDCYCLE DEPARTMENTAL PROPOSALS FY2018-19 BUDGET
Non-General Purpose Funds

ITEM No.	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
2241 - Measure Q									
1	Freeze vacant and temp part-time positions 23.38 FTE (if Measure D does not pass)	Library	\$ (1,881,683)	\$ -	\$ (1,881,683)	(23.38)	\$ -	\$ -	\$ -
FUND 2241 SUB-TOTAL			\$ (1,881,683)	\$ -	\$ (1,881,683)	(23.38)	\$ -	\$ -	\$ -
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014									
1	Increase available resources per Measure Z formula	OPD	\$ 27,828	\$ -	\$ 27,828	-	\$ -	\$ -	\$ -
2	Add 1.00 FTE Health & Human Svcs Prgm Planner (end-date 6/30/19)	Human Services	\$ -	\$ 155,451	\$ 155,451	1.00	\$ -	\$ -	\$ -
3	Add 0.99 FTE Program Analyst II, PPT (end-date 6/30/19)	Human Services	\$ -	\$ 132,963	\$ 132,963	0.99	\$ -	\$ -	\$ -
4	Transfer CSEC funding from Fund 1010 to Fund 2252 (Measure Z)	Human Services	\$ -	\$ 110,000	\$ 110,000	-	\$ -	\$ -	\$ -
5	Use carryforward to fund end-dated positions & CSEC	Human Services	\$ -	\$ (398,414)	\$ (398,414)	-	\$ -	\$ -	\$ -
6	Reduce O&M	Human Services	\$ (68,560)	\$ -	\$ (68,560)	-	\$ -	\$ -	\$ -
7	Add 1.00 FTE Case Manager I	Human Services	\$ 110,491	\$ -	\$ 110,491	1.00	\$ -	\$ -	\$ -
8	Eliminate Budgeted Use of Fund Balance	DVP	\$ -	\$ -	\$ -	-	\$ -	\$ (66,956)	\$ (66,956)
FUND 2252 SUB-TOTAL			\$ 69,759	\$ -	\$ 69,759	2.99	\$ -	\$ (66,956)	\$ (66,956)
2310 - Lighting and Landscape Assessment District									
1	Appropriate revenues from PG&E to be received for tree work	OPW	\$ -	\$ 150,000	\$ 150,000	-	\$ -	\$ 150,000	\$ 150,000
2	Subsidy to cover COLA and other rate increases in Fund 2310 (LLAD) from GPF	OPW	\$ -	\$ -	\$ -	-	\$ 395,235	\$ -	\$ 395,235
FUND 2310 SUB-TOTAL			\$ -	\$ 150,000	\$ 150,000	-	\$ 395,235	\$ 150,000	\$ 545,235
2331 - Wood street CFD									
1	CFD Assessment Revenue	OPW	\$ -	\$ -	\$ -	-	\$ 61,226	\$ -	\$ 61,226
2	Add 0.20 FTE Management Assistant	OPW	\$ 41,226	\$ -	\$ 41,226	0.20	\$ -	\$ -	\$ -
3	Add O&M	OPW	\$ 20,000	\$ -	\$ 20,000	-	\$ -	\$ -	\$ -
FUND 2331 SUB-TOTAL			\$ 61,226	\$ -	\$ 61,226	0.20	\$ 61,226	\$ -	\$ 61,226
2332 - OAB CFD Gateway Industrial Park									
1	Add CFD Assessment Revenue	OPW	\$ -	\$ -	\$ -	-	\$ 1,316,228	\$ -	\$ 1,316,228
2	Add 0.80 Management Assistant	OPW	\$ 164,906	\$ -	\$ 164,906	0.80	\$ -	\$ -	\$ -
3	Add O&M and County Admin Fee and Capital Reserve	OPW/CIP	\$ 1,151,322	\$ -	\$ 1,151,322	-	\$ -	\$ -	\$ -
4	Add CFD Assessment Revenue	DOT	\$ -	\$ -	\$ -	-	\$ 732,313	\$ -	\$ 732,313
5	Add O&M and Capital Reserve	DOT	\$ 732,313	\$ -	\$ 732,313	-	\$ -	\$ -	\$ -
FUND 2332 SUB-TOTAL			\$ 2,048,541	\$ -	\$ 2,048,541	0.80	\$ 2,048,541	\$ -	\$ 2,048,541

**EXHIBIT 4 - MIDCYCLE DEPARTMENTAL PROPOSALS FY2018-19 BUDGET
Non-General Purpose Funds**

ITEM No.	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
2413 - Rent Adjustment Program									
1	Add 0.25 FTE Loan Servicing Administrator	Housing	\$ 52,449	\$ -	\$ 52,449	0.25	\$ -	\$ -	\$ -
2	Add revenues from increasing RAP fee	Housing	\$ -	\$ -	\$ -	-	\$ 1,950,880	\$ -	\$ 1,950,880
3	Add 3.00 FTE Hearing Officers, 1.00 FTE Program Analyst III and 1.00 FTE Accountant I	Housing	\$ 1,057,829	\$ -	\$ 1,057,829	5.00	\$ -	\$ -	\$ -
4	Add 1.00 FTE Specialty Combination Inspector	PBD	\$ 143,012	\$ -	\$ 143,012	1.00	\$ -	\$ -	\$ -
5	Add 1.00 FTE Deputy City Attorney II	City Attorney	\$ 224,413	\$ -	\$ 224,413	1.00	\$ -	\$ -	\$ -
6	Due to DOF's denial of Housings portion of ROPS, transferred 0.10 FTE Director of Housing & Comm Dev and 0.15 FTE Exec Asst to the Director from Fund 1610	Housing	\$ 70,174	\$ -	\$ 70,174	0.25	\$ -	\$ -	\$ -
7	Transfer from 1610 offset by O&M	Housing	\$ (70,174)	\$ -	\$ (70,174)	-	\$ -	\$ -	\$ -
8	Carryforward Offset to balance	Housing	\$ (16,508)	\$ -	\$ (16,508)	-	\$ -	\$ -	\$ -
FUND 2413 SUB-TOTAL			\$ 1,461,195	\$ -	\$ 1,461,195	7.50	\$ 1,950,880	\$ -	\$ 1,950,880
2415 - Development Service Fund									
1	Transfer 0.56 FTE of SAM III from Fund 1010	Mayor	\$ 181,979	\$ -	\$ 181,979	0.56	\$ -	\$ -	\$ -
2	Add 1.0 FTE Principal HR Analyst	DHRM	\$ 198,493	\$ -	\$ 198,493	1.00	\$ -	\$ -	\$ -
3	Downgrade 1.00 FTE Urban Economic Analyst III to Urban Economic Analyst II and transfer remaining funds to DOT for Broadway Shuttle job duties.	EWD	\$ (43,246)	\$ -	\$ (43,246)	-	\$ -	\$ -	\$ -
4	Reduce Contingency Reserve Budget for Asst Director position	PBD	\$ (161,056)	\$ -	\$ (161,056)	-	\$ -	\$ -	\$ -
5	Add 1.0 FTE Permit Tech II	PBD	\$ 122,777	\$ -	\$ 122,777	1.00	\$ -	\$ -	\$ -
6	Add 1.0 FTE Planner IV	PBD	\$ 199,350	\$ -	\$ 199,350	1.00	\$ -	\$ -	\$ -
7	Add 1.0 FTE Principal Inspection Supervisor	PBD	\$ 209,225	\$ -	\$ 209,225	1.00	\$ -	\$ -	\$ -
8	Add 1.0 FTE Inspection Services Manager	PBD	\$ 274,057	\$ -	\$ 274,057	1.00	\$ -	\$ -	\$ -
9	Add 2.0 FTE Specialty Combination Inspectors	PBD	\$ 316,816	\$ -	\$ 316,816	2.00	\$ -	\$ -	\$ -
10	Foreclosed registration reduction	PBD	\$ (4,392)	\$ -	\$ (4,392)	-	\$ -	\$ -	\$ -
11	Blight abatement reduction	PBD	\$ (7,943)	\$ -	\$ (7,943)	-	\$ -	\$ -	\$ -
12	General plan	PBD	\$ -	\$ -	\$ -	-	\$ 280,971	\$ -	\$ 280,971
13	Records Management and Technology	PBD	\$ -	\$ -	\$ -	-	\$ 18,537	\$ -	\$ 18,537
14	Departmental Adm Project	PBD	\$ -	\$ -	\$ -	-	\$ 1,578,646	\$ -	\$ 1,578,646
16	Reduce fund balance	PBD	\$ (1,139,224)	\$ -	\$ (1,139,224)	-	\$ -	\$ -	\$ -
17	Add/Delete 1.0 FTE Construction Inspector Supervisor I and Add 1.0 FTE Construction Inspector	OPW	\$ (61,493)	\$ -	\$ (61,493)	-	\$ -	\$ -	\$ -
18	Add 0.21 FTE Project Manager I	OPW	\$ 61,267	\$ -	\$ 61,267	0.21	\$ -	\$ -	\$ -
19	Increase O&M	OPW	\$ 250,000	\$ -	\$ 250,000	-	\$ -	\$ -	\$ -
20	Use of Rec & Tech Allocation for O&M	OPW	\$ 339,498	\$ -	\$ 339,498	-	\$ -	\$ -	\$ -
21	Appropriate Rec and Tech Revenues	DOT	\$ -	\$ -	\$ -	-	\$ -	\$ 1,468,620	\$ 1,468,620
22	One time refund permits, CAD licensing fees and other upgrades	DOT	\$ -	\$ 1,000,000	\$ 1,000,000	-	\$ -	\$ -	\$ -
23	Credit Card Fees and Acella Maintenance	DOT	\$ 90,550	\$ -	\$ 90,550	-	\$ -	\$ -	\$ -
24	Add funds transferred from EWD for Broadway Shuttle job duties.	DOT	\$ 43,246	\$ -	\$ 43,246	-	\$ -	\$ -	\$ -
FUND 2415 SUB-TOTAL			\$ 869,904	\$ 1,000,000	\$ 1,869,904	7.77	\$ 1,878,154	\$ 1,468,620	\$ 3,346,774
2420 - Impact Fees									
1	Proposed Revenues from Impact Fees	DOT	\$ -	\$ -	\$ -	-	\$ 3,151,646	\$ -	\$ 3,151,646
2	TIF Collected - Broadway Valdez and Citywide	DOT	\$ 3,151,646	\$ -	\$ 3,151,646	-	\$ -	\$ -	\$ -
3	Capital Improvement Impact Fee	PBD	\$ 40,000	\$ -	\$ 40,000	-	\$ 40,000	\$ -	\$ 40,000
FUND 2420 SUB-TOTAL			\$ 3,191,646	\$ -	\$ 3,191,646	-	\$ 3,191,646	\$ -	\$ 3,191,646

**EXHIBIT 4 - MIDCYCLE DEPARTMENTAL PROPOSALS FY2018-19 BUDGET
Non-General Purpose Funds**

ITEM No.	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
2421 - Capital Improvements Impact Fee									
1	Impact Fee Revenue	OPW	\$ -	\$ -	\$ -	-	\$ 2,000,000	\$ -	\$ 2,000,000
2	Add O&M for Capital Projects and 2% Admin Fee for Planning	OPW	\$ 2,000,000	\$ -	\$ 2,000,000	-	\$ -	\$ -	\$ -
3	Transportation Impact Fee	PBD	\$ 42,315		\$ 42,315	-	\$ 42,315	\$ -	\$ 42,315
FUND 2421 SUB-TOTAL			\$ 2,042,315	\$ -	\$ 2,042,315	-	\$ 2,042,315	\$ -	\$ 2,042,315
2990 - Public Works Grants									
1	Transfer 0.04 FTE Program Analyst III from 2990 to 7760 Project Clearing	OPW	\$ (8,956)	\$ -	\$ (8,956)	(0.04)	\$ -	\$ -	\$ -
FUND 2990 SUB-TOTAL			\$ (8,956)	\$ -	\$ (8,956)	(0.04)	\$ -	\$ -	\$ -
3100 - Sewer Service Charge									
1	Increase Clean Lake Contract Budget	OPW	\$ 15,000	\$ -	\$ 15,000	-	\$ -	\$ -	\$ -
2	Increase O&M for Printing, Duplicating and Utilities	OPW	\$ 95,000	\$ -	\$ 95,000	-	\$ -	\$ -	\$ -
3	Increase O&M for Sewer Mitigation and Discharge Fee Revenue (one time)	OPW	\$ -	\$ 2,519,464	\$ 2,519,464	-	\$ -	\$ -	\$ -
4	Add 2.0 FTE Student Trainee and 0.79 FTE Project Manger I	OPW	\$ 368,353	\$ -	\$ 368,353	2.79	\$ -	\$ -	\$ -
5	OFD Position premium increases	OFD	\$ 33,849	\$ -	\$ 33,849	-	\$ -	\$ -	\$ -
6	Transfer 1.0 FTE Public Works Supervisor II from fund 3100 to fund 2232	DOT	\$ (284,131)	\$ -	\$ (284,131)	(1.00)	\$ -	\$ -	\$ -
7	Transfer 1.0 FTE Public Works Supervisor II from fund 2230 to fund 3100	OPW	\$ 234,821	\$ -	\$ 234,821	1.00	\$ -	\$ -	\$ -
8	Transfer from Fund Balance to be offset by FY18 Carryforward reductions	OPW	\$ -	\$ -	\$ -	-	\$ -	\$ 3,307,202	\$ 3,307,202
FUND 3100 SUB-TOTAL			\$ 462,892	\$ 2,519,464	\$ 2,982,356	2.79	\$ -	\$ 3,307,202	\$ 3,307,202
3200 - Golf Course									
1	Reduction in budget carryforward	OPR	\$ -	\$ (88,651)	\$ (88,651)	-	\$ -	\$ -	\$ -
FUND 3200 SUB-TOTAL			\$ -	\$ (88,651)	\$ (88,651)	-	\$ -	\$ -	\$ -
4100 - Equipment									
1	Appropriate FY18 vehicle rebates for the purchase of new vehicles for Litter Enforcement Officers, Police and other City Departments	OPW	\$ -	\$ 553,000	\$ 553,000	-	\$ -	\$ 553,000	\$ 553,000
FUND 4100 SUB-TOTAL			\$ -	\$ 553,000	\$ 553,000	-	\$ -	\$ 553,000	\$ 553,000
4200 - Radio Telecommunications									
1	Transfer 0.75 FTE Telecom Systems Engineer from Fund 1010	DIT	\$ 179,975	\$ -	\$ 179,975	0.75	\$ -	\$ -	\$ -
2	Transfer 0.50 FTE Executive Assistant to the Director from Fund 1010	DIT	\$ 57,707	\$ -	\$ 57,707	0.50	\$ -	\$ -	\$ -
3	Reduce O&M to offset salary increase	DIT	\$ (192,684)		\$ (192,684)		\$ -	\$ -	\$ -
FUND 4200 SUB-TOTAL			\$ 44,998	\$ -	\$ 44,998	1.25	\$ -	\$ -	\$ -
4450 - City Facilities Energy Conservation									
1	Transfer from Fund Balance	OPW	\$ -	\$ -	\$ -	-	\$ -	\$ 115,000	\$ 115,000
2	Increase O&M for Energy and Climate Action Plan	OPW	\$ 115,000	\$ -	\$ 115,000	-	\$ -	\$ -	\$ -
FUND 4450 SUB-TOTAL			\$ 115,000	\$ -	\$ 115,000	-	\$ -	\$ 115,000	\$ 115,000

**EXHIBIT 4 - MIDCYCLE DEPARTMENTAL PROPOSALS FY2018-19 BUDGET
Non-General Purpose Funds**

ITEM No.	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
4600 - Information Technology									
1	Add 0.5 FTE Business Analyst IV/Add 0.5 FTE Project Manager II funded 50% Fund 1010 and 50% Fund 4600	DIT	\$ 242,099	\$ -	\$ 242,099	1.00	\$ -	\$ -	\$ -
2	Reduction in budget carryforward	DIT	\$ -	\$ (242,099)	\$ (242,099)	-	\$ -	\$ -	\$ -
FUND 4600 SUB-TOTAL			\$ 242,099	\$ (242,099)	\$ -	1.00	\$ -	\$ -	\$ -
5321 - Measure DD: 2009B									
1	Transfer 1.0 FTE Accountant III, 2.0 FTE Program Analyst III and 0.80 Project Manager II & O&M from Fund 5321 to Fund 5322	OPW	\$ (978,183)	\$ -	\$ (978,183)	(3.90)	\$ -	\$ -	\$ -
2	Carryforward Offset to balance	OPW	\$ 935,491	\$ -	\$ 935,491	-	\$ -	\$ -	\$ -
FUND 5321 SUB-TOTAL			\$ (42,692)	\$ -	\$ (42,692)	(3.90)	\$ -	\$ -	\$ -
5322 - Measure DD: 2017C									
1	Transfer 1.0 FTE Accountant III, 2.0 FTE Program Analyst III and 0.80 Project Manager II & O&M from Fund 5321 to Fund 5322	OPW	\$ 978,183	\$ -	\$ 978,183	3.90	\$ -	\$ -	\$ -
2	Carryforward Offset to balance	OPW	\$ (978,183)	\$ -	\$ (978,183)	-	\$ -	\$ -	\$ -
FUND 5322 SUB-TOTAL			\$ -	\$ -	\$ -	3.90	\$ -	\$ -	\$ -
5330 - Measure KK: Infrastructure and Affordable Housing									
1	Reallocate approximately \$4,084,784 from bicycle facilities design, safe routes to school, sidewalk repair, curb ramps project etc. to the paving project.	DOT/CIP	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -
FUND 5330 SUB-TOTAL			\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -
5331 - Measure KK: Affordable Housing									
1	Add 1.00 FTE Housing Development Coordinator III	Housing	\$ 181,208	\$ -	\$ 181,208	1.00	\$ -	\$ -	\$ -
2	Due to DOF's denial of Housings portion of ROPS, transferred 0.19 FTE Director of Housing & Comm Dev and 0.06 FTE Exec Asst to the Director from Fund 1885	Housing	\$ 50,149	\$ -	\$ 50,149	0.25	\$ -	\$ -	\$ -
3	Due to DOF's denial of Housings portion of ROPS, 0.01 FTE Director of Housing & Comm Dev, 0.19 FTE Exec Asst to the Director, 0.30 Administrative Assistant I, 0.22 FTE Development/Redevelopment Pgrm MGR, 0.30 FTE Rehabilitation Advisor III, 0.35 FTE Housing Development Coordinator I and 0.22 Housing Development Coordinator IV from Fund 1810	Housing	\$ 426,447	\$ -	\$ 426,447	1.84	\$ -	\$ -	\$ -
4	Carryforward offset for personnel	Housing	\$ (745,447)	\$ -	\$ (745,447)	-	\$ -	\$ -	\$ -
FUND 5331 SUB-TOTAL			\$ (87,643)	\$ -	\$ (87,643)	3.09	\$ -	\$ -	\$ -
5671 - OBRA: Leasing & Utility									
1	Decrease Revenue	EWD	\$ -	\$ -	\$ -	-	\$ -	\$ (66,868)	\$ (66,868)
2	Reduce Fund Transfer	EWD	\$ (5,283)	\$ -	\$ (5,283)	-	\$ -	\$ -	\$ -
FUND 5671 SUB-TOTAL			\$ (5,283)	\$ -	\$ (5,283)	-	\$ -	\$ (66,868)	\$ (66,868)

**EXHIBIT 4 - MIDCYCLE DEPARTMENTAL PROPOSALS FY2018-19 BUDGET
Non-General Purpose Funds**

ITEM No.	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
7100 - Police and Fire Retirement System									
1	Decrease Transfer from Fund Balance	Finance	\$ -	\$ -	\$ -	-	\$ -	\$ (16,197)	\$ (16,197)
2	Personnel and O&M Adjustments	Finance	\$ (44,602)	\$ -	\$ (44,602)	-	\$ -	\$ -	\$ -
FUND 7100 SUB-TOTAL			\$ (44,602)	\$ -	\$ (44,602)	-	\$ -	\$ (16,197)	\$ (16,197)
7130 - Employee Deferred Compensation									
1	Reduce O&M per Board	HRM	\$ (97,505)	\$ -	\$ (97,505)	-	\$ -	\$ -	\$ -
2	Decrease fund balance	HRM	\$ -	\$ -	\$ -	-	\$ (99,511)	\$ -	\$ (99,511)
FUND 7130 SUB-TOTAL			\$ (97,505)	\$ -	\$ (97,505)	-	\$ (99,511)	\$ -	\$ (99,511)
7640 - Oakland Public Museum Trust									
1	Adjust Expenditures to include Interest & Museum deaccession	Non-Dept	\$ 18,500	\$ -	\$ 18,500	-	\$ 9,500	\$ 9,000	\$ 18,500
FUND 7640 SUB-TOTAL			\$ 18,500	\$ -	\$ 18,500	-	\$ 9,500	\$ 9,000	\$ 18,500
7760 - Grant Clearing									
1	Add/Delete Engineer Assistant II in project clearing and add Public Works Sup I - transfer to Fund 2230	DOT	\$ (205,846)	\$ -	\$ (205,846)	(0.90)	\$ -	\$ -	\$ -
2	Transfer 1.60 FTE Sign Mnt. Worker, Traffic Sign Maker, Traffic Painter and Public Works Mnt. Worker to 7760 project clearing from fund 2230	DOT	\$ 266,115	\$ -	\$ 266,115	1.60	\$ -	\$ -	\$ -
3	Add 0.50 FTE Student Trainee	DOT	\$ 40,421	\$ -	\$ 40,421	0.50	\$ -	\$ -	\$ -
4	Transfer 0.75 Engineer Assistant II in project clearing to Fund 2212	DOT	\$ (171,538)	\$ -	\$ (171,538)	(0.75)	\$ -	\$ -	\$ -
5	Add/Delete Engineer Assistant II and add Spatial Analyst III in project clearing	DOT	\$ 42,504	\$ -	\$ 42,504	-	\$ -	\$ -	\$ -
6	Transfer 0.90 FTE Spatial Analyst III in project clearing to Fund 2230	DOT	\$ (224,116)	\$ -	\$ (224,116)	(0.90)	\$ -	\$ -	\$ -
7	Upgrade Drafting Tech to Engineer Assistant II in project clearing	DOT	\$ 61,213	\$ -	\$ 61,213	-	\$ -	\$ -	\$ -
8	Add 2.00 FTE CIP Coordinator in project clearing	OPW	\$ 515,892	\$ -	\$ 515,892	2.00	\$ -	\$ -	\$ -
9	Transfer 0.04 FTE Program Analyst III from Fund 2990 to fund 7760 project clearing	OPW	\$ 8,956	\$ -	\$ 8,956	0.04	\$ -	\$ -	\$ -
10	Add/Delete Public Service Rep and Add Snr Public Service Rep (0.5 FTE in OPW overhead and 0.5 FTE in DOT overhead)	OPW	\$ 17,818	\$ -	\$ 17,818	-	\$ -	\$ -	\$ -
11	Increase O&M - FA licensing and fleet management software (50% in OPW overhead and 50% in DOT overhead)	OPW/DOT	\$ 20,000	\$ -	\$ 20,000	-	\$ -	\$ -	\$ -
12	Transfer 0.27 FTE Mayor's PSE 14 from GPF to overhead	OPW	\$ 43,860	\$ -	\$ 43,860	0.27	\$ -	\$ -	\$ -
13	Add 1.00 FTE Snr HR Analyst (0.5 FTE in OPW overhead and 0.5 FTE in DOT overhead)	DHRM	\$ 155,451	\$ -	\$ 155,451	1.00	\$ -	\$ -	\$ -
14	Transfer 1.00 FTE Director of Human Services to Fund 1010	Human Services	\$ (379,795)	\$ -	\$ (379,795)	(1.00)	\$ -	\$ -	\$ -
15	Transfer 1.00 FTE Administrative Assistant I from Fund 1010	Human Services	\$ 94,397	\$ -	\$ 94,397	1.00	\$ -	\$ -	\$ -
16	Transfer 0.93 Accountant I from Fund 1010	Human Services	\$ 141,440	\$ -	\$ 141,440	0.93	\$ -	\$ -	\$ -
17	Transfer 0.55 FTE Administrative Services Manager II from Fund 1010	Human Services	\$ 140,173	\$ -	\$ 140,173	0.55	\$ -	\$ -	\$ -
18	Add O&M	Human Services	\$ 3,786	\$ -	\$ 3,786	-	\$ -	\$ -	\$ -
19	Reduction in overhead recoveries	Human Services	\$ 90,292	\$ -	\$ 90,292	-	\$ -	\$ -	\$ -
FUND 7760 SUB-TOTAL			\$ 661,023	\$ -	\$ 661,023	4.34	\$ -	\$ -	\$ -

**EXHIBIT 5 - MIDCYCLE DEPARTMENTAL LIBRARY PROPOSAL B FY2018-19 BUDGET
PASSAGE OF MEASURE D**

ITEM No.	Description	Department	EXPENDITURES				REVENUES		
			Ongoing	One-time	Combined	FTE	Ongoing	One-time	Combined
Measure D (New Fund) Library									
1	Restore proposed cuts to Measure Q and library services	Library	\$ 1,881,114		\$ 1,881,114	23.38	\$ -		\$ -
2	Add 1.00 FTE Program Analyst III	Library	\$ 151,127		\$ 151,127	1.00			
3	Add 1.00 FTE Librarian II	Library	\$ 126,012		\$ 126,012	1.00			
4	Add 1.00 FTE Adm Analyst I	Library	\$ 115,021		\$ 115,021	1.00			
5	Add 1.00 FTE Account Clerk III	Library	\$ 95,467		\$ 95,467	1.00			
6	Add 11.40 FTE Library Aide, PPT	Library	\$ 693,861		\$ 693,861	11.40			
7	Add 15.00 FTE Library Aide	Library	\$ 912,975		\$ 912,975	15.00			
8	Add 2.00 FTE Librarian 1	Library	\$ 233,722		\$ 233,722	2.00			
9	Add 7.00 FTE Library Assistant	Library	\$ 685,545		\$ 685,545	7.00			
10	Add 4.20 FTE Librarian I, PPT	Library	\$ 490,819		\$ 490,819	4.20			
11	Add 7.20 FTE Library Asst, PPT	Library	\$ 705,120		\$ 705,120	7.20			
12	Add 1.00 FTE Library Asst, Senior	Library	\$ 119,149		\$ 119,149	1.00			
13	Add 2.40 FTE Library Asst, Senior PPT	Library	\$ 285,960		\$ 285,960	2.40			
14	Expand materials budget for E-media, materials, databases, technology improvements & enhancements	Library	\$ 2,450,000		\$ 2,450,000				
15	Appropriation for services and programs for Children	Library	\$ 150,000		\$ 150,000				
16	Appropriation for Teen programs	Library	\$ 60,000		\$ 60,000				
17	Appropriation for Adult literacy, education, and other programing	Library	\$ 50,000		\$ 50,000				
18	Appropriation for African American Museum & Library	Library	\$ 35,000		\$ 35,000				
19	Expand O&M Budget	Library	\$ 1,000,000		\$ 1,000,000				
Measure D (New Fund) SUB-TOTAL			\$ 10,240,892	\$ -	\$ 10,240,892	77.58	\$ -	\$ -	\$ -
GPF Fund 1010 Library									
1	Reduce 1010 subsidy Measure Q	Library	\$ -	\$ (500,000)	\$ (500,000)	-	\$ -	\$ -	\$ -
2	Reduce Proposed Use of Fund Balance		\$ -	\$ (500,000)	\$ (500,000)	-	\$ -	\$ (500,000)	\$ (500,000)
FUND 1010 SUB-TOTAL			\$ -	\$ (500,000)	\$ (500,000)	-	\$ -	\$ (500,000)	\$ (500,000)



Councilmember Abel Guillén

CITY OF OAKLAND

CITY HALL - ONE FRANK H. OGAWA PLAZA, 2nd FLOOR - OAKLAND - CALIFORNIA 94612

Date: June 19, 2018

To: Sabrina Landreth, City Administrator

From: President Pro Tem Guillén, Vice Mayor Campbell Washington, Councilmember McElhaney

Re: Mid-Cycle Budget Adjustments

Dear Madame City Administrator and Colleagues of the City Council,

This memo includes our proposal to budget for the urgent additions to address our most pressing needs of homelessness, illegal dumping, sex trafficking, jobs, and park programs and projects for our children and families.

HIGHLIGHTS

- Appropriate an additional **\$8.6 million to address homelessness crisis**
- Allocate **\$1 million for sanitation, health, and hygiene** for the unsheltered
- Over **\$1.4 million to expand proactive illegal dumping pilots** and litter enforcement
- Additional **\$450,000 for workforce development**
- Recommend **\$75,000 to address sex trafficking and CSEC**
- Investing over **\$4.4 million in playgrounds, pools, and sports facilities**

PROPOSED ADDITIONS

1. Homelessness: Appropriate new state grant funding of \$8,600,000
 - \$1,000,000 allocated to health and hygiene services as eligible under grant guidelines— as soon details come out on grants, staff to utilize funding for encampment health and hygiene services, pursuant to the grant agreement.
County match: We call on the county to match these crisis funds in the current fiscal year.
 - \$7,600,000 remainder allocated to investments identified in comprehensive homeless response strategy process
2. Illegal Dumping: Additional \$1,446,453
 - \$997,946 to expand proactive, zone-based pilot program for illegal dumping to the most impacted areas - \$547,946 for Rapid Response Illegal Dumping Crew (4.0 FTE)- 1 Street Maintenance Leader, 3 Public Works Maintenance Workers, and \$450,000 for Equipment
 - \$363,507 for 2 additional Litter Enforcement Officer crew members to complete the team - 1.0 FTE Litter Enforcement Officer & 1.0 FTE Clean Community Supervisor/O&M
 - \$85,000 in GPF allocated for a pilot workforce development program for the homeless (litter and dumping pickup crew)
3. Workforce Development: Additional \$450,000

- \$100,000 to fund a comprehensive analysis of investments in Oakland's workforce development networks, programs, and services, including public (City, OUSD, & Peralta Colleges), private, and non-profit partners.
 - \$350,000 to Workforce Investment Board: Transfer to Fund 2195 for job training, job-preparation, and placement services and related programs, to be allocated through the Workforce Investment and Opportunities Act (WIOA) to workforce providers
4. Sex trafficking and Commercial Sexual Exploitation of Children (CSEC): Recommend that SSOC allocates \$75,000 for the following, as a part of Measure Z spending plan in FY 18-19
- \$25,000 for a “John School” program grant – a sex trafficking demand reduction program grant to fund the startup of an Oakland-based diversion program for buyers as known as “Johns” and pimps (commonly known as a John School)
 - \$25,000 for a seller diversion program grant (those being trafficked)– a sex trafficking prevention program grant to fund an Oakland-based diversion program
 - \$25,000 for a Commercial Sexual Exploitation of Children (CSEC) prevention education program grant to serve Oakland Unified School District youth

PROPOSED REVENUE APPROPRIATIONS

As of June 14, 2018, the California legislature approved the FY 2018-2019 budget. As a result of the advocacy of the City of Oakland in this process, the City will receive new grant funds, including an estimated at \$8.6 million for services for homeless persons and solutions to the homelessness crisis eligible under state grant guidelines, such as improved sanitation and health measures, sheltered community pilot projects, and rapid rehousing services. We propose appropriating these dollars in the mid-cycle, to allow the City to address the pressing homelessness crisis that our City faces today.

PROPOSED USE OF REMAINING MEASURE HH BALANCE (1030)

In addition to the \$1,983,758 in projects and overhead already approved by the Sugar Sweetened Beverage Tax (SSBT) Community Advisory Board and the City Council in May 2018, the fund balance for FY 17-18 is \$8,646,242.

We propose prioritizing spending the remaining balance on a pilot of the SSBT Board’s approved funding categories and capital improvements and programs of Parks, Recreation and Youth Development (OPRYD) that have been vetted by the Department of Race and Equity and are in alignment with the intent of Measure HH, focused on neighborhoods most impacted by diet related disease and predatory marketing by soda companies.

- \$4,403,500 in one-time investments to playgrounds, tot lots, City pools, and sports facilities in the most impacted neighborhoods to match funds for Proposition 68 Bond proceeds—list of projects to be reviewed by the SSBT Board.
- \$2,042,742 Transfer General Purpose Fund (1010) expenditures for Parks, Recreation and Youth Development to the Sugar Sweetened Beverage Fund (1030).
 - Transfer \$2,042,742 from OPRYD FY 18-19 to Fund 1010 additions.
- \$2 million in one-time set aside for 1-year pilot of the SSBT Board’s recommended and approved funding categories for an allocation process to assess levels of need within each category—This will inform the next round which would be a more extensive, multi-year guided by a fully developed community planning process. Importantly, this pilot allocation does not reflect future funding levels for the Board approved priority categories.

- \$200,000 for a one-time grant to the Sugar Freedom Project to expand their community-based work to outreach to Oakland communities most impacted by sugar-sweetened drinks beyond East Oakland resulting in a report to the SSBT Board to inform their community planning process and to Life Enrichment Committee.

POLICY DIRECTIVE

We propose that the City Council requests the SSBT Community Advisory Board develop recommendations for the use of at least 50% of future Fund 1030 revenues for the purpose of preventing or reducing the health consequences of the consumption of sugar sweetened beverages in Oakland communities, through new ongoing programs in the City's Oakland Parks Recreation and Youth Development Department. Such programs could include but are not limited to improving community nutrition, reducing childhood obesity and tooth decay, increasing physical activity and preventing diabetes in children and families, especially those most affected by health disparities.

We hope that you can join us in supporting these important budget adjustments. Thank you for your consideration.

Thank you,



Abel Guillén, City Councilmember



Annie Campbell Washington, Vice Mayor



Lynette Gibson McElhaney, Councilmember

**FY 2018-19 Midcycle Budget
City Council Amendments**

GENERAL PURPOSE FUND (1010) AMENDMENTS

EXPENDITURE REDUCTIONS (show as a negative #)

Item #	Dept.	Description	FY 2018-19 Midcycle Ongoing	FY 2018-19 Midcycle One-Time	Totals
1	Parks, Recreation, & Youth Development	Transfer General Purpose Fund (1010) funding for Dimond Aquatics, Defremery Aquatics, Fremont Aquatics, City-Wide Sports, and Girls Sports to the Sugar Sweetened Beverage Fund (1030)	\$ -	\$ (2,042,742)	\$ (2,042,742)
Subtotal of Expenditure Reductions			\$ -	\$ (2,042,742)	\$ (2,042,742)
Funds Available for Programming			\$ -	\$ 2,042,742	\$ 2,042,742

EXPENDITURE ADDITIONS (show as a positive #)

Item #	Dept.	Description	FY 2018-19 Midcycle Ongoing	FY 2018-19 Midcycle One-Time	Totals
2	Human Services, Economic & Workforce Dev.	Pilot workforce development program for the homeless (litter and dumping pickup crew)	\$ -	\$ 85,000	\$ 85,000
3	Public Works	Rapid Response Illegal Dumping Crew (4.0 FTE) - 1.0 FTE Street Maintenance Leader, 3.0 FTE Public Works Maintenance Workers, and Associated Equipment	\$ 547,946	\$ 450,000	\$ 997,946
4	Public Works	Add 1.0 FTE Litter Enforcement Officers and 1.0 FTE Clean Community Supervisor and O&M	\$ 363,507	\$ -	\$ 363,507
5	Economic & Workforce Dev.	Comprehensive analysis of investments in Oakland's workforce development networks, programs, and services; including public (City, OUSD, & Peralta Colleges), private, and non-profit partners.	\$ -	\$ 100,000	\$ 100,000
6	Economic & Workforce Dev.	Workforce Investment: Transfer to Fund 2195 to maintain and stabilize job training, job-preparation, and placement services and related programs, to be allocated through the Workforce Investment and Opportunities Act (WIOA) to workforce providers.	\$ -	\$ 350,000	\$ 350,000
7	Police Department	Add 1.0 FTE Crime Analyst for Gun Tracing Program	\$ 140,376	\$ -	\$ 140,376
Subtotal of Expenditure Additions			\$ 1,051,829	\$ 985,000	\$ 2,036,829
GPF Surplus/(Deficit) after amendments			\$ (1,051,829)	\$ 1,057,742	\$ 5,913

**FY 2018-19 Midcycle Budget
City Council Amendments**

SUGAR SWEETENED BEVERAGE TAX FUND (1030) AMENDMENTS

REVENUE (show additions as a positive # and reductions as a negative #)

Item #	Dept.	Description	FY 2018-19 Midcycle Ongoing	FY 2018-19 Midcycle One-Time	Totals
1	Non-Departmental	Use of Unallocated 1030 Fund Balance	\$ -	\$ 8,646,242	\$ 8,646,242
Subtotal of Revenue Adjustments			\$ -	\$ 8,646,242	\$ 8,646,242
Funds Available for Programming			\$ -	\$ 8,646,242	\$ 8,646,242

EXPENDITURE ADDITIONS (show as a positive #)

Item #	Dept.	Description	FY 2018-19 Midcycle Ongoing	FY 2018-19 Midcycle One-Time	Totals
2	Parks, Recreation, & Youth Development	Transfer General Purpose Fund (1010) funding for Dimond Aquatics, Defremery Aquatics, Fremont Aquatics, City-Wide Sports, and Girls Sports to the Sugar Sweetened Beverage Fun (1030).	\$ 2,042,742	\$ -	\$ 2,042,742
3	Human Services	Set aside for the Sugar Sweetened Beverage Tax Board's recommendations	\$ -	\$ 2,000,000	\$ 2,000,000
4	Human Services	Grant to the Sugar Freedom Project to expand their community-based work to outreach to Oakland communities most impacted by sugar-sweetened drinks beyond East Oakland resulting in a report to the Sugar Sweetened Beverage Tax Board to inform their community planning process and to Life Enrichment Committee	\$ -	\$ 200,000	\$ 200,000
5	Capital Improvements	Capital improvements to playgrounds and tot lots in the most impacted neighborhoods, City pools, and sports facilities; including matching funds for Proposition 68	\$ -	\$ 4,403,500	\$ 4,403,500
Subtotal of Expenditure Additions			\$ 2,042,742	\$ 6,603,500	\$ 8,646,242
Fund 1030 Surplus/(Deficit) after amendments			\$ (2,042,742)	\$ 2,042,742	\$ -

FY 2018-19 Midcycle Budget
City Council Amendments

STATE OF CALIFORNIA OTHER (2159) AMENDMENTS

REVENUE (show additions as a positive # and reductions as a negative #)

Item #	Dept.	Description	FY 2018-19 Midcycle Ongoing	FY 2018-19 Midcycle One-Time	Totals
1	Non-Departmental	New grant revenues from the State of California Adopted FY 2018-19 Budget, Estimated at \$8.6 Million	\$ -	\$ 8,600,000	\$ 8,600,000
<i>Subtotal of Revenue Adjustments</i>			\$ -	\$ 8,600,000	\$ 8,600,000
Funds Available for Programming			\$ -	\$ 8,600,000	\$ 8,600,000

EXPENDITURE ADDITIONS (show as a positive #)

Item #	Dept.	Description	FY 2018-19 Midcycle Ongoing	FY 2018-19 Midcycle One-Time	Totals
2	Non-Departmental	Funding for Services for Homeless Persons and Solutions to the Homelessness Crisis eligible under state grant guidelines, potentially including improved sanitation and health measures, sheltered community pilot projects, and rapid rehousing services	\$ -	\$ 8,600,000	\$ 8,600,000
<i>Subtotal of Expenditure Additions</i>			\$ -	\$ 8,600,000	\$ 8,600,000
Fund 2159 Surplus/(Deficit) after amendments			\$ -	\$ -	\$ -

FILED
OFFICE OF THE CITY CLERK
OAKLAND

18 JUN 22 AM 9:55

OAKLAND CITY COUNCIL

Approved as to Form and Legality


Deputy City Attorney

RESOLUTION No. _____ C.M.S.

RESOLUTION AMENDING THE CITY OF OAKLAND'S FISCAL YEAR 2017-19 BIENNIAL BUDGET, WHICH WAS ADOPTED PURSUANT TO RESOLUTION NO. 86821 C.M.S., TO MAKE ADJUSTMENTS: (1) CHANGING THE FISCAL YEAR 2018-19 REVENUE PROJECTION IN THE GENERAL PURPOSE FUND (GPF); (2) CHANGING FISCAL YEAR 2018-19 GPF EXPENDITURE APPROPRIATIONS; AND (3) CHANGING FISCAL YEAR 2018-19 REVENUES AND EXPENDITURE APPROPRIATIONS IN OTHER NON-GPF FUNDS.

WHEREAS, the City Council adopted Resolution No. 86821 C.M.S. on June 29, 2017 adopting the FY 2017-19 biennial budget, and appropriating certain funds to provide for the expenditures proposed by the said budget; and

WHEREAS, the City Council has reviewed proposed variances in FY 2018-19 revenues and expenditures as part of the midcycle budget review; and

WHEREAS, *Exhibit 1* to this Resolution sets forth General Purpose Fund revenue amendments to the FY 2017-19 Policy Budget for FY 2018-19; and

WHEREAS, *Exhibit 2* to this Resolution sets forth the General Purpose Fund expenditure amendments to the FY 2017-19 Policy Budget for FY 2018-19; and

WHEREAS, *Exhibit 3* to this Resolution sets forth the total revenues and expenditures for Non-General Purpose Funds in FY 2017-19 Policy Budget for FY 2018-19; and

WHEREAS, *Exhibit 4* to this Resolution sets forth the Non-General Purpose Fund revenue and expenditure amendments to the FY 2017-19 Policy Budget for FY 2018-19; and

WHEREAS, *Exhibit 5* to this Resolution sets forth revenue and expenditure amendments to the FY 2017-19 Policy Budget for FY 2018-19, which will be enacted if Measure D – The 2018 Oakland Public Library Preservation Act, is approved by the voters in the June 2018 Statewide Direct Primary Election; now, therefore be it

RESOLVED: That the City's FY 2018-19 Midcycle Policy Budget is hereby amended to include adjustments for the GPF as set forth in ***Exhibits 1 and 2*** attached to and incorporated into this Resolution; and be it

FURTHER RESOLVED: That the City's FY 2018-19 Midcycle Policy Budget is hereby further amended to include total revenues and expenditures as set forth in **Exhibit 3** and adjustments for the non-GPF funds as set forth in **Exhibit 4**, attached to and incorporated into this Resolution; and be it

FURTHER RESOLVED: That the City's FY 2018-19 Midcycle Policy Budget is hereby further amended to include adjustments for to the GPF and non-GPF funds as set forth in **Exhibit 5** attached to and incorporated into this Resolution if Measure D – The 2018 Oakland Public Library Preservation Act, is approved; and be it

FURTHER RESOLVED: That the City Council's FY 2018-19 Midcycle Amendments also include Adjustments to the GPF, other funds, and policy directives as shown in **Exhibit 6**; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to periodically transfer funds between Departments and completed Projects as needed in order to clean-up negative budget balances within the same Fund; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to transfer funds between Funds, Departments, and Projects as needed in order to clean-up and consolidate City's Gas Tax Funds as recommended by the State Controller; and be it

FURTHER RESOLVED: That the City Administrator is hereby instructed to return to the City Council by January 2019 with a holistic strategy to address the City's Other Post Employment Benefit liabilities; and be it

FURTHER RESOLVED: That should voters approve a repeal of the Statewide Gasoline Tax during the November 2018 General election, the City Administrator is hereby authorized to suspend expenditures, the hiring of staff positions, and projects in the Gas Tax Fund and related funds until a revised Transportation funding plan can be approved by the City Council; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized and directed to calculate all required set-asides and make appropriate adjustments, based on the final adopted budget amendments, as legally required, such as Kid's First! and the 7.5 percent Emergency Reserve; and be it

FURTHER RESOLVED: That all other provisions of Resolutions No. 86821 C.M.S., which adopted the FY 2017-19 biennial budget on June 29, 2017, shall remain in effect for FY 2018-19.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN, AND COUNCIL PRESIDENT REID

NOES -

ABSENT -

ABSTENTION -

ATTEST: _____

**LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California**

REGIONAL AND LOCAL PLANS PY 17-21 – TWO YEAR MODIFICATIONS

EXECUTIVE SUMMARY

This policy provides the guidance and establishes the procedures regarding the two year modification of regional and local plans required by the *Workforce Innovation and Opportunity Act (WIOA)*. This policy applies to Regional Planning Units (RPU) and Local Workforce Development Boards (Local Boards), and is effective on the day of issuance.

This Directive finalizes Workforce Services Draft Directive *Regional and Local Planning Guidance PY 18-19 (WSDD-180)*, issued for comment on April 30, 2018. The Workforce Development Community submitted 12 comments during the draft comment period. A summary of comments, including all changes, is provided as Attachment 12.

Retain this Directive until further notice.

REFERENCES

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- *United States Code (USC) Section 3123*
 - *WIOA (Public Law 113-128) Sections 106 and 107*
 - *Title 20 Code of Federal Regulations (CFR): 679.500 through 679.580*
 - *California Government Code Section 54950 et al.*
 - *Assembly Bill (AB) 2288 (Burke), Chapter 692, Statutes of 2016*
 - *AB 109 (Committee on Budget), Chapter 15, Statutes of 2011*
 - *AB 554 (Atkins), Chapter 498, Statutes of 2011*
 - *Workforce Services Draft Directive WSDD-178, Subject: Quality Apprenticeship and Pre-Apprenticeship Opportunity (March 12, 2018)*
 - *Workforce Service Directive WSD16-07, Subject: Regional and Local Planning Guidance for PY 2017-2020 (September 16, 2016)*

The EDD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

- Workforce Services Information Notice WSIN17-26, Subject: *Prison to Employment Initiative* (February 28, 2018)
- WSIN17-24, Subject: *Public Comment Period – Modifications to California’s State Plan* (February 9, 2018)

BACKGROUND

Under WIOA, a biennial update of regional and local plans is required in order to ensure plans remain current and account for “changes in labor market and economic conditions or in other factors affecting the implementation of the local plan” (29 U.S. Code § 3123). The California Workforce Development Board (State Board) has also made changes to the State Plan which require that Local Boards update their plans to keep them consistent with the policy direction of the State Plan. Pursuant to the [State Plan modifications](#) submitted to the U.S. Department of Labor in the spring of 2018 and approved on June 11, 2018, the State Board is providing guidance to Local Boards on the requirements associated with local and regional planning modifications. This Directive provides specific guidance and instructions on both required and elective modifications to local and regional plans. This Directive includes the following:

- Conditions and processes for robust stakeholder engagement during the regional and local plan modification process.
- Deliverables for regional and local plan modifications:
 - Required and elective regional plan modifications to align, coordinate, and integrate reentry and workforce services to the formerly incarcerated and other justice-involved individuals.
 - Required and elective local plan modifications arising from regional or local partnerships with county human service CalFresh programs.
 - Required and elective local plan modifications arising from regional or local partnerships with Local Child Support Agencies (LCSAs) to provide workforce services to unemployed, underemployed, and payment-delinquent non-custodial parents.
 - Required and elective local plan modifications arising from regional or local partnerships with programs that serve individuals with disabilities, including detail on strategies to implement Competitive Integrated Employment.
 - Required and elective local plan requirements pertaining to services for English Language Learners, the Foreign Born, and Refugees.
 - Required regional plan content detailing compliance with State Plan guidance and state law relating to Multi-Craft Core Curriculum (MC3) pre-apprenticeship partnerships.
 - Required regional self-assessment using Indicators of Regional Coordination and Alignment.
 - Other changes to regional and local plans made pursuant to changes in labor market and economic conditions or in other factors affecting the

implementation of local or regional plans, including modifications to negotiated performance goals.

- Submission process and Scoring Rubric.

Required and elective local and regional plan modifications marked with an asterisk * in the guidance that follows must be included as informational attachments to the main narrative descriptions of local and regional plans to serve the identified populations. These include, but are not limited to, items pertaining to community engagement, outreach and the public comment process, background information, and information pertaining to the assessment of need and population size. All other required and elective local and regional plan modifications are expected to be addressed in the ten page narratives of the associated local and regional plans.

POLICY AND PROCEDURES

Community Engagement and Public Comment Process

Local Boards are subject to the open meeting requirements of the *Ralph M. Brown Act* (Brown Act). The intent of the law is to ensure that meetings are properly noticed, agendas are made available and that the public has an opportunity to provide comment on local policy and operations.

For purposes of the forthcoming planning process, the State Board recognizes that a greater level of meaningful stakeholder, community, and service population participation is more necessary than that which is minimally required to comply with the Brown Act. As such, the State Board is providing additional community engagement requirements to ensure that the interests of client populations are placed at the center of planning conversations as Local Boards move forward and work with stakeholders to modify regional and local plans.

Requirements for Planning Process are as follows:

- Follow applicable open meeting guidelines.
- Must “notice” stakeholders listed by the State Board in each RPU about public meetings and planning activities, and related open events to ensure opportunities to participate in and provide feedback on local/regional plan modifications. Boards are expected to contact every partner listed in their RPU in the [Directory of Planning Partners](#) as well as the partners listed in the [Interactive Corrections Map](#).
 - An established list of stakeholders is provided on the State Board website and can be accessed the [Directory of Planning Partners](#). Boards must contact all of the stakeholders on this Directory of Planning Partners in your region and document outreach activities.
 - Stakeholders invited to participate in planning processes must include all of the following: organizations providing services to the re-entry population and English learners, as well as adult education partners, refugee resettlement

agencies, Human Service program leads/providers, community college and other education partners, immigration services providers, disability organizations associated with the Department of Rehabilitation and located within other systems, along with other required planning partners detailed in the Directory of Planning Partners. Refer to this directory providing a list of stakeholders in your region. Boards are required to contact each organization listed in their respective RPU. Note that the list of organizations in the *Directory of Planning Partners* is not comprehensive, and as such, Boards are not precluded from contacting other organizations not listed in the directory.

- Boards must hold one listening session or planning meeting outside of regular business hours (regular business hours are presumed to be 8am-5pm Monday through Friday). This meeting should be public and made available to participants in the geographic area where the board has jurisdiction. A Meaningful Community Engagement for Workforce Planning guide with recommended engagement processes is attached as a resource for conducting outreach and interacting with community partners.
- RPUs and Local Boards must notify the State Board of any planning meetings, listening sessions, or other public meetings related to the planning process. This information will be collected and posted on the State Board website. The dates and times of each planning meeting, listening session, or other public meeting related to the planning process must be provided to the State Board for posting at least ten days in advance of the planning meeting, listening session, or other public meeting related to the planning process. The information should be provided to the State Board through email communication to the State Board's State Plan and Policy Manager Bethany Renfree at Bethany.Renfree@cwdb.ca.gov, the Information Technology Specialist Michael Dowdy at Michael.Dowdy@cwdb.ca.gov, and the Corrections Team Field Specialist, Rafael Aguilera at Rafael.Aguilera@cwdb.ca.gov. Include in the subject line or the body of the email the purpose for the attached document(s) (i.e., Local and Regional Planning Meeting Schedule and Location for "_____".) and any corresponding deadlines.
- Local Boards must post the meeting notice in a prominent, clear location on the Local Board website, in the lobby of office(s), and at America's Job Centers of California (AJCCs) in the board jurisdiction. When the planning meetings are scheduled and if any changes are made, postings must be updated.
- RPUs and Local Boards must provide, as an attachment to the local and regional plans, an overall narrative description of the manner in which the stakeholder involvement and community outreach requirements were met for both the local and regional plans, must include documentation of outreach efforts to all required planning partners, and must provide documentation that the State Board was provided the relevant information on all planning meetings, listening sessions, or other public meetings related to the planning process. RPUs and Local Board plans will be scored on their stakeholder engagement and community outreach efforts as part of the local and regional plan scoring rubric.

Additionally to comply with Title 20 CFR Sections 679.500-580, Local Boards representing each Local Workforce Development Area (Local Area) in a RPU must provide an opportunity for

public comment on local and regional plan modifications developed through both the local and regional planning process before submitting the plan modifications to the Governor. To provide adequate opportunity for public comment, the Local Boards must additionally do all of the following once planning modifications have been drafted:

- Make copies of the proposed regional and local plan modifications available to the public through electronic and other means, such as public hearings and local news media.
- Include an opportunity for comment by members of the public, including representatives of business, labor organizations, education, and other relevant stakeholders.
- Provide no more than a 30-day period for comment on the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available.
- The Local Boards must submit any comments that express disagreement with the plan modifications as an attachment to the plan modifications submitted to Governor.

Consistent with WIOA Section 107(e), the Local Board must make information about the development of plan modifications available to the public on a regular basis through electronic means and open meetings.

Planning Deliverables and Regional and Local Planning Processes: Do I Modify the Regional or Local Plan, and Do I Use a Local or Regional Planning Process?

Given the movement towards regional partnerships, local boards are encouraged to utilize a regional planning process to develop all regional and local plan modifications, though regional planning processes are only required for the development of regional plan modifications as well as any local plan modifications that involve coordination of multiple Local Boards with a common county or a common LCSA. For example, Local Boards in Los Angeles County (which has seven Local Boards, but only one county welfare department) should engage the county human services agency collectively as a region during the planning processes to eliminate duplication of efforts.

Local Boards should also note the following:

- Required and elective content pertaining to efforts to coordinate and integrate reentry and workforce services to the formerly incarcerated and other justice-involved individuals are submitted as part of regional plan modifications.
- Required content pertaining to compliance with State Plan guidance and state law in regards to Multi-Craft Core Curriculum (MC3) pre-apprenticeship partnerships is submitted as part of regional plan modifications.
- Required content pertaining to required regional self-assessments using Indicators of Regional Coordination and Alignment are submitted as an attachment to regional plan modifications.
- Required and elective content pertaining to regional or local partnerships with county human service CalFresh programs are submitted as part of local plan modifications.

- Required and elective content pertaining to regional or local partnerships with LCSAs to provide workforce services to unemployed, underemployed, and payment-delinquent non-custodial parents are submitted as part of local plan modifications.
- Required and elective local plan modifications arising from regional or local partnerships with programs that serve individuals with disabilities, including detail on strategies to implement Competitive Integrated Employment are submitted as part of local plan modifications.
- Required and elective local plan requirements pertaining to services for English Language Learners, the Foreign Born, and Refugees are submitted as part of local plan modifications.
- Other changes to regional and local plans made pursuant to changes in labor market and economic conditions or in other factors affecting the implementation of local or regional plans are submitted as modifications to the regional or local plan they propose to modify
- Regional and local plan modifications are limited to ten pages each. Submission length will be ten pages plus ten pages for each local plan submitted as part of the regional plan. Information in attachments does not count toward these page limits. As stated above, required and elective local and regional plan modifications marked with an asterisk * in the guidance that follows must be included as informational attachments to the main narrative descriptions of the local and regional plans. These include but are not limited to items pertaining to community engagement, outreach and the public comment process, background information, and information pertaining to the assessment of need and population size. All other required and elective local and regional plan modifications are expected to be addressed in the ten page narratives of the associated local and regional plans.

Workforce-Corrections Partnerships: A New Element of Regional Plans

The State Board has entered into a formal partnership with the California Department of Corrections (CDCR), the California Prison Industry Authority (CALPIA), and the California Workforce Association (CWA), with the goal of improving labor market outcomes of the state’s formerly-incarcerated population. This partnership seeks to provide the state’s 14 RPUs with resources that will enable regions to better serve the formerly-incarcerated by fostering partnerships between RPUs, Local Boards, CDCR reentry service providers, parole field offices, county probation departments, employers, and community-based organizations (CBOs), labor organizations, vocational training providers, and social enterprises that serve the formerly incarcerated and justice-involved individuals. Additional information on the partnership can be found in *Prison to Employment Initiative* ([WSIN17-26](#)).

Background

In 2011, Governor Brown signed AB 109, commonly referred to as “Realignment.” This legislation has sought to reduce the volume of inmates convicted of low-level crimes in state prisons, placing more of these individuals under the purview of county probation departments. As the impact of this legislation has taken hold and additional state prison inmates are released

into the community, increasing attention has been placed on the state's rate of recidivism (the rate that former inmates are convicted of new crimes and return to prison). Studies suggest a link between an individual's ability to find a job after release from prison and a reduced risk of returning to prison.

Individuals released from state prisons are almost always released under some type of supervision. Traditionally these individuals were released under State Parole. However, under Realignment, roughly half of individuals released from the state prison system are now under the supervision of County Probation Departments, known as Post-Release Community Supervision (PRCS). County Probation Departments now supervise the PRCS population and individuals under county probation supervision—both those who have been released from the County Jails and those who have not been incarcerated at all. Workforce services are typically provided to this population in an ad hoc fashion, with a broad range of program and service availability depending on funding and the existence of local and regional partnerships, which have generally been formed independent of state-level partner agencies.

Implementing Workforce-Corrections Partnerships

This corrections system has historically existed without systematized, statewide linkages to the workforce development system, presenting several gaps along the pathway from incarceration to employment. Individuals reentering society often have limited experience finding, obtaining, and sustaining employment and may not have career-ready skills. Most of these individuals will, however, have an immediate need for income upon release in order to meet their basic needs and meet conditions of their supervision. Further, formerly incarcerated individuals often require supportive services like substance abuse treatment, trauma-informed healing, and housing assistance, which are necessary for successful employment and/or participation in training or education. Research suggests shared case management, beginning pre-release, between corrections-side case managers (e.g. parole and probation officers) and workforce case managers, contributes to better outcomes for the formerly incarcerated. Developing such partnerships at the regional level requires coordination between workforce and corrections stakeholders to establish integrated pathways from the corrections system to employment.

The Legislature recently approved the Prison to Employment Program Trailer Bill, SB 866 (Committee on Budget and Fiscal Review, Chapter 53, Statutes of 2018), and the State Budget, SB 840 (Mitchell, Chapter 29, Statutes of 2018) and appropriated the first round of state funds to support partnership development through a regional planning process, as well as funds to build or, alternatively, scale-up existing programs that serve the needs of the reentry population. The funding in the 2018 State Budget will be distributed in three ways, with each region receiving one grant for each of the three categories as follows:

- **Regional Planning Grants** to fund collaborative development of regional partnerships and plans to serve the formerly incarcerated and other justice involved individuals. Approximately \$1.75 million will go to all 14 regions in fiscal year 2018-19. CWDB is currently developing the planning grant RFA with anticipated release in July 2018.
- **Regional Implementation and Direct Services Grants** to fund the implementation of regional workforce corrections plans and provide direct services provided pursuant to

these regional plans. Approximately \$6 million will go to some regions who identify high need and program readiness in fiscal year 2018-19, and approximately \$8 million will be provided to the remaining regions in the early part of fiscal year 2019-20. CWDB will develop this RFA with anticipated release in the spring of 2019.

- **Regional Supportive Services and Earn and Learn Grants**, which will provide funds to provide supportive services and “earn and learn” opportunities that offer access to immediate income for justice-involved and the formerly incarcerated. Approximately \$8 million will go to some of the regions who identify high need and program readiness in fiscal year 2018-19, and approximately \$12 million will be provided to the remaining regions in the early part of fiscal year 2019-20. CWDB will develop this RFA with anticipated release in the spring of 2019.

Required Regional Plan Content Pertaining to the Corrections Workforce Partnership and the Prison to Employment Initiative

The RPU's are required to submit an updated regional plan which describes how to best coordinate workforce and reentry services in each of the state's 14 regions. Regional plan updates must specify how Local Boards and RPU's will partner with CBO's, CDCR contracted reentry service providers, and representatives of State Parole and County Probation Departments to provide seamless, integrated, and effective services to the formerly incarcerated and other justice-involved individuals in each of the 14 regions. The CBO's will play a central role in successful corrections partnerships due to their expertise (often firsthand) and unique capacity to understand and provide impactful services to the reentry population. Regional plans should include specific strategies for how Local Boards will engage and work with specific partner CBO's to offer new, effective services that better meet the needs of their local reentry population.

The RPU's are required to regionally convene relevant stakeholders to develop the required modification to their regional plans. Required planning partners include the following:

- Local Boards and existing regional workforce partners, including WIOA core program partners, Adult Education Block Grant (AEBG) consortia, and regional Community College Consortia.
- Representatives of State Parole offices for the California Department of Corrections and Rehabilitation.
- Representatives of County Probation Departments who elect to participate.
- CBO's that elect to participate and who provide services to the reentry population in the region.
- Labor organizations and joint labor-management partnerships that elect to participate and who have prioritized and developed capacity in working with the reentry population.
- Public and private employers who have labor shortages or who have expressed a history or an interest in employing the formerly incarcerated and other justice involved individuals.

Local Boards are encouraged to work with stakeholders, including community based organizations to better understand the data, demographics, employment trends and other relevant information specific to the populations served by this agreement to develop better strategies to serve this population. This engagement could be conducted through specific stakeholder input sessions that are focused on these populations.

Regional Plan updates are required to provide the following information:

*Assessment of Need and Population Size**

- Provide an overview of the size and, to the extent feasible, demographics of the supervised population in the region, an assessment of the types of services needed, and the evidence, rationale, and/or track record of success as to why those types of services are needed to help the supervised population achieve long-term employment outcomes in occupations that pay a family-sustaining, livable wage.*
- Provide the number of individuals released annually from the state prison to the region.*
- Provide, on an annual basis, the number of formerly incarcerated individuals served by the region's workforce development system since July 1, 2016 and any data on rates of success (e.g. training completions, job placements, long term employment outcomes, wages, demographics, etc.).*
- Describe the ways in which program partners will facilitate information sharing to evaluate need.*

Services – Who, What, When, and How of Regional Alignment

- Describe existing and prospective partnerships with stakeholders in the RPU and the Local Areas of each RPU to coordinate reentry, workforce, and related education service delivery to the formerly incarcerated and justice-involved populations.
- Describe strategies for offering services that are accessible to people who are likely to face the greatest challenges in the labor market such as persons with disabilities facing barriers to employment or low-income disconnected women and men with little to no previous work experience or education attainment and who require immediate income assistance.
- Describe the types of services that are currently funded by existing, new, and prospective regional partners, the baseline levels of service (number of individuals and types of service) currently being provided in the region to individuals from this population, and how the regional plans will modify the types and quantity of services provided if granted additional resources under the Prison to Employment Initiative. These modifications should reflect the diversity of services needed to address the evolving needs of individuals prior to and upon release.
- Identify potential barriers to successful participation and completion of workforce education and training among the region's reentry population, and describe which supportive services (e.g. transportation, childcare, housing assistance, etc.) will be provided, the partners responsible for providing those services, and the process by

which individuals will be furnished with those services. Included in this description should be a plan that articulates outreach and recruitment strategies for ensuring these services are provided to those individuals who need the services most.

- Identify existing and potential opportunities to collaborate with parole and probation partners to determine pre-release when formerly incarcerated individuals are being released into the community and how workforce partners will work with parole and probation to link those being released to workforce services that align with the level of support each individual needs.
- Identify existing intake and case management needs for serving the justice-involved population, and describe how case managers will obtain current information about the education and training an individual received while incarcerated so as to build on both prior assessments of needs and pre-release education and training when determining which services and training to provide as well as how to best position individuals for job placement. This should include the sharing of transcripts or other training information acquired while incarcerated (e.g. certificates, diplomas, degrees, documented work experience, etc.) with LWDBs.
- Identify data collection methods and reporting procedures that will ensure outcomes of justice-involved individuals are tracked in accordance with the performance reporting requirements outlined in AB 1111 (E. Garcia, Chapter 824, Statutes of 2017) and the Prison to Employment Program Trailer Bill, SB 866 (Committee on Budget and Fiscal Review, Chapter 53, Statutes of 2018).
- Describe how supportive services will support job retention.

Relationship to Regional Labor Market Needs, Regional Sector Pathway Programs, and Regional Partnerships

- Describe how regional partnerships to serve the formerly incarcerated will interface with existing regional sector pathways efforts described in existing WIOA regional plans.
- Describe how regional partnerships to serve the formerly incarcerated will interface with existing State Board grantees that serve this population, including Forward Focus, Workforce Accelerator Fund, and High Road Partnerships for Construction Careers grantees. Locations and contact information for these grantees can be found on the [Workforce-Corrections interactive map](#) located on CWDB's website.
- Describe how information about priority industry sectors and occupations will be provided to partners.
- Describe the process in which identification of and engagement with employers, industry sector partnerships, and labor-management partnerships who are willing to hire formerly incarcerated and justice-involved individuals, including those with felony convictions, and those who are currently under state or county supervision will occur.
- Develop resources to inform employers about AB 1008 Fair Chance Hiring (McCarty, Ch. 789, Statutes of 2017), the federal Work Opportunity Tax Credit, California New Employment Tax Credit, Federal Fidelity Bonding through the California Employment Development Department's state bonding services, information about CBOs and other organizations that provide job placement services for formerly incarcerated people, and the benefits of hiring formerly incarcerated people.*

- Identify and catalog employers willing to employ the formerly incarcerated and other justice involved individuals to utilize for job placement efforts. This employer list should be used as an internal resource for case managers and local workforce development professionals.*
- Describe anticipated changes to existing Memorandum of Understandings (MOUs) with AJCCs and/or new MOUs with other service providers that correspond with the requirements of this Directive.
- Describe how new MOUs will be established with other service providers to meet the requirements of this Directive, including but not limited to addressing any challenges associated with local ordinances or policies relevant to executing new MOUs.
- Describe staff and training needs of RPUs, Local Boards, and partners to adequately serve this population.
- Describe how the region will pursue shared case management of the formerly incarcerated and justice involved individuals served pursuant to the workforce-corrections partnership, including the following:
 - How workforce professionals will coordinate services and referrals with representatives of State Parole and County Probation supervision.
 - How workforce professionals will work with CBOs to provide peer support, housing, transportation, food, family reunification, and other supportive and direct services.

Additional Planning Partners for Corrections Workforce Partnership Regional Plans

RPUs should build on existing regional partnerships, including existing Community Corrections Partnerships (CCPs) to develop a comprehensive regional vision and plan for successfully integrating the formerly incarcerated and other justice-involved individuals into the labor market. The State Board has developed an interactive web [map](#) containing contact information for a range of required and preferred corrections partners. Local Boards should consult this map as RPUs work to identify planning partners. In addition to entities identified by the State Board, RPUs are strongly encouraged to include the stakeholders listed below in the planning process. If these stakeholders are not included, the RPU must provide an attachment documenting outreach efforts to those stakeholders.*

- CCPs, which exist in every county, under Realignment and are administered by County Probation Departments.
- Programs operating in the region under the CALPIA, and potential engagement with those programs.
- County Departments of Human Services that administer CalFresh Employment and Training Programs
- County and regional Human Services departments that administer CalWORKS child support programs (Many formerly incarcerated individuals carry child support debt that may present a barrier to self-sufficiency.)
- CBOs who serve the formerly incarcerated and justice-involved populations but who may not currently be partners.

- Local reentry councils who are generally comprised of County Probation Departments and CBOs.
- Other local government entities providing services to the formerly incarcerated and justice involved individuals.
- Existing State Board grantees that serve this population, including Forward Focus, Workforce Accelerator Fund, and High Road Partnerships for Construction Careers grantees.
- Other private entities who employ the formerly incarcerated or justice-involved populations, or who have an interest or stake in this population.
- Local and/or regional Department of Rehabilitation affiliates

Some Local Boards may wish to make modifications to their local plans that correspond with the regional planning requirements described above. Such modifications are welcome but are not required, and all local plan modifications relevant to the workforce-corrections partnership component of this Directive should align with content included in the regional plan. The State Board will continue to publish content that supports the planning activities described in this section online at [the corrections-workforce partnership page](#).

New Partnership Agreement with CalFresh and Strengthened Partnerships with Human Service Agencies

The State Board has entered into a formal partnership with the California Department of Social Services (CDSS), the County Welfare Directors Association (CWDA), and the CWA with the goal of improving labor market outcomes for all recipients of CalFresh, including but not limited to participants in CalFresh Employment & Training services. This new partnership builds on existing partnerships with Human Service agencies and the California Work Opportunity and Responsibilities to Kids (CalWORKS) benefits and services, and also complements the new partnership with the Immigrant and Refugee Program’s employment services. This partnership focuses efforts on:

- Coordinating between Local Workforce Development Boards (Local Boards) and county Human Service Agencies to ensure strategic implementation of the State Plan.
- Better aligning employment outcome measures of CalFresh, CalWORKs, and Immigration and Refugee Programs with WIOA.
- Improving employment rates and wage gains for all people who receive public benefits, a priority population for both Workforce Development Boards and Human Service Agencies.

Background

Currently in California, 38 county Human Service agencies offer CalFresh Employment and Training (CalFresh E&T) program services to CalFresh participants on a voluntary basis. Importantly, CalFresh E&T program participation is not time-limited. Participants develop an Individual Employment Plan with the goal of identifying a prompt path to employment without being limited to a specific program length.

According to the CDSS's [California State Employment and Training Plan](#) (E&T Plan), California's E&T program helps CalFresh recipients gain skills, training, and work experience that will increase participants' ability to obtain regular employment, advance on a career pathway, and achieve economic self-sufficiency. The program is now serving more Californians than ever before. In FFY 2018, CalFresh E&T expects to serve over 100,000 CalFresh recipients. This growth is supported by a unique funding opportunity. CalFresh E&T providers, including County Human Services Agencies and other third-party partners, are eligible to receive uncapped federal 50 percent reimbursement for costs paid using non-federal funding to provide allowable E&T services to people receiving CalFresh.

CalFresh E&T services are delivered by county Human Service Agencies and a variety of other service providers, including CBOs and community colleges. A number of County Human Service Agencies already work closely with their CWDBs and AJCCs to deliver some or all of their E&T components directly. In other counties, E&T participants have access to, and may be referred to, AJCCs to receive available services, since a number of employment programs other than CalFresh E&T are available to CalFresh recipients.

As most county CalWORKs programs have partnerships with AJCCs, these partnerships can serve as an avenue for CalFresh E&T programs to connect to or expand workforce services. Additionally, a few counties use their CalWORKs contractors as providers of E&T services. All of these partners are actively working to build partnerships, expand access to CalFresh E&T, and to improve the quality and diversity of workforce services offered to people receiving CalFresh. These entities are committed to achieve quality employment outcomes for people receiving public benefits.

A renewed focus on the quality of services offered has resulted in new program models and innovative practices. An increasing number of counties have developed "third party match" models in which counties, community colleges and CBOs deliver E&T services to CalFresh participants and receive 50% reimbursement of federal funds. Additionally, counties can reimburse participants for transportation needed to effectively participate in E&T activities. A number of counties also provide reimbursements for federally approved ancillary costs that are reasonably necessary and directly related to E&T participation, including text books, tools/supplies, uniforms and clothing, shoes, eye glasses, and haircuts. A few counties provide specified E&T participants with short-term housing stabilization services.

Local Boards are encouraged to contact County Human Service agencies and invite them to participate in regional planning efforts. Local Boards in single county RPUs are required to engage County programs at the RPU/County level so as to reduce duplicative efforts between Local Boards and County Human Services Agencies. [An example of reducing duplicative efforts is to develop cross-training of partner staff so as to facilitate smoother transitions of information between county/local entities].

Required Plan Content Pertaining to the CalFresh Employment and Training (E&T) Partnership Agreement

Local Boards must submit local plan modifications to address the way in which Local Boards will engage with and work with the county Human Service agencies and other local CalFresh E&T partners such as CBOs and community colleges to serve their local CalFresh populations.

While WIOA Section 106 regional plans and partnerships are specifically focused on constructing a regional training and education architecture that aligns with regional labor markets, individuals will access and experience this regional workforce architecture primarily through local service delivery efforts, principally those of WIOA partners operating in the AJCC system, but potentially through other partners of the workforce system such as Human Services Agencies and organizations. In this regard, it is typically at the local level where services will be integrated, resources braided, and supportive services provided to individuals being served by the partners.

Local plan modifications must specify how Local Boards will partner with CBOs, service providers, community colleges, and representatives from County Human Service agencies for individuals in their local area*. WIOA designates priority of service to focus on recipients of public assistance. CalFresh recipients are considered recipients of public assistance for the purpose of local and regional implementation of the CalFresh partnership agreement.

Local Boards, in partnership with their local County Human Service Agency, are required to convene relevant stakeholders to develop the required modification to their local plans. Required planning partners for the CalFresh partnership includes the following:

- Local Boards and existing workforce partners, including core program partners, AEBG consortia, and relevant regional Community College Consortia. CBOs and social enterprises that elect to participate and who provide services to human services program participants in the local area.
- Representatives of County Human Service Agency.
- Public and private employers who represent the regional sectors emphasized in regional sector pathway content of regional plans and who have expressed an interest or have an historical interest in partnering with county Human Services providers.
- Local Boards are encouraged to work with stakeholders, including community based organizations, to better understand the data, demographics, employment trends and other relevant information specific to the populations served by this agreement to develop better strategies to serve this population. This engagement could be conducted through specific stakeholder input sessions that are focused on these populations.

Local Plan updates are required to provide the following information:

*Population Overview & Needs Assessment for People Receiving CalFresh**

- Provide an overview of the size and characteristics of both the total CalFresh recipient populations in the local/area region and the CalFresh E&T participant populations, if

CalFresh E&T is available in the local area/region (e.g., gender, race/ethnicity, age, Limited English Proficient (LEP), foreign born, formerly incarcerated, etc.).*

- Assess the types of workforce services needed to help people receiving CalFresh succeed in the regional and local labor market, including those services that are eligible for 50% federal reimbursement from CalFresh E&T (e.g. ESL classes, work experience, apprenticeship).*
- Describe the employment barriers experienced by people receiving CalFresh in your local area/region, including potential barriers faced by people with disabilities, and resources that can be utilized to assist with overcoming these barriers, including those resources eligible for 50% federal reimbursement from CalFresh E&T (e.g. job readiness, child care, criminal history).*
- Explain current and prospective local partnerships, including partnerships with local workforce development boards, local Human Service Agencies, and other CalFresh E&T providers, including those that are eligible for 50% federal reimbursement from CalFresh E&T (e.g. community colleges, community-based organizations, and other third-party providers). Describe the quality and level of intensity of services provided by these partners.*
- Describe the ways in which program partners will facilitate information sharing to evaluate need.*

Regional Alignment, Coordination, and Integration

- Describe how local/regional partners will braid resources and coordinate service delivery to people receiving CalFresh, including by leveraging 50% federal reimbursement from CalFresh E&T for workforce services, sector pathway programs, supportive services and retention efforts described below.
- Explain how local/regional partners will identify and partner with local/regional organizations that serve specific types of CalFresh populations (i.e. formerly incarcerated individuals, non-custodial parents, etc.) and strategies for leveraging existing resources in the community.
- Describe the types of workforce services available to people receiving CalFresh that are and can be funded by local/regional partners, the baseline level of service (e.g. number of individuals and types of services), and how the local/regional plan will modify the types and quantity of workforce services provided to this population.
- Describe the role of local/regional partners in helping provide services to and integrating people receiving CalFresh into sector pathway programs, including participation in program development, outreach, and the provision of specialized supportive services.
- Describe the ways in which local/regional partners will work together to provide *supportive services* to this population and facilitate program completion
- Describe the process Local Boards and their partners will use to retain this population in regional sector pathway programs as they progress into livable wage jobs and careers.

Partnership Agreement with the California Department of Child Support Services

The State Board has entered into a formal partnership with the California Department of Child Support Services (DCSS) with the goal of improving labor market outcomes for unemployed, underemployed, and payment-delinquent non-custodial parents.

Background

The DCSS serves as the state Title IV-D agency (*Social Security Act*, Child Support Enforcement) and is responsible to the federal government for the overall administration and regulatory oversight of the Child Support Program. Services are delivered through a network of over 48 LCSAs that serve over 3.5 million children and families annually. DCSS oversees the entire administration of the state's child support program and ensures compliance with all federal requirements and laws.

The vision of DCSS is that all parents are engaged in supporting their children. This is achieved through the delivery of services including: establishing paternity, locating parents, establishing child and medical support orders, enforcing and modifying child and medical support orders, and collecting and disbursing child support payments.

The DCSS has a current caseload of 1.2 million cases and serves over 3.5 million children and families. In Federal Fiscal Year (FFY) 2015-2016, 297,057 of the 1.2 million cases were receiving public assistance and 647,448 formerly received public assistance. The remaining cases are families who have never received public assistance.

Required Plan Content Pertaining to the DCSS and Workforce System Partnership

As explained in the Executive Summary, Local Boards must submit local plan modifications to address the way in which Local Boards will engage with and work with LCSAs and specific partner CBOs to serve their local non-custodial parent population.

Local plan updates must specify how Local Boards will partner with CBOs, service providers, community colleges, and representatives from LCSAs and county Human Service agencies for individuals in their local area*.

Local Boards, in partnership with the LCSA, are required to convene relevant stakeholders to develop the required modification to their local plans. Required planning partners for the DCSS Workforce partnership includes the following:

- Local Boards and existing workforce partners, including core program partners, AEBG consortia, and relevant regional Community College Consortia.
- Local Child Support Agencies in the local area or region.
- CBOs and social enterprises that elect to participate and who provide services to non-custodial parents, including justice-involved individuals, the formerly incarcerated and social services program participants, in the local area.

- Public and private employers who represent the regional sectors emphasized in regional sector pathway content of regional plans and who have expressed an interest or have an historical interest in partnering with LCSAs and/or county human services providers.
- Local Boards are encouraged to work with stakeholders, including community based organizations, to better understand the data, demographics, employment trends and other relevant information specific to the populations served by this agreement to develop better strategies to serve this population. This engagement could be conducted through specific stakeholder input sessions that are focused on these populations.

Local Plan updates are required to provide the following information:

*Assessment of Need and Population Size**

- Provide an overview of the size of the Child Support Program population in your local area including the following:
 - An assessment of areas of high concentration.*
 - The percentage of noncustodial parents who are unemployed.*
 - The percentage of noncustodial parents who are ex-offenders.*
 - To the extent feasible, demographic information including race, ethnicity, gender, etc. *
- Provide an assessment of the types of services needed for each targeted group challenged with meeting their parental responsibilities.*
 - Describe the relative importance of the types of services needed to help program participants succeed in the labor market.*
- Describe the types of baseline services that are currently being provided in the local area to individuals from the Child Support Program population and how the regional and/or local plans will modify the types and quantity of services provided.*
- Describe barriers experienced by Child Support Program participants in your local area, including potential barriers faced by people with disabilities.*
 - What existing resources can be utilized to assist with overcoming these barriers?*
- Describe the ways in which program partners will facilitate information sharing to evaluate need.*

Existing Workforce and Education Program Partnerships

- Describe the ways in which the program partners work together to provide supportive services to noncustodial parents to support job retention.
- Discuss the steps to be taken to ensure that a comprehensive provision of services is provided to noncustodial parents to facilitate successful labor market outcomes and progression into livable wage jobs and careers.
- Discuss how eligibility criteria for workforce services impacts the Local Board’s ability to provide workforce services to the Child Support Program population.
- Explain obstacles to providing services to the Child Support Program population.

- Explain additional tools that can be explored to motivate and support participation and any legal or regulatory barriers to utilizing these tools.
- Explain obstacles to meaningfully engaging in local partnerships.

Plans for Building Successful Partnerships or Scaling up Existing Successful Partnerships

- Describe the process Local Boards and LCSAs will use to retain individuals in relevant workforce and education training programs to support progression into livable wage jobs and careers.
- Describe existing, new, and prospective partnerships with stakeholders to coordinate workforce and related training and education service delivery to Child Support Program participants.
- Describe how local partners, including LCSAs, County Human Service Agencies, Local Boards, community colleges, adult education providers, CBOs, social enterprise, and other stakeholders will braid resources and coordinate service delivery.
- Describe how local workforce development boards will engage CBOs with a history of serving and working with the targeted populations, such as vocational training providers, in order to offer basic skills and occupational training, job and career search assistance, and supportive services within the local workforce development system.
- Describe the referral process and forms utilized to track this population as they are referred from:
 - LCSA office
 - Family Court

Working with LCSAs to identify incentives to increase the success of NCPs sustained participation in local workforce programs

- Discuss the tools and incentives that LCSAs can provide to noncustodial parents to promote their participation in workforce development and education training programs.
 - Incentives and tools used to facilitate a successful referral.
 - Incentives and tools used to foster a sustained program participation.

Revised Partnership Agreement Pertaining to Competitive Integrated Employment

Background

In 2015, the Department of Rehabilitation (DOR) and the State Board developed a partnership agreement that outlined collaboration activities to achieve policy objectives of the State Plan. This agreement outlined four policy priorities identified by DOR: services to youth, employer engagement, capacity building and Competitive Integrated Employment (CIE). In the fourth priority area, CIE, the DOR indicated this statewide strategy would be further specified in the [CIE Blueprint](#) which was not publicly posted at the time. Key partners, which include DOR, the Department of Developmental Services (DDS), and the California Department of Education (CDE), developed this document and it was publicly posted in May 2017. In July 2017, the CIE partners (DOR, DDS, and CDE) created the [Local Partnership Agreement template](#) (LPA) to help

guide Local Educational Agencies (LEAs), DOR districts, and DDS regional centers in establishing agreements that work to create more CIE opportunities for individuals with intellectual disabilities and developmental disabilities (ID/DD). The LPA Template was designed to facilitate conversations amongst partners that result in collaborative plans to assist individuals in achieving CIE. To provide information and resources to local workforce boards about California's CIE Initiative and CIE LPAs, the State Board developed a [CIE policy brief](#) in September 2017.

In January 2018, the DOR partnership agreement was updated to include new language about how workforce, DOR, and additional CIE partners would collaborate to create more CIE opportunities for Californians with ID/DD. This updated agreement required further specificity in the local and regional planning guidance for Local Boards and Regional Planning Units to update their regional and local plans.

CIE partners:

- The DOR administers the largest vocational rehabilitation (VR) program in the country. Employment services are provided annually by approximately 1,300 staff in over eighty-five offices in California over an extended period of time to approximately 100,000 individuals with significant physical and mental disabilities to assist them to prepare for and obtain competitive employment in integrated work settings at or above minimum wage. More information about VR services can be found in Chapter 2 of California's WIOA Unified State Plan.
- The Special Education Division of the CDE provides general supervision of LEAs which provide transition services to 137,000 students with disabilities (SWDs) statewide. Additionally, 94,000 SWDs are served by LEA WorkAbility I programs. More information about the CDE can be found in Chapter 2 of California's WIOA Unified State Plan.
- The Department of Developmental Services (DDS) is the agency through which the state provides services and supports to individuals with ID/DD (intellectual disability, cerebral palsy, epilepsy, autism and related conditions). Services are provided primarily through contracts with 21 nonprofit organizations called regional centers which help find and access the services and supports available to individuals with ID/DD (including pre-employment and employment support services). As of January 2016, DDS, through regional centers or developmental centers, provided services to 291,896 consumers, of which 141,207 were of working age (18-61 years old). More information about regional center services can be found in Chapter 2 of California's WIOA Unified State Plan.

Partnerships and Engagement to Increase CIE

As explained in the Executive Summary, Local Boards must submit a local plan to address the way in which Local Boards will engage and work with partners to align with the State's CIE strategy, also called, "the Blueprint." Plans should outline how partnerships allow for the creation of more opportunities for CIE. Additionally, plans should identify the LEAs, regional centers, DOR districts and other partners that Local Boards and job centers are collaborating with to develop these opportunities. The State Board recommends that Local Boards and One-

Stop Operators/AJCCs are also engaged with the CIE LPA process as described in the LPA Template in the previous section.

- Explain how your area is engaged or plans to become engaged with local partners to increase CIE for jobseekers with ID/DD.*
- List the names of organizations the Local Board is partnering with to implement these plans.*
- If participating in CIE LPA as explained above, please describe the level of participation.*

Needs of Individuals with ID/DD

Staff at AJCCs are expected to understand the needs of jobseekers with ID/DD and be knowledgeable about additional programs and resources that can aid in the success of the individual. The DOR, in coordination with CIE Blueprint partners, DDS and CDE, will provide CIE technical assistance to the Local Boards, partners, and employers to assist in filling potential knowledge gaps. DOR and State Board executive staff will also work collaboratively to ensure resources for disability expertise and cross-training of frontline staff in the AJCCs.

- Describe in your plan the ways in which AJCC staff have gained knowledge or training about serving individuals with ID/DD and the additional programs and resources available in the area.

Supportive Services and Earn and Learn Strategies to Increase Opportunities for CIE

To assist Local Boards and AJCCs in helping to create CIE opportunities through the provision of supportive services and utilization of "Earn-and-Learn strategies," the DOR's district staff will designate a point of contact for the Local Boards to help provide linkages to service providers of consumers with ID/DD. DOR district staff will provide supportive services (i.e., job coaching) to individuals with ID/DD who are VR consumers consistent with the individuals' Individualized Plan for Employment.

- Please explain how your area has or will connect with your DOR point of contact who can provide linkages to service providers and/or supportive services (i.e., job coaching) to individuals with ID/DD who are VR consumers.

Employer Engagement Strategies to Increase CIE Opportunities

To better identify earn and learn opportunities, DOR district staff will partner with the Local Boards to outreach to employers and partners to develop strategies to achieve CIE opportunities for consumers. The State Board recommends that Local Boards support the recruitment, referral, and employer engagement efforts of DOR representatives.

- Please describe how your DOR district partner is connecting with your area in their work to outreach to employers and partners to support opportunities for individuals with ID/DD to achieve CIE. If your area is developing its own recruitment, referral, and employer engagement strategies, please describe.

Provision of Services to English Language Learners, the Foreign Born, and Refugees

Existing requirements in [WSD16-07](#) (page 15) require counties with 15 percent or more Limited English Proficient (LEP) to adequately describe, assess the needs of and plan for serving the LEP population in their jurisdictions. Updates to service delivery strategies, new partnerships, demographics and any other relevant information should be incorporated in this update. In an effort to better serve the LEP, Immigrant and Refugee populations, local plan updates are required to provide the following information:

- Describe how local/regional partners will braid resources and coordinate service delivery to people English learners, the foreign born and refugees, including increasing access to sector pathway programs, supportive services and retention efforts.
- Describe the process Local Boards and their partners will use to *retain* this population in regional sector pathway programs as they progress into livable wage jobs and careers.
- Local Boards are required to review and incorporate any workforce or employment service plans developed by stakeholders (e.g. Employment Services Plans developed by County Welfare Departments etc.). Refugee Employment Service plans for counties with significant Refugee populations are available at the [California County Plans](#) page.
- In areas where County Employment Service Plans do not exist, Local Boards are required to engage with stakeholders, including community based organizations, to better understand the data, demographics, employment trends and other relevant information specific to the LEP, foreign born and refugee populations. This information should inform the development of strategies to serve this target population. Specifically, Local Boards should engage stakeholders to accomplish the following: *
 - Understand the demographics, barriers to employment and any other relevant information about the target population. *
 - Develop an assessment of gaps in services that English Learners, foreign born and refugees experience in the workforce system. *
 - Identify strategies for outreach and recruitment to these target populations.*
 - Identify strategies detailing how Local Boards will work with partners to better serve the LEP, foreign born and refugee population.*
- In communities where there are significant Migrant Seasonal Farmworker populations, Local Boards are required to coordinate with the 167 National Farmworker Jobs Program grantees. [Training and Employment Guidance Letter 18-16](#) describes program eligibility and enrollment guidance for the National Farmworker Jobs Program.
- Implementation of best practices around co-enrollments, leveraged funds and partnership and delivery of services with community based organizations is encouraged. Refer to the State Board Policy Brief on [Serving English Language Learners](#) for examples.

Required compliance with State Plan guidance and State Law regarding Multi-Craft Core Curriculum pre-apprenticeship partnerships

In all industry sectors, it is the policy of the State Board that pre-apprenticeship training must connect directly to apprenticeship programs approved by the California Division of

Apprenticeship Standards. In the construction industry, it is also the policy of the State Board that pre-apprenticeship training utilize the Multi-Craft Core Curriculum (MC3). This is required by state law if utilizing WIOA Title I funds. See Directive [WSDD-178](#).

Background

The MC3 is a standardized comprehensive pre-apprenticeship curriculum that delivers an industry-recognized credential. To become an MC3 training provider, an entity must contact a local building trades council in the entity's area of operation.

MC3 partnerships, or what the State Board refers to as *High Road Partnerships for Construction Careers*, are established collaborations led by local building trades councils and can include local workforce boards, community organizations, colleges, and schools. In these partnerships, workforce entities work closely with building trades councils to establish pathways for and provide support to disadvantaged populations in accessing state-approved apprenticeship through joint apprenticeship training councils. Effective programs are embedded in large public works or commercial-scale infrastructure projects through community workforce agreements negotiated with or by local building trades councils. Job seekers get to explore different trades through introductory programs and decide which craft is the best fit. The building trades and construction contractors get a pool of qualified, diverse candidates who have received a minimum of 120 hours of rigorous pre-construction instruction.

Required Content

The RPU's are required to submit an updated regional plan which describes in detail how each local workforce board and core regional planning partners will ensure coordination and partnership with one or more local building trades council when pursuing pre-apprenticeship training in the construction industry, as per state law and the State Plan.

Regional Coordination and Alignment Indicators

Background

The State Board has developed Regional Coordination and Alignment Indicators as a framework for assessing regional implementation progress in achieving the three objectives of the State Plan: demand driven skills attainment, upward mobility and equity for individuals with barriers to employment, and system alignment.

Required Content

As an attachment of the Regional Plan modifications submitted to the State Board, each region must provide a self-assessment of regional coordination using the Regional Coordination and Alignment Indicators. The self-assessment must include, at a minimum, progress achieved through the Regional Plan Implementation (RPI) grants and should also include, to the extent feasible, regional achievements made with other investments, such as SlingShot, Regional

Training, Prop 39 High Road Partnerships for Construction Careers, Forward Focus, Workforce Accelerator Fund (Accelerator) and funds leveraged through other strategic partners.

A matrix of RPI goals cross walked to Regional Indicators is attached.

The Regional Coordination and Alignment self-assessment will be used to determine progress made to date in regional planning unit (RPU) workforce plan implementation and allow the State to assess in aggregate all RPU efforts underway. Additionally, the initial self-assessment will be used for subsequent assessment of regional coordination and alignment throughout the duration of regional plan implementation. The following are the Regional Coordination and Alignment Indicators:

Regional Coordination and Alignment Indicators

Demand Driven Skills Attainment Indicators

Indicator A: Region has a team that jointly convenes industry and is led by Industry Champions

Indicator B: Region has shared industry sector focus and pools/shares resources to meet demand in the region

Indicator C: Region has a process to communicate industry workforce needs to supply-side partners.

Indicator D: Region has policies supporting equity and strives to improve job quality

Upward Mobility and Equity for Individuals with Barriers to Employment Indicators

Indicator E: Region has shared target populations of emphasis

Indicator F: Region deploys shared/pooled resources to provide services, training, and education to meet target population needs.

Indicator G: Region utilizes shared/common case management and capacity building strategies such as co-enrollment, professional development, to develop shared responsibility for providing services and ensure quality outcomes

System Alignment Indicators

Indicator H: Region has shared/pooled administrative systems or processes to achieve administrative efficiencies and program outcomes

Indicator I: Region has created formalized structures for decision-making

Indicator J: Region has developed a process for evaluating performance that includes, but may not be limited to:

- Qualitatively evaluating progress towards meeting regional industry and occupational demand;
- Tracking the number of Industry-Recognized Credentials and Apprenticeships;
- Aligning negotiated performance measures to regional Indicators; and

- Using the Indicators of Regional Coordination and Alignment to evaluate progress.

Using the guidelines outlined in the Attachment, *Regional Coordination and Alignment Regional Assessment Indicators*, each region should determine how it scores on each of the Indicators listed and provide a narrative rationale justifying the score it has given itself as part of the self-assessment. For each of the Indicators, three scores are possible: Learning/Experimenting; Operationalizing/Doing; and Growing/Expanding/Scaling. RPUs should provide to the extent feasible a robust self-assessment.

It is important to note, that the State is aware that each RPU may not have made progress on all indicators. Where this is evident, the RPU may elect the “no progress made at this time” option.

Employment Development Department’s Labor Market Information

The Employment Development Department’s Labor Market Information Division has created the Regional Planning Unit LMI Dashboard as a web-based interactive tool for (optional) use by Local Workforce Development Boards and Regional Planning Units when modifying their strategic plans. This labor market information resource can be found [here](#).

Submission Requirements and Deadline for Regional and Local Plan(s)

Regional and local plans must be submitted to the State Board no later than March 15, 2019.

Each RPU and Local Boards within the RPU must submit one package that includes the following:

- One electronic version of the regional plan and local plan(s) in a pdf format.
- One original of the regional plan and each local plan(s) with the original signatures of the RPU Local Board Chairs and the CEO(s) or their designated alternates.
- Three copies of the regional plan and each local plan(s). If local approval cannot be achieved by the submission deadline, the Local Board must submit at least one copy of the unsigned plan by the due date and provide a detailed explanation for the signature absence(s) and the date by which the signed original and copies will be sent. A signed copy must be submitted no later than August 1, 2019.

A CEO signature is required for local plans, but not for regional plans. However, CEOs are still required to approve final regional plans and include documentation of the approval (meeting minutes, resolution, etc.) with their submission.

Electronic copies of the signature approval page will be accepted and should be sent to Bethany.Renfree@cwdb.ca.gov, Attention: Regional and Local Plans. Please note, alternates

must be formally designated by official action of their respective Local Board or locally approved policy.

ACTION

Bring this Directive to the attention of staff and other relevant parties.

This planning guidance provides an outline of the submission process, including dates for submission and review as well as the scoring rubric for plan modifications. All required elements specified in the final guidance will be scored on a 0 to 2 scale based on whether the element's narrative content exceeds, meets, or fails to meet expectations. Plan modifications will be due March 15, 2019.

INQUIRIES

If you have any questions, contact Bethany Renfree at 916-657-1446.

/S/ JAIME L. GUTIERREZ, Chief
Central Office Workforce Services Division

Attachments are available on the internet:

1. [Regional Coordination and Alignment Indicators](#)
2. [Crosswalk: Regional Coordination and Alignment Indicators](#)
3. [Directory of Local and Regional Planning Partners](#)
4. [Community Engagement Resource Guide for CBOs](#)
5. [Meaningful Community Engagement for Workforce Planning Resource Guide for Local Boards and RPU's](#)
6. [PY 2018-2019 Regional and Local Planning Timeline](#)
7. [PY 2018-2019 Regional and Local Plan Format](#)
8. [Stakeholder Engagement and Community Outreach Efforts Scoring Matrix](#)
9. [Regional Plan Scoring Matrix](#)
10. [Local Plan Scoring Matrix](#)
11. [Assurances](#)
12. [Summary of Comments](#)



Oakland Equity Indicators



MEASURING CHANGE TOWARD
GREATER EQUITY IN OAKLAND

Table of Contents

Overview	8
Report Structure	8
• Results	8
✘ City-wide Result	9
✘ Highest Scores	10
✘ Lowest Scores	10
Background	12
Methodology	15
Section 1	20
Theme 1: Economy	21
Topic 1: Business Development	22
• Business Ownership	22
• Prime Contracts Awarding	23
• Long-term Business Vacancy	25
Topic 2: Employment	27
• Disconnected Youth	27
• Labor Force Participation	28
• Unemployment	30
Topic 3: Financial Health	31
• Access to Healthy Financial Institutions	32
• Median Household Income	33
• Poverty	34
Topic 4: Job Quality	36
• Employment in High Wage Industries	36
• Living Wage	38
• Participation in Workforce Development Programs	38
Section 2	42
Theme 2: Education	43
Topic 1: Enrollment	44
• Preschool Enrollment	44
• Chronic Absenteeism	45
• High School On-Time Completion	46

Topic 2: Achievement	48
• 3 rd Grade ELA Proficiency	49
• High School Readiness	50
• A-G Completion	51
Topic 3: Program Access	53
• AP Course Enrollment	53
• Linked Learning Pathway Enrollment	55
• Suspensions	56
Topic 4: Teachers	57
• Representation of Student Population	58
• Teacher Experience	59
• Teacher Turnover	61
Section 3	63
Theme 3: Public Health	64
Topic 1: Access to Preventive Care	65
• Acute Preventable Hospitalizations	65
• Chronic Disease Preventable Hospitalizations	67
• Health Insurance	68
Topic 2: Child Health	69
• Childhood Asthma Emergency Department Visits	70
• Physical Fitness	71
• SNAP Reciprocity	73
Topic 3: Mortality	74
• Infant Mortality	75
• Life Expectancy	76
• Premature Death	77
Topic 4: Physical and Mental Health	78
• Severe Mental Illness Emergency Department Visits	79
• Substance Abuse Emergency Department Visits	80
• HIV Diagnoses	82
Section 4	84
Theme 4: Housing	85
Topic 1: Affordability	85
• Homeownership	85
• Loan Denial	87

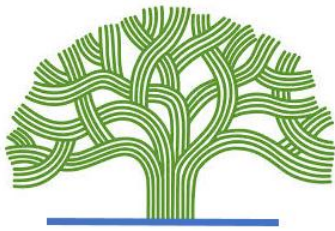
• Rent Burden	89
Topic 2: Displacement	90
• Homelessness	91
• Homeownership with Mortgage	92
• Notice of Evictions	93
Topic 3: Essential Services	95
• Complete Plumbing Facilities	95
• Energy Cost Burden	96
• High Speed Internet Access	98
Topic 4: Housing Quality	99
• Housing Habitability Complaints	100
• Complete Kitchen Facilities	101
• Overcrowding	102
Section 5	104
Theme 5: Public Safety	105
Topic 1: Incarceration	106
• Adult Felony Arrests	106
• Jail Incarceration	107
• Prison Incarceration	109
Topic 2: Law Enforcement	110
• Police Response Times	111
• Stops	112
• Use of Force	114
Topic 3: Staffing	115
• Representation	115
• Attrition from Academy	117
• Attrition from Field Training	117
Topic 4: Community Stressors	121
• Domestic Violence	121
• Homicides	122
• Juvenile Felony Arrests	123
Section 6	125
Theme 6: Neighborhood and Civic Life	126

Topic 1: Built Environment	127
• Pedestrian Safety	129
• Soft Story Buildings	130
• Long-term Residential Vacancy	130
Topic 2: Civic Engagement	131
• Adopt a Drain	132
• Voter Turnout	133
• Equal Access Accommodations	135
Topic 3: Environmental Health	137
• Park Quality	138
• Abandoned Trash	139
• Pollution Burden	140
Topic 4: Transportation and Infrastructure	142
• Access to a Car	142
• Bus Frequency	143
• Curb Ramps	145
Section 7	147
Appendices	
Appendix A: Full Framework Structure	148
Appendix B: Ratio to Score Conversion Table	150
Appendix C: Data Sources List	151
Appendix D: Full Framework with Scores	156
Appendix E: Racial and Ethnic Disparities by Census Tract and Zip Code	158
Acknowledgements	160



“Not everything that is faced
can be changed, but nothing
can be changed until it is
faced.”

James Baldwin



City of Oakland Equity Indicators 2018 Report

33.5
Score

Overview

Oakland has a long history of activism around issues of inequity and social justice. It is, therefore, not surprising that Oakland was chosen in 2017 to be among the first cohort of five cities to develop local Equity Indicators tools in partnership with the City University of New York’s Institute for State and Local Governance (CUNY ISLG) and with funding from the Rockefeller Foundation. The project began as a joint effort between the Resilient Oakland Office and the Department of Race and Equity. It has resulted in a product that will be useful across City departments as we strive to advance equity by using strategies determined through an intentional focus on racial and ethnic disparities and their root causes.

In Oakland, the City defines equity as fairness. It means that identity—such as race, ethnicity, gender, age, disability, sexual orientation or expression—has no detrimental effect on the distribution of resources, opportunities and outcomes for our City’s residents. One key assumption in our work is that race matters, and this assumption is supported by the data: almost every indicator of well-being shows troubling disparities by race. The purpose of Oakland’s Equity Indicators Report is to develop a baseline quantitative framework that can be used by City staff and community members alike to better understand the impacts of race, measure inequities, and track changes in the disparities for different groups over time. This framework can then be used to guide and inform policies that address these disparities.

Report Structure

The Oakland Equity Indicators framework is structured at four levels: Citywide, Theme, Topic, and Indicator. The Citywide framework consists of six Themes that cover broad areas of people’s lives: 1-Economy, 2-Education, 3-Public Health, 4-Housing, 5-Public Safety, and 6-Neighborhood and Civic Life. Within each Theme are four Topics, for a total of twenty-four Topics in the whole framework. Topics allow the broad Themes to be discussed and analyzed at a more detailed level. Within each Topic are Three Indicators, for a total of twelve

Indicators per Theme and seventy-two Indicators in the whole framework. Indicators are the specific quantifiable metrics that are used to measure equity within each Topic and Theme. See Appendix A for the full framework structure.

Every Indicator receives a score, which is created by calculating the ratio between the outcomes for the least and most advantaged racial/ethnic groups (for exceptions, see Methodology). This ratio is then converted to an Equity Score using an algorithm developed by CUNY ISLG. Scores are on a scale from 1 to 100, with 1 representing the highest possible inequity and 100 representing highest possible equity. Scores for Topics are calculated by averaging the three Indicator scores within each Topic, and Theme Scores are calculated by averaging the four Topic Scores within each Theme. Finally, the Citywide score is calculated as the average of the six Theme scores.

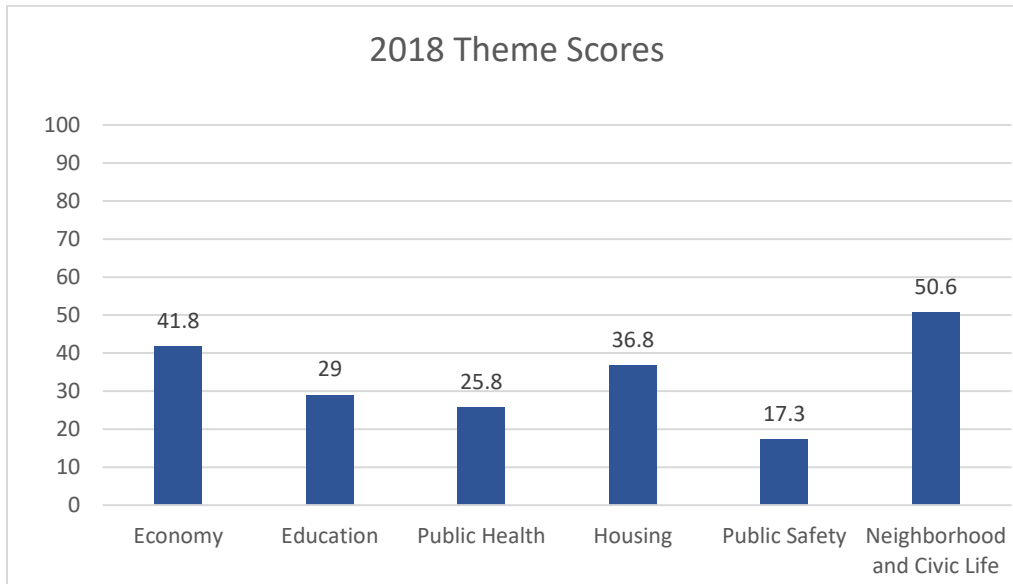
It is important to remember with this scoring system a high score indicates high levels of equity, not necessarily overall quality of outcomes. If everyone is doing poorly in a particular area but doing equally poorly, that area would get a high equity score, but that does not indicate that outcomes are as good in that area as we might ultimately want them to be. Additionally, low scores mean there is a lot of inequity, but do not directly measure whether the outcomes for the groups are objectively good or bad. This equity baseline measurement can, however, inform our choices and policies so that as our City grows and prospers, all residents are able to benefit from that prosperity.

Results

City-wide Result **33.5**

Oakland's 2018 Citywide Equity score, which encompasses all Indicators in the framework, is **33.5** (out of 100), demonstrating substantial room for improvement. See Appendix D for the full framework with all the scores. The highest scoring Theme was Neighborhood and Civic Life (50.6), followed by Economy (41.8), then Housing (36.8), Education (29.0), Public Health (25.8), and the lowest scoring Theme was Public Safety (17.3).





Highest Scores

The five highest scoring Topics throughout the framework were Civic Engagement at 75.0 (within the Neighborhood and Civic Life Theme), Job Quality at 51.7 (within the Economy Theme), Employment (also within Economy) and Affordability (within the Housing Theme) both at 49.0, and Staffing (within Public Safety) at 48.3.

The five highest scoring Indicators were Equal Access Accommodations at 100 (within Neighborhood and Civic Life Theme: Civic Engagement Topic), Adopt a Drain at 80 (within Neighborhood and Civic Life: Civic Engagement), Homeownership with Mortgage at 78 (within Housing: Displacement), Life Expectancy at 77 (within Public Health: Mortality), and tied for fifth highest scoring were Labor Force Participation (within Economy: Employment) and Participation in Workforce Development Programs (within Economy: Job Quality), both at 72.

Lowest Scores

There were 12 Indicators that received the lowest possible score of a 1 indicating the most extreme levels of inequity exist between groups for these measures. They were (in the order they appear in the Framework) as follows:

- Education: Program Access – Suspensions
- Education: Teachers – Representation of Student Population
- Public Health: Child Health – Childhood Asthma Emergency Department Visits
- Public Health: Physical and Mental Health – Substance Abuse Emergency Department Visits

- Housing: Displacement - Homelessness
- Public Safety: Incarceration – Adult Felony Arrests
- Public Safety: Incarceration – Jail Incarceration
- Public Safety: Incarceration – Prison Incarceration
- Public Safety: Law Enforcement – Use of Force
- Public Safety: Community Stressors – Homicides
- Public Safety: Community Stressors – Juvenile Felony Arrests
- Neighborhood and Civic Life: Built Environment – Pedestrian Safety

These are significant findings, with potentially profound life changing impacts, disproportionately being experienced by our residents of color. In light of the City of Oakland’s commitment to equity, they provide meaningful markers of the greatest opportunities to make a difference for those in our marginalized communities.

Next Steps

Publishing this first year’s Equity Indicators Report is important because the information positions the City to use data to drive equity outcomes, but it is only a small step in a much larger effort to address these inequities. To complement this quantitative baseline, the Department of Race & Equity is also working with community partners to gather qualitative data from diverse community members in Oakland. This will provide important context and insights into the root causes of these disparities and meaningful solutions to the problems illuminated in the Equity Indicators Report.

Data-informed, transparent community involved decision-making is essential to transformational institutional change that will advance equitable outcomes in our communities of color.

The City of Oakland is energized to keep building on the foundation of this report, to promote dialogue with Oakland’s diverse communities, and to develop policies, programs and partnerships that reduce these inequities, so we build a future where every Oaklander can thrive.



Background

Oakland has a long history of activism around issues of justice and equity. Both oppression and this resistance to oppression have shaped the city's past and the lives of its residents to this day. It is, therefore, not surprising that Oakland was chosen in 2017 to be among the first cohort of five cities to develop local Equity Indicators tools in partnership with the City University of New York's Institute for State and Local Governance (CUNY ISLG) and with funding from the Rockefeller Foundation.

The Equity Indicators Report originated as an action in the Resilient Oakland Playbook (funded by and created in partnership with 100 Resilient Cities—pioneered by the Rockefeller Foundation). Joining the CUNY ISLG cohort allowed Oakland to implement this action while also learning and collaborating with other cities around the country around best practices in measuring and tracking progress toward increasing equity. The Department of Race and Equity collaborated on the development of this report because access to data is critical to Oakland's progress toward addressing inequity through systemic, transformational change.

The purpose of Oakland's Equity Indicators Report is to develop a baseline quantitative framework that can be used by City staff and community members alike to better understand the impacts of race and measure inequities. It will enable City departments and staff to make data-driven decisions about programs and policies to address these inequities and ensure people have equitable access to opportunities and services that we administer or deliver, directly or by contract. It will enable community members to monitor our progress or setbacks and advise improvement. Future reports will measure change in the disparities for different groups over time and will offer an opportunity for City staff and community members to work in collaboration to devise and implement course correction and to celebrate progress.

A Brief Racial History of Oakland

Social inequities in life outcomes that are predictable by race are the inevitable result of our nation's history. Oakland is today one of the most racially and ethnically diverse cities in the country ⁽¹⁾. Before the arrival of European explorers, it was the home of one group, the Ohlone, one of the many indigenous tribes who populated the territory that became California. In the late 1700s, California was home to more than 300,000 native people in more than 200 tribes, by 1848, disease spread by contact with outsiders had reduced California's native population by more than two-thirds. This catastrophic decline disrupted families, communities, and trading networks, weakening native resistance to Spanish, Mexican, and American intrusion.

By 1860, the state's native population had been reduced to 30,000, decimated by disease, removal from their land, starvation, poverty, bounty hunters, and other historical mistreatment. Just 40 years later, in 1900, this native population had plummeted to 20,000. Ultimately the fate of local tribes mirrored that of indigenous groups across the country, leading to the commonly unnamed disparity of underrepresentation in the general population, when at one time they were the majority population ⁽²⁾.

In more recent history, Oakland was the place where laws like the 1882 Chinese Exclusion Act (the first law to prevent a specific ethnic group from immigrating to the United States) was first tested ⁽³⁾ and where in 1927 William Parker (a known KKK member) was elected to City Council ⁽⁴⁾.

In Oakland, as in cities across the nation, people of color were impacted by the 1940/50s federal housing redlining policy, which excluded communities of color from the wealth building opportunity of homeownership. Their neighborhoods were abandoned to urban decay after “White flight” to the suburbs. Highway 17 (now I-880 or Nimitz Freeway) was built through the heart of the African American community, disrupting community cohesion, and economic viability by cutting it off from Downtown. Many homes and businesses were destroyed to build the Cypress Viaduct and the rest of the Nimitz Freeway. Further urban renewal caused the destruction of the area around Market and 7th streets to make way for the Acorn High Rise apartments. This urban renewal thrust in West Oakland continued into the 1960s with the construction of BART and the Main Post Office Building at 1675 7th Street. Many African American and Latino families were displaced from West Oakland during this period. African Americans relocated to East Oakland (especially the Elmhurst district and surrounding areas) and Latinos moved into the Fruitvale neighborhood.

The people of Oakland pushed back. Oakland was at the center of the general strike during the first week of December 1946, one of six cities across the country that experienced such a strike after World War II and marked the beginning of the labor movement. In the 1960s, when massive demonstrations and civil unrest resulted in the Civil Rights Acts (which made it a federal crime to discriminate against someone based on their race, color, sex, religion, or national origin in employment and housing), Oakland was again at the center of change. Community groups born in the 1960s like the Black Panther Party, Oakland Community Organizations (OCO), Unity Council, Intertribal Friendship House and many others continued to organize and demand protections and equal access to jobs, housing, employment, transportation and services ⁽⁵⁾. These laws and policies helped people to address injustice at an individual level, but it was soon realized that more needed to be done to address the deep inequities created by years of blatantly discriminatory policies and practices and to change the systems that created oppression ⁽⁶⁾.

In the 1980s and 1990s, community organizations started new efforts to influence and encourage local governments to explore how to undo the legacy of institutionalized racism. In Oakland, PolicyLink, the Green Lining Institute and the Center for Racial Justice Innovation (Race Forward) amongst others led these efforts. By the early 2000s racial equity initiatives and tools began to be used by local government staff and elected government officials to figure out how to change the inequities in outcomes impacting communities of color in multiple cities across the country. In 2016 the City of Oakland launched its own Department of Race and Equity to advance equity change action in the City government. A growing number of local government institutions are realizing the need to measure and account for their progress towards equity and to embrace their responsibility to ensure that their programs serve all populations. Using disparity data to evaluate the impact of activities, set equity outcome goals and do racial equity impact analyses is critical to advancing equitable outcomes for communities of color ⁽⁶⁾.

Although we cannot change the past, we can learn from it to change the future. By focusing on the impacts of race, implementing intentional strategies to address disparities and measuring our progress we can eliminate rather than deepen disparities in our communities ⁽⁶⁾. If Oakland’s history of struggle to achieve equity teaches us anything, it is that we cannot do this in isolation. We understand the need to work side by side with the community and partner institutions to undo the legacy of racism to create an Oakland where there is equity in opportunity that results in equitable outcomes for all.



EQUALITY



EQUITY

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 - 2 University of California. (2009) Native Americans: Arts and Traditions in Everyday Life. (2009) [California Cultures](#) project
 - 3 Zhang, Sheldon (2007). Smuggling and trafficking in human beings: all roads lead to America. Greenwood Publishing Group. p. 69. ISBN 978-0-275-98951-4.
 - 4 Deniels, Roger and Olin, C. Spencer Jr, Editors. *Racism in California: A Reader in the History of Oppression*. (1972) The Macmillan Company.
 - 5 Zinn, Howard (2003). *A People's History of the United States*. Harper-Collins. P. 126-210. ISBN-0-06052842-7
 - 6 Hanks, Angela, Solomon, Danyelle, and Weller, Christine E. Systemic Inequality. (2018) Center for American Progress <https://www.americanprogress.org/issues/race/reports/2018/02/21/447051/systematic-inequality/>
-

Methodology

The Equity Indicators methodology was originally developed by the City University of New York's Institute for Local and State Governance (CUNY ISLG) and then adapted for the Oakland context.

Process of Developing the Initial Framework

The process included the following steps:

1. Research inequities in Oakland, who experiences those inequities, and the City of Oakland's policy priorities, including the Resilient Oakland Playbook and the work of the Department of Race and Equity.
2. Create a draft framework, based on the research in Step 1.
3. Solicit feedback from a range of stakeholders, including community members, advocacy groups, government agencies, and City leadership. This step included two community workshops held in fall 2017.
4. Revise the draft framework in accordance with the feedback received.
5. Test the Indicators (see section below on *How Indicators Were Chosen*).
6. Revise the framework and solicit additional feedback as needed.
7. Finalize the tool and publish the first year of findings.

Structure of Oakland Equity Indicators Framework

The Oakland Equity Indicators framework is structured at four levels: Citywide, Theme, Topic, and Indicator. The Citywide framework consists of six Themes that cover broad areas of people's lives: 1-Economy, 2-Education, 3-Public Health, 4-Housing, 5-Public Safety, and 6-Neighborhood and Civic Life. These Themes are not exhaustive, but were chosen based on areas of inequity in Oakland. They are also not mutually exclusive; there are many relationships between the Themes. For example, education influences economic outcomes, economic status influences housing and health, etc.

Within each Theme are four Topics, for a total of twenty Topics in the whole framework. Topics allow the broad Themes to be discussed and analyzed at a more detailed level. For example, within the Theme of Economy, the four Topics are: Business Development, Employment, Financial Health, and Job Quality. Within each Topic are three Indicators, for a total of twelve Indicators per Theme and seventy-two Indicators in the whole framework. Indicators are the specific quantifiable metrics that are used to measure equity within each Topic and Theme. See Appendix A for the full structure of the framework with the exact Themes, Topics, and Indicators.

How Indicators Were Chosen

The Indicators chosen represent the best proxies we could find for the complex disparity themes we set out to measure. The following criteria were used to determine the indicators included in each of the topics in the final framework:

1. Data is available, high quality, and from a reliable source.
2. We will be able to calculate change over time (i.e., data is updated and accessible on an annual basis and changes from year to year can be meaningfully interpreted).
3. There is a strong causal model for why this Indicator matters (i.e., we understand the context behind the Indicator and how disparities affect people).
4. The data accurately represents the impact of inequity on people's lives (e.g., not measuring quantity when what matters is quality).

How Indicators Are Scored

Per CUNY ISLG, Equity Indicators are designed to be scored in two ways. Static Scores capture findings for a given year, and Change Scores capture change from the baseline to the most recent year. Given that this is the first ever equity indicators report for Oakland, all scores presented will be Static Scores. We intend in future years to include Change Scores to allow for discussions about whether and where progress toward equity is being made.

The standard approach for scoring Indicators is to calculate the ratio between the outcomes for the least and most advantaged racial/ethnic groups. This ratio is then converted to an Equity Score using a standard algorithm developed by CUNY ISLG (see Appendix B for the ratio-to-score conversion table). Scores are on a scale from 1 to 100, with 1 representing the highest possible inequity and 100 representing highest possible equity. For example, for the Unemployment Indicator, we calculated the ratio between the unemployment rates of African Americans and Whites because these two groups had the highest and lowest rates

respectively. The ratio for this Indicator is 2.12, meaning that African Americans were 2.12 times more likely than Whites to be unemployed. This ratio yields an Equity Score of 40, representing substantial room for improvement.

There are some exceptions to this standard approach. While most Indicators measure negative outcomes, some Indicators measure positive outcomes (e.g., business ownership). In this case, the ratio is flipped to compare the most and least advantaged groups so that scores can align on the same scale. Also, whenever possible, data was used that directly contained the reported race/ethnicity of the people affected by that Indicator, however sometimes we used geographic data as a proxy for racial and ethnic groups. Nine of the seventy-two Indicators in the framework measure racial and ethnic disparities based on the majority race/ethnicity of census tracts. Four of the seventy-two Indicators in the framework measure racial and ethnic disparities based on zip code. Due to the low number of zip codes in Oakland, these Indicators compare zip codes in which more than 60% of the population is non-White and zip codes in which more than 60% of the population is White. These demographics are all based on Census Bureau, American Community Survey 5-year estimates, 2012-2016. For full details on census tract and zip code calculations, see Appendix E.

In addition, while the vast majority of Indicators measure racial and ethnic disparities, three Indicators measure geographic disparities (1 by Police Area and 2 by City Council District), and two Indicators are citywide measures (equal access accommodations and curb ramps). Finally, there are some exceptions to which racial and ethnic groups are used for the scored comparison (i.e., for some indicators we do not compare the least and most advantaged). Any exception is noted and a reason given. Regardless of any exceptions, within the explanation of each Indicator, data is presented for all available groups or geographic areas, and it is made clear which groups/areas are used for scoring.

Scores for Topics are calculated by averaging the three Indicator scores within each Topic, and Theme Scores are calculated by averaging the four Topic Scores within each Theme. Finally, the Citywide score is calculated as the average of the six Theme scores. By having multiple measures, we aim to generate more fair and accurate scores for the broader Topics, Themes, and ultimately the single Citywide Equity Score. By choosing a standard number of Indicators and Topics per Theme, we avoid skewing the results too heavily towards any one area. By using a simple average to calculate higher level scores (as opposed to assigning weights to Indicators or Topics), we also avoid potential personal bias.

It is important to remember with this scoring system that a high score indicates high levels of equity, not necessarily overall quality of outcomes. If everyone is doing poorly in a particular area but doing equally poorly, that area would get a high equity score, but that does not

indicate that outcomes are necessarily as good in that area as we might ultimately want them to be. Additionally, low scores mean there is a lot of inequity, but do not directly measure whether the outcomes for the groups are objectively good or bad. This equity baseline measurement can, however, inform our choices and policies so that as our City grows and prospers, all residents are able to benefit from that prosperity.

Purpose of Scoring

Per CUNY ISLG, “scoring has two important and related benefits. It enables the standardization of data produced in different formats (i.e., percentages, and rates) and from different modes of data collection (i.e., administrative data and survey data). In turn, [scoring] makes it possible to synthesize findings across Indicators, Topics, and Themes to produce higher-level findings,” an important feature of the framework. Without scoring, the only conclusions from this process would be individual results for the seventy-two Indicators.

Data Sources

The specific data source for each Indicator is noted in the explanation of that Indicator. Generally, data came from two different types of sources: publicly available data and internal City administrative data. The two most frequently used publicly available data sources were the Census Bureau’s American Community Survey and the Oakland Unified School District’s (OUSD) dashboards. We also requested Oakland-specific data from the Alameda County Department of Public Health for many of our Public Health Indicators. Internal City administrative data was either already publicly available or obtained by request from specific departments (such as the Oakland Police Department). For a list of all data sources, see Appendix C.

We attempted to use the most recently available data for all Indicators. Usually that meant data from 2016 or 2017, but sometimes data was older than that or aggregated over multiple years. In those cases, the exact timeframe is noted in the explanation of each Indicator.



How Indicator Are Presented



Oakland Equity Indicators

Citywide

The Citywide framework consist of 6 themes that cover broad areas of people's lives.

Themes

1. Economy
2. Education
3. Public Health
4. Housing
5. Public Safety
6. Neighborhood and Civic Life.

Topics

Within each theme there are 4 topics.
Whithin each topic there are 3 indicators, for a total of 12 indicators per theme and 72 indicators in the whole framework.

Indicators

Indicators represent the best proxy we could find for the complex disparities we set out to measure.
Every indicator receives a score, created by calculating the ratio between the outcomes for the least and most advantaged racial/ethnic group.

Ratios & Scores

The ratio is then converted to an Equity Score using an algorithm developed by CUNY ISLG.

Scores & Scales

Scores are on a scale from 1 to 100.
1 represents the highest possible level of **inequity**.
100 represents the highest possible level of **equity**.

Theme 1 Economy

IN THIS SECTION:

Business Development

- Business Ownership
- Prime Contracts Awarding
- Long-term Business Vacancy

Employment

- Disconnected Youth
- Labor Force Participation
- Unemployment

Financial Health

- Access to Healthy Financial Institutions
- Median Household Income
- Poverty

Job Quality

- Employment in High Wage Industries
- Living Wage
- Participation in Workforce Development Programs

Theme 1: Economy

Theme Score: 41.8

In Oakland and across the Bay Area, there are wide disparities in economic outcomes for different groups. Structural barriers in society result in some residents having more access than others to economic opportunities that build wealth and financial stability. This Theme not only includes the standard measures of economic well-being (e.g., unemployment, poverty) but it also evaluates racial and ethnic disparities in the quality of jobs, business development, and elements of financial health.

Economy ranked second highest compared to the other Themes in the Oakland Equity Indicators framework. The 12 Indicators within the Economy Theme examine inequities faced by racial and ethnic minorities across four Topic areas: Business Development, Employment, Financial Health, and Job Quality.

All Topics showed room for improvement. Job Quality had the highest Topic score (51.7), and Employment scored second highest (49.0), followed by Business Development (33.7), and the lowest scoring Topic was Financial Health (32.7).

Topics and Indicators within this Theme:

Topic	Score	Indicators	Score
Business Development	33.7	Business Ownership	36
		Prime Contracts Awarding	31
		Long-term Business Vacancy	34
Employment	49.0	Disconnected Youth	35
		Labor Force Participation	72
		Unemployment	40
Financial Health	32.7	Access to Healthy Financial Institutions	31
		Median Household income	34
		Poverty	33
Job Quality	51.7	Employment in High Wage Industries	54
		Living Wage	29
		Participation in Workforce Development Programs	72

Topic 1.1: Business Development

Topic Score: 33.7

The Business Development Topic includes three Indicators that measure racial and ethnic disparities in business ownership, prime contracts awarding, and business vacancy. The first Indicator in this Topic measures disparities in business ownership rates between African American and White Oaklanders. The second Indicator measures disparities in the distribution of contracts under \$100,000 awarded by the City to African American and White business owners. The third Indicator measures disparities in the location of business addresses that had been vacant for two years or more by majority race/ethnicity of census tracts.

Business Development was the second-lowest scoring Topic in the Economy Theme, with a Topic score of 33.7. The Indicator scores were relatively similar, with a score of 34 for long-term business vacancy and business ownership receiving a score of 36. Prime contracts awarding had a slightly lower score (31), but all Indicators in this Topic show room for improvement.

Economy: Business Development - Business Ownership

Ratio between the percents of Whites and African Americans who are business owners

Score: 36

Ratio: 2.70

What is measured?

This Indicator measures the percent of employed individuals who are self-employed in their own incorporated business, professional practice, or farm.

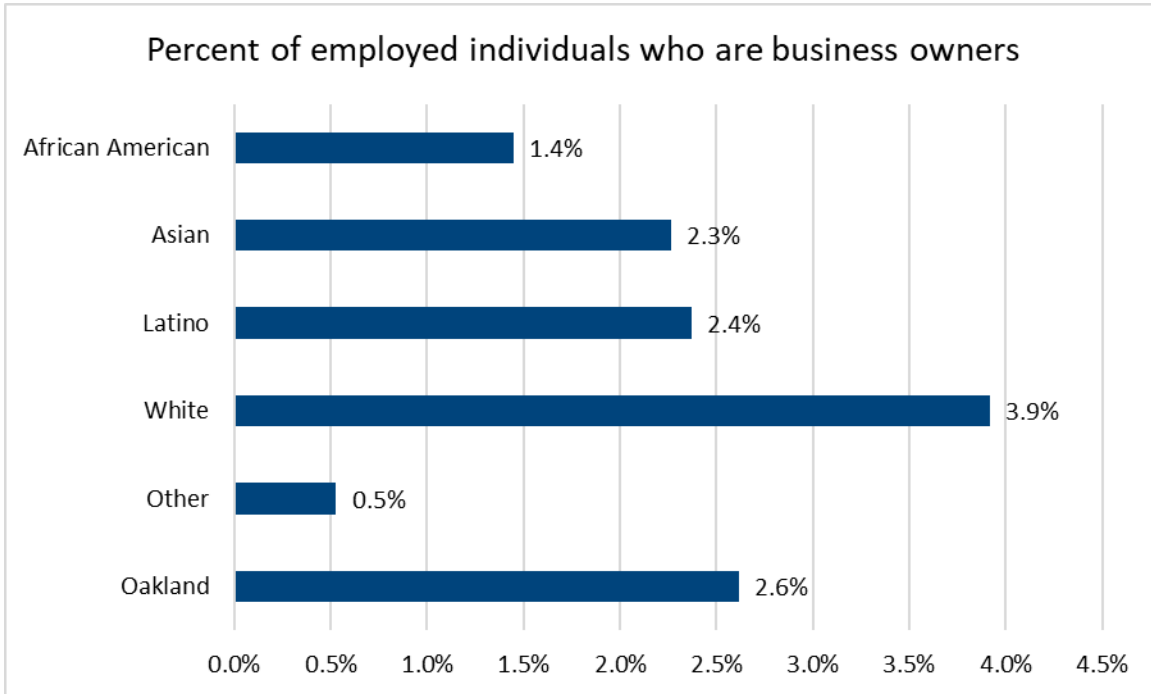
Why is this important?

Business ownership is an important measure of economic development and individual financial empowerment, and it can help alleviate other economic disparities for racial and ethnic minorities, including disparities in income and employment. Self-employment and family-business ownership have been shown to increase economic mobility for workers and their children. (Source: <https://www.urban.org/sites/default/files/publication/33841/413134-self-employment-family-business-ownership-and-economic-mobility.pdf>)

What did we find?

Among White employed individuals, 3.9% were business owners, compared to 1.4% of African American employed individuals. Latino and Asian employed individuals had similar rates of business ownership at 2.4% and 2.3%, respectively. The citywide business ownership rate was 2.6%. Whites were 2.7 times more likely to own their own business than African Americans.

Data:



Source: American Community Survey, 1-year PUMS, 2016 (Oakland PUMAs extend beyond the city boundaries, see maps here: https://www.census.gov/geo/maps-data/maps/2010puma/st06_ca.html)

Economy: Business Development - Prime Contracts Awarding

Ratio between the percents of Prime construction and professional services contracts under \$100,000 received by African Americans and Whites

Score: 31

Ratio: 3.42

What is measured?

This Indicator measures the percent by race/ethnicity of Prime contractors for construction and professional services contracts who received under \$100,000. Additional data is provided on the average amount received by these contractors. Data is from fiscal year 2015-16 and the date used to assign contracts to a fiscal year is the date that the compliance analysis was

completed, or the review date. The dollar amounts represent the initial award; any negotiated bid amounts or change orders are not taken into account. The initial award is adjusted to how much of the total contract went to the Prime as opposed to Subprime contractors.

Why is this important?

The City of Oakland awarded over \$58 million in construction contracts and almost \$8.5 million in professional services contracts in fiscal year 2015-16. It is important to understand whether there are disparities by race/ethnicity in who received these contract dollars. The City is in the process of a full disparity study that will provide analysis on this issue as well. Next year, we intend to update this Indicator with the results of that study. In the interim, we used the data currently available to determine whether contractors of certain races were less likely to receive large contracts.

What did we find?

We found that for Prime construction and professional services contracts, 66.7% of African American contractors received contracts under \$100,000, which was 3.42 times as often as White contractors (19.5%). Additionally, White contractors received an average of \$1,059,209 per contract which was 11.87 times as much as African American contractors received on average (\$89,191). It should be noted that the sample sizes between races were very different with 6 contracts going to African Americans and 41 to Whites. Whether or not this low number awarded to African American contractors was in and of itself an inequity remains to be determined by the full disparity study which will look at the availability of contractors by race/ethnicity.

Data:

Prime Contracts by Race/Ethnicity	Number of Contractors	Average Contractor Amount	Percent of Contracts Under \$100k
African American	6	\$89,191	66.7%
Asian	5	\$362,643	20.0%
Latino	18	\$923,891	44.4%
White	41	\$1,059,209	19.5%
Other/NL	14	\$299,175	35.7%

Source: Oakland Contracts and Compliance Division by request, Fiscal Year 2015-16

Indicator 3: Economy: Business Development - Long-term Business Vacancy

Ratio between the percents of business addresses that have been vacant for 24 months or more in majority Asian and majority White census tracts

Score: 34

Ratio: 2.96

What is measured?

This Indicator measures the percent of business addresses that have been identified as “vacant” by the United States Postal Service (USPS) for at least two years. Data is collected and aggregated at the census tract level by the USPS on a quarterly basis.

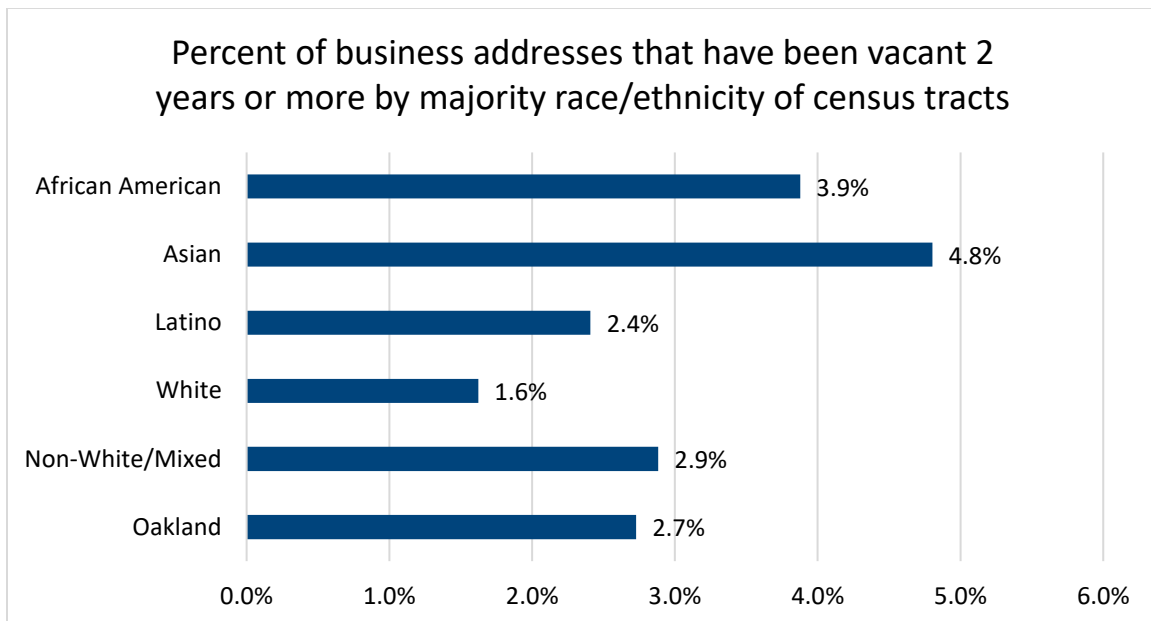
Why is this important?

High levels of long-term business vacancy are detrimental to the economic vibrancy of neighborhoods. Business addresses can be vacant at any point in time for a variety of reasons, including new construction, renovation, and tenant turnover. Addresses that remain vacant for two years or more, however, may be indicative of economically distressed neighborhoods or areas where rents are too high for businesses to afford them.

What did we find?

Long-term business vacancy was highest in majority Asian census tracts (4.8%), which represent the Chinatown neighborhood near downtown Oakland. Second highest were majority African American census tracts (3.9%). Long-term business vacancy was lowest in majority White census tracts (1.6%) and second lowest in majority Latino census tracts (2.4%). Majority Asian census tracts were 2.96 times more likely to have long-term business vacancies than majority White census tracts.

Data:



Source: U.S. Department of Housing and Urban Development Aggregated USPS Administrative Data on Address Vacancies, Quarter 3 ending September 30, 2017, <https://www.huduser.gov/portal/datasets/usps.html>; American Community Survey, 5-year estimates, 2012-2016

Topic 1.2: Employment

Topic Score: 49.0

The Employment Topic includes three Indicators that measure participation in the workforce, an essential component of economic wellbeing. The first Indicator in this Topic measures disparities in the rate of disconnectedness from school or work among young people ages 16 to 24 between African Americans and Asians. The second Indicator measures disparities in labor force participation, while the third Indicator focuses on disparities in unemployment, both between African American and White Oaklanders.

The Employment Topic scored 49.0, the second highest score in the Economy Theme. The disconnected youth Indicator received the lowest score within the topic at 35. Labor force participation scored the highest within the Topic at 72, and the unemployment score was 40. This indicates that while there are fewer racial and ethnic disparities in who is participating the labor market, African American people within the labor market face greater disadvantage when it comes to securing and maintaining employment.

Economy: Employment - Disconnected Youth

Ratio between the percents of African American and Asian youth who are disconnected

Score: 35

Ratio: 2.80

What is measured?

Youth are considered disconnected if they are out of work and out of school. This Indicator measures the percent of the population aged 16-24 who are neither working nor in school.

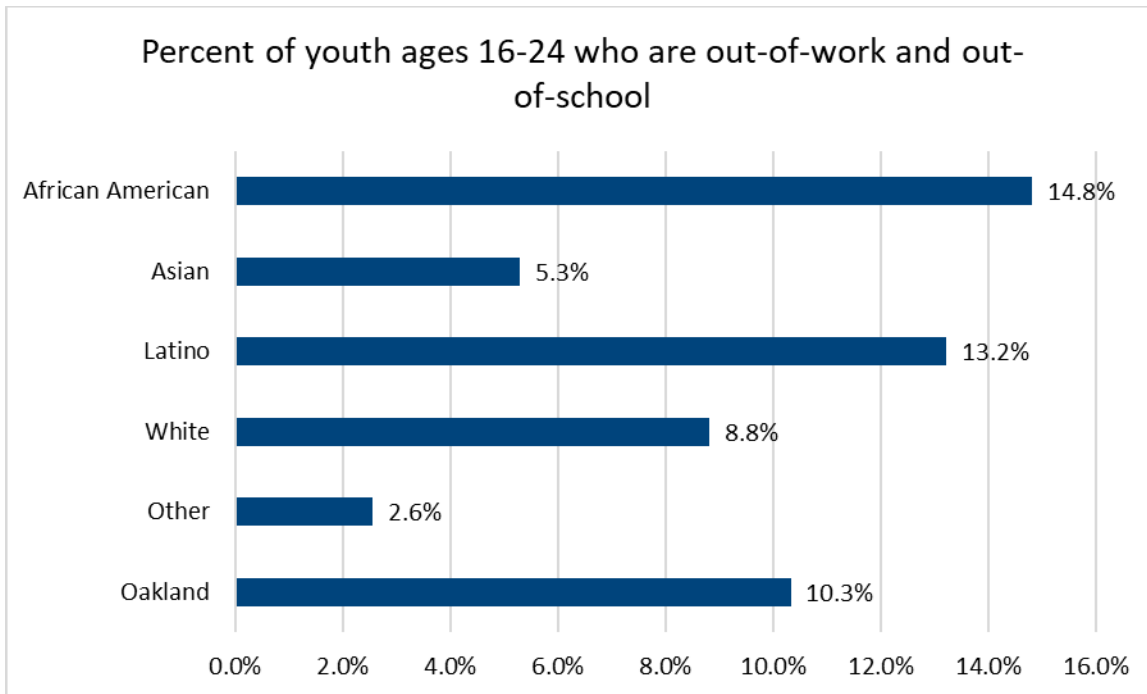
Why is this important?

Between the ages of 16-24, young people are in transition between youth and adulthood, developing the education, networks, confidence, and social-emotional skills to handle stress and prepare for adult independence. Youth that are out of work and out of school face disadvantages in making this transition successfully. They also face a higher risk of involvement with the criminal justice system.

What did we find?

Citywide, one in ten youth were neither working nor in school (10.3%). African American youth were the most likely to be disconnected (14.8%), followed closely by Latino youth (13.2%). Asian youth were the least likely to be disconnected (5.3%), while 8.8% of White youth were disconnected. African American youth were 2.80 times more likely to be disconnected from both work and school than Asian youth. This outcome tracks with the education data for the groups, with the same groups experiencing the greatest disadvantage.

Data:



Source: American Community Survey, 1-year PUMS, 2016 (Oakland PUMAs extend beyond the city boundaries, see maps here: https://www.census.gov/geo/maps-data/maps/2010puma/st06_ca.html)

Economy: Employment - Labor Force Participation

Ratio between the percents of African Americans and Whites who are not participating in the labor force

Score: 72

Ratio: 1.27

What is measured?

This Indicator measures the percent of the population aged 16 and older who are neither working nor looking for work. Employed individuals, unemployed individuals who are looking for work and individuals in the armed forces are not included in this measure.

Why is this important?

Labor force participation is an important Indicator because unemployment statistics do not capture all individuals who are not working. For example, individuals who are not working and not looking for work are not in the labor force. Some of these individuals are classified as discouraged workers who may have given up seeking work due to prolonged unemployment,

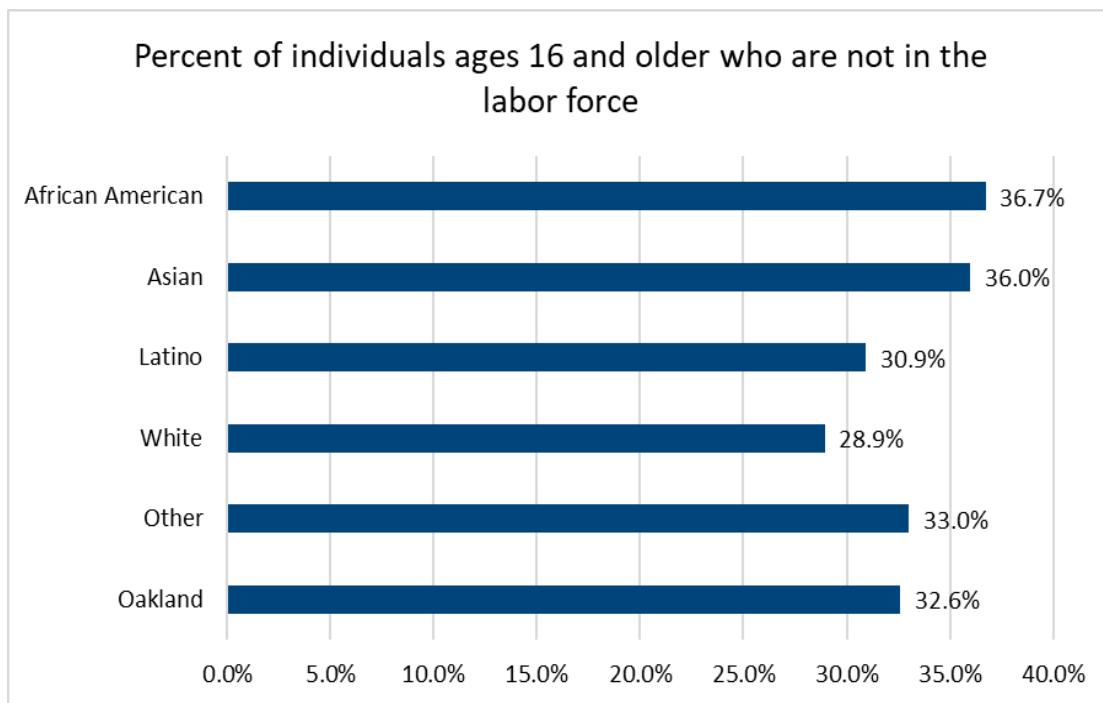
lack of opportunities that match their skills, and education, age, and disability. Other individuals not in the labor force include retired persons, students, and those taking care of children or other family members.

(Source: <https://www.bls.gov/cps/lfcharacteristics.htm>)

What did we find?

Across all racial and ethnic groups, about one in three individuals aged 16 and older (32.6%) were not in the labor force. Labor force non-participation was less common among Whites and Latinos, 28.9% and 30.9% respectively. Higher percents of African Americans (36.7%) and Asians (36.0%) were not in the labor force. African Americans were 1.27 times more likely than Whites to not be in the labor force.

Data:



Source: American Community Survey, 1-year PUMS, 2016 (Oakland PUMAs extend beyond the city boundaries, see maps here: https://www.census.gov/geo/maps-data/maps/2010puma/st06_ca.html)

Economy: Employment - Unemployment

Ratio between the unemployment rates for African Americans and Whites

Score: 40

Ratio: 2.12

What is measured?

Unemployment is measured by the percent of the labor force that is unemployed. The labor force includes all individuals aged 16 and older who are either employed or unemployed and looking for work. Individuals in the armed forces are excluded from this measure.

Why is this important?

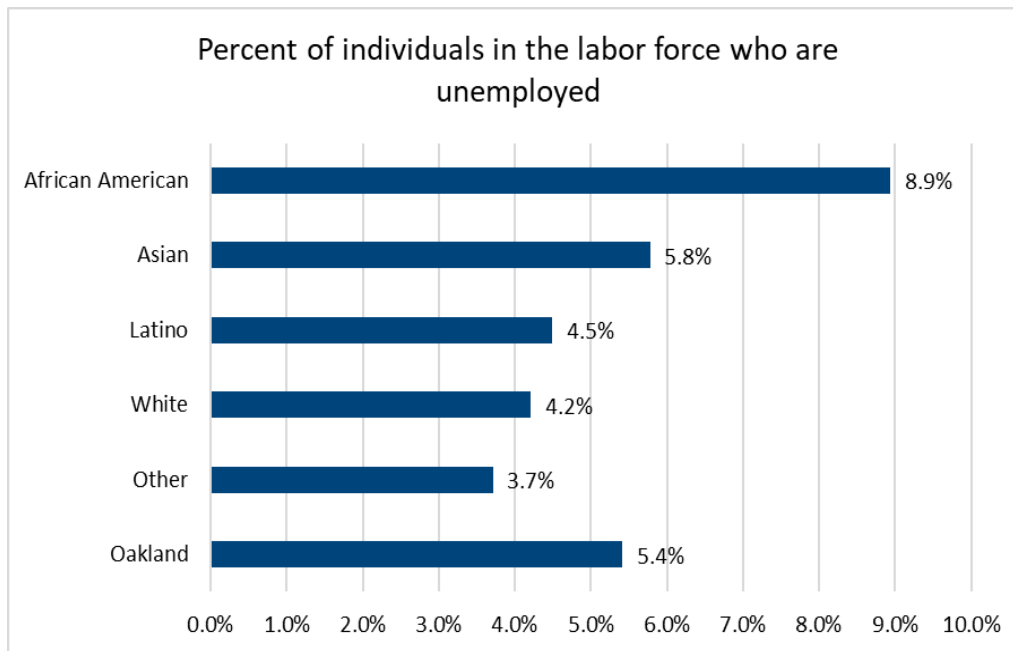
Employment provides the means to participate in the economy and reduces the likelihood of living in poverty. Nationally, unemployment rates are higher among African Americans than their White counterparts. Furthermore, the African American unemployment rate rose more than the rate for Whites during the Great Recession and has been slower to fall as the economy has recovered. Differences across racial and ethnic groups may point to a number of barriers racial and ethnic minorities face to securing and maintaining employment, including job availability, educational attainment, and discrimination in hiring.

(Source: <https://news.stanford.edu/2017/06/16/report-finds-significant-racial-ethnic-disparities/>)

What did we find?

African Americans were the most likely to be unemployed (8.9%) and Whites the least likely (4.2%). The unemployment rate among Latinos (4.5%) was similar to that of Whites, while a slightly higher percent of Asians were unemployed (5.8%). African Americans were 2.12 times more likely than Whites to be unemployed.

Data:



Source: American Community Survey, 1-year PUMS, 2016 (Oakland PUMAs extend beyond the city boundaries, see maps here: https://www.census.gov/geo/maps-data/maps/2010puma/st06_ca.html)

Topic 1.3: Financial Health

Topic Score: 32.7

The Financial Health Topic includes three Indicators that consider economic security and stability through measures of banking, income, and poverty. The first Indicator measures disparities in the rate of access to healthy financial institutions in White and non-White zip codes. The second Indicator measures racial and ethnic disparities in median household income, while the third Indicator focuses on poverty.

Financial Health had the lowest score in the Economy Theme, at 32.7. The Indicator scores were relatively similar and low, showing room for improvement across the board. Healthy financial institutions had the lowest score at 31. Poverty scored 33, and median household income scored 34.

Economy: Financial Health - Access to Healthy Financial Institutions

Ratio between the ratios of bad-to-good financial institutions in non-White and White zip codes

Score: 31

Ratio: 3.40

What is measured?

This Indicator measures access to different types of financial institutions by zip code. “Good” institutions include banks, credit unions, and savings institutions. “Bad” institutions include check cashing services, money transfer services, and payday loan institutions. The ratio between the number of bad institutions and the number of good institutions is calculated for each zip code. A higher ratio of bad-to-good institutions means that there are disproportionately more bad institutions in a given zip code. The Indicator then measures the ratio of these ratios, comparing zip codes in which more than 60% of the population is non-White to those in which more than 60% of the population is White. The third category of zip codes is those in which the population is racially and ethnically mixed.

Why is this important?

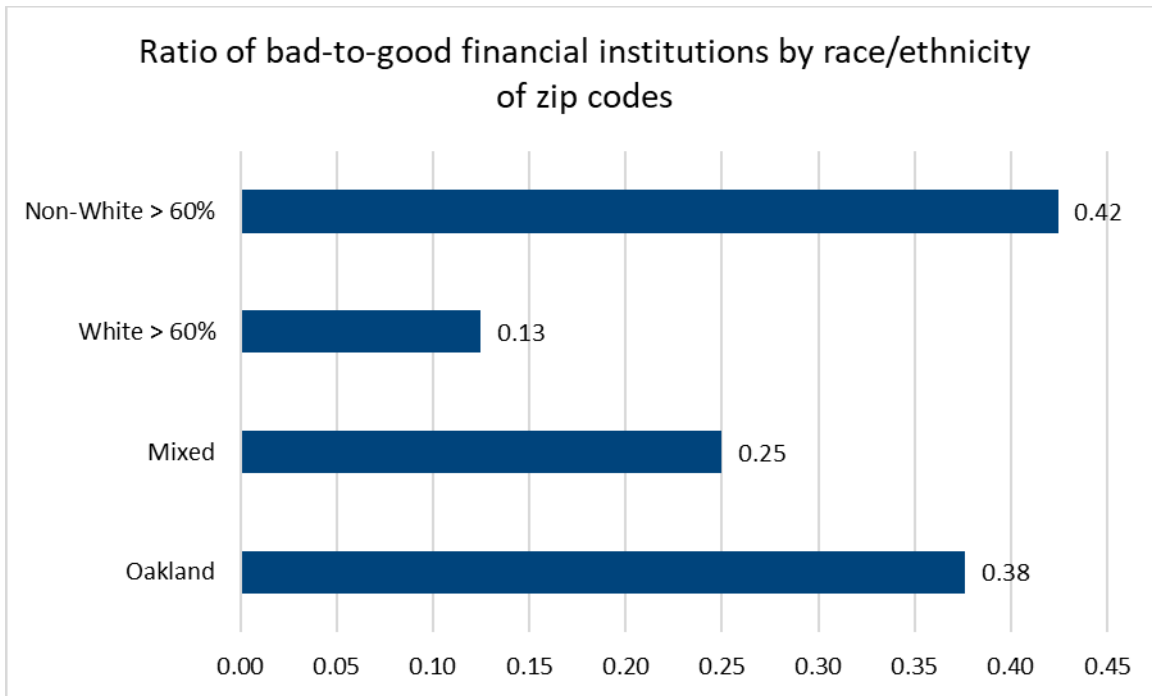
Access to financial institutions can help support the financial health of neighborhoods by providing residents with the resources they need to save and plan for the future. While some types of institutions engage in predatory lending practices, others provide a safe way for customers to build wealth and participate in the local economy. Research has shown that predatory lenders target racial and ethnic minority neighborhoods where there is less access to mainstream financial institutions. Another important factor to consider is the affordability of financial services, even from the “good” institutions.

(Source: <https://www.reuters.com/article/us-usa-foreclosures-race/racial-predatory-loans-fueled-u-s-housing-crisis-study-idUSTRE6930K520101004>)

What did we find?

The ratio of bad-to-good financial institutions in zip codes that are more than 60% non-White was 0.42, compared to 0.13 in zip codes that are more than 60% White. Zip codes that are racially and ethnically diverse had a ratio of 0.25, which was lower than the citywide ratio of 0.38. Majority non-White zip codes had a bad-to-good financial institutions ratio 3.23 times higher than majority White zip codes. See the chart on page 33.

Data:



Source: Reference USA, publicly available through the Alameda County Library, <http://www.aclibrary.org/atoz/R>, data retrieved January 19, 2018; American Community Survey, 5-year estimates, 2012-2016

Economy: Financial Health - Median Household Income

Ratio between the median incomes for White and African American households

Score: 34

Ratio: 2.93

What is measured?

This Indicator measures median household income by the race/ethnicity of householders.

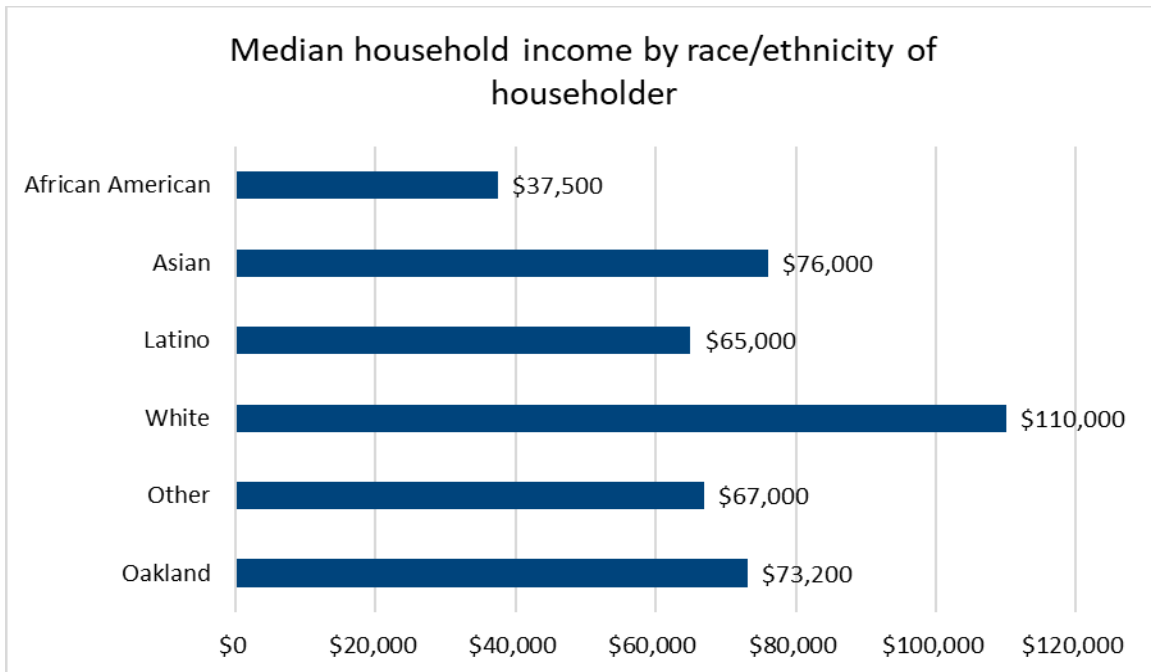
Why is this important?

Median household income is a measure often used by economists to capture how a typical household is faring in a particular area. It is also used to guide certain public policies, including the eligibility requirements for affordable housing. Income is directly tied to many other economic indicators, including poverty, unemployment, educational attainment, and job quality. Differences in median household income may point to disparities in these and other areas.

What did we find?

The median income for White households was highest (\$110,000) and the median income for African American households was lowest (\$37,500). The median income for Asian households (\$76,000) was similar to the citywide median income (\$73,200), while Latino households fell below the citywide median with a median income of \$65,000. The median income for White households was 2.93 times the median income of African American households.

Data:



Source: American Community Survey, 1-year PUMS, 2016 (Oakland PUMAs extend beyond the city boundaries, see maps here: https://www.census.gov/geo/maps-data/maps/2010puma/st06_ca.html)

Economy: Financial Health - Poverty

Ratio between the percents of African Americans and Whites who are living in poverty

Score: 33

Ratio: 3.09

What is measured?

This Indicator measures the percent of the population living at or below the federal poverty level, as defined by the U.S. Department of Health and Human Services. (Source: <https://aspe.hhs.gov/poverty-guidelines>)

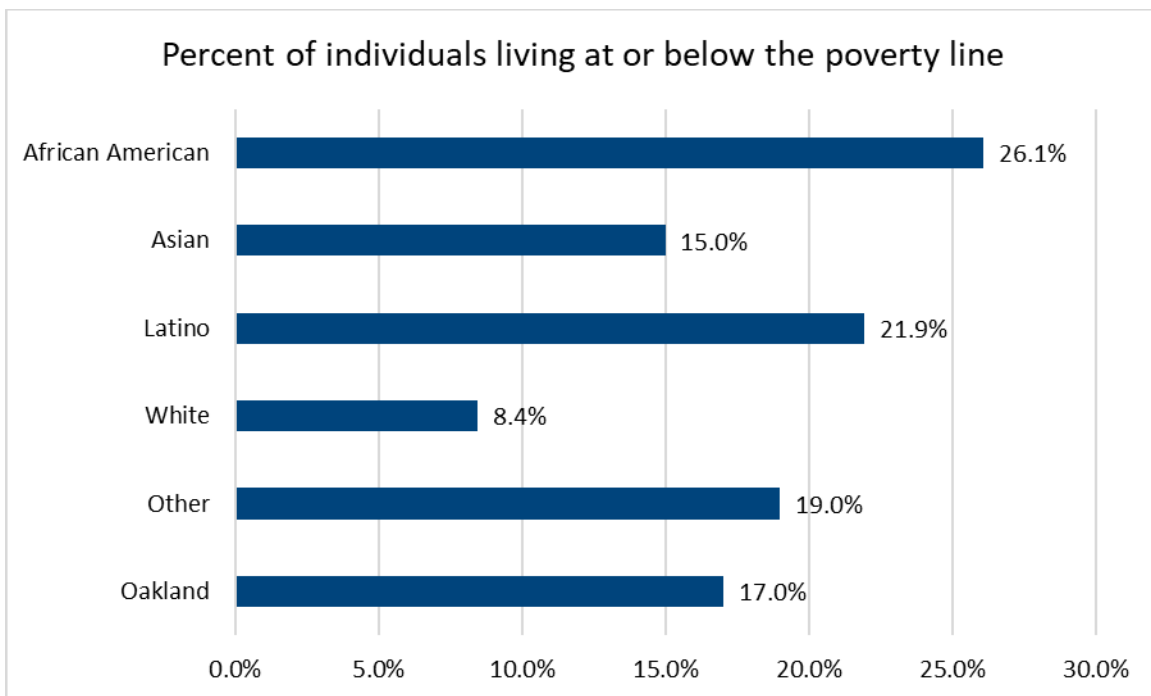
Why is this important?

Individuals and families living in poverty struggle financially but also forego basic necessities in order to make ends meet. Individuals living in poverty may experience hunger, live in low-quality housing, and decide not to seek medical care. Intergenerational poverty can further limit access to opportunity and economic mobility. In addition, when poverty is concentrated geographically, the negative effects on health and wellbeing are compounded at the neighborhood and community level.

What did we find?

African Americans were most likely to be living at or below the federal poverty level (26.1%), compared to 21.9% of Latinos, 15.0% of Asians, and 8.4% of Whites. This means that more than one in four African Americans and more than one in five Latinos were living at or below the federal poverty level. African Americans were 3.09 times more likely than Whites to be living at or below the federal poverty level.

Data:



Source: American Community Survey, 1-year PUMS, 2016 (Oakland PUMAs extend beyond the city boundaries, see maps here: https://www.census.gov/geo/maps-data/maps/2010puma/st06_ca.html)

Topic 1.4: Job Quality

Topic Score: 51.7

The Job Quality Topic includes three Indicators that measure access to high quality jobs that pay a living wage and promote career development and long term economic stability. The first Indicator in this Topic measures disparities in employment rates in high wage industries. The second Indicator measures racial and ethnic disparities in the likelihood of having a job that pays at least living wage. The third Indicator measures racial and ethnic disparities in participation rates in workforce development programs intended for unemployed individuals.

Job Quality had the highest Topic score in the Economy Theme, at 51.7. The Indicator scores varied widely, with the living wage Indicator receiving the lowest score at 29. Employment in high wage industries scored higher at 54. Participation in workforce development programs had the highest score at 72.

Economy: Job Quality - Employment in High Wage Industries

Ratio between the percents of Latino and White workers who are not employed in high wage industries

Score: 54

Ratio: 1.65

What is measured?

This Indicator is measured by the percent of employed individuals who are not employed in industries with a mean annual wage of at least \$80,000. In 2016, these industries included management occupations; legal occupations; healthcare practitioners and technical occupations; computer and mathematical occupations; architecture and engineering occupations; life, physical, and social science occupations; and business and financial operations occupations. (Source: Occupational Employment Statistics, CA Employment Development Department <https://data.edd.ca.gov/Wages/Occupational-Employment-Statistics-OES-/pwxn-y2g5>)

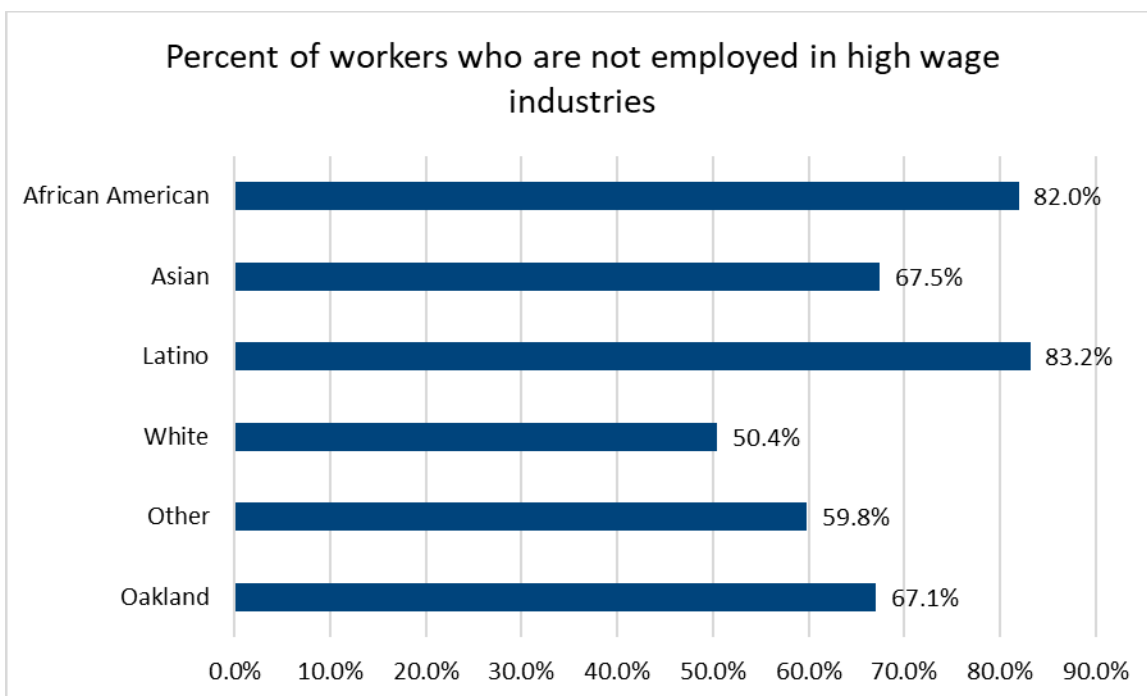
Why is this important?

Employment in high wage industries is an important measure of what kinds of jobs are accessible to individuals of different racial and ethnic groups. Limited access to jobs in high wage industries may be due to several factors, including a mismatch between available jobs and required education or training, discrimination, and other limiting factors that may also contribute to differences in access to quality jobs and overall employment rates. (Source: <https://www.stlouisfed.org/publications/regional-economist/july-2011/the-mismatch-between-job-openings-and-job-seekers>)

What did we find?

Latino workers were the most likely to not be employed in a high wage industry (83.2%), followed closely by African American workers (82.0%). About half of White workers were not employed in a high wage industry (50.4%), and Asian workers fell in the middle (67.5%). Citywide, six out of ten workers were not employed in high wage industries. Latino workers were 1.65 times more likely to not be employed in a high-wage industry than White workers.

Data:



Source: American Community Survey, 1-year PUMS, 2016 (Oakland PUMAs extend beyond the city boundaries, see maps here: https://www.census.gov/geo/maps-data/maps/2010puma/st06_ca.html)

Economy: Job Quality - Living Wage

Ratio between the percents of Latino and White workers who make less than the living wage

Score: 29

Ratio: 3.79

What is measured?

This Indicator measures the hourly wage for all workers ages 16 and older and compares it to the 2016 Oakland living wage (\$14.86 per hour). Hourly wages are calculated by dividing the total person's earnings by the product of the weeks worked and the usual hours worked per week during the past 12 months. The weeks worked variable was set to the midpoint of the interval included in the ACS data. Only workers with non-zero earnings, who were not self-employed or unpaid family workers, and who were at work or had a job but were not at work last week were included in the analysis. (Source for methodology:

<http://laborcenter.berkeley.edu/pdf/2014/chartbook-data-and-methods.pdf>)

Why is this important?

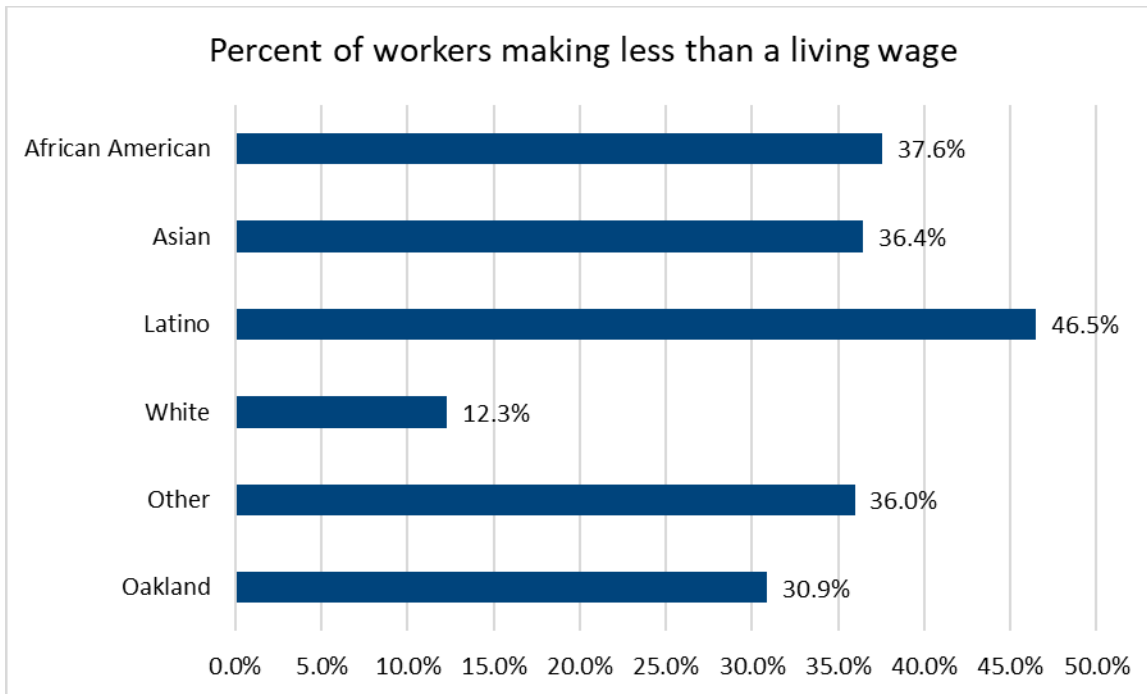
Living wage is the wage that is necessary to maintain a typical standard of living in a particular place. It is the minimum income that represents the fine line between financial independence and the need to seek out public assistance. Living wage standards are sometimes set by local government to take into account higher costs of living, and they are higher than the state or federal minimum wage. In Oakland, the Living Wage Ordinance requires the City to adjust the living wage annually. The living wage standard used in this year's Indicator was based on the 2016 wage which was in effect before the wage was raised effective July 1, 2017. (Sources:

<http://livingwage.mit.edu/pages/about>, <http://www2.oaklandnet.com/w/DOWD009082>)

What did we find?

Citywide, three in ten workers (30.9%) made less than the living wage. Almost half of Latino workers (46.5%) made less than the living wage compared to 12.3% of their White counterparts. Among African American workers, 37.6% made less than the living wage, which was a similar percent to that of Asian workers (36.4%). Latino workers were 3.79 times more likely than White workers to make less than the living wage.

Data:



Source: American Community Survey, 1-year PUMS, 2016 (Oakland PUMAs extend beyond the city boundaries, see maps here: https://www.census.gov/geo/maps-data/maps/2010puma/st06_ca.html)

Economy: Job Quality- Participation in Workforce Development Programs

Ratio between the percents of unemployed Asian and African American Oaklanders who did not participate in the City’s Workforce Development Program

Score: 72

Ratio: 1.27

What is measured?

This Indicator measures the percent of the unemployed population (ages 16 and up) in Oakland by race/ethnicity who *did not* participate in the City of Oakland’s Workforce Development program between 7/1/2016 and 6/30/2017. The percent that *did* participate for each race/ethnicity is calculated by dividing number of participants of that race/ethnicity by the number of unemployed people in the labor force in Oakland of that race/ethnicity. Percent that *did not* participate is 100% minus the percent that *did* participate. NOTE: Participation is not the most meaningful metric, but was the data available. In the future, we hope to replace this with a measurement of exit outcomes for participants by race/ethnicity (i.e., did participants successfully find jobs?).

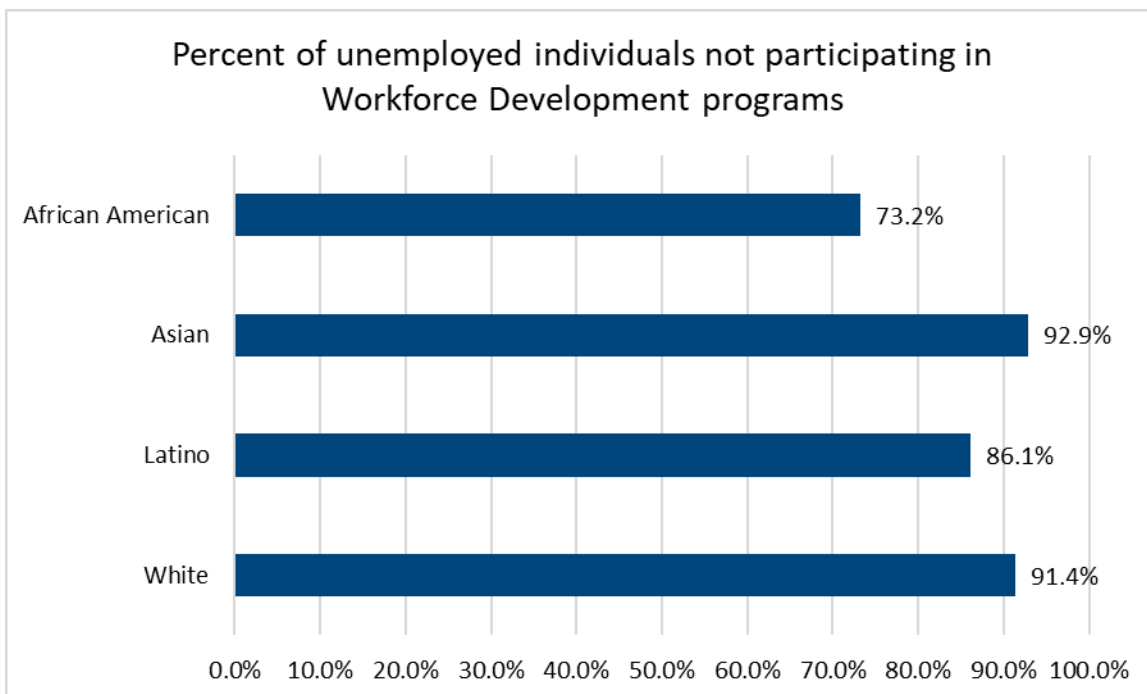
Why is this important?

The City of Oakland’s Workforce Development programs are a resource for job seekers. Job seekers are assigned a case worker and given supports to secure a job (such as a comprehensive assessment and individual employment plan). The intent is that these supports make it more likely the job seeker will find a job and that the job will be of higher quality than might have been obtained without support.

What did we find?

Unemployed African American Oaklanders had the highest participation in the City’s program (26.8% participate, 73.2% did not participate). Asian unemployed Oaklanders had the lowest participation rates (7.1% participate, 92.9% did not participate). Therefore, an unemployed Asian person was 1.27 times more likely to *not* participate in the City’s Workforce Development programs than an African American unemployed person. As shown in our Unemployment Indicator, African Americans have the highest rate of unemployment and Asians the second highest rate. It is, therefore, appropriate that African Americans participate extensively in Workforce Development programs and that participation should continue. However, the results in this Indicator show that Asian participation is an area for improvement as they also experience high unemployment rates, but are the least likely to participate in the City’s Workforce Development programs.

Data:



Source: Workforce participation data from Oakland Economic and Workforce Development department by request, 7/1/2016-6/30/2017. Data on population by race/ethnicity that was unemployed but in the labor force from American Community Survey, 1-year PUMS, 2016. (Oakland PUMAs extend beyond the city boundaries, see maps here: https://www.census.gov/geo/maps-data/maps/2010puma/st06_ca.html)



City of Oakland Racial Equity Impact Analysis

Introduction

The establishment of the Department of Race and Equity the City of Oakland kicked off an effort to explicitly imbed racial equity in its decisions and policies. Unlike the blatantly discriminatory policies of the past, most policies today are not designed to intentionally exclude or to create additional barriers for people of color. But unfortunately, many policies still have real consequences that adversely affect how people of color experience and are impacted by systems. These policies seemed to be “face neutral” or “race silent” but their repeated application lead to outcomes that, over time, cause disparities that are predictable by race.

For this conditions to change, City staff and policymakers must grow the capacity to assess and design explicitly for racial equity. **Racial Equity Impact Analysis** is a template to guide this process of change. By applying an equity focus and analysis to key deliberations, City government can work with community to create conditions where everyone has access to the opportunities necessary to meet their essential needs, advance their well-being and achieve their full potential.

This work is building on ongoing efforts. Communities of color have advocated for generations for the City of Oakland to meet its obligations regarding equity. Community studies and recommendations like the [“Roadmap Toward Equity: Housing Solutions for Oakland, California by Policy Link](#), and [Race, Inequality, and the Desegregation of the Bay Area, Urban Habitat, 2016](#), and others, document the case for a City of Oakland response to racial inequity.

The City of Oakland’s commitment to taking intentional steps to further racial equity is essential to building and maintaining meaningful relationships with underserved communities. We can work with community to create a city where everyone has access to the opportunities necessary to meet their essential needs, advance their well-being, and achieve their full potential.

Race and Equity Working Assumptions

- Race matters - almost every indicator of well-being shows troubling disparities in outcomes by race
- Disparities are often created and maintained inadvertently through policies and practices that contain barriers to opportunity
- It’s possible - and only possible, to close equity gaps by using strategies determined through an intentional focus on race
- If opportunities in all key areas of well-being are equitable, then equitable results will follow
- Given the right message, analysis, and tools, people will work toward racial equity

(Credit to the RACE MATTERS Toolkit and the Annie E. Casey Foundation for researching and crafting this assumptions language)

Racial Equity Focused Results

This approach has the built-in advantage of driving concrete, data driven, outcome oriented problem solving actions. It educates about racial disparities, informs about root causes, engages impacted community and ultimately provides a set of specific recommendations to work with and a framework to evaluate impacts of decisions on equity.

The Department of Race and Equity has led the work to adapt a result based racial equity analysis approach to be applied to emerging and revisions of existing policies, practices and procedures to advance equity. While this does not serve as an immediate cure-all, embracing an explicit equity approach will help Oakland move toward the vision of equity and away from practices that are likely to perpetuate the status quo or worsen inequities to:

- Explicitly **address issues of social and economic injustice, and structural racism**
- Use data to identify groups impacted by racial disparities and racial equity outcomes
- Disrupt racial bias and assumptions embedded in policies, procedures and systems
- Build in decision-making prompts that evoke consideration of equity and inclusion of community
- Foster focused engagement of underserved stakeholders
- Systemically analyze potential impacts of City action or inaction on groups impacted by disparities
- Increase institution's capacity for, and commitment to results based accountability

Who should use it?

A **Racial Equity Impact Analysis** can be used at all and multiple levels of the organization and policy process, and in fact, doing so, will increase effectiveness.

City staff: The routine use of a racial equity impact analysis by staff provides the opportunity to integrate racial equity across the breadth, (meaning all governmental functions), and depth, (meaning across hierarchy) of the City. It serves to elevate equity to the same status as project feasibility and budget supported by well-developed analysis.

Elected officials/City Leadership: Decision makers can use a racial equity focus to set priorities and bring greater consistency between values and practice. When leadership integrates racial equity into their work, it will be reflected in the priorities of the City budget, in direction provided to management, and in the questions asked of staff. Leadership can arrive at more equitable solutions by asking racial equity impact analysis questions from the worksheet when issues are being presented for consideration.

Community advisory bodies: Community advisory bodies can use a **Racial Equity Impact Analysis** to drive towards a more equitable membership composition and better work products. They could also use the worksheet questions to frame conversations with the City and encourage greater accountability.

Racial Equity Analysis Worksheet

Department and Lead:

Title and Description of plan, policy initiative, program, budget issue:

1. Set Equitable Results and Outcome(s) – Be specific about what are the desired racial equity conditions your department wants to see for Oakland residents.

2. Gather the right information/data about impacts (most information will need to be informed by engaging community)

What does the data tell us?

Identify known racial inequities that could be impacted by this effort

- What are the root causes of these inequities?
- What racial/ethnic groups are most impacted by disparities?
- Will the proposal have impacts in the specific geographic areas (neighborhoods, areas or regions)? What are the racial demographics of those living in that area?
- What are the needs or opportunities to address these inequities?

Define the most important racially equitable indicator(s) for your Department

- What are the most important areas impacted by this effort?
- What Indicators would you use to measure the desired result?

3. Identify and engage your stake holders (*gather demographic data to identify racial/ethnic groups living, working and or socializing in the area impacted by the policy /proposal- see Inclusive Engagement Guide as a resource*)

- Who are the stake holders who may be affected by this policy? How can we best reach them and engage them?
- How can we maximize engagement and impact of underserved stakeholders?
- Who is missing and how can we engage them?
- How will we meaningfully consider the perspectives of underserved stakeholders during final decision making?

4. Identify Equity Gaps

- What is the history of the racial/ethnic group(s) in Oakland? How has past public policy impacted disparities in their current conditions? How might those disparities factor into their ability to benefit from this proposal?
- What adverse impacts or unintended consequences could result from this policy if enacted as envisioned/written?
- How would different racial /Ethnic groups in Oakland would be impacted if this policy if were enacted as envisioned/written?
- What additional barriers might prevent individuals in certain racial/ethnic groups from benefitting fully if this policy were implemented as written?

5. Fill in Equity Gaps

- What steps could be taken to prevent or minimize adverse impacts or unintended consequences?
- What steps could we take to address historical harm or other barriers that could prevent various racial/ethnic groups from accessing the policy fully?

- What partnerships will be necessary for this effort?
- Are there further ways to maximize racial equitable outcomes?

6. Implementation

- Based on this analysis, what are the recommendations for the most equitable policy option(s)?
- Does the policy and any equity-enhancing measures related to this policy have adequate funding? If not, how might this be addressed?
- Are mechanisms in place ensuring successful implementation and enforcement?
- Are there provisions to ensure ongoing collection of data disaggregated by race/ethnicity?
- If no, on any of the above questions, what are the barriers to the steps needed to move forward?

7. Evaluation and Accountability

- What are the measures determining underserved groups are better off?
- What are the mechanism we will utilize to measure for racial equitable outcomes? (*Note: all measurement data needs to be disaggregated by race and any other relevant demographic to track impact on equity*)

How much did we do?	How well did we do it?
# clients/people served	% common measures
# Activities (by type of activity)	% Activity- specific measures
<p style="text-align: center;"><u>Is anyone better off?</u></p> <p style="text-align: center;"># or % Skills/knowledge</p> <p style="text-align: center;"># or %Attitude/opinion</p> <p style="text-align: center;"># or % Behavior</p> <p style="text-align: center;"># or % Circumstance</p>	

- What is the mechanism for course correction if racial equity outcomes are not achieved?
- How will the community be informed of progress toward achieving racial equitable outcomes?