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CITY OF OAKLAND

MEMORANDUM

TO: Honorable Mayor & City Council

FROM: Katano Kasaine
Director of Finance

SUBJECT: FY 2019-21 Budget Development
Questions/Responses #1

DATE: April 26, 2019

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) 2019-21 Proposed Biennial Budget. To the extent additional information becomes available on any of the responses below, updates will be provided.

QUESTIONS AND RESPONSES

- 1) **Who in the Administration is responsible for enforcing implementation of the budget as legally adopted? [Kaplan]**

Per the City Charter, the City Administrator, "shall have the power and it shall be his duty [...] to control and administer the financial affairs of the City."

- 2) **What specific steps are being taken to remedy the non-compliance of the one department which is overspending its current budget by over \$19 million? By what date is compliance expected to be achieved? Will that unauthorized expenditure be remedied in time for the Q3 update? Will it be remedied in time for those funds to be restored for the FY 2019-2021 budget? Who is overseeing the remedy of this unauthorized over-spending? [Kaplan]**

Both OPD and OFD have provided City Council with an analysis of overtime expenditures along with the quarterly revenue and expenditure report since the Fiscal Year 2016-17 Fourth Quarter Revenue and Expenditure report was presented to the Finance and Management Committee on October 24, 2017. OPD has taken the following specific actions to reduce its overspending (as outlined in those reports): issued a patrol staffing directive; substantially altered tactical squad deployment in patrol, changed the way that mandatory training is scheduled; implemented a city-wide minimum staffing mandate that requires time off request to be approved on a city-wide basis rather than just the bureau or division level; and, formed an overtime working group.

OPD staff will be bringing an overtime report to the Finance and Management Committee on May 28, 2019. This report will detail the actions they are taking to reduce overtime overspending and other key considerations. As outlined previously, several factors contribute to OPD's overtime overspending such as the service-levels established by the City Council, unanticipated events (e.g., sideshow response), negotiated MOU provisions as approved by the City Council, backfill for vacancies and leaves, and historical under-budgeting of overtime. OPD overtime issue cannot be addressed without first addressing the above listed issues.

3) What is the status of implementation of Oakland's adopted law prohibiting leaving guns loose, such as unsecured in unattended vehicles? How many enforcement actions thus far have been brought under this Ordinance? [Kaplan]

Below are the 2017 and 2018 statistics for stolen guns (OMC Sections 9.39 and 9.37).

2017

- 59 guns reported stolen
 - 30 guns taken from vehicles
 - 28 guns taken from residences
 - 1 gun taken from a business
- 26 of 59 guns taken were properly stored
 - Many of the remaining reports did not contain enough information to determine whether the guns were properly stored
- Two citations issued for three stolen guns
- One case was forwarded to the City Attorney after charges were declined by DA

2018

- 45 guns reported stolen
 - 30 guns taken from vehicles
 - 8 guns taken from residences
 - 5 guns taken from businesses
 - 1 taken during a home invasion robbery and 1 taken as petty theft
- 35 of 46 guns taken were properly stored
 - Some of the remaining reports did not contain enough information to determine whether the guns were properly stored.
- 2 guns have since been recovered
- No citations issued

4) What is the status of deployment of neighborhood beat officers? How many FTEs are supposed to be in this role? What percentage is actually being provided? [Kaplan]

There are 35 Community Resource Officer (CRO) positions. As of April 12, 2019, all 35 positions are filled with the officers deployed to their assignments. There are an additional five Community Resource Officer (CRO) supervisor positions (Sergeants) and all five positions are currently filled.

**5) What percentage of ShotSpotter alerts receive an immediate police deployment?
[Kaplan]**

The median time for OPD to respond to the exact location is seven (7) minutes based on the last three months of data. It is important to note that response times can be impacted by the following:

- Officers have SST Alerts on their phones and they don't always have to wait for a dispatched call to respond to the alert, leading to shorter response times;
- Officers are given the exact coordinate location (address) as opposed to circling several blocks based upon where a caller says the shots may have come from;
- Based upon being given the exact coordinates, casings are being consistently recovered as evidence to be submitted to the crime lab which downloads the casing profile within 48 hours;
- The casings link gun violence incidents locally and throughout the region;
- The process increases the solvability of cases and through this method, it leads to more recovery of guns with subsequent search warrants and arrests;
- SST trends lead to better deployment of resources as the alerts become a "tell" or precursor of where there might be an ongoing feud;
- ATF just came to the crime lab for a mandatory audit and reported we are recovering casings and entering more casing profiles into the computer system (IBIS) at a rate faster than most agencies throughout the nation they have audited in recent months

6) Fire prevention inspection fees (wildfire prevention), how much are we charging, and at what stage of inspection (second time? Third?) are we charging? What would we need to charge to fully cover costs? [Kaplan]

As of FY 2018-19 wildfire prevention inspection fees are currently \$330.27 per property. This fee is charged only on a failed re-inspection (i.e., second inspection). Property owners who are compliant on an initial inspection or re-inspection are not charged. In the FY 2019-20 Master Fee Schedule, OFD is proposing to increase this fee to \$409.04 per property for cost recovery.

7) Parks and Rec fees, especially for aquatic center/boathouse, can we charge higher fees for non-Oakland residents? What would the amounts need to be to enable cost-recovery? [Kaplan]

The City's 2018-19 Master Fee Schedule (MFS) for OPRYD's rental facilities provides for non-resident and resident rates. OPRYD's facility rental fees for non-resident are set at cost recovery with resident rates at a 20 percent discount from the non-resident rates. The Jack London Aquatic Center (JLAC) and the Lake Merritt Sailboat House facility rental rates include non-resident and resident rates. Please see the Adopted FY 2018-19 MFS OPRYD's Rental Facilities beginning on page I-4 (<https://www.oaklandca.gov/documents/fy-2018-19-adopted-master-fee-schedule>). Specifically, please see page I-13 for JLAC and I-5 for Sailboat House non-resident and resident rates.

8) How many hours per year of police time are used for special events/parades etc? What is the cost of this service? How much of it is reimbursed? Where in the budget

do those reimbursements appear? What would be the cost to provide this service with civilian personnel? [Kaplan]

In FY 2017-18 (the most recent full fiscal year), approximately 81,801 hours of overtime were used for special events. It cost the City approximately \$6,596,317 in direct sworn personnel costs, all of which was reimbursed. The reimbursements are reported as GPF (1010) revenues in the "service charges" category.

OPD provides security services for special events at the request of event organizers. Civilian staff cannot provide security services for most of the special event requests, however, there are some events that can have additional civilian staff and less sworn personnel. The cost to provide the service depends on the request of the event organizers. Generally, the cost would be the number of hours worked at top step for the classification.

OPD finds great value in staffing events with sworn personnel. The presence of sworn OPD personnel at an event – ranging from a small party to a large sporting event – provides an opportunity for OPD to prevent problems from occurring. If a problem at a special event does develop, OPD personnel assigned to the event on special event overtime can address the problem immediately and effectively without draining extremely limited patrol resources.

9) Status report on budget vs. actual for last budget cycle. Which of past things have/have not been done. [Kaplan]

Budget versus actuals are provided in the City's Comprehensive Annual Financial Report (CAFR). The CAFR for the year-ending June 30, 2018, can be found on the City's website: <https://www.oaklandca.gov/documents/2018-comprehensive-annual-financial-report>. The FY 2018-19 Second Quarter Revenue and Expenditure report was delivered to the Finance and Management Committee on February 26, 2019. The FY 2018-19 Third Quarter Revenue and Expenditure report will be presented to the Finance and Management Committee on May 28, 2019. This report will include comparisons of projected revenues and expenditures against budgeted revenues and expenditures. Audited data for the current fiscal year (FY 2018-19) will not be available until December 2019.

10) Please provide racial demographic breakdown of proposed budget expenditures and explanation of equity analysis of the proposed budget. [Kaplan]

The Budget does not track expenditures by race. However, key programs (e.g., 3-Year Paving Plan, Measure KK) require that an equity framework be used as part of an evaluation.

11) What is the proposed annual cost for the additional security measures that are proposed for the city hall complex, such as the metal detectors and related systems? One-time startup costs? [Kaplan]

The one-time startup costs for the equipment related to the proposed enhanced security measures is approximately \$76,000. This includes the purchase of walk-through metal detectors, x-ray machines, scanners, stanchions, delivery, set-up and calibration and training for maintenance staff and equipment operators.

The annual or ongoing costs for equipment is approximately \$10,000 this includes a 12-month maintenance plan after the one year warranty period expires. The annual costs for security personnel to operate the equipment and OPD personnel to provide a higher level of authority and support to the security officers, these costs are provided below in the response to question #12.

12) Who is going to staff/secure the metal detector system? What is the cost for the staffing? [Kaplan]

The metal detectors and scanners will be operated by security personnel, there will be three unarmed security guards at each entrance (14th Street and 15th Street/ Plaza side). OPD officers will provide an armed presence and higher level of authority and support to the unarmed security officers.

Security Personnel costs for two entry points with three guards at each from 8am - 5pm; and additional security personnel to cover evening meetings (one evening per week) is estimated at: \$374,353 for 8am - 5pm and \$23,643 for evening meetings for a total annual cost of \$397,996

OPD Personnel costs are estimated at: \$460,000

13) What is the cost of 24-hour security for the city hall complex? What hours/days are currently provided? [Kaplan]

Current Days/Hours: Dalziel Building has 24/7 coverage currently. City Hall has Monday through Friday coverage from 7 am - 11 pm. Lionel Wilson has Monday through Friday coverage from 7 am - 7 pm.

Cost of 24/7: The additional cost to provide 24/7 security (88 hours per week / 4,576 hours annual) at City Hall is: \$115,589 The additional cost to provide 24/7 security (108 hours per week / 5,616 hours annual) for Lionel Wilson is: \$141,860. The total annual cost to add 24/7 coverage to Civic Center Complex is \$259,449.

14) What hours/days do we currently have security outside in Ogawa plaza? What would be the cost for doing this 24/7? [Kaplan]

FHOP has Monday through Friday coverage from 7 am - 11 pm. The additional cost to provide 24/7 security (88 hours per week / 4,576 hours annual) at FHOP is: \$115,589.

15) Measure Z - CRO and CRTs are being pulled to other things – need to know how often this is happening and options to remedy it. [Kaplan]

The Department is currently evaluating how best to track CRO and CRT time and productivity. Past results are not uniformly documented or retained in a way that can be easily produced, compared and evaluated.

Community Resource Officer (CRO) and Crime Reduction Team (CRT) work is generally spent addressing violence through proactive directed patrol, focused operations, and performing follow-up investigation and related arrests associated with serious or violent crimes. This specialized work is firmly geared toward defined Measure Z goals even though the work may pull a CRO or CRT from their assigned geographic area at various times.

Time may be spent away from an assigned geographic area to support citywide crime reduction operations, including operations to address serious and violent offenses, known suspects, search warrants, and surveillance operations. CROs are often needed to supplement CRT work so that operations can be completed safely. Time may be spent "off beat" to support the work of neighboring CRO where a strategy or response requires surveillance officers, arrest teams, search warrant services, or any other activity that is beyond the capabilities of an individual CRO. These operations – and the time necessary by all to safely complete them - are not typically evenly dispersed across all beats. Higher crime beats require more officers, more time, and higher prioritization. Even so, we often find that the resulting crime reduction and efforts positively impact other beats because crime trends and offenses may overlap and affect the health and safety of all beats citywide.

CROs and CRTs may also spend time away from their beat for any unstaffed and unplanned crowd management or crowd control event, or any planned crowd management event that is short of staffing (e.g., sideshows, permitted or unpermitted protests or marches, sports parades or celebrations, or supplementary staffing for permitted events with inadequate staffing.)

16) Why is our vacancy rate so high and how do we create solutions for faster hiring, who has been tasked with this issue? [Kaplan]

There is intense competition for public sector talent. The nation's unemployment rate is 3.8%, the California unemployment rate is 4.2% and the unemployment rate for San Francisco, Oakland and Richmond region is 2.8%. These are 50 year lows. The City's budgeted vacancy factor is 0% to 4%.

The Human Resources Management Department, working in conjunction with City Departments, is tasked with filling vacancies. The recruitment process is subject to the rules of the Civil Service Board and agreements in labor contracts. Solutions to hiring faster include regulatory relief that requires agreement with labor groups. There have been occasional agreements but nothing significant that would provide a competitive advantage in this tight labor market. HR has streamlined recruitment processing, expanded marketing efforts and hired a recruitment consultant to increase capacity.

The City has done well in its retention efforts. Voluntary resignations for non-sworn, full-time employees are down from 110 last fiscal year to a projected 91 for this fiscal year, which is a 4.01% resignation rate. A typical resignation rate for local government during normal economic times ranges between 4.5% to 5.5%. Given the historically low unemployment, it would be anticipated that the rate would be significantly higher, perhaps 6% to 8% percent. A key strategy to reduce the vacancy rate is to improve retention rates.

HRM continues to focus on identifying efficiencies, proposing changes to the labor agreements, improving marketing and working with departments to more efficiently fill vacancies.

17) What is the cost for TPT conversions for any roles which are not genuinely short-term? [Kaplan]

The cost of converting a Temporary Part-Time will vary based upon a number of factors, including: 1) whether it is being converted to a full-time position or permanent part-time position; 2) the job classification being converted; and, 3) the step in the salary schedule.

For questions, please contact Adam Benson, Budget Administrator, at (510) 238-2026.

Respectfully submitted,

/s/

KATANO KASAINÉ
Director of Finance



MEMORANDUM

TO: Honorable Mayor & City Council

FROM: Katano Kasaine
Director of Finance

SUBJECT: FY 2019-21 Budget Development
Questions/Responses #2

DATE: May 15, 2019

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) 2019-21 Proposed Biennial Budget. To the extent additional information becomes available on any of the responses below, updates will be provided.

QUESTIONS AND RESPONSES #2

- 1) Regarding the \$32.68 million of estimated remaining Measure KK funds from FY17-19, which projects had been allocated those funds? [Bas]**

The table on the next page shows the allocation of unspent Measure KK affordable housing funds:

Program Name	Project Name	Total Amount Awarded	Total Amount Spent	Balance Remaining (available to spend)
Acquisition of Transitional Housing Facility*		\$ 14,000,000.00	\$ 7,018,041.55	\$ 6,981,958.45
Bond Measure KK Site Acquisition Program	Highland Palms	\$ 3,000,000.00	\$ 2,920,000.00	\$ 80,000.00
	10th Ave Eastlake	\$ 5,000,000.00	\$ 4,700,000.00	\$ 300,000.00
	2530 9th Avenue	\$ 1,342,375.00	\$ -	\$ 1,342,375.00
	812 East 24th Street	\$ 974,150.00	\$ 974,150.00	\$ -
	The Wolery and San Antonio Terrace	\$ 3,500,000.00	\$ 3,500,000.00	\$ -
	Longfellow Corner (aka Northwest MacArthur/ MLK TOD)	\$ 3,175,000.00	\$ 3,175,000.00	\$ -
	ADMIN COST	\$ 1,008,475.00	\$ -	\$ 1,008,475.00
Notice of Funding Availability (NOFA) for Housing Rehabilitation and Preservation	Howie Harp	\$ 3,000,000.00	\$ -	\$ 3,000,000.00
	Empyrean	\$ 4,688,000.00	\$ -	\$ 4,688,000.00
	Fruitvale Studios	\$ 1,800,000.00	\$ -	\$ 1,800,000.00
	ADMIN COST	\$ 512,000.00	\$ -	\$ 512,000.00
NOFA for New Construction of Affordable Rental and Ownership Housing	7th & Campbell	\$ 801,900.00	\$ -	\$ 801,900.00
	Camino 23	\$ 100,000.00	\$ 30,000.00	\$ 70,000.00
	West Grand & Brush	\$ 1,318,000.00	\$ -	\$ 1,318,000.00
	3268 San Pablo	\$ 100,000.00	\$ -	\$ 100,000.00
	Coliseum Place	\$ 1,600,000.00	\$ -	\$ 1,600,000.00
	657 W. MacArthur Apts	\$ 800,000.00	\$ -	\$ 800,000.00
	Fruitvale Transit Village II-B	\$ 1,400,000.00	\$ -	\$ 1,400,000.00
	ADMIN COST	\$ 880,100.00	\$ -	\$ 880,100.00
1-4 Unit Housing Programs		\$ 6,000,000.00	\$ -	\$ 6,000,000.00
Total		\$ 55,000,000.00	\$ 22,317,191.55	\$ 32,682,808.45

2) How much in carry over funds will be deployed in 2019-2020? [Bas]

All the unspent Measure KK appropriations for affordable housing in FY 2017-19 will be carried forward to FY 2019-20.

3) Why is \$30 million allocated when there is \$45 million of Measure KK funds unallocated for affordable housing? Can we allocate the remaining \$15 million in this budget cycle. [Bas]

Yes, we propose the additional \$15 million in Measure KK funds be allocated, and there will be an amendment proposed in the Errata on June 4th. Note that given that these are taxable general obligation bonds supported by additional property tax levies, it is important that developers have sufficient funding capacity from all sources (federal, state, and private) prior to issuance of the bonds to ensure timely spend of the proceeds. The proposed \$45 million in new Measure KK affordable housing funds are in addition to the \$32.68 million that is allocated, but unspent in FY 2018-19 (see response to Question 2 below).

4) Some of the Measure KK allocations support small site acquisition and thus permanent affordability, but how do the NOFA for housing rehabilitation and preservation and NOFA for new construction categories contribute to permanently affordable homes in Oakland? [Bas]

Measure KK allocations that support the NOFA are used directly in the new construction of affordable rental and ownership housing and affordable housing rehabilitation and preservation through low interest, residual receipts and loans to affordable housing developers. Units assisted with City funds are restricted as affordable to low-to-moderate income households for the term of the loan (55 years) through the recording of a regulatory

agreement on the property. In addition, the NOFA funds have leveraged Alameda County Measure A1 bond fund set asides for affordable housing developments in Oakland.

Note that residual receipts mean that loan payments are due to the extent there is excess cash flow; if there is no excess cash flow then repayment is deferred for the term of the loan, which is 55 years.

5) Is there an existing total unit or building count that KK funds are being leveraged to produce? [Bas]

These projects are estimated to result in a total of 915 units, which do not include the number of units from the small site acquisition program that is being developed.

6) Regarding HOME Funds, Fund 2109, about \$6.1 million is available for FY19-21, why are these funds not included in the Mayor's summary as part of the City's affordable housing development funding sources? Are these funds being utilized for something other than affordable housing development? [Bas]

The summary included in the FY 2019-21 Proposed Budget called out NEW resources available toward affordable housing. Since the HOME program is baselined it was not called out separately. However, these grant funds are restricted to affordable housing related activities (e.g., building, buying, rehabilitating affordable housing) and continue to be available for these purposes in the FY 2019-21 Proposed Budget in the amounts stated above.

7) Regarding the Affordable Housing Trust Fund, Fund 1870: What are the specific revenue source amounts for FY19-20 and FY20-21? How much is being allocated for City staff time versus funding housing projects and anti-displacement services? [Bas]

The ongoing revenues in the Affordable Housing Trust Fund reflect the twenty-five percent of the City's distribution from the Redevelopment Property Tax Trust Fund (RPTTF or "boomerang") pursuant to OMC §15.62.030. No other revenue sources are baselined in the AHTF in the FY 2019-21 Proposed Budget. \$643,162 is budgeted for non-project staffing costs in FY 2019-20 (of total proposed appropriations of \$7.9 million) and \$666,327 in FY 2020-21 (of total proposed appropriations of \$8.5 million).

8) The Mayor's budget letter proposes allocating \$6.7 million from Fund 1870 for affordable housing development. Please provide the specific revenue source amounts that make up the \$6.7 million. Please specify how much is coming from each revenue source, i.e. housing boomerang funds, Housing Impact Fees, Jobs/Housing Fee, and the Foreclosed Properties program. [Bas]

This appropriation comes from RPTTF revenues. As mentioned previously, no other revenue sources are baselined in the AHTF in the FY 2019-21 budget, such as the Affordable Housing Impact Fees or the Jobs/Housing Impact Fees, as they can be volatile and are not easy to predict. Resolution No. 87469 provides HCD with the authority to appropriate the Affordable Housing Impact Fees and Jobs/Housing Impact fees as they are received throughout the year without returning to Council.

- 9) Regarding Housing Impact Fees, the Impact Fees Annual Report from the January 29, 2019 CED Committee specified that over \$6 million had been collected and over \$21 million has been assessed. What is the status of the collected revenue? How much of the \$6 million had been expended in previous budgets and how much is being budgeted for FY19-21? [Bas]**

In FY 2018-19, HCD has authorized appropriations of \$2,463,805 from the Jobs/Housing Impact Fees and \$4,894,717 from the Affordable Housing Impact Fees (impact fees collected through June 30, 2018), for a total of \$7,358,522. These impact fees are allocated to projects as follows: Oak Hill Apartments (NOVA Apts)/445 – 30th Street, 95th and International Blvd., and Friendship Senior Rental Housing/1904 Adeline Street. However, as of May 9, 2019, the impact fees have not been spent. Any unspent impact fees will be carried forward into future fiscal years for affordable housing development projects. That said, all three projects have received planning entitlements and are seeking a building permit. The projects have differing timelines for start of construction based on amount of funding assembled to date. We expect Oak Hill to be completed first, with an anticipated completion date of October 2020.

- 10) What is the status of the assessed revenue? Does the Planning Department have an estimated collection schedule? [Bas]**

Assessed revenues (“invoiced revenues”) become due and are recorded as revenues when a building permit is issued (50 percent) and when a certificate of occupancy has been issued (50 percent). Collection of these revenues is dependent upon the construction schedule of the applicant which PBD cannot track. Historically, projects are finishing within 2-4 years from the time of permitting.

- 11) What has been the City's past and current practice regarding budgeting based upon assessment, not just collection, of revenue, such as budgeting practices in Planning & Building or Public Works Departments? [Bas]**

The City generally budgets based on an estimate of the actual revenues received in the fiscal year, not the assessment due. The total assessments due for Affordable Housing Impact Fees and Jobs/Housing Impact Fees may not be received for several years from the initial issuance of a permit. It is also possible that a development falls through and the assessed revenues due at the issuance of a certificate of occupancy are never actually paid to the City and the revenues already received at the time of issuance of a building permit are required to be refunded. Authorizing appropriations against the assessed impact fees is not a recommended approach because the City cannot count on the receipt of all the revenues from developments that are issued a building permit.

- 12) How much of the Transit Occupancy Tax revenue is coming from the AirBnB tax? [Bas]**

Financial information of individuals and businesses provided to the Finance Department's Revenue Management Bureau in connection with the collection of taxes is considered confidential and cannot be disclosed.

- 13) Regarding the \$3.89 million revenue from the Vacant Land Tax in FY20-21, please explain how this figure was arrived at. We believe that previous City information had the revenue level at \$10 million. [Bas]**

The proposed FY 2020-21 budget anticipates revenues of approximately \$7 million from the VPT. The administration of the tax begins in the FY 2019-20, even though no revenue will be collected until FY 2020-21. The total two-year administrative cost equates to \$1.81 million, leaving \$5.19 million remaining for allocation in FY 2020-21. Of this amount, \$3.89 million has been programmed in the Mayor's budget for homelessness, and the remaining \$1.3 million (25 percent) was programmed for managing illegal dumping and blight. The actual amount of Vacancy Tax revenues will vary based on the implementing regulations and factors relating to property owner exemptions. The ballot specifically said that the Finance Department estimated annual revenues between \$6.6 million and \$10.6 million (see impartial analysis of Measure W by the City Auditor). At a high-level, this estimate assumed that approximately 25% of vacant properties would be subject to the parcel tax. Again, as implementing regulations are further developed and defined, the Finance Department will have more reliable estimates of revenues.

- 14) Regarding the Mayor's summary letter proposing \$3.8 million from the Vacancy Tax for different homeless services and displacement prevention, please specify the proposed allocation for each service listed. [Bas]**

The Vacancy Tax does not go into effect until the second year of the two-year budget (effective July 1, 2020). As such, the Mayor's FY 2019-21 Proposed Budget does not allocate these resources toward specific projects. Staff recommends that allocations be determined during the FY 2020-21 Midcycle Amendment when implementation regulations are established that will help to refine the City's vacancy tax revenue projections and when the City Council has more information concerning the total homelessness resources available from all sources (State, County, etc.) in order to maximize the use of vacancy tax resources.

- 15) Regarding the Service Impacts information, B-1, proposing \$3 million from the fund balance in the Affordable Housing Trust Fund for services and interventions aimed at rehousing for homeless residents: What is the source of the fund balance--were these unallocated funds? Is any of the fund balance derived from the \$2.2 million of anti-displacement services funds that the Council had appropriated in FY17-19? Please specify the specific services and interventions and funding levels contemplated. [Bas]**

This appropriation from AHTF fund balance comes from RPTTF revenues. The fund balance is not derived from the \$2.2 million appropriation for anti-displacement services approved by Council in the FY 2017-19 Adopted Budget, of which any unspent amount will continue to carry forward into future fiscal years for anti-displacement services.

- 16) There seems to be a substantial proposed increase in the Mayor's Office Budget of about \$600,000 for FY19-20 and about \$700,000 for FY20-21. It is not apparent from the budget documents what is being funded by the proposed budget increase. Can you please provide more information on what's being funded through the budget**

increases as the budget document shows that the staff level is the same for FY19-20 and actually declines by 1 for FY20-21? [Bas]

The increase in the Mayor's Office Budget is primarily attributed to wage and fringe rate increases, removal of the vacancy credit to align with similarly small-sized elected departments, and a one-time give back of salary savings in FY2018-19 that was restored in the FY2019-21 budget.

The growth in FY2020-21 is primarily attributed to wage and fringe rate increases. There was a decline of 1.0 FTE due to a grant-funded position that was end-dated in FY2019-20. The budget does not reflect the cost reduction because both the personnel costs and offsetting grant carryforward were removed (net of \$0).

17) Please provide 5-years of historical OPD overtime hours. [Taylor]

Overtime Hours		
Fiscal Year	Hours -GPF	Hours -ALL
FY 2012-13	351,247	362,044
FY 2013-14	382,930	399,917
FY 2014-15	457,905	459,228
FY 2015-16	388,810	395,849
FY 2016-17	373,977	382,410
FY 2017-18	350,432	376,271

18) Please provide 5-year historical of citywide overtime dollars. [Taylor]

Department	ALL FUNDS OVERTIME							
	FY 2013-14 Actuals	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
Mayor	-	-	-	1,743	18	8,960	8,960	8,960
City Council	-	-	-	708	-	-	-	-
City Administrator	35,233	249,200	292,112	362,395	177,631	-	-	-
City Attorney	1,023	928	524	2,547	9,644	-	-	-
City Auditor	1,188	288	556	15,490	6,196	-	-	-
City Clerk	15,923	16,610	35,001	64,333	63,949	11,570	11,570	11,570
Police Commission	-	-	-	-	36,900	-	-	-
Public Ethics Commission	-	-	-	382	28	-	-	-
Finance Department	33,479	30,860	196,113	221,524	263,752	56,691	56,691	56,691
Information Technology	158,422	145,305	165,124	143,620	131,408	10,710	10,710	10,710
Human Resources Management Department	31,756	23,111	31,428	18,360	36,965	26,390	26,390	26,390
Police Department	27,336,037	31,690,464	28,331,393	29,047,077	30,660,353	12,353,982	15,160,116	15,507,936
Fire Department	19,195,836	22,757,669	22,997,934	21,366,911	20,216,616	3,850,533	4,049,610	4,081,851
Oakland Public Library	3,519	4,769	12,960	7,837	3,273	6,260	6,260	6,260
Oakland Parks, Recreation & Youth Development	13,496	19,773	39,328	64,050	50,663	-	-	-
Human Services	26,343	6,681	13,629	41,209	35,198	-	-	-
Economic & Workforce Development	49,865	71,967	21,046	21,696	16,870	-	-	-
Housing & Community Development	28,746	39,755	44,218	74,681	96,848	-	-	-
Planning & Building	615,456	716,577	945,249	985,916	1,106,983	307,520	307,520	307,520
Oakland Public Works	2,428,822	2,564,838	3,165,346	3,344,483	2,880,337	1,709,264	1,949,264	1,949,264
Transportation	-	-	-	-	1,432,179	321,810	321,810	321,810
Grand Total	\$49,975,146	\$58,338,797	\$56,291,962	\$55,784,962	\$57,225,811	\$18,663,690	\$21,908,901	\$22,288,962

19) Will the administration be providing a racial demographic breakdown of proposed budget expenditures and equity analysis of the proposed budget? [Kaplan]

Please see the response to Question 10 in the FY 2019-21 Budget Development Questions/Responses #1 dated April 26, 2019.

20) How much total is spent per year on the initial (first) wildfire prevention inspections for privately-owned properties? (For which no fee is currently charged). How much would the inspection fee have to be, for it to be cost-recovering? [Kaplan]

The initial wildfire prevention inspections for privately-owned properties are currently performed by the Engine Companies (sworn Fire personnel) during regularly scheduled shift assignments. Since this work is performed during regularly scheduled hours, there is no additional cost for the City to perform the first vegetation inspections. A more detailed analysis would need to be performed on the specific staffing structure prior to the adoption of this type of fee to ensure compliance with Proposition 26. However, the Finance Department would estimate that the cost recovery would be approximately \$591 to \$676 per property.

21) What steps would be necessary to give Fire Department employees and/or other non-sworn personnel authority to issue parking tickets, especially where vehicles are blocking emergency access? What would this cost? [Kaplan]

Citations relating to the parking, standing, or stopping of vehicles are generally performed by Parking Control Technicians in the Department of Transportation. The authority to issue such citations are granted to these civilian classifications pursuant to OMC Section 10.08.080.

At a minimum, in order for sworn Fire and other civilian classifications to issue parking tickets the City would need to:

- Identify the expanded list of classifications that would be eligible to issue parking citations;
- Analyze and assess the operational impact of this change on the work those classifications are currently performing (e.g., what is the loss of productive time in the employees' current role?) and the potential policy impacts;
- Bargain with the affected unions representing the classifications that would be either losing or gaining work; and,
- Provide adequate training to the new classifications performing the parking citation function relating to the Oakland Municipal Code, state regulations, radio operation procedures, citation issuance, code enforcement, and report writing, that may not be inherent to their existing job.

22) The proposed budget shows nearly all of the soda tax dollars going to the Parks and Rec department, but does not provide a breakdown of specific uses of those funds. Please provide an explanation/breakdown of proposed uses of the soda tax funds. [Kaplan]

The proposed ongoing allocations of SSBT resources are as follows (by department). These amounts do not include any proposed one-time allocations of FY 2018-19 resources.

Proposed Ongoing Funding Allocations for FY 2019-21			
	FY 2019-20	FY 2020-21	% Allocation
Revenue	10,626,000	10,626,000	
Expenses			
Administrative	608,005	620,932	6%
Personnel	358,005	370,932	
O&M	250,000	250,000	
Human Services Department	1,223,983	1,245,880	12%
New & Expanded Food Programs (OPL, OPRYD, HSD)	1,223,983	1,245,880	
OPRYD	4,036,035	4,102,031	38%
Sustainably Funded and Expanded Programs (Aquatics, Youth Sports, Town Camp, EOSC)	4,036,035	4,102,031	
Economic & Workforce Development	400,000	400,000	4%
Summer Jobs for Youth	400,000	400,000	
SSBT Advisory Board	4,000,000	4,000,000	38%
RFP Set-aside	4,000,000	4,000,000	

23) What are the staffing levels for Fire Inspection now and would fully staffed pay for itself? [Kaplan]

The FY 2019-21 Proposed Budget includes 26.0 FTE Fire Prevention Bureau Inspectors, Civilian (both code inspection and vegetation management).

24) What is the status of implementation of having non-sworn enforcement personnel for low-level offenses like food truck permit issues, which was directed in the previous budget? [Kaplan]

Two Municipal Code Enforcement Officers have been working within the Special Activity Permits/Nuisance Abatement Division since June of 2018. Their work has consisted of education and enforcement of mobile food vending ordinances and special activity permit requirements, as well as investigating nuisance abatement cases.

25) Which positions which have lasted longer than 2 years are still listed at TPTs? What would the cost to convert those positions be? [Kaplan]

Data is not available to determine which TPT positions have lasted longer than 2 years. The cost of convert all budgeted part-time positions to full time equivalents would be \$9.84 million in the GPF and \$30.23 million in non-GPF funds across both years of the budget, for a two year all funds total of \$40.07 million.

26) How much would it cost to develop an online resource center hosted by the City of Oakland for families of crime victims who are seeking services? (Gibson-McElhaney)

Based on initial conversations between HSD and City's Digital Services team in the Communications Office, the cost to develop an online resource center hosted on the City's current web platform is estimated somewhere between \$60,000 and \$80,000. These estimates are based on a 4-6-month process of research and design, led by the City's Online Services team. The costs include a design researcher to solicit input from individuals impacted by serious violence about their information needs and preferences, and develop design recommendations based on their feedback. Funds at the upper end of the range could be used to stipend research participants for their time and transportation costs. City Digital Services staff, working with HSD, would then finalize content, develop, and test the online site. Ongoing site maintenance would be provided by the City Digital Services team. Based on Council direction, staff could also explore alternative options during the research phase, such as text communication or engagement with impacted individuals.

27) How much would it cost to also integrate this service/information into the City's existing 311 call services? (Gibson-McElhaney)

HSD staff have done an initial exploration of possible options to develop a more coordinated point-of-support for families in the aftermath of serious violence, though this initial response is not able to provide a complete picture of costs and options. The need identified by the Councilmember for a broader system of support across City and County systems is an important one that was echoed by participants in HSD's recent Oakland Unite listening sessions, and would benefit from additional research and discussion with internal and external partners.

In developing a preliminary response, HSD staff have consulted with City 311 Call Center staff, OPD Dispatch staff, County 211 staff, County Victim-Witness Assistance Division staff, and community providers involved in crisis response services. In doing so, a range of possible options and considerations were identified. Further research would be needed to accurately determine expected volume of calls, a critical metric for any cost estimates. As a point of reference, OPD reports an average of 30,874 Part I crimes annually, OPD Dispatch receives over 700,000 calls annually, and the City 311 Call Center receives roughly 150,000 calls related to infrastructure annually. Current call volume at one existing local domestic violence crisis line (run by the Family Violence Law Center) is roughly 7,000 call per year.

311 Call Center

In conversation with City 311 Call Center staff, several considerations were discussed. As in other municipalities, 311 is designed to support infrastructure maintenance. Current staffing is low for assigned task, with 7 FTE in Oakland compared to 10 FTE in City of Berkeley (population 122,324 in Berkeley vs. 425,195 in Oakland). Significant additional training would be needed to enable staff to response to calls related to traumatic events. It is also important to note that 311 staff do not currently provide intensive coordination or follow-up as would likely be necessary to address caller needs related to violence. Given combination of above factors, adding new intake services to existing 311 center is anticipated as high cost and low feasibility. If directed, staff could explore the costs of creating a parallel, but separate, call center structure within the City; start-up and ongoing costs would likely be resource intensive.

Alternate Options to Explore

Other options the City could explore include integrating Oakland-specific support into County 211 services, and/or building on the capacity of existing Oakland-based crisis response centers. Eden I&R 211 staff shared thoughts on several options for integrating additional Oakland-specific support into County 211 services. A lower-cost option would be to contract with 211 to add additional screening questions for Oakland callers, additional staff training if needed, include triage/referral to Oakland's network of providers, and report data on calls to the City. A higher-cost option could involve 211 providing a dedicated Oakland crisis line with specially trained and assigned staff to help callers navigate to appropriate services in Oakland and Alameda County.

Oakland could also consider developing additional capacity to respond at existing crisis lines (such as the domestic violence crisis hotline operated by the Family Violence Law Center) to fully meet need of victims of violence and their families. This option would allow leveraging of existing relationships between community providers and partners such as OPD, Oakland Unite and the County Victim-Witness Assistance program. Oakland could explore including dedicated City support to enhance or coordinate response to specific types of incidents such as homicides. This option is in-line with a similar structure in Chicago, see example below.

Overarching considerations

In addition to the specific considerations listed above, several overarching notes related to costs and feasibility were mentioned by all local and national partners consulted. These include:

- The City would need to clearly identify who the resource center/hotline is intended to serve (e.g. all victims of crime, or those who have been impacted by specific forms of violence);
- Resource center/hotline staff must be well-trained to ensure response is trauma-informed, and the City would need to clarify intended level of response (e.g. triage and information-sharing versus more intensive coordination and follow-up);
- One of the most critical issues identified was the need to ensure that current resources are sufficient to meet the need of callers, should the City pursue any of the options above – while there are significant investments to support victims of crime at the City and County level, investment in additional resources would be needed to fully meet the needs of callers; and
- Lastly, all partners highlighted the importance of investing funds in ongoing promotion and advertising to ensure utilization of any of the possible options.

With additional Council direction, staff could further explore these options, with the support of a consultant if funds are available (an estimated cost of \$50,000-60,000), and provide a more complete and accurate assessment of specific options and costs.

28) (Lead Paint Remediation) How much is left in the previous settlement money from the paint company and what are the allowable uses? Is the City allowed to use this money to prepare internal permitting systems so that it is easier for people to quickly qualify for lead paint remediation grants from the over \$20 million of pending lead paint funds? (Gibson-McElhaney)

The final receiver order has not been entered, and the court may provide further clarifications regarding the scope of work that may be reimbursed from the fund. It is likely that it will be permissible to use the lead paint fund "to prepare internal permitting systems so that it is easier for people to quickly qualify for lead paint remediation grants" with the following caveat: the City will NOT be reimbursed for funds it spends before judgment is entered. Thus, any money the City spends before the receiver enters his/her order and before the abatement fund is created (by the defendants depositing money into the fund) cannot be reimbursed from the fund. It is also advised that any expenditures from the fund may be subject to challenge by defendants. Finally, the Court has not determined Oakland's portion of the fund; the City is still litigating about attorneys' fees and discussing the division of the fund with Alameda County.

29) Provide examples of other cities that have successfully implemented victim advocacy or support services for victims/surviving families/witnesses. How were those cities' programs structured in terms of staffing and related resources? (Gibson-McElhaney)

HSD staff consulted with colleagues familiar with the national landscape, and with leaders of victim support services in Milwaukee, Chicago, and an international example from Israel. Summaries of these models are included below. As context, a summary of existing Oakland/Alameda County structures is also included. With direction from Council, staff could pursue additional research about program models in these and other areas. On initial review, Chicago's model seems most promising in terms of comprehensiveness and feasibility of replicating locally.

City	Description of Services
Chicago, IL	<ul style="list-style-type: none"> • Chicago offers a website and 24-hour hotline for families of homicide • Hotline calls are routed to the domestic violence center hotline, next-of-kin calls for every homicide are sent to this hotline by Chicago Police • Hotline dispatcher connects survivor to crisis responder employed by Chicago Survivors (a local community-based organization), their staff are the family liaison and mediator with police • Various tiers of service are provided for families of homicide: <ul style="list-style-type: none"> ○ Immediate crisis response 2-5 days after a homicide; ○ In home family support and case management; ○ triage, counseling and referral for children and youth; ○ peer to peer survivor support group, workshops, family dinners, memorial events and advocacy opportunities; and ○ Court based criminal justice advocacy and unsolved case meetings • Website: https://chicagosurvivors.org/

<p>Milwaukee, WI</p>	<ul style="list-style-type: none"> • Similar to Oakland, Milwaukee offers various services for victims of violence, but does not have central hub to field calls and coordinate services for victims • Through the District Attorney's Office, victims can access protection services, burial and relocation support, similar to victim services offered in other jurisdictions • Hospital-based services include crisis intervention, case management, and mental health support for youth victims of violence, as well as mobile behavioral health counseling for children and families exposed to violence • Some staff are based at the City's Office of Violence Prevention and some at County health agencies (more staffing detail could be provided with time) • Website: https://spark.adobe.com/page/CsDD3qWrxADwi/
<p>NATAL Trauma Center for Victims of War, Israel</p>	<ul style="list-style-type: none"> • Provides a 24-hour hotline for survivors of war and violence • Hotline provides mental health support over the phone and can link to short or long-term support based on need • Volunteers are assigned to callers and speak with them on a weekly basis for 20 minutes; volunteers receive 6-month trauma training and supervision and guidance from NATAL staff • Callers who require more comprehensive treatment are assigned to the clinical unit, staffed by clinicians • Website: https://www.natal.org.il/en/about-us/our-helpline/
<p>Oakland, CA</p>	<ul style="list-style-type: none"> • Oakland has a range of services and supports for victims of violence, but does not have a single coordinated point of entry, as noted by the Councilmember • The Victim-Witness Assistance Division of the District Attorney's Office provides advocacy to victims through trained victim advocates, and offers referrals to appropriate service based on assessment • Other County services for victims include crisis intervention by Behavioral Health Care Services and resources at the Family Justice Center for individuals and families experiencing domestic violence, stalking, sexual assault and exploitation, child abuse, child abduction, elder and dependent adult abuse, and human trafficking • Oakland-based victim resources, partially supported by Oakland Unite funding, include crisis response and long-term support services for victims of gender-based violence and gun violence; these resources are based at community-based organizations including the Family Violence Law Center, Youth ALIVE!, Catholic Charities of the East Bay, BAWAR, MISSEY, and Covenant House • Websites: https://www.alcoda.org/victim_witness/available_services and http://oaklandunite.org/violent-incident-crisis-response/

30) (Ghostship Reforms) What progress has the City made with the post ghost ship reforms? Under current funding levels, when will they be completed and what are options for greater investment to expedite the process? To put this another way, over the next two-year budget cycle, what are the outcomes that are expected from the ghost-ship reform process begun under Executive Order 2017-01 and presented to Council in the report "Displacement Prevention and Safe Habitation" dated January 31, 2017? (Gibson-McElhaney)

Improve Interdepartmental Coordination and Communication:

- Fire Prevention, Code Enforcement, and the City Attorney's Office meets weekly to identify, mitigate, and manage progress for unpermitted commercial or industrial spaces.
- Fire Prevention, Code Enforcement and the Housing Department has developed a workflow and notification process concerning Housing Habitability Violations and coordinates our efforts to prevent tenant displacement.

Notice to Tenants:

- The department posts on all entry ways a Code Enforcement Action notice in 3 languages when an Order to Abate – Habitability and Substandard Public Nuisance notice is issued.
- As of February 1st all Notice of Violation's are available to the public on the Accela Citizens Access Portal.
- Notices are available by request at the Inspections Counter to tenants.

Update Zoning and Building Codes:

- The Department has examined best practices from other jurisdictions and currently is in the process of engaging a consultant to provide alternate code provisions as a pathway to legalize live-work occupancy of commercial and industrial buildings. We are finalizing the terms of the contract with the Consultant and our goal is to commence work in June.

Increase Staffing Capacity:

- The department currently has 14 Code Enforcement Inspectors, 2 Senior Code Enforcement Inspectors and a Supervisor. There is one additional inspector position that recently was vacated and interviews are currently underway to fill.
- The FY 2019-2021 Budget request includes an additional 2 Inspectors, 1 Supervisor, 1 Admin Analyst II and an Office Assistant PT to assist with Code Enforcement Services.
- This budget also proposes assigning one of the existing Process Coordinators III vacant positions to expediting permit issuance and assisting property owners with obtaining the required permits necessary to remove unpermitted/unsafe construction items and legalize undocumented dwelling units.

31) Please respond with an operational assessment of what it would take to restore a Metro division to OPD so that officers are no longer pulled away from adjacent neighborhood issues to address the increasing number of incidents Downtown.

Please respond with the fiscal implications of creating a Metro Division along with the expected improvements in service to the downtown/uptown area. (Gibson-McElhaney)

The role of the Metro Area Unit would be to provide police coverage in the immediate downtown area. The area boundaries would be East of Interstate 980, West of Lake Merritt, North to W. Grand, and South to Embarcadero. The preliminary resources needed to stand this plan up are as follows:

- 1 Captain
- 2 Lieutenants
- 6 Sergeants
- 4 Foot Patrol squads (32 officers)
- 2 Late Tac squads (16 officers)

The schedule will be as follows:

- Day Watch Foot Patrol Squads: Monday - Thursday, 0600-1600 and Tuesday - Friday, 0700-1700
- Swing Shift Foot Patrol Squad: Tuesday - Friday or Monday - Thursday, 1400-0000
- Dog Watch Foot Patrol Squad: Monday - Thursday, 2100-0700
- Late Tactical Squads: Friday - Sunday/ Monday, 1800-0600

The aforementioned resources would require approximately 24 vehicles.

These times are subject to change based on the need for coverage. Based on the information provided, the cost would be approximately \$11.3M for personnel and \$1.4M for vehicles.

32) How successful has the partnership with Alameda County been pairing social workers with OPD officers to respond to 5150 calls? What improved outcomes would we realize by expanding this program? Are all OPD officers trained to de-escalate and respond to a person experiencing psychological distress? (Gibson-McElhaney)

The Alameda County Behavioral Health Care Services (BHCS) partnership with OPD that pairs a mental health clinician with an OPD Officer is known as the Mobile Evaluation Team (MET). For clarification, mental health clinicians are paired with an OPD officer, not social workers.

The partnership with BHCS has been widely accepted by officers and the community. In the near future, a second team will be deployed and eventually there will be a total of four (4) teams in the field co-responding to mental health calls for service.

MET is a first responder model which provides a Crisis Intervention Trained officer and specialized mobile clinician who use effective and compassionate methods of approaching psychiatric emergencies in the field which often make the process more efficient.

The MET unit responds as first responders to crisis calls suspected of involving some level of psychiatric need on average eight (8) times per shift. The ability of the team to respond to

emergency calls in real time increases the odds of positive outcomes and prevent crisis escalation and sometimes serious crimes.

The MET unit also responds to calls which are not routed through the 9-1-1 system, instead are County Crisis Line generated...which prevents them from escalating and entering the 9-1-1 system.

When the scene is safe, the benefits of pairing an officer with a clinician gives the community the ability to communicate with whom they are more comfortable. Trust of law enforcement and trust of "doctors" vary for individuals in crisis. Successful encounters are dependent upon the understanding and cooperation, of not only the subject experiencing the crisis, but also family members and care workers. Depending on the scenario, a clinician or an officer can be more effective in de-escalating a crisis scenario.

Collaboration and direct open lines of communication with case managers, social workers and facilities ensures continuation of care and reduced chances of recidivism, escalation in behaviors and decompensation. This is only possible because of the program's Memorandum of Understanding.

The MET officer has experienced a great deal of success with subjects encountered by utilizing the individuals case manager. In doing so, they are often able to divert subject to alternative services that would not be an immediate option without the clinicians knowledge/connection to the system. The officer's ability to access previous criminal history to determine trends and likelihood of violent behavior is also critical to safely navigating a crisis call.

The MET model allows beat officers to be available to respond to non-mental health related calls for service.

Yes, all OPD officers are trained to deescalate and respond to persons experiencing psychological distress. OPD Basic Academy covers de-escalation and persons experiencing mental health challenges (including crisis) in Learning Domain (LD) #37.

The OPD Continuous Police Training (CPT) cycle often offers additional de-escalation and mental health related classes on a rotating basis.

Attached are the current numbers for Alameda County officers trained in Crisis Intervention Training (CIT), an advanced level of training for officers in the field.

- OPD, by far, has the highest number of officers trained in the County
- The patrol division is a rotating assignment and often staffed by the most junior officers.
- Classes are offered 6-8 times per year and OPD consistently registers officers to attend.

The Mental Health and CIT Unit is in the process of creating an 8-hour CIT Update course for officers.

The Department currently has Domestic Violence Advocates available to respond to a victim upon request. However, they will not respond if the suspect is out of custody and at the victim's residence. The advocates will arrive at hospitals or public places unknown to the suspect.

OPD would need to consult staff at Family Violence Law Center (FVLC) to determine if they are open to riding along with an officer, like the Mental Health Unit, and respond to Domestic Violence calls. It is unknown if FVLC has the personnel to implement this type of partnership.

33) Has the City begun the work of a nexus study to examine replacing the current inefficient condo conversion system with an impact fee? If not, how much would it cost for a nexus study and a feasibility analysis to undergird policy development of such a system (like Berkeley's)? (Gibson-McElhaney)

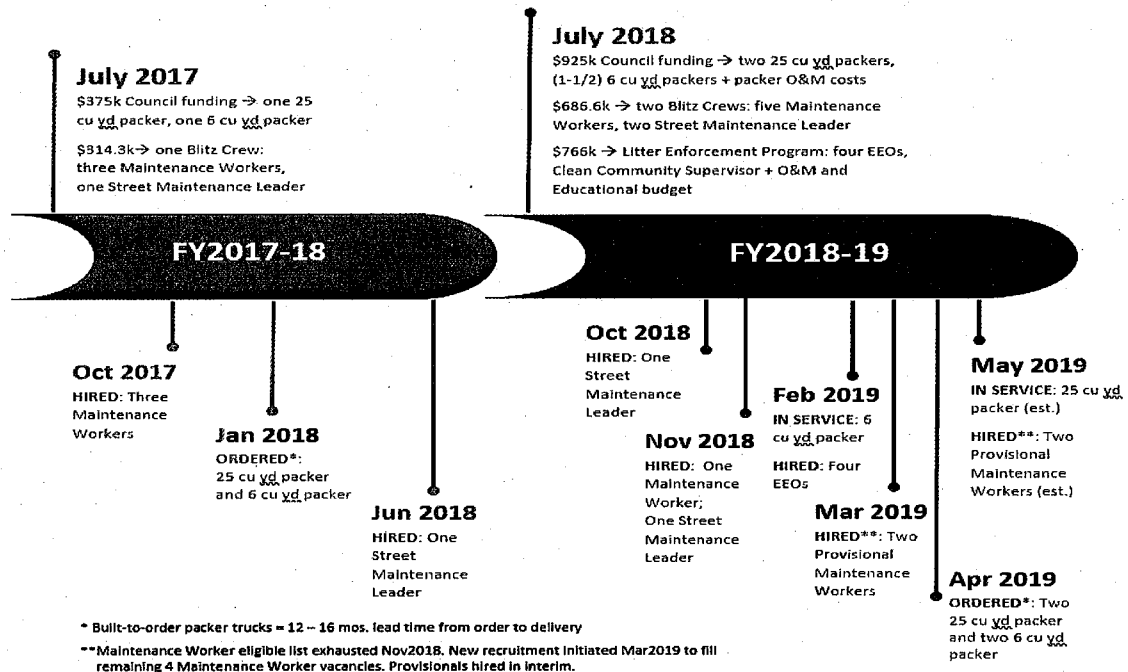
The current effort to update and revise the city's condo conversion ordinance is being led by the office of Council District 1. The Planning Bureau would welcome a larger role in this effort, including but not limited to looking at what the cost would be to undertake a nexus study and a feasibility analysis to examine replacing the current "conversion rights" system with an impact fee.

As background, the Planning Bureau recently received a \$60,000 bid from Linda Hausrath Associates for an SRO Impact Fee Study. It took about 4 months for her to work on the project with Bob Spencer from Urban Economics as a sub. The SRO Impact Fee Study did not include an economic feasibility analysis, so a Condo Conversion nexus study and a feasibility analysis could take additional time and money.

34) What investments did the City make in the FY17-19 budget cycle towards reducing illegal dumping in the City? How much have those investments been implemented, what outcomes can be attributed to those investments, and how do those outcomes compare to what the Administration expected? (Gibson-McElhaney)

See attached infographic for the most current update:

COUNCIL-APPROVED ILLEGAL DUMPING RESOURCES TIMELINE



35) How did the City fund graffiti abatement in the past two budget cycles and what were the outcomes and impacts? (Gibson-McElhaney)

In the last two (2) budget cycles this was the graffiti abatement funding and outcomes.

	FY 2015-16	FY 2016-17	FY 2017-18		FY 2018-19
Electrical Painter	3	3	0	a	0
Painter	4	4	3	b	3
Public Works Supervisor I	1	1	1		1
Labor Cost	\$954,935	\$968,607	\$717,158		\$739,998
O & M	\$90,000	\$70,000	\$70,000		\$70,000
Total	\$1,044,935	\$1,038,607	\$787,158		\$809,998
Service Requests Completed	3,437	2,044	2,489		2,227 c
Square Footage Abated	617,304	798,446	610,553		491,307 c

a = Electrical Painters (2.00 FTEs) were eliminated in FY17-19 Budget and electrical poles are no longer repainted. The remaining painters are now responsible for painting over graffiti on public assets.

b = One (1) Painter position was frozen until 7-1-19

c = Data through March 2019

Note: The electrical painters (EP) primarily repainted street light poles, but they also abated graffiti on public property when their equipment was down or during inclement weather.

36) When does the tracking system for vacant lot registration expect to become available? (Gibson-McElhaney)

The vacant property parcel tax is effective July 1, 2020 (second year of the two-year budget). Staff will work on developing implementing regulations during FY 2019-20 (first year of the budget) and anticipates having more refined data at that time.

37) In the FY15-17 budget cycle, the City Council directed the City Administrator to return to the Finance and Management Committee regularly with an informational report to track the implementation of Council priorities. This practice was not continued in the FY17-19 budget cycle. What are considered the best practices in publicly reporting on progress towards implementing City priorities? Based on these best practices, what does the City Administrator recommend that Council consider implementing and what are the costs of each of them? (Gibson-McElhaney)

Council may consider designating a single point of contact to coordinate and report on budget implementation or require the responsible departments to report back to Council separately. We suggest that this be done through a public Information Memo in order to achieve cost efficiencies and not have to go through full Council agenda process, which is costly. Centralizing this function would require a 1.00 full time employee and cost approximately \$198K annually. The Budget Bureau currently lacks the capacity without augmenting the existing day to day budget work.

To avoid duplicity, Council should also consider the current level of informational reports provided by departments, since these reports may already be communicating implementation of Council priorities. Furthermore, inconsistencies may arise if multiple sources are reporting on budget implementation which may lead to confusion.

38) What systems or processes will be put in place to provide timely information on all contracts and spending undertaken under the Administrator's authority during recess? (Gibson-McElhaney)

As part of the City Council Meeting schedule for the calendar year, the Summer Recess Agenda is included. For example, the 2019 calendar year includes Summer Recess Agenda dates of August 6, 13, 20 and 27. Staff prepares written reports for these agenda dates similar to those prepared during the regular legislative session. Each Summer Recess Agenda is posted for public access. In addition, staff prepares an agenda report that summarizes all actions taken during the Summer Recess and requests City Council ratify all actions taken. Staff forwards that report to the City Council within the first month upon their return from the Summer Recess.

39) If the City were to established camp zones and standards (e.g., KOA model) for the homeless, how much would it cost to administer these zones? Assume each zone provides enough space for 100 people. (Gibson-McElhaney)

Estimated costs for establishing KOA style campground for 100 people can be found below. In this model, we have based staffing on what we recommend for a site this large (double staffing at all times) and somewhat similar to our model for community cabins but without flex funds. However, you could scale this model down with more minimal staffing and/or use

elements of self-governed models. We do, however, recommend, extra staffing in the early stages and recommend minimal staffing and/or security at all times. We have seen in other communities, where a large loosely regulated campground models have suffered from illegal activity and violence and had to be disbanded. However, if a site were to open and be stable for a period of time, the second staff person could potentially be replaced with a campground member who plays this role in an internship/job training position thus reducing costs. This model also does not include any services or flex funds. So, while it may address immediate health and safety needs of unsheltered individuals and their sheltered neighbors, it is not likely to result in many positive housing outcomes.

KOA MODEL Proposed Budget (100 participants)			
BUDGET CATEGORY			
Personnel	Amount	FTE	
Staff Wages and Salaries			
Site Manager	\$87,360	2.00	Two fulltime Site Managers at \$43,680 per year per manager
Maintenance	\$15,000	0.50	Includes time purchasing supplies, setting up generators and lights, and other site maintenance.
Site Security	\$270,560		Includes two on-site personnel for all hours when the Site Manager is not present (128 hours/week) to ensure resident comfort and safety. Base cost \$20/hour x two people x 128 hours weekly x 52 weeks in a year = \$266,240. Extra \$10/hour for nine 24-hour holidays for 2 people = \$4,320.
Subtotal wages and salaries	\$372,920		
Benefits (28%)	\$104,418		
Total Personnel	\$477,338		
Operations & Maintenance			
Water	\$20,400		based on \$1,700 per month cost
Portapotties	\$80,400		based on \$6,700 per month (based on Northgate baseline x 150%)
Site Set Up	\$75,000		estimate
Total O&M Cost	\$175,800		
Total Budget	\$653,138		

40) What is the cost of a high level administrator to focus exclusively on homelessness? (Gibson-McElhaney)

Staff believes that a high-level project management type position – at a cost of approximately \$395,411 in FY 2019-20 and \$408,757 in FY 2020-21 (fully burdened) – would be sufficient to provide administration and coordination of homelessness services and programs.

For questions, please contact Adam Benson, Budget Administrator, at (510) 238-2026.

Respectfully submitted,

/s/

KATANO KASAINÉ
Director of Finance



MEMORANDUM

TO: Honorable Mayor & City Council

FROM: Katano Kasaine
Director of Finance

SUBJECT: FY 2019-21 Budget Development
Questions/Responses #3

DATE: May 22, 2019

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) 2019-21 Proposed Biennial Budget. To the extent additional information becomes available on any of the responses below, updates will be provided.

QUESTIONS AND RESPONSES #3

- 1) **For the fire inspection fees, which are charged (at re-inspection) what percent of the money is actually being collected? How much outstanding uncollected fees are there? What steps would be needed to collect those fees? How much would that cost? [Kaplan]**

There are 1,212 charges for Vegetation Management re-inspections in 2018 (including parcels that had multiple re-inspections). The total charges are valued at \$379,562. Staff anticipates sending these invoices to property owners within the next several weeks and will report back on overall collection rates once payments are received.

- 2) **Is it true that parking spaces which are leased "bundled" together with residential or commercial space are not paying our parking taxes? What is the estimated fair market value of such spaces? What would the estimated annual revenue be if those parking spaces did pay our parking taxes? Are there any other parking spaces not paying our parking taxes? [Kaplan]**

Parking taxes are not applied if the rental agreement does not break out the cost of parking from the rent. It would require an audit of every commercial and residential rental property (including single and multi-family units) to determine the number of such parking spaces (approximately 27,165 accounts to audit) and an estimate of the potential revenues.

3) What is the capital cost per bike rack to install bike racks? What is the annual cost to maintain them? [Kaplan]

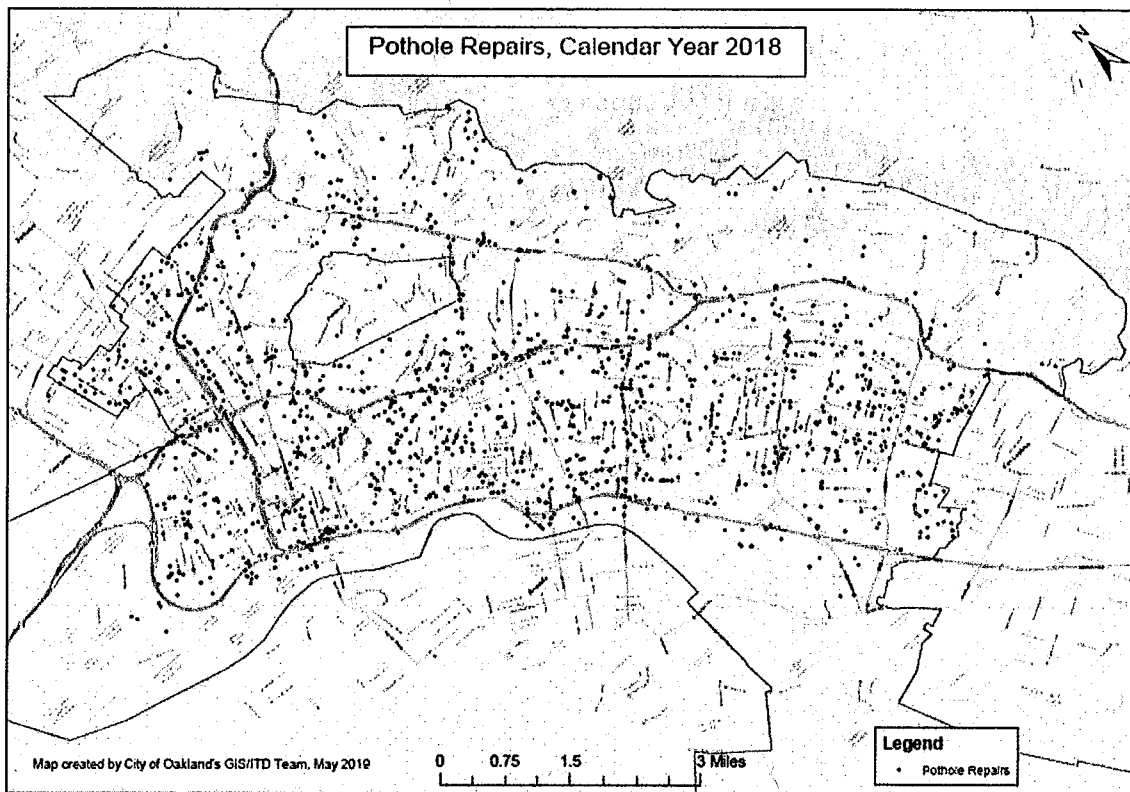
Installation costs approximately \$600 per bike rack. This includes purchase & installation plus site inspection, public notification, and contract administration. \$30 per year per bike rack is needed for maintenance. This estimate is based on a 20-year lifecycle for a bike rack.

In addition to financial costs, there are often physical constraints on the installation of sidewalk bike racks (in-pavement utilities, narrow sidewalks, cracked concrete, street furniture) and for bike corrals (poor pavement, nearby storm drain inlets, parking removal).

4) Can you provide breakdown of the geographic distribution of those services which are provided for complaint-based public services, including specifically, pothole filling and illegal dumping removal? [Kaplan]

Pothole filling:

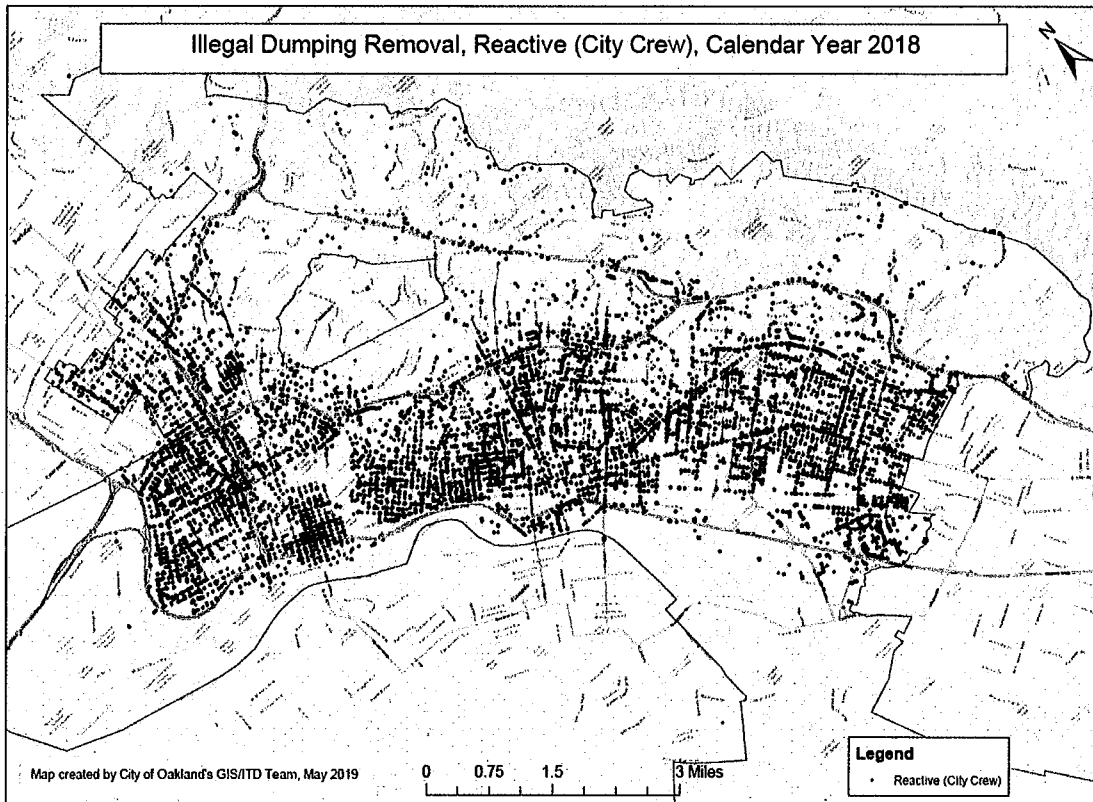
Below is a map showing all the pothole repairs performed during Calendar Year 2018.

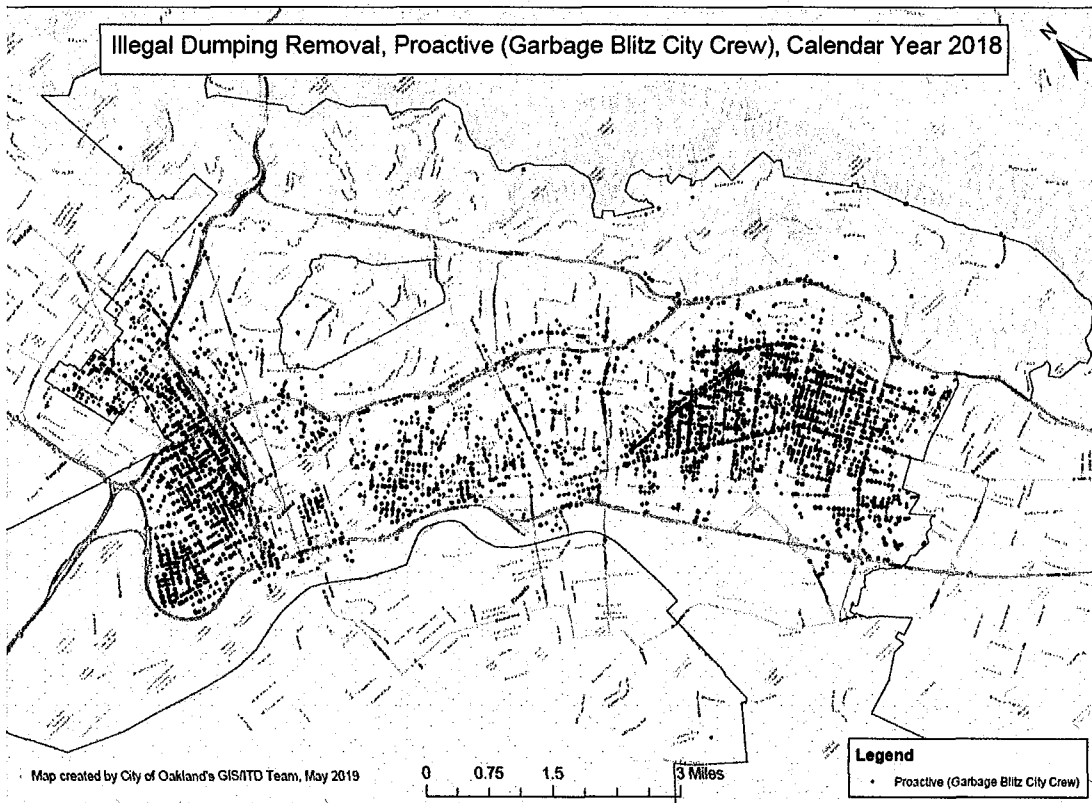
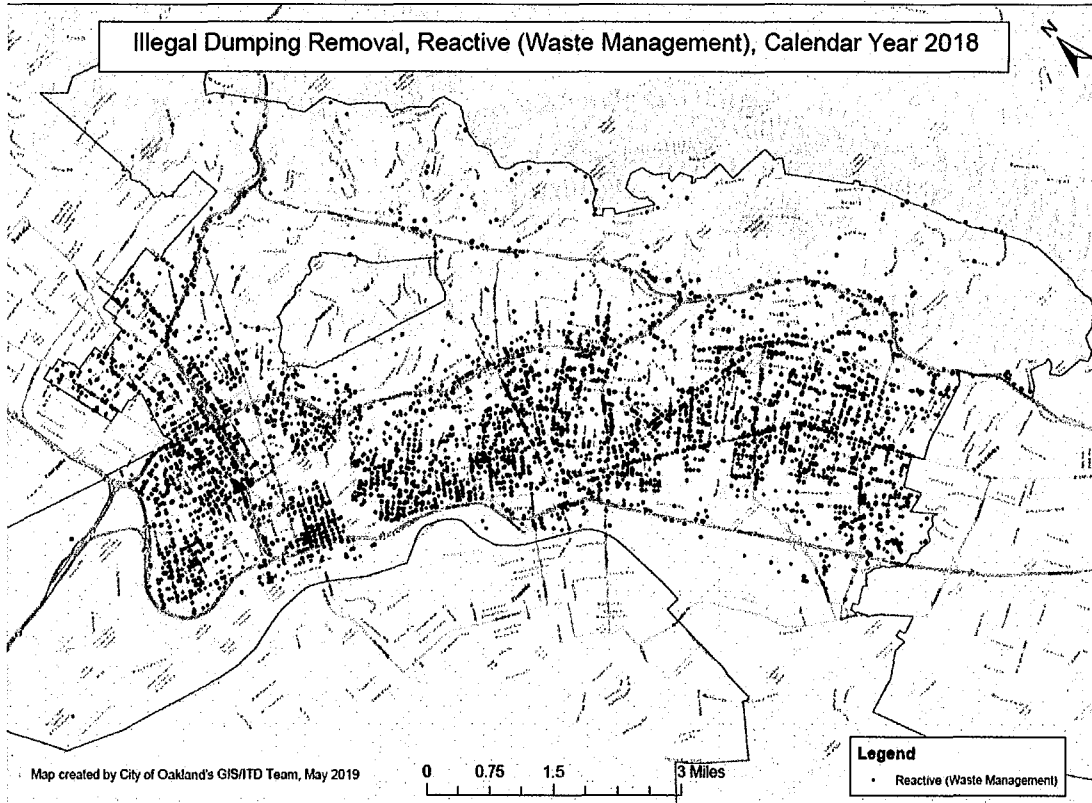


Illegal Dumping:

Below are three maps which show the geographic distribution of Illegal Dumping services performed in the Calendar Year 2018. The three maps are Reactive (City Crew), Reactive (Waste Management), and Proactive (Garbage Blitz Crews).

Predominately, the areas of North, East, and West Oakland suffer most from Illegal Dumping activities. However, the combination of proactive and reactive services has proven to be the quickest and most responsive service model. The sheer volume makes reactive alone problematic, but proactive alone would cause service delays to several hot-spot areas in more remote parts of the City.





5) How much are scooter companies paying to lock to public bike racks? [Kaplan]

The Proposed FY 2019-20 Master Fee Schedule does not include a fee for locking an e-scooter to a bike rack. However, it does include a 0.10 cents per trip fee for scooter rides ending inside a meter zone. Bike racks are more likely to be in meter zones than not, so staff is not recommending a separate, additional fee for bike rack parking at this time.

Instead, staff will study the impact of locking e-scooters to bike racks and return to Council within the first year of the regulate permit program to make recommendations which may include new fees as well as investments in additional bike racks.

6) What are the low hanging fruit of one-time IT infrastructure investments that could lead to ongoing operational efficiencies and long-term cost savings for the City? How much would it cost for each investment? (Gibson-McElhaney)

Following are a few IT Infrastructure projects that would lead to efficiencies. Please note staff have not done a thorough cost benefit analysis for these projects, so the numbers in table are preliminary estimates.

Project	Estimated Cost	Rationale
Expanding fiber optic network to more City buildings	\$2 - 3M	The City's annual spending on leased lines is about \$200-250k. Expanding the fiber would increase the bandwidth and eliminate this expense.
Replacing old network equipment	\$1M	Significant portion of networking equipment is at the end of its life (i.e. no longer supported by vendor).
Deploying virtual desktop citywide	\$1 – 1.6M per year	Currently each department spends \$2-3K per user for new workstations. Approximately 20% of all workstations need to be replaced each year – $\$3,500 \times 0.2 \times \$2,000 = \$1.6M$ per year.

7) What are the projected proceeds to the City for the sale of 2100 Telegraph and where is that money allocated? (Bas)

The negotiated price and terms of sale are still part of ongoing confidential closed session negotiations which would not be disclosed until Council authorizes staff to bring the term sheet for consideration of approval at the CED Committee. The City will not realize receipt of sale proceeds until closing and transfer of the property, which only occurs after the developer has satisfied numerous conditions of closing (including preparing final architectural drawings and obtaining financing commitments). The DDA terms may also

contain extension options that would further delay a final closing beyond the 2-year budget cycle. Sales proceeds have not been allocated.

For questions, please contact Adam Benson, Budget Administrator, at (510) 238-2026.

Respectfully submitted,

/s/

KATANO KASAINÉ
Director of Finance



CITY OF OAKLAND

MEMORANDUM

TO: Honorable Mayor & City Council

FROM: Katano Kasaine
Director of Finance

SUBJECT: FY 2019-21 Budget Development
Questions/Responses #4

DATE: May 31, 2019

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) 2019-21 Proposed Biennial Budget. To the extent additional information becomes available on any of the responses below, updates will be provided.

QUESTIONS AND RESPONSES #4

1) Which fees in the Master Fee schedule are NOT fully cost covering? (Kaplan)

In general, categories of fees that are not fully cost recovering are for city services and programs that benefit the community and ensure that even low-income residents and vulnerable populations can afford. Examples of these fees include park use permits for special events and various recreation service fees, such as field rentals and aquatics for youth and seniors.

2) How much of the Cannabis equity allocation is available for job training and blight abatement? How much was expended and how were those funds used? (Bas)

In the FY 2018-19 Midcycle Budget Amendment, the City Council allocated funds that exceeded the initial \$3.4 million one-time set-aside for revolving loans to equity applicants toward job training and blight abatement. The City Council allocated \$625,000 to maintain and stabilize job training, job-preparation, and placement services and related programs. These funds were allocated through the Workforce Development Board and are fully allocated or spent. An additional \$1.0 million was allocated to fund a new rapid response illegal dumping crew (including equipment costs and operations/maintenance). Furthermore, Council added 1.0 FTE additional Litter Enforcement Officer and 1.0 FTE Supervisor, bringing the total in the unit to 5.0 FTE in FY 2018-19.

3) We got annual costing for cease fire, but where can we find that line item in the budget? (Kaplan)

The proposed biennial budget is presented at a summary level by Department, Service Area, and Fund. The budget contains tens of thousands of lines of data, so it is not feasible to present each line in the document. Ceasefire is included in the Bureau of Field Operations on page G-40 of the budget book.

4) How much money is in the Cannabis Equity Assistance fund? Where is that line item in the budget? (Kaplan)

Again, the proposed biennial budget is presented at a summary level by Department, Service Area, and Fund. The budget contains tens of thousands of lines of data, so it is not feasible to present each line in the document. In this case, the \$3.4 million was appropriated in the FY 2017-19 Adopted Budget, in the Fund 1010 (General Purpose Fund) in the City Administrator's Office.

In April 2017, the City Council enacted Resolution No. 86633 C.M.S., which invested new tax revenue collected from cannabis businesses other than the City's initial eight dispensaries towards a \$3 million zero interest revolving loan program for equity applicants and \$400,000 for consultants to administer financial and technical assistance programs for equity applicants over a two-year period.

Approximately \$1 million in loans have been disbursed to equity applicants. Approximately \$300,000 has been spent on consultants for two years of technical assistance and one year of administering the loan program.

For information on the content of the technical assistance or revolving loan programs, please see the staff report for the April 9th Special Finance Committee meeting available here:

[https://oakland.legistar.com/LegislationDetail.aspx?ID=3874564&GUID=64D76639-BF2D-4DC0-9B95-03E72F724344&Options=&Search=.](https://oakland.legistar.com/LegislationDetail.aspx?ID=3874564&GUID=64D76639-BF2D-4DC0-9B95-03E72F724344&Options=&Search=)

5) What is the planned date of issuance of the Measure KK Bond for 2019 and what is the expected date for future issuance? (Kaplan)

Staff is prepared to issue the second Measure KK bond issuance as early as the fall 2019. However, that could be delayed to early 2020, depending upon the spending plan of the departments. One of the requirements of the issuance is that at least 85% of the bond proceeds from the first issuance is spent.

6) What is the expected impact fee revenue? Is it accounted for in the proposed budget? If so where is that line item? (Kaplan)

Please see responses to questions 7, 8, 9, 10, and 11, in the FY 2019-21 Budget Development Questions/Responses #2 dated May 15, 2019.

7) How much does it cost to construct new public bathrooms for Chinatown, Lake Merritt, and other high use areas? (Kaplan)

The most recent single building with two independent restroom facilities/stalls was built back in 2018 at the Woodminster Theater. The size of the building is about 211 sq ft total. The total materials and construction cost was approximately \$155,000, including utility hookups.

The utility hookup costs can be highly variable based on the accessibility and proximity of connections for each location that a restroom is to be constructed at. The \$155,000 does not represent any project management, construction management, permitting, or other soft costs, which could be an additional 30% to 40%.

After factoring utility connection costs, the overall costs came out to an estimate of \$550,000 to \$560,000. The utility connection costs can also be highly variable depending upon the location and availability of utilities and this is an extreme example.

8) How many FTEs and at what cost to staff HR to deal with vacancies and cut hiring time by 50%? (Kaplan)

Charter Section 900 states that a comprehensive personnel system based on merit is the policy of the City of Oakland. Approximately 85% of all City of Oakland classifications fall under the competitive civil service. Additionally, there are a myriad of recruitment requirements in the City's labor agreements. Compliance with the applicable laws, policies and agreements requires time to approve funding, recruitment planning, job posting, candidate evaluation, scheduling, interviewing and reference/background checks. To reduce the hiring time would necessitate significant re-tooling of legal mandates and labor agreements. While additional human resources staffing, both in DHRM and the Departments, could assist in reducing the time, the applicable processes, which are Charter mandated, significantly contribute to the current timelines.

With historically low unemployment, current mandated requirements and the difficulty in finding public sector human resources talent, it is very challenging to reduce hiring timeline by 50%.

In the FY 2018-19 Midcycle Budget, the City Council authorized the following staffing increases in HRMD for recruitment that have had a positive impact on the City's ability to hire staff: 1.0 FTE Senior HR Analyst (Fund 1010); 1.0 FTE Principal HR Analyst (funded by Planning & Building Department); 1.0 FTE Senior HR Analyst (funded by OPW and DOT). Furthermore, with Council's approval, a three-year contract was executed last year with Cooperative Personnel Service (CPS) to provide on-call recruitment services for departments. To date, CPS has assisted with 11 recruitments, primarily within the Public Works and Transportation Departments

After a thorough review of the hiring process, HRM, in conjunction with the departments, reduced the process from 53 to 32 steps. One significant obstacle was the time between a department's requisition approval and the opening of the job announcement. To reduce this time, HRM is conducting prerecruitment checklists, which allow administrative and approval processes to run concurrently as opposed to sequentially.

This completes the recruitment planning process prior to an HR Analyst being assigned and results in a more efficient posting of the job announcement. Feedback from departments has been overwhelmingly positive and has reduced the time to open a recruitment by 30-45% on average.

9) What is the cost to fulfill Ghost ship/2551 San Pablo promises? (For items named in the Mayor's "Executive Order") (Kaplan)

The reforms outlined in Executive Order 2017-1 (Improving Safety of Non-Permitted Spaces While Avoiding Displacement) pertaining to the Planning and Building Department are primarily concentrated in the Code Enforcement Division and have been enacted as an enhancement to overall enforcement operations; therefore, they are not tracked as a separate program or project and are not submitted as separate line items or cost centers in the FY2019-2021 Proposed Budget. Listed below are highlights of progress made to date and proposed additions in the FY2019-2021 Budget to further support the reforms.

Improve Interdepartmental Coordination and Communication:

- Fire Prevention, Code Enforcement, and the City Attorney's Office meet weekly to identify, mitigate, and manage progress for unpermitted commercial or industrial spaces.
- Fire Prevention, Code Enforcement and the Housing Department have developed a workflow and notification process concerning Housing Habitability Violations and coordinates our efforts to prevent tenant displacement.

Notice to Tenants:

- The department posts on all entry ways a Code Enforcement Action notice in 3 languages when an Order to Abate – Habitability and Substandard Public Nuisance notice is issued.
- As of February 1, 2019, all Notice of Violations are available to the public on the Accela Citizens Access Portal.
- Notices are available by request at the Inspections Counter to tenants.

Zoning and Building Code Changes

- The department has examined best practices from other jurisdictions and currently is in the process of engaging a consultant to provide alternate code provisions as a pathway to legalize live-work occupancy of commercial and industrial buildings. We are finalizing the terms of the contract with the Consultant and our goal is to commence work in June.

Additional Staff and FY 2019-2021 Budget Requests

- The department currently has 14 Code Enforcement Inspectors, 2 Senior Code Enforcement Inspectors and a Supervisor. There is one additional inspector position that recently was vacated and interviews are currently underway to fill.
- The FY 2019-2021 Budget request includes an additional 2 Inspectors, 1 Supervisor, 1 Admin Analyst II and an Office Assistant PT to assist with Code Enforcement Services.
- This budget also proposes assigning one of the existing Process Coordinators III vacant positions to expediting permit issuance and assisting property owners with

obtaining the required permits necessary to remove unpermitted/unsafe construction items and legalize undocumented dwelling units.

10) Which permit processes are online now and which are not? What is the cost to put the permits online that aren't there yet? (Kaplan)

Current permit processes online include Residential 1-2 units for trades (electrical, mechanical, and/or plumbing), roofing permits, zoning clearances, letters of determination, pre-applications for planning, excavations, curb/sidewalk/gutter, and sewer laterals.

Additional permit processes planned to be ported to online in the next 2 years include Accessory Dwelling Units, Residential (New Construction, Additions, and Renovations), Commercial Trades (electrical, mechanical, and plumbing), Solar Panels, Obstructions, Temp Power, Parcel Maps, Creek Permit, and Basic Planning Applications.

PBD requested additional staff (Principal Inspection Supervisor for permitting, BA II for Accela, and PM II for Digital) to coordinate and implement this project, which will require facilitating the technology to create a new permit application portal that is user friendly. 1.0 FTE Application Developer III is included in the FY2019-2021 Proposed Budget. The cost for each additional developer is approximately \$200,000 per year.

11) Please provide the full list of Impact Fee categories, with current fund balance, current revenue and expenditure, and projected revenue for 2019-2021. Please provide the total money received for each fee up until now, the destination fund, and the amount of money that is encumbered, and the remainder amount. (Kaplan)

Please see the responses to questions 7, 8, 9, 10, and 11 in the FY 2019-21 Budget Development Questions/Responses #2 dated May 15, 2019 regarding the Affordable Housing Impact Fees and Jobs/Housing Impact Fee. Resolution No. 87468 provides the authority to appropriate the Affordable Housing Impact Fees and Jobs/Housing Impact fees as they are received without returning to City Council through June 30, 2023. The table below shows the impact fees collected in FY 2017-18 and FY 2018-19 (through May 2019).

	Fund	FY 2017-18 Actual	FY 2018-19 Actual (May 2019)
Affordable Housing Impact Fee	1870	4,894,717	3,057,888
Jobs/Housing Impact Fee	1870	2,463,805	627,936
Capital Improvement Impact Fee	2421	1,689,582	579,886
Transportation Impact Fee	2420	2,949,398	1,620,265
Total Impact Fees		\$ 11,997,502	\$ 5,885,975

Details on the proposed revenues and expenditures of the Capital Improvement Impact Fee Fund and the Transportation Impact Fee Fund can be found on pages E-61 and E-76 of the budget.

12) Please provide the amount of money currently in fund 2419 Transient Occupancy Tax (TOT) and out of that what is encumbered? The actuals are not listed on page 305 of the FY19-21 Proposed Budget.

Fund 2419 has a projected ending Fund Balance of \$51,056 in FY 2018-19. The summary of historical expenditures for Fund 2419 should read as follows (page G-85):

	FY 2017-18 Actuals	FY 2018-19 Midcycle Budget	FY 2019-20 Proposed Budget	FY 2020-21 Proposed Budget
2419 Measure C: Transient Occupancy Tax (TOT) Surcharge	\$6,149,686	\$5,968,390	\$6,321,123	\$6,573,970

13) In the Housing Affordability Trust Fund, what is encumbered, what has been allotted, and what is the remaining amount of monies not encumbered or allotted? Please provide a list of projects that are using encumbered and/or allotted Housing Affordability Trust Fund monies.

Specific allocations of Affordable Housing Trust Fund resources included in the FY 2019-21 Proposed Budget ("RPTTF") have not been allocated to specific affordable housing projects.

14) What is the status of implementation of improvements to special event system, including moving it out of OPD, which was promised as part of the Mayor's post-Ghost Ship directive? What would the fiscal impact be of moving special event permitting out of the police department? [Kaplan]

See response to Question 10 in this report.

15) The Mayor has publicly stated that the amount budgeted for police overtime in the Mayor/Administrator's budget is not the amount which you actually expect to spend. What is the amount of police overtime that you would realistically estimate for FY19-21? (Kaplan)

The response to Question 18 in the FY 2019-21 Budget Development Questions/Responses #2 dated May 15, 2019, shows the historical actual overtime expenditures for the Oakland Police Department. This historical data may be a good benchmark for estimated future overtime costs assuming no change in service levels. Over the last 5-years for which actual overtime data is available, the average annual overtime expenditure was about \$29.4 million, ranging from a low of \$27.3 million in FY 2013-14 to a high of \$31.7 million in FY 2014-15.

16) In the CIP budget, which priority projects require matching monies that have not yet been secured? Any projects in this round of CIP that won't be using monies this year? Or for 2019-2020. (Kaplan)

The projects identified in the FY 2019-21 Capital Improvement Program do not require additional matching monies that have not yet been secured. However, many projects are only partially funded (i.e., there are not sufficient resources identified to develop the

full scope of work). The details for each project can be found in the Proposed Capital Improvement Program FY 2019-21 book beginning on page A-1.

- 17) In what fund are the sales of public land deposited in? How much \$\$ was generated from the sales of public land (based on Q3)? How much is estimated to come in during FY 2019-2021? Where in the budget book can we find the expected revenue from land sales? Leases? (Kaplan)**

It varies. Funds from land sales are recorded as revenues in the originating fund from which the property was acquired. In many cases, properties were acquired or improved using tax allocation bond proceeds (both taxable and tax-exempt). The proceeds from the sale or lease of these properties will continue to be restricted to uses consistent with the bond covenants in the indenture, such as retiring the bonds or investing in other capital projects meeting a redevelopment purpose within the applicable former redevelopment project area. The FY 2019-21 Proposed Budget does not include any revenues from the sale of land.

- 18) What is the status of collecting outstanding fees for wildfire prevention follow up inspections and violations? How much money are we owed? When do we expect to receive it? Where is that money showed in the budget? (Kaplan)**

Please see the response to Question 1 in the FY 2019-21 Budget Development Questions/Responses #3. Fees for vegetation inspections are recorded as revenues in the General-Purpose Fund in the Service Charges category.

- 19) The proposed budget includes funding to implement the anticipated results of the City's Vegetation Management Plan (\$200,000), does this include monies for polling? Does the budget include funding for conducting an election for a new Assessment/tax for wildfire prevention? (Kaplan)**

These resources are not specifically earmarked at this time, pending the outcome of the Vegetation Management Plan. However, polling and election-related costs concerning the creation of a new wildfire prevention assessment district are consistent with the intended use of these funds.

- 20) Who currently cites food trucks which engage in unpermitted activities? How many staff are assigned to this? What penalties are assessed? (Kaplan)**

The Special Activities unit in the City Administrator's Office is responsible for food truck permitting. There are 2.0 FTE Code Enforcement Officers that are assigned to this work (in addition to other duties).

- 21) Can you give us an accounting of all the building permits issued, since the inception of impact fees, # of units, which fee zone they are in. How many fees were assessed? For those who did not pay what was basis of exemption? How much \$ of fees are anticipated and when? (Kaplan)**

The most recent Impact Fee Annual report can be found here: <https://cao-94612.s3.amazonaws.com/documents/Annual-Impact-Fee-Report-Fiscal-Year-July-1-2017-to-June-30-2018-Published-December-18-2018.pdf>.

22) What percentage of the city's public outreach and advertising budget is spent in White-owned media? What percentage is spent in media outreach to each demographic/racial/ethnic group? (Kaplan)

The City's accounting system does not track expenditures by race and ethnicity.

23) What is in the amount of monies dedicated for Illegal Dumping Education and Outreach in the proposed budget? Please explain, what it pays for. (Kaplan)

There was one-time funding of \$50,000 included in the FY 2018-19 Adopted Midcycle Budget to fund educational campaign on recycling, illegal dumping, and waste aversion. There is no additional funding in the FY 2019-21 Proposed Budget for this purpose.

24) Please provide the following information or direct us to retrieve information for the following funds, the amount of unencumbered monies remaining in the fund, the available uses for each fund: (Kaplan)

- a. Development Service Fund
- b. Measure HH
- c. Housing and Community Development Fund
- d. California Park and Rec. Fund
- e. California DOT Fund
- f. Transportation Impact Fee
- g. Sewer Service Fund
- h. HUD-Home
- i. Measure KK: 2017A -2
- j. Measure KK: 2017A-1
- k. Multipurpose Reserve
- l. Capital Improvement Impact Fee Funds
- m. Measure B

For the estimated ending fund balances for FY2019-2021 please refer to pages E-53 to E-82 of the Mayor's Proposed Budget book. The available uses for each fund can be found in the fund sources and descriptions section of the Mayor's Proposed Budget book on pages E-37 to E-52.

25) How much would it cost to run a workforce program that hires formerly incarcerated residents who are trained in fire prevention work to do the brush clearing work that the City is currently unable to do? (Gibson-McElhaney)

The Fire Prevention Bureau has researched the creation of such a program and has developed the following preliminary estimate. This costing assumes a ten (10) person crew working from May through October in a classification similar to the Public Works Maintenance Worker, and supervised by the equivalent of a Public Works Supervisor

with supervision performed on overtime. The cost of such a program are estimated to at approximately \$350,000 per year, including equipment.

26) What is the historical Fire Department Overtime budget for the past 5 years? (Budgeted vs. actuals? Hours vs. dollars?) (Taylor)

The Oakland Fire Department Overtime report can be accessed at the following link: <https://oakland.legistar.com/LegislationDetail.aspx?ID=3856940&GUID=A1812B01-BA61-403E-A3D3-AC2016225811>. Additional detail on overtime expenditures can be found in the response to Question 18 in the FY 2019-21 Budget Development Questions/Responses #2 dated May 15, 2019.

27) What are the minimum staffing levels (if they exist) for each department based on the various applicable restricted funding sources, measures, grants, and established ordinances? (Taylor)

This information is not readily available, particularly for the restrictions on City staffing tied to grants. A few key minimum staffing levels and funding levels are:

- The Memorandum of Understanding between the City and IAFF, Local 55, describes the minimum staffing for sworn Fire Fighters (<https://www.oaklandca.gov/documents/city-of-oakland-labor-union-memoranda-of-understanding>).
- Measure Z (Safety & Services Act of 2014) establishes minimums staffing levels for both active and filled sworn police positions in OPD (<http://www2.oaklandnet.com/oakca1/groups/cityadministrator/documents/report/OAK063829.pdf>).
- Measure D & Q (Library Measures) have minimum funding requirements (i.e., "maintenance of effort") in the General Purpose Fund (https://www.acvote.org/acvote-assets/02_election_information/PDFs/20180605/en/Measures/Measure%20D.pdf).

28) What amount of impact fees have been collected, but not spent? Where is that reflected in the budget document? (Taylor)

Please see staff's response to Question 11 in this report.

	Fund	FY 2017-18 Actual	FY 2018-19 Actual (May 2019)
Affordable Housing Impact Fee	1870	4,894,717	3,057,888
Jobs/Housing Impact Fee	1870	2,463,805	627,936
Capital Improvement Impact Fee	2421	1,689,582	579,886
Transportation Impact Fee	2420	2,949,398	1,620,265
Total Impact Fees		\$ 11,997,502	\$ 5,885,975

- 29) Where are anticipated impact fees from in-progress development projects reflected in the budget document? How much is projected to be received from all in-progress projects in each year (2019-20 and 2020-21) based on the current project schedule? If those impact fees are pre-allocated toward specific budget priorities due to existing policies, please identify how much of the anticipated amount is pre-allocated and the priority to which the funds are dedicated. (Taylor)**

Please see staff's response to Question 11 in this report. With a wide fluctuation in year-to-year numbers based on development activities in the City, reliably estimating future impact fees is challenging. As such, adjustments are typically made through budget augmentations during the fiscal year.

- 30) Why is there a need for the additional 1.00 FTE City Administrator Analyst and 1.00 FTE City Administrator Public Service Representative that are proposed to be paid for by Cannabis permit fee revenues? What is impact if the fee revenue is not available to fund these positions? (Taylor)**

These are existing positions which were initially funded from cannabis application fee revenues on a one-time basis. The Proposed Budget makes these positions permanent and funds them from ongoing cannabis permit revenues which are restricted for regulatory purposes. To be clear, the permit revenues are not the same as cannabis business tax revenues. Failure to add these positions will slow the permitting process for cannabis businesses, including the City's equity applicants.

- 31) Why are we adding a benefits technician given that the biggest issue facing HR appears to be the high vacancy rate and staffing shortage? How does the additional benefits technician improve this? If not, please explain why this is a higher priority than additional recruiting staff? (Taylor)**

DHRM is responsible for the full suite of human resources services, including classification and recruitment, employee relations, and benefits. The City made significant investments in the recruitment staffing over the last several years, while benefits staff have declined while the workload and demands have increased. This add would restore that capacity.

- 32) Why is the 0.5 FTE of Assistant to the City Administrator salary being transferred to the Measure Z Fund (2252)? What is the justification? Which portion of measure Z allocation is this being paid from? (evaluation? fire? OPD? Violence Prevention?) (Taylor)**

The position is being transferred to oversee the contracting process for Measure Z evaluation. It is cost neutral and is offset by different positions moving into the GPF.

- 33) Why is Deputy Director of Public Ethics Commission paid for out of Department of Violence Prevention? (Taylor)**

This is a placeholder position only for the Deputy Director of Violence Prevention and will be changed once the relevant classification is created.

34) Why are OPL staff positions being reduced by 6 FTEs (and then regaining 2 of those FTEs in Budget year 2) if we just passed Measure D with new funding for libraries? (Taylor)

Measure D substantially increased the number of FTE in the Oakland Public Library. These adjustments are technical clean-up in balancing OPL's various funding sources (GPF, Measure D, and Measure Q) and aligning the proper classifications with OPL requirements for expanded hours, days, and programs.

35) Why isn't the reduction in 41.3 FTE of authorized positions (Police officer Trainee and Police Cadet) listed in the OPD significant changes table? What are the associated cost savings? What are the adverse impacts to staffing levels and service? (Taylor)

The additional Police Officer Trainees in the midcycle budget were a one-time add to support an additional police academy in FY 2018-19. Other one-time items are not included in significant changes unless they are added back into the budget as the currently policy assumes they expire. The additional OPD cadets were funded via a grant. If that grant is renewed or other eligible grant sources are found, they will be added back outside the budget process.

36) What is the total amount of unspent budget from DVP Measure funding in 2017-2019 fiscal year? Are those funds from restricted or unrestricted funds? What are the restrictions on how those dollars can be spent? (Taylor)

The available funds in the Department of Violence Prevention was approximately \$662,000 at the end of FY 2017-18. These funds are budgeted in Measure Z – Violence Prevention and Public Safety Act of 2014, which is a restricted funding source. Revenues in this fund are generated from a special parcel and parking tax and can only be used on violence prevention through social services intervention, long-term crime prevention programs, police services and fire safety and paramedic support. The unspent funds were carried over to FY 2018-19 for Measure Z Evaluation.

37) Why are we moving the Asst Director of Public Works to Asst Director of HR? Given that there is a high vacancy rate in Public Works, will this position be exclusively focused on recruiting and retaining staff in Public Works Department? (Taylor)

Assistant Director of Public Works was a placeholder position until the new classification, Assistant Human Resources Director, was created.

38) How much money is budgeted - staff and financial costs for the new Department of Workplace and Employment Standards? What is the current plan for how this department will be organized and operate? (Taylor)

The Department of Workplace and Employment Standards will be in operation starting in FY 2020-21. For details on this department's operation, refer to the FY 2019-21 Proposed Budget Book page G-19. Staff will return next year with a more detailed plan for the Department of Workplace and Employment Standards.

For questions, please contact Adam Benson, Budget Administrator, at (510) 238-2026.

Respectfully submitted,

/s/

KATANO KASAINÉ
Director of Finance



MEMORANDUM

TO: Honorable Mayor & City Council

FROM: Katano Kasaine
Director of Finance

SUBJECT: FY 2019-21 Budget Development
Questions/Responses #5

DATE: June 7, 2019

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) 2019-21 Proposed Biennial Budget. To the extent additional information becomes available on any of the responses below, updates will be provided.

QUESTIONS AND RESPONSES #5

1) What is the annual cost of the police officers who cover Council meetings? (Kaplan)

Typically, two Area 1 Officers staff City Council meetings on regular time. There is not a special tracking code for City Council meetings, and since the assignment is normally on regular time, this information is not tracked in Oracle which is necessary to pull the true annual costs.

2) What is the annual cost of police officers who attend community meetings? (Kaplan)

The NSA requires every officer attend a community meeting once a quarter. The officers usually attend community meetings on regular time vs. overtime.

3) Why is the recent Q3 R&E Report's projected 2018-19 OPD expenditure \$20M more than projected? What costs were incurred in addition to overtime to create this discrepancy between current projection and the projection from June 2018? (Taylor)

OPD is projected in third quarter by \$7.8 million once reimbursements are included. This overspending is due to additional personnel costs (overtime) to provide policing services, and roughly \$0.9 million is due to accident repairs of OPD's vehicles.

4) What are the total number of people being taken into custody per year for the most recent few years divided by category of offense for which they were taken in (e.g.

**How many for drug dealing, how many for shooting, how many for burglary, etc.)?
(Kaplan)**

A table below lists arrests by category for calendar years 2016, 2017, and 2018.

Violent Crime	2016	2017	2018
CRIMINAL HOMICIDE - MANSLAUGHTER BY NEGLIGENCE	3	3	1
CRIMINAL HOMICIDE - MURDER AND NONNEGLIGENT HOMICIDE	30	44	25
FORCIBLE RAPE - ATTEMPTS TO COMMIT FORCIBLE RAPE	8	4	8
FORCIBLE RAPE - RAPE BY FORCE	46	55	33
ROBBERY - FIREARM	217	242	234
ROBBERY - KNIFE OR CUTTING INSTRUMENT	44	49	54
ROBBERY - OTHER DANGEROUS WEAPON	2	2	7
ROBBERY - STRONG-ARM (HANDS, FISTS, FEET, ETC.)	58	45	126
ASSAULT - FIREARM	67	66	78
ASSAULT - HANDS, FISTS, FEET, ETC. - AGGRAVATED INJURY	194	219	268
ASSAULT - KNIFE OR CUTTING INSTRUMENT	294	345	237
ASSAULT - OTHER DANGEROUS WEAPON	174	207	297
Violent Crime — Total	1,137	1,281	1,368
Property Crime	2016	2017	2018
ARSON - OTHER (CROPS, TIMBER, FENCES, SIGNS, ETC.)	1	2	1
ARSON - STRUCTURAL - SINGLE OCCUPANCY RESIDENTIAL	4	11	21
BURGLARY - ATTEMPTED FORCIBLE ENTRY	2	2	0
BURGLARY - FORCIBLE ENTRY	9	9	35
BURGLARY - UNLAWFUL ENTRY - NO FORCE	179	213	165
LARCENY THEFT (EXCEPT MOTOR VEHICLE THEFT)	839	811	762
MOTOR VEHICLE THEFT - AUTOS	29	17	24
MOTOR VEHICLE THEFT - TRUCKS AND BUSES	50	66	16
Property Crime — Total	1,113	1,131	1,024
Crime — Total	2,250	2,412	2,392
All Other Offenses	2016	2017	2018
ALL OTHER OFFENSES (EXCEPT TRAFFIC)	549	569	506
ASSAULT - OTHER ASSAULTS - SIMPLE, NOT AGGRAVATED	2,206	2,132	2,112
CURFEW AND LOITERING LAWS (PERSONS UNDER 18)	82	105	58
DISORDERLY CONDUCT	71	26	20
DRIVING UNDER THE INFLUENCE	348	325	256
DRUG ABUSE VIOLATION - POSSESSION OF MARIJUANA	351	95	69
DRUG ABUSE VIOLATION - POSSESSION OF OPIUM OR COCAINE	80	79	31
DRUG ABUSE VIOLATION - POSSESSION OF OTHER	1,065	1,067	652
DRUG ABUSE VIOLATION - SALE/MANUFACTURING MARIJUANA	36	13	4
DRUG ABUSE VIOLATION - SALE/MANUFACTURING OPIUM OR COCAINE	44	56	34
DRUG ABUSE VIOLATION - SALE/MANUFACTURING OTHER	127	107	79

HONORABLE MAYOR AND CITY COUNCIL

Subject: FY 2019-21 Budget Development Questions/Responses #5

Date: June 7, 2019

DRUNKENESS	25	5	40
EMBEZZLEMENT	14	9	16
FORGERY AND COUNTERFEITING	41	39	26
FRAUD	15	4	3
GAMBLING - ALL OTHER	6	8	3
LIQUOR LAWS	3	4	6
MISCELLANEOUS OFFENSES*	3,509	3,127	2,463
OFFENSES AGAINST THE FAMILY AND CHILDREN	128	122	70
PROSTITUTION AND COMMERCIALIZED VICE	712	600	418
RUN-AWAYS (PERSONS UNDER 18)	79	76	66
SEX OFFENSES	71	76	68
VANDALISM	173	207	178
WEAPONS - CARRYING, POSSESSING, ETC.	463	467	381
All Other Offense - Total	10,198	9,318	7,559
Grand Total	12,448	11,730	9,951

5) What OPD positions are available for civilianization? How many of them will be civilianized in 2019-20? 2020-21? (Taylor)

The positions below are available for civilianization. None are scheduled to be civilianized in FY2019-20 or FY2020-21. Civilianization would result in additional costs.

Sworn Position	Professional Staff Position
IT Officer (1)	System Analyst I
Fleet Officer (1)	Fleet Specialist
BFO Admin Officer (1)	Administrative Analyst II
Evidence Tech Officer (3)	Police Evidence Technicians
Evidence Tech Sgt. (1)	Management Assistant
Lead PIO Officer (1)	Public Information Officer II
PIO Officer (1)	Public Information Officer I

6) What total funding and what additional (new in FY 19-21) funding is in the proposed budget for illegal dumping enforcement? Please itemize these proposed expenditures? (Kalb)

There are 5.0 FTEs (1.0 Clean Community Supervisor and 4.0 Environmental Enforcement Officers) budgeted in the proposed budget for the Illegal Dumping Enforcement program. Council approved adding of these positions, along with necessary one-time equipment/vehicle costs, in the FY 2018-19 Midcycle Budget. The FY 2019-21 Proposed Budget includes one-time funding of \$125,000 over two years (\$25,000 in FY 2019-20 and \$100,000 in FY 2020-21) to install additional cameras in high illegal dumping activity areas to enhance monitoring and enforcement.

7) If the council were to agree that we need 20% increase in walking/ patrol officers in the Areas with the highest crime in the city, where would you advise that this budget allocation come from within the OPD budget? (Taylor)

To increase walking/patrol officers in areas with the highest crime by 20% would require at least 35-40 additional officers. These officers would have to come from specialized units. Below are the specialized units (information as of March 21, 2019). This would significantly impact the work of these specialized units.

Unit	Positions	Filled Positions
Ceasefire	32	28
Community Resources Officer	35	35
Crime Reduction Team	40	32
Foot Patrol Unit	30	24
Helicopter Unit	3	3
Motors Unit	16	14
Marine Unit	1	1
K9 Unit	9	8
ABAT Unit	2	2
Special Events Unit	1	1
Total	169	148

8) What is the vacancy rate of parking control technicians? If we were to increase the number of parking control technicians, how much increased revenue would we expect with full deployment? (Taylor)

The current vacancy rate is approximately 20% (12.54 out of 61.04 FTE). Filling of these vacancies would likely result in a commensurate increase in revenues from parking fines.

9) Which (and how many) parking management vacancies will be filled by end of fiscal year? How much will these additional roles improve parking enforcement in East Oakland Neighborhoods and Commercial corridors? How much with these newly filled positions improve the situation? What are the performance metrics by which DOT's success will be measured? (Taylor)

Currently, there are no vacant management positions in DOT's Parking Enforcement Unit. Since January of 2018 the unit has been operating without one of its four Parking Enforcement Supervisors. In response to these challenges, the unit has taken measures such as developing and implementing an Acting Supervisor Development Program, which provides an opportunity for Parking Control Technicians to gain valuable supervisor experience. Staff recognizes that effective management and front-line supervision is critically important to parking enforcement.

Parking Enforcement promotes compliance and the safe, efficient use of limited curb space by residents, commuters and visitors by issuing parking citations. When staff encounters a parking violation in the field, he or she is expected to issue a citation. In addition to covering enforcement beats and street sweeping maps. Parking Enforcement also provides dispatch services. Dispatch is available Monday - Friday, 9 AM to 5 PM (closed for lunch between

12:30 - 1 PM). With adequate coverage, PCTs are often on site within 12 to 15 minutes of a constituent call for enforcement. Parking Enforcement works with OPW's Street Sweeping Unit on a daily basis to coordinate resources and supports OPD's Abandoned Vehicle Unit by redirecting requests from the community to the 311 Call Center or Oak311 mobile app.

The ultimate measure of Parking Enforcement success is compliance, which can be determined by a combination of metrics such as citations issued and dispatch requests. These metrics involve diverse systems and depend on many factors such as total PCT-hours spent enforcing and community awareness of and use of dispatch services. DOT staff are working internally with ITD and HR and with the City's parking citation system vendor (Conduent) to develop efficient means of capturing and reporting compliance and other key performance indicators.

- 10) Please let us know if any developer Impact Fees have been returned/reimbursed to developers for any reason after the first half of the fees had already been remitted to the city. If so, please state the dollar amount of returned impact fees over the past two years. In the May 15, 2019 FY 19-21 Budget Development Questions/Responses #2, response #11 states "It is also possible that a development falls through and the assessed revenues due at the issuance of a certificate of occupancy are never actually paid to the City and the revenues already received at the time of issuance of a building permit are required to be refunded." Chapter 15.72 of the OMC provides that applicants for development projects must pay applicable impact fees unless exempt under that chapter. Section 15.72.080 further provides (1) that the City Administrator *may* (discretionary) grant reduction, waiver, and/or appeal of the fees under five enumerated scenarios and (2) that such reduction, waiver and/or appeal requires a written application "made no later than the date of application for the building permit for the development project on a form provided by the City." Has every instance of a returned impact fee been preceded by the required application filed within the required time frame? Have there been instances when fees were returned for any reason other than one of the five scenarios enumerated in OMC Section 15.72.080.A? Please provide the dollar amount of fees returned for each of the five scenarios listed in 15.72.080.A. (Kalb)**

Section 15.72.080 does not specifically address reimbursements of Affordable Housing Impact Fees. Rather, it provides that an applicant for a building permit, prior to receiving the building permit, may apply for an exemption, reduction, or waiver of the Affordable Housing Impact Fee. The possibility of a refund due to non-development of a property is not the same as a waiver. That said, staff has not identified any reimbursed Affordable Housing Impact Fees at this time, though a more detailed evaluation of the City's impact fees is ongoing.

- 11) How much Transit Occupancy Tax (TOT) from Short-Term Residential Rentals (STRR) are we expected to receive per fiscal year in the FY19-21 budget cycle? How many STRR companies are cooperating with the City of Oakland to make sure we receive the taxes we are owed based on our existing required TOT? Please share specifics. What are the budget implications and opportunities if we earmark 25% of the TOT from STRRs per year to our Affordable Housing Trust Fund? (Kalb)**

Staff cannot divulge this information as there is not a sufficient number of taxpayers in the category. California Government Code Section 6254(i) exempts from disclosure information

required from any taxpayer in connection with the collection of local taxes that are received in confidence. This question suggests that by disclosing the aggregate amount paid by all STRRs, this will not result in the disclosure of the amount paid by any individual taxpayer and, therefore, is not governed by section 6254(i). However, at this time, the City has not secured the agreement of ALL STRRs that operate within the City to collect and pay the transient occupancy tax due. The City continues to pursue such an understanding with other major operators, whose business model is to collect payment on behalf of the host. In addition to the major players in this market, there are a couple of very small STRRs that also operate in the City which do collect and pay the transient occupancy tax due. As a result, to disclose the aggregate amount paid by all STRRs as requested would effectively disclose the amount of transient occupancy tax paid by an individual taxpayer, which, as noted, is exempt from disclosure under the state law.

- 12) Please identify which city job classifications are considered substantially below market in compensation, and how much money is being set aside in the proposed budget to bring up the salaries for these classifications. If this is a large number of classifications, please list the top 25 miscellaneous classifications that the Administration would want to prioritize in terms of bringing those positions closer to the market salary levels taking into consideration recruitment needs and retention challenges. (Kalb)**

This information is not readily available and requires conducting a market research of comparable job classifications at other municipalities. Typically, the proposed budget includes salary adjustments based on anticipated wage increases in negotiated MOUs. Additionally, each department periodically examines their staffing model/capacity, and based on a host of factors, including service delivery needs and recruitment/retention challenges, proposes to either create a new classification that better suits their program needs and/or to augment existing classification's salary table to bring up compensation to a market level based on their research.

- 13) How much is being added to the proposed FY19-21 budget (above the baseline) for vegetation management and wildfire prevention? Please itemize and distinguish between on-going and one-time expenditures. (Kalb)**

The FY 2018-19 Adopted Midcycle Budget contained \$1.07 million in wildfire prevention services. The FY 2019-21 Proposed Budget contains \$1.10 million in wildfire prevention services in one time funds each year. The proposed budget also contains \$100,000 each year for vegetation management plan implementation.

- 14) 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 create and hire one or two additional parking control technicians effective January 1, 2020, would that lead to a net increase in revenue for the city? What would be the cost to do this in this 2-year budget (effective Jan. 2020) and what would be the expected revenue? (Kalb)**

Please see the response to Question 8. The cost of 1.0 FTE Parking Control Technician is \$120,078 in FY 2019-20 and \$124,432 in FY 2020-21. While the addition of new parking enforcement staff would yield additional revenue through parking fines, it would likely be sufficient to cover the costs of the parking enforcement program (including the Parking

Control Technician, hearing officers, parking citation assistance center staff, etc.). We would not anticipate a significant increase in unrestricted revenue above the amount required for cost recovery.

- 15) Please provide a list of all the budgeted non-sworn City positions that have been vacant continuously for 5 or more years as of April 30, 2019, and what would be the savings in the budget if 10% of these positions (as determined by the City Administrator) were frozen for two years effective July 1, 2019? What service impacts if any would this have on city services. (Kalb)

A table below lists positions that have been vacant for five or more years, along with proposed budget for each position. Departments often utilize vacancy savings to fund temporary employees to meet their workload. As of May 2019, 2 of 7 listed positions here are currently linked to fund temporary staff. **Of note, these are not General Purpose Fund positions.**

DEPT	JOB CLASSIFICATION TITLE	FTE	VACANCY DATE	FY20	FY21	Status
OPW	Auto Equipment Mechanic	1.00	30-NOV-2012	167,523	173,310	Encumbered – linked to TCSE
OPW	Custodian	1.00	21-JUN-2014	105,610	109,260	Recruitment Plan in Progress
OPW	Electrical Engineer II	1.00	16-JUL-2010	244,836	253,291	Inactive
OPW	Environmental Program Specialist	1.00	22-JUN-2014	196,201	202,974	Recruitment Plan in Progress
OPW	Stationary Engineer	1.00	14-MAR-2014	173,929	179,939	Approved (pending HR Assignment)
OPRYD	Recreation Specialist I, PPT	0.48	12-APR-2013	36,014	37,314	Encumbered – linked to PT
LIBRARY	Museum Guard	1.00	20-JUN-2014	86,423	89,529	Recruitment Plan in Progress
	Total	6.48		1,010,536	1,045,617	

- 16) Does the proposed budget and Capital Improvement Program (CIP) back-fill the capital funds, as the Council and the Administration promised in writing to the public and to the East Bay Regional Park District, for the Caldecott Trail project (originally funded by EBRPD Measure WW) that were diverted for another, 'shovel-ready' project last year? Please identify where in the proposed Budget and CIP documents this is described. (Kalb)

The FY 2019-21 Proposed Capital Improvement Program (CIP) budget includes \$486,300 in FY 2019-20 for the Caldecott Trailhead Improvement project. This \$486,300 is funded using the Measure KK bond proceeds. For more detail on this CIP project, please refer to page A-24 in the FY 2019-21 Proposed CIP Budget document. (<https://cao-94612.s3.amazonaws.com/documents/FY-2019-21-Capital-Improvement-Program.pdf>)

17) Why are Park Maintenance positions singled out for substantial cuts (freezing of FTEs)? If seven of these positions were restored in the Budget, what other currently vacant GPF-funded positions would the Administration choose (however reluctantly) to freeze to maintain a balanced budget? (Kalb)

Park maintenance positions are not being singled out. **These positions reside in the Landscape and Lighting Assessment District (LLAD) fund, which has a major structural deficit.** Since the LLAD's inception, its revenue has not increased annually to keep up with increases in operating expenses, and this has resulted in the continued growing deficit in the fund.

A new revenue measure is necessary to close this ongoing structural deficit in the fund and to provide much needed improvements in the City's parks, facilities, grounds, and programs. Staff are not able to identify any other positions to be frozen in lieu of these vacancies.

18) How/where is the spending of Housing Impact Fees reflected in the proposed Budget and CIP documents? (Kalb)

Please reference responses to Questions 8, 9, and 11 in the Budget Questions–Responses Memo #2.

19) In 2015, the city established a joint partnership with OUSD to hire social worker case managers (two hired by the City and two hired by OUSD) to work with families to reduce chronic absenteeism in our OUSD district elementary schools. To facilitate timely hiring of staff for this program, it makes sense to grant the funds for our half of this partnership to the school district contingent on OUSD keeping their positions active and filled. Where in the Proposed Budget Document does it show the funds (sufficient for two FTEs) being authorized for granting to OUSD specifically as a match to reduce Chronic Absenteeism in OUSD District Elementary Schools? The City had previously (in FY15-17 and FY17-19) identified our portion of this program to be funded half from our on-going funds and half from our one-time funds. Is that still the breakdown in the proposed Budget? - (Kalb)

There were originally 2.0 FTEs; however, 1.0 FTE was funded with one-time funds and is no longer budgeted. Funding for the remaining 1.0 FTE was reprogrammed as contract O&M dollars to OUSD for the chronic absenteeism program of approximately \$139,405 in FY 2019-20 and \$144,507 in FY 2020-21.

20) In years, past, the City Council and Police Chiefs have asserted that some positions at OPD filled by sworn personnel could be filled by qualified civilian personnel. Over the past several years, a small number of positions at OPD have been civilianized. Does the proposed budget document assume that any of our currently budgeted sworn positions at OPD will be civilianized? Does the Chief have an up-to-date list of positions currently occupied by sworn personnel that she believes would be appropriate for civilianizing? If so, please provide it. If not, why not? – we didn't. (Kalb)

Please see the response to Question 5 above.

21) What amount of Fund 2159 (carry-forward and FY19-21 proposed budget) consists of HEAP grant funds and is any further revenue of this type anticipated during FY 19-21? If so, what is the range that is expected to be received by our city from the state? (Kalb)

\$8.9 million in HEAP carryforward funds is included in the FY 2019-21 Proposed Budget. Any future funding from the state during FY 2019-21 cannot be reliably projected at this time with the State Legislature still reviewing the Governor's Budget. Once the FY 2019-20 Budget Act is enacted and final HEAP grant numbers become available, staff will return to the Council with more concrete information.

22) How many FTEs are budgeted for the Inspector General's Office in OPD compared to how many total/proposed positions are in the Budget for the Office of Inspector General within the Police Commission? (Kalb)

OPD Inspector General	FTE
Lieutenant of Police (PERS).PS152	1
Police Officer (PERS).PS168	1
Police Performance Auditor.AP210	3
Police Pgrm & Perf Audit Sup.AP291	1
Police Records Specialist.SS165	1
Total	7

Civilian Inspector General (Police Commission)	FTE
Civilian Inspector General	1
Police Pgrm & Perf Audit Sup.AP291	1
Total	2

23) How much money is being allocated in the proposed Budget to help feed those most in need (not just homeless residents, but all those who are unable to put food on the table for themselves and their family)? How does this compare to our past commitment to funding hunger programs in Oakland? (Kalb)

The FY 2019-21 Proposed Budget includes \$2.6 million per year to fund various food programs citywide. Specifically, there is funding for Meals on Wheels of approximately \$150,000 per year and \$200,000 per year for the Hunger Program that provides food to Oakland residents all year. In addition, the proposed budget also includes new funding of \$150,000 per year to fund a Program Analyst II position to support the expanded food service programs and O&M of \$400,000 per year to support OPL, OPRYD and HSD food programs for children and youth in the Measure HH (SSBT) fund. Furthermore, it adds funding in the SSBT fund of approximately \$530,000 per year for the Summer Food Service Program, which delivers free and nutritious meals to children ages 18 and under throughout the City. The proposed budget also maintains grant funding from the Department of

Agriculture of \$676,000 per year. The overall allocations for food programs in the proposed budget will increase by 46% compared to the FY 2018-19 Adopted Midcycle Budget.

- 24) Should/can we include funds in an adopted budget that would only be realized if a future ballot measure was passed by the voters in 2020? Has an adopted City of Oakland budget ever in the past 25 years budgeted for funds to be derived from a future ballot measure not yet passed or even approved for the ballot? (Kalb)**

The Proposed and Adopted Budgets only include revenues that can reasonably be relied upon. Staff believes that the City has not adopted a budget including funds derived from an unknown future ballot measure. **Staff strongly recommends against including speculative revenues of any type in the adopted budget especially revenues that would be contingent on the approval of 2/3rds of the electorate.**

- 25) How many Fire Academies and how many Police Academies are proposed for funding for the FY19-21 time-frame? Will this amount keep us on track to fill already-budgeted sworn vacancies? (Kalb)**

The Proposed Budget Contains 1 Fire Academy and 2 Police Academies per fiscal year. These provide spaces for 30 new firefighter and firefighter paramedics and roughly 80 new police officers per fiscal year.

- 26) How many Temporary Part-Time (TPT) employees are currently working for the Oakland Public Library? How many TPTs are budgeted to work for the Library in the proposed FY19-21 budget? How do these numbers compare to two years ago and four years ago? Are there funds identified in the Budget (if so, how much?) to convert current TPT positions into Permanent Part-Time (PPT) positions? (Kalb)**

Below is a list showing budgeted FTEs by temporary part-time classifications specific to the Library from FY 2015-16 to 2020-21. Some of these positions have been converted to either permanent part-time or full-time positions over the years, in addition to 54.2 new full-time and permanent part-time positions that have been added during FY 2018-19, funded with Measure Q revenues.

Job	FY16	FY17	FY18	FY19	FY20	FY21
Librarian I, PT.AP216	4.13	4.13	4.38	4.38	2.95	2.95
Librarian II, PT.AP219	0.70	0.70	0.70	0.70	0.70	0.70
Librarian, Senior, PT.AP229	0.38	0.38	0.38	0.38	0.38	0.38
Library Aide, PT.SS138	40.75	40.75	40.42	40.42	39.51	39.51
Library Assistant, PT.SS139	10.71	10.71	9.37	9.37	8.06	8.06
Literacy Assistant, PT.AP232	0.50	0.50	0.50	0.50	-	-
Museum Guard, PT.PS158	1.88	1.88	1.88	1.88	1.88	1.88
Program Analyst I, PT.AP361	0.70	0.70	0.70	0.70	0.50	0.50
Student Trainee, PT.SS195	0.60	0.60	0.60	0.60	-	-
Grand Total	60.35	60.35	58.93	58.93	53.98	53.98

- 27) If the Council modifies the General Fund allocations attributable to the Measure HH tax revenue in a manner that reduces HH allocations to OPRYD, what would be the**

impact in terms of youth program services levels at our parks and recreations centers? Would additional General Purpose Fund funded vacant positions need to be frozen for at least two years? If so, how many and which positions would The Administration choose to freeze? Please consider two scenarios: One that reduces the HH allocation to OPRYD by one-third and one that reduces the HH allocations by one-tenth. (Kalb)

In the Mayor's proposed budget, OPRYD is to receive \$12.20 million in Measure HH (SSBT) funding, including 41.62 FTEs. The positions are partially funded from the GPF. Eliminating or reducing funding would require additional GPF funding or elimination of positions.

These positions are intended to provide the following services:

- \$0.51 million (4.02 FTEs) for Oakland Summer "Town Camp" to provide youth summer programming; these positions (Recreation Supervisors, Center Directors, Program Directors and Recreation Leader Leaders) are primarily funded from the GPF.
 - Summer program impacted include boating, nature, overnight camps, leadership skills and develop self-confidence in a safe and inclusive environment.
- \$1.02 million (9.96 FTEs) for Aquatics Activities to provide swimming and water safety to Oakland's youth; these positions (Recreation Supervisor, Program Director, Lifeguards, Pool Managers, Water Safety Instructors) are partially funded from the GPF.
 - Aquatics programs impacted include Junior Lifeguard, private swimming lessons, special needs swim lessons to include introduction and advanced swim lessons.
- \$1.73 million (19.43 FTEs) for Sports to allow Oakland's youth to participate in basketball, football and other sports activities. If funding is eliminated or reduced, the positions (Recreation Supervisor, Program Director, and Recreation Leader, Sports officials, etc.) would require GPF funding.
 - Sports programs impacted include Oakland Neighborhood Basketball League for boys and girls competitive leagues; recreation center leagues that encourage fitness; co-ed woman's and men's softball and other adult leagues.
- \$0.56 million (4.75 FTEs) for the East Oakland Sports Center to provide fitness, performance/dance and aquatic/pool activities. If funding is eliminated or reduced, the positions (Recreation General Supervisor, Program Directors, and Recreation Leader, etc.) would require GPF funding.
 - Eliminating permanent positions at the East Oakland Sports Center would impact fitness training, aquatics, and performance/fitness dance programs.
- \$0.50 million (3.22 FTEs) for Administrative Support [Assist. Director; Management Assistant; Prog. Planner (Transfer In); Prog. Analyst I (Transfer In)]. If funding is eliminated or reduced, the positions would require GPF funding.
 - The Assist. Director is proposed at 0.22 FTE funded from SSBT and 0.88 FTE funded from GPF; the Program Planner and Program Analyst are transfers from the Human Services Department to help oversee SSBT programs; the Management Assistant would help administration functions.
- \$3.88 million (0.00 FTE) for Internal Service Costs; Facilities & Park Maintenance.
- \$4.00 million (0.00 FTE) for Third Party Grants (Non-Profits).

33% Reduction Scenario

Assuming that the Third-Party Grants (\$4 million) and Internal Services Costs (\$3.88 million) are not included in the one-third reduction, a 33 percent reduction would result in eliminating \$1.43 million in programming funding. To meet this elimination, OPRYD would likely:

- (\$0.50 million; 3.22 FTEs) Eliminate Administrative Support for programs and activities. Because some positions are partially supported by the GPF, GPF funding would need to be increased to support the positions or eliminate the positions.
- (\$0.51 million; 4.02 FTEs) Eliminate Oakland Summer Town Camp positions supporting programs and activities. Because positions are partially supported by the GPF, GPF funding would need to be increased to support the positions or eliminate the positions. Eliminating these positions may result in closing recreation centers and programs.
- (\$0.56 million; 4.75 FTEs) Eliminate permanent position at the East Oakland Sports Center. Eliminating these positions may result in closing the East Oakland Sports Center.

10% Reduction Scenario

Assuming that the Third-Party Grants (\$4 million) and Internal Services Costs (\$3.88 million) are not included, a 10 percent reduction would result in eliminating \$0.43 million in program support funding. To meet this elimination, OPRYD would:

- (\$0.50 million; 3.22 FTEs) Eliminate Administrative Support for programs and activities. Because some positions are partially supported by the GPF, GPF funding would need to be increased to support the positions or eliminate the positions.

28) Please list proposed FY19-21 funding for façade grants by area of the City (downtown, etc.). Please breakdown the amount for each area by fund. (Kalb)

The proposed budget does not include any new funding for the Façade and Tenant Improvement Programs ("FIP" and "TIP"). Prior to the dissolution of the Oakland Redevelopment Agency, the programs were funded from Community Development Block Grants ("CDBG") and former Redevelopment Agency ("Agency") tax increment revenue. Under dissolution law, staff was permitted to complete those FIP and TIP projects that were subject to agreements executed prior to the dissolution. Staffing for these efforts has been funded from the post-dissolution Redevelopment Property Tax Trust Fund ("RPTTF") as reflected in the Oakland Redevelopment Successor Agency's Recognized Obligation Payment Schedule ("ROPS"). These projects have since been completed and staff costs are therefore no longer eligible for reimbursement from the RPTTF.

Each former Redevelopment Project Area also has residual bond proceeds that can be used within that Project Area's geographical boundaries on eligible projects. The remaining bond proceeds that are designated for the FIP and TIP programs are in the following amounts:

- Downtown (Central District) - \$368,000 for the Historic Façade Program and \$615,000 in the Tenant Improvement Program
- Broadway/MacArthur/San Pablo Redevelopment Project Area - \$166,000 for the FIP and \$79,000 for the TIP
- Central City East Project area - \$492,000 for the FIP and \$390,000 for the TIP
- Coliseum Project area - \$435,000 for the FIP and \$540,000 for the TIP

29) Please show a breakdown of the budget for our senior centers and for all senior services housed within Department of Human Services. (Kalb)

A table below summarizes all the funding associated with the senior centers included in the FY 2019-21 Proposed Budget:

Org and Desc	Y	Categ	Y	Sum of FY19-20	Sum of FY20-21
				Biennial Working Total	Biennial Working Total
⊖ 75231 - Multipurpose Senior Service Program		ISF		69,267	82,709
		O&M		259,927	236,798
		Personnel & OH		1,840,461	1,902,951
		Utilities		11,000	7,790
		Work Orders		0	0
75231 - Multipurpose Senior Service Program Total				2,180,655	2,230,248
⊖ 75241 - Senior Companion Program		ISF		6,724	6,794
		O&M		239,442	235,736
		Personnel & OH		278,567	288,272
		Utilities		1,100	1,100
		Work Orders		18,098	19,588
75241 - Senior Companion Program Total				543,931	551,490
⊖ 75631 - Senior Center		ISF		1,165,809	1,187,165
		O&M		739,422	739,422
		Personnel & OH		1,609,886	1,666,898
		Utilities		6,840	6,840
75631 - Senior Center Total				3,521,957	3,600,325
⊖ 75651 - Senior Aide Program		ISF		17,135	17,315
		O&M		15,000	15,000
		Personnel & OH		457,370	469,378
		Utilities			
75651 - Senior Aide Program Total				489,505	501,693
Grand Total				6,736,048	6,883,756

30) How much is in the proposed budget to facilitate our required Council Redistricting process in 2020-21? Please itemize and describe how the Administration came to this dollar amount. (Kalb) - Michelle

The FY 2019-21 Proposed Budget includes \$57,000 for the Council redistricting process (\$41,000 in FY 2019-20 and \$16,000 in FY 2020-21). Overall total budget can increase to \$73,000, if necessary, with a carryforward of current year's \$16,000. Numbers were based on initial estimates for supplies, materials, and other costs associated with a typical redistricting process and do not include staff costs.

31) Where in the Proposed Policy Budget or proposed Capital Improvement Program document does it say how much money is being allocated for Storm water Trash Reduction. What new expenditures (one-time and on-going) above current ongoing activities are being budgeted for FY19-21 to achieve substantial progress toward

compliance with requirements set forth by the Regional Water Quality Control Board? How much money is being allocated in FY19-21 for trash capture devices? Please delineate between the small devices and large devices. (Kalb)

Funding towards illegal dumping and homeless encampment abatement, street sweeping, and implementation of the excess litter fee all provide trash reduction credit. There is no specific CIP project funding in the FY 2019–21 budget allocated for the installation of trash capture devices. Instead, the City will leverage existing bond funding, transportation funding, and other capital funding to incorporate the installation of full trash capture devices in capital projects. On June 12, 2017, City Council approved Resolution No. 86773 C.M.S. for the identification of Capital Improvement Projects funded by the General Obligation Bond (Measure KK) including the adoption of a Trash Capture Transportation Map that provided locations for transportation projects in high trash generation areas to ensure that those transportation projects will incorporate full trash capture devices, as appropriate. For example, DOT projects will install approximately 1,250 small trash capture devices at a cost of up to \$3.1 million as part of the 3 Year Paving Program. The City is also conducting feasibility studies at 4 locations for the installation of one or more large trash capture devices to be funded by Caltrans through a Cooperative Implementation Agreement. Under the Cooperative Implementation Agreement (in development) Caltrans would fund the planning, design, and construction of added large trash capture devices and the City would be responsible for ongoing operations and maintenance of the devices.

32) What are the emergency call response times for each Area (1-5). What have response time trends been for each of the past 5 years? What changes have been made to staffing and resource allocations to reduce response times in 2019-2021 Fiscal Year? What is the target response time in 2019-20? In 2020-21? (Taylor)

OPD is not able to measure the response times by area with the current Computer Aided Dispatch (CAD) technology. New technology being installed in 2020 will make this information available in 2021.

For the past 24 months:

The average City-wide response time for Priority 1 calls is 7 min 59 seconds

The average City-wide response time for Priority 2 calls is 1 hour 11 minutes

OPD watch commanders share resources when possible to reduce response times, especially during periods that draw a large amount of resources to an area such as a shooting, sideshow, or serious accident.

OPD is drafting together an RFP request for a performance-based staffing study to review staffing allocation and options for call response and case closure. During this process, we will explore the operational and financial consequences of various staffing configurations and response time goals.

HONORABLE MAYOR AND CITY COUNCIL

Subject: FY 2019-21 Budget Development Questions/Responses #5

Date: June 7, 2019

Citywide	Mar 1 - 31	Apr 1 - 30	Monthly % Change	24-Month Average*	Historical Range (per month)*	Apr 1 - 30 vs. 24-Month Average*	YTD 2018	YTD 2019	Year-to-Date % Change	YoY Previous 05/17 - 04/18	YoY Current 05/18 - 04/19	Year-over-Year % Change
Communications												
911 Calls	8,855	8,894	0%	8,387	7,670 - 9,103	6%	33,269	34,627	4%	96,807	104,472	8%
Other Incoming Calls	21,011	20,415	-3%	21,398	19,604 - 23,192	-5%	86,843	79,009	-9%	271,401	242,150	-11%
Total Calls	29,866	29,309	-2%	29,785	28,200 - 31,369	-2%	120,112	113,636	-5%	368,208	346,622	-6%
Officer Calls for Service												
Calls Routed to Patrol	21,188	21,097	0%	21,049	19,991 - 22,107	0%	82,661	81,443	-1%	256,914	248,271	-3%
Officer-Initiated Calls	8,678	8,212	-5%	8,735	7,892 - 9,579	-6%	37,451	32,193	-14%	111,294	98,351	-12%
Total Patrol Calls	29,866	29,309	-2%	29,785	28,200 - 31,369	-2%	120,112	113,636	-5%	368,208	346,622	-6%
% Officer-Initiated Calls	29%	28%	-4%	29%		-4%	31%	28%	-9%	30%	28%	-6%
Call Volume (calls routed to patrol)												
Priority 1 (P1) Calls	3,265	3,537	8%	3,416	3,195 - 3,637	4%	12,975	12,894	-1%	41,551	40,431	-3%
Priority 2 (P2) Calls	11,142	10,930	-2%	11,177	10,610 - 11,745	-2%	44,183	42,772	-3%	136,338	131,918	-3%
Median Response Times (calls routed to patrol)												
P1 Median Response Time	00:08:29	00:08:25	-1%	00:07:59	00:07:27 - 00:08:30	5%	00:07:31	00:08:30	13%	00:07:33	00:08:24	-11%
P2 Median Response Time	01:12:36	01:22:19	13%	01:10:47	01:01:46 - 01:19:48	16%	01:02:09	01:15:22	21%	01:05:37	01:15:57	16%

*Historical data is for 24 months

33) Please describe and itemize our current and proposed expenditures for our 911 dispatch operation. What monies are being allocated specifically to help reduce 911 hold times? (Kalb)

There are several projects underway to reduce 911 hold times. Over the past year OPD has been successful in hiring new dispatchers and several are currently in training. It takes about 8 months from hire to working solo at a dispatch terminal. As the newly hired dispatchers fill positions, the call wait times should be reduced somewhat. In anticipation of reaching our authorized FTE count, OPD worked with Federal Engineering, an emergency dispatch consultant, to perform a staffing study. Based on this study, to improve dispatch service, training and reduce the amount of mandatory overtime the dispatchers are working, we need to hire 25 additional full time employees. There are phone upgrades planned for the non-emergency lines later this summer that should help with reducing repeat calls to the emergency lines, and potentially help to reduce wait times.

For questions, please contact Adam Benson, Budget Administrator, at (510) 238-2026.

Respectfully submitted,

/s/

KATANO KASAINÉ
Director of Finance