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2018 SEP 12 PM 4:40

# AGENDA REPORT

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

**FROM:** Mark Sawicki  
Director, EWD

**SUBJECT:** Economic Development Strategy  
2018-2020 Implementation Report

**DATE:** August 20, 2018

City Administrator Approval

Date:

9-12-18

## RECOMMENDATION

**Staff Recommends That The City Council Receive An Informational Report On Progress Implementing Oakland's Economic Development Strategy 2018-2020.**

## EXECUTIVE SUMMARY

The City Council adopted a three-year Economic Development Strategy (the Strategy) in November 2017 with twin goals to increase both the overall productivity of the local economy and the wealth and economic security of Oakland's lowest income households, as well as reduce racial disparities. The Strategy includes 62 performance measures that reflect the contributions of multiple City departments to economic development and monitor our progress towards these desired outcomes. This second Economic Development Strategy progress report includes progress updates on the City's Gross Regional Product, overall and priority industry employment, business development services, Economic and Workforce Development Department Race & Equity Analysis, and new staff resources to support implementation.

## BACKGROUND / LEGISLATIVE HISTORY

The Economic Development Strategy was adopted by the City Council in 2017 and covers the three-year period from 2018 to 2020. Each year, staff will present two progress reports and an annual report to monitor implementation, be accountable and communicate City economic development activities to a wider audience. The 62 targets identified in the Strategy include overall economic performance, levels of City services and desired resources. Some targets, including the delivery of the Cultural Development Plan, the Real Estate Portfolio Asset Management Plan, and development of City-owned properties, are reported to the City Council as separate items.

While the adopted Economic Development Strategy includes several targets disaggregated by race and one by gender, the Economic and Workforce Development Department is also conducting a Race & Equity Analysis to further disaggregate economic targets by race, identify economic disparities, and recommend City actions to create more equitable outcomes.

Item: \_\_\_\_\_  
CED Committee  
September 25, 2018

## **ANALYSIS AND POLICY ALTERNATIVES**

This report covers updates on the City's Gross Regional Product, overall and priority industry employment, business development services, Economic and Workforce Development Department Race & Equity Analysis, and new staff resources to support implementation. The third progress report will be the 2018 Annual Report, communicating all the City's activities, investments and target progress for a public audience.

*Productivity Target: Per Capita Gross Regional Product Grows by 10% from 2018 to 2020*

Oakland's Gross Regional Product, or GRP, measures the final market value of all goods and services produced in Oakland. Measured by the East Bay Economic Development Alliance using an economic model, the GRP includes the total earnings, property income, taxes, and subsidies for each industry sector in Oakland, using data from the Bureau of Economic Analysis (BEA) and the Quarterly Census of Employment and Wages (QCEW) from the Bureau of Labor Statistics (BLS). By dividing the GRP by Oakland's total population, it produces a measure of overall economic productivity that staff can monitor annually.

**Table 1:**

	Gross Regional Product	Population	Per Capita GRP	Increase
2012	\$ 21,490,135,153	392,890	\$ 54,698	
2013	\$ 21,783,251,167	397,011	\$ 54,868	0.3%
2014	\$ 24,490,161,867	402,339	\$ 60,869	10.9%
2015	\$ 26,143,813,399	408,073	\$ 64,067	5.3%
2016	\$ 28,295,272,070	420,005	\$ 67,369	5.2%
2017	\$ 29,480,000,000	425,195	\$ 69,333	2.9%

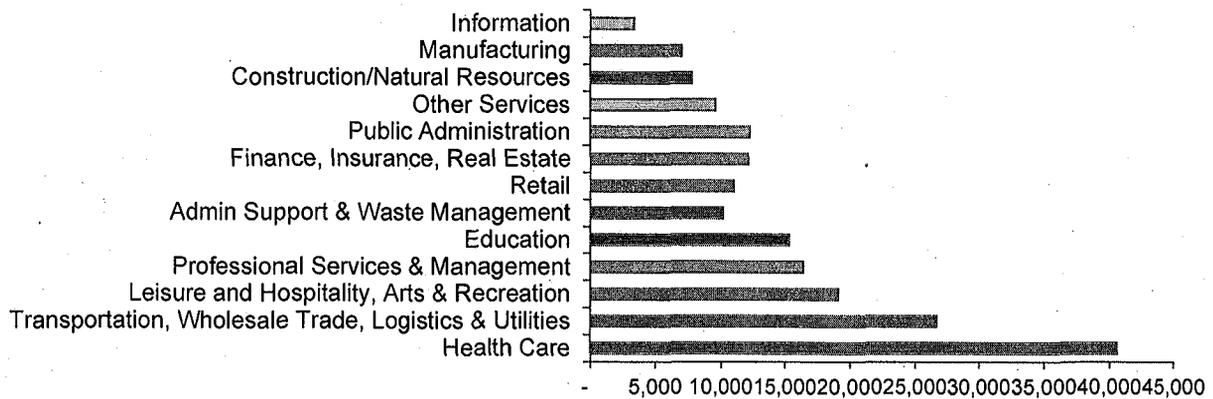
Source: East Bay Economic Development Alliance, EMSI Model.

The adopted target is 10% per capita GRP growth for the three-year Strategy period. This target anticipates continued economic growth in Oakland, but at a slower rate than the City has experienced in the last three years. If growth continues at the same pace as last year, the City may come close to this target.

*Employment Target: The local economy generates 2,800 jobs annually, with 1,000 new retail jobs and 400 new manufacturing jobs by 2020.*

Oakland's economy has added nearly 36,000 jobs since 2010, or 3,600 a year, with the most rapid growth in Oakland jobs occurring in the Finance, Insurance and Real Estate, Public Administration, and Information sectors. The Strategy for 2018-2020 selected to focus on Retail and Manufacturing for several reasons: 1) they provide essential place-based services tied to investments in public services and infrastructure, 2) they are undergoing structural shifts where local policy may have an impact, and 3) they provide employment for residents without a college degree. From 2016 to 2017, the Retail sector has added 190 jobs and Manufacturing has added 500 jobs.

### Oakland-based Employment by Industry Sector, 2017



Source: CA Employment Development Department, Quarterly census of Employment and Wages, Q3 2017

#### *Business Development Targets: Support 1,000 Oakland businesses, Host Three Supplier Workshops, and Establish New Benefit Districts*

The Strategy includes a target to support 1,000 businesses annually. As of August, Department staff had given individualized support to more than 600 businesses through Staff Specialists, Business Assistance Center, Cultural Arts and Public Private Development activities. This total does not include the additional 1,500 business representatives who attended Small Business Week in May or 3,700 entrepreneurs who have used the digital permit navigator at [businesspermits.oaklandca.gov](http://businesspermits.oaklandca.gov) since its launch in January.

A second business target for 2018 is to publish updates for the priority sectors named in the Economic Development Strategy, including retail and manufacturing. To support retention and expansion of the manufacturing sector, the City has issued a Request for Proposals (RFP) for an Industrial Lands Study to better understand the impact of the cannabis-permitted Green Zone on existing business located on industrial land, where available property is currently experiencing rapid rent increases. The last overall review of the City's industrial and manufacturing sector was in 2011. City staff has also begun scoping an update to the 2008 Retail Enhancement Strategy.

Business Development will surpass the target of three supplier workshop events a year and has invited the City of Oakland's Contract Compliance Office to also provide a quarterly workshop at the Oakland Business Assistance Center regarding the City of Oakland's Small Business Certification Program, Oakland vendor and contracting opportunities, and technical assistance support to certified businesses. The first workshop is planned for Fall 2018.

A third Business Development target is the creation of a new funding model for businesses to collaborate on public safety and public realm improvements. The Department of Transportation has concluded a pilot parking district and is in discussion with Finance and Economic & Workforce Development on forming future parking districts. Departments are still reviewing the administrative structure and use of revenues.

Business Development staff have also met with merchants in Chinatown, Piedmont, and the Airport Area to discuss forming potential new Business Improvement Districts (BIDs) or Community Benefit Districts (CBDs). As part of the 2018 Downtown Oakland Community Benefit District approval, staff participated in discussions with Downtown Oakland CBD leadership, the Chinatown Improvement Initiative, EBALDC, and Chinatown Chamber of Commerce, regarding the future formation of a Chinatown Business Improvement District. The parties agreed to work together to form a partnership around clean and safe initiatives, joint marketing to promote Downtown Oakland, while preserving the unique culture of Chinatown. The 2018 Downtown Oakland District has also committed to supporting the efforts to form a separate Chinatown Business Improvement District soon. Business Development Staff is providing early guidance and property owner and business ownership information to the Chinatown Improvement Initiative.

Staff has been facilitating the efforts of the Piedmont Avenue Merchants Association (PAMA) to form the Piedmont Avenue Merchant Based BID. Staff has provided business ownership information, guidance on formation consultant selection and is working with PAMA to receive a City of Oakland BID Formation Grant. The BID Formation Grant Program was approved by the City Council to assist eligible organizations with supporting their BID formation process.

Staff has recently been contacted by interested parties to restart the formation efforts of the Airport Area Business Improvement District. Staff will meet with the group to discuss the targeted area, vision, and steering committee, and is preparing to provide updated property and business ownership information. The City's role with each potential District formation is to facilitate and inform, but formation requires strong interest and initiative of business or property owners to succeed at organizing themselves.

Staff have also worked with the existing Business Improvement Districts to secure additional trash bins to reduce illegal dumping and supported the renewal of the Downtown Oakland & Uptown Oakland Central Business District.

### *Race & Equity Analysis*

The Oakland Equity Indicators report was released in July and included an analysis of racial disparities highlighted in the Strategy as well as additional economic disparities. The Strategy identifies racial disparities in income, business ownership, and unemployment. The Equity Indicators also identified the following economic racial disparities in Oakland:

- White contractors receive the largest public contracts.
- Long-term business vacancies are highest in Chinatown.
- African American youth are the most likely to be disconnected from work or school (14.8%), followed closely by Latino youth (13.2%).
- Higher percentages of African Americans (36.7%) and Asians (36.0%) are not in the labor force.
- African Americans were most likely to be living at or below the federal poverty level (26.1%), compared to 21.9% of Latinos, 15.0% of Asians, and 8.4% of Whites.

- Majority non-White zip codes are 3.23 times more likely than majority White zip codes to have a high ratio of check cashing services, money transfer services, and payday loan institutions as compared to banks, credit unions and savings institutions.
- Latino workers were the most likely to not be employed in a high wage industry (83.2%), followed closely by African American workers (82.0%).
- Citywide, three in ten workers (30.9%) made less than the living wage. Almost half of Latino workers (46.5%) made less than the living wage compared to 12.3% of their White counterparts. Among African American workers, 37.6% made less than the living wage, which was a similar percent to that of Asian workers (36.4%).
- Unemployed African American Oaklanders had the highest participation in City-funded Workforce Development programs (26.8% participate, 73.2% did not participate) while Asian unemployed Oaklanders had the lowest participation rates (7.1% participate, 92.9% did not participate).<sup>1</sup>

The Economic and Workforce Development Department's Race & Equity Team, which has one representative from each division, has created an initial draft analysis of how City services may impact these disparities. The team has initially identified the following goals for further analysis and community feedback:

- Equitable access to workforce services and improved employment outcomes.
- Increased revenues for businesses owned by people of color and women.
- Equitable access to neighborhood retail.
- Equitable access to information on real estate opportunities in the City, including RFPs for development on City-owned land.
- Equitable access to Cultural Funding Grants and Public Art Commissions.
- Equitable access to Façade and Tenant Improvement Grants.

### *New Staff Resources*

One reason the City adopted an Economic Development Strategy was to spur partnerships with external stakeholders who have shared values and goals. The City has since created a partnership with the Oakland-based Greenlining Institute, with funding provided by the Surdna Foundation, to hire a two-year Economic Equity Strategist position to help the City achieve its targets. This position started in the Economic & Workforce Development Department in August. A second position receiving philanthropic support has been created under the FUSE Justice and Unity Fellowship. Currently in recruitment, this one-year position will focus on advancing community-identified economic priorities and projects on International Boulevard to benefit lower income residents and business owners of color. Finally, the City's Planning and Building Department is creating a second FUSE Fellowship position to evaluate and advance permit streamlining, which the Strategy also identifies as a target.

### **FISCAL IMPACT**

There are no immediate fiscal impacts associated with this informational progress report.

<sup>1</sup> <https://www.oaklandca.gov/documents/2018-oakland-equity-indicators-report>

## **PUBLIC OUTREACH / INTEREST**

### *Small Business Week*

In May, the City hosted its largest ever Oakland Small Business Week, with 79 workshops and 1,500 participants. Workshops on starting and building a business were held in eight different neighborhoods. Feedback surveys showed extremely high satisfaction. In addition, 72% of attendees who completed an evaluation identified as female, with 37% identifying as Black, 37% White, 16% Asian and 15% Latino/a. Over 90% of attendees who provided feedback reported their workshop as "excellent" or "good" and over 98% would recommend Small Business Week to others.

### *Wealth Impact Table*

Department staff are also participating in the Wealth Impact Table, one of several public-private groups convened under the Oakland Thrives umbrella, sponsored by Kaiser Permanente. The Wealth Impact Table's goal is that Oakland families are economically stable and youth succeed after high school. The group's focus for the first half of this year was increasing business and youth engagement in the Earn2Learn youth summer jobs program as well as piloting a financial education and savings program for 100 Summer Interns.

The Strategy was also presented to the Jobs & Housing Coalition.

### *Digital Engagement*

Since January 1, 2018, 621 visitors have visited the Strategy web page and downloaded the PDF document 334 times.

One of our first delivered Strategy targets, the [businesspermits.oaklandca.gov](http://businesspermits.oaklandca.gov) permit navigator, has had:

- 22,118 site visits
- 3,609 projects started
- 3,192 zoning lookups
- 68 inquiries sent to staff

Since January tweets on [businesspermits.oaklandca.gov](http://businesspermits.oaklandca.gov) and [zoningcheck.oaklandca.gov](http://zoningcheck.oaklandca.gov) have generated:

- 145,090 impressions
- 153 link clicks
- 120 likes
- 61 retweets

The first eight issues in 2018 of the *Oakland Economy Now* newsletter

- Were opened 29,894 times by 15,479 readers
- Generated 7,556 clicks on various links by 6,716 readers
- Had an average open rate of 27.5%

## **COORDINATION**

The Departments of Economic & Workforce Development, Planning & Building, Housing & Community Development, Transportation, Public Works, and Race & Equity and the Mayor's Office/Oakland Promise staff all contributed to this report. Tourism figures are provided by Visit Oakland.

## **SUSTAINABLE OPPORTUNITIES**

***Economic:*** The successful implementation of the Strategy can yield growth in business activity, jobs and training, investment, wealth building, and overall economic security of residents.

***Environmental:*** The Strategy includes goals and actions to improve the business climate through investments in the public realm, including blight remediation and infrastructure improvements.

***Social Equity:*** The Strategy identifies racial and gender disparities in Oakland's income, employment, and business ownership levels and includes targets and metrics to increase the economic strength of women and people of color. The Strategy also includes targets for housing affordability, protecting households from displacement and increasing retail and healthy food access in underserved neighborhoods.

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff Recommends That The City Council Receive An Informational Report On Progress Implementing Oakland's Economic Development Strategy 2018-2020.

For questions regarding this report, please contact Marisa Raya, City Administrative Analyst, at 510-238-6230.

Respectfully submitted,



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MARK SAWICKI  
Director, Economic & Workforce Development

Prepared by:  
Marisa Raya, City Administrative Analyst  
Special Projects

Attachment (1):

A: Economic Development Strategy Target Tracking Report, August 2018

Attachment A: Economic Development Strategy Performance Tracking, August 2018

	C	D	E	F	G	H	K
	Indicator or Target (Indicators in bold text)	2018	2019	2020	City lead	Baseline and Current Status (Baseline in bold text)	August 2018 Update
1	Per capita GDP increases by 10%			✓	EWD	Previous GDP per capita growth: 0% (2013), 11% (2014), 5% (2015)	Per Capita GDP Growth was 5% in 2016 and 3% in 2017.
2	The asset poverty rate of African Americans and Latinos reduces by 50%			✓	Mayor's Office	Current asset poverty rates are Black 47.8%, Latinx 46.9%; citywide 33.9% (July 2017, report using ACS 2009-2013 data).	No data update.
3	The number of Oaklanders making less than a living wage is reduced by 50%			✓	Mayor's Office, EWD	46,000 Oakland households earn below \$30K annually. (ACS 2016). Goal is to move 23,000 above \$30K.	No data update.
4	A developer is selected at Coliseum			✓	EWD	No change recorded.	No change recorded.
5	Real Estate Portfolio Management plan is published, which includes strategies for better utilizing properties to meet community needs	✓			EWD - Real Estate	Phase 1 is complete establishing 1112 parcels and 117 leases. Phase 2 evaluation of worth and development opportunities is underway. Phase 3 recommendations and plan will go to Council Summer/Fall 2018.	Phase 1 is complete establishing 1112 parcels and 117 leases. Phase 2 evaluation of worth and development opportunities is underway. Phase 3 recommendations and plan will go to Council in Fall 2018.
6	1000 supported businesses innovate, grow and access new markets	✓	✓	✓	EWD-BD	550 at BAC alone in Q1 of 2018; over 75 received specialist support. Also includes 14 Façade and Tenant Improvement grants, Professional Development support for Cultural workers, and other activities.	Over 600 at BAC in 2018; 140 from Industry Specialist Support.
7	Of above, 100 businesses are created, which the City has supported	✓	✓	✓	EWD -BD	Specialists have supported 23 new businesses in launching in Q1. Total does not include BAC.	Specialists have supported 35 new businesses in launching. Total does not include BAC visitors, Oakland Startup Network participants or Small Business Week attendees.
8	Of above, 500 small businesses (20 or fewer) are supported to innovate, grow and access new markets	✓	✓	✓	EWD -BD	550 at BAC (March 2018)	740 Small Businesses served YTD.
9	Of above, 200 entrepreneurs have crowdsourced loans	✓	✓	✓	EWD -BD	Kiva has served 520 Oakland entrepreneurs total, currently has 189 (Jan 2018)	65 Kiva loans raised thus far in 2018.
10	Of above, 500 supported, small businesses in low-income neighborhoods are contacted about City services and support	✓	✓	✓	EWD -BD	<b>No baseline - City did not previously track locations of supported businesses.</b>	Complete data not available; at least 189 businesses supported YTD are in low income zipcodes.
11	Three workshops to support supplier certification and partnerships are held	✓	✓	✓	EWD -BD	First workshop will be during Small Business Week.	Three workshops have been held in partnerships with other entities; a fourth with the Western Regional Minority Development Council is coming up on August 31.
12	Small Business Advisory Group Created	✓			EWD -BD	Forthcoming - a Small Business Task Force recommendation	Planning for Fall 2018
13	BAC location, programming, and online presence is set.	✓			EWD -BD	Ongoing; Assessment by Alliance for Community Development	In Progress. In lieu of additional BAC staffing, staff are increasing exposure of the BAC to the Business Service Providers to host events, trainings and counseling sessions at the BAC. Staff are also exploring providing business services in other locations.
14	A business organizing pilot program is evaluated and a decision taken to expand or end the program	✓			EWD -BD	<b>No Baseline</b>	Chinatown, Piedmont Merchants Association, and Airport Area all exploring BID formation.
15	600 tech entrepreneurs are supported to innovate, grow and create new Oakland businesses	✓			EWD -BD	1000 entrepreneurs engaged (OSN report to Kaufmann grant)	1300 entrepreneurs engaged; 8 businesses incubated in-house
16	2800 jobs are created in the local economy	✓	✓	✓	EWD-BD	<b>Oakland gained 4000 jobs in both 2016 and 2017</b>	No change recorded
17	New retailers are attracted to Upper Broadway, Broadway Valdez and Uptown	✓	✓	✓	EWD-BD	<b>Prime retail sites created through BVSP</b>	206,681 sf of retail under construction in BVSP
18							

Attachment A: Economic Development Strategy Performance Tracking, August 2018

	C	D	E	F	G	H	K
1	Indicator or Target (Indicators in bold text)	2018	2019	2020	City lead	Baseline and Current Status (Baseline in bold text)	August 2018 Update
19	A multi-lingual portal, which contains all permitting, licensing and business services information, is published	✓			EWD-BD	<a href="http://businesspermits.oaklandca.gov">http://businesspermits.oaklandca.gov</a> and <a href="http://zoningcheck.oaklandca.gov">http://zoningcheck.oaklandca.gov</a> launched Jan 2018; visited by over 7000, over 1000 businesses scoped.	<a href="http://businesspermits.oaklandca.gov">http://businesspermits.oaklandca.gov</a> and <a href="http://zoningcheck.oaklandca.gov">http://zoningcheck.oaklandca.gov</a> have been visited 22,000 times and informed 3,600 business projects; estimated savings of 960 staff hours.
20	Sector strategies for each of Oakland's priority sectors are refreshed or published	✓			EWD-BD	<b>Last published Sector Strategy: retail (2008).</b> Updates currently in scoping.	Staff have issued and reviewed RFPs for an Industrial Land Study emphasizing the balance of cannabis and manufacturing. Retail strategy update currently in scoping.
21	Compelling marketing propositions are published and communicated to target businesses and investors	✓			EWD-BD	Marketing Coordinator secured; materials on track for 2018.	In Progress. New websites and information tools have been developed for Public Lands Strategy and Opportunity Zones.
22	Benefit district pilots are evaluated and funding is raised for improvements in 20 locations	✓	✓	✓	EWD, DOT	<b>No Baseline</b>	In discussion with DOT (Parking), Finance on revenue structure.
23	Business satisfaction with City assistance and services is 90%		✓	✓	EWD-BD	<b>No Baseline</b> - City will need to create and administer a feedback survey and collect data from other Departments.	No change recorded.
24	Five new permanent retailers and five pop-up or temporary retailers are created in underserved neighborhoods		✓		EWD-BD	<b>No Baseline</b>	Seminary Point opened, West Oakland retailer opening in November. Three temporary marketplaces opened; of those, one closed.
25	The Oakland Startup Network program has been replicated		✓	✓	EWD -BD	<b>One industry-specific program targeting underrepresented entrepreneurs</b>	No change recorded
26	<b>Revenues generated by businesses owned by people of color grow by 40%</b>			✓	EWD -BD	<b>Census SBO 2012 average revenue for Oakland business owned by person of color is \$168,000</b>	No change recorded
27	<b>Revenues generated by women-owned businesses grow faster than the average for all businesses in Oakland</b>			✓	EWD -BD	<b>Census SBO 2012 average revenues for Oakland female-owned business is \$78,000.</b>	No change recorded
28	<b>Attracted businesses create 5000 additional jobs</b>			✓	EWD-BD	<b>Oakland gained 4000 jobs total in both 2016 and 2017</b>	No change recorded
29	<b>Manufacturing contributes 12% to the City's economy</b>			✓	EWD-BD	<b>In 2016 Manufacturing contributed 10% of City's GRP</b>	In 2017 Manufacturing contributed 7% of City's GRP.
30	<b>Priority industry sector employment increases by 8500</b>			✓	EWD-BD	<b>Oakland gained 4000 jobs total in both 2016 and 2017</b>	No change recorded
31	New BIDs are created			✓	EWD-BD	<b>11 City BIDS; last BID (Tourism) est. 2015</b>	Uptown/Downtown Renewed; other areas in exploration
32	400 additional Manufacturing jobs are created (2018-2020)			✓	EWD-BD	<b>6404 manufacturing jobs in Oakland in 2016; a 1% decline since 2010.</b>	Increased 561 jobs to 9565 manufacturing jobs in 2017
33	1000 retail jobs are created (2018-2020)			✓	EWD-BD	<b>10,810 retail jobs in Oakland in 2016, a 35% increase since 2010.</b>	Increased 190 jobs to 11,000 retail jobs in 2017
34	A Cultural Arts Plan is published	✓			EWD-Cultural	Draft Plan released in March 2018	Final Cultural Development Plan in printing.
35	<b>Grow Cultural Arts employment by 5%</b>			✓	EWD - Cultural	<b>About 5000 FTE in 2017</b>	No change recorded
36	<b>Grow Cultural event attendance by 5%</b>			✓	EWD - Cultural	<b>2017 Art &amp; Soul 13,300; no baseline for Parades, Runs and Street Festival attendance - data under collection</b>	Forthcoming

## Attachment A: Economic Development Strategy Performance Tracking, August 2018

	C	D	E	F	G	H	K
	Indicator or Target (Indicators in bold text)	2018	2019	2020	City lead	Baseline and Current Status (Baseline in bold text)	August 2018 Update
1							
37	Public-private developments earn \$30m in one-time and \$16m in annual City revenue			✓	EWD-PPD	<b>Revenue projections based on current and projected developments in Attachment B.</b>	No change recorded.
38	Significant new funding sources are secured			✓	EWD-PPD	In progress	Opportunity Zones have been designated.
39	17 City owned properties are developed and 12 are ready for development			✓	EWD-PPD	Two groundbreakings in Q1 2018.	City has entered into ENAs for affordable housing at 3050 International Blvd and 95th and International Blvd. A detailed list of projects and their current status is available at <a href="https://www.oaklandca.gov/services/public-private-development-project-agreements">https://www.oaklandca.gov/services/public-private-development-project-agreements</a>
40	Identify sites for hotels and meeting space, attract hotel developers and explore co-investment opportunities			✓	EWD-PPD	T5/T6 approved with hotel in Q1 2018; other hotels in pre-development.	Major Conditional Use Permit requirement for all hotel developments was approved in July. Hampton Inn (Downtown) and Springhill Inn (Airport) are under construction; others in Planning or pre-App
41	The Calvin Simmons theater is reopened and affordable to local arts organizations			✓	EWD-PPD	Currently in ENA with Orton Development	City is still in negotiation with Orton Development for restoration of the Henry J. Kaiser Convention Center; proposed program will come to City Council later this Fall.
42	12,000 Oaklanders are given access to job training services	✓	✓	✓	EWD-WD	<b>12,000+ accessed workforce services online in 2017; 3561 workers current registered in CalJOBS.</b>	5184 have registered in CalJOBS. Consider revising numeric target to reflect CalJOBS registrations since website visit data is unreliable.
43	50% of adult participants in city-funded training programs receive an industry-recognized credential within 1 year	✓	✓	✓	EWD-WD	<b>Currently 43%, double the percentage of previous fiscal year.</b>	61% of adult participants in city-funded training programs receive an industry-recognized credential within 1 year
44	70% of adult participants in city-funded training programs get a stable, middle income job	✓	✓	✓	EWD-WD	<b>Currently 55% of participants report employment.</b>	93% of participants who receive a credential report employment.
45	1200 additional residents are employed in local businesses		✓		EWD-WD	<b>148 people hired locally (FY 2016-2017)</b>	Forthcoming
46	200 Oakland businesses hire local trainees, with 60% of businesses being supported more than once		✓		EWD-WD	<b>96 Oakland businesses hired locally, 23% repeated. (FY 2016-2017.)</b>	Forthcoming
47	3500 young people undergo workforce learning			✓	EWD-WD	<b>2000 (2017); 2018 goal is 2500</b>	Forthcoming
48	The development remains on track to create 5881 job-years and \$3.7m new tax revenue (\$1.8m ongoing annually.)	✓	✓	✓	EWD-Army Base	Contractual completion date is January 2018; additional truck parking lot added, will move completion of City's role to July 2018.	The public improvements are expected to be completed in 2018, vertical improvements ongoing. Horizontal construction has created 1,029 direct jobs thus far.

Attachment A: Economic Development Strategy Performance Tracking, August 2018

	C	D	E	F	G	H	K
	Indicator or Target (Indicators in bold text)	2018	2019	2020	City lead	Baseline and Current Status (Baseline in bold text)	August 2018 Update
1							
49	A Racial Equity Analysis is completed analyzing impacts and maximizing positive equity outcomes for communities of color, english learners, and low income communities		✓		EWD, DRE	Department Race & Equity team has been established and begun scoping analysis.	Department Race & Equity team has identified equitable outcomes, programs, and disparities for analysis and will seek feedback from City staff and community stakeholders.
50	All business-government processes are streamlined	✓			CAO	Building permit analysis underway; Revenue application update underway. Special events on hold.	No change recorded.
51	\$120m is spent on transportation infrastructure and other public facilities			✓	DOT, PWD	FYTD Bond measure spending includes \$238K on Public Facilities, \$1.52M on Transportation & Infrastructure (March, 2018)	FYTD Bond measure spending includes \$ 1M for other public facilities, \$2.7M on transportation & infrastructure (August 2018)
52	5000 properties are acquired and rehabilitated			✓	HCD	Forthcoming	246 units of unrestricted units are being preserved by being converted to affordable units.
53	4250 new homes are built and 5000 households are protected from displacement			✓	HCD (multiple)	6,604 new market rate units under construction, 71 affordable; pipeline includes 14K with 1256 affordable	Since Jan. 1st, 2018, issued building permits for 3,058 market-rate units; 237 affordable units
54	Number of Oakland HS graduates who go on to graduate from college triples	✓	✓	✓	Mayor's Office	<b>Out of 1754 OUSD HS graduates in 2009, 499 graduated a 2 or 4-year college within 6 years (most recent data available.)</b>	The class of 2010 and 2011 experienced similar college graduation ratesThe class of 2010 and 2011 experienced similar college graduation rates (25.8% and 28.8%.) Rate is also unchanged for college enrollment in 2015 (60%) and 2016 (60%.)
55	The number of residents who apply for the Earned Income Tax Credit increases by 20%			✓	Mayor's Office (DHS)	<b>10,541 EITC returns done in 2017</b>	1,811 claims for EITC in 2017 and \$3,398,245 in EITC credit returned to low income Oakland households..
56	100 cultural organizations access affordable space through grants, technical assistance, and creation of new, affordable space	✓	✓	✓	Mayor's Office, EWD-Cultural	158 organizations served thus far.	168 organizations have received financial (CAST Grant) or technical assistance thus far.
57	65% of all planning and building permits are issued within 1 day	✓	✓	✓	PBD	<b>Of issued permits, 60% issued same day as submittal in 2016 (65% in 2015; )</b>	Forthcoming
58	A review of development processes is published, with recommendations to reduce costs and delays	✓			PBD	Review underway in Planning & Building with case studies of different size projects	New one-year fellowship position created to assess permitting processes.
59	Program to encourage tenanting and re-use of vacant properties is created		✓		PBD	Reincarnation of vacant property registry project, may propose a tax.	Vacant Property Tax on the November Ballot.
60	A new Call Center is created and 85% of calls for service to clean up illegal dumping are answered within 3 business days	✓	✓	✓	PWD	Achieved 86% in three days for FY 2017-2018.	No change recorded.
61	New training positions are added in blight reduction and public infrastructure maintenance	✓			PWD, EWD-WD	Completed in partnership with Alameda County, Center for Employment Opportunities; crew began April 2018	Crew is still on board and discussing career pathways.
62	<b>Oakland attracts 7.5 M annual visitors by 2025</b>				Visit Oakland	<b>3.7 Million visitors in 2017</b>	No change recorded.
63							