



CITY OF OAKLAND

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OAKLAND

2017 JUN 14 PM 4:52

# AGENDA REPORT

**TO:** Sabrina B. Landreth  
City Administrator

**FROM:** Katano Kasaine  
Director of Finance

**SUBJECT:** Supplemental Report To The  
Informational Report On Mayor's  
Proposed Budget From Independent  
Analyst

**DATE:** June 14, 2017

City Administrator Approval

Date:

6/14/17

## RECOMMENDATION

**Staff Recommends That The City Council Accept This Supplemental Report To The Informational Report On Mayor's Proposed Budget From Independent Analyst.**

## ANALYSIS

After a thorough analysis of the memo presented by Harvey M. Rose Associates (HMRA), LLC, staff has identified areas of concern regarding their proposed GPF savings recommended to Council. Below is a response for each area identified, along with sources cited. Additionally, Attachment 1 provides additional detailed responses.

### **1. Personnel Cost Savings: Exhibit 4, (Page 4) and Exhibit 6 (Page 6)**

The GPF spending Citywide has historically been overspent among all expenditure categories (*Table 1* below). The primary driver for the overspending is personnel costs. Over the last few fiscal years the City has relied on one-time revenues to cover overtime expenditures in Public Safety. Since these revenues are one-time, there is no certainty regarding whether similar one-time revenues will materialize in FY 2017-19.

**Table 1: Citywide GPF Overspending - FY 2014-15 through Projected FY 2016-17\*:**

GPF - Total (Over) / Under Spending Citywide	Amount (mil)
Fiscal Year 2014-15 (Q4)	(4.35)
Fiscal Year 2015-16 (Q4)	(12.11)
Fiscal Year 2016-17 Projected (Q3)	(17.28)

\* Data provided from Fourth Quarter Revenue and Expenditure Reports (Attachment A-2), and the FY 2016-17 Third Quarter Revenue and Expenditure Report (Attachment A-2); Links to reports provided in Attachment 2 of this memo

Item: \_\_\_\_\_  
City Council  
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HMRA Exhibit 4 shows estimated overspending of \$13.32 million Citywide in the General Purpose Fund in the category of personnel costs. Conversely, HMRA Exhibit 6 shows a proposed GPF salary savings of \$1.87 million in FY 2017-18 in select Departments based on the delay in hiring budgeted positions (3-6 months depending on the position status). **Isolating the savings from a select number of positions, while we have historically overspent in personnel costs, takes these savings out of the larger context of spending Citywide.**

In specifically reviewing the vacancies in the HMRA Exhibit 6, staff has updated the status of each of the vacancies and subsequent savings. Table 2 on the following page shows City staff (COO) calculated a saving of \$21k. However, these savings do not take into account the: (1) ability to meet the vacancy factor, (2) backfilling vacancies, or (3) backfilling with overtime.

**Table 2: Exhibit 6 Modified for Updated Vacancy Status:**

DEPT	Number of Positions	FY 2017-18 Salary	Recommended Salary	Savings	City Calculated Savings
Mayor	1.00	\$195,897	\$97,949	\$97,949	\$0
City Administrator	4.00	480,120	178,201	301,919	0
City Attorney	1.00	103,941	51,971	51,971	0
Human Resources Management	3.00	322,477	199,192	123,286	0
City Auditor	1.00	196,217	114,460	81,757	0
Finance	3.00	354,389	136,290	218,099	9,080
Police (Civilian)	7.00	947,062	417,508	529,554	0
Information Technology	2.00	319,778	141,728	178,050	0
Race and Equity	1.00	146,030	85,184	60,846	12,169
Human Services	1.00	120,626	60,313	60,313	0
Planning and Building	1.00	134,345	78,368	55,977	0
Economic & Workforce Development	1.00	191,529	63,843	127,686	0
<b>TOTAL</b>	<b>26.00</b>	<b>\$3,512,411</b>	<b>\$1,625,006</b>	<b>\$1,887,406</b>	<b>\$21,250</b>

HRMA identified an additional \$203,530 in salary savings associated with the timing of three (3) new positions in the GPF. However, based on a review of the hiring status for each position, staff has determined that these savings are not available as one position is currently filled on a temporary basis, while the remaining two positions could be filled within 30-days. **The savings identified based on the updated status of vacancies and new positions for FY 2017-18 is the one-time amount of \$21,250.** Specific details for each position (hire date, etc.) can be found in Attachment 3.

**2. Encumbrances and Reserves: Exhibit 7, (Page 7)**

In the Encumbrances section on Page 6, HMRA references 340 GPF purchase orders (PO) proposed for closure totaling \$215k. The 340 refers to the individual PO lines, while the number of POs is 146 (Attachment 4). For example, PO 2015003799 obligates by Council Resolution No. 84464 C.M.S is a three-year contract to Muller & Caulfield Associates for a not-to-exceed

amount of \$750k, the details of which are shown in Oracle R11i. In order to determine whether the remaining encumbrance can be released, staff needs to confirm that the contract has completed and all final payments have been made. This is the case with several POs on the list and would take additional time. Again, any identified savings are considered one-time. Finally, in the process of reimplementing Oracle R12, these PO's were recently reviewed by Departmental staff to determine whether they could be closed or needed to be converted to R12. Based on the review staff agrees that the office supply POs (totaling \$18k) can be closed, the remaining POs will require additional research **Therefore, the immediate available savings is \$18,000 and is considered one-time.**

### **3. Contract Budget Reductions: Exhibit 7, (Page 7)**

Exhibit 7 shows a proposed savings in the Finance Department – Miscellaneous Contracts account of \$500,000. While there has been underspending in this account, the appropriation is unique in that it is tied to a revenue generating contract. On January 7, 2014 Council passed Resolution No. 84776 C.M.S, which authorized appropriation not to exceed \$2.8 million, and is based on a revenue expectation of the same amount. If the expenditure appropriation is reduced, the revenue appropriation would have to be reduced as well. This amount is the maximum fees that ACS/Xerox can earn based on their revenue collection fees on an annual basis. The amount spent from this line item is directly correlated to the amount of revenue received (i.e., no revenue received, no expenditure incurred) as outlined on Page 2 of the Agenda Report. Therefore, the proposed savings of \$500,000 has no revenue associated with it and cannot be considered available funding. The links to the agenda report and resolution can be found in Attachment 5.

Regarding the \$100,000 savings identified in the Economic & Workforce Department, these historic savings are attributed to not having the City's marketing position filled. The FY 2017-19 budget includes a restructuring and downgrade of the marketing position and staff anticipate the position will be filled soon after the fiscal year starts. **Therefore, the \$100,000 savings identified by HMRA should be considered one-time, so the funds will be available in the future for marketing activities.**

### **4. Revenue Recommendation 4: (Page 10)**

#### *Fire Prevention Fees*

The Fire Prevention Bureau proposed significant increases to inspection fees in the FY 2017-18 Master Fee Schedule. Those fee increases were incorporated in the proposed FY 2017-19 Budget. The delta between inspection costs and inspection revenue is due to current City policy regarding vegetation inspections. Currently, property owners who are subject to annual vegetation inspections are not billed for services until the *second re-inspection*.

#### *Deemed Approved*

The deemed approve revenue does not include recovery costs associated with City Attorney staff costs. Prior to increasing the fee, a cost analysis of the program would need to be conducted to ensure the fee is in compliance with Proposition 26.

**5. Information Technology Department: Pages 18-22**

HMRA Exhibit 19 on Page 20 shows an accumulation of savings in three ITD funds. However, these amounts consist of project carry-forward for each year, therefore the yearly balances cannot be accumulated, as represented by HMRA, because the amounts would be double-counted. In FY 2015-16 the ITD fund (4600) appropriation of \$20 million included \$17 million of funding from financing (IBM/Hyperion) and cannot be attributed to the GPF. The remaining amount collected via the ISF was fully spent on debt service. In FY 2016-17 the appropriated amount of \$17.9 million includes the unspent project CF from the FY 2015-16 financing. The table below shows the comparison of Exhibit 19 to the City's analysis.

Exhibit 19: Citywide Appropriations and Actual Spending for Radio and IT internal service funds

	HMRA	HMRA	HMRA	HMRA	CITY	CITY	CITY	
Radio Fund	FY 2014-15	FY 2015-16	FY 2016-17*	Total FY 2014-17	FY 2014-15	FY 2015-16	FY 2016-17*	
Appropriated	14,280,596	17,587,958	17,276,465	49,145,019	14,280,596	17,587,958	17,276,465	= a+b+c
Adopted Appropriation					3,547,574	7,177,019	7,766,281	a
NEW Appropriation (via Council Resolution)					8,475,600	7,769,400	0	b
Project & Encumbrance Carry-Forward from Prior Fiscal Year**					2,257,422	2,641,539	9,510,184	c
Spent	11,932,373	11,309,669	9,876,675	33,118,717	11,932,373	11,309,669	16,655,019	
Unspent Funds	1,924,183	6,278,289	7,399,790	15,602,262	1,924,183	6,278,289	621,446	
GF Portion of Unspent Funds	1,597,072	5,210,980	6,141,826	12,949,877	0	0	0	
<b>IT Fund</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>	<b>FY 2016-17*</b>	<b>Total FY 2014-17</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>	<b>FY 2016-17*</b>	
Appropriated	0	19,975,527	17,898,999	37,874,526	0	19,975,527	17,898,999	= a+b+c
Adopted Appropriation					0	2,975,527	9,447,851	a
NEW Appropriation (via Council Resolution)					0	17,000,000	0	b
Project & Encumbrance Carry-Forward from Prior Fiscal Year**					0	0	8,451,148	c
Spent	0	17,396,708	11,427,182	28,823,890	0	17,396,708	17,897,511	
Unspent Funds	0	2,578,819	6,471,817	9,050,636	0	2,578,819	1,488	
GF Portion of Unspent Funds	-	1,882,538	4,724,426	6,606,964	0	0	0	
<b>Total Unspent GF, Radio and IT Funds</b>	<b>1,597,072</b>	<b>7,093,518</b>	<b>10,866,252</b>	<b>19,556,842</b>	<b>0</b>	<b>0</b>	<b>0</b>	

\* FYE Amounts projected based on Q3 Data

\*\* Amounts carried forward include unspent funds and encumbrances therefore will not equal prior year Unspent

All of the funding in each of these Internal Services Funds are allocated to multi-year projects and/or licensing and maintenance contracts. Additionally, the revenue received in the Radio Fund includes a replacement value is intended to accumulate in order to replace radios as they break or become obsolete.

Prior to recalculating ISF contributions, there are other factors that must be considered. For example, annually staff evaluate carryforward dollars in relationship to the available fund balance. The annual analysis at fiscal year-end (FYE) takes into account the following:

- Audited Ending Cash Balance of Prior Year
- Use of Cash Balance in the current Budget Year
- Amounts Carried Forward from the Prior Fiscal Year

Once all of those factors are considered, whatever is remaining is either restored to the contributing funds Citywide, or used for replacement (whichever is appropriate).

**The HMRA calculation double-counts carry-forward appropriations therefore there are no GF contributed unspent funds.**

In summary, staff has confirmed a total of \$139,250 in one-time General Fund savings based on the FY 2017-19 Proposed Policy Budget.

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff recommends that the City Council accept this supplemental report to the Informational Report On Mayor's Proposed Budget From Independent Analyst.

For questions regarding this report, please contact Kirsten LaCasse, Controller, at 510-238-6776.

Respectfully submitted,



KATANO KASAINÉ  
Director of Finance, Finance Department

Attachments (5)

1. Budget & Fiscal Analysis Response Matrix
2. Links to FY 2014-15, FY 2015-16 Fourth Quarter Expenditure and Revenue Reports, FY 2016-17 Third Quarter Revenue and Expenditure Report
3. Updated Vacancy Status of Positions Identified by HMRA
4. Purchase Orders Identified by HMRA
5. Link to ACS/Xerox Agenda Report and Resolution No. 84776 C.M.S.

## ATTACHMENT 2

### Links to Reports Referenced on Page 1:

- FY 2014-15 Fourth Quarter Revenue & Expenditure Report

<https://oakland.legistar.com/LegislationDetail.aspx?ID=2507074&GUID=899AA6DC-21D7-4265-A142-A46A44993763&Options=ID|Text|&Search=fourth+quarter>

- FY 2015-16 Fourth Quarter Revenue & Expenditure Report

<https://oakland.legistar.com/LegislationDetail.aspx?ID=2875870&GUID=0708504B-37E3-4AA2-B236-71B094204721&Options=ID|Text|&Search=fourth+quarter>

- FY 2016-17 Third Quarter Revenue & Expenditure Report

<https://oakland.legistar.com/LegislationDetail.aspx?ID=3046402&GUID=0E0B3795-78B6-4668-9E31-AE0FF96724F8&Options=ID|Text|&Search=third+quarter>

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Budget Fiscal Analysis Response Matrix

ATTACHMENT 1

#	Dept. Issue	HMR Recommendation	GPF Impact	One-Time or Ongoing	CITY RESPONSE
1	<p><b>Personnel cost savings:</b> Of the City's 340 vacant General Purpose Fund positions, we identified 26 positions which City departments intend to fill during the year, but which are in the early stages of recruiting and hiring. Because the hiring process can take up to six months, we recommend increasing attrition savings in each department's budget in FY 2017-18 to account for hiring delays.</p> <p>In addition, the City is proposing 11 new General Purpose Fund positions in FY 2017-18 (other than Police Department and Fire Department positions). For three of these positions, we recommend increasing the attrition rate in the budget by \$203,530 to account for the hiring timeline.</p>	<p>Budget for attrition in FY 2017-18 to account for hiring delays for vacant and new positions.</p> <p>Evaluate vacant positions and hiring timelines in the FY 2017-18 midcycle budget and budget for attrition in FY 2018-19 to account for hiring delays for vacant and new positions.</p>	\$2,073,550	One-time	<p><b>SAVINGS: ONE-TIME \$21,250</b></p> <p>Revised information in Attachment 3 is provided regarding the status of hiring, which was provided by Human Resources. These savings do not take into account the: (1) ability to meet the vacancy discount (4% for most departments), (2) backfilling vacancies, or (3) overtime. Potential savings are reduced dramatically to \$21,250. These savings should not be assumed without addressing public safety overtime/overspending.</p>
2	<p><b>Encumbrances and reserves:</b> As of May 17, 2017, the City had over \$4.3 million in open encumbrances in the General Purpose Fund. Approximately 340 of the nearly 4,800 purchase orders have unspent encumbrances from 2014 and 2015.</p>	<p>Close out open encumbrances in the General Purpose Fund from 2014 and 2015, and return unspent funds to the General Purpose Fund.</p>	\$215,000	One-time	<p><b>SAVINGS: ONE-TIME \$18,000</b></p> <p>The 340 refers to the individual PO lines, while the number of POs is 147. Potentially close office supply POs (totaling \$18k), but the remaining POs will require additional research.</p>
3	<p><b>Contract Contingencies:</b> City departments allocate funds for undisclosed discretionary purposes, and often underspend the budgets. Two departments have consistently maintained balances for generic contracting activities: the Office of Economic and Workforce Development and Finance.</p>	<p>Reduce allocations for contract contingency accounts in FY 2017-18 for the Office of Economic and Workforce Development and Finance, to reflect historic spending.</p>	\$600,000	Ongoing	<p><b>SAVINGS: ONE-TIME \$100,000</b></p> <p>The \$500,000 Finance appropriation is tied to a revenue generating contract. On January 7, 2014 Council passed Resolution No. 84776 C.M.S, which authorized appropriation not to exceed \$2.8 million, and is based on a revenue expectation of the same amount. If the expenditure appropriation is reduced, the revenue appropriation would have to be reduced as well, which would result in no budgetary savings.</p> <p>The \$100,000 savings identified by HMRA in Economic &amp; Workforce Development should be considered one-time, so the funds will be available in the future for marketing activities.</p>

Budget Fiscal Analysis Response Matrix

ATTACHMENT 1

#	Dept.	Issue	HMR Recommendation	GPF Impact	One-Time or Ongoing	CITY RESPONSE
4	Citywide	<b>Revenue:</b> The City needs to increase Fire Prevention and Deemed Approved Ordinance fees to ensure that the costs of Fire Prevention and Deemed Approved Ordinance programs are fully recovered.	<p>Increase Fire Prevention fees by 8.0 percent in FY 2017-18.</p> <p>Further evaluate Fire Prevention fee revenues during the FY 2018-19 midcycle budget process to determine the sufficiency of these fee revenues to cover program expenses.</p> <p>Increase Deemed Approved Ordinance fees by 10.5 percent.</p>	<p>\$500,000 in FY 2017-18 and in FY 2018-19, totaling \$1,000,000 over two years.</p> <p>\$90,000 in FY 2017-18 and in FY 2018-19, totaling \$180,000 over two years.</p>	Ongoing	<p><b>Fire Prevention Fees:</b> The Fire Prevention Bureau proposed significant increases to inspection fees in the FY 2017-18 Master Fee Schedule. Those fee increases were incorporated in the proposed FY 2017-19 Budget. The delta between inspection costs and inspection revenue is due to current City policy regarding vegetation inspections. Currently, property owners who are subject to annual vegetation inspections are not billed for services until the second re-inspection.</p> <p><b>Deemed Approved:</b> The deemed approve revenue does not include recovery costs associated with City Attorney staff costs. Prior to increasing the fee, a cost analysis of the program would need to be conducted to ensure the fee is in compliance with Proposition 26.</p>
5	Police	<b>Staffing:</b> Actual Police Department overtime expenditures have exceeded budgeted amounts by an average of \$12.5 million over the past three years.	Review historical expenditures and assess future needs to more accurately establish budgets			Staff agrees and continues to look for ways to reduce overtime and determine an appropriate overtime amount.
6	Police	<b>Staffing:</b> Based on the consistent pattern of overspending in overtime, it is clear that the department lacks sufficient internal controls on overtime use	Implement measures to increase accountability for overtime use, including enhanced approvals and reporting.			Police is already implementing measures to increase accountability for overtime use, including enhanced approvals and reporting.
7	Police	<b>Budget:</b> Despite historical underspending, the Department continues to budget more than it needs in certain expenditure categories, including contracts and supplies & materials	Review historical expenditures and assess future needs to more accurately establish budgets			Departmental staff will evaluate line item budget allocations among the various accounts and move budgets to accounts where funds have been spent historically.
8	Fire	<b>Overtime:</b> Actual Fire Department overtime expenditures have exceeded budgeted amounts by \$18.4 million in FY 2015-16 and are projected to exceed the budget by a similar amount in FY 2016-17.	Develop a fire suppression staffing model that accounts for minimum staffing requirements, relief (the need for positions to backfill time off and vacancies) and overtime. The staffing model should be the basis for the fire suppression budget.			Given the proposed budget including funding for one fire academy per year, the budget for Fire should be sufficient for personnel in total. The budget provides sufficient funding for all positions required under minimum staffing, even if staffing is partially covered through backfill overtime, which is actually a lower cost than filling the position.
9	Fire	<b>Budgeting:</b> It is not clear how the Department establishes its budgetary levels for its various spending categories.	Review historical expenditures and assess future needs to more accurately establish budgets by categories of spending (such as characters and objects)	The Council would be able to conduct a sufficient and detailed budget analysis to optimize efficiency of City revenues.		Departments are responsible for ensuring budget allocations are budgeted at an appropriate line item detail based on historical spending; however, there is authority to move budget within a Fund/Department level to meet departmental needs throughout the year. Staff will evaluate line item budget allocations among the various accounts and move budgets to accounts where funds have been spent historically.



Budget Fiscal Analysis Response Matrix

ATTACHMENT 1

#	Dept.	Issue	HMR Recommendation	GPF Impact	One-Time or Ongoing	CITY RESPONSE
10	ITD	<b>Staffing:</b> The Department has had a vacant Application Developer III since December 2015 that is funded by the General Purpose Fund. The Department has not initiated a requisition to fill this position.	Delete one Application Developer III position.	\$185,992 in General Purpose Fund savings in FY 17-18.  \$192,735 in General Purpose Fund Savings in FY18-19.	Ongoing	<b>SAVINGS: \$0</b> This position has historically been backfilled with contract resources for special projects - namely the reimplementation of Oracle. Eliminating this position will reduce ITD's ability to complete the various projects currently underway.
11	ITD	<b>The Radio project</b> appears to have exceeded its original budget and Radio and IT projects do not fully spend their annual appropriations. Annual appropriations for those projects cannot be spent down and have tied up \$19.9 million in General Purpose Funds in FY 14-15.	Conduct follow up analysis to understand reasons for underspending in Radio and IT Funds.	Historically, \$19.9 million in unspent but appropriated General Purpose Funds from FY 14-15 through FY 16-17.		<b>SAVINGS: \$0</b> The amount shown by HMRA is incorrectly shown as cumulative across all these years and should only be the current balance. Furthermore, most of these funds are project funds approved by Council.
12	Planning & Building	<b>Vacant Positions:</b> The Planning and Building Department has requested an additional 20.0 FTEs for FY 2017-18 despite the existing 23.0 FTEs of vacant positions in the Department, amounting to a 16.2 percent vacancy rate. Until existing vacancies are filled, the Department cannot accurately assess its permanent staffing needs. The Department should expedite filling existing vacant positions, and meet back log and other workload needs through use of limited term and temporary positions.	Rather than add new positions, the Department should expedite filling of existing vacancies. We do not recommend reducing the personnel budget in FY 2017-18; the FY 2017-18 budget should add temporary salaries and/or limited duration positions in lieu of new permanent positions in order to meet workload and reduce the back log. The Department should then assess its need for permanent positions in the FY 2018-19 midcycle budget.	No General Purpose Fund impact		<b>The FY 2017-19 Proposed Budget includes funding a Human Resource Analyst from the Development Services Fund (2415) in order to provide dedicated support to fill position in Planning &amp; Building.</b> Although the current volume of permit applications exceeds the peak volume before the recession, current staffing levels are below the pre-recession peak.  Currently, the Department is experiencing a high vacancy rate at approximately 16%. All of our current vacancies have an active request; or requisition to fill, however, the HR recruitment and hiring process can span a period of 6-9 months before an offer can be extended. As such, PBD has employed the use of temporary staff to fill operational gaps, until authorized vacant positions are permanently filled.
13	Planning & Building	<b>Internal Controls for Overtime and Managing Staffing Resources:</b> Even though the Planning and Building Department advise that there is a specific process in place to pre-approve overtime hours and review actual overtime hours claimed, the Department continues to overspend the budget allocated. The Department also uses overtime hours to provide services during the lengthy new staff recruitment process.	Follow-up analysis to determine how the Department can (i) tighten internal controls for overtime hours; and (ii) shorten the recruitment period for new staff hires.	No General Purpose Fund impact		For an employee to work overtime, pre-approval must be secured by the supervisor. The supervisor subsequently signs off on an overtime form after the actual hours have been worked. As mentioned above, due to the Department's high vacancy rate, and in addition to the use of temporary staff, PBD management authorizes the use of overtime, on an as-needed basis to manage service levels until vacant positions are permanently filled.

Update Vacancy Status of Positions Identified by HMRA

DEPT	JOB CLASSIFICATION TITLE	STATUS OF VACANCY/REQ	HMRA		Additional Comments	City Calculated Savings
			Proposed Savings	UPDATED STATUS OF VACANCY/REQ		
MAYOR	Special Assistant to the Mayor I	Recruitment Open (application intake)	97,949	Filled on 5/30/17		0
CITY ADMIN	Animal Control Supervisor	Pre-Recruitment (planning w/HR)	73,711	Requisition to Recruit - Spec Revision in Progress	Backfilled by OT	0
CITY ADMIN	Employee Relations Analyst Prin	Pre-Recruitment (planning w/HR)	124,309	Filled on 6/19/17		0
CITY ADMIN	Intake Technician	REQ in Progress (approvals pending)	54,482	Police Commission REQ in Progress (approvals pending)	Backfilled by OT	0
CITY ADMIN	Veterinary Technician	Pre-Recruitment (planning w/HR)	49,417	Spec Revision in Progress	Backfilled with temp	0
CITY CLERK	City Clerk, Assistant	Pre-Recruitment (planning w/HR)	49,417	Dept. Interviews Scheduled	appt July/Aug - sooner if internal	0
CITY ATTORNEY	Legal Admin Assistant, Supervising	Recruitment Open (application intake)	51,971	Offer Accepted for July 17, 2017	Savings adjusted to hire date	0
HRM	Human Resource Technician	Examination Scheduled	52,155	Dept. Interviews Scheduled - appt in July	Savings adjusted to hire date	0
HRM	Human Resource Technician	Examination Scheduled	52,155	Dept. Interviews Scheduled - appt in July	Savings adjusted to hire date	0
HRM	Human Resource Analyst (CONF)	Dept. Interviews Scheduled	28,465	Offer Pending		0
CITY AUDITOR	Performance Audit Manager	Referral of Eligible (pending)	98,109	Filled on 5/22/17		0
FINANCE	Budget & Operations Analyst III	REQ in Progress (approvals pending)	54,482	Announcement closes June 30		9,080
FINANCE	Public Service Rep, Sr	Pre-Recruitment (planning w/HR)	73,024	Recruitment Open (application intake)	Backfilled, Acting Pay	0
FINANCE	Tax Auditor II	Pre-Recruitment (planning w/HR)	90,593	Filled on 6/5/17	Savings adjusted to hire date	0
POLICE	Administrative Analyst II	Dept. Interviews Scheduled	31,542	Filled 5/22/17	No savings based on total OPD personnel overspending	0
POLICE	Crime Analyst	Pre-Recruitment (planning w/HR)	84,111	Tentative Hire Date of 10/23/17	No savings based on total OPD personnel overspending	0
POLICE	Exec Asst to the Director	Pre-Recruitment (planning w/HR)	88,746	Tentative Hire Date of 7/15/17	No savings based on total OPD personnel overspending	0
POLICE	Latent Print Examiner II	Pre-Recruitment (planning w/HR)	107,875	Pre-Recruitment (planning w/HR)	No savings based on total OPD personnel overspending	0
POLICE	Manager, Crime Laboratory	Recruitment Open (application intake)	116,214	Dept. Interviews Scheduled/Tentative Hire Date of 6/19/17	No savings based on total OPD personnel overspending	0
POLICE	Office Assistant I	Pre-Recruitment (planning w/HR)	46,693	Review job duties/potential Add/Delete in FY17-19	No savings based on total OPD personnel overspending	0
POLICE	Parking Control Technician	Dept. Interviews Scheduled	26,880	Dept. Interviews Scheduled - appt in July	No savings based on total OPD personnel overspending	0
POLICE	Parking Control Technician	Dept. Interviews Scheduled	24,340	Dept. Interviews Scheduled - appt in July	No savings based on total OPD personnel overspending	0
POLICE	Parking Control Technician, PPT	Dept. Interviews Scheduled	20,545	Dept. Interviews Scheduled - appt in July	No savings based on total OPD personnel overspending	0
POLICE	Public Service Representative	Pre-Recruitment (planning w/HR)	64,887	Dept. Interviews Scheduled - appt in July	No savings based on total OPD personnel overspending	0
ITD	Administrative Analyst I	Pre-Recruitment (planning w/HR)	72,643	Filled on 5/22/17	Backfilled by OT	0
ITD	Information Systems Manager I	Recruitment Open (application intake)	105,407	Eligible Candidates Referred to Dept	Backfilled by OT (Oracle R12, etc.)	0
PARKS & REC	Recreation Leader II, PPT	Request to Fill (REQ) authorized	24,653	Dept. Interviews Scheduled - appt in June	Savings adjusted to hire date	0
PARKS & REC	Recreation Leader II, PPT	Request to Fill (REQ) authorized	24,653	Dept. Interviews Scheduled - appt in June	Savings adjusted to hire date	0
PARKS & REC	Recreation Leader II, PPT	Request to Fill (REQ) authorized	27,178	Dept. Interviews Scheduled - appt in June	Savings adjusted to hire date	0
PARKS & REC	Recreation Leader II, PPT	Request to Fill (REQ) authorized	27,178	Dept. Interviews Scheduled - appt in June	Savings adjusted to hire date	0
PARKS & REC	Recreation Leader II, PPT	Request to Fill (REQ) authorized	27,178	Dept. Interviews Scheduled - appt in June	Savings adjusted to hire date	0
PARKS & REC	Recreation Leader II, PPT	Request to Fill (REQ) authorized	24,653	Dept. Interviews Scheduled - appt in June	Savings adjusted to hire date	0
PARKS & REC	Recreation Leader II, PPT	Request to Fill (REQ) authorized	24,653	Dept. Interviews Scheduled - appt in June	Savings adjusted to hire date	0
PARKS & REC	Recreation Leader II, PPT	Request to Fill (REQ) authorized	24,653	Dept. Interviews Scheduled - appt in June	Savings adjusted to hire date	0
RACE & EQUITY	Program Analyst III	Examination Scheduled	73,015	Offer Accepted for 8/14/17	Savings adjusted to hire date	12,169
HSD	Senior Center Director	REQ in Progress (approvals pending)	60,313	Recruitment Open (application intake)	Hire by 8/14, Dept doesn't typically meet vacancy rate	0
PBD	Specialty Combination Inspector	Request to Fill (REQ) authorized	67,173	Exam conducted; list to dept by June 30	Project funded - no savings available	0
EWD	Urban Economic Analyst IV, Projects	Proposed FY17-19 Action	127,686	Req on Hold (pending FY 17-19 adoption)	Position proposed for elimination in FY 2017-19 budget	0
<b>FY 2017-18 Salaries &amp; Benefits</b>			<b>2,175,155</b>			<b>21,250</b>

New Positions:

DEPT	JOB CLASSIFICATION TITLE	FTE	HMRA		City Calculated Savings
			Proposed Savings	UPDATED STATUS OF VACANCY/REQ	
EWD	Exec Asst to the Director.SS124	1	60,076	Exempt (30-day process)	0
EWD	Urban Economic Coordinator.SC231	1	93,195	Current temporary incumbent until filled permanently	0
TRP	Public Service Representative.SS169	1	50,259	Current eligible list - 30 days to fill	0
<b>FY 2017-18 Salaries &amp; Benefits</b>			<b>203,630</b>		<b>0</b>

**Purchase Orders Identified by HMRA**

**ATTACHMENT 4**

<b>Supplier</b>	<b>PO Number</b>	<b>Active Encumbrance Amount</b>
ADVANTEL INC.	2015011313	\$4.00
ALAMEDA COUNTY PUBLIC HEALTH	2015013843	\$125.00
ALAMEDA COUNTY PUBLIC HEALTH	2015013844	\$125.00
ALLSTAR FIRE EQUIPMENT	2014008486	\$679.67
ALLSTEEL INC.	2015002795	\$142.71
B SIDE INC	2015009704	\$558.77
BAUER COMPRESSORS, INC.	2015012873	\$611.22
BLOOMBERG L.P.	2015009218	\$7,812.00
BOUND TREE MEDICAL LLC	2015013569	\$396.02
BROADWAY PET HOSPITAL	2015013845	\$75.00
BUTLER ANIMAL HEALTH HOLDING COMPANY LLC	2015012394	\$1,577.65
BUTLER ANIMAL HEALTH HOLDING COMPANY LLC	2015013585	\$1,202.79
BUTLER ANIMAL HEALTH HOLDING COMPANY LLC	2015013638	\$1,716.42
CD-DATA	2015011601	\$1,445.36
CDW-G INC.	2014014776	\$299.32
CHILDRENS HOSPITAL OAKLAND	2015013547	\$2,610.00
CHILDRENS HOSPITAL OAKLAND	2015013548	\$4,634.00
CODE FOR AMERICA LABS INC	2015013632	\$15,000.00
CONTROL GROUP COMPANIES LLC	2015010054	\$3,404.95
DANIEL ZIEGLER DESIGN	2014014791	\$3,000.00
DEBORAH RAUCHER	2015009850	\$6,370.00
ED JONES COMPANY	2014012834	\$591.40
EMERYVILLE OCCUPATIONAL MEDICAL CENTER	2015013637	\$284.00
ERIC DEPPE, DBA:	2014014685	\$494.17
FAIRBANK, MASLIN, MAULLIN, METZ & ASSOCIATES INC	2015008918	\$21,500.00
FISHER SCIENTIFIC COMPANY, LLC	2015003063	\$1,060.16
FISHER SCIENTIFIC COMPANY, LLC	2015004504	\$118.28
FRANK I BENEST	2015011084	\$2,499.00
FTZ NETWORKS INC	2015008680	\$7,863.34
GIVE SOMETHING BACK	2014001353	\$417.38
GIVE SOMETHING BACK	2014010719	\$183.57
GIVE SOMETHING BACK	2014013117	\$4.12
GIVE SOMETHING BACK	2014014783	\$4,199.03
GIVE SOMETHING BACK	2014014930	\$30.84
GIVE SOMETHING BACK	2015000977	\$183.41
GIVE SOMETHING BACK	2015001951	\$150.52
GIVE SOMETHING BACK	2015007573	\$97.13
GIVE SOMETHING BACK	2015007731	\$779.30
GIVE SOMETHING BACK	2015008977	\$78.48
GIVE SOMETHING BACK	2015009731	\$7.65
GIVE SOMETHING BACK	2015010298	\$57.43
GIVE SOMETHING BACK	2015011257	\$331.21
GIVE SOMETHING BACK	2015011749	\$93.06
GIVE SOMETHING BACK	2015011887	\$57.44

Purchase Orders Identified by HMRA

ATTACHMENT 4

Supplier	PO Number	Active Encumbrance Amount
GIVE SOMETHING BACK	2015012028	\$50.68
GIVE SOMETHING BACK	2015012698	\$281.56
GIVE SOMETHING BACK	2015013074	\$57.43
GIVE SOMETHING BACK	2015013192	\$2,817.97
GIVE SOMETHING BACK	2015013298	\$4,300.24
GIVE SOMETHING BACK	2015013558	\$550.54
GOVERNMENTJOBS.COM INC	2015011086	\$780.00
HALO BRANDED SOLUTIONS INC	2015013592	\$19.07
HENRY L GARDNER	2015010647	\$12,956.25
HEWLETT PACKARD	2015004324	\$156.37
HILL'S PET NUTRITION SALES, INC.	2015013203	\$2,044.74
HILL'S PET NUTRITION SALES, INC.	2015013586	\$519.82
HOPE HOUSING DEVELOPMENT CORPORATION	2015001981	\$1,803.78
ImageX, Inc.	2015007517	\$4,049.20
IPS GROUP	2014013943	\$90.00
K I	2014013962	\$863.28
KOEFAN SERVICES	2015013573	\$105.00
KOEFAN SERVICES	2015013645	\$285.00
L N CURTIS AND SONS	2015006492	\$1,991.44
LANGUAGE LINE SERVICES	2014007819	\$655.89
LENOVO INC	2015006899	\$30.00
LIFE TECHNOLOGIES CORPORATION	2015012103	\$3,137.14
MARIO DIAZ DBA: GREAT WINDOW WASHING INC.	2015013260	\$674.00
MARKUS SUPPLY	2014005172	\$116.19
MARKUS SUPPLY	2014014848	\$31.63
MMM DESIGN	2015013284	\$4,920.00
MULLER & CAULFIELD ARCHITECTS	2015003799	\$10,139.00
MUNICIPAL RESOURCE GROUP LLC	2015013080	\$2,632.72
NATIONAL BUSINESS FURNITURE	2015010190	\$585.00
OFFICE DEPOT BUSINESS SERVICES	2014008731	\$468.69
OSY SERVICE	2014012212	\$321.55
PAPE' MACHINERY INC	2014010116	\$369.98
PC PROFESSIONAL INC	2015007726	\$2,370.82
PC PROFESSIONAL INC	2015007728	\$152.60
PET CHOICE INC	2015013206	\$594.89
PET CHOICE INC	2015013582	\$864.70
PETS REFERRAL CENTER	2015012404	\$631.00
PETS REFERRAL CENTER	2015013204	\$450.00
PETS REFERRAL CENTER	2015013581	\$108.00
PIVOT INTERIORS INC	2015013544	\$174.54
RAININ INSTRUMENT LLC	2014008440	\$150.01
REMOTE SATELLITE SYSTEMS INT'L INC.	2014007610	\$5.83
RENNE SLOAN HOLTZMAN SAKAI, LLP	2015007075	\$13,727.91
RESPONSIVE COMMUNICATION SERVICES INC	2014012823	\$7,011.99

**Purchase Orders Identified by HMRA**

**ATTACHMENT 4**

<b>Supplier</b>	<b>PO Number</b>	<b>Active Encumbrance Amount</b>
RESPONSIVE COMMUNICATION SERVICES INC	2015008911	\$660.41
RICHMOND ROD & GUN CLUB INC.	2015005531	\$644.00
ROSS' LADDER SERVICE	2014010403	\$248.40
SAFARILAND LTD. INC.	2015012018	\$219.01
SHRED WORKS INC	2015012923	\$38.00
SOFTWARE ONE INC	2015007896	\$753.81
SOFTWARE ONE INC	2015012749	\$410.96
STANLEY STEEMER	2015013208	\$688.80
STAPLES BUSINESS ADVANTAGE	2015002219	\$35.54
STAPLES BUSINESS ADVANTAGE	2015005958	\$14.79
STAPLES BUSINESS ADVANTAGE	2015006881	\$169.75
STAPLES BUSINESS ADVANTAGE	2015006888	\$9.93
STAPLES BUSINESS ADVANTAGE	2015006889	\$14.05
STAPLES BUSINESS ADVANTAGE	2015008934	\$200.34
STAPLES BUSINESS ADVANTAGE	2015010203	\$43.54
STAPLES BUSINESS ADVANTAGE	2015010206	\$13.22
STAPLES BUSINESS ADVANTAGE	2015010268	\$131.20
STAPLES BUSINESS ADVANTAGE	2015010277	\$98.44
STAPLES BUSINESS ADVANTAGE	2015010297	\$216.19
STAPLES BUSINESS ADVANTAGE	2015010628	\$19.20
STAPLES BUSINESS ADVANTAGE	2015010754	\$346.14
STAPLES BUSINESS ADVANTAGE	2015010830	\$249.85
STAPLES BUSINESS ADVANTAGE	2015011124	\$201.48
STAPLES BUSINESS ADVANTAGE	2015011213	\$26.79
STAPLES BUSINESS ADVANTAGE	2015011582	\$263.98
STAPLES BUSINESS ADVANTAGE	2015011631	\$70.08
STAPLES BUSINESS ADVANTAGE	2015011706	\$6.59
STAPLES BUSINESS ADVANTAGE	2015011708	\$16.64
STAPLES BUSINESS ADVANTAGE	2015011959	\$0.43
STAPLES BUSINESS ADVANTAGE	2015011960	\$24.02
STAPLES BUSINESS ADVANTAGE	2015012096	\$19.54
STAPLES BUSINESS ADVANTAGE	2015012107	\$209.56
STAPLES BUSINESS ADVANTAGE	2015012665	\$16.98
STAPLES BUSINESS ADVANTAGE	2015012723	\$15.59
STAPLES BUSINESS ADVANTAGE	2015013163	\$251.85
STAPLES BUSINESS ADVANTAGE	2015013557	\$28.20
STAPLES BUSINESS ADVANTAGE	2015013559	\$76.21
STAPLES BUSINESS ADVANTAGE	2015013618	\$44.23
STAPLES BUSINESS ADVANTAGE	2015013619	\$350.40
STARLINE SUPPLY COMPANY	2015009647	\$48.20
STARLINE SUPPLY COMPANY	2015013182	\$243.27
STARLINE SUPPLY COMPANY	2015013572	\$108.24
STARLINE SUPPLY COMPANY	2015013574	\$2,064.85
STARLINE SUPPLY COMPANY	2015013588	\$30.80

**Purchase Orders Identified by HMRA**

**ATTACHMENT 4**

<b>Supplier</b>	<b>PO Number</b>	<b>Active Encumbrance Amount</b>
STARLINE SUPPLY COMPANY	2015013643	\$11.68
STARLINE SUPPLY COMPANY	2015013671	\$41.48
STEPHEN A. BLUM	2014014273	\$20,000.00
STEWART D RINE	2015008363	\$1,001.95
SYMPRO INC	2014006918	\$386.00
THE DORE GROUP, INC	2015001952	\$937.50
THE MENTORING CENTER	2015013644	\$601.73
THOMSON REUTERS - WEST	2015008389	\$206.17
TRANSLATIONSLLC	2014008635	\$920.00
ULINE INC.	2014014276	\$1,909.50
USA SCIENTIFIC INC	2015012166	\$477.16
WAL-MART STORE	2015012405	\$30.47
WILCO SUPPLY	2014008439	\$702.84
WRIGHT LINE LLC	2015008288	\$103.50
<b>Grand Total</b>	<b>146</b>	<b>\$213,590.73</b>

## ATTACHMENT 5

### Links to Report and Resolution Referenced on Page 3:

- ACS/Xerox Contract Agenda Reports and Resolutions

- ✓ File # 05-0652 (March 2016)

- <https://oakland.legistar.com/LegislationDetail.aspx?ID=2234666&GUID=EF221CE2-CA54-4C35-8BD9-C3DBC9A41F5B&Options=ID|Text|&Search=ACS%2fXerox>

- ✓ File # 14-0623 (March 2015)

- <https://oakland.legistar.com/LegislationDetail.aspx?ID=2572527&GUID=071ABC57-6688-4804-9794-7A0BEAF86CFF&Options=ID|Text|&Search=ACS%2fXerox>

- ✓ File # 13-0220 (January 2014 )

- <https://oakland.legistar.com/LegislationDetail.aspx?ID=1527652&GUID=4E041A6C-0842-4892-B7FE-41572C0D50DD&Options=ID|Text|&Search=84776>

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