



## MEMORANDUM

**TO:** HONORABLE MAYOR &  
CITY COUNCIL

**FROM:** Katano Kasaine  
Finance Director

**SUBJECT:** FY 2017-19 Budget Development  
Questions/Responses #2

**DATE:** May 5, 2017

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City Administrator  
Approval

/s/

Date

5/12/17

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### PURPOSE

The purpose of this memorandum is to transmit to the full City Council and public, responses to questions raised by City Councilmembers related to the Fiscal Year (FY) 2017-19 Proposed Biennial Budget, which was released on April 28, 2017. To the extent additional information becomes available on any of the responses below, updates will be provided.

### QUESTIONS AND RESPONSES

**1) What is the cost for Brookfield Library to be open on Saturdays? [Kaplan]**

All City libraries are currently open five days per week, either Monday through Friday or Tuesday through Saturday. The Brookfield Branch is currently on a Monday through Friday schedule. If the Brookfield schedule were to be changed to Tuesday through Saturday, there would be no additional cost. The cost to add a sixth day to the Brookfield schedule (Monday through Saturday) would be approximately \$110,000 per year. If a sixth day is added, this would be the only branch library operating six days per week.

**2) The approved FY 16-17 Midcycle Amendment included the addition of \$1 million in ongoing spending for expenses relating to the Charter Measure which creates a new civilian Police Commission. Is the full \$1 million for FY16-17 still set aside for the Commission, and if some of that is not used for the Commission in FY16-17, would it carry over as one-time funds into the next fiscal year for use for the Commission? Moreover, does the ongoing spending allocation remain at \$1 million per year for FY17-19? [Kalb]**

The Proposed Budget for the Police Commission is \$2.3 million in FY 17-18 and \$2.5 million in FY 18-19 as shown on Page G-17 of the proposed budget document. The \$1 million contingency for the Commission in Non-Departmental in each year was reduced as shown on Page G-75 in order to resource the addition Complaint Investigators and funding for legal support, training, and startup funding for the additional positions as shown on G-18. The balance of the FY 2016-17 contingency amount of \$1 million is assumed savings in the FY 2016-17 3<sup>rd</sup> quarter revenue and expenditure report.

- 3) Some Temporary Part Time (TPT) positions are used to annually re-hire the same person year after year for work for which there is a year-round service need (see various past Council budget questions and committee agenda reports as background). Is there any funding for additional conversion of TPTs to permanent Part Time (PPT) positions? If not, what is the plan to convert over time annually-rehired TPTs into PPTs? [Kalb]**

There is no funding in the FY 2017-19 Budget specifically allocated for additional conversions of TPTs to PPTs.

- 4) The approved FY 15-17 Budget included \$80,000 in one-time (over two years) spending to restore funding to Neighborhood Councils (formerly Neighborhood Crime Prevention Councils) for community engagement and outreach. Will this one-time funding be renewed for the 17-19 budget? [Kalb]**

This funding is continued in FY 2017-18 and in FY 2018-19 within the Oakland Police Department's budget.

- 5) How many new fire inspectors are being added into the budget in FY17-18 and in FY18-19? Of that number, how many will be vegetation management inspectors to help reduce wildfire risk? [Kalb]**

The FY 2017-19 Proposed Police Budget adds 6.0 FTE Civilian Fire Prevention Inspectors in FY 2017-18; and an additional 6.0 FTE Civilian Fire Prevention Inspectors in FY 2018-19. All positions are proposed to be cost covered through a revised inspection fee. No additional vegetation management inspectors are included in the FY 2017-19 budget; however, additional positions and upgrades to full-time positions included in prior budgets are maintained for a total 3.5 Fire Suppression Inspector positions.

- 6) Does the City conduct any audit or review of procedures to ensure that City contractors have a current business license? [Kalb]**

Contracts and Compliance requires a current business license prior to full contract execution and when businesses apply for certification.

- 7) Oakland Animal Services (OAS): What is the total budget for the department? What is the compensation for the Director of OAS? Please break down by salary and fringe. What is the total number of FTE? What is the number of vacancies? Please include the number of unfunded positions. What is the percentage of the OAS funded through the GPF? What amount of funding comes from grants and donations? [McElhaney]**

As shown on page G-6 of the proposed budget document, the budget for Oakland Animal Services (OAS) is \$4.3 million in FY 2017-18 and \$4.4 million in FY 2018-19. The total FTE

for OAS is 32.5 in each fiscal year. As of March 2017 Vacancies in Animal Services are: 1 Animal Control Officer, 1 Animal Control Supervisor, and 1 Veterinary Technician. The General Purpose Fund (GPF/1010) provides all ongoing operations of OAS. Any grants and donations received are approved by separate resolution, and are normally one-time in nature. The total budgeted compensation for the Director of OAS is \$309,672 in FY 2017-18 and \$320,748 in FY 2018-19, of which \$177,497 is attributable to salary in each year.

**8) What is the proposed budget amount for 2017-2019 for Meals on Wheels? [Kaplan]**

The FY 2017-19 Proposed Budget includes \$150,000 in one-time funds in both fiscal years for Meals on Wheels from the GPF. This expenditure is noted on Page E-12 of the Budget Book.

**9) Does the Mayor’s Proposed Budget Continue funding for Lake Merritt landscape maintenance? [Community Member]**

Yes, the Mayors Proposed Budget maintains funding for Lake Merritt landscape maintenance in the amount of 429,479 in FY 2017-18 and 440,294 in FY 2018-19. These expenses are supported by the GPF via a transfer to the Landscape and Lighting Assessment District Fund (2310).

**10) How is the City’s roughly \$7 million in grant funds for homeless services broken down by use? [Community Member]**

Please see the table below:

USE	AMOUNT
Services to support formerly homeless people in permanent housing:	\$547,603
Outreach:	\$365,000
Rapid Rehousing:	\$640,811
Shelter (includes winter shelter):	\$569,949
Benefits Advocacy/Legal:	\$45,000
Transitional/Interim:	\$3,377,764
Housing Subsidies (OPRI):	\$1,600,000
Food Distribution:	\$100,000
<b>Total:</b>	<b>\$7,246,127</b>

**11) During her comments after extensive public outcry opposing the use of soda tax funds to fill overall budget gaps, the Mayor stated that she now realizes that it will be necessary to have a budget that uses the soda tax revenue from Measure HH differently from how they are used in the currently proposed budget. Please clarify: Does this mean that the Mayor/Administration will be preparing and releasing an Amended budget reflecting this change? Will we have it in time to be in the packet for the May 16th Council meeting at which we will be having a longer discussion of the budget? [Kaplan]**

The May Revise to the Proposed Budget for the GPF will be published on May 12<sup>th</sup> for inclusion for discussion at the May 16, 2017 Special City Council meeting.

- 12) In her intro letter to the budget the Mayor stated that the current budget proposal does spend the soda tax money in "the spirit" of Measure HH. Thus far, no list of such expenditures has been found in the budget book. Please provide the specific page number/section where the list of soda tax expenditures can be found? If it is not in the budget document, please provide it separately. [Kaplan]**

Please see the May Revise to the Proposed Budget (as discussed above).

- 13) By law in Oakland a budget proposal that violates the "rainy day fund" policy and/or "one-time funds/RETT policy", as the Mayor's proposed budget does, requires a resolution authorizing that, and explaining why this is being done, and what steps will next be taken to fix it. Those documents were not in the budget materials. Will they be provided in time for the May 16 budget packet? [Kaplan]**

The item will be included in the agenda packet for the May 16, 2017 Special City Council Budget meeting.

- 14) The Oakland Promise is an exciting program to help OUSD students earn their way into and graduate from college. How much is being proposed in the City budget for this program in FY17-19? And how much will OUSD be contributing to this program each year during FY17-19? [Kalb]**

The Proposed Budget includes a total of \$500,000 per year to support the scholarship program. This includes the \$150,000 per year that was originally included in FY 2016-17 as ongoing funds, plus an additional \$350,000 in each year of FY 2017-19 using one-time funds. OUSD has contributed \$1 million to date for the Oakland Promise.

- 15) In 2013, the City Council adopted an amendment to the OMC which sets aside 25% of boomerang funds into the Affordable Housing Trust fund. How much of these funds has accumulated to date and how much is projected to be set aside per year in FY17-19? [Kalb]**

This information is provided on pages E-52 and E-67 of the proposed budget document for Fund 1870 – The Affordable Housing Trust Fund. The FY 2016-17 projected ending fund balance is approximately \$2 million. Projected amounts for FY 2017-19 are \$3.6 million and just under \$4 million, respectively.

- 16) I am pleased to hear the Mayor say she supports the request to include funds in the initial Measure KK bond expenditures to immediately acquire buildings (such as SROs and motels) to provide expanded housing and support for the homeless. However, during her verbal presentation she said this is already in the published proposed budget book, but neither I, nor city staff I asked, were able to find it in the budget book. Please provide the specific page number and Section where this allocation of KK funds for property acquisition for homeless housing can be found. [Kaplan]**

A substantial portion of the Measure KK \$100 million intended for affordable housing is planned to be included in the first issuance of the bonds later this year. The associated budget for those projects could be authorized at the time the City Council authorizes the sale of bonds; however, staff will bring forward the spending plan for these funds at the May 30, 2017 special budget meeting to be included in the proposed budget for FY 2017-19.

**17) When you set aside 25% of RETT funds per our policy, we have \$2.55 projected fund balance for Long Term Obligations Set aside. When and how do these dollars get allocated per the policy? In what order are these funds applied? [Guillen]**

The projected balance of funds set-aside for long-term obligations as of the FY 2016-17 3<sup>rd</sup> quarter revenue and expenditure report is \$3.55 million. The projected amounts for FY 2017-19 per the policy are roughly \$2 million per year. These amounts are proposed to be used to pay down the historic negative fund balances of the Self-Insurance Fund (1100) and the Facilities Fund (4400), which is projected to be paid off by the end of the two-year budget.

**18) If the City collected the full amount of Transient Occupancy Tax from all Short Term Residential Rentals that are estimated to be operating in FY17-19, what would be the total annual estimated revenue? How much of that revenue would be eligible for general fund expenditures? [Kalb]**

Due to taxpayer confidentiality restrictions, staff cannot provide this information concerning a specific taxpayer or classification of taxpayer that have fewer than 5 members.

The City's TOT General Purpose Fund tax rate is 11% of the cost of the lodging, and the Measure C tax rate is 3% of the cost of the lodging. All the revenue derived from the 11% tax rate is eligible for General Purpose Fund expenditures.

**19) In "FY 2015-17 Budget Questions Responses #5" dated June 5, 2015, one of the questions listed under #35 was missed by the Budget office: "Has the Administration undertaken a comprehensive assessment of all forms of fee and fine assessment in every department and requested periodic reports from each to ascertain assessment, collection, and delinquency rates?" Please provide a comprehensive answer. [Kalb]**

In preparation for the FY 2015-16 Master Fee Schedule, most departments completed an analysis of fees to determine what the fee would need to be for full cost recovery. Each year, departments are asked to revised fees based on current costs for the services the fees support. A comprehensive audit/assessment by the administration regarding collection and delinquency has not been conducted and would be a time consuming and staff intensive process; however when revenue collections are not meeting budget projections, staff in the Finance Department analyze the data and meet with the associated department to determine what steps need to be taken to ensure collection moving forward.

**20) Please identify which city job classifications are substantially below market in compensation. If this is a large number of classifications, please list the top 15 classifications that the Administration would want to prioritize in terms of bringing those positions closer to the market salary levels. [Kalb]**

Compensation is a factor in filling vacancies with well-qualified candidates. However, the job market, technical skills and job satisfaction are found to be as, if not more, important in attracting and retaining employees. Below, there are two sections: (1) total compensation; and (2) Classifications that are difficult to recruit and retain qualified employees.

1. Total Compensation

Human Resources Management conducts periodic compensation surveys for common classifications among similarly situated jurisdictions. A sample of these jurisdictions include

San Francisco, Berkeley, San Jose, Hayward and Fremont. These surveys are used for stand-alone analysis and for labor negotiations. There are two ways of considering compensation: total compensation (wages, health, retirement and other fringes) and wages alone. Another consideration, that is not part of the compensation study are premiums. The City of Oakland has multiple premiums, including auto allowance, acting pay, special certificate pay, standby pay, bilingual pay and notary pay.

**The City currently only has data related to the SEIU, Local 1021 bargaining group. We are expecting the IFPTE, Local 21 data shortly.**

Below are the SEIU, L1021 classifications that are 10% or more below market:

Construction Inspector (-13.3%)

Custodian (-11.5%)

Park Attendant (-13.2%)

Sewer Maintenance Worker (-10.9%)

On average, the 20 SEIU classifications studied are below market by 5.0% on total comp; 9.7% below on salary alone.

The HR Department also has data on wages for HR Analyst (14% below market) and Senior Employee Relations Analyst (18% below market)

## 2. Challenging Classifications for Recruitment and Retention

Recruitment and retention are the main measures of success. Again, compensation is one of many factors that contribute to effective recruitment and retention. The below list includes general classifications, the level at which it is difficult to attract and retain and particular challenges (e.g., technical requirements, intensive background check, high demand for labor in the private sector, etc.)

- a. Engineers (entry level and civil): Technical skills are in high demand
- b. Human Resources Professionals (Labor Relations, Recruitment, Benefits and Generalists): Technical and administrative skills in high demand
- c. Building and Fire Inspectors: Technical skills in high demand
- d. Accountants (certified and professional accountants): Technical skills in high demand
- e. Head Start Instructors, Early Childhood: High demand for qualified applicants and low pay
- f. Police and Fire Dispatchers: Technical skills in high demand and intensive background check
- g. Information Technology professionals (journey, advanced-journey and supervisory levels): Technical skills in high demand
- h. Police Paraprofessionals (Criminalists, Forensic Technicians, etc.): Technical skills in high demand
- i. Planner Professionals (Supervisory and Manager levels): Technical and administrative skills in high demand
- j. Public Works Operations Supervisors and Managers: Technical and administrative skills in high demand

k. Mechanics, including Stationary Engineers: Technical skills in high demand

**21) Please provide an update on recent efforts related to the Resilient Oakland initiative.**

Over the past six months, efforts have focused on three themes: (1) Building a More Trustworthy & Responsive Government; (2) Staying Rooted and Thriving in Our Town; and (3) Building a More Vibrant & Connected Oakland.

(1) Building a More Trustworthy & Responsive Government

- Regarding community preparedness in the event of a disaster, staff is working with local community organizations to build a hub & spoke similar to this model focusing on civic empowerment. Staff applied for a grant from the Hellman Foundation with Empower SF, CORO and Unity Council to fund a 'train the trainer' model beginning in the Fruitvale. The idea is to empower civic leaders at the neighborhood level.
- A Stanford computer science class is mapping out all the non-profit organizations in Oakland as a starting point for building out Oakland's hub & spoke model and to better understand the landscape of our community leaders and influencers.
- Staff is working with Rebuild by Design on designing City-wide community engagement principles, which Planning & Building and DOT have both requested.
- Through the partnership with Rockefeller, the City received a \$25,000 grant and 2 year-long VISTA volunteers from Cities of Service to focus on emergency preparedness strategies. Staff is currently interviewing VISTA volunteers.
- Y-Plan and OUSD have been engaged on addressing sea level rise in Oakland. A summary of student findings by Oakland Tech will be incorporated into our preliminary SLR roadmap (see below for further details).

(2) Staying Rooted and Thriving in Our Town

- The new rent adjustment portal was launched in March with a feedback loop for tenants and property owners, so staff can keep improving the product (this work also ties into Theme 1 above). Through the partnership with Rockefeller, staff engaged Frog Design *pro bono* to help scope out this work and select a vendor.
- The City also received a \$150,000 grant from the Citi Foundation to build out the economic resiliency work. Staff is working with the Start-up in Residence Program to leverage these grant dollars and work with various City staff and Eden I&R on solving the collective pain point around delivering financial services to Oaklanders at the City and County level. There are the three challenges scoped with City staff from our human services agency and Eden I&R for this work.
- An informational report was presented to CED on a proactive rental inspection program, which is returning to CED later this month with a supplemental report.
- Working with the Race & Equity Department, the City applied for a \$200,000 grant from Rockefeller to fund data collection on equity indicators for Oakland.

(3) Building a More Vibrant & Connected Oakland

- With Rockefeller support, a workshop was held for various City staff last week on designing resilience in future capital improvement planning process with the cities of New Orleans, LA, SF, Berkeley and Santa Monica. The goal was to begin a conversation with City staff on understanding different approaches cities have taken to maximize the value of infrastructure investments while building greater community resilience. A summary of findings and best practices will be distributed upon completion.
- With Rockefeller support, staff drafted a preliminary sea level rise plan and green infrastructure plan with City staff input. This plan is currently in review and is planned for release this summer.
- With Rockefeller support, staff drafted a preliminary green infrastructure plan. This plan is currently in review and is planned for release this summer.
- Oakland currently serves as an active board member of the Resilient by Design: Bay Area Challenge a year-long collaborative research and design project that brings together local residents, public officials and local, national and international experts to develop innovative solutions to the issues brought on by climate change the 9-county region faces today. This project, totaling nearly \$5 million, is also funded by the Rockefeller Foundation.
- Design innovative financing tools to scale projects, such as EcoBlock project and seismic retrofits. Staff is working with UC Berkeley and David Taussig & Associates on a CFD model for the EcoBlock district, and also looking at the Community Reinvestment Act as a way to leverage private capital into LMI areas.

**22) Workforce Investment [McElhaney]:**

**What is the full budget allocated to the Workforce Development Board (WDB)? Please provide sources and uses.**

The proposed budget for the Workforce Development Board is \$4.7 million in both FY 2017-18 and 2018-19. The source of funding each year is: the Workforce Innovations & Opportunities Act Fund - \$3.90 million, OBRA Leasing & Utility Fund - \$0.65 million and General Purpose Fund - \$0.13 million. This funding is allocated between personnel costs (\$1.1 million) and operating program costs (\$3.6 million).

**What is the total cost for administration and overhead for the WDB?**

The cost for finance and administrative/fiscal support (including overhead) is 3 percent of the total Workforce budget.

**What is the salary of the Executive Director for the WDB including fringe?**

The total compensation for the Workforce Development Board Executive Director is projected to be \$286,709 in FY 2017-18 (\$164,155 salary and \$122,554 fringe benefits) and \$296,951 in FY 2018-19 (\$164,155 salary and \$132,796 fringe benefits).

**What is the budgeted FTE for workforce development? What is the number of vacancies? Budgeted amount of unfunded positions?**

There are 6 FTE’s budgeted in FY 2017-18 and 5 FTE’s budgeted in FY 2018-19. There are no vacancies at this time. One position is proposed for elimination in FY 2017-19 at a budgeted savings of approximately \$154,000 in FY17-18 and \$160,000 in FY18-19.

**What are the metrics for success?**

The Oakland WDB had a number of different “metrics for success”, including the following:

- Meeting or exceeding federal performance measures as defined by the United States Department of Labor. For the most recently completed fiscal year (2015-2016), the City of Oakland exceeded performance (success rate of 100% or greater) on eight of nine federal measures and met the performance goal (success rate of 80% or greater) for the ninth measure. Another important metric is to fulfill the goals and strategies outlined in the OWDB strategic plan (a new plan for 2017-2020 has been conditionally approved by the California Workforce Development Board (CWDB) that recertifies the City of Oakland as a local workforce development area for the next two years; a final version of the plan will be submitted to the CWDB by August 1, 2017.
- The OWDB also establishes metrics to ensuring that contracted service providers are meeting targeted enrollment levels and realizing positive outcomes.
- As the local body with oversight of local workforce development funds, the OWDB is also charged with being effective stewards of these resources, including providing required monitoring and oversight functions. Additionally, the OWDB is charged with setting the strategic vision for the City Of Oakland’s workforce development efforts and works to maximize their impact by leveraging federal funds and other investments with other statewide, regional, and local sources.

See **Attachment A** to this document for additional information.

**How effective and efficient is the city in the delivery of services?**

Like many local workforce development boards in California and across the rest of the nation, the City of Oakland does not deliver any direct services, but instead contracts out these services to community groups. As such, the efficiency, effectiveness, and quality of services provided are largely dependent upon the capacity and expertise of the OWDB’s contracted service providers. For Fiscal Year 2016-2017, the OWDB has contracts with the following organizations:

Adult Services	Youth Services
Oakland Private Industry Council	Bay Area Community Resources
Peralta Community College District	Civicorps
Unity Council	Lao Family Community Development
ASSETS (older worker program)	Unity Council

Adult Services	Youth Services
	Youth Employment Partnership
	Youth Radio
	Youth Uprising

Other Services

- KRA Corporation – provides business services for the OWDB and its contracted service provider partners, including Rapid Response and layoff aversion services to businesses.
- Resource Development Associates (RDA) – one-time contract provides facilitation and other technical assistance support to the OWDB to assist with strategic planning).

**What number and percentage of people served by these investments have obtained gainful employment?**

See *Attachment A*.

**What number and percentage of people served by these funds are re- entry residents?**

Eleven percent of individuals that were enrolled in WIOA have reported their involvement with the criminal justice system. As this metric is self-reported by job seekers who are enrolled by the OWDB’s contracted service providers, it is possible that the actual percentage of people who are re-entering the community is higher than this figure.

**What number and percentage of people served by these funds are youth under the age of 25 or under the age of 18?**

The City of Oakland receives three different types of federal funds to serve job seekers: 1) WIOA Adult funds are used to serve adults who are 18 years of age or older and have not been in the labor force for a period of time (usually a year or longer); 2) WIOA Dislocated Worker funds are used to serve job seekers who are 18 or older and have been recently displaced from a job due to a layoff or business closure; and 3) WIOA Youth funds are used to serve low income individuals between the ages of 16 and 24, inclusive.

**What is the cost to administer the program?**

The proposed budget for the Workforce Development Board is \$4.68 million in both FY 2017-18 and 2018-19.

**Has the Administration analyzed the benefit of consolidating this function with the Alameda County WDB?**

At this time, there has not been an analysis of the potential impacts of consolidation of the City of Oakland Workforce Development Board with the Alameda County Workforce Development Board.

**23) Economic Development [McElhaney]:**

**What is the total budget for the department?**

The Proposed Economic and Workforce Development Department budget is \$27.36 million for FY 2017-18 and \$16.17 million for FY 2018-19 (see page G-51 of Proposed Policy Budget). The larger budget in FY 2017-18 is related to allocating one-time former redevelopment bond funds for the bond spending plan.

**What is the compensation for the Director of Economic Development? Please include salary and fringe.**

The total compensation for the Director of Economic and Workforce Development is projected to be \$323,300 in FY 2017-18 (\$185,414 salary and \$137,886 fringe benefits) and \$334,870 in FY 2018-19 (\$185,414 salary and \$149,456 fringe benefits).

**What is the total number of FTE in the department? What is the number of vacancies?**

The FY 2017-18 Proposed Budget includes 51.6 FTE's in the department. There are 7 current vacancies.

**What percentage of the Economic Development division budget comes from the GPF?**

The General Purpose Fund will fund 14.4% of the Economic Development Division budget in FY 2017-18 and 25.1% in FY 2018-19 – see page G-51 of the proposed budget document.

**What is the amount of funding that is obtained from grants and donations?**

The Proposed Budget anticipates grant funding of \$4.3 million during each of the next two fiscal years.

**24) In “FY 2015-17 Budget Questions Responses #4” dated May 27, 2015, the Budget office response under Question #3 states that 12 of the 33 civilian Police Department (PD) positions listed in Policy & Service Tradeoffs #16 in the Mayor’s Proposed 15-17 Budget would, if filled, result in civilianizing a specific function handled by sworn personnel and therefore free up sworn officers. How many of those 12 new civilian positions have not been budgeted? How many currently budgeted sworn PD positions performing work that could be done by a non-sworn staff person could be freed up for sworn-only work if a new civilian position was added? What are the Department’s plans to civilianize these additional positions? [Kalb]**

The below table provides updated information about the civilianization proposal from the Fiscal Year (FY) 2015-17 Proposed Budget. OPD plans to assess opportunities for additional civilianization at the FY 2018-19 Midcycle Budget.

<b>Civilian Classification (FTE)</b>	<b>Function or Rationale</b>	<b>Current Status</b>
Public Information Officer I (1) and Public Information Officer II (1)	Replace sworn Public Information Officers	<i>No longer requested</i> due to the public perception of uniformed officers as legitimate when providing information about police matters.
Police Property Supervisor (1)	Civilianize management of OPD vehicle fleet	<i>Still needed</i> to replace the Police Officer who manages the OPD vehicle fleet. A Fleet Specialist classification would work instead of Police Property Supervisor.
Facilities Complex Manager (1)	Civilianize management of OPD facilities	<i>Still needed</i> for this work. There is no longer a Police Officer performing this work. It is not currently being performed by anyone.
Information Systems Supervisor (1)	Civilianize OPD information technology operations	<i>No longer needed</i> , as a Business Analyst II position has been added to OPD for this purpose.
System Analyst III (3)	Civilianize OPD information technology operations	<i>Two still needed</i> , as the number of Police Officers performing this work has been reduced to two due to stronger support from City ITD.
Police Communications Supervisor (4)	Civilianize all OPD Communications Division supervisory positions	<i>No longer needed</i> , as four Police Communication Supervisor positions have been added.

**25) OPD Public Information Office (PIO): What is the current size in full time employees (FTE) for the PIO for OPD? How much is budgeted for the current and prior fiscal years? Has there been overtime paid for PIO positions? If so, how much? [McElhaney]**

There are 3.0 FTEs assigned to PIO. The amount budgeted for FY 2016-17 is \$577,324. The amount budgeted for FY 2015-16 was \$524,329. For FY 2016-17, \$25,019 in overtime has been paid through December 16, 2016 (No more recent amount is available due to issues with the City's new payroll software system.) For FY 2015-16, the amount of overtime paid was \$38,641.

**26) Homicide Investigators: Please let us know the total number of homicide investigators budgeted in the current and past three two-year budgets. In the response, please include the number of vacancies, if any. [McElhaney]**

- FY2015-17: 1 Lieutenant, 5 Sergeants, 10 Officers  
There are presently two Officer vacancies.
- FY 2013-15: 1 Lieutenant, 6 Sergeants, 6 Officers
- FY 2011-13: 1 Lieutenant, 9 Sergeants, 1 Officer\*

\*In late 2011, homicides were investigated by Major Crimes Sections 1 and 2. (There was no separate Homicide Section.)

**27) Homicide Investigations and Cold Cases: Please provide the total number of active and cold homicide cases currently managed by the OPD. How many cases are handled by each investigator? What is the process for assigning new cases and managing cold cases? What is the total backlog of cold cases? [McElhaney]**

From 1968 to present, the total number of active and cold homicide cases is 2,209. There are 1,957 active cold cases originating from 1968 to 2011. Cases originating between 2011 to the present are considered open and active. There have been 22 homicides thus far in 2017. The clearance rate for 2017 is currently 81 percent. The average caseload per investigator is 11 (based on 2012 to 2016 figures). Homicide investigators are available on a 24-hour basis and primarily respond to incidents of murder or other loss of life. Each investigative team is on a callout rotation and assigned cases within a set time period. Cases are determined to be cold on an individual basis when investigative steps and information have become exhausted. As new viable information or other evidence becomes available, investigators determine the proper course of action.

**28) OPD Consultant Fees: Please provide information on all consultant contracts for OPD for the current budget and FY2013-15 budgets. The information should include total amount expended and purpose for each consultancy. Please separate mandated expenditures related to the NSA from any discretionary investments. I'd like the summary information to be accompanied by detailed records that include vendor name, dollar amount of contract, final deliverable, and dates of contract. [McElhaney]**

NSA-Related Consultant Contracts

Consultant/Contractor	Contract Amount	Amount Spent	Deliverable(s)	Dates
Dr. Jennifer Eberhardt	\$249,999	\$164,459	Racial profiling study	5/1/14-8/31/17
Field Command, LLC	\$15,000	\$15,000	Conduct crowd control training for Command at request of the Compliance Director	10/2/13-10/1/14
Police Performance Solutions, LLC*	\$5,894,320	\$1,359,474	Provide monitoring and technical assistance services	1/21/15-1/20/18
Stanford University	\$192,250	\$189,979	Stanford and its Principal Investigator, Dr. Jennifer Eberhardt, will provide a racial profiling report	5/5/14-12/31/18
Warshaw & Associates, Inc.	\$495,000	\$454,474	Compliance Director Services as ordered by the court (February 12, 2014 court order)	2/12/14-1/20/18

*\*Additional payments have been made to Police Performance Solutions pursuant to a court order and are not reflected under the agreement listed here.*

**HONORABLE MAYOR AND CITY COUNCIL**

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Discretionary Consultant Contracts

<b>Consultant/Contractor</b>	<b>Contract Amount</b>	<b>Amount Spent</b>	<b>Deliverable(s)</b>	<b>Dates</b>
Bay Area Women Against Rape (BAWAR)	\$60,000	\$60,000	Provide advocacy and services to victims of sexual assault and human trafficking.	7/1/13-6/30/15
California Partnership for Safe Communities	\$1,225,000	\$377,405	Technical Assistance for the full implementation of the Ceasefire Strategy including but not limited to providing analysis of shootings, homicides, and gangs.	4/14/14-6/30/18
Child Abuse Listening, Interviewing, and Coordination Center (CALICO)	\$155,000	\$155,000	Provide advocacy and services to victims of sexual assault and human trafficking	7/1/10-6/30/15
Community Works	\$25,000	\$25,000	Train officers on restorative justice efforts	4/15/14-12/31/14
Crossroads Software Inc.	\$60,000	\$16,667	On-line collision report services and maintenance of collision database software	1/1/16-12/31/18
Elite Performance Assessment Consultants, LLC	\$50,000	\$21,450	Conduct performance and compliance audits of Police Department policies and practices as needed	5/8/15-12/31/16
Forensic Logic	\$374,375	\$224,375	Provide OPD with access to LEAP Network Suite which combines data from various software OPD uses.	7/1/16-6/30/17
Get Polygraphed!	\$195,000	\$128,350	Conduct pre-employment polygraph examinations.	1/1/16-10/31/18
Greg Meyer	\$15,000	\$2,000	Review all pertinent documents for each case, recording OPD's policies and training on in-custody deaths and a written report containing consultants analysis and opinions about the cases relative to use of force.	2/28/14-2/27/15

**HONORABLE MAYOR AND CITY COUNCIL**

Subject: FY 2017-19 Budget Development Questions/Responses #2

Date: May 5, 2017

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<b>Consultant/Contractor</b>	<b>Contract Amount</b>	<b>Amount Spent</b>	<b>Deliverable(s)</b>	<b>Dates</b>
Institute For Prevention of In-Custody Deaths	\$24,000	\$1,125	As needed expert consultation in administrative conduct cases involving excited delirium	1/24/14-1/23/16
James Gardiner Associates	\$24,500	\$8,389	Conduct Skelly Hearings on an as-needed basis	10/11/13-10/10/14
Lexipol LLC	\$419,540	\$318,724	Develop a comprehensive policy manual and provide updates re: changes in regulations, legislation, case law, online policy management & training	5/1/15-4/30/18
Michael Palmertree, MFT	\$450,000	\$300,360	Provide counseling services to OPD officers; PAS Policy Objectives	11/30/13-6/30/17
Northeastern University	\$500,000	\$0	Develop a process and impact evaluation of the Oakland Police Department's Ceasefire Strategy.	8/1/16-7/31/18
PMAM Corporation	\$1,049,196	\$945,085	False Alarm Reduction Program Administration	7/1/13-6/30/18
San Diego Regional Training Center	\$19,103	\$0	Instructor development training	11/1/16-6/30/17
ShotSpotter, Inc.	\$1,384,624	\$1,294,624	Gunshot detection services, analysis and monitoring services, preventative system maintenance, training and customer service	4/19/14-4/18/18
Strategic Policy Partnership	\$350,000	\$0	Develop Crime Reduction Plan	8/13/13-12/31/13
Urban Institute	\$185,748	\$164,459	Application of procedural justice for police officers	1/2/17-11/30/17

**29) In the “Informational Report on Stormwater Trash Load Reduction Compliance” posted for the April 25th Public Works Committee meeting, staff stated that is unlikely that the City will achieve the 70% reduction requirement by the July 1, 2017 deadline and an alternative compliance proposal is being prepared for submission to the Water Board. What new expenditures above current ongoing programs/activities are being budgeted for FY17-19 to achieve progress toward substantial compliance and to demonstrate to the Water Board? [Kalb]**

There is no new funding in the FY 2017-19 budget above the current funding for ongoing programs/activities that are targeted to achieve progress toward substantial compliance with Water Board requirements. Below are several items from the unfunded portion of the Proposed Capital Improvement Program that address Storm Water and Drainage activities, as well as language from the FY 2017-19 Proposed Policy Budget that identifies the need for a new recurring funding source for these programs:

*Unfunded Mandated Projects* – These are projects with no available source of funding, but are described by departments as mandatory. Examples of these projects include Fire Station facility improvements, Parks and Recreation restroom and facility renovations, overall storm drainage system improvements, and water quality/trash capture projects that are required to meet various regulations and requirements. Other types of projects include elevator upgrades, implementation of the ADA Transition Plan, and the renovation of pool facilities and locker rooms. While no funding source has been identified, these projects are presented for consideration should funding become available. For instance, the proposed CIP recommends funding the ADA Transition Plan Update in the Fiscal Year 2017-19 budget through a General Purpose General Fund (1010) allocation.” (Proposed CIP Page 6)

*Unfunded Capital Improvement Program 2017-22 (Proposed CIP Page F-2):*

Storm Water Capital Program STORM DRAINAGE / WATERSHED	\$120,000,000
Full Trash Capture STORM DRAINAGE / WATERSHED	\$ 10,800,000
Trash screens for BRT corridor STORM DRAINAGE / WATERSHED	\$ 180,000

*And language from the FY 2017-19 Proposed Policy Budget (Page G-68):*

Oakland Public Works Service Area:

WATERSHED & STORM DRAIN MANAGEMENT & MAINTENANCE – “...Additionally, the City of Oakland is subject to storm water quality regulations (Municipal Regional Permit - MRP) that mandates the City implement numerous programs including: New development and redevelopment permitting and enforcement, Industrial and commercial site inspections, enforcement, and control, Illicit discharge detection and elimination, Construction site inspections, enforcement, and controls, Public information and outreach, Water quality monitoring, Trash load reduction, Mercury, PCBs, copper and legacy pesticide, PBDE, and selenium controls and Development of plans for implementation of green infrastructure. The City of Oakland has no fund source dedicated to managing storm water or for water quality compliance. Without a dedicated source of funding for ongoing maintenance, capital improvements, and water quality efforts the existing storm water system will continue to deteriorate, damage related to flooding and infrastructure failure will increase and compliance with water quality regulations will be jeopardized. Much of the system is now

nearing the end of its useful life and is in need of replacement. If water quality regulatory requirements, such as trash reduction and PCB reduction are not met the City may face potential fines from the Water Board and third party lawsuits. An average annual investment of \$20 to \$25 million is needed for storm water system.”

**30) My office receives numerous complaints that our parking restrictions are not being enforced in many neighborhoods that are within a residential parking permit zone. If we were to hire one or two additional parking control officers, would that lead to a net increase in revenue for the city? [Kalb]**

Although hiring one or two additional Parking Control Technicians (PCT) would result in an incremental service increase to patrol Residential Permit Parking areas, at this time staff does not recommend hiring new PCTs as staff cannot say with confidence that it would improve the situation in a cost effective way. Alternatively, staff has been studying how other municipalities, especially the City of Sacramento, have invested in vehicle-mounted automated license plate recognition (ALPR) systems to increase the efficiency and effectiveness of the PCT's . If a funding source were to be identified, a one-time allocation of \$247,200 would enable staff to conduct a pilot program with two ALPR equipped vehicles. This amount would cover the upfront and recurring costs for a five-year period, with a return on investment estimated to be between six and fifteen months.

**31) Can funds for a pilot neighborhood planning program come from an existing non-general purpose fund? If so, what non-GPF fund or funds would be most appropriate? [Kalb]**

If the pilot neighborhood planning program addresses land use planning and development, the most appropriate non-GPF fund source would be the Development Services Fund (2415). Whether the fund can support such a program would depend upon the scope of the program and the corresponding cost to develop the program.

**32) What is the total budget – by sources and uses – for Oakland Unite and for Human Services? What is the amount of GPF dedicated to Oakland Unite? What is the overhead billed for Oakland Unite? [McElhaney]**

The Sources and Uses of Funds for the Human Services Department and for Oakland Unite as contained in the Proposed Budget are shown in the tables below.

<b>Sources of Funding: Human Services Department</b>		
<b>Fund</b>	<b>FY17-18</b>	<b>FY18-19</b>
1010 - General Fund: General Purpose	12,969,613	13,619,684
1720 - Comprehensive Clean-up	60,000	60,000
1780 - Kid's First Oakland Children's Fund	17,364,281	16,389,252
2102 - Department of Agriculture	1,130,223	1,135,682
2103 - HUD-ESG/SHP/HOPWA	8,079,501	8,078,096
2108 - HUD-CDBG	937,492	965,674
2120 - Federal Action Agency	400,274	405,448
2128 - Department of Health and Human Services	23,573,869	24,096,952
2138 - California Department of Education	1,078,421	1,078,421
2152 - California Board of Corrections	573,808	550,000
2159 - State of California Other	206,592	213,055
2160 - County of Alameda: Grants	915,891	915,485
2213 - Measure B: Paratransit - ACTIA	1,290,856	1,308,709
2216 - Measure BB - Alameda County Transportation Commission Sales Tax	1,188,453	1,223,018
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	9,502,661	9,811,508
<b>Total</b>	<b>79,283,322</b>	<b>79,862,783</b>

<b>Sources of Funding: Oakland Unite</b>		
<b>Fund</b>	<b>FY 17-18</b>	<b>FY 18-19</b>
1010 - General Fund: General Purpose	203,903	208,387
2112 - Department of Justice	1,304	1,304
2152 - California Board of Corrections	573,808	550,000
2252 - Measure Z - Violence Prevention and Public Safety Act of 2014	9,502,661	9,811,508
<b>Total</b>	<b>10,281,676</b>	<b>10,571,199</b>

<b>Uses of Funding: Human Services Department</b>		
<b>Expenditure Type</b>	<b>FY17-18</b>	<b>FY18-19</b>
Personnel	21,594,009	22,190,610
Supplies & Materials	1,233,252	1,231,689
Utilities	1,418,997	1,417,827
Contract Services	44,338,961	43,783,528

Transportation, Dues, & Education	175,730	177,230
Internal Service Charges	2,349,463	2,401,374
Transfers & Miscellaneous	5,395,851	5,890,823
Overhead & Recoveries	2,777,059	2,769,702
<b>Grand Total</b>	<b>79,283,322</b>	<b>79,862,783</b>

<b>Uses of Funding: Oakland Unite</b>		
<b>Expenditure Type</b>	<b>FY17-18</b>	<b>FY18-19</b>
Personnel	2,350,817	2,297,718
Supplies & Materials	19,100	19,100
Utilities	105,050	103,880
Contract Services	7,780,488	8,160,484
Transportation, Dues, & Education	15,300	15,300
Internal Service Charges	101,112	99,681
Overhead & Recoveries	52,524	23,024
<b>Grand Total</b>	<b>10,281,676</b>	<b>10,571,199</b>

Please note that due to statutory limitations included in the Measure Z ballot language, Central Services Overhead, Departmental Overhead, and Internal Services Charges are not charges in Measure Z. Internal Service Costs are covered by the General Purpose Fund. Please note also that Oakland Unite positions include those who provide administrative functions as opposed to direct service positions, as shown in the response to Question 37.

**33) What is the total number of FTE in Oakland Unite? What is the number of vacancies? [McElhaney]**

There are 16.8 FTE positions in FY 2017-2018 in the Proposed Budget, and one vacancy. In addition to these positions there are 1.8 FTE positions in FY 2017-2018 that are funded from competitive grants, approved by a separate resolution. A table of positions is included in the response to Question 37 below.

**34) Please provide the job description and title for the Program Manager position currently held by Peter Kim. [McElhaney]**

The Manager of Human Services Classification Specifications are available on the City website at the following link:

<http://agency.governmentjobs.com/oaklandca/default.cfm?action=viewclassspec&classSpecID=921662&agency=2209&viewOnly=yes>

**35) Prove provide the job description for the Director of Human Services position currently held by Sara Bedford. [McElhaney]**

The Human Services Director Classification Specifications are available on the City website at the following link:

<http://agency.governmentjobs.com/oaklandca/default.cfm?action=viewclassspec&classSpecID=1157757&agency=2209&viewOnly=yes>

**36) What is the projection for future funding for Oakland Unite? [McElhaney]**

Roughly 92% of Oakland Unite Funding Comes from Measure Z Fund (2252). Measure Z Revenues come from two sources: 1) a Parcel Tax; and 2) a Parking Tax of 8.5%. The amounts of these taxes projected in the Budget are noted in the table below:

Revenue Source	FY 17-18	FY 18-19
Parcel Tax	\$16,260,883	\$16,748,708
Parking Tax	\$10,387,475	\$10,699,099
<b>Total</b>	<b>\$26,648,358</b>	<b>\$27,447,807</b>
<b>Violence Prevention Service Amount</b>	<b>\$9,502,661</b>	<b>\$9,811,508</b>

These revenues are allocated based upon the formula prescribed in Measure Z.

Assuming that the City Council approves future increases to the parcel tax rate based upon Consumer Price Index growth, staff estimates that the parcel tax amount will grow at roughly 2.7% annually after the FY17-19 budget. Parking Tax is projected to grow at 2.85% annually each year following the FY17-19 budget.

**37) How much administrative work is there for Oakland Unite (positions and FTE is really what I'm looking for)? [McElhaney]**

Oakland Unite has a self-imposed cap of 10 percent for administrative costs. Please see the table below for Oakland Unite Positions included in the Proposed Budget. In addition to these positions there are 1.8 FTE positions in FY 2017-2018 that are funded from competitive grants, approved by a separate resolution. Please note that Oakland Unite positions are separated between those who provide administrative functions as opposed to direct service positions, as shown in the table below.

JOB CLASSIFICATION	FY 17-18 FTE	FY 18-19 FTE	STATUS
Administrative Assistant I, PPT	0.8	0.8	All Positions Filled
Program Analyst I	1	1	All Positions Filled
Program Analyst II	2	2	All Positions Filled

Health & Human Services Program Planner	3	2	All Positions Filled
Manager, Human Services	1	1	All Positions Filled
<b>SUBTOTAL – ADMIN POSITIONS</b>	<b>7.8</b>	<b>6.8</b>	
Case Manager I	3	2	2 Filled, 1 Vacant
Outreach Developer	1	1	All Positions Filled
Program Analyst I	2	2	All Positions Filled
Program Analyst II	2	2	All Positions Filled
Program Analyst III	1	1	All Positions Filled
<b>SUBTOTAL – DIRECT SERVICE POSITIONS</b>	<b>9</b>	<b>8</b>	
<b>TOTAL – ALL POSITIONS</b>	<b>16.8</b>	<b>14.8</b>	

The loss of 1.0 FTE Case Manager I and 1.0 FTE Health & Human Services Program Planner in FY 18-19 is due to the expiration of the CalGRIP Grant. The currently vacant Case Manager position is funded by the CalGRIP grant; other funding sources will be sought to continue these positions.

**38) How much does the HSD funded administrative infrastructure support Oakland Unite? How much do Oakland Unite funded positions support other HSD programs? [McElhaney]**

HSD provides administrative functions including fiscal (e.g., purchasing, invoicing, and payments), human resources, payroll, employee relations and other administrative functions. HSD also provides physical space, front desk management, etc. Staff funded by Oakland Unite do not provide direct support to other HSD programs, though they do coordinate with other program staff to provide aligned services such as reentry housing.

**39) Provide a list of all grants including amounts funded, purpose, term, deliverables and current status. [McElhaney]**

Grant	Funder	Est. Amount Remaining	Expiration Date	Focus and Key Partners
Community-Based Violence Prevention	Department of Justice	\$250,000	June 2018	HSD received this grant from the Office of Juvenile Justice and Delinquency Prevention to replicate components of nationally recognized Street Outreach and Ceasefire models.
Youth Violence Prevention Expansion	Department of Justice	\$70,000	Sept. 2017	HSD received this grant from the Office of Juvenile Justice and Delinquency Prevention to increase cross-sector planning and

Grant	Funder	Est. Amount Remaining	Expiration Date	Focus and Key Partners
				capacity-building around violence prevention.
California Gang Reduction and Intervention	California Board of State and Community Corrections	\$250,000	Dec. 2017	HSD, in partnership with OPD, received state funding to support implementation of the Oakland Ceasefire Program.
Golden State Works Transitional Employment (GSW)	California Department of Corrections and Rehabilitation	\$6.5 million	June 2019	The GSW program enhances maintenance of Caltrans right-of-ways in Oakland while providing formerly incarcerated residents on parole with transitional employment, life skills training, employment search skills, and placement in permanent jobs.

**40) How many households and individuals are served by the program annually? [McElhaney]**

The Oakland Unite network provided over 150,000 hours of intensive services to over 3,100 high-risk youth and young adults in 2016.

**41) How do Oakland Unite and Ceasefire coordinate their efforts? [McElhaney]**

The Ceasefire Project Manager facilitates bi-weekly coordination meetings between OPD, faith partners, and Oakland Unite staff. There are also regular bi-monthly performance review meetings with the Mayor, the Public Safety Committee Chairperson, the City Administrator, the Police Chief, the HSD Director, the Oakland Unite Manager, the Ceasefire Manager, community members, and related City staff to review gun violence data, outcomes, and the need for enhanced strategies. Follow up phone calls and smaller in-person meetings supplement these larger meetings to address specific gun violence incidents to ensure a coordinated response and support services.

**42) What percentage of OU funding, staffing and contracts is dedicated to directly supporting Ceasefire clients? [McElhaney]**

Approximately 20% of overall FY 2017-2018 Measure Z funds, or \$1.8 million, support Ceasefire directly including HSD-based Life Coaches, HSD-based Street Outreach coordination staff, contracts for Life Coaching and the Leadership Council, and an HSD-based Planner who coordinates these efforts. Other services that are complementary to Ceasefire and support Ceasefire clients (as well as other high risk adults) include Street Outreach, Gun Violence Response, Relocation contracts, Adult Employment contracts, Community Engagement efforts, and a portion of the Mayors Public Safety Director. These additional supportive services total approximately \$3.4 million or 36% of overall FY 2017-2018 Measure Z funds. These investments are supplemented by state and federal grant funds as shown above.

**43) What is the status of the proposed Fellowship Program? Please include any information about how participants are chosen. [McElhaney]**

The Mentoring Center (TMC) is closing out the first year-and-a-half of implementation of the Young Adult Leadership Council contract based on elements of the Richmond Fellowship model. Participants are selected from individuals who have been identified as being at highest risk for violence through Ceasefire, Street Outreach and/or Adult Life Coaching.

For questions, please contact Sarah T. Schlenk, Budget Administrator, at (510) 238-3982.

Respectfully submitted,

/S/

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KATANO KASAINÉ  
Finance Director

Attachments:

A: Workforce Development Metrics for Success

# **Attachment A**

## **Workforce Development Question #23**

### **Metrics for Success**

**City of Economic and Workforce Development Department**  
**Workforce Development**  
**Responses to FY 17-19 Proposed Policy Budget Council Questions from McElhaney**

**Attachments:**

- Attachment 1: WIOA performance measures – definitions
- Attachment 2: City Of Oakland WIA Performance for Program Year/Fiscal Year 2015-2016  
(extracted from California Workforce Development Board website at  
<https://cwdb.ca.gov/files/2016/08/2015-Annual-Report-Tables-FINAL-Web-10-11-16.xlsx> )
- Attachment 3: OWDB Contractor Performance Report (included in May 4, 2017 OWDB meeting packet)

City of Economic and Workforce Development Department  
Workforce Development

Responses to FY 17-19 Proposed Policy Budget Council Questions from McElhaney

ATTACHMENT 1

FY 2016-17 Workforce Innovation & Opportunity Act (WIOA) Performance Measures

New performance requirements are effective beginning July 1, 2016 and are outlined in the table below.

WIA Common Measures 9 Measures	WIOA Measures 15 Measures (+employer measures)		What is Different?	Comments & Questions
<b>ADULT</b>				
Entered Employment Rate	REVISED	Employment Rate (Q2 post-exit)	Now Employed Q-2 after exit	Adds additional quarter lag to reporting, makes managing programs/performance more challenging
Employment Retention Rate	REVISED	Employment Rate (Q4 post-exit)	Now Employed Q-4 after exit	Adds additional quarter lag to reporting, makes managing programs/performance more challenging
Average Earnings	REVISED	Median Earnings	<b>Median</b> earnings Q-2 after exit only	Earnings measure will be reported 1 qtr earlier than Common Measures
	NEW	Credential Rate	<b>New Measure</b>	Will require follow-up for 1 yr after exit
	NEW	Measurable Skills Gain	<b>New Measure</b>	Real Time Measure, not exit based. How report & document skill gains toward credential or employment?
<b>DISLOCATED WORKER</b> <span style="float:right">SAME AS ADULT COMMENTS</span>				
Entered Employment Rate	REVISED	Employment Rate (Q2 post-exit)	Now Employed Q-2 after exit	"
Employment Retention Rate	REVISED	Employment Rate (Q4 post-exit)	Now Employed Q-4 after exit	"
Average Earnings	REVISED	Median Earnings	<b>Median</b> earnings Q-2 after exit only	"
	NEW	Credential Rate	<b>New Measure</b>	"
	NEW	Measurable Skills Gain	<b>New Measure</b>	"
<b>YOUTH</b> <span style="float:right">New 75% of funds to O/S Youth - Now defined as ages 16-24</span>				
Placement in Emp/Ed/Train	REVISED	Placement in Emp/Train/Ed (Q2 post-exit)	Now Q-2 after exit	Adds additional qtr lag in reporting
Literacy & Numeracy Gains	DELETED	<i>Eliminated</i>		Eliminates most complex Common Measure
	NEW	Placement in Emp/Train/Ed (Q4 post-exit)	<b>New Q-4</b> after exit	Will require follow-up for 1 yr after Exit
	NEW	Median Earnings	<b>New Median</b> earnings Q-2 after exit only	New for Youth. Will it include In-School Youth?
Attain Degree/Certificate	REVISED	Credential Rate	<b>Similar Measure</b>	Applies to all Youth not just in Ed/Training?
	NEW	Measurable Skills Gain	<b>New Measure</b>	Real Time, not exit based - see Adult comment
<b>Employer Measures</b>				

City of Economic and Workforce Development Department

Workforce Development

Responses to FY 17-19 Proposed Policy Budget Council Questions from McElhaney

**Table O - Local Performance**

 <b>ATTACHMENT 2</b> <div style="border: 1px solid black; width: 150px; height: 20px; margin-top: 5px;"></div>		Total Participants Served	Adults*		12,956
			Dislocated Workers	589	Older Youth (19-21)
ETA Assigned # 6025  <i>City of Oakland WIB</i>		Total Exiters	Younger Youth (14-18)		112
			Adults*	12,169	Dislocated Workers
			Older Youth (19-21)	85	
			Younger Youth (14-18)	63	
			<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	<b>Success Rate</b>
Entered Employment Rate	Adults	60.5%	67.0%	110.7%	
	Dislocated Workers	63.5%	76.0%	119.7%	
Retention Rate	Adults	77.5%	82.0%	105.8%	
	Dislocated Workers	82.5%	86.0%	104.2%	
Average Earnings	Adults	\$11,650	\$12,776	109.7%	
	Dislocated Workers	\$17,050	\$19,486	114.3%	
Placement in Employment or Education	Youth (14-21)	55.0%	75.0%	136.4%	
Attainment of Degree or Certificate	Youth (14-21)	51.5%	48.0%	93.2%	
Literacy or Numeracy Gains	Youth (14-21)	40.5%	54.0%	133.3%	

Total participants served are clients in the program between July 1, 2015 and June 30, 2016.

\*Adult Participants include WIA Adults and WIA Self Service.

Total exiters include clients leaving the program during the period from April 1, 2015 to March 31, 2016.

**City of Economic and Workforce Development Department  
Workforce Development**

**Responses to FY 17-19 Proposed Policy Budget Council Questions from McElhaney**

\*Adult exiters include WIA Adults and WIA Self Service.

The cohort for entered employment rates is October 1, 2014 through September 30, 2015.

The average earnings and retention measures are based on the clients leaving the program between April 1, 2014 and March 31, 2015.

The cohort for placement in employment or education measure is October 1, 2014 through September 30, 2015.

The cohort for attainment of a degree or certificate measure is October 1, 2014 through September 30, 2015.

The literacy and numeracy cohort is July 1, 2015 through June 30, 2016.

**City of Economic and Workforce Development Department  
Workforce Development  
Responses to FY 17-19 Proposed Policy Budget Council Questions from McElhaney**

**ATTACHMENT 3**

**ITEM-III.b. DISCUSSION**

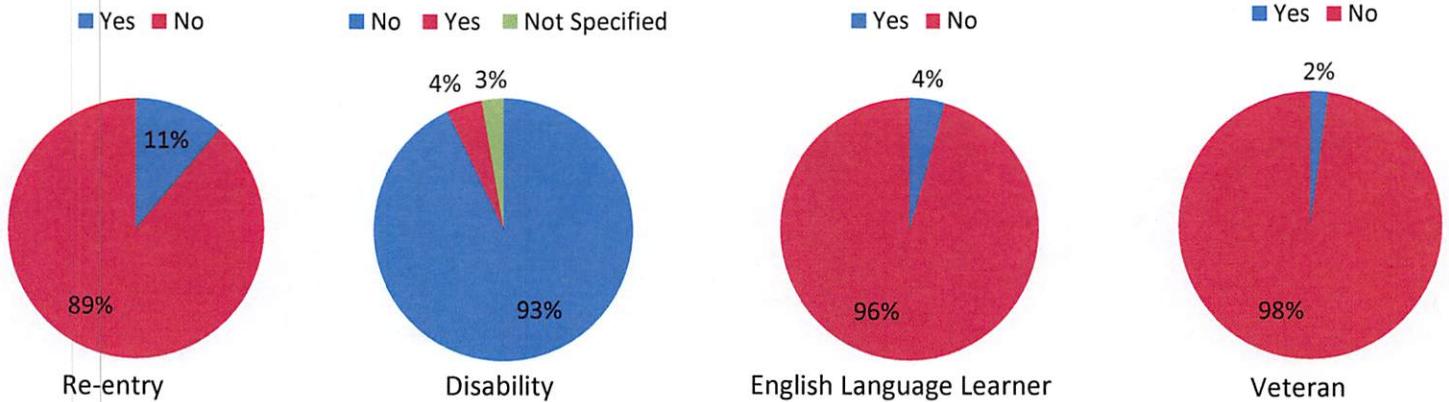
**To:** Oakland Workforce Development Board  
**From:** OWDB Staff  
**Date:** May 4, 2017  
**Re:** OWDB Contractor Performance Reports



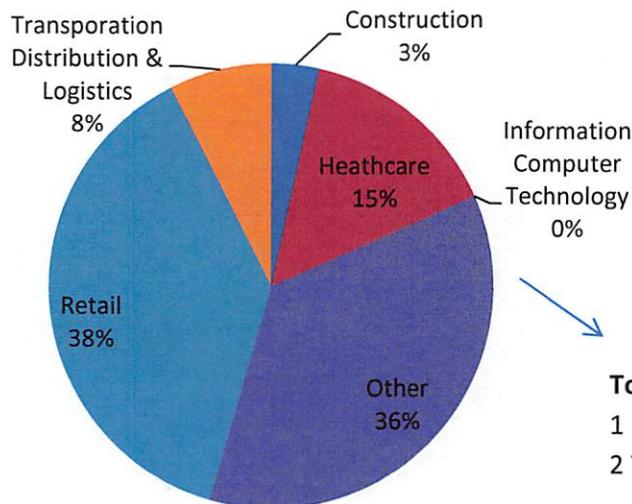
**CUMULATIVE FY 2016-17 PERFORMANCE REPORTS**

**Priority Populations**

*Active Enrollments between 7/1/2016 to 6/30/2017*



**Priority Sector Employment**



**Top 5 "Other" Employment**  
 1 Employment Placement Agencies  
 2 Temporary Help Services

**City of Economic and Workforce Development Department  
Workforce Development  
Responses to FY 17-19 Proposed Policy Budget Council Questions from McElhaney**

- 3 Security Guards and Patrol Services
- 4 Elementary and Secondary Schools
- 5 Full-service restaurants

*(Adults and Youth enrollments between 7/1/2016 to 6/30/2017)*

**Total Participants Enrolled: 2416**



**New Participant Enrollments: 791**



**Received Training: 551**



**Exited with Credential: 175**




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**Training Expenditure Requirement for Program Years 2015-17 as of March 31, 2017**

Beginning Program Year 2012-13 through 2015-16, local boards must spend at least 25 percent of the combined total of their adult and dislocated worker WIA formula fund allocations on training services, imposed by Senate Bill 734. Up to 10 percent of the combined total of the adult and dislocated worker formula fund allocation can be met by applying designated leveraged resources used for training. The following table provides a breakdown of the total training expenditure requirement and leveraged resources for PY 2015-17 reported to the State by the City's Finance Management Agency.

<b>Adult and DW Total Allocation</b>	\$ 2,753,624
<b>Minimum Training Expenditure Requirement</b>	<b>\$ 688,406</b>
<b>Actual Training Service Payments</b>	\$ 390,324

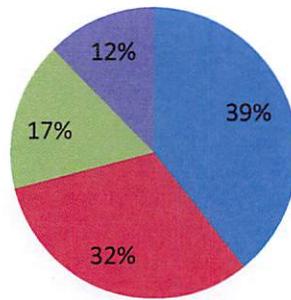
**City of Economic and Workforce Development Department**  
**Workforce Development**  
**Responses to FY 17-19 Proposed Policy Budget Council Questions from McElhaney**

Summary of Leveraged Resources	\$ 0
Amount of Possible Leverage	\$ 275,362
Total Amount Spent on Training	\$ 390,324
Shortfall for 25% Training Requirement	<b>-\$ 298,082</b>
Requirement met?	<b><u>Not met</u></b>

### Length of time in program

*Enrollees active or exited from 7/1/16 to 3/31/17*

■ 0-12 months   
 ■ 1-2 years   
 ■ 2-3 years   
 ■ 3+ years



	0-12 months	1-2 years	2-3 years	3+ years
ASSETS	3	11	8	2
Merritt College	103	0	0	0
PIC East, West & Comp	574	663	368	288
Unity Council	66	22	12	0
BACR	19	0	0	0
Lao Family	32	29	0	0
YEP	35	13	0	0
Youth Radio	44	7	0	0
Civicorps	40	0	0	0
<b>Total</b>	<b>916</b>	<b>745</b>	<b>388</b>	<b>290</b>

**City of Economic and Workforce Development Department  
Workforce Development  
Responses to FY 17-19 Proposed Policy Budget Council Questions from McElhaney**

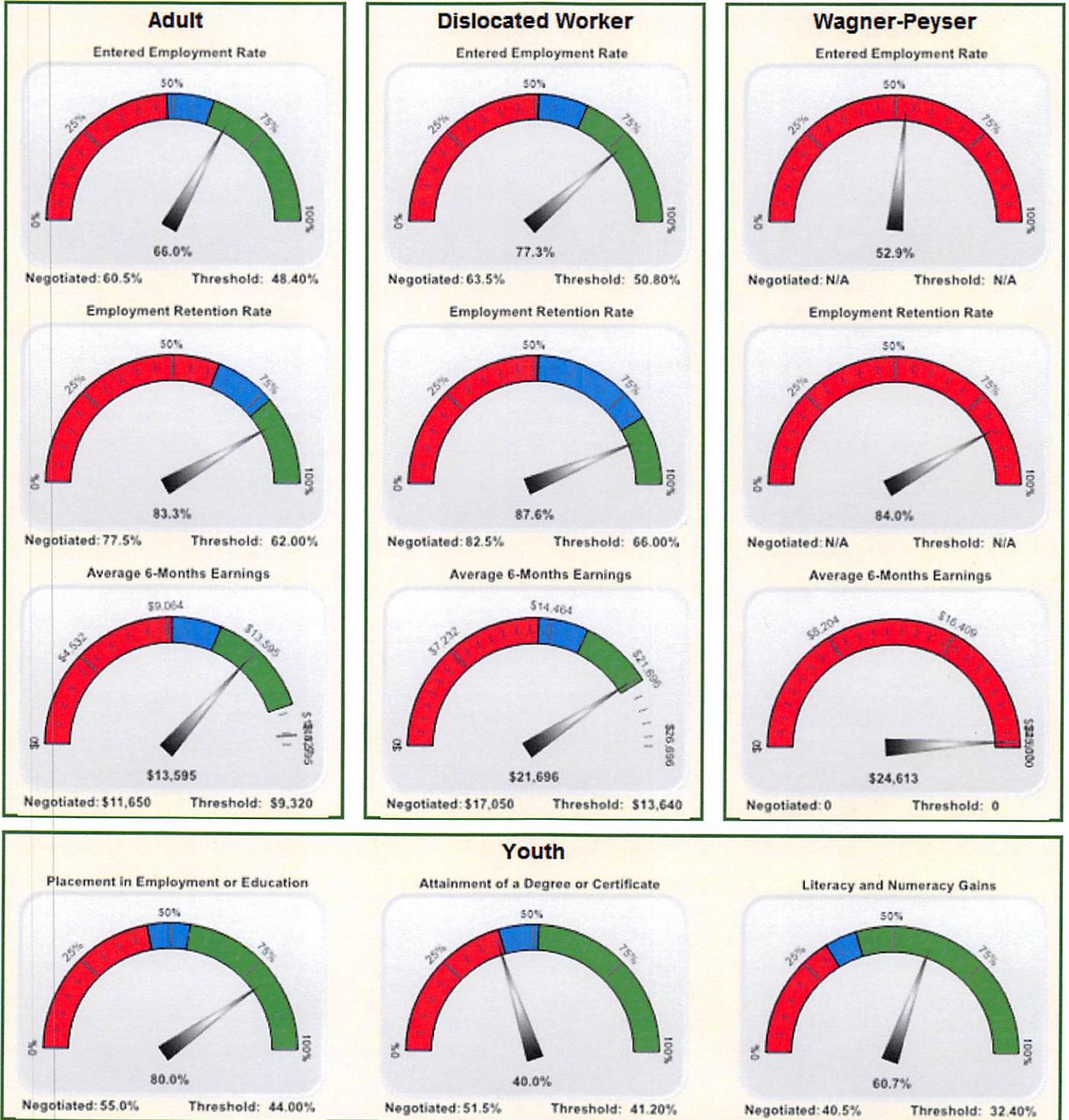
**WIOA Performance Measures**

These goals, negotiated with the California State Workforce Board, form the baseline performance levels that will be used as a benchmark for future performance accountability. Local areas will have the opportunity to renegotiate PY 2017-18 in the fourth quarter of PY 2016-17. Performance indicators below the threshold are considered not met. The City of Oakland is currently exceeding its negotiated performance measures for Adult, Dislocated Worker and Youth programs. (see graphics on next page)

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\*Wagner-Peyser measures are shown but not part of WIOA performance measures.

- Report Period: 2016

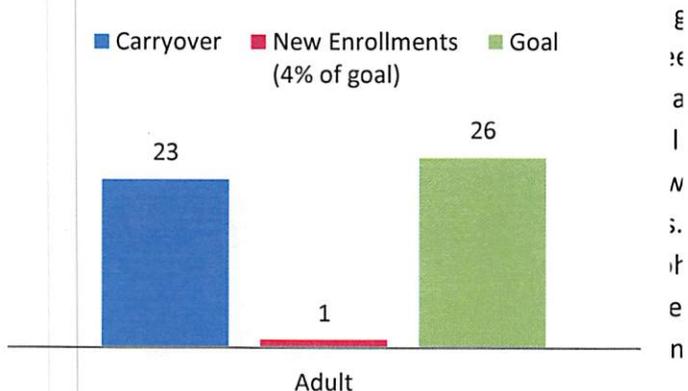


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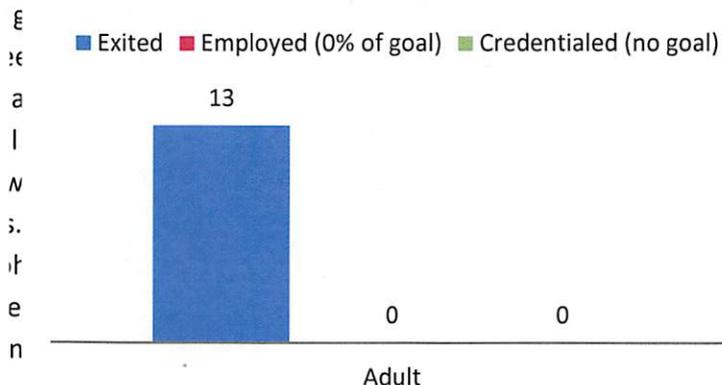
**Assets**

FY 2016-17 has been a transitional year for ASSETS with the elimination of SCSEP services. With SCSEP, ASSETS had more than 40 agencies providing subsidized on the job training experience for older adult workers. ASSETS agreements with these agencies was key to meeting employment goals in prior years for both SCSEP and WIOA programs. To that end, ASSETS is strategizing on how to replace the OJT experience provided by SCSEP with employers that value older adult workers. This new program planning will in the short-term make it difficult for ASSETS to meet employment goals by June 30 however, it should increase ASSETS ability to meet future employment goals. ASSETS is taking the necessary time this transitional year for evaluation and planning to ensure improved performance in the future. Part of this transition has already benefitted the WIOA program as we were able to use the existing SCSEP data base to schedule more than 25 new intakes between April and May with more to follow in June. ASSETS has in its plan to collaborate with KRA to provide OJT and direct hire placements to existing and new customers.

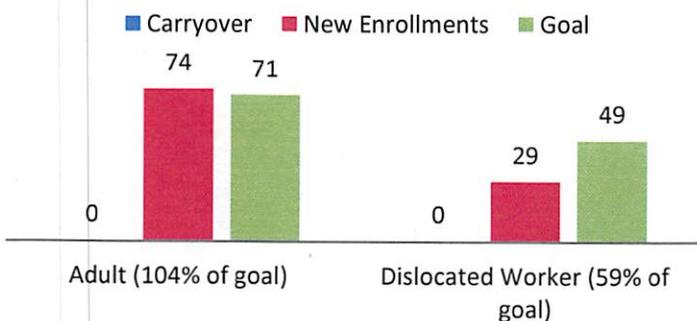
**Enrollment**



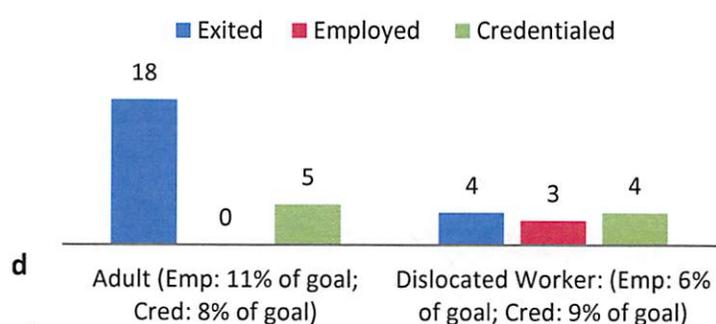
**Outcomes**



**Enrollment**



**Outcomes**

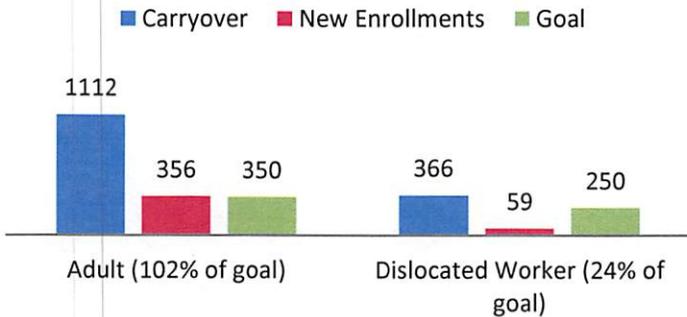


Enrollment goal of 250. PIC plans to utilize their co-located staff at their East Oakland site to go to the EDD Oakport site to assist with WIOA orientations which will in turn boost their DW enrollments. PIC is

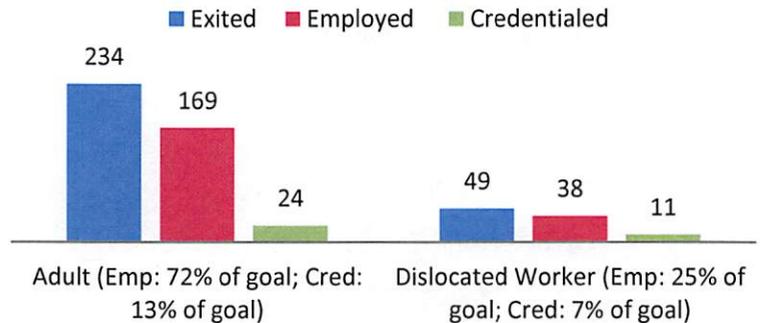
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hopeful that they will reach their DW enrollment goal by the end of the fiscal year. PIC is on track to meet their Adult Employment goal by the end of the fiscal year. They have met 72% of their goal to date. PIC has exceeded their DW Employment goal (103%). PIC is currently working with KRA to meet their employment goals and provide direct hire and OJT placements to existing and new customers.

### Enrollment



### Outcomes



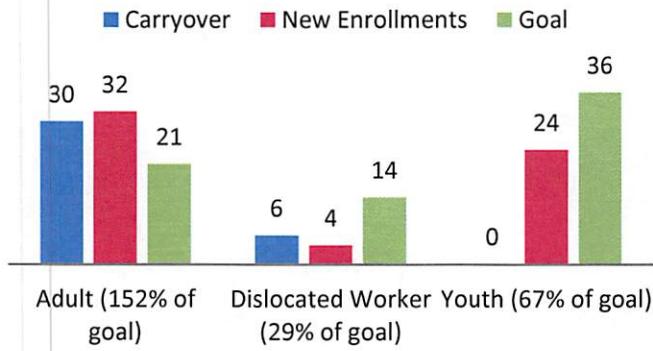
### Unity Council

Unity Council has vastly exceeded its Adult Enrollments (152%). Unity Council has an action plan in place to send staff out to the EDD Oakport site to assist with WIOA Orientations which will in turn increase their WIOA DW enrollments. Unity SAP has an ongoing JVS healthcare cohort where their customers will receive industry recognized certifications. They are on track to meet their training/attainment goals by the end of the fiscal year. Unity SAP is currently working with KRA to provide direct hire and OJT placements to existing and new customers. They are hopeful that they will meet their training/attainment goals by the end of the fiscal year.

Unity Council recruited and assessed eligibility for 33 interested youth, totaling 56 so far this program year. UC is serving 24 youth participants (8 ISY, 16 OSY).

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**Enrollment**



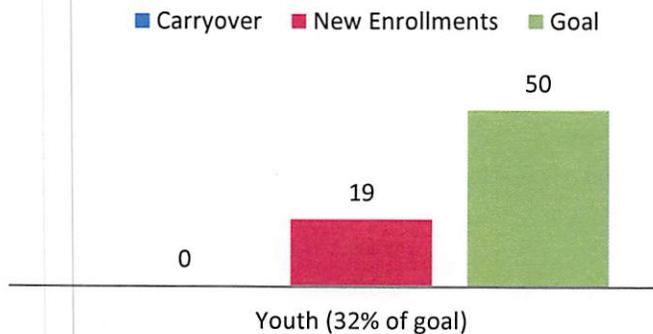
**Outcomes**



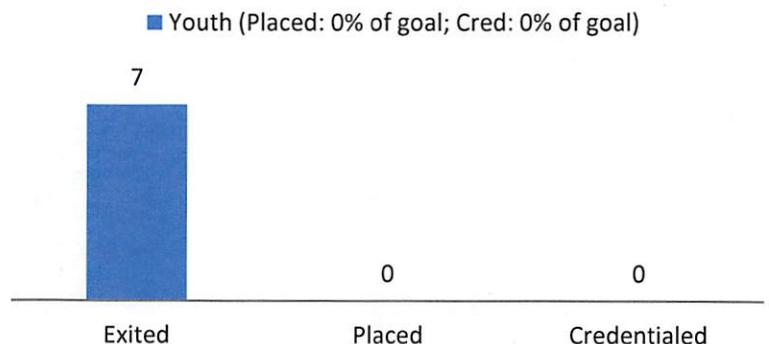
**Bay Area Community Resources (BACR)**

BACR increased WIOA clients, bringing total enrollments to 19. Twenty-eight percent of enrollments took part in a five-week cohort based job readiness and life skills training. This was the first cohort this year. Lastly, BACR participated in this year's Oakland Youth Career Expo and Job Fair. With over 40% of clients in attendance, they were exposed to over 20 employers and gained extensive knowledge of summer employment opportunities. In addition, they also connected with post-secondary institutes for future enrollment opportunities and info sessions.

**Enrollment**



**Outcomes**



**Civicorps**

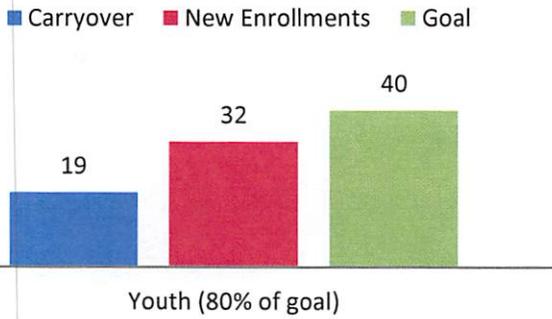
Civicorps enrolled 20 new WIOA participants, successfully reaching their goal of enrolling 40 participants. All WIOA youth had dropped out of high school, and qualify as out-of-school youth before entering Civicorps' Academic and Professional Pathway. Also, 15 WIOA participants are engaged in paid job training, participated in at least four hours of evening academics each week, as well as a weekly three-hour seminar, working toward their high-school diploma. This coursework included English and Math classes developed in collaboration with the Peralta Community College District; interview skills;

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**Youth Radio**

Youth Radio renewed MOU with Berkeley City College assuring that all WIOA participants will earn UC or CSU transferable credits. 20 youth are approaching the final stages of programming and WIOA Closure.

**Enrollment**



**Outcomes**

