



MEMORANDUM

TO: HONORABLE MAYOR &
CITY COUNCIL

FROM: Kiran Bawa
Budget Director

SUBJECT: FY 2015-17 Budget Questions
Responses #5

DATE: June 5, 2015

City Administrator

Date

Approval

Donna Hom /s/

6/12/15

PURPOSE

The purpose of this memorandum is to transmit to the full City Council and public, responses to questions raised by City Councilmembers regarding the Fiscal Year (FY) 2015-17 Biennial Proposed Policy Budget (proposed budget). We have answered as many questions as possible; however, some questions require more analysis. These questions will be answered through future memoranda along with responses to additional questions received. To the extent additional information becomes available on any of the responses below, updates will be provided.

RESPONSES

- 1. Please break down the Oakland Police Department (OPD) budget by annual expenditure amounts utilized in each Police Area (1-5).**

Below is a breakdown of Personnel Costs for each of the five Patrol Areas. These figures are estimates based on the number of each position assigned to each area and the average cost of each position. In addition to the Personnel Costs, each one of the five Patrol Areas was budgeted \$20,250 for Operations and Maintenance Costs. (Area 4 was budgeted an additional \$991,740 to cover the cost of the Eastmont lease; Area 4, Area 5, Support Operations, and Ceasefire all use the Eastmont substation.)

- Area 1: \$21,204,405
- Area 2: \$15,107,122
- Area 3: \$15,862,015
- Area 4: \$15,287,666
- Area 5: \$21,477,057

- 2. What would be the realistic dollar amount of savings that could be realized in FY 15-17 if we sent some OPD recruits to academies in other jurisdictions instead of training them in our own academies? If we replaced one of the five planned academies for FY 15-17 with a combination of sending recruits to academies in other jurisdictions and holding an extensively marketed lateral academy in Oakland, (1) what would be the total cost savings and (2) would we realistically be able to recruit the same number of new officers as the replaced regular academy would have likely brought in? Since Chief Sean Whent has publicly stated that he believes Oakland academies are better than those in our jurisdictions for various reasons, including that our academies are less militarized, please also contrast the advantages and disadvantages of sending OPD recruits to academies outside of Oakland.**

To clarify the terminology often used, OPD generally have two types of recruitments or academies: Basic and Transitional. Personnel who complete a transitional academy are being transitioned into OPD (and Oakland) after having completed a basic academy somewhere else, but may have never worked as a police officer. "Lateral" is a technical term that indicates prior law enforcement experience in the part of the officer (as in lateral transfer). OPD very rarely gets applicants with prior law enforcement experience. OPD does get applicants who have completed a basic law enforcement academy and have never served as a law enforcement officer.

The cost of a Basic Academy for 60 Police Officer Trainees (assumes 40 graduates) is \$2,004,326, which includes all testing and hiring costs (does not include cost of trainee salaries and benefits). The cost of 40 Police Officers in a Transitional Academy is \$1,324,389, which includes all testing and hiring costs (does not include cost of officer salaries and benefits). All graduates of non-OPD academies – including those sent to the Alameda County Sheriff's Office Academy – must complete the OPD Transitional Academy. In addition, the cost of 30 Police Officer Trainees sent through the Alameda County Sheriff's Office Academy is \$223,760. The total cost savings resulting from graduating 40 Police Officers from an OPD Basic Academy and graduating 40 Police Officers from an OPD Transitional Academy is \$456,177. This savings represents the best possible scenario and will result only if a single Transitional Academy is held for all 40 graduates of non-OPD Basic Academies (including those whom OPD sends to training at the Alameda County Sheriff's Office Basic Academy).

OPD has great challenges recruiting academy graduates and extreme difficulty in recruiting lateral police officers. The only potential advantages in recruiting academy graduates is that there may be a shorter time to complete training (10 weeks for the Lateral Course instead of 27 weeks for the Basic Academy) and a reduced cost. However, this advantage is offset by a number of disadvantages: the difficulty in recruiting applicants who have already completed a basic academy on their own; not providing academy graduates with the best practices and culture of OPD and Oakland; and not being able to provide advantages to Oakland residents, females, and minorities throughout the testing process due to the limited applicant pool. Sending OPD Police Officer Trainees to the Alameda County Sheriff's Office Basic Academy (or any other Basic Academy) will reduce the cost of

training but will also add a minimum of ten weeks for the POTs to complete the OPD Transitional Academy and will provide POTs with basic training that does not provide OPD best practices or Oakland culture.

3. Please provide to me a copy of the most recent analysis of options for a new/relocated Police Administration Building. (I understand these documents may be several years old, but I'm interested in getting a copy of whatever we have).

In 2004, several reports were presented to the City Council when various options were being considered for replacing the Police Administration Building as part of a closed session report. A closed session report cannot be provided in open session unless the council votes, by majority, to waive attorney client privilege. Options in the report included relocation to the Oakland Army Base, relocation to a second site, and reconstruction in place. One of these options (Army Base) is no longer available, and it is not known whether the second site is available.

The condition assessment of the PAB contained in the report is out-of-date as the soft-story retrofit work has been completed. However, the PAB does NOT meet code for an essential service facility – able to function immediately following an earthquake.

These reports are over ten years old and many of the assumptions, codes and other bases for the recommendations and costs are outdated or circumstances have changed.

OPW recommends that an updated assessment of options for replacing the PAB be funded (cost to be determined), so that the true space needs looking at the current and future OPD organization are incorporated, and current best practices for designing and constructing a Police Administration Building may be incorporated. This could be included in the preparatory work for an infrastructure bond.

4. Please provide any analysis which has been done on providing a gun/weapons training facility locally for our police department (and potentially leased to other departments). How much annually is now spent using gun facilities (firing range) elsewhere?

In 2000/2001 OPD had a space needs study performed for a police firearms range, which is provided in *Attachment A*. Also included in the attachment is an old presentation the city received from a private company that provides an analysis of a joint fire/police training facility, which included a shooting range and shoot house. OPD does not have a recent analysis on a firearm training facility.

OPD currently relies on Concord Police Association, Alameda County Sheriff's Office and Contra Costa Sheriff's Office for firearms training. The annual cost to use these facilities, using FY 2013-14 data, is approximately **\$191,000**.

5. What would the cost differential be between a "lateral" police academy and a "new recruit" police academy?

Please see above, response #2.

6. During the most recent attempt to recruit laterals for the police department, please provide:

- i - How much total was spent on outreach/recruitment.**
- ii - Was relocation assistance offered to prospective lateral recruits?**
- iii - Please provide copies of all advertising/outreach materials used in the most recent lateral recruitment.**
- iv - Please provide a list of all places where advertising/outreach materials were sent/distributed/advertised in the most recent lateral recruitment.**
- v - What was the total number of applicants in that recruitment?**

On the most recent lateral academy, approximately \$2,500 was spent on advertising, food for assessors, and contracted HR services (not counting internal HR or OPD staff time). Relocation assistance is not offered for lateral recruits. Please see **Attachment B** for copies of recent outreach and recruitment materials. OPD advertised on POST.com, Nixle, Nextdoor, Twitter, PORAC.com, E-mail blast forwarded to non-affiliate academies in California. Human Resources administered two consecutive recruitments for a total of 135 applicants (Jan 2015 – 76 applicants with a result of 16 on the eligible list; March 2015 – 59 applicants with a result of 18 on the eligible list). Six officers were hired from this recruitment.

7. Provide a schedule of hiring and training of new police officers.

Academies	Start	Graduate	FTO
172nd Academy	27-Apr-15	30-Oct-15	31 Oct 15 - 2 Feb 16
173rd Academy	6-Jul-15	8-Jan-16	9 Jan 16 - 29 Apr 16
174th Academy	11-Nov-15	13-May-16	14 May 16 - 2 Sep 16
175th Academy	11-Jul-16	13-Jan-17	14 Jan 17 - 5 May 17
176th Academy	2-Jan-17	30-Jun-17	1 Jul 17 - 20 Sep 17
177th Academy	10-Jul-17	12-Jan-18	13 Jan 18 - 4 May 18

8. Provide information on the attrition and recruitment of OPD dispatchers.

There are currently thirteen (13) dispatcher vacancies and one (1) operator vacancy. Recruitment was completed and the eligible list established on March 20, 2015. There are currently sixteen (16) dispatchers in background and one (1) operator has cleared background and awaiting hire.

History:

2013

- One (1) position was vacated due to resignation
- One (1) newly created position (July 2013).

2014

- Four (4) positions were vacated due to resignation

2015

- Seven (7) vacated in 2015, (five (5) due to resignation, one (1) discharged on probation and one (1) service retirement.)

Dispatcher Attrition:

The projected attrition rate for dispatchers is depicted in the below chart. Currently OPD has four (4) Police Communications Supervisors (PCS), fifty four (54) Police Communications Dispatchers (PCD), and (6) Police Communications Operators.

- One (1) PCS is eligible to retire in 2015 based on age and service time.
- One (1) PCS is eligible to retire in 2016 based on age and service time.
- The average age for the PCD is 40.7 years.

Finally, the current projection is that six (6) PCDs will reach the age and years of service minimum in order to retire over the next five (5) years.

Classification	Budgeted # by Class	Count of age 50 and Above	Average Age	Average Years of Service
Police Communications Supervisor (PCS)	4	2	50.6	20.0
Police Communications Dispatcher (PCD)	54	8	40.7	12.1
Police Communications Operator	6	0	35.3	0.9

9. Provide current amounts and expiration dates of COPS grants.

Program	Expiration Date	Positions	Total Grant Award
2011 COPS Hiring	29-Feb-16	25	10,739,575
2013 COPS Hiring	31-Aug-16	10	4,515,730
2014 COPS Hiring	31-Aug-17	15	1,875,000

As the 2011 and 2013 grants expire, the proposed budget includes the GPF picking up the cost for those officers.

10. Research how SF is legally placing photo radar in school zones to reduce speeding.

OPD reached out to SFPD and spoke with a contact in the SFPD Traffic Company, who advised that San Francisco has not installed nor currently operate speed cameras. This is something they would like to do, but State law must be changed for this to happen. Research online confirms that San Francisco must wait on legislative approval to implement the speed cameras near schools and senior centers. Below are links to a number of relevant articles.

<http://www.planetizen.com/node/77670>

<http://www.sfgate.com/bayarea/article/S-F-vision-Catch-speeders-on-camera-but-6296925.php>

http://sanfrancisco.cbslocal.com/2015/05/18/sfmta-pushing-for-speed-cameras-in-san-francisco-to-improve-pedestrian-safety/#.VXi_SjRNcRE.email

11. Provide the status of the private camera registry.

Please see *Attachment C* for a recent informational report to the Public Safety Committee.

12. Provide report regarding how the last lateral hiring round was publicized.

Please see above, response #6.

13. Provide status/timeline of when dispatch will be able to receive text messages from the public.

There is currently no timeline for the deployment of text to 911. It is still in the testing phase in the State of California. OPD has deployed an alternative solution called Alert 360. The application must be downloaded on cellular devices and can be used to communication with dispatch staff via texting.

14. In the FY 13-15 budget, the Livable Neighborhood Code Enforcement Services (LNCES) projected increased revenues (\$785,000 in FY 12-13 to over \$1,800,000 annually in FY 13-15). However, Councilmember questions in the May 13, 2013 budget memo (#4 on p. 30) and the June 12, 2013 budget memo (#1 on p. 7) noted that the increased revenue projection was occurring in tandem with a reduction in Code Enforcement FTE. While the Administration’s response in the May 13, 2013 memo did not answer how revenues could go up as FTEs went down, the June 12, 2013 memo stated: “Our focus in the budget cycle is to balance the department budget by the overall fund 2415. Each of the programs in fund 2415 (i.e., Code Enforcement, Development Permit Inspections) is not necessarily balanced or cost covering; the overall fund 2415 is, however, balanced.” This suggests that LNCES revenue projections may be not accurate while the Fund 2415 projections are. Is that the case and, if not, can you please provide a clear, straightforward answer for how annual CE revenues could more than double while budgeted staffing decreased? Why does the proposed FY 15-17 budget project CE revenue to decrease (\$1,864,000 in FY 14-15 to less than \$1,740,000 annually in FY 15-17) while proposed staffing is being increased? Please provide a 2009-2014 chart listing total annual CE penalty assessment, waiver [the cancellation of a valid assessment], reversal [the correction of an improper assessment], collection, and year-end- balance amounts, as well as the current total amount of uncollected CE penalties which have not exceeded the applicable statute of limitations period.

The reduction in revenue of approximately \$124,000 is a result of a decrease in expenditure (staff) costs in the Foreclosed Properties program. The overall increase in Code Enforcement staffing is anticipated to be supported by the proposed increase in fees, and is included as part of the proposed budget in the Development Services Fund (2415) in the Development Permit Inspections Program (PS31).

Please refer to the table below for annual Code Enforcement revenues (fees and penalties), waivers, and collections.

Fiscal Year	09-10	10-11	11-12	12-13	13-14
Invoices Processed	\$ 5,131,885	\$ 5,292,946	\$ 3,030,398	\$ 1,345,492	\$ 1,001,246
Adjustments & Waivers	(352,902)	(746,436)	(2,222,935)	(949,787)	(12,051)
Net Total	4,778,982	4,546,509	807,464	395,705	438,314
Amount Collected / Payments	1,754,306	1,237,449	797,183	376,830	132,652

The year-end balance (outstanding receivables) as of FY 2013-14 is \$2.1 million.

15. In the proposed FY 13-15 budget, staffing for Livable Neighborhood Code Enforcement Services (LNCES) was listed as 25 FTE in FY 12-13 paid for out of Fund 2415 (Development Service) (despite the response to Question #8 in the Administration’s May 23, 2013 budget memo indicating that 2013 Code Enforcement (CE) staffing was just 6 positions), which that budget proposed reducing to 18 FTE, including 14 via Fund 2415 and 4 via the General Purpose Fund (GPF) (a reduction of

7 FTE that the May 23, 2013 memo explained as vacant position freezing but the Administration’s May 13, 2013 memo (see response to Question #4 on p. 30) and June 12, 2013 memo (see response to Question #1 on p. 7) explained as due to transferring CE staff to the Permit Counter or other duties). The budget approved by the Council added 4 additional FTE (specifically for blight, especially illegal dumping on private property, and graffiti abatement) via the GPF, for a total of 22 FTE, including a total of 8 FTE from the GPF (though the January 31, 2015 Budget Implementation Matrix notes that the hiring of the added 4 FTE was not completed until April 2014, approximately 10 months after the budget was adopted). By contrast, the proposed FY 15-17 budget indicates that LNCES FY 14-15 FTE was 16.75, including 4 via the GPF and 12.75 out of Fund 2415. How did the budgeted (1) 14 FTE from Fund 2415 turn into just 12.75 FTE and (2) 8 FTE from the GPF turn into just 4 FTE?

The decrease in FTE is due to 1) the elimination of 1.0 FTE vacant Development/Redevelopment Program Manager, and 2) a transfer of 0.25 FTE Housing Development Coordinator III to Housing & Community Development Department (HCD), as shown in the table below. As part of the FY 13-15 Adopted Budget, Council approved the addition of 4.0 FTE Inspectors in the General Purpose Fund (GPF). Planning and Building did not receive any additional general funded positions above the 4.0 FTE.

Program And Desc		NB31 - LIVABLE NEIGHBORHOOD CODE ENFORCEMENT SERV				
Sum of Annual Fte SUM		Column Labels				
Class	FY13-14	FY14-15			FY15-16	FY16-17
		FY14-15	Midcycle	FY15-16		
1010 - General Fund: General Purpose	4.00	4.00	4.00	4.00		
Specialty Combination Inspector	4.00	4.00		4.00		
1720 - Comprehensive Clean-up					2.00	2.00
Specialty Combination Inspector					2.00	2.00
2415 - Development Service Fund	14.00	14.00	12.75	19.75	19.75	
Account Clerk II	1.00	1.00		1.00	1.00	1.00
Development/Redevelopment Pgrm MGR	1.00	1.00				
Housing Development Coordinator III	0.25	0.25				
Manager, Building Services					1.00	1.00
Office Assistant II	1.00	1.00		1.00	3.00	3.00
Office Manager	1.00	1.00		1.00	1.00	1.00
Planner III	1.00	1.00		1.00	1.00	1.00
Principal Inspection Supv	1.00	1.00		1.00	1.00	1.00
Program Analyst I	1.00	1.00		1.00	1.00	1.00
Program Analyst III					1.00	1.00
Public Service Rep, PPT	0.50	0.50		0.50	0.50	0.50
Public Service Representative	0.25	0.25		0.25	0.25	0.25
Specialty Combination Insp, Senior	1.00	1.00		1.00	1.00	1.00
Specialty Combination Inspector	5.00	5.00		5.00	8.00	8.00
Grand Total	18.00	18.00	16.75	21.75	21.75	

- 16. Was use of the four GPF FTEs focused on blight and graffiti enforcement as intended by the Council? Since the proposed FY 15-17 budget indicates on p. G-57 that the GPF FTEs are being reduced by 2 while the Fund 2415 FTEs are being increased by 7, for a net increase of 5 (previously explained as consisting of 3 inspectors and 2 support staff) and total of 21.75 FTE, does that suggest that only 2 instead of 4 specialty inspectors will continue with the Council’s previously requested focus on dumping and graffiti?**

Yes, use of the four (4) GPF FTE’s focused on blight and graffiti enforcement as intended by the Council. One inspector focuses on graffiti abatement throughout the City and that will continue. The remaining three (3) specialty combination inspectors will continue to focus on blight abatement and illegal dumping abatement in their respective districts. Each City Council District has an assigned code enforcement (“specialty combination”) inspector.

- 17. Page E-106 of the proposed budget states that the negative balance of Fund 2415 is partially “created by long-term lien receivables not collected through the County.” Why have these lien receivables not been collected and what is the total balance due to the City?**

Once a lien is transferred to the County, the City has very little control as to when the homeowner pays – at times, the liens are not paid until the property sells if the owner is delinquent in paying property taxes. The total balance due to the City as of fiscal year end 2013-14 is \$8.5 million.

- 18. Page G-10 of the proposed FY 15-17 budget notes that, after the Council provided added one DCA III, one DCA IV, and one Paralegal, net savings in FY 13-14 was \$1.73 million, due to a reduction in outside counsel costs. Since the May 22, 2015 Errata confirms that the proposed 15-17 budget transfers a DCA III and Paralegal to support code enforcement, resulting in “the loss of legal support for other City programs and services,” would adding an extra DCA III and Paralegal as noted in the revised Policy & Service Tradeoffs cost less than the outside counsel costs that will result from not doing so?**

The Mayor’s proposed budget transfers one filled DCA III and one filled Paralegal to the Development Services Fund (2415) to align work with funding source, and therefore, does not result in an increase in attorney and paralegal staff, but rather shifts the funding source to cover the cost of already existing positions.

Because the City Attorney’s Office has a Charter-mandated duty to provide advice and administrative and litigation support, the result will be the need to hire more expensive and less efficient outside counsel.

To illustrate the difference, based on a full-time equivalent basis:

- A fully burdened Deputy City Attorney III in FY15-16 is \$231,784 per year.

- The moderate hourly rate for outside counsel to provide these same services is \$350 totaling an annual cost of \$682,500.
- A fully burdened Paralegal in FY 15-16 cost \$122,898 per year.
- The moderate hourly rate for a contracted Paralegal is \$100 per hour totaling an annual cost of \$195,000.

19. Please break down all City liability payouts of \$20,000 or more from contract, tort, or violation claims and litigations, 2012-2015, by year, including the date of liability-creating conduct and a note about how the conduct was corrected.

A report of payouts of \$20,000 or more from January 1, 2012 to present is included as *Attachment D*. This report includes the incident date, cause of incident, settlement amount, disposition date, and cumulative total paid to date (there are a couple of cases where payments were not made all at once). It will take a substantial amount of time to determine how each conduct was corrected in the attached list. This information will be provided at a later date.

20. The proposed staffing adjustments for the Revenue Management Bureau are +5 in Administration, -6 in Audit, -1 in Business Tax, +10 in Compliance/Collections, -6 in Mandatory Garbage, -1 in Parking Citation Assistance Center, and +1 in Parking Meter Collections, which results in 74 currently budgeted FTE being increased to 76. What will the added net 2 FTE be doing? Will all of the above-noted staffing reductions in certain Units result in the personnel being transferred to other Units in Revenue? How many less audits are anticipated in light of the staffing cuts to the Audit Unit? How much additional revenue (in collection of delinquent fees) will be collected because of this modified staffing structure?

The requested additional staff is a 1.0 FTE Revenue Assistant and 1.0 FTE Office Manager in the mandatory garbage unit. Funding for these positions will be provided from the Mandatory Refuse Fund (1700), not the GPF (1010). The Office Manager position will manage the mandatory garbage program, which is a standalone, self-funded program. The salary is less than a Revenue Operations Supervisor and can provide the required program oversight. This position has the ability to train, direct the operations, and evaluate performance. This position will only assist the operations of Mandatory Garbage. The Office Manager position is FLSA exempt and will be required to attend Council meetings for assessment hearings four (4) times a year. This results in cost savings to the City.

With the exception of the two additional mandatory garbage staff as discussed above, the Revenue Management Bureau (RMB) is only shifting existing staffing to better align the division/units with functionalities. This proposed reorganization addresses the need to have a seamless transfer of business tax account delinquencies aged over 180 days from Compliance to Collections, by having a single revenue operations supervisor responsible for ownership of the program. The reorganization will improve efficiencies, productivity and communication between the units, as they will now be housed under a single

supervisor. The timely transfer of delinquent business accounts from Compliance to Collections is a critical component to the RMB's ability to utilize legal channels to collect funds due the City from scofflaw businesses. The transfer of these accounts has not been successful under the existing structure. There are no staff cuts associated with this reorganization. Any enhancements realized will be from the improved ability to move delinquent accounts from compliance to collections within the statutory collection period. There is a concern about the pace about which delinquent accounts move from compliance to collections. As such, this reorganization should address those concerns. Staff will be reporting to a new supervisor. Staff will still be performing the same tasks as assigned, but with a shared supervisor who will be responsible for ensuring the smooth transition of delinquent business tax accounts from Compliance to Collections. Mandatory garbage is included in the reorganization; the Mandatory Garbage Section (MGS) is being reorganized to a standalone unit. Currently there is no staff that supports or assists with Mandatory Garbage. Therefore, keeping Collections and Mandatory garbage together is not necessary.

The revenues derived from managing the mandatory garbage program (Fund 1700) can only be used for this program, which is why the revenues are located in Fund 1700, and not the GPF. The Mandatory Garbage staff is wholly funded by revenues derived from administering the program. Under the current supervision and funding, the supervisor is only 50 percent dedicated to the mandatory garbage program and 50 percent dedicated to the collections program. This is insufficient for successful implementation of the new Waste Management contract. Implementation of the new Waste Management contract and its associated new billing/collection/assessment processes and procedures will require a dedicated supervisor who can spend 100 percent of his/her time focusing on the program.

Furthermore, the reorganization allows for a single supervisor to dedicate 100 percent of his/her time to wholly managing the collection of delinquent revenues and identification of non-compliant business. Again, this reorganization will smooth the transition of aged accounts between the Compliance and Collections units, improving revenue collections and establish the necessary relationships across all city departments to ensure that delinquent accounts are being forwarded to RMB.

- 21. What would be the estimated staffing cost if the City piloted a program consisting of three social workers who, in cooperation with the Oakland Unified School District, conducted outreach to families with chronically absent elementary and middle school children? If OUSD were to match this amount, does the Administration believe that this would be a worthy expenditure of funds in terms of reducing chronic absenteeism and working more closely with our school district?**

Attendance in elementary school is correlated with achievement. A national study shows that 64 percent of elementary school students who attend school regularly are reading at grade level in 3rd Grade, while only 17 percent with chronic absences read at grade level in 3rd grade (www.attendanceworks.org). Human Services Department (HSD) is aware that intensive follow up and work with families in other districts (e.g., Los Angeles Unified) has led to dramatic improvements in attendance and increased revenues through improved

ADA. HSD's current investments in children and families around school attendance are through the Head Start Program and through the school-based and after-school programs under the Oakland Fund for Children and Youth. There is also investment through the Juvenile Justice strategy in school re-engagement.

The cost of a case manager in the HSD averages about \$115,000 per year, including benefits. HSD currently has case managers who work with frail seniors in the MSSP Program and case managers who support clients involved in the Ceasefire Program. HSD is aware that the OUSD is proposing to recommend funding in their budget for two Social Workers dedicated to an attendance pilot, in collaboration with the City, if funded. OUSD estimates that five (5) Social Workers could work effectively at 10-12 elementary schools that would be targeted based on high level of absences.

22. What would be the cost of fully implementing each of the recommendations in the report, "City of Oakland Tow Contract Oversight," of the 2013-2014 Alameda County Civil Grand Jury?

The RMB estimates it would require 40 hours of audit time cost (fully loaded, approximately \$3,000) to conduct an annual audit. There may be additional costs from OPD for non-audit recommendations.

23. What amount of money does the City spend on each of the following?: in-door pesticides; herbicides used on City road medians; pesticides and herbicides used in City parks. With regard to City medians, what would be the cost of replacing herbicide usage with manual/mechanical weeding by City workers?

The City uses on-call vendors to apply pesticides in City facilities, when needed. An average of 30 to 40 sites receives this service each month. The City spends approximately \$30,000 a year for this service.

Herbicides used on City road medians and Right of Ways: The City spends very little on herbicides. In FY 2014-15, \$4,700 was spent on Roundup. The herbicide is used as a post emergent that kills growing weeds and does not remain active in the soil. Herbicides are not used in City parks. Pesticides are not used unless a health and safety issue arises.

Weeds are cut manually and mechanically at more than 100 street medians and right-of-way locations. Herbicide is then applied to reduce future growth. The frequency of weed cutting and spraying is determined by the weather conditions. The City's Integrated Pest Management program allows the City to use herbicides on street medians and right of way areas. City crews receive yearly training on safe herbicide application. The staff applies "Bay-Friendly" practices including wood chip mulching to reduce the need for water, which also reduces weed germination and a decrease in herbicide use on medians. The Cut and Clean crew has 8.0 FTE to address these areas citywide, which is already inadequate to meet expectations. If the 8.0 FTE were used to replace herbicide usage with

manual/mechanical weeding, it would result in less cleaning and services throughout the City. Further analysis is needed to determine the number of FTEs and equipment to manage this service without any spraying.

- 24. The May 26, 2015 report from the Budget Advisory Committee (BAC) responding to the Mayor's proposed budget recommends "the restoration of modest support for Commissions," noting that the following need addition support: "the on boarding of new commissioners, the City's annual boards and commissions directory, and fair political practices compliance support for commission members." Those recommendation may be partially addressed by (1) the new Oakland Governmental Ethics Ordinance requiring the Public Ethics Commission (PEC), in consultation with the City Attorney's office, to begin conducting a training of government ethics laws for all public servants who file the Form 700 at least once per two years and (2) the PEC already providing various online resources on government ethics, conflicts of interest, Form 700 disclosure, open meetings, and public records. However, I understand that some amount of responsibility for monitoring boards and commissions was transferred from the City Clerk to the Mayor's office some years ago. What is the specific restoration of prior support is the BAC referring to? What would be the cost of ensuring that that the Clerk's office maintains an up-to-date, accurate online listing of all Commissioner appointments and ensures that all new appointees receive a consistent welcome email and packet with all of the PEC's above-noted resources? What would be the cost of ensuring that all board, commission, and committee meeting agendas and materials were permanently archived online? Please coordinate the answers to these questions with the response to the recent budget question regarding emailing board, commission, and committee agenda packets.**

The Public Ethics Commission staff will be providing Government Ethics Act trainings, outreach and support to Board and Commission members and staff in the future, once new staff have been hired, which will not likely occur until late Fall (at the earliest). The BAC report is not intended to be specific in the type of restoration of service other than generally noting that support for boards and commissions suffered during the great recession.

The Policy Tradeoff #27 as noted on page B-9 of the Proposed Budget notes the cost of ensuring that that the Clerk's office maintains an up-to-date, accurate online listing of all Commissioner appointments and ensures that all new appointees receive a consistent welcome email and packet.

Currently, the City has over 28 different liaisons assigned to approximately 33 boards and commissions with different agenda styles and noticing requirements under the appointment authority of the Mayor and Council. In order to centralize the agenda, noticing, and compliance functions in the Office of the City Clerk would require a minimum of two positions in addition to the position noted in Policy Tradeoff #27. The cost of these two positions would be roughly \$210,000 in FY 2015-17 and \$213,000 in FY 2016-17.

25. While Oakland’s RETT tax is \$15/\$1,000 in Property Value, San Francisco has a variable RETT rate:

- More than \$100 but less than or equal to \$250,000: \$2.50 for each \$500 or portion thereof
- More than \$250,000 but less than \$1,000,000: \$3.40 for each \$500 or portion thereof
- \$1,000,000 or more but less than \$5,000,000: \$3.75 for each \$500 or portion thereof
- \$5,000,000 or more but less than \$10,000,000: \$10.00 for each \$500 or portion thereof
- \$10,000,000 or more: \$12.50 for each \$500 or portion thereof

If Oakland voters adopted San Francisco’s rate scheme in 2016 (effective 1/1/2017), but with the \$5,000,000 threshold being reduced to \$2,000,000, what would be the impact on projected FY 16-17 revenues? If such a rate change had been adopted effective 1/1/2012, what would have been the impact on revenues 2012-2014?

Please see analysis below and on the following page.

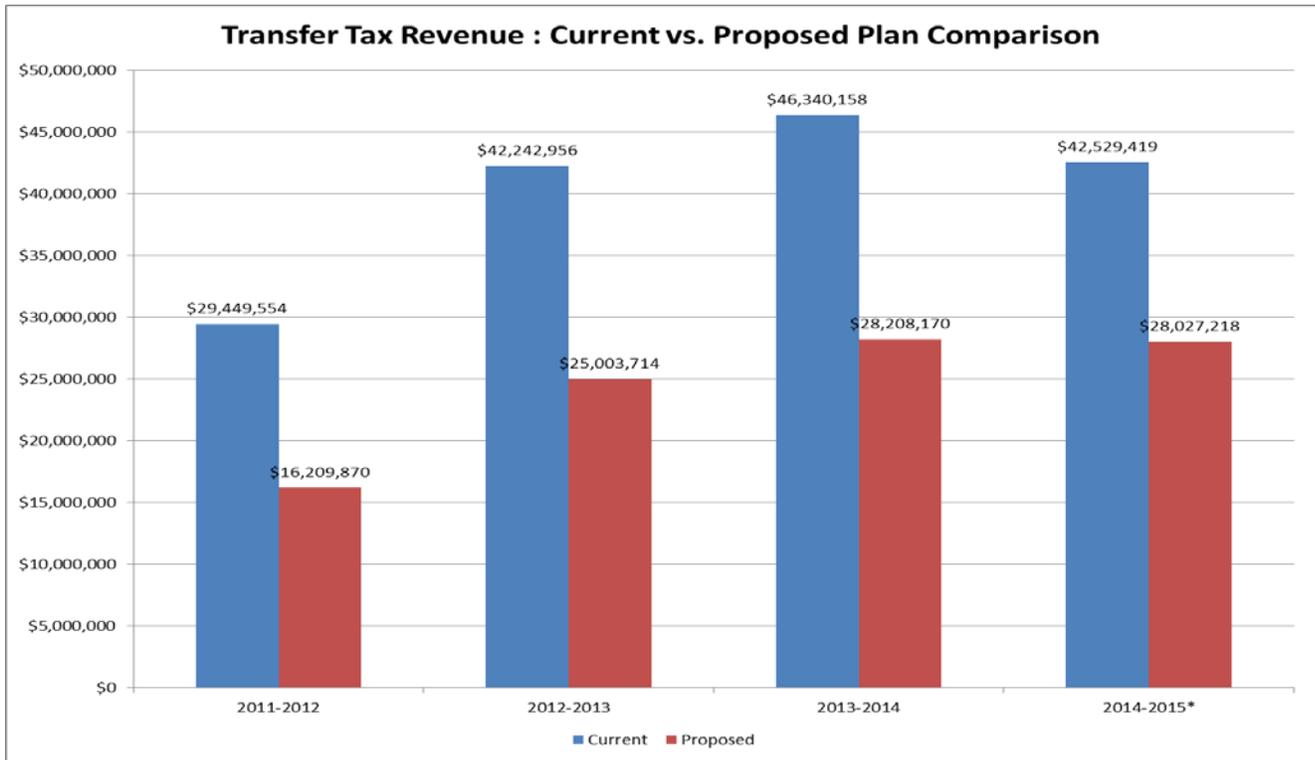
Summary Comparison RETT Collected:

Unadjusted comparison including sale values greater than \$33M (Outliers)

Year	Current	Proposed	Difference	% Decline
2011-2012	\$30,019,554	\$17,159,870	-\$12,859,684	-43%
2012-2013	\$44,509,456	\$28,781,214	-\$15,728,242	-35%
2013-2014	\$57,252,695	\$46,395,733	-\$10,856,962	-19%
2014-2015*	\$48,418,614	\$37,842,543	-\$10,576,071	-22%
Totals	\$180,200,319	\$130,179,360	-\$50,020,959	-28%

Adjusted comparisons removing outliers

Year	Current	Proposed	Difference	% Decline
2011-2012	\$29,449,554	\$16,209,870	-\$13,239,684	-45%
2012-2013	\$42,242,956	\$25,003,714	-\$17,239,242	-41%
2013-2014	\$46,340,158	\$28,208,170	-\$18,131,988	-39%
2014-2015*	\$42,529,419	\$28,027,218	-\$14,502,201	-34%
Totals	\$160,562,086	\$97,448,972	-\$63,113,114	-39%



26. By amount and percentage, how much of Real Estate Transfer Tax (RETT) revenue, FY 04-05 to the current FY, is from sales of property valued at \$2 million or more? By amount and percentage, how much of the RETT revenue during those FYs is from sales of property valued at \$250,000 or less? Please provide a chart estimating the actual number and total value amount of current properties in Oakland by the following valuation categories: (1) \$250,000 or less; (2) More than \$250,000 but less than \$1,000,000; (3) \$1,000,000 - \$2,000,000; (4) More than \$2,000,000 but less than \$10,000,000; (5) \$10,000,000 or more.

The City only has available data from 2011-12 forward. See *Attachment E* for available data.

27. Page 9 of the May 23, 2013 Budget Questions memo references an April 25, 2013 Supplemental Memo providing an answer regarding the revenue projections that would result from increasing RETT. Please provide a copy of the April 25, 2013 memo.

Please see *Attachment F* for the April 25, 2013 report.

28. What brings in more City revenue individually and collectively, residential rentals (via property & business taxes) or condos (property taxes)?

Residential rentals bring in more city revenue than owner occupied properties. The City receives approximately 26% of the 1% ad valorem tax for both. However, residential landlords pay an additional city business license tax of \$13.95 per thousand dollars of the annual gross rents collected.

Revenue Comparison Rental vs Owner Occupied:

Residential Rental		Owner Occupied	
Condo Value	\$490,000	Condo Value	\$490,000
Property Tax Rate	1%	Property Tax Rate	1%
Tax Amount	\$4,900	Tax Amount	\$4,900
City Portion	26%	City Portion	26%
Total	\$1,274	Total	\$1,274
Business Tax			
Rent per Mo.	\$3,410		
Annual Gross Rent	\$40,920		
Tax Rate	0.01395		
Total	\$571		
Residential Rental	\$1,845	Owner Occupied	\$1,274

29. What are the fines for (1) refusal to obtain a business tax license and (2) delinquent registration, and what law establishes them? For both, what are annual fine assessment, annual collection, and outstanding uncollected balance?

All entities carrying on business within the City Of Oakland must register and get a business tax certificate within thirty (30) days from the start date of the business.

OMC 5.04.020 - Business tax

It is unlawful for any person, either for himself or herself or for any other person, to carry on any business taxed pursuant to this chapter in the city, without procuring a business tax certificate from said city; and the carrying on of any business without procuring a certificate from said city shall constitute a violation of this code, for each and every day that such business is so carried on.

Refusal or failure to register, annually file, and remit business taxes in a timely fashion will result in having penalties and interest levied against the business tax account. This is in addition to the principal tax that is due.

Fail to File Fee (OMC 5.04.080 (C))

A fee of \$50 will also be applied for untimely filing of annual business tax declaration and or statement.

OMC 5.04.190 - Penalties

10% - Day 1 through day 60

25% - Day 61 and after

OMC 5.04.230 – Interest

1% (one percent) per month or fraction thereof, on the amount of the tax inclusive of penalties from the date on which the business tax first became delinquent until paid.

**** 5.04.590 - Violations, infraction, misdemeanor.**

In the exercise of the duties imposed upon the Director of Finance hereunder, and acting through deputies or duly authorized representatives, the Director of Finance shall examine or cause to be examined all places of business in the city to ascertain whether the provisions of this chapter have been complied with. For the purposes of this paragraph, in the case of a person coming into the city to do business from a location outside the city, the "place of business" shall be deemed to be the place where such person is engaging in business or offering to engage in business in the city.

Any person violating any provision of this chapter shall be guilty of an infraction. Any person knowingly or intentionally misrepresenting to any officer or employee of this city any material fact in procuring the certificate herein provided for shall be guilty of a misdemeanor, and conviction thereof shall be punishable by a fine of not more than five hundred dollars (\$500.00) or imprisonment in the county jail for a period of not more than six months or by both fine and imprisonment.

Between July 1, 2014 and June 8, 2015, we tentatively identified \$50,553 interest payments received and \$293,852 penalties payments received; and tentatively identified \$40,118 interest payments outstanding and \$112,400 penalty payments outstanding.

30. **In response to Question # 41 in the Administration’s June 1, 2015 Budget Questions #4 memo received on June 4, the proffered reason that rental property tax revenue is below projections is “turn over in rental property ownership,” similar to the answers given to Council questioning on this topic at the June 1st special meeting, despite the fact that the proposed budget notes that real estate sales volume has significantly declined since 2007 (p. E-77). The rest of the response to this question topic can be summarized as staff laying out the steps it intends to take regarding an audit of potential non-compliant, tax and business license delinquent rental property owners. Given that (1) a significant percentage (though not a majority) of Oakland rental units are not subject to rental control, (2) rents are increasing sharply, (3) the business license tax is based on gross receipts, and (4) that p. E-73 of the proposed budget itself states “The City expects to see a benefit from an increase in the rental**

real estate market,” that actual revenue is below projections (see Questions #10 & 11 in the May 18, 2015 Budget Questions #2 memo) is highly suggestive of a collection problem. How many audits of delinquent rental property business licenses and back taxes has the Revenue Management Bureau conducted in each of the following years?: 2005 – 2014.

Three comprehensive audit projects have been completed since 2010. Records of audits prior to this date are not available.

31. For each of the years from 2005-2014, please provide the annual number of additions and deletions of identified businesses in the RMB’s business license tracking systems.

Staff is unable to provide an answer to this question at this time. The supervisor who had the knowledge to pull these reports recently retired, and while staff was trained on the process and could provide this information, RMB is currently awaiting a meet and discuss being scheduled with SEIU 1021 regarding the assignment of this work.

32. Under question #13 in the Administration’s May 18, 2015 Budget Questions #2 memo, the Administration writes, “Currently there is no revenue assumed in the proposed budget from short-term residential rentals, and financial data associated with a single taxpayer cannot be disclosed.” However, the response to question #32 in the Administration’s June 4, 2015 Budget Questions #4 memo states, “The only new revenue in the proposed budget is a sub-set of the Transient Occupancy Tax (TOT), which is proposed \$500,000 annually for short-term rentals as detailed in the May revise.” Is the amount due to the City from a particular taxpayer a matter of public record? Given that options for collecting taxes for short-term residential rentals were clearly listed in a report provided to the Finance & Management Committee on June 24, 2014, when does the Administration anticipate to begin collecting business license and transient occupancy taxes from short-term residential rentals, as well as back taxes, and what are the estimated amounts of revenue?

As of publication of the Mayor’s proposed budget, RMB was still creating the program by which collection of this additional TOT revenue could be achieved. As of June 1, 2015, this program has been put into action and the City should start the collection of these additional revenues in July 2015. The amount due to the City from any particular taxpayer is not a matter of public record (*O.M.C 5.04.140*).

33. Some jurisdictions are taxing cannabis industry businesses beyond simply just dispensaries. In addition, some local manufacturers apparently think they already should be paying the 2% receipts tax currently applied to only dispensaries. If the cannabis tax was assessed against licensed manufacturers, processors, and cultivators, what is the estimated amount of increased revenue that the City would receive?

Medical and non-medical cannabis businesses’ gross receipts are taxed at 5 and 10 percent, respectively, according to OMC 5.04.480 and OMC 5.04.481. It is difficult to estimate

how much increased revenue the City Of Oakland would receive if it began licensing cannabis manufacturers, processors and cultivators, though, as these operations are largely hidden due to federal prohibition and related state and local laws.

However, if local and particularly state regulations were in place that satisfied the concerns of federal law enforcement agencies for cannabis manufacturing, processing and cultivating, Oakland operators would be encouraged to come into the light and operators from other areas would likely be attracted to Oakland knowing that their facility and staff investments would generally be secure. In turn, the City Of Oakland would see increased tax revenue and licensing fees. That said, it would likely take about a year before these facilities obtain licenses and become fully productive, there is the possibility that state regulations may limit the number of local cannabis facilities, and facilities connected to licensed dispensaries may not be subject to additional taxation. City staff is currently exploring regulations concerning all these issues and closely monitoring statewide regulatory proposals such as AB 266.

- 34. If the cap on the number of dispensaries was immediately eliminated as has been done in some other jurisdictions and City regulation staff was increased to a commensurate extent, what would be the estimated increase in FY 15-17 tax revenue (less the increased staffing costs for necessary regulation)?**

It is not clear how much revenue increase, if any, the City Of Oakland would see if it increased the number of medical cannabis dispensaries or eliminated the cap altogether. Preliminary analysis of dispensary data and related tax revenue has revealed that the demand for medical cannabis consumption has slowed as the City Of Oakland expanded the number of dispensaries from four to eight. This trend will likely be exacerbated as nearby jurisdictions such as San Leandro and Berkeley add dispensaries. Thus adding more dispensaries will probably result in further slicing of the same pie rather than increasing the size of the pie. Also, adding more dispensaries will increase regulatory burden, possibly requiring additional staff. However, should the state of California legalize adult recreational use as proposed in 2016, the combined demand for medicinal and recreational consumption should justify additional dispensaries.

- 35. At the June 1, 2015 special Council meeting, the collections handled by the Revenue Management Bureau (RMB) were explained to include (1) taxes and (2) delinquent fees more than 120 days old. However, the Administration's response to Question #42 in the June 1, 2015 Budget Questions #4 memo received on June 4 indicates that individual balances over \$5,000 are handled by the City Attorney's office, not the RMB. In addition, it appears that only some types of delinquent revenue are referred to with the RMB or the City Attorney. For example, are delinquent late filing fines assessed by the City Clerk's office or delinquent Parks & Recreation fees referred to RMB? Has the Administration undertaken a comprehensive assessment of all forms of fee and fine assessment in every department and requested periodic reports from each to ascertain assessment, collection, and delinquency rates? Of the fee and fine assessments that are known, please break down all delinquent fees/fines collected by**

Revenue and ones that are never referred to them. Since jurisdictions such as San Francisco mandate by ordinance that all owed amounts past-due by more than certain amount of days must be referred to a centralized collection unit, would passage of a similar requirement in Oakland likely increase delinquent revenue referrals to RMB and the City Attorney? Of the delinquent balances that are being referred to the City Attorney or RMB, what is each office's collection rate? What would be the cost of and net revenue enhancement of, after reasonable notice and lack of payment, posting all past-due amounts that are delinquent by more than 120 days on the City's website, similar to online posting programs implemented by the California Franchise Tax Board and other agencies?

Delinquent fees from other departments are currently not referred to RMB. Revenue collection for fees is decentralized to the various departments. Departments are responsible for monitoring their own revenues. RMB currently only collects taxes and delinquent accounts aged greater than 120 days, which is provided by the Controller's office. It may be possible to improve collections from other City Departments with a policy similar to San Francisco; however there would need to be sufficient staff resources and effective processes in place. For RMB, *of the accounts assigned to Collections*, the department has a 90 percent successful recovery rate. The proposal to post delinquent accounts on the website would need to be reviewed with the City Attorney's office.

36. What specific steps not incorporated in the proposed FY15-17 budget are currently being prepared to enhance revenue collection by the Revenue Management Bureau in the next two fiscal years?

Included in the budget: 1) Short term lodging strategy; 2) RETT border audit; 3) landlord audit; and 4) Reorganizing some RMB staff (collections/compliance) under one supervisor to more effectively and efficiently collect delinquent accounts aged greater than 120 days.

Not included in the budget: 1) Development of a cannabis cultivation permit and revenue program; 2) Implementation of AB 1717 SBOE/UUT collections; 3) Creation of audit of City parking garages to reduce revenue loss due to improper cash handling; and 4) Development of parking citation payment plan.

37. What is the estimated impact on revenue from business tax license renewals being slowly processed (not timely) by Revenue because of understaffing?

There is no impact on revenue business tax license renewals due to understaffing. The majority of the business tax renewal payments (80-85%) are processed through the lockbox, which deposits the revenue into the City's bank account, then the only remaining step is to merge the payment information into the City's local tax software. The City's local tax software it not an accounting software, it is a specialized transaction database that does not speak to the City's financial software, Active Net then Oracle. Although it is delayed at times due to limited staffing resources, it is all processed by the close of the fiscal year.

- 38. List all individual Finance Department waivers of fines and fees for delinquent business taxes each year, 2012 – 2015, including the name of the entity that received the waiver and the amount of the waiver.**

The Finance Department does not maintain a database that tracks these records.

- 39. Pages E-84-85 of the proposed budget indicate that revenue to the City from the Port of Oakland in FY 15-16 is projected to be 15% of the \$46.8 million in Service Charges received by the City and is expected to remain constant into FY 16-17, for which \$47.1 million in service charge revenue is projected. Page E-84 states, “Port Revenue consists of payments for general services, Fire, and other services the City provides to the Port. The City invoices semi-annually, based on actual costs of services.” Please provide all City semi-annual invoice amounts (broken down by service type) made to the Port from 2011-2014 and the amounts paid to the City by the Port. In addition, please provide the yearly sum of City revenue paid by the Port since 1984. Lastly, please provide duplicates of the Charter Section 715-required certified copies of the Port’s annual budget submissions for 2011-2014.**

Under service agreements Supplemental No. 18, the City has provided the following services to the Port: General Services & Lake Merritt Tidelands Trust, Special Services that include; investment and management of Port funds; personnel services; broadcasting Port board meetings; Airport Rescue & Fire Services; Patrol of Port of Oakland Channels; Jack London Square Police Security; Overweight Vehicles and Commercial Officer and Port Security Program: and Oakland Police Department (OPD) Contingency Services: The Port also pays for CALPERS Prefunding (Port’s share of CALPERS payment), and special assessment for the Landscape & Lighting Assessment District (LLAD) Services. The following is a brief description of the services provided by the City of Oakland to the Port:

1. General Services and Lake Merritt Tidelands Trust:

General services include general police services, fire services, streets, trees and traffic maintenance service provided to the Port of Oakland; Lake Merritt Tidelands Trust area services include Lakeside Parks & Recreation Services, Park Grounds and Facilities Maintenance, Security, Algae control, and expenditures in support of the Necklace of Lights surrounding Lake Merritt.

2. Special Services:

Special services include police security services within Jack London Square and enforcement of all laws and regulations pertaining to Port related maritime trucking activities in the City of Oakland; maintenance of various Port documents and City documents pertaining to the Port by City Clerk; coordinate Civil Service Board appeals for Port employees; broadcasting Port board meetings and investment and management of the Port's funds.

3. Airport Rescue and Fire Services:

Airport rescue and fire services include fire suppression, emergency medical services and airport firefighting services to the Oakland International Airport.

Every year, the City invoices the Port for reimbursement of services rendered. In FY 2015-17 proposed budget, the City budgeted approximately \$9 million for the services provided to the Port as well as the anticipated revenue reimbursement from the Port for such services. *Attachment G* provides the FY 2015-17 budgeted receivables from the Port.

- 40. In the “All Funds Revenue” chart in the proposed budget (p. E-65), is “Port Revenue & Expense Clearing” why FY 13-14 Actuals is listed as (27,654,252)? Since the City holds Port Operating Cash and records their deposits and use of funds, why are Port finances shown in the Budget as negative revenue rather than as positive revenue and negative expenditures?**

Yes, the City holds the Port’s cash and investments; however we do not include the Port operations in budgeting. The negative in FY 2013-14 is due to backing out the Port’s funds when reporting actuals.

- 41. Is the County doing enough to get the post-recession property tax rate back up? Is the County aggressive regarding identifying increased assessment values and charging the increased tax rate? How does Alameda County compare to San Francisco in these regards?**

In FY 2014-15, there were \$913 million in Prop. 8 values restored in Oakland by the County Assessor. There is approximately \$1 billion left to be restored. The Assessor’s office is diligently working to recapture these values for all 14 cities in the County. Note that the strength in the real estate sale market is likely helping to recapture these values as home sale prices continue to increase. The Alameda County Assessor office manages the assessment of 14 cities within Alameda County; in comparison San Francisco is a City/County unto itself. During annual meetings between the Assessor and the cities, the Assessor notes that he is proactively addressing Prop 8 recovery.

- 42. Question #36 in the June 1, 2015 Budget Questions #4 memo asks about the \$590,000 drop in Service Charge revenue from library services fees paid by Piedmont and Emeryville. The response to the question states that the amount is derived from invoices to those cities. Does that mean that amounts invoiced to those cities have dropped? If so, what is the reason for the drop?**

Since 2011, library services have been invoiced to the City of Piedmont totaling \$350,000 annually and the City of Emeryville totaling \$120,000 per year. The \$590,000 is derived from the invoices for Piedmont for FY 2014-15 (\$350,000) and Emeryville for FY 2013-14 (\$120,000) and FY 2014-15 (\$120,000). These payments are assumed revenue for FY 2015-17, which is what is noted in the Q3 report. Both cities have paid all invoiced amounts. There is no drop in amounts invoiced; however there were differences in the

timing of when the invoices were sent (i.e. previously invoiced at year-end and now invoiced during the fiscal year).

43. Why is Fines & Penalties revenue (p. E-82) flat? How many citations were issued in 2013-2014? What is the current collection rate?

Parking citation revenue has leveled off due to implementation of Council’s parking friendly policies such as “no sweep, no cite”, free parking Plaid Friday and every Friday until New Year’s Eve, the five minute grace periods at parking meters, and voiding of issued citations due to the “driver arrived” policy.

Period FY 2013-14

Total citations issued	331,454	Comments
Total citations dismissed	15,980	4.82% Adjudication process
Total citations voided	10,667	3.22% Parking Control Technician requests
Total available for collection	304,807	
Total citations collected	219,555	72.03% Only for citations issued during FY 2013-14
Total citations outstanding	85,252	27.97%

44. Provide a detailed breakdown of the \$ 46.8 million and \$47.1 million in projected revenue FY 2015-16 and 2016-17 revenue from Service Charges. Explain why such revenue is expected to be constant over the next two years.

Revenue is expected to remain constant, because much of the revenue is derived from charges on the Master Fee Schedule. The Master Fee Schedule only proposes fee changes on an annual basis, therefore until fees are reviewed for FY 2016-17, additional revenue cannot be assumed for the second year of the budget.

45. What City fund or funds receives tow contract fee revenue (including the per-towed-vehicle fee & the annual percentage of gross receipts)?

The General Purpose Fund (1010).

46. How are fines/fees/debts recovered via litigation dispersed? Please indicate all specific funds by amount.

For the most part, amounts recovered through litigation are deposited into the Self Insurance Liability Fund (1100). This Fund has a large negative fund balance and is on a formal repayment plan. In some cases, the recovery is deposited into the Fund where the loss or activity that is being litigated is funded.

- 47. How many of the City-owned garages (Jefferson, etc.) utilize permanent access cards. Is there a complete inventory of the number and distribution of such access cards, does PWA track the return of access cards after authorized use ceases, might any access cards be in use by non-City staff (including former employees), and are there any revenue loss estimates for such unauthorized use?**

All City-owned garages, except for Lakeshore Garage, offer monthly parking access cards. Access cards are actively managed on a month-to-month basis, so strictly speaking there are no “permanent” cards.

Each of the City’s parking operators is required to maintain systems for issuing, tracking, invoicing, blocking, canceling and reporting monthly parking access cards. The City’s three contractors maintain separate inventories of cards. Monthly parkers that keep their accounts current are authorized to use their access cards. If an account is past due, parking operators have the authority to block cards until payment is received.

OPW is responsible for overseeing the City’s parking garage operators. This responsibility includes making sure that the monthly parking access card systems are properly maintained. In addition to normal operating statements that include monthly parking revenue information, OPW has the right to request reports detailing monthly access card inventories and has the ability to do spot checks on the seven City-owned garages equipped with the Scheidt & Bachmann system.

In four particular cases, cards have no fee associated with them: 1) cards issued for City-owned vehicles parked at City Center West Garage; 2) cards issued to City employees that are entitled to free parking (for various reasons); 3) cards issued to parking operator personnel, which are used in the course of operating the facilities; and 4) cards issued to residents at Harrison St and Pacific Renaissance Plaza Garages. Unauthorized use of \$0 rate cards is difficult to avoid, because those cards are not subject to monthly checks and balances of the operator’s accounting system. Such abuse is currently detected by doing spot checks, which require reconciling participant information with card usage data. This type of problem is further avoided by programming access cards with expiration dates. There is no data to suggest there is any revenue loss from use of these cards.

- 48. How many frozen positions in revenue division and other departments would, if filled, collect substantially more than they cost to fund?**

There are no frozen positions in the Revenue Management Bureau (current or proposed).

- 49. Please provide copies of all active fee and fine waiver policies used citywide (in all departments, divisions, etc. (Revenue division, City Clerk, Parks & Recreation, etc.), for all specific purposes) and indicate if any departments, divisions, etc. issue waivers in the absence of a written waiver policy or without written correspondence.**

The following departments have policies and instances of fee/fine waivers. Departments not discussed do not currently provide fee/fine waivers.

Finance Department:

5.04.520 - Duties of the Director of Finance—Notice of decisions.

It shall be the duty of the Director of Finance, acting by and through the Business Tax Section, to collect and receive all taxes imposed by this chapter and to keep an accurate record thereof. Said Director of Finance, acting by and through the Business Tax Section, is charged with the enforcement of this chapter, except as otherwise provided herein, and may prescribe, adopt and enforce those rules and regulations necessary or advisable to effectuate the purposes of this chapter, including provisions for the re-examination and correction of declarations and payments; the exclusive discretionary authority to waive penalties; and the authority to defer the payment due dates as prescribed by Section 5.04.190 by up to ten calendar days. In individual cases, the Director of Finance may make findings of fact in support of decisions, determinations and rulings enforcing this chapter. The Director of Finance may prescribe the extent to which any ruling or regulation shall be applied without retroactive effect.

(Ord. 12838 § 3 (part), 2007; prior code § 5-1.52)

On occasion, the **City Administrator's Office** Special Activity Permits staff receives a request from a City Council office or the Mayor's Office for a fee waiver. Otherwise, fees waivers are not granted, however on certain occasions, the Parades, Runs, and Street Festivals section of the Marking division cover fees through funds set aside for this purpose.

Oakland Public Library has two policies regarding fee and fine waivers. Please see **Attachment H** for the actual policy language.

- 1) Policy VI.B is for waving or reducing the replacement fee for material that a patron does not return (example: patron checks out a book and loses or destroys it).
- 2) Policy IV.E is for waving or reducing overdue fines for materials returned to the library after the due date.

Oakland Police Department identified the following: **Special Event Fees** – Chapter 9.52.05 of the Oakland Municipal Code, the Chief of Police shall have the discretion to waive this fee for nonprofit organizations.

Oakland Public Works does not waive fees that are in the Master Fee Schedule. On occasion, OPW has negotiated a Memorandum of Understanding (MOU) in lieu of fees,

but the MOU must go to Council for approval. Recent examples of this include inspection fees for the Oakland Airport Connector project and some of the BART retrofit work.

Planning & Building: Other than waivers authorized through legislation (Ordinance / Resolution), judgments as determined by a Hearing Officer, and authorization by the City Administrator (for waiving of penalties and interest only), the Planning & Building Department currently does not have any active fee and fine waiver policy employed. The Department does not issue waivers in absence of written correspondence or written policy.

Oakland Parks & Recreation does not provide fee waivers, but does work with the Friends of Parks & Recreation and other non-profits to provide scholarships whenever possible.

50. Please provide copies of (or hyperlinks to) all three of the City's economic forecasts used in preparation of the FY 15-17 revenue projections (HDL, etc.).

Please see *Attachment I* for the Beacon Economics forecast, as well as an "East Bay Snapshot". The HdL report is available here: [HdL Prop](#), [HdL Sale](#), [VisitOakland](#).

51. The BAC's May 26, 2015 report states that potential new sources to consider are (1) "development impact fees for short-term residential rentals and (2) "transportation network companies." Please respond to these suggestions with any Administration plans that exist or are in development.

To clarify, the Budget Advisory Committee suggested looking into two types of new revenues: 1) Development Impact Fees, and 2) revenue from short-term rentals and transportation network companies.

- 1) The nexus study to potentially adopt development impact fees is underway. Staff has reported on timing of the outcome of the nexus study, which is
 - Nexus analysis to be conducted through July 2015,
 - Economic Feasibility analysis from February through November 2015,
 - Draft Impact Fee Proposal to Council in November 2015, and
 - Adoption process to begin in December 2015.
- 2) The May Revise included the increase of Transportation Occupancy Tax (TOT) based upon additional projected revenues from short term rentals totaling \$0.5 million in each fiscal year.

Please see *Attachment J* for an article on Transportation Network Companies (TNC). TNC are regulated by the CPUC. "At this moment, it appears that cities cannot require TNCs to:

- Secure a city franchise or operating permit (except at a municipal airport)
- Pay city business license taxes (unless the company is domiciled or has an office in the city); or

- Otherwise comply with local taxi rules and regulations.”

52. Who is now handling the recently-disclosed "dispute" regarding tax payment software contract for the city of Oakland? Please provide an update (including in closed session for those portions of the update that relate to litigation).

As discussed during the June 8th special budget meeting, this is a potential litigation issue and a closed session item. David Pereda in the Office of the City Attorney is the point of contact.

53. Do we have a signed contract for providing the Council-authorized-but-not-provided system to allow the public to pay business taxes online? When is that system now expected to be up and running? What are the next steps required to get that system operating?

Please refer to question #52 above – this is a closed session matter and will return to closed session as soon as possible.

54. Who in the City of Oakland has the authority to waive taxes, fees, fines and penalties? What dollar amount has been waived over the past two years? By whom?

Please refer above, response #49 (page 25). There is currently no mechanism for tracking fee/fine waivers on a citywide basis due to varying legal provisions and systems utilized.

55. The Q3 R&E report states on p. 17 that the Landscaping and Lighting Assessment District (LLAD) Fund's deficit of \$2.32 million "is primarily attributed to the delay in PG&E audits for the LED street lighting project. Once the audits are completed, PG&E will adjust the rates charged to the City and LLAD will realize the cost savings for the new energy efficient street lights." Please describe with specificity the reason or reasons for the delay in the PG&E audits. What is the estimate total amount of unrealized savings thus far? What is the added \$420,000 Oakland Public Works expense of "Add O&M for increase in utility costs in LLAD Fund" on p. E-16?

The audits for the conversion of the streetlights have been substantially completed with an estimated amount less than \$0.1 million left to collect from PG&E. The primary reason for overspending in LLAD, resulting in not reaching a positive fund balance, is rate increases to both electricity and water utilities, as well as cost of living adjustments to personnel expenses without a corresponding increase in the revenue.

The rate schedule for PG&E has increased an average of 8 percent per year over the last several years resulting in a projected \$0.5 million over expenditure for electricity.

Additionally, EBMUD water rates increased by 9.75 percent in Fiscal Year 2013-14, and 9.5 percent in FY 2014-15. EBMUD wastewater rates increased by 9 percent in FY 2013-

14 and 8.5 percent in FY 2014-15. This is also leading to expenditures beyond revenue realized.

Therefore, the primary driver of the deficit in the LLAD fund is the increased utility rates while increases to the utility budget and necessary revenue have not kept pace. The utility budget has been increased for the FY 2015-17 budget cycle, however EBMUD has recently announced even higher rate increases due to the drought.

56. If the voters approved a measure in 2016 to increase LLAD assessments annually based on CPI (effective 1/1/17), approximately how much more money would be raised for the LLAD annually beginning in 2017? And please provide a few examples of what those additional funds could be used for.

The table at right shows that a voter approved CPI increase, assuming 3% for CPI, would net almost \$0.6 million in revenue for the LLAD Fund. At minimum the CPI adjustment is needed to address funding shortfalls in utility costs and increased personnel costs.

Current Assessment	18,970,646
3% CPI Increase	569,119
Total	19,539,765

In addition, Park and Tree Services will face a severe funding challenge in the next budget cycle – FY 2017-19. In each year of the proposed budget, Park and Tree Services has \$4.5 million appropriated from the Comprehensive Cleanup Fund (1720) and the fund is using \$2.4 million and \$1.9 million, respectively in fund balance each year to sustain these operations. At the conclusion of the FY 2015-17 proposed budget the fund balance is projected to be fully expended.

The CPI increase would not be sufficient to meet the current maintenance level for Park and Tree Services, but any level of increased revenue would put this program in a better position than it currently is. Any changes to the LLAD would require property owner approval through an Assessment District process or creation and approval of a parcel tax. Identifying permanent and sustainable funding for Park and Tree Services should be a top priority for the City.

57. Provide information on the methods that OPW uses to monitor and contain costs, and to ensure that projects are properly completed – benchmarking study.

Oakland (Public Works) participates in a statewide benchmarking study that its goal is to benchmark performance by tracking project costs and to develop Best Management Practices (BMPS) to improve project delivery including quality, cost and schedule. Project delivery cost is measured as a ratio of soft costs (planning, design project management and administration costs paid to staff and consultants to prepare and administer construction documents) to hard costs (actual construction cost comprising of material and labor costs paid to contractors). Currently, the 5-year statewide average for project delivery cost is 45%. In Oakland, this same average is 35% -- well below the statewide average. OPW staff in project development, design and construction management follow many BMPS to

ensure quality and cost control measures. Project costs are tracked through the Oracle financial system through the OPW Project Tracking Application (PTA) database. Quality control is provided through regular inspections, material testing, punch-list development, and final walk-through with client agency and maintenance staff before issuing a formal Notice of Completion. In addition, a follow-up inspection is conducted one month prior to the expiration of a project warranty period. Standards for the management of projects are contained in the Public Works Manual of Construction Management Practices. At the end of each project, staff hold a post-construction meeting to revisit design, construction, communication, and project management issues and lessons learned.

58. Who is responsible for keeping track of grant application opportunities and deadlines?

The tracking of grant applications, opportunities, and the applying for a grant requires coordination amongst a number of Departments within the City. One of the main roles of the recently revived Citywide Grants Coordinator position (currently vacant and recruitment on-hold) within the City Administrator's Office is to seek out/advise City departments regarding the availability of potential external resources and to coordinate the preparation/submittal of grant applications. Since the preparation of a successful grant application requires considerable teamwork, the Citywide Grants Coordinator works closely with grants subject matter experts within departments to ensure timely submission of grants. Many departments also have effective and well established grants staff that require little to no direct assistance and thus track grant opportunities and deadlines internally.

59. Who specifically is handling the master list of transportation and transit-oriented-development funding opportunities? Where is the list of funding opportunities and deadlines? (please provide a copy). Who has authority to decide whether or not to apply for a grant on projects we are seeking to advance?

The Transportation Planning and Funding Division of the Public Works Agency continuously update a master document of transportation-oriented funding opportunities. A copy is provided as *Attachment K*. The Division holds quarterly interagency meetings to discuss the specifics of grant opportunities and "just-in-time" meetings are held as new grants or timing for submittals change. Transportation-related projects in any stage of development are advanced for consideration by staff members from Public Works, Planning and Building, and Economic Development (formerly Redevelopment). These projects are reviewed by representatives from these departments to determine whether a project matches a certain grant source requirement and if the project has been developed to the appropriate level to compete well for that grant source. Prior to a recent resignation, a Grants Coordinator in the City Administrator's office assisted with coordination on very complicated, large dollar cross-agency grants.

Development of this interagency process has evolved over the past two years and decisions have been made at the administrative level, based on analyses of which projects have the best chance of getting funded, given:

- Whether the project matches the stage of development required by the grant (Planning only? Design only? Construction only?);
- Past history (What was funded by that grant previously? Can the City successfully compete again for that same pot of money?);
- Knowledge of regional, state, and national odds of competing well (Project readiness for design and construction is key for larger grants);
- Whether other project sponsors outside City control are applying (ACTC, MTC, BART, etc.);
- How well it meets Complete Streets Policy (Funding Authority requirements); and
- How well the transportation project address equity concerns across all of Oakland.

When possible, staff provides information on potential grant opportunities to City Council. However, in most cases the time between a call for projects and the deadline by which to submit grant applications is not sufficient to analyze the grant requirements, review potential projects, select appropriate projects, bring a recommendation to City Council for discussion and action, and then complete the application in time for submittal.

Other grant opportunities, some of which overlap with Transportation and Transit-Oriented Development Grants, exist from other sources, including Proposition 84 Statewide Parks Grant, Housing Rewards Park Program, Bay Trail Grant and Community Development Block Grants are also managed in the Project Delivery Division of the Public Works Department and included in the quarterly coordination discussion. Those grants are summarized to Council in the biennial Park Prioritization process.

Staff will bring a report to Council summarizing known and anticipated grant opportunities, the current list of potential grant projects, a summary of the process used to recommend projects for grant submittals and recommendations for a system, such as the Oracle Grants Module, to be implemented to track grants and applications and share information across all organizations and levels.

- 60. Provide an analysis of creating a fund for private sidewalk repair to fund contract work while the City goes through the lien process, need to conduct analysis of both the legality of this effort and the feasibility of collecting the revenue. Work with Revenue if necessary.**

Staff has focused efforts in the past several years on a corridor-approach to correcting both public and private sidewalk defects at the same time. Staff is in the process of analyzing the true costs of this effort and based on that information will be in a position to recommend at a future date a pilot program to expand this effort beyond the targeted corridors.

A revolving fund would need to be sufficient to fund work done by the City because recouping the costs through the lien process could take several years or longer.

As a first step, staff recommends that Council enact a Sidewalk Liability Ordinance. Such an ordinance would affirm that property owners who are responsible to maintain the sidewalks abutting their property are also responsible for any liability associated with any lack of maintenance. The second step would be establishing an enterprise fund for OPW to conduct this business and be able to track its performance.

61. Provide map and scope of work for the plant establishment period and other contract temporary maintenance services for Lake Merritt.

Map of 12th Street improvements plant establishment area (through May, 2016):



Map of Sailboat House Plant establishment area (through July, 2020):



See *Attachment L* for scope of work.

- 62. Provide a list of all DD projects other than the Lake Merritt / 12th street Area that are completed and now require maintenance.**

Please see *Attachment M*.

- 63. Provide report as to why Council direction is not being followed as to certain funds being taken from certain fund balances – Fund 1100 Woodminster Amphitheatre?**

The Self Insurance Fund (1100) has a substantial negative fund balance and is on a formal repayment plan (estimated to be more than \$20 million negative at FY 2014-15 year-end). Much of the funding for Fund 1100 comes from a transfer from the GPF, so the source for this ADA project would also come from the GPF. Rather than showing an additional transfer to Fund 1100 from the GPF, the proposed budget funds the project directly from the GPF.

- 64. Provide detailed breakdown of costs of the upkeep of parking meters, the parking meter budget, and the revenues generated since new meter installation.**

The Parking Meter Repair Division is comprised of 8.00 FTE's – 1.00 FTE - Public Works Supervisor I and 7.00 FTE's Parking Meter Repair Workers. This Division maintains approximately 3,900 single space parking meter spaces and 567 multi-space parking

kiosks. The per meter monthly single-space parking meter fee is composed of the Monthly Gateway/Wireless Data Fee of \$3.75, Monthly Management System Fee of \$2.00 , and Credit Card Transaction Fee of \$0.13 per transaction. The conversion of the single-space parking meters to new Smart Meters started on May 19, 2014. The funding also provides for the parts necessary to perform the day to day repairs and replacement of the CALE multi-space kiosks. See chart below:

<u>Expenditure Classification</u>	<u>FY 2015-16</u>	<u>FY 2016-17</u>
Personnel	838,593	850,088
O&M	171,352	170,352
Communication / Management Fees	660,800	660,800
Replacement of CALE (Multi-space Kiosk)	881,781	903,411
Internal Service Fee	235,535	217,937
Overhead Costs	93,844	94,844
TOTAL	2,881,905	2,897,432

The table below compares the previous year’s revenue collections to the current year with the Smart Meter installation.

	May 2013-April 2014	May 2014-April 2015	Inc/(dec) \$	Inc/(dec)%
May	1,015,059.44	933,840.83	(81,218.61)	-8%
Jun	944,138.65	1,141,547.48	197,408.83	21%
Jul	1,116,866.40	1,179,719.93	62,853.53	6%
Aug	968,528.05	1,060,440.22	91,912.17	9%
Sep	858,641.60	1,168,168.95	309,527.35	36%
Oct	1,038,257.54	1,183,828.82	145,571.28	14%
Nov	941,128.58	1,128,951.40	187,822.82	20%
Dec	811,078.28	1,044,621.34	233,543.06	29%
Jan	938,603.32	1,125,633.26	187,029.94	20%
Feb	962,807.65	1,126,735.18	163,927.53	17%
Mar	1,102,971.45	1,357,742.24	254,770.79	23%
Apr	1,055,617.50	1,285,395.77	229,778.27	22%
Total	11,753,698.46	13,736,625.42	1,982,926.96	17%

65. Ensure that phone number for service is on every parking meter and explain the location of that number on the new single space meters.

The Bureau of Revenue has awarded the “Pay by Phone” contract to a vendor. Staff anticipates taking the contract to City Council in September. Once the contract is executed the new vendor will be putting new stickers and signs up throughout the City.

66. Provide staff costs re: graffiti abatement and information on fines assessed and enforcement actions

In 2014 the cost was \$625,272. The budget in Org 30673-Graffiti Abatement Rapid Response also includes electrical painters and cut/clean crews. There are 4.0 Painters to address Graffiti citywide. The Office of the City Attorney (OCA) and the Oakland Police Department (OPD) handle enforcement actions for graffiti abatement. The Alameda County District Attorney, and the San Francisco District Attorney (some serial taggers operate in both cities), are currently pursuing criminal cases and the OCA is following up on these criminal cases with civil cases, where appropriate, to recover damages. The OCA often assists in developing graffiti cases with OPD and the DA's offices. For cases in which the San Francisco District Attorney is involved, that office requested the OCA not pursue civil or administrative actions until after any criminal charges are filed so as not to jeopardize the criminal actions by giving the suspects a "head up" that they are being investigated. To date, the City has recovered \$1,000 in cost recovery through civil court related to graffiti enforcement. The challenge in graffiti cases is that the perpetrators are rarely caught in the act and determining who the identity of perpetrators based on monikers requires more investigation and expert assistance in order to bring cases. Graffiti is unlike illegal dumping where the perpetrators are more readily identified through license plates and eye witnesses. City Administration, OPD, Public Works, Code Enforcement, and the OCA are working on developing additional strategies to address graffiti enforcement.

67. Provide an analysis of the efficiency gains from the Ball Fields group transfer from OPR.

OPW is a maintenance organization and ball field maintenance is a subset of landscape maintenance; the combination of the two should provide for efficiencies. OPW have knowledgeable staff and supervisorial classifications to provide the necessary supervision to ensure ball fields are maintained at an acceptable level. Integrating ball field maintenance staff with the rest of the park maintenance staff gives OPW the ability to cross train staff and utilize personnel and resources where they are needed.

68. Provide a breakdown of the allocation of Waste Management Franchise revenues

In 2015-16 the City will receive a combined total of \$28,034,000 in revenue from Waste Management of Alameda County and California Waste Solutions for franchise fees and AB939 fees.

- General Fund (1010) will receive \$5,347,000.
- Comprehensive Clean-up (1720), which funds the Keep Oakland Clean and Beautiful Division and part of Park Maintenance will receive \$19,477,000.

- AB 939 Recycling Program (1710), restricted to Recycling and Sustainability, will receive \$3,240,000.

69. Did anyone on Oakland staff receive an offer from the Coliseum developers to pay for Oakland to have the assistance necessary to prepare grants? If so, who/what was involved in making the decision to reject this offer?

According to Economic & Workforce Development staff, the current master developer has offered to support the City/County with assistance in identifying and researching grant opportunities for the Coliseum City project. This offer of support was not rejected; City and County staff met with the master developer's grant representative and have been provided a matrix of possible grant sources and opportunities. The City and County will continue working internally as well as with the master developer team and grant representative to identify any upcoming grant opportunities.

70. Is 211 seeing a reduction in funding?

No, the program is funded through a Human Services contract and has been \$100,000 for many years.

71. If more resources are allocated to Oakland Animal Services, what is the priority? What could be added with \$200,000 and what would be the operational impact?

If \$200,000 was allocated, 2.5 FTE Public Service Representative positions would be added. The fully loaded cost would be \$194,630 in year one and \$197,418 in year two. This level of additional staffing would enable the Shelter to be open and answering phones roughly 30 or 35 hours per week. (The shelter is currently open 21 hours per week and the phones are staffed approximately 10 hours per week.) It would also allow the Animal Control Officers more time responding to issues "in the field".

72. Please explain the recent concerns of the Asian Cultural Center and potential solutions.

There are no reductions for Senior Services in the proposed budget. Currently, the Human Services Department implements a grant agreement with Family Bridges (\$79,680 per year in the proposed budget) to run the Hong Lok Senior Center to support monolingual seniors in the Chinatown area. This grant funding has seen reduced in prior years, but there is no reduction in the FY 2015-17 budget as compared to the last two year budget.* On average the Hong Lok Senior Center serves 130 daily and 200 unduplicated clients per month. Family Bridges also runs a thriving child development center, which lost its facility and as a result displaced the regular senior center location. The Senior Center was moved to the Asian Cultural Center, but the location was not permanent. The Senior Center is now in a smaller location and seniors often opt to walk to neighboring Lincoln Recreation Center for their recreational activities. The fundamental issue is critical lack of space for both the child care and seniors given the high demand for both services.

Capital investments in expanding space and programming funds for seniors and childcare is badly needed in this neighborhood. There is a potential for utilizing Central District redevelopment bond funds allocated for public facilities for capital improvements at the Oakland Asian Cultural Center.

* The contract amount for funds we provide to other CBO's who operate senior services: Unity Council - \$175,296, Vietnamese Centers - \$36,720.

73. Provide a breakdown of the revenue within EWD.

Please see *Attachment N* for revenue details for the Economic & Workforce Development.

74. Provide a breakdown of the WIA Grant Fund expenditures between City operations and service providers.

Below is a high level summary of the proposed allocation of WIA grant funds. A detailed report of the proposed WIA budget will be presented at CED Committee on June 23, 2015. The 23 percent allocation of WIA grant funds to City operations is a decrease from 32 percent in FY 2014-15 (not including budgeted carryforward amounts utilized).

	FY 15-16 TOTAL	
Subtotal of Program Expenditures	\$3,531,501	77%
Subtotal of City Operations	\$1,055,687	23%
Total Expenditures	\$4,587,188	

75. Is First Friday funding included in the budget?

There are no new funds in the FY 2015-17 proposed budget for First Fridays; however the FY 2013-15 budget cycle \$200,000, in one-time GPF was allocated to community festivals, including First Fridays to cover City costs, such as OPD. Approximately \$75,000 of these funds are projected to carryforward into FY 2015-16, which could cover roughly 12 months of First Friday events.

Additionally, the Measure C Fund (2419) budget for FY 2015-17 is budgeted for \$130,000 and \$135,000, respectively for Fairs & Festivals. Currently these funds are utilized to cover annual festivals. The suggested recipients are as follows:

- Temescal Street Fest;
- Laurel Street Fair;
- Chinatown Street Festival;
- Oakland Pride;
- Love Our Lake Day;

- Black Cowboy Parade;
- Oaktoberfest;
- Rockridge Out and About;
- Dia de los Muertos;
- Chinatown Lunar New Year Bazaar;
- Malcom X Jazz Festival;
- Love Our Neighborhood Day; and
- Juneteeth Community Picnic

76. Minimum wage ordinance compliance – is there \$150,000 in the proposed budget to hire a FTE to investigate cases of non-compliance?

Yes, there is \$150,000 in one-time funds in FY 2015-16 to hire temporary personnel to support and assess the workload associated with monitoring and compliance of the voter-approved local minimum wage law provisions (Measure FF).

77. Minimum wage ordinance compliance – is there \$250,000 in the proposed budget to enter into contract with community based organizations (CBOs) to do informational outreach and advocacy?

No.

78. Day labor services – is there \$160,000 in the proposed budget to coordinate and provide day laborers with services and advocacy?

Yes, funds are included in the proposed budget for the Day Laborer program. Per the May Revise as published on May 29, 2015, one-time funds were added totaing \$142,000 in FY 2015-16 (10 months based on current contract expiration) and \$170,000 in FY 2016-17.

For questions, please contact Kiran Bawa, Budget Director, at (510) 238-3671.

Respectfully submitted,

/S/

Kiran Bawa
Budget Director/Deputy City Administrator

Attachments:

- A – Firing Range Options
- B – Transitional Academy Outreach
- C – Report on Privately-Owned Security Cameras
- D – Litigation Payments over \$20,000
- E – Real Estate Transfer Tax Historical Analysis
- F – April 25, 2013 Report to City Council
- G – FY 2015-17 Port of Oakland Budgeted Receivables
- H – Library Waiver Policies
- I – Economic Forecast Reports
- J – Article on Transportation Network Companies
- K – List of Discretionary Grant Programs
- L – 12th Street Plant Establishment Scope of Work
- M – List of Completed Measure DD Projects
- N – Revenue Detail for Economic & Workforce Development Department

CITY OF OAKLAND

Memorandum

TO: Training Section
ATTN: Sgt. Israel
FROM: D. Campbell
DATE: 22 Sep 00

RE: Response to McClaren Range Space needs Study

This memo is in response to reviewing the initial space needs study from McClaren and Associates. I will make corrections and changes to our needs referring back to each section addressed in the study.

MAIN PISTOL RANGE

The size of the range as needed is 25 yards long, 6 feet on center spacing for each shooting lane, with 15 yards (not feet) of back spacing. This amount of backspace is needed to ensure maximum flexibility and accommodate all current and projected future needs. The range walls and ceiling must be armored 270 degrees when facing down-range and standing on the 15 yard line. The target line will remain stationary, the individual shooters will move about the range to the desired shooting positions. This is needed for realistic training and flexibility. Ideally there will be no support columns running down the center of the range. The range will be wide open. The range will be a lead range capable of accommodating all ammunition types from .223 down.

RIFLE RANGE

The rifle range specifications are correct. It will be lead range.

360-DEGREE TACTICAL SHOOT HOUSE

The room in which the shoot house is located does not need a bullet trap. The room should be 2200 square feet in size to cover planned future expansion of the shoot house. The shoot house design that OPD will use is modular and moveable. The house itself is rated to stop the specified projectiles, so only the roof need stop projectiles. This range will be a lead-free and frangible area only.

IMMEDIATE FEEDBACK RANGE

This range needs only be 15 yards, not 25 yards. 15 feet of backspacing behind the 15-yard line is needed. This range will also use lead-free frangible only.

CLASSROOM

The classroom needs to accommodate 50 students. The break area will be at the back of the class. Tables should be flat for students so technical/armorer courses as well as traditional classes may be taught. This classroom should have a partition so that the room may be divided into two smaller classrooms of 25 persons each. There should be an area that houses the audiovisual equipment.

FIREARMS SIMULATOR ROOM

This is an addition to the initial OPD needs request. A room that is 20 feet wide and 30 feet long is needed to house a simulator and related training devices.

WEAPONS CLEANING/MAINTENANCE/STORAGE

The size of storage areas needs to be increased. The OPD Range also stores and issues all personal safety equipment.

Ammunition: 300 square feet

Safety Equipment: 1400 square feet

General Storage: 400 square feet

Targets and Props: 600 square feet

Weapons: 120 square feet

Total Storage: 2,820 square feet

✓ This figure does not include armorer work areas or the student cleaning area.

RANGE ADMINISTRATION

This specification is correct.



Doug Campbell
Range Master
Training Section

City of Oakland, California
 Police Firearms Range
 Space Needs Study
 • Draft#2 • January 2001 •

Police Firearms Range Building: Square Footage Summary

	Staff	Area Total	Remarks
Administrative Offices			
Police Administration	3	1,271	
Classroom/Maint.			
Classroom/Ready Room	0	1,900	
Weapons Cleaning/Maint.	0	4,709	
Range			
Main Pistol Range	0	22,968	
Rifle Range	0	31,845	
360 Degree Tactical Shoot House	0	3,600	
Immed. Feedback Range	0	3,089	
Support Spaces			
Lobby Public Areas	0	930	
Locker/Fitness	0	4,273	

Staff Subtotal: 3

Total Net Square Footage (Single Story)	74,584
Structural/Design Factor (.090 x NSF)	6,713
Total Gross Square Footage	81,297

Notes:

- SF Draft Scenario#1 was 71,918 SF (9,427 Increase)

City of Oakland, California
 Police Firearms Range
 Space Needs Study
 • Draft#2 • January 2001 •

Staff	Spaces	Space Code	Area Total	Remarks
→ SW				

Classroom/Ready Room

Classroom A	<u>1</u>	<u>400</u>	<u>400</u>	25 (View Range)
Classroom B	<u>1</u>	<u>400</u>	<u>400</u>	25 (View Range)
Chair/AV Storage	1	STOR2	80	
Firearms Simulations Room	<u>1</u>	<u>600</u>	<u>600</u>	20X30
Break Room	<u>1</u>	<u>40</u>	<u>40</u>	
		NA	0	

Subtotals	0		1,520
Circulation	25%		380
Net Area			<u>1,900</u>

Weapons Cleaning/Maint.

With St. Stl. Counters & Compressed Air

Weapons/Target Maint. Cntr. (Armorer's)

• 4 Workstations	4	OP1	180	4 Stations
• Clearing Area	1	15	15	
• Dip Sink	1	SNK2	15	
• Supply Cabinet	1	SHLF1	11	
Target/Maint Shop		NA	0	
• Bench Area	1	300	300	
• Tool Areas	1	100	100	
		NA	0	
Student Cleaning Area		NA	0	
• 20 Bench Stations	20	CNTR2	300	W/Drawers
• Clearing Area	1	15	15	
• Dip Sink	<u>0</u>	<u>SNK2</u>	<u>0</u>	Deleted
• Supply Cabinet	1	SHLF1	11	
		NA	0	
Target Storage/Props Room	1	600	600	Projects, Props
Ammunition Storage	1	300	300	
Weapons Storage	1	STOR3	120	
Safety Equipment	<u>1</u>	<u>1400</u>	<u>1,400</u>	
General Storage	<u>1</u>	<u>400</u>	<u>400</u>	
		NA	0	

Subtotals	0		3,767
Circulation	25%		942
Net Area			<u>4,709</u>

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City of Oakland, California
 Police Firearms Range
 Space Needs Study
 • Draft#2 • January 2001 •

Staff → SW	Spaces	Space Code	Area Total	Remarks
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Main Pistol Range

Firing Lanes	25	450	11,250	25 Yard/6' Wide
Aft Range	<u>25</u>	<u>270</u>	<u>6,750</u>	15' Behind Range
Backstop/Trap	25	108	2,700	Inclined Rubber/Escalator
Control Room	1	180	180	Shared Between Ranges
		NA	0	
		NA	0	

Subtotals	0		20,880
Circulation	10%		<u>2,088</u>
Net Area			22,968

Rifle Range

Firing Lanes	10	2,400	24,000	100 Yard/8' Wide
Aft Range	25	90	2,250	15' Behind Range
Backstop/Trap	25	108	2,700	Inclined Rubber/Escalator
		NA	0	
		NA	0	

Subtotals	0		28,950
Circulation	10%		<u>2,895</u>
Net Area			31,845

360 Degree Tactical Shoot House

Shoot House	<u>1</u>	<u>3,600</u>	<u>3,600</u>	Pre-engineered (Frangible/No Lead/No HEPA)
Staging Area	<u>1</u>	<u>0</u>	<u>0</u>	Deleted (Included in pre-engineered)
		NA	0	

Subtotals	0		3,600
Circulation	0%		<u>0</u>
Net Area			3,600

Pre-Engineered (no circulation factor)

Immed. Feedback Range

Firing Positions	<u>6</u>	<u>270</u>	<u>1,620</u>	Frangible/No Lead/No HEPA 15 Yard/6' Wide (Reduced from 25 Yard)
Aft Range	6	90	540	15' Behind Range
Backstop/Trap	6	108	648	Inclined Rubber/Escalator
		NA	0	

Subtotals	0		2,808
Circulation	10%		<u>281</u>
Net Area			3,089

City of Oakland, California
 Police Firearms Range
 Space Needs Study
 • Draft#2 • January 2001 •

Staff → SW	Spaces	Space Code	Area Total	Remarks
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Lobby Public Areas

Lobby Area	1	250	250	
Public Restrooms	2	T2U1	280	1Male + 1Female
Entry Vestibule	1	70	70	Door Control
Lobby Seating	1	WTG6	144	
		NA	0	

Subtotals	0	744
Circulation	25%	186
Net Area		930

Lockers/Fitness Space:

M Lockers	25	LKR3	250	Instructors
FM Sworn Lockers	10	LKR3	100	Instructors
M Day Use Lockers	50	LKR2	500	Day Use Officers
FM Day Use Lockers	15	LKR2	150	
M toilet/sinks/showers area	3	T1SH1	250	
FM toilet/sinks/showers area	2	T1SH1	180	
First Aid Room	1	PO1	108	
		NA	0	
		NA	0	
Premise Wiring Room	1	120	120	
Mechanical Room	1	1400	1,400	
Restrooms	2	T2U1	280	
Janitor Room	1	STOR2	80	
		NA	0	

Subtotals	0	3,418
Circulation	25%	855
Net Area		4,273

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PLANNING, DESIGNING, CONSTRUCTING, AND MAINTAINING FIRE TRAINING CENTERS

Roger M. LeBoeuf, P.E.

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Overview
Roger LeBoeuf



Professional Engineer

- V.P. of Elliott, LeBoeuf & Associates
- Specializes in planning and designing fire training centers
- Over 130 fire training center projects in 27 states and Egypt
- NFPA Technical Committee on Fire Service Training (writing 1402, 1403, and other documents)
- Over a dozen published articles on burn building design and evaluations





Overview

Presentation Goals

Purpose

- General overview
- Ideas for buildings & training props

Goals – To understand:

- Overall process (separated into 10 steps for this presentation)
- Planning and construction process
- Planning / budgeting for operations, maintenance, and future growth
- Different training opportunities
- Types of facilities to support the training



Overall Process

10 Basic Steps

1. Needs assessment
2. Select an architect/engineer (A/E)
3. Identify potential users
4. Identify who will operate and maintain the facility
5. Identify & market funding sources
6. Master plan the site and primary buildings / training props
7. Find a site – what to look for in a piece of land (hand in hand with Step 6)
8. Design
9. Construction
10. Operate and maintain the facility



Show of Hands

Who is planning to build a new fire training center?



FUTURE RESIDENTIAL
 43rd St (West Side)
 42nd St
 41st St
 40th St
 39th St
 38th St
 37th St
 36th St
 35th St
 34th St
 33rd St
 32nd St
 31st St
 30th St
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What is the #1 reason that you need a new training center?

Step 1 – Needs Assessment

Be sure there is a need before moving forward

Fire Training Center Questionnaire

Page No. 2 of 8

4. Would your organization consider sending recruits to the FTC?

Yes No

If yes, please answer the following:

A. Where do your recruits currently receive training?	
B. What is the typical length of your recruit academy in hours/days/weeks?	
C. How many recruit academies would you anticipate having at FTC each year?	
D. How many recruits would you anticipate to be in each recruit academy?	
E. Would you want your instructors to teach the recruits or would you want FTC instructors to provide the training?	

5. Would your organization consider sending in-service personnel to the FTC?

Yes No

If yes, please answer the following:

A. Where do your in-service personnel currently receive training?	
B. What are the annual requirements for in-service training for your personnel? (Please provide list of training objectives and number of annual training hours per objective. Please use back for additional space, if required.)	
C. How many in-service personnel would you anticipate sending to FTC each year?	
D. Would you want your instructors to teach your in-service personnel or would you want FTC instructors to provide the training?	

Critical ideas

- Design is Step 8, not Step 1.
- Why do you need a training center?
- Who do you need to teach?
- What do you need to teach them?
- What training resources do you already have?
- Are they adequate? Cost effective?
- At what rate is the community growing?
- What changes to the training needs do you anticipate in the next 10 years?
- The next 20 years?

Step 1 – Needs Assessment

Be sure there is a need before moving forward

Fire Training Center Questionnaire Page No. 3 of 8

6. Are there other personnel that your organization would consider sending to the FTC?
 Yes No

If yes, please answer the following:

A. Which personnel would you send?

--	--

B. Describe the training that these personnel would require (list training objectives and training hours for each objective).

--	--

C. How many of these personnel would you send each year?

--	--

D. Would you want your instructors to teach these personnel or would you want FTC instructors to provide the training?

--	--

7. If your organization were to send students to FTC, please consider the training objectives and what facilities would be important to support those training objectives. How often would your organization send students to FTC to use each of the following facilities?

Facility	Frequently	Sometimes	Never	Number of Students Per Year
Shooting Range (fixed lanes of varying length)				
Shooting Range (varied layouts for scenario training with live ammunition or simunitions)				
Mock City ("Mini Village" to simulate a streetscape)				
Training Tower (no fees inside)				
Chemical Building (small structure to practice firing tear gas canisters or other chemicals into a building)				

Resources and Tools

- Working group of potential end users (see Step 3)
- Written survey of potential end users

Statistics to gather

- Number of potential students
- Geographic distribution of potential students
- Annual training requirements (curriculum & hours)
- Where training is currently done
- Costs of current training

Step 2 – Select an A/E

A/E should assist with all planning steps, not just design

Fire Training Center Design Training Objectives Page No. 2

Select training objectives consistently met in past facilities or sites	Y/N	Information
<p>Unmet objectives:</p> <ol style="list-style-type: none"> Single family residence Apartment multi-level residential Commercial office and retail Industrial Multiple <p>Fees:</p> <ol style="list-style-type: none"> All-in Basic grade Basic grade Basic grade Basic grade Basic grade Basic grade <p>Fire scenarios:</p> <ol style="list-style-type: none"> Ignition distribution Behavior of hot gas Heat release rate Intensity of fire Roofover Flashover Precedent Thermal layering Direction of Thermal Balance Fire control Smoke <p>Hose evolutions:</p> <ol style="list-style-type: none"> Connect a supply hose to FDC Connect a hand line to a standpipe and advance to an upper floor Advance a hand line up a ladder to a second floor landing Advance a hand line up interior and exterior stairs to an upper level Advance a hand line down interior and exterior stairs to a lower level Hoist a hand line up building exterior <p>Stop the flow of water from a sprinkler head (or perhaps a sprinkler lab)</p> <p>Ventilation:</p> <ol style="list-style-type: none"> Horizontal Vertical Other 		

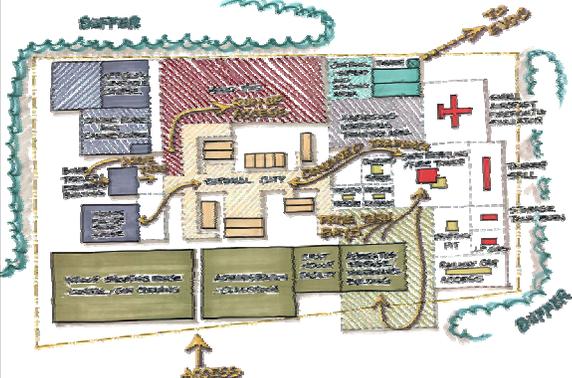
Role of A/E

- Validate needs assessment
- Determine training objectives
- Determine what land, buildings, and training props are needed to facilitate the training objectives
- Estimate how much land is required
- Estimate project budget
- Assist with marketing the project



Step 2 – Select an A/E

A/E should assist with all planning steps, not just design



Role of A/E

- Master plan site and primary buildings / training props
- Help find a suitable site
- Design the facility
- Assist with bidding the project for builders / contractors
- Provide construction administration
- Post-construction assistance with evaluations and maintenance

Step 2 – Select an A/E

A/E should assist with all planning steps, not just design



Selecting A/E

- Qualifications are critical (specialty facility and training structures/props)
- Publicly funded projects typically require qualifications based selection (QBS)
- Non-experienced A/E (such as fire station or K-12 school A/E) could team with specialist
- Vendors should not be hired as "consultants" for planning and design efforts (conflict of interest)





Show of Hands

Who expects their training center to be used by people outside the local fire department?



Will outside users be charged?

Do you think charging customers will make the training center profitable?



Step 3 – Identify Potential Users

Many possibilities



How many fire departments?

- Just for municipality?
- Other departments within region?
- Other departments within state?
- Nearby industrial brigades?
- Nearby military brigades?

Outside departments to pay?

- Usage fees (rental, consumables)?
- Construction cost contribution?
- Annual maintenance fee?



Step 3 – Identify Potential Users

Many possibilities



Regional Consortium Option

- Which participant will provide site?
- Which will operate and maintain facility?
- How will non-hosting participants support operations, maintenance, and other costs?

Other Agencies?

- Law enforcement?
- EMS?
- EOC? OEM? ECC? 911 call center?
- Potential cost savings by sharing certain facilities (classrooms, auditorium, physical fitness room, conference rooms) amongst multiple agencies.

Step 4 – Identify Who Will Operate & Maintain Facility

Determine key personnel / positions



Personnel Decisions

- Full-time administrative staff at the training center?
- Full-time instructional staff?
- Full-time maintenance staff?
- If regional facility, which department has the lead role?



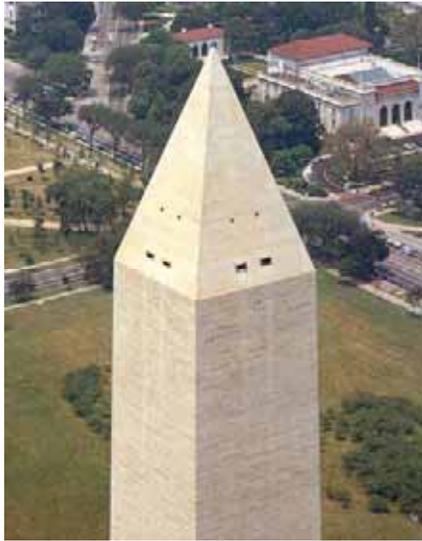
Budgets

- Request O&M budget at the same time as construction (capital) budget
- See Step 10 for representative list of O&M items that need to be in budget
- Never too early to plan and budget for O&M.



Step 5 – Identify & Market Funding Sources

Requires focus and perseverance



Most common sources

- Bond funds
- Capital funds from municipal budget
- Construction grants
- Federal or state grants
- Local industry
- Donors
- Regional participants
- Other participating municipal agencies

Step 5 – Identify & Market Funding Sources

Requires focus and perseverance



Start marketing funding sources now

- Lay groundwork by getting potential sources interested and involved
- Can go back later with detailed funding request
- Request "seed money" to fund the master plan study. Cost range is typically \$20,000 to \$80,000 depending on size of project.
- Master plan study will provide details and budget for official funding requests



Step 6 – Master Plan

Site and primary buildings / training props



Main steps

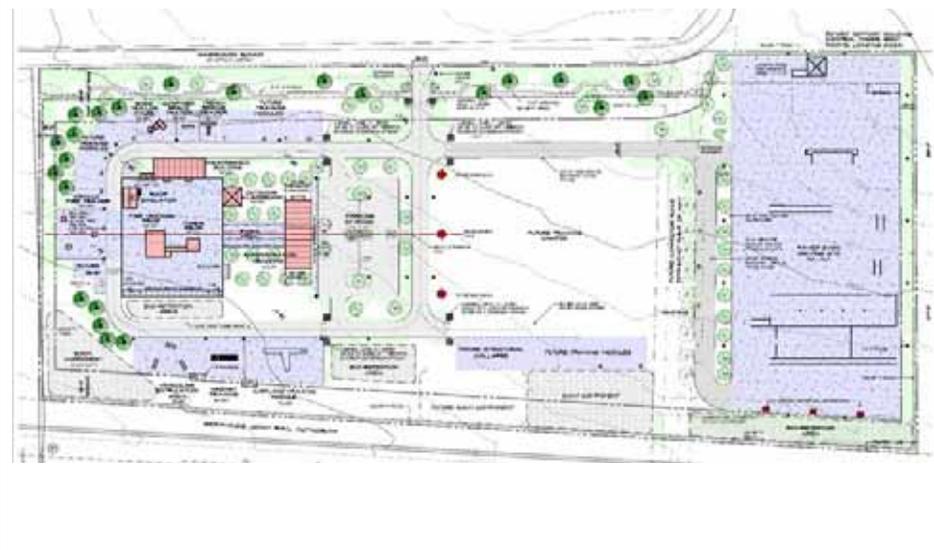
- Determine training objectives
- Write program for training and facilities needed to support the training
- Evaluate present and future needs
- Create conceptual site plan
- Create conceptual plans of primary buildings and training props

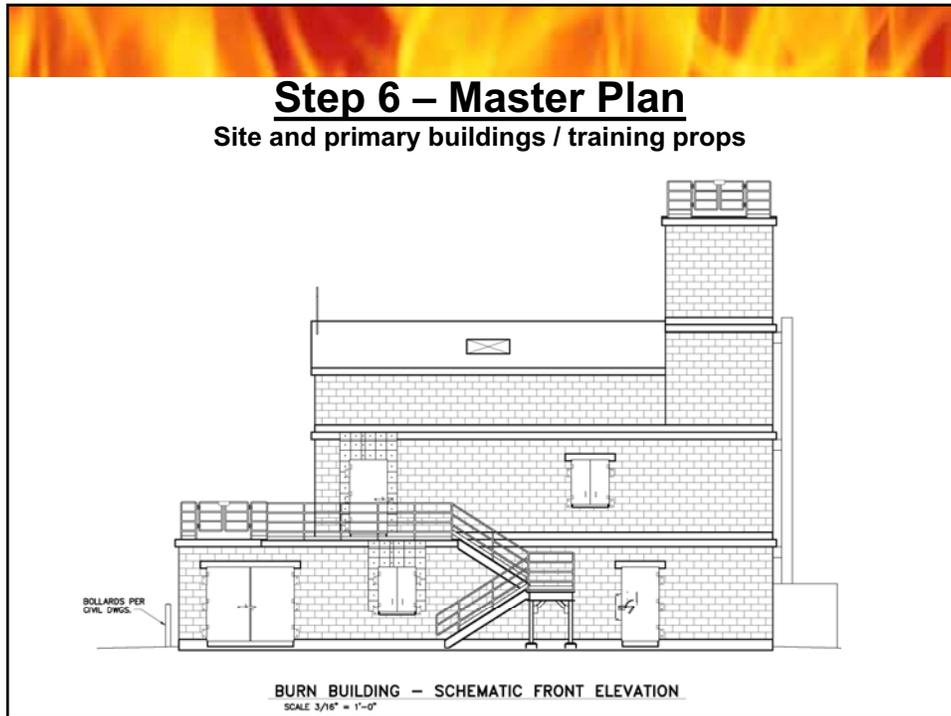
Establish budget

- Land acquisition
- Construction costs
- Soft costs, such as fees (design, legal, & permitting), inflation, contingency
- Furnishings / equipment / apparatus

Step 6 – Master Plan

Site and primary buildings / training props





Show of Hands
Who has heard of training centers being built on donated land (or land that the City/County "gave" to the fire department)?

Were any of those sites on old landfills, superfund sites, wetlands, or other "difficult sites"?



Step 7 – Find a Site

What to look for in a piece of land



Items to consider

- Evaluate regional master plan
- Proximity to students
- Utilities and infrastructure
- Environmental concerns (noise, smoke, water runoff)
- Access roads suitable for apparatus
- Neighbors and potential community growth around site
- Setbacks and buffers to surrounding properties
- Adequate space for buffer zones around props
- Adequate space for distance between props and classrooms

Step 7 – Find a Site

What to look for in a piece of land



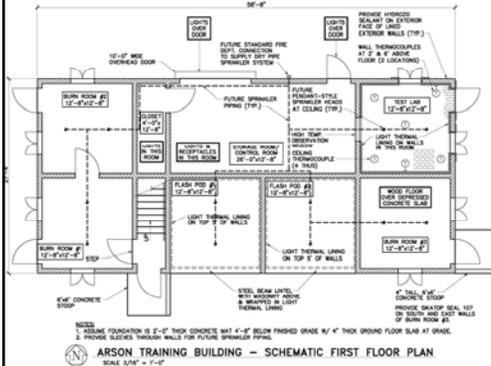
Potential Development Restrictions

- Zoning / permitting
- Topography
- Wetlands
- Soil (can it support structures?)
- Protected vegetation
- Endangered species
- Flood plain
- Landfill / Hazardous Materials
- Airport adjacency
- Historical preservation
- Setback requirements
- Prevailing winds
- Developable acreage sometimes equals half of total acreage
- Beware of donated land offers



Step 8 – Design

Similar process to that for fire stations and other buildings



Timing

- This step is what A/E's are best known for
- If you wait to retain A/E until now, likely will have inappropriate budget, land, and expectations.

Applicable Documents

- State and local Building Code
- NFPA 1402 and 1403
- NFPA 1001 and 1002
- NFPA 54, 58, and 86
- IFSTA Essentials of Fire Fighting
- OSHA
- State training guidelines
- DHS WMD Training Program

Step 8 – Design

Similar process to that for fire stations and other buildings



Design Phases

- Schematic Design (15%)
- Design Development (35%)
- Construction Documents (100%)
- Owner should have many opportunities to interact and provide feedback to A/E team

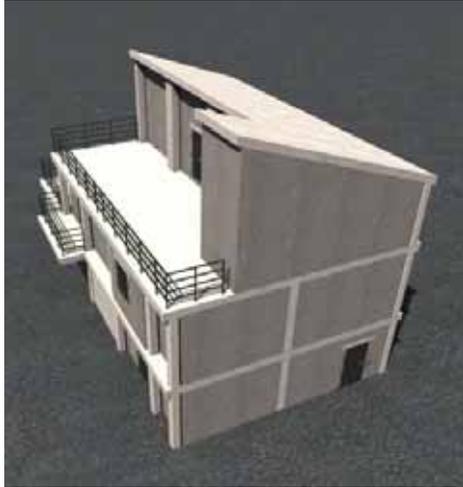
Four Key Design Issues

- Safety
- Training Effectiveness
- Durability
- Ease of Maintenance



Step 8 – Design

Similar process to that for fire stations and other buildings



Important!!

- Be vocal
- A/E requires your input to do a great job
- State what you want from master planning through every step of design
- If A/E team doesn't seem to listen, confront them about it.

Step 9 – Construction

All that work starts to pay off as you see it get built!



Bidding

- Follow state/local procurement process if it is public facility
- Advertise project
- Contractors (builders) give price bids based on information in drawings and specifications
- Contract awarded to responsible low bidder
- Design/Build is another method

Your effort continues

- Visit site regularly
- Call A/E if anything in field seems unexpected
- Owner sometimes has design decision to make during construction



Step 9 – Construction

All that work starts to pay off as you see it get built!



A/E Role During Construction

- Run routine progress meetings
- Make periodic site visits to observe construction
- Review shop drawings
- Answer questions from field
- Answer Owner's questions
- Design mod. – Owner changes mind
- Design mod. – unforeseen conditions
- Process payment applications
- Communication between all parties

Step 10 – Operate and Maintain Facility

Time to train!



Dedication is over – now what?

- Need O&M budget in first year
- Get funding into municipal budget during planning phase

Budget items

- Staff salaries and benefits
- Building maintenance (cleaning, light bulbs, trash removal, painting)
- Grounds maintenance (landscaping, roads, parking lots, snow removal)
- Equipment maintenance (vehicles, gear, mannequins, SCBAs)
- Utilities (electricity, gas, water, sewer, telephone, internet)
- Training fuel costs
- Noise/smoke/runoff abatement costs
- Training structure/prop maintenance



Step 10 – Operate and Maintain Facility

Time to train!



Burn Building Evaluation

- NFPA 1403 requires annual evaluation by licensed structural engineer with burn building experience (hopefully revised to once every one to three years)
- Be cautious of people who walk through and say "looks like it's in good shape, just do this" - especially if they are trying to sell something
- Have seen numerous instances of third party telling training center that burn building is safe when, in reality, there were dangerous, hidden structural defects.

Administration / Classroom Buildings

Various Functions



- Classrooms (clean and dirty)
- Break-out rooms / conference rooms
- Physical fitness room
- Offices for permanent staff
- Offices for temporary staff and temporary instructors
- Work rooms
- Kitchen / break rooms (possibly cafeteria)
- Rest rooms
- Library
- Printing / Copy Area
- Heritage hall
- Storage (office supplies, training props for classrooms, records)



Administration / Classroom Buildings
 Various Functions



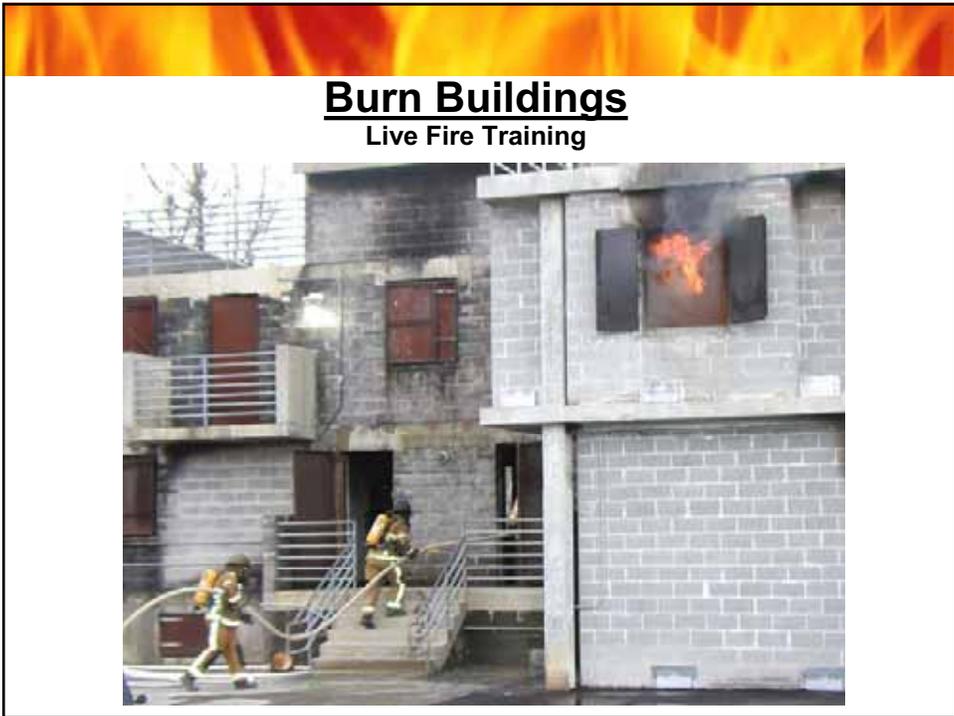
- Auditorium
- A/V functions, including studio, editing rooms, storage
- Infrastructure for recording classroom sessions and distance learning equipment
- Distance learning
- Dorms
- Fire station
- Community college curriculum

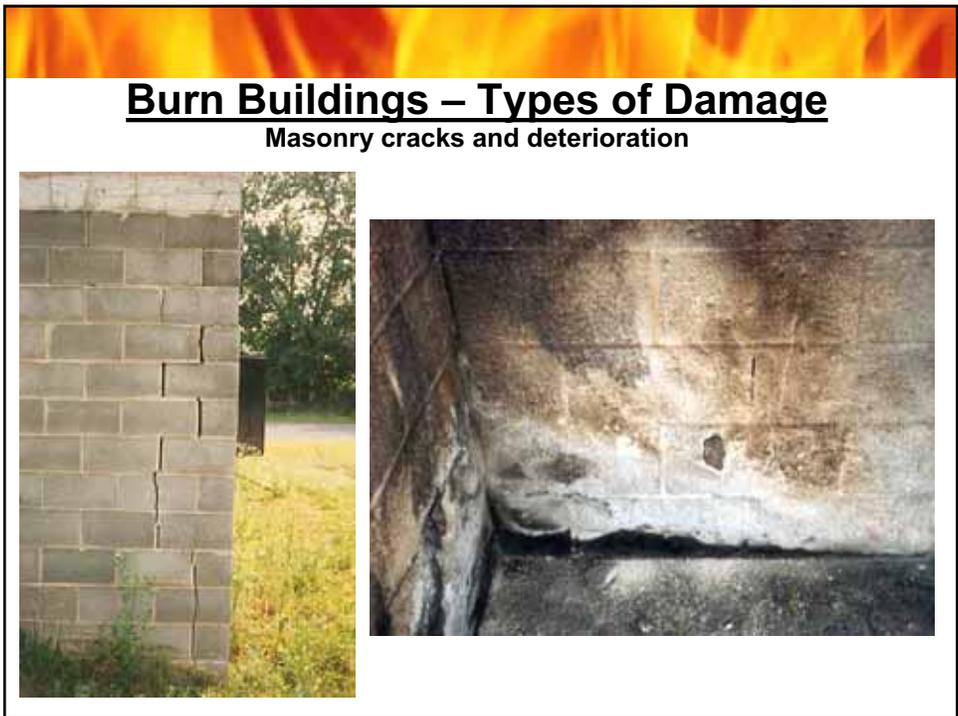
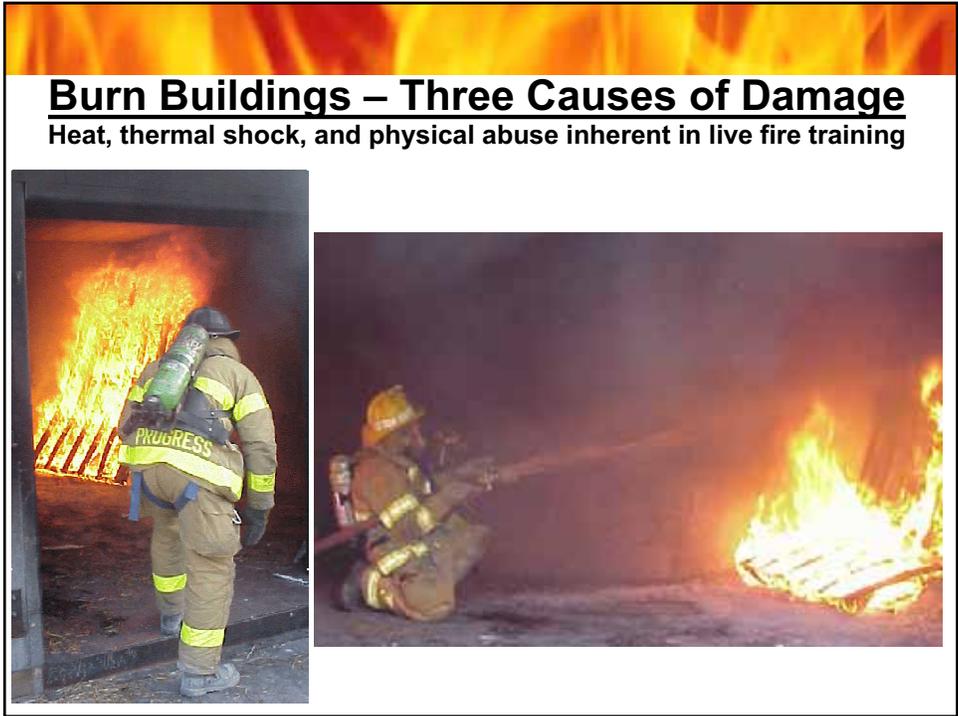
Support Building
 Various Functions

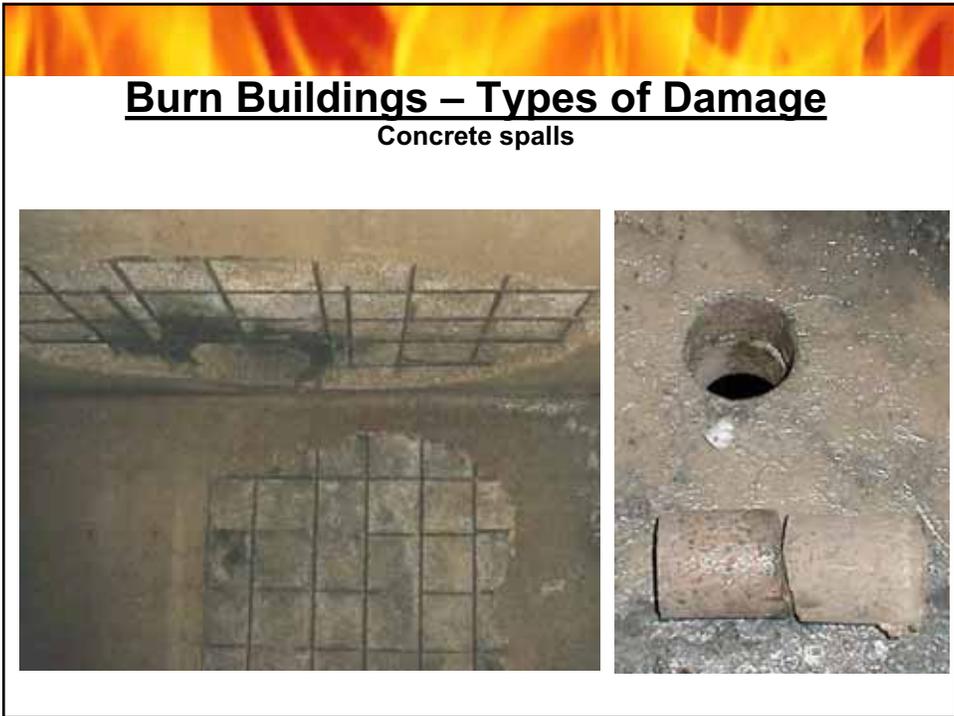
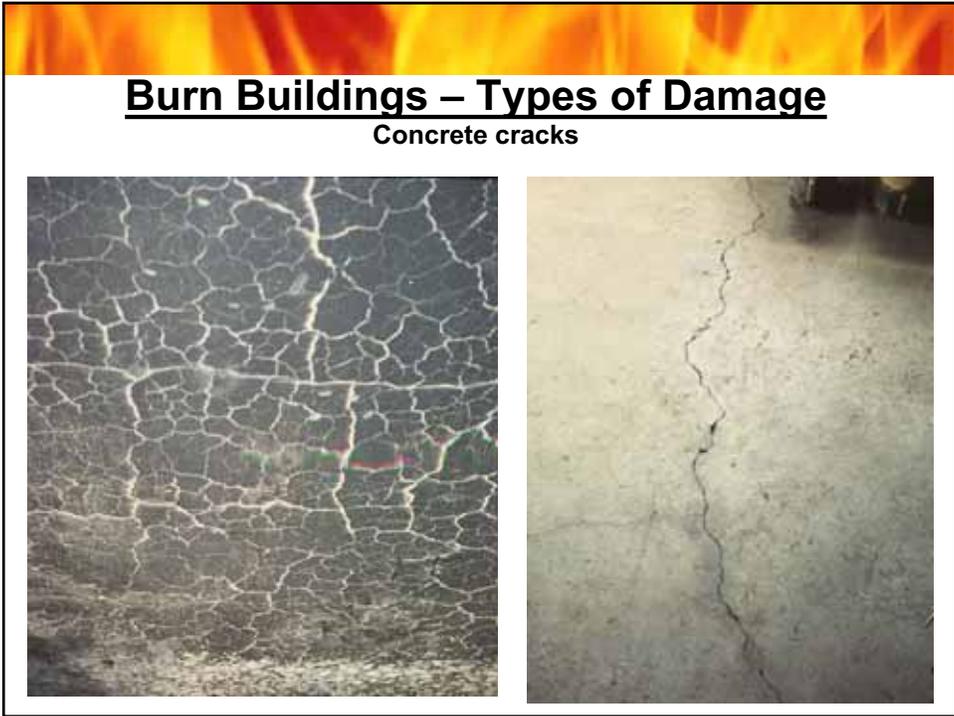


- Vehicle storage / maintenance
- SCBA storage / refilling / maint.
- Lockers / showers / rest rooms
- Physical fitness room
- Staging / debrief area / dirty classroom
- First aid
- CPAT Course
- STORAGE!









Burn Buildings – Types of Damage

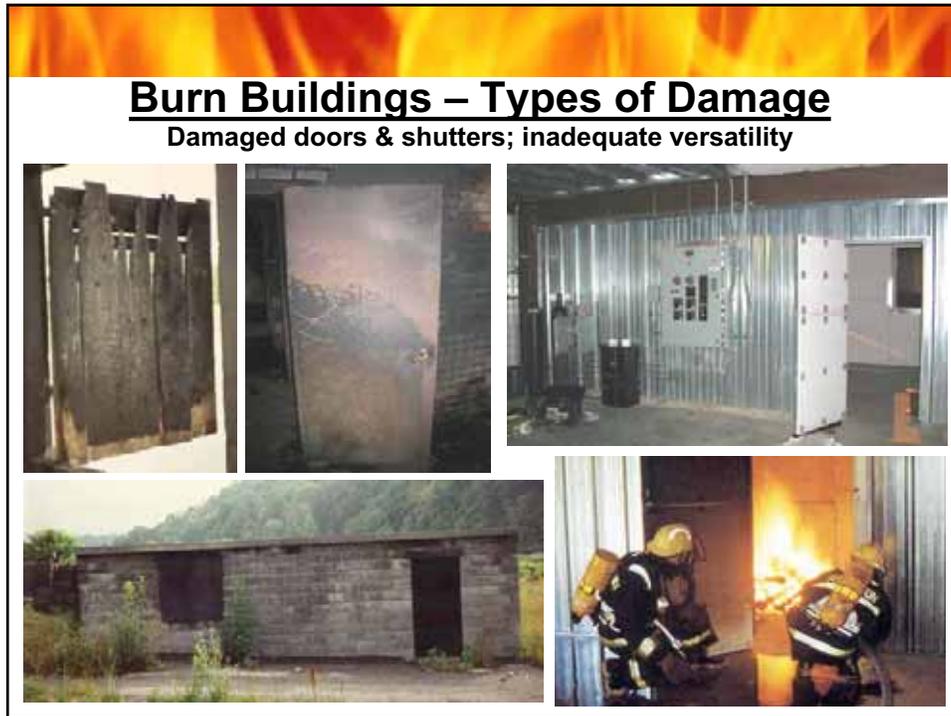
Metal deck



Burn Buildings – Types of Damage

Damage to thermal linings leads to damage behind linings





Burn Buildings – Types of Damage

Damaged doors & shutters; inadequate versatility

Burn Buildings – Design

Start with training objectives (below is representative list)

Simulated Occupancies

- Single family residential
- Apartment / multi-family
- Commercial (office/retail)
- Industrial
- Mid-rise

Fire Behavior

- Phases of fire
- Rollover, flashover
- Thermal layering
- Fire control
- Smoke

Hose Evolutions

- Connect supply to FDC
- Connect hand line to standpipe
- Advance lines throughout structure

Fire Locations

- At, above, below grade
- Hidden
- Extension

Ventilation (vertical & horiz.)

Ladder work

- Ground ladders
- Roof ladders
- Victim Rescue

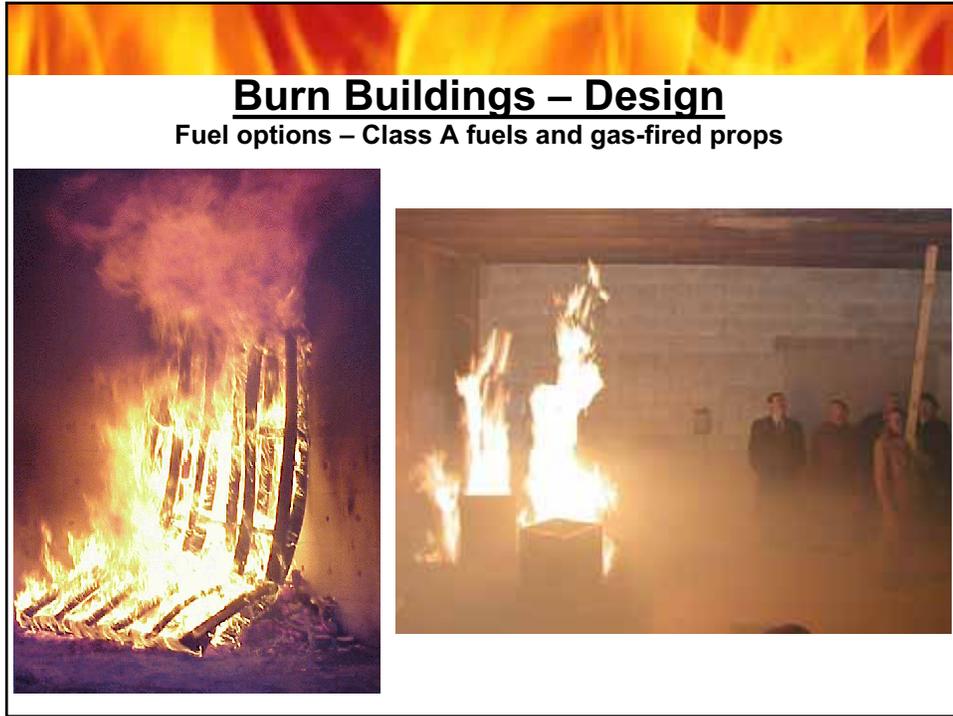
Forcible Entry

- Doors
- Windows
- Breach wall

Search and Rescue

Controlling Building Utilities



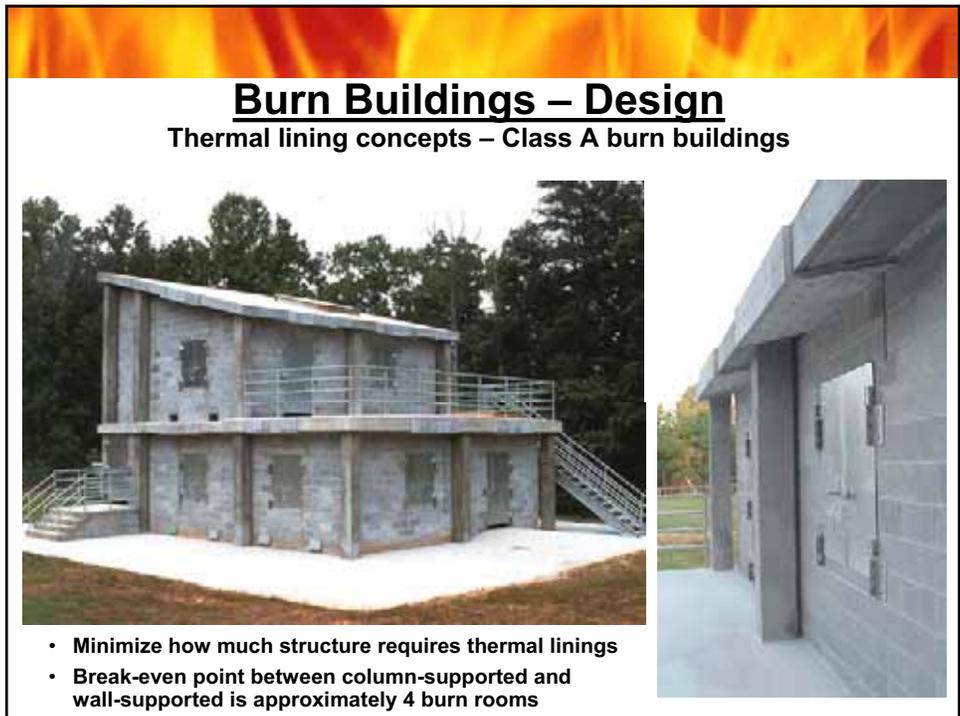




Burn Buildings – Design
Thermal lining concepts – Class A burn buildings

Traditional & Expensive

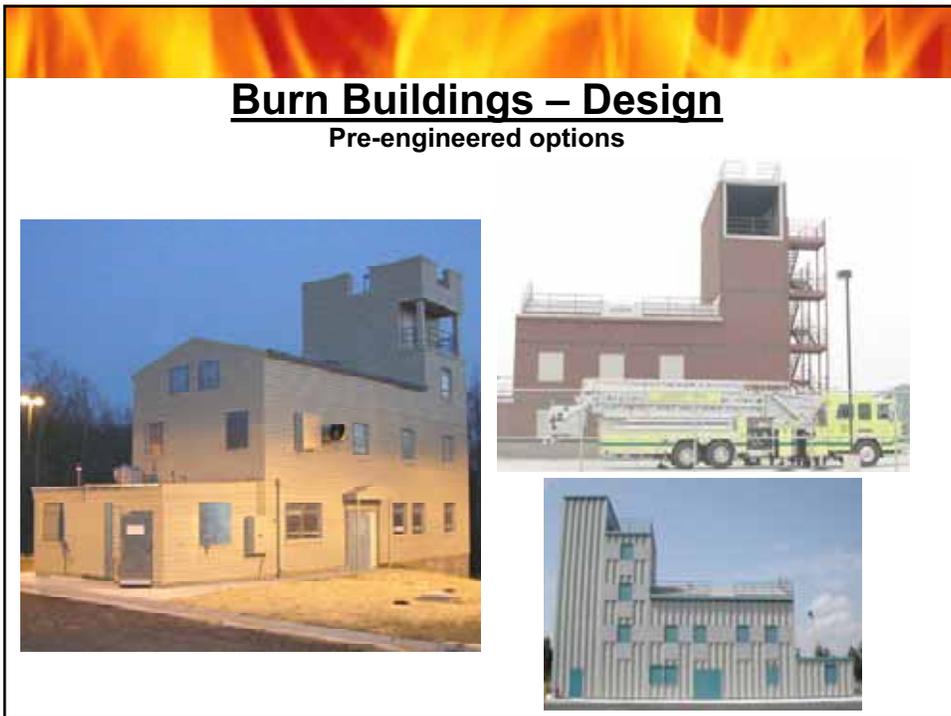
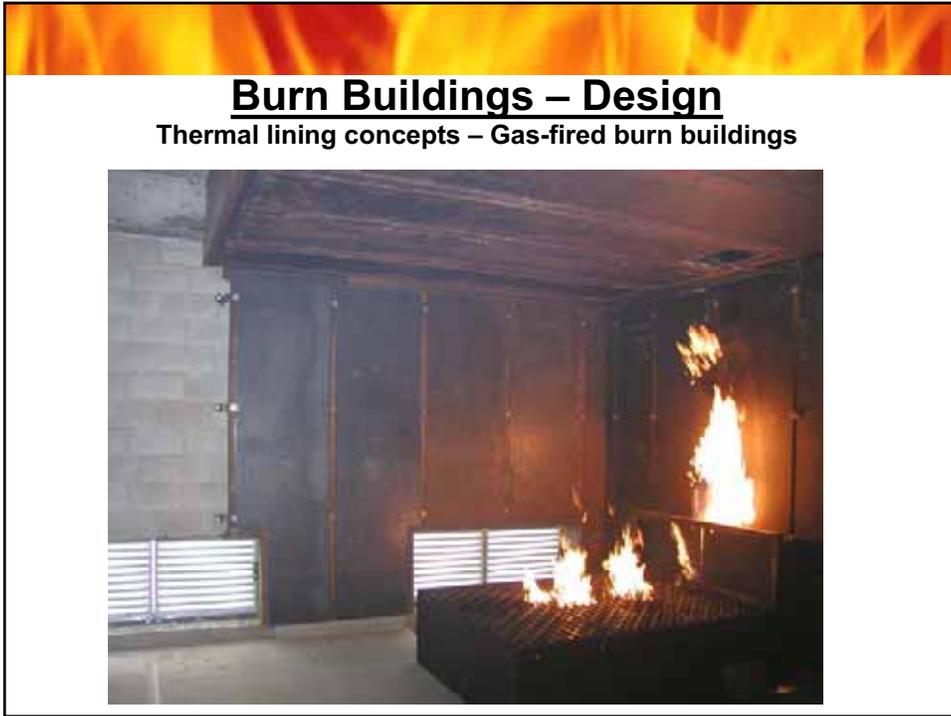
Lower long-term costs

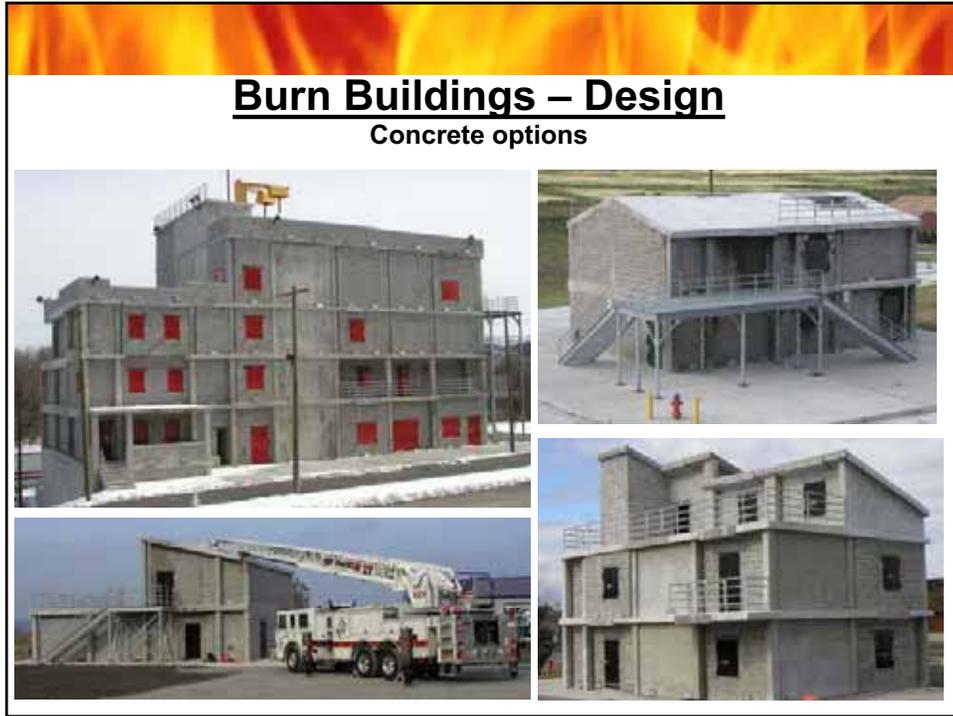


Burn Buildings – Design
Thermal lining concepts – Class A burn buildings

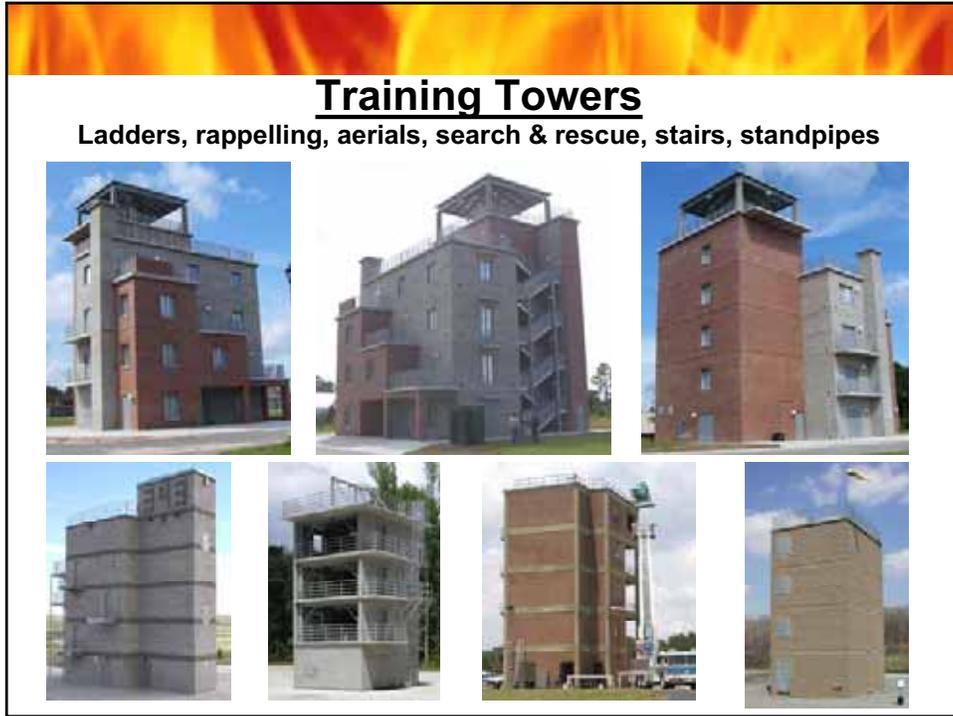
- Minimize how much structure requires thermal linings
- Break-even point between column-supported and wall-supported is approximately 4 burn rooms



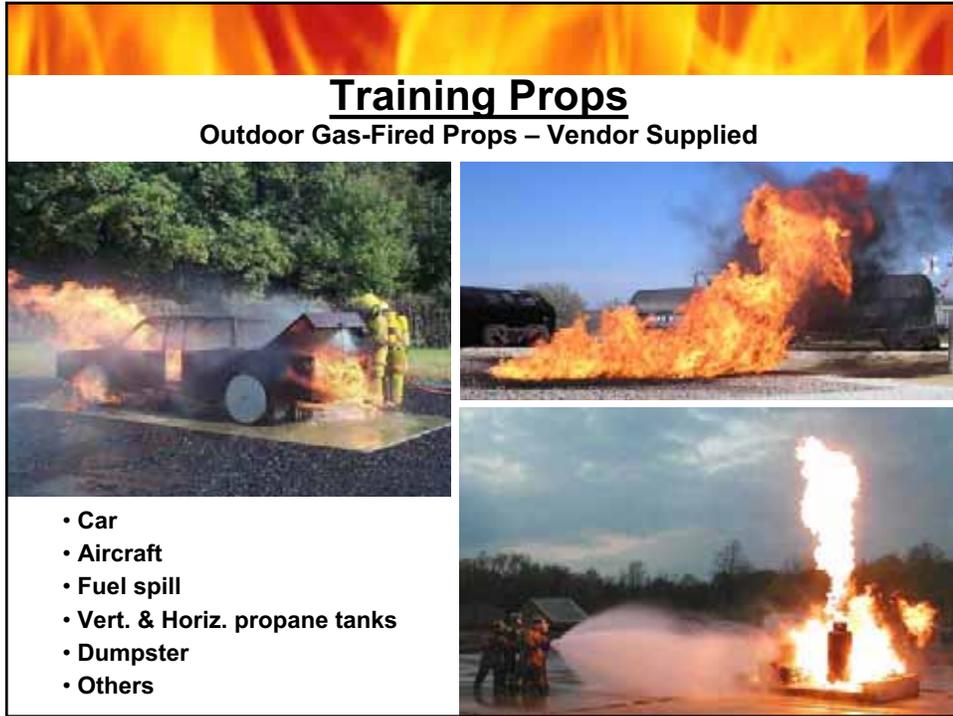












Training Props
Outdoor Gas-Fired Props – Vendor Supplied

- Car
- Aircraft
- Fuel spill
- Vert. & Horiz. propane tanks
- Dumpster
- Others

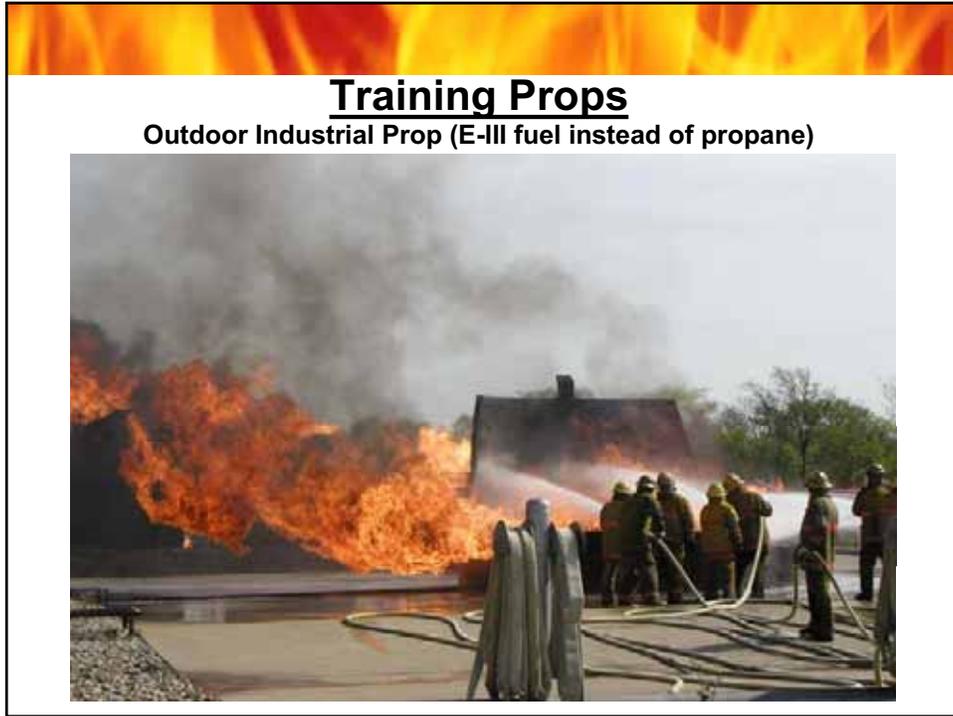
This section features a collage of images showing various outdoor gas-fired training props. The top image is a decorative border of flames. Below it, the title 'Training Props' is centered, followed by the subtitle 'Outdoor Gas-Fired Props – Vendor Supplied'. To the left, a list of prop types is provided. To the right, there are three photographs: a car on fire with a firefighter nearby, a large fire burning in an open area, and a vertical propane tank on fire being extinguished by a firefighter.

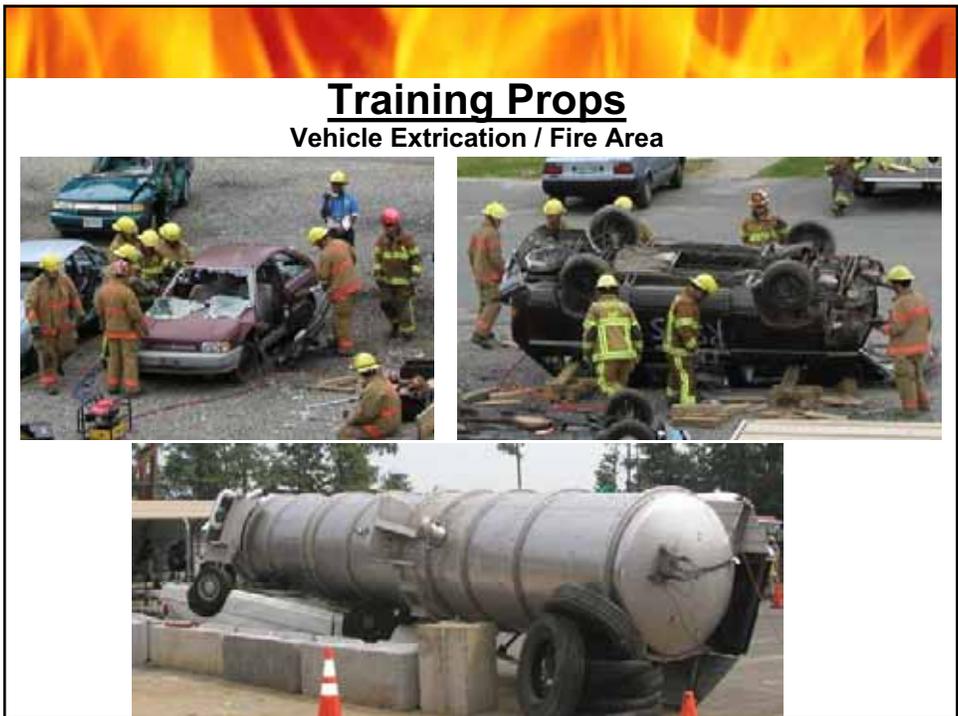
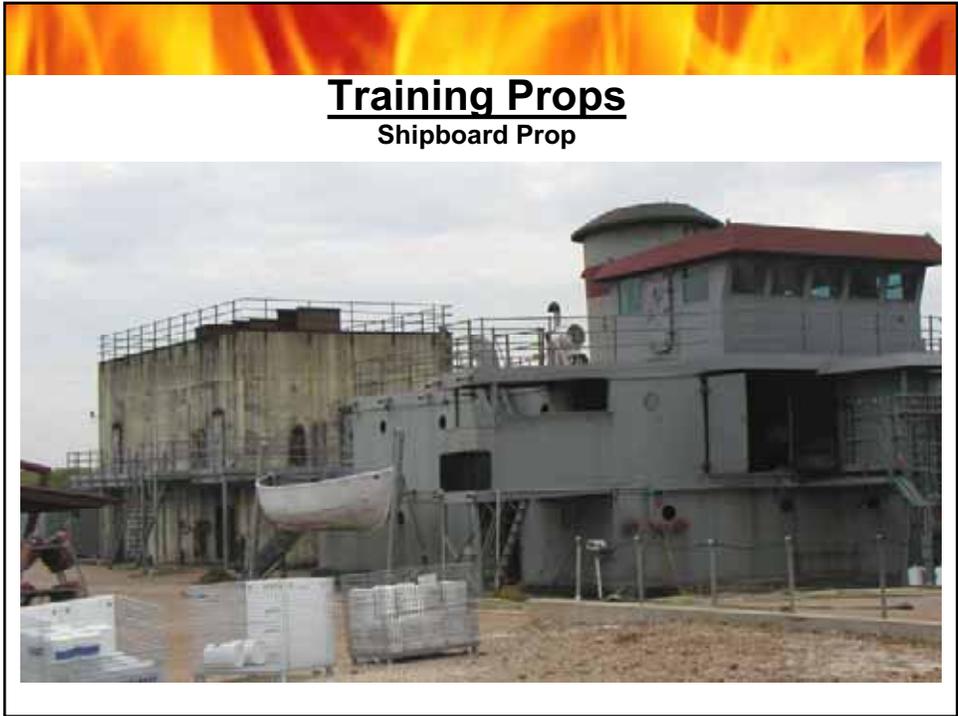


Training Props
Outdoor Gas-Fired Props ("Homemade Options")

This section features a collage of images showing various outdoor gas-fired training props. The top image is a decorative border of flames. Below it, the title 'Training Props' is centered, followed by the subtitle 'Outdoor Gas-Fired Props ("Homemade Options")'. The collage includes five photographs: a rusted car, a fire tower, a vertical propane tank, a metal cabinet, and a tree-like structure.









Training Props

Confined Space Prop



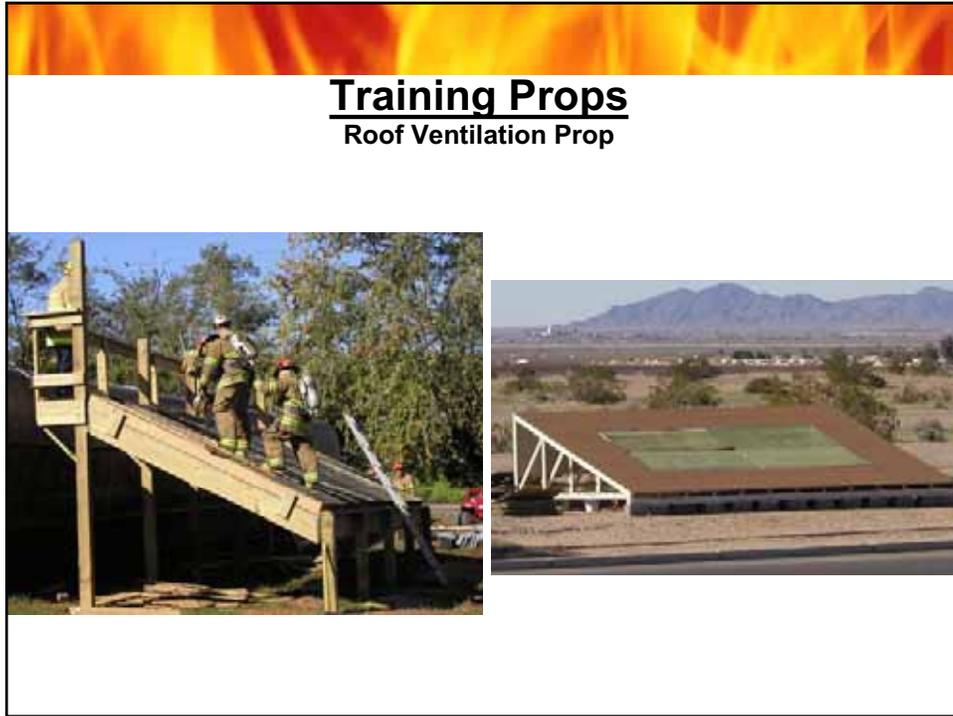
- Above grade construction to simulate below grade spaces
- Vertical & horizontal challenges



Training Props

Trench Rescue Prop







Training Props EVOC (Driver Training Area)

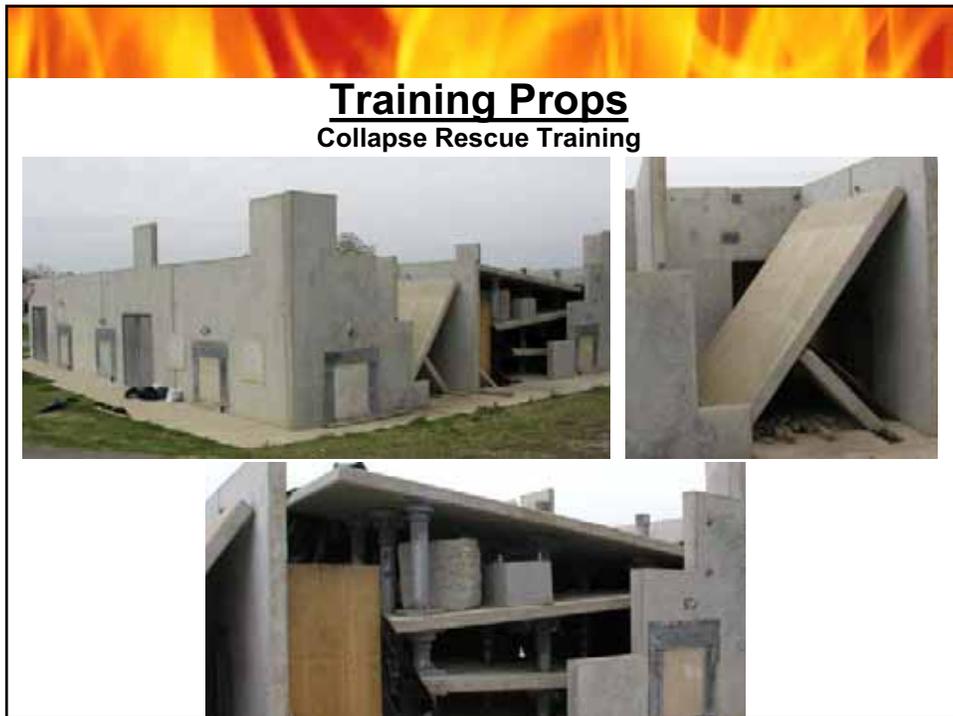
60,000 SF TOTAL = 1.4 ACRES

Training Props HazMat Scenarios

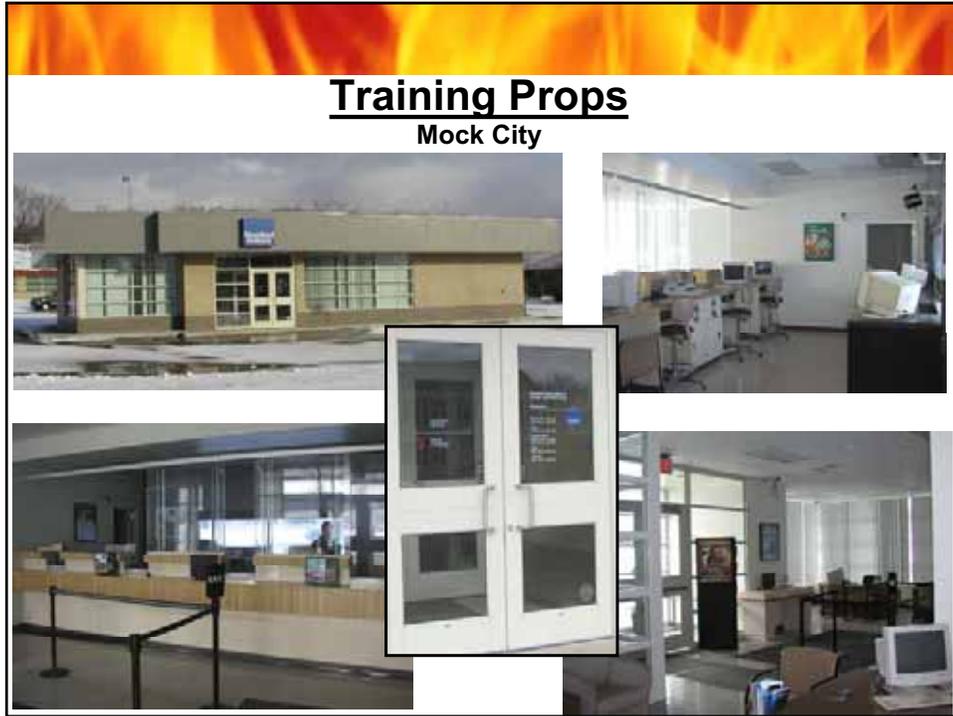




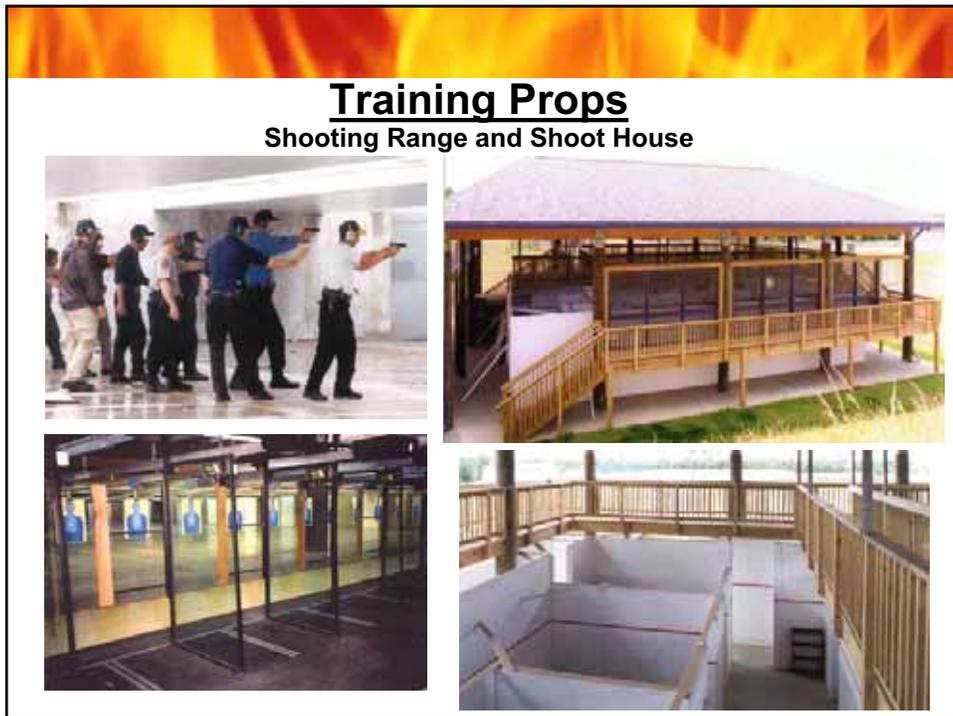












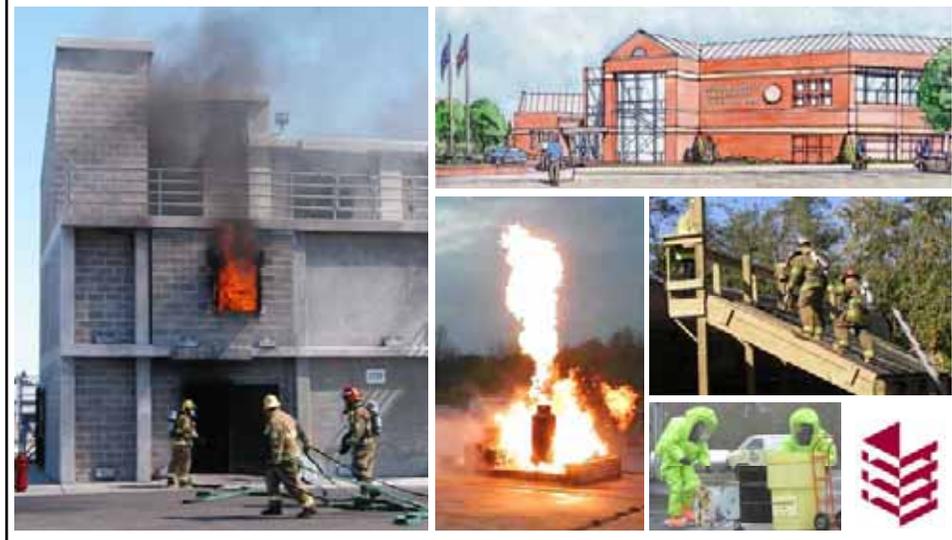


Training Props
Vendors to visit at FDIC

- Draeger / Fire Training Systems / Swede Survival – Booth #1001 and 1610
- Elliott, LeBoeuf & Associates – Booth #3538
- Fireblast 451 – Booth #3400
- Fire Facilities, Inc. – Booth #1751
- Flashover Systems, Inc. – Booth #3915 and 7014
- Harmless Hazards Training LLC – Booth #7023
- High Temperature Linings – Booth #3555
- Kidde Fire Trainers – Booth #2625
- Phoenix USA Inc. – Booth #720
- Pro Safe Fire Training Systems – Booth #329
- WHP – Booth #2040



Planning, Designing, Constructing, and Maintaining Fire Training Centers



The collage consists of five images: 1. A multi-story building with a fire burning in a window. 2. A large, modern brick building with a glass entrance, likely a fire training center. 3. A large fireball or explosion. 4. Firefighters in full gear on a wooden structure, possibly a training exercise. 5. A person in a green hazmat suit next to a vehicle, with a red logo in the bottom right corner.



DISTRIBUTION DATE: January 30, 2015

MEMORANDUM

TO: HONORABLE MAYOR &
CITY COUNCIL

FROM: John A. Flores

SUBJECT: City Administrator's Weekly Report

DATE: January 30, 2015

INFORMATION

Following are the key activities to be highlighted this week:

Vote Daily For Oakland In The Miracle-Gro Competition – Through Monday, February 9, Oakland Parks & Recreation (OPR) is one of four finalists in the Inaugural Miracle-Gro 1000 People's Choice Community Gardens Grant competition. The other finalists are Orlando, New York and Detroit. The city with the most online votes on February 9 will receive a \$40,000 grant. If Oakland wins, the grant will fund a community garden at Lowell Park. Contest rules indicate voters may vote once per day per device until February 9. To see an ABC7 news report on the competition, please visit <http://abc7news.com/society/oakland-community-garden-hoping-to-win-contest-for-funding/456125/>. To read the media release, please visit <http://www2.oaklandnet.com/w/OAK051352>. To cast your vote for Oakland, please visit www.gro1000vote.com.

OPD Is Hiring Lateral Entry Police Officers – Friday, January 30, is the deadline for Lateral/POST Academy Graduates to apply to serve as an Oakland Police Officer. Applicants must have been employed by a law enforcement agency as a police officer for at least one year within the past 36 months, and possess a current basic California POST Certificate. Applications are being accepted through 11:59 p.m. on Friday, January 30. To apply, please visit <http://agency.governmentjobs.com/oaklandca/default.cfm?action=viewJob&jobID=1039422>. This page also provides details and dates on the Practices & Actual Physical Ability Test, POST Entry Level Law Enforcement Test and Oral Board Interviews that are part of the selection process. For more information, please contact Acting Sgt. Juan Sanchez, Recruiting & Background investigations Unit, at jsanchez@oaklandnet.com or (510) 238-3339.

OPD Is Hiring Police Officer Trainees – Friday, January 30, is the deadline to apply for the Oakland Police Recruit Academy to pursue a career as an Oakland Police Officer. The ideal candidate has an education and experience demonstrating personal motivation, cares about others, can deal effectively and fairly with residents and co-workers, can identify problems and resolve them quickly while under pressure, and wants to work in a fast-paced, urban environment. Applications are being accepted through 11:59 p.m., on Friday, January 30. To apply, please visit <http://agency.governmentjobs.com/oaklandca/default.cfm?action=viewJob&jobID=1035465>.

To: Honorable Mayor and City Council
Subject: City Administrator's Weekly Report
Date: January 30, 2015

Page 2

This page also provides details and dates on the Practices & Actual Physical Ability Test, POST Entry Level Law Enforcement Test and Oral Board Interviews that are part of the selection process. For more information, please contact Acting Sgt. Juan Sanchez, Recruiting & Background investigations Unit, at jsanchez@oaklandnet.com or (510) 238-3339.

KTOP Premieres Bought & Sold – On Tuesday, February 3, the City of Oakland's television station, KTOP TV-10, will premiere *Bought & Sold* at 5:00 p.m. This 28-minute video produced by KTOP brings focus on human trafficking and sexual exploitation of youth in Oakland and the steps being taken by the Oakland Police Department to fight this epidemic locally. Among the programs highlighted are an innovative public information campaign conducted by the Alameda County District Attorney's Office in partnership with Clear Channel Outdoor and local community based organizations. The video will be rebroadcast at 7:30 p.m. on Thursday, February 5. For more information on the video, please contact Mike Munson, Acting Station Manager, at mmunson@oaklandnet.com or (510) 238-6565.

African American Literature Read – From Monday, February 2 to Saturday, February 7, the Oakland Public Education Fund is sponsoring an African American Literature Read In. That week, in support of the Read In, and in celebration of Black History month, all Oakland Public Library storytimes will highlight African American authors, illustrators and characters. To view the reading list compiled by Oakland children's librarians, please visit www.oaklandlibrary.org/blogs/childrens-services/african-american-literature-read-hits-oakland-next-week. For information, please contact Nina Lindsay, Supervising Librarian for Children's Services, at nlindsay@oaklandlibrary.org or (510) 238-6706.

Studio One Poetry Reading Series – On Saturday, February 7, Oakland Parks & Recreation's Studio One Art Center will host a poetry reading featuring Aaron Kunin and Andrew Maxwell at 7:00 p.m. Located at 365 45th Street, Studio One hosts nationally recognized poets as part of a monthly First Friday Poetry Reading Series. Beverages and snacks will be served at this free event for folks 21 and older. Lagunitas Brewing Company is the event sponsor. For more information and upcoming reading schedules, please visit www.studioonereadingseries.blogspot.com or contact Alethia Walker, Program Specialist, at walethia@oaklandnet.com or (510) 597-5027.

Teen Inclusion Dance – On Saturday, February 7, Oakland Parks & Recreation's Inclusion Center and Studio One Art Center, located at 365 45th Street, will present Teen Inclusion Dance. Running from 7:00 to 9:00 p.m., this event will be a night of fun and dance with a DJ and friends. The event is open to all teens. Parents and older siblings are encouraged to assist with special needs and enjoy the night as well. If a teen's needs require assistance, a family member should stay with the participant. Admission is \$10 per family at the door. For more information, please contact Joy Sledge, Recreation Specialist, at (510) 597-5064 or jsledge@oaklandnet.com.

SPCA Vaccination At Ira Jinkins – On Sunday, February 8, Oakland Parks & Recreation's Ira Jinkins Recreation Center, located at 9175 Edes Avenue, and the Society for the Prevention of Cruelty to Animals (SPCA) will be providing free vaccinations for pets. The event will run from

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11:00 a.m. to 3:00 p.m. and is open to all pet owners. For more information, please contact Donte Watson, Center Director, at (510) 615-5959.

Seismic Retrofit Of Soft Story Apartment Buildings – Throughout February, the City of Oakland will host community forums to gather feedback from tenants and property owners of soft story apartment buildings. The feedback will be used in developing soft story retrofit legislation for Oakland apartment buildings. More than 22,000 Oakland rental units are in potential soft story buildings. In the event of an earthquake, these units could be damaged, which could mean displacement of residents, destruction of possessions and loss of life. The following forums are scheduled. Interpretive services will be provided as noted.

- Thursday, February 5, 7:00 to 8:30 p.m.
Lakeside Garden Center Garden Room, 666 Bellevue Avenue
- Saturday, February 7, 10:30 a.m. to Noon
FM Smith Recreation Center, 1969 Park Boulevard
Vietnamese and Chinese
- Monday, February 9, 7:00 to 8:30 p.m.
St. Paschal Baylon Catholic Church, 3700 Dorisa Avenue
- Wednesday, February 11, 7:00 to 8:30 p.m.
St. Elizabeth's High School Gym, 1500 34th Avenue
Spanish
- Wednesday, February 18, 7:00 to 8:30 p.m.
Faith Presbyterian Church, 430 49th Street

In addition to the community forums, the public can provide input through an online survey at www.oaklandnet.com/softstorysurvey. To learn more about soft story buildings and seismic retrofitting, please visit www.oaklandnet.com/homeretrofit. For more information on the City's Soft Story Building program, please contact Victoria Salinas, Chief Resilience Officer, at vsalinas@oaklandnet.com or (510) 238-3487.

Senior Needs Assessment Survey – Through Friday, February 20, the City of Oakland Human Services Department (HSD) is conducting a survey to identify the needs, interests and concerns of Oakland residents aged 55 and older. Information gathered will help HSD better serve the senior community. There are several ways to participate in the survey:

- Take the survey online at <https://www.surveymonkey.com/s/GLYQHFS>
- Download and print out the survey in multiple languages at <http://www2.oaklandnet.com/Government/o/DHS/s/aas/index.htm>
- Pick up a paper survey at one of the following locations: Oaklanders' Assistance Center, City Hall, 1 Frank H. Ogawa Plaza; Human Services Department, 150 Frank H. Ogawa Plaza, Ste. 4340; East Oakland Senior Center, 9255 Edes Avenue; Downtown Oakland

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Senior Center, 200 Grand Avenue; North Oakland Senior Center, 5714 MLK Jr. Way or West Oakland Senior Center, 1724 Adeline Street

Completed surveys should be mailed to the Human Services Department, 150 Frank H. Ogawa Plaza, Suite 4340, Oakland, CA 94612 or dropped off at one of the locations listed above. Your participation will help ensure that City services are meeting the needs of seniors living in Oakland. To read the media release, please visit <http://www2.oaklandnet.com/w/OAK051346>. For more information, please contact Scott Means, Human Services Manager, at smeans@oaklandnet.com or (510) 238-6137.

OPD Makes Arrests – During the week of January 19, the Oakland Police Department made three arrests for carjacking, armed robbery and burglary. On Wednesday, January 21, at approximately 3:10 p.m., Oakland Police officers responded to the intersection of Carroll Street and Ivy Drive to investigate a report of a carjacking. The victim was able to provide a detailed description of her car and the three suspects who had taken her car. While the officers were still on scene, they learned that a vehicle that matched the description of the stolen vehicle had been involved in an accident in Piedmont. One suspect was detained. OPD responded and arrested the suspect, who was responsible for the carjacking. On Thursday, January 22, at 4:37 p.m., Oakland Police officers were dispatched to the 200 block of Covington Street to investigate a report of a residential burglary in progress. Witnesses provided detailed descriptions of three suspects whom they had seen enter the residence. The witnesses were able to direct the officers to the suspects. The officers arrested the three suspects and were able to recover the stolen items. On Thursday, January 22, at about 8:26 p.m., Oakland Police officers responded to the 3200 block of Suter Street to investigate a report of an armed robbery. When they arrived on scene, the victim was able to provide a description of the two robbery suspects who had fled the scene in a car. Officers checking the area located one of the suspects. The victim's stolen items were recovered. For more information, please contact Sgt. Holly Joshi, OPD Chief of Staff, at hjoshi@oaklandnet.com or (510) 238-3131.

Upcoming City Of Oakland Job Announcement – During the week of February 2, the Human Resources Management Department (HRM) anticipates posting a job announcement for the following positions:

- Health & Human Services Program Planner (Selective Certification - Homelessness/Rapid Re-Housing)
- Loan Servicing Administrator

For updated information on City jobs, please visit the HRM website at <http://agency.governmentjobs.com/oaklandca/default.cfm>. This Employment Information page also contains information on minimum qualifications of specific job classifications, how to apply for a job online and how to submit a job interest card for positions not currently posted. For more information, please contact the Human Resources Management Receptionist at (510) 238-3112.

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Information Memorandums:

The following Information Memorandums were issued recently:

Appointment of Economic & Workforce Development Director – The purpose of this Information Memorandum is to announce the appointment of Mark Sawicki as the new Director of Economic & Workforce Development, effective February 23, 2015.

<http://www2.oaklandnet.com/w/oak051208>

Upcoming Meetings and Events:

For information on upcoming City meetings and events, please visit the City's online calendar at <http://www2.oaklandnet.com/Events/index.htm>. For events at the Oakland Public Library, please visit <http://oaklandlibrary.org/events>.

Respectfully submitted,

/s/

JOHN A. FLORES

Interim City Administrator

From: [Hicks, Antone](#)
To: [Taylor, Donneshia](#)
Cc: [Belue, Cecilia](#); [Sanchez, Juan](#)
Subject: FW: Now Hiring!
Date: Wednesday, June 10, 2015 10:27:02 AM

Nell,

The e-mail blast related to Councilmember Kalb's questions is shown below.

Antone' Hicks
OPD Recruiting & Backgrounds Unit
250 Frank Ogawa Plaza, Suite D
Oakland, CA 94612
Phone: 510.238.3338
Fax: 510.238.6425
Web: www.opdjobs.com
Follow us on Twitter <https://twitter.com/OPDJobs>

From: Brewster, Sylvian A
Sent: Wednesday, June 10, 2015 9:40 AM
To: Hicks, Antone
Subject: FW: Now Hiring!

FYI per JS.

From: Brewster, Sylvian A
Sent: Tuesday, January 06, 2015 10:05 AM
Subject: Now Hiring!

Greetings,

Please share the following information with your non-affiliated students:

The Oakland Police Department (OPD) extends a special opportunity to pursue a challenging career in law enforcement with one of the best police agencies in the State. The OPD is currently accepting applications for the position of Police Officer (PERS) - Lateral/Academy Graduate.

For further information on how to apply, click on the link below and scroll down to the [Current City Job Openings](#) icon.

www.oaklandnet.com

Please Note: The application closing date/time is **TODAY** January 6, 2015
11:59 PM Pacific Time.

Regards,

Sylvian A. Brewster

Police Officer

Oakland Police Department

Recruiting and Background Investigation Unit

Office: 510.238.3551

Fax: 510.238.6425

Email: sbrewster@oaklandnet.com

<http://www.opdjobs.com/>

<https://twitter.com/OPDJobs>





Registered Subscribers

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Receive alerts from your local agencies **Sign Up** ...or text your ZIP CODE to 888777 for mobile alerts not sure how?

« Back | Full Notification



Oakland Police Department CA

Tuesday December 30th, 2014 :: 03:43 p.m. PST



Community

OPD Is Hiring - Lateral Police Officers/Post Academy Graduates

Have you been employed by a law enforcement agency as a police officer/deputy within the last 36 months? - OR - Did you graduate from a certified P.O.S.T. Academy within the last 24 months?

If so, the Oakland Police Department is hiring. OPD extends a special opportunity to pursue a challenging career in law enforcement with one of the best police agencies in the State.

Closing date to apply is Tuesday, January 6, 2015 at 11:59 p.m. Pacific Time. For more information and to access the application, go to the City of Oakland Human Resources Job Opportunities page (<http://agency.governmentjobs.com/oaklandca/default.cfm>) and click the Police Officer (PERS) - Lateral / Academy link.

Address/Location
Oakland Police Department CA
455 7th St
Oakland, CA 94607

Contact
Emergency: 9-1-1
Non-emergencies: 510-777-3333

TEXT-A-TIP - Text TIP OAKLANDPD followed by your message, to **888777**

Submit an anonymous web tip

More Messages

See more messages from Oakland, California »

Navigate & Discover

Enter a town, zip code or address **GO!**

PORAC ad proof

Ad info:

Police Officer (PERS) – Lateral/Academy Graduate

\$5,953.84 - \$8,338.04 Monthly

(Agency Logo)

The Oakland Police Department (OPD) extends a special opportunity to pursue a challenging career in law enforcement with one of the best police agencies in the State. Dealing with a wide variety of people in different situations, OPD's Police Officers quickly analyze and solve problems and use their excellent "people skills" to defuse conflict and avoid confrontation whenever possible. When a true crisis or emergency occurs, OPD Officers are supported by state-of-the-art equipment, systems, and command leadership.

Apply online at www.oaklandnet.com. Complete application must be submitted NO LATER THAN Tuesday, Jan. 6, 2015. EOE

Browser tabs: https://twitter.com/CaPOST_Jobs, Twitter, Inc. [US], NEOGOV Insight - View Appli..., City of Oakland - Class Specifi..., City of Oakland, California, City of Oakland - Class Specifi..., CaPOST_Jobs (@CaPOST_J... x

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TWEETS 2,255 FOLLOWING 1,999 FOLLOWERS 1,102 FAVORITES 333 Follow

- CaPOST_Jobs** @CaPOST_Jobs · Apr 1
New Chief #job open w/ @ranchosantiago Community College District #employment #lawenforcement #le #careers post.ca.gov/law-enforcemen...
- CaPOST_Jobs** @CaPOST_Jobs · Apr 1
New Police Officer #job open w/ @MorroBayCA #employment #lawenforcement #le #jobs #Careers post.ca.gov/law-enforcemen...
- CaPOST_Jobs** @CaPOST_Jobs · Apr 1
New Police Officer (Lateral/Academy Grad) #job w/ @CityofOakland @CityofOaklandCA #employment #lawenforcement post.ca.gov/law-enforcemen...
- CaPOST_Jobs** @CaPOST_Jobs · Apr 1
New Police Officer Lateral, Pre-Trained & Police Officer Recruit (Academy Enrolled) #jobs open w/ @CityofBuenaPark post.ca.gov/law-enforcemen...
- CaPOST_Jobs** @CaPOST_Jobs · Apr 1
New Police Officer Trainee #job open w/ @BrentwoodCA #employment #lawenforcement #le #jobs #CityofBrentwood post.ca.gov/law-enforcemen...
- CaPOST_Jobs** @CaPOST_Jobs · Mar 27
New Operations Lieutenant #job open w/ @csfullerton #lawenforcement #employment #le #jobs #careers post.ca.gov/law...

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System tray: 3:45 PM 6/10/2015



FILED
OFFICE OF THE CITY CLERK
OAKLAND

2014 DEC -4 PM 2: 25

AGENDA REPORT

TO: HENRY L. GARDNER
INTERIM CITY ADMINISTRATOR

FROM: Sean Whent

SUBJECT: Informational Report on Creating a Registry for Privately Owned Security Cameras
DATE: December 2, 2014

City Administrator
Approval

Date

12-3-14

COUNCIL DISTRICT: City-Wide

RECOMMENDATION

Staff recommends that the Public Safety Committee accept this Informational Report and Overview on Steps Required to Implement a Voluntary Registry of Privately Owned Security Cameras as a Means of Assisting the Oakland Police Department (OPD) in Investigations.

OUTCOME

This report will help inform discussion between the Oakland Police Department and the Public Safety Committee regarding a voluntary security camera registry program.

BACKGROUND/LEGISLATIVE HISTORY

Voluntary security camera registry programs permit community members to register privately owned security cameras with local law enforcement. Such cameras view public areas. If they are regularly monitored, it is only by the community members who own or maintain them. Law enforcement agencies establish a registration process online, by mail, or by phone. Registrants are informed that law enforcement agencies do not monitor cameras and agree to provide access to assist in criminal investigations. Law enforcement agencies enter the camera owner information in a database and access this information based on the location of registered cameras when a crime occurs. Registered camera owners are contacted if a crime occurs in order to determine if their camera captured video evidence of the crime. The location of privately owned cameras, in other cities, have been integrated into some computer aided dispatch (CAD) systems, which allows registered cameras to instantly populate on screen and assist in the timely investigation, apprehension, and prosecution of criminals.

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Public Safety Committee
December 16, 2014

ANALYSIS

This informational report is in response to a request by Councilmember Brooks, who has received inquiries regarding residents and merchants registering their privately owned security cameras. Implementation of this program would support the Oakland Police Department's commitment to conduct thorough and expedient investigations by leveraging the capabilities and resources of unmonitored private security cameras. The cities of San Ramon, Ventura, and Newark as well as the County of Sacramento have implemented a registry program for privately owned security cameras. Other law enforcement agencies, including the San Jose and San Leandro police departments, are implementing similar programs.

Most programs allow residents, merchants, and property owners to voluntarily register their security cameras at no cost. These security cameras view and record public areas such as streets, sidewalks, and parking lots. Law enforcement agencies do not monitor the cameras. The agency only contacts the registered camera owner if a crime is committed within the camera's range in order to use the recording as a resource when conducting investigations.

Staff conducted a general assessment of three implemented programs:

San Ramon Police Department

The Citizen View Program allows interested individuals to register online, by phone, or by mail. The registration form requires owner information, camera location, areas recorded, image retention period, and recording period. Staff contacts owners to confirm the information. The information is entered into a database. Program benefits include the ability to quickly identify cameras in the vicinity of criminal incidents and access to view and/or obtain a copy of the video. The San Ramon Police Department offers registered individuals a printable sign to display on their property which states, "Warning security cameras are in use. We share our video with the San Ramon Police Department."

Ventura Police Department

The Video Camera Community Partnership Program was implemented approximately four years ago. The Ventura Police Department encourages residents and businesses to voluntarily register their security cameras. The registration form must be submitted by mail or email. Registrants consent to allow the Ventura Police Department to release video imagery to the public or to requesters who seek the imagery under the California Public Records Act.

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Sacramento County Sheriff's Department

The Sheriff's Electronic Eye (S.E.E.) Program allows citizens and businesses to register their cameras. Registration is online. S.E.E. utilizes the location of cameras once a crime occurs. The Sheriff's Department then directly emails citizens with a group email message. The email message asks citizens to check their video surveillance system for a specific date and time for video capturing a suspect, getaway car, or crime.

None of the above agencies have remote access to cameras. Therefore, video recovery is subject to delay. The ability to immediately access video would be a valuable investigative step and should be considered as an option for any program implemented by the Oakland Police Department.

There are several steps required to create and implement a program based on similar models used by the San Ramon and Ventura police departments, including:

1. Develop a process with the Department of Information Technology (IT) and the Oakland Police Department Communications Section. IT and the OPD Communications Section need to determine program coordination and implementation, including whether the Computer Aided Dispatch (CAD) System can support the software and/or database.
2. Create program materials including registration form, website, and online database.
3. Develop an education and staff training module.
4. Launch a pilot program in select locations.
5. Create multi-language outreach strategy and schedule for residents and merchants.

This model will require staff to be assigned to confirm registrant information and maintain the database and website. If CAD software can support the entry of locations, this will allow the registered cameras to populate on a map surrounding a crime scene. This would expedite investigations by allowing staff (including Patrol Officers and Investigators) to contact the camera owner to determine if their camera captured video evidence, view recordings, and/or obtain a copy of the video. Any video evidence that is obtained by the Oakland Police Department would be subject to governing law and policy concerning such evidence.

PUBLIC OUTREACH/INTEREST

This item did not require any additional public outreach other than the required posting on the City's website.

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COORDINATION

The Police Department consulted with the Office of the City Attorney in preparation of this report.

COST SUMMARY/IMPLICATIONS

This is an informational report. Cost estimates will be included in any follow-on reports if Council directs the City Administrator to proceed with program development.

SUSTAINABLE OPPORTUNITIES

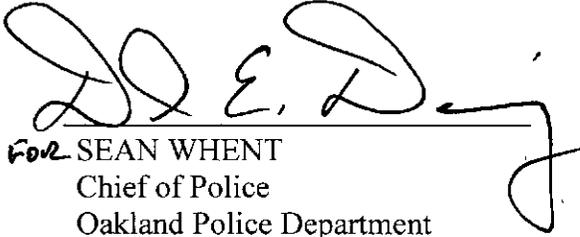
Economic: No economic opportunities have been identified.

Environmental. There are no environmental sustainability opportunities presented in this report.

Social Equity: No social equity opportunities have been identified.

For questions regarding this report, please contact Anthony Toribio, Captain of Police, at atoribio@oaklandnet.com or 510-777-8679.

Respectfully submitted,


For SEAN WHENT
Chief of Police
Oakland Police Department

Prepared by:

Jacqueline Long
Neighborhood Services Supervisor
Bureau of Field Operations 2

Nishant Joshi
Lieutenant of Police
Special Operations Section

Item: _____
Public Safety Committee
December 16, 2014

Matters With Payments Made Between 1-1-2012 and 6-30-2015

Attachment D

MODULE	CASENO	Title	Incident Date	Cause	Disposition Date	Paid 1/1/12 to Present	Total Payout Amount *
Litigation	R20752	ALLEN, DELPHINE, et al. (Class-action) (RIDERS)	27-Jun-00	Police: Force - Civil Rights	10-Mar-03	\$681,628.40	\$11,621,628.40
Litigation	SS02484	Taylor, James and Forbes, Robert	13-Nov-02	Police Conduct - Strip Search	08-Mar-13	\$4,779,969.97	\$4,779,969.97
Litigation	28910	Olsen, Scott (Occupy)	25-Oct-11	Police: Force - Non-Civil Rights	22-May-14	\$4,500,000.00	\$4,500,000.00
Litigation	28770	Bower, Dulcey	07-Aug-11	Dangerous Condition: Streets-holes, etc.	21-May-14	\$3,000,000.00	\$3,000,000.00
Litigation	29300	Qian, Wanning	28-Sep-12	City Vehicle vs. Pedestrian	04-Mar-14	\$2,000,000.00	\$2,000,000.00
Litigation	28903	Lee, Nancy, et al	24-Sep-11	Dangerous Condition: Streets-holes, etc.	09-Jan-15	\$2,000,000.00	\$2,000,000.00
Litigation	29295	Smith, Linda F. (See 29300)	28-Sep-12	City Vehicle vs. Pedestrian	02-Dec-14	\$2,000,000.00	\$2,000,000.00
Litigation	X02960	Valladon, Robert (Class Action)	07-Dec-06	Personnel/Labor: FSLA	02-Mar-12	\$583,333.00	\$1,999,999.33
Litigation	X03740	Campbell, Timothy, et al. (Occupy Oakland)	15-Oct-11	Police: Non-Force Civil Rights	30-Jun-13	\$1,170,000.00	\$1,170,000.00
Litigation	SS25818	Smith, John; Davis, Robert, et al	08-May-07	Police Conduct - Strip Search	08-Mar-13	\$1,077,753.66	\$1,077,753.66
Litigation	26096	Underground Construction Co., Inc	18-Sep-07	Breach of Contract: General	20-Aug-13	\$1,019,808.48	\$1,019,808.48
Litigation	29093	Angell, Steven et al. (Occupy)	28-Jan-12	Police: Force - Civil Rights	27-Mar-15	\$930,000.00	\$930,000.00
Litigation	28452	Spalding, Daniel et al.	05-Nov-10	Police: Non-Force Civil Rights	24-Sep-13	\$850,000.00	\$850,000.00
Litigation	X03871	Sabeghi, Kayvan (Occupy)	03-Nov-11	Police: Force - Civil Rights	16-Jan-14	\$645,000.00	\$645,000.00
Litigation	29603	Cortez, Michael & Toscano, Ricardo	01-Jun-12	Personnel/Labor: Employment Discriminati	22-Oct-14	\$642,000.00	\$642,000.00
Litigation	28751	Fakraei, Fred	23-Jun-11	City Vehicle Against Another Vehicle	27-Nov-13	\$550,000.00	\$550,000.00
Litigation	29290	Guzman, Socorro & Guzman, Maximino	02-Oct-12	Dangerous Cond.: Sidewalks: Trip & Falls	27-Feb-15	\$500,000.00	\$500,000.00
Litigation	28719	Balsbaugh, George	11-May-11	Dangerous Cond.: Sidewalks: Trip & Falls	16-Oct-14	\$400,000.00	\$400,000.00
Claim	C29678	Gray, Gerard & Christina	16-Jul-13	Dang. Cond.: Inverse Sewers	18-Aug-14	\$382,222.13	\$382,222.13
Litigation	X03107-1	Hoye, Walter (Bubble Ordinance)	18-Dec-07	City Govt.: Ordinance	21-Nov-12	\$361,269.43	\$361,269.43
Litigation	25715	DeGuzman, Robert & Carol	01-Apr-06	Dang. Cond.: Inverse Non Sewer/Drains	05-Nov-14	\$357,869.00	\$357,869.00
Litigation	28414	White, Donna	10-Oct-10	Code Enforce: Building Code Violations	28-Jan-14	\$348,000.00	\$348,000.00
Litigation	27220	Jeffries, Don G.	14-Nov-08	Personnel/Labor: Employment Discriminati	17-Nov-14	\$295,000.00	\$295,000.00
Litigation	29698	William, Jr., Jack Johnny	21-Feb-13	Dangerous Condition: Streets-holes, etc.	11-Feb-15	\$250,000.00	\$250,000.00
Litigation	29493	Maheu, Luc: Estate of Alison Maheu	17-Dec-12	Danger. Cond.:Street Design/Signs/Lights	30-Jun-13	\$225,000.00	\$225,000.00
Litigation	28275	Jones, Nelle; Jones, Frank (multiple parties) et al.	08-Nov-10	Police: Force - Wrongful Death	30-Sep-13	\$200,000.00	\$200,000.00
Litigation	X03844	Strutynsky, Jurij; Strutynsky, Lidia	02-Sep-12	Dangerous Condition: Sidewalks	01-Aug-14	\$168,000.00	\$168,000.00
Litigation	X03681	In re: Local 21 Museum / Contracting to Museum	20-May-11	Personnel/Labor: PERB	03-Feb-12	\$142,000.00	\$142,000.00
Litigation	27257	Ayrault, Bonnie & Schreiner, Kurt	17-Jan-09	Dangerous Condition: Streets-Trip & Fall	18-Feb-14	\$130,000.00	\$130,000.00
Litigation	28509	Howland, Douglas	19-Feb-11	Dangerous Condition: Sewers & Floods	04-Mar-14	\$125,000.00	\$125,000.00
Litigation	28889	Jones, Tony Ray	19-Feb-12	Police: Force - Shooting Non-Fatality	24-May-12	\$125,000.00	\$125,000.00
Litigation	27690	Aye, Kyi; Aye, Pechko; Aye, Naw a minor by & thru her	25-Aug-09	Dangerous Condition: - Trees	18-Sep-14	\$110,000.00	\$110,000.00
Litigation	X03845	Blueford, Adam	06-May-12	Police: Force - Wrongful Death			

* Some portions of these payouts were paid under the excess liability coverage.

Matters With Payments Made Between 1-1-2012 and 6-30-2015

MODULE	CASENO	Title	Incident Date	Cause	Disposition Date	Paid 1/1/12 to Present	Total Payout Amount *
Litigation	29018	Chitmon, Eloise	11-Nov-11	Danger. Cond.: Ramps/ Curb Iron/ Manhole	31-Jul-14	\$105,000.00	\$105,000.00
Litigation	X03608-2	Alderson, John	09-Jun-10	Personnel/Labor: Wrongful Termination	20-Feb-13	\$100,000.00	\$100,000.00
Litigation	29368	Castaneda, Ana	20-Jul-12	Dangerous Condition: Streets-holes, etc.	09-Jan-15	\$100,000.00	\$100,000.00
Litigation	28714	Abbott, Dennis	19-Sep-11	Dangerous Cond.: Sidewalks: Trip & Falls	30-Jun-13	\$100,000.00	\$100,000.00
Litigation	27707	Thomas, Aretha	22-Nov-09	Dangerous Cond.: Sidewalks: Trip & Falls	28-Jun-12	\$100,000.00	\$100,000.00
Litigation	28589	Montana, Audrey	10-Jun-11	Personnel/Labor: A.D.A. / Discrimination	16-Aug-13	\$96,000.00	\$96,000.00
Litigation	29316	Dalton, John	22-Sep-12	Dangerous Condition: Park Fac./Sports	22-Oct-14	\$95,000.00	\$95,000.00
Claim	C28422	Oakland Unified School Dist. (Jackson, Dante)	11-Nov-10	Dangerous Condition: Sewers & Floods	21-Feb-12	\$89,000.00	\$89,000.00
Litigation	29351	Edel, Erenst	19-Jun-12	Dangerous Cond.: Sidewalks: Trip & Falls	08-Oct-14	\$87,500.00	\$87,500.00
Litigation	29453	Yue, John	22-Aug-12	City Vehicle vs. Pedestrian	11-May-15	\$80,000.00	\$80,000.00
Litigation	28210	Felix, Cecilio	25-Jun-10	Danger. Cond.-Street Design/Signs/Lights	21-Oct-14	\$75,000.00	\$75,000.00
Litigation	27949	Kravitz, Linda	25-Dec-09	Dangerous Cond.: Sidewalks: Trip & Falls	30-May-12	\$75,000.00	\$75,000.00
Litigation	28691	Cicelske, Matthew (Estate of)	29-Jan-11	Police: Force - Wrongful Death	11-Dec-14	\$75,000.00	\$75,000.00
Litigation	X03509	Alliance Recycling Inc.	14-Jul-09	City Govt.: Administrative Hearings	30-Nov-12	\$73,800.00	\$73,800.00
Litigation	29168	Johnson, Forrestine	14-Jul-12	Dangerous Cond.: Sidewalks: Trip & Falls	04-Dec-13	\$70,000.00	\$70,000.00
Litigation	X04018	Hartford Life Insurance Company (Dessie R. Nelson)	09-Jan-11	Breach of Contract: General	08-May-15	\$70,000.00	\$70,000.00
Litigation	28906	Wendt, John	12-Mar-11	Police: Towing - Red Zone, Tickets, etc.	17-Jul-14	\$69,750.00	\$69,750.00
Litigation	28421	Upshaw, Kazeem	15-Oct-10	Police: Force - Civil Rights	09-Dec-13	\$65,000.00	\$65,000.00
Litigation	27573	Dixon, Jacqueline	10-Jun-09	Dangerous Cond.: Sidewalks: Trip & Falls	31-May-13	\$61,667.00	\$61,667.00
Litigation	27570	Sandhu, Paul; Tripathi, Manoj et al. (multiple parties)	19-Oct-09	Dangerous Condition: Storm Drain	04-Oct-12	\$60,000.00	\$60,000.00
Litigation	28665	Thrupp, Bruce	21-Jul-11	Dangerous Condition: Storm Drain	13-Aug-13	\$57,700.00	\$57,700.00
Litigation	26193	Kim, Julia B.	16-Jan-07	City Govt.: Other	11-Dec-14	\$56,830.00	\$56,830.00
Litigation	28561	Laube, Chloe Ann	27-Jan-11	Dangerous Condition: Park Fac./Sports	22-Feb-13	\$55,000.00	\$55,000.00
Litigation	X04027	Pettway, Lavetta	25-Nov-13	Personnel/Labor: A.D.A. / Discrimination	17-Nov-14	\$54,794.87	\$54,794.87
Litigation	29719	Cobbs, Yoland & Lee, Michelle	18-Aug-13	Dangerous Cond.: Sidewalks: Trip & Falls	29-May-15	\$52,000.00	\$52,000.00
Litigation	28811	Johnson, Verneeta; Estate of Arthur Raleigh, Munaf,	25-Sep-11	Police: Force - Wrongful Death	27-Jun-13	\$50,000.00	\$50,000.00
Litigation	29115	Ovets, Robert (Occupy)	28-Jan-12	Police: Force - Civil Rights	27-Jan-14	\$48,500.00	\$48,500.00
Litigation	X03702	Hodge, Veronica	10-Mar-11	Personnel/Labor: Grievance-Termination	07-Dec-12	\$48,000.00	\$48,000.00
Litigation	X03772	Pratt, Sedina	06-Mar-12	Personnel/Labor: Grievance-Termination	12-Apr-13	\$47,000.00	\$47,000.00
Litigation	27787	Scodella, Ida & Joe	18-Oct-09	Dangerous Cond.: Sidewalks: Trip & Falls	20-Jun-12	\$45,000.00	\$45,000.00
Litigation	27659	Mellion, Rose; Foster, Tanya; Williams, Felicia	14-Aug-09	Dangerous Condition: - Trees	01-Aug-12	\$45,000.00	\$45,000.00
Litigation	29557	Krane, Laurie	04-Nov-12	Dangerous Cond.: Sidewalks: Trip & Falls	17-Nov-14	\$45,000.00	\$45,000.00
Litigation	28130	Little, Angela	12-Sep-10	Danger. Cond.: Ramps/ Curb Iron/ Manhole	27-Apr-12	\$45,000.00	\$45,000.00
Litigation	28096-B	Henderson, Antionette	27-Sep-10	Dangerous Condition: - Trees	13-Mar-14	\$44,000.00	\$44,000.00

* Some portions of these payouts were paid under the excess liability coverage.

Matters With Payments Made Between 1-1-2012 and 6-30-2015

MODULE	CASENO	Title	Incident Date	Cause	Disposition Date	Paid 1/1/12 to Present	Total Payout Amount *
Litigation	27827	Williams, Jimmy	25-Oct-09	Police: Force - Civil Rights	16-Nov-11	\$43,000.00	\$43,000.00
Claim	C29461	Davis, Mr. & Mrs. Galen & Emily	07-Jan-13	Dang. Cond.: Inverse Sewers	16-Aug-13	\$41,200.00	\$41,200.00
Claim	C29062	Kitamura, Dan	11-Jun-12	Dangerous Condition: Sewers & Floods	11-Jan-13	\$40,533.61	\$40,533.61
Litigation	29615	Clay, Rickey aka Bakari Olatunji	04-May-12	Police: Force - Civil Rights	11-Feb-15	\$40,000.00	\$40,000.00
Litigation	23580	Willis, Lillie, and Oliver, Lavita	06-Aug-03	Police: Force - Wrongful Death	11-Jan-12	\$40,000.00	\$40,000.00
Litigation	28044	Arsalaj, Mohammed Harun et al.	04-Mar-10	Police: Force - Civil Rights	25-Feb-15	\$40,000.00	\$40,000.00
Litigation	29139	Warwick, Joanne (Occupy)	28-Jan-12	Police: Force - Civil Rights	22-Oct-14	\$40,000.00	\$40,000.00
Claim	C29116	Bowers, Stephanie	11-Jul-12	Police-Non/Vehicle Related Property Loss	01-Feb-13	\$39,547.24	\$39,547.24
Claim	C30485	Reier, Ellen	18-Feb-15	Dang. Cond.: Inverse Sewers	18-May-15	\$36,579.01	\$36,579.01
Litigation	28468	Johnson, Marilyn	26-Mar-11	Dangerous Cond.: Sidewalks: Trip & Falls	27-May-14	\$36,000.00	\$36,000.00
Litigation	28280	Ng, Ruby	31-Jul-10	Dangerous Condition: Streets-Trip & Fall	20-Nov-12	\$35,000.00	\$35,000.00
Claim	C28895	Nationwide Ins. (Yoo, Suk Hee) multiple parties	20-Jan-12	Dangerous Condition: Storm Drain	24-Jul-12	\$34,820.92	\$34,820.92
Litigation	28489	Dunn, Joyce L.	05-Mar-11	Dangerous Condition: Streets-Trip & Fall	20-Feb-13	\$34,500.00	\$34,500.00
Claim	C29496	Lofgren, Robert K.	11-Feb-13	Dang. Cond.: Inverse Sewers	16-Oct-13	\$32,929.88	\$32,929.88
Litigation	X03775	Sandoval, Elba	07-Nov-08	Personnel/Labor: Employment Discriminati	22-May-14	\$30,000.00	\$30,000.00
Litigation	29543	Chuman, Brandon	08-Oct-12	Police Conduct: Canine Unit Incidents	10-Apr-14	\$30,000.00	\$30,000.00
Claim	C29408	Smith, Mary J.	10-Dec-12	Dang. Cond.: Inverse Sewers	01-Mar-13	\$28,710.56	\$28,710.56
Litigation	28551	Mabry, Brenda	10-Jan-11	Dangerous Cond.: Sidewalks: Trip & Falls	03-Sep-13	\$28,500.00	\$28,500.00
Claim	C28801	Shields, Larry	23-Dec-11	Dangerous Condition: Sewers & Floods	06-Aug-12	\$26,790.00	\$26,790.00
Claim	C29082	Wise, Gary & Samantha	13-Apr-12	Dang. Cond.: Inverse Sewers	21-Nov-12	\$26,000.00	\$26,000.00
Litigation	28621	Fletcher, Alison	21-Feb-11	Dangerous Cond.: Sidewalks: Trip & Falls	18-Jun-13	\$25,000.00	\$25,000.00
Litigation	27177	Cordova-Munoz, Abel, et al	09-Nov-08	Police: Force - Civil Rights	19-Dec-14	\$25,000.00	\$25,000.00
Litigation	28890	Dixon, Peter	09-Dec-11	Police: Force - Civil Rights	22-Jul-14	\$25,000.00	\$25,000.00
Litigation	27895	Bautista, Noralinda Tirona	03-May-10	Dangerous Condition: Streets-Trip & Fall	31-May-12	\$24,000.00	\$24,000.00
Claim	C30094	Traver, Paul	11-Feb-14	Police-Non/Vehicle Related Property Loss	15-Dec-14	\$23,400.00	\$23,400.00
Litigation	27427	Burgardt, Christopher	30-Aug-09	Dangerous Condition: Sewers & Floods	09-Apr-12	\$23,000.00	\$23,000.00
Claim	C30095	Hesterman, Bryan	07-Feb-14	Dangerous Condition: - Trees	22-May-14	\$22,500.00	\$22,500.00
Litigation	29239	Bailey, Brenda	28-Aug-12	Dangerous Cond.: Sidewalks: Trip & Falls	14-Jan-15	\$22,500.00	\$22,500.00
Claim	C28734	Simon, Prezitt (multiple claimants)	20-Jun-11	City Vehicle Against Another Vehicle	25-Jul-12	\$22,280.79	\$22,280.79
Litigation	26446	Dickerson, Desmond J.	30-Jan-08	Police: Force - Non-Civil Rights	28-Feb-12	\$22,000.00	\$22,000.00
Litigation	29217	Espinoza, Ramona	22-Mar-12	Dangerous Cond.: Sidewalks: Trip & Falls	25-Nov-14	\$21,000.00	\$21,000.00
Litigation	27537	Sierra at Jack London Square Owner's Association	19-Oct-09	Dangerous Condition: Storm Drain	05-Dec-12	\$21,000.00	\$21,000.00

* Some portions of these payouts were paid under the excess liability coverage.

RETT collected

2011-2012

Sales_Price	Count	Percent of Count	Percent of Field	Total Alt_CityTax	Average Alt_CityTax	Minimum Alt_CityTax	Maximum Alt_CityTax	Total City_Tax	Average City_Tax	Minimum City_Tax	Maximum City_Tax
<250,000	3,215	56.38%	12.69%	\$ 2,177,108	\$ 677	\$ 3	\$ 1,248	\$ 6,530,660	\$ 2,031	\$ 8	\$ 3,743
250,000 - 999,999	2,276	39.92%	42.53%	\$ 7,298,547	\$ 3,207	\$ 1,700	\$ 6,786	\$ 16,099,784	\$ 7,074	\$ 3,750	\$ 14,970
1,000,000 - 1,999,999	158	2.77%	9.34%	\$ 1,603,240	\$ 10,147	\$ 7,500	\$ 14,625	\$ 3,206,433	\$ 20,294	\$ 15,000	\$ 29,250
2,000,000 - 9,999,999	49	0.86%	20.75%	\$ 3,560,608	\$ 72,665	\$ 40,400	\$ 166,000	\$ 2,670,456	\$ 54,499	\$ 30,300	\$ 124,500
10,000,000 - 33,000,000	3	0.05%	9.15%	\$ 1,570,367	\$ 523,456	\$ 449,400	\$ 564,375	\$ 942,220	\$ 314,073	\$ 269,640	\$ 338,625
>33,000,000	1	0.02%	5.54%	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 570,000	\$ 570,000	\$ 570,000	\$ 570,000
Totals	5,702	100%	100%	\$ 17,159,870	\$ 1,560,152	\$ 1,449,003	\$ 1,703,034	\$ 30,019,554	\$ 967,971	\$ 888,698	\$ 1,081,088

Adjusted \$ 16,209,870 Adjusted \$ 29,449,554

Unadjusted Decline -\$12,859,684

Unadjusted % Decline -43%

Adjusted Decline -\$13,239,684

Adjusted % Decline -45%

2012-2013

Sales_Price	Count	Percent of Count	Percent of Field	Total Alt_CityTax	Average Alt_CityTax	Minimum Alt_CityTax	Maximum Alt_CityTax	Total City_Tax	Average City_Tax	Minimum City_Tax	Maximum City_Tax
<250,000	2,646	42.16%	6.79%	\$ 1,954,691	\$ 739	\$ 3	\$ 1,248	\$ 5,863,572	\$ 2,216	\$ 8	\$ 3,743
250,000 - 999,999	3,241	51.64%	38.02%	\$ 10,941,314	\$ 3,376	\$ 1,700	\$ 6,773	\$ 24,135,287	\$ 7,447	\$ 3,750	\$ 14,940
1,000,000 - 1,999,999	301	4.80%	10.01%	\$ 2,880,787	\$ 9,571	\$ 7,500	\$ 14,460	\$ 5,761,460	\$ 19,141	\$ 15,000	\$ 28,920
2,000,000 - 9,999,999	81	1.29%	21.92%	\$ 6,309,892	\$ 77,900	\$ 40,000	\$ 196,000	\$ 4,732,419	\$ 58,425	\$ 30,000	\$ 147,000
10,000,000 - 33,000,000	5	0.08%	10.14%	\$ 2,917,030	\$ 583,406	\$ 257,500	\$ 775,000	\$ 1,750,218	\$ 350,044	\$ 154,500	\$ 465,000
>33,000,000	2	0.03%	13.12%	\$ 3,777,500	\$ 1,888,750	\$ 1,027,500	\$ 2,750,000	\$ 2,266,500	\$ 1,133,250	\$ 616,500	\$ 1,650,000
Totals	6,276	100%	100%	\$ 28,781,214	\$ 2,563,742	\$ 1,334,203	\$ 3,743,481	\$ 44,509,456	\$ 1,570,522	\$ 819,758	\$ 2,309,603

Adjusted \$ 25,003,714 Adjusted \$ 42,242,956

Unadjusted Decline -\$15,728,242

Unadjusted % Decline -35%

Adjusted Decline -\$17,239,242

Adjusted % Decline -41%

2013-2014

Sales_Price	Count	Percent of Count	Percent of Field	Total Alt_CityTax	Average Alt_CityTax	Minimum Alt_CityTax	Maximum Alt_CityTax	Total City_Tax	Average City_Tax	Minimum City_Tax	Maximum City_Tax
<250,000	1,452	25.81%	2.43%	\$ 1,125,485	\$ 775	\$ 3	\$ 1,248	\$ 3,376,180	\$ 2,325	\$ 8	\$ 3,743
250,000 - 999,999	3,679	65.39%	27.48%	\$ 12,748,986	\$ 3,465	\$ 1,700	\$ 6,786	\$ 28,122,839	\$ 7,644	\$ 3,750	\$ 14,970
1,000,000 - 1,999,999	374	6.65%	7.94%	\$ 3,685,063	\$ 9,853	\$ 7,500	\$ 14,888	\$ 7,369,998	\$ 19,706	\$ 15,000	\$ 29,775
2,000,000 - 9,999,999	106	1.88%	15.55%	\$ 7,213,060	\$ 68,048	\$ 40,000	\$ 190,300	\$ 5,409,796	\$ 51,036	\$ 30,000	\$ 142,725
10,000,000 - 33,000,000	8	0.14%	7.40%	\$ 3,435,576	\$ 429,447	\$ 258,750	\$ 752,438	\$ 2,061,345	\$ 257,668	\$ 155,250	\$ 451,463
>33,000,000	7	0.12%	39.20%	\$ 18,187,563	\$ 2,598,223	\$ 889,425	\$ 3,875,000	\$ 10,912,538	\$ 1,558,934	\$ 533,655	\$ 2,325,000
Totals	5,626	100%	100%	\$ 46,395,733	\$ 3,109,811	\$ 1,197,378	\$ 4,840,660	\$ 57,252,695	\$ 1,897,313	\$ 737,663	\$ 2,967,675
			Adjusted	\$ 28,208,170				Adjusted	\$ 46,340,158		

Unadjusted Decline **-\$10,856,962**
 Unadjusted % Decline **-19%**

Adjusted Decline **-\$18,131,988**
 Adjusted % Decline **-39%**

2014-Apr2015

Sales_Price	Count	Percent of Count	Percent of Field	Total Alt_CityTax	Average Alt_CityTax	Minimum Alt_CityTax	Maximum Alt_CityTax	Total City_Tax	Average City_Tax	Minimum City_Tax	Maximum City_Tax
<250,000	855	19.31%	1.71%	\$ 645,768	\$ 755	\$ 5	\$ 1,246	\$ 1,937,186	\$ 2,266	\$ 15	\$ 3,738
250,000 - 999,999	3,054	68.97%	28.76%	\$ 10,881,859	\$ 3,563	\$ 1,700	\$ 6,786	\$ 24,004,146	\$ 7,860	\$ 3,750	\$ 14,970
1,000,000 - 1,999,999	404	9.12%	10.64%	\$ 4,027,803	\$ 9,970	\$ 7,500	\$ 14,775	\$ 8,055,477	\$ 19,939	\$ 15,000	\$ 29,550
2,000,000 - 9,999,999	98	2.21%	18.49%	\$ 6,996,912	\$ 71,397	\$ 40,000	\$ 192,000	\$ 5,247,684	\$ 53,548	\$ 30,000	\$ 144,000
10,000,000 - 33,000,000	13	0.29%	14.47%	\$ 5,474,876	\$ 421,144	\$ 257,500	\$ 690,116	\$ 3,284,926	\$ 252,687	\$ 154,500	\$ 414,070
>33,000,000	4	0.09%	25.94%	\$ 9,815,325	\$ 2,453,831	\$ 1,350,000	\$ 5,307,825	\$ 5,889,195	\$ 1,472,299	\$ 810,000	\$ 3,184,695
Totals	4,428	100%	100%	\$ 37,842,543	\$ 2,960,660	\$ 1,656,705	\$ 6,212,748	\$ 48,418,614	\$ 1,808,598	\$ 1,013,265	\$ 3,791,022
			Adjusted	\$ 28,027,218				Adjusted	\$ 42,529,419		

Unadjusted Decline **-\$10,576,071**
 Unadjusted % Decline **-22%**

Adjusted Decline **-\$14,502,201**
 Adjusted % Decline **-34%**



CITY OF OAKLAND

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2013 APR 25 PM 6:54

AGENDA REPORT

TO: DEANNA J. SANTANA
CITY ADMINISTRATOR

FROM: Donna Hom

SUBJECT: FY 2013-2015 Proposed Policy Budget

DATE: April 25, 2013

City Administrator
Approval

Deanna J. Santana

Date

4/25/13

SUPPLEMENTAL

The purpose of this supplemental memorandum is to transmit to the full City Council responses to questions raised at the April 2, 2013 Special City Council Meeting regarding the Fiscal Year (FY) 2013-2015 Proposed Policy Budget.

DISCUSSION***General***

- 1) **Provide options for how to provide shared prosperity in the event that revenues come in higher than anticipated.**

The General Purpose Fund (GPF) revenue estimates for the budget years (FYs 2013-15) are one of the major parameters defining the budget development process. The estimates are based on very careful, detailed analysis by the City's professional staff and outside experts. However, during a dynamic economic period, such as the current recovery, the economy and revenues can change in unpredictable ways. In the event that actual revenues are higher than those budgeted, the City Council can decide midyear to appropriate new revenue to any appropriate general purpose. However, these types of decisions should be weighed in the context of achieving long-term financial stability for the City.

If the City Council's priority is to appropriate a share of the revenue overage to City employees, it could structure such a decision in a variety of ways. An option would be to include in the budget resolution a provision that the City Council would deliberate on the issue of linking increasing employee compensation specifically following the issuance of the FY 2013-14 Second Quarter Revenue and Expenditure Report, which would be the earliest instance in which the City will have a solid estimate of actual year-end revenues. There are also many options regarding the form in which additional compensation to employees could be structured, perhaps the most straightforward being a bonus payment, a flat amount per employee or one proportional to an employee's base compensation, or some hybrid thereof

Item: _____
City Council
April 30, 2013

The issues of how this could be structured, providing a base amount bonus or a bonus “give back” based on a certain revenue threshold or “trigger,” are both policy matters that the City Council can consider to the extent that the City Council eliminates expenditures included in the proposed budget or if additional revenue is recognized. It is important to note that any of the above options would be subject to meet and confer with the labor unions and subject to bargaining, which should be deliberated in the proper venue, Closed Session. However, it should be noted that if the City Council wishes to pursue this option or any other options listed in the Policy Tradeoffs & Service Buybacks portion of the proposed budget (page A-1), there will be policy tradeoffs with respect to other City services.

- 2) Confirm the current estimate of General Purpose Fund revenue for FY 2013-14, specifically \$430M and \$418M.

As noted above, the GPF revenue estimates for the budget years are one of the major parameters defining the budget development process. GPF revenue estimates for FY 2013-15 were first developed in late summer 2012 for the purpose of developing the Five-Year Financial Forecast. Based on the best information available at that time, staff estimated that GPF revenue for FY 2013-14 would total \$418 million. As is traditional during the budget development process, the revenue estimate is revised once or more to incorporate the most current information. When the estimate was revised in March 2013, the strength of the economic recovery had increased, thereby increasing the revenue estimate for FY 2013-14 to \$430M. In the proposed budget, the detailed information explaining how projected revenue has increased from \$418M to \$430M is located in the Budget Highlights section, page 7, Table 4. This is the final estimate upon which the Proposed Policy Budget is based, and the detailed assumptions and calculations underlying this estimate are outlined in the budget document. Please note that any financial projection is conducted under a certain set of assumptions and at a certain point in time. As such, projections often change as new information becomes available.

- 3) Provide information on evaluations of programs in place, what is the City’s strategic plan, and how well we have done on achieving City Council priorities.

The City Council’s priorities are set by the City Council as part of their legislative authority. As such, the Council may choose to revise your priorities at your discretion. The last instance in which the City Council’s priorities were modified was in the FY 2007-09 budget cycle. The City of Oakland does not have a single overarching strategic plan or prioritization of initiatives underway to meter staff resources and measure results. While some performance measures and various plans exist, there is a lack of institutional linkage to assess strategically efficiencies, effectiveness, and overall performance. Many departments and programs do have their own long-range/strategic plans to guide their planning and operations. There are many mechanisms through which these plans and the City’s activities more generally are evaluated, including monthly, quarterly and bi-annual reports on programs to the City’s various Committees. Outside funding sources, such as the State and federal government, often have performance standards and evaluations or audits required as part of their funding. Some departments’ activities are guided by professional association standards. The City’s

internal and external auditors also often look at performance or management in addition to financial issues during audits. The Administration is also continually working on special projects to analyze and improve the performance of different units, including as suggested by the Council. However, there is no unified, thorough way through which the City measures or audits and reports performance of all of its operations on an ongoing basis. To our knowledge, there has not been a thorough, structured evaluation of how effectively the City Council has met its priorities and the resources to support them.

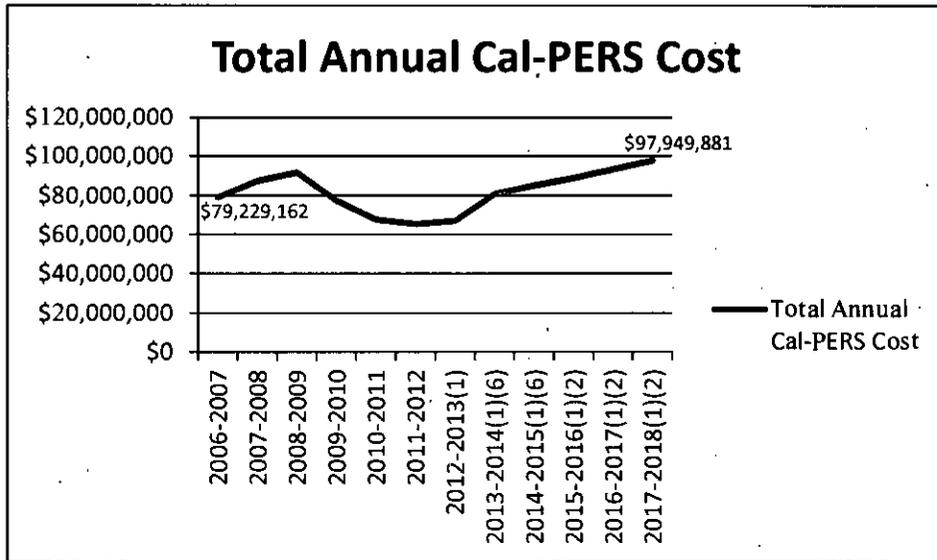
- 4) Provide additional information on some of the key financial challenges that could affect the City, including unfunded liabilities in accrued leave, pension obligations, and negative funds, and how they are addressed in the budget.

The City has a number of long-term liabilities, including related to pension obligations, other post-employment benefits (OPEB), negative funds, deferred capital, and paid leave accrual. The City has published a significant amount of information on the status and magnitude of these obligations over the past year. The Five-Year Financial Forecast contained a thorough listing and discussion of these liabilities. Other publications or presentations such as the Budget Outlook presentation to City Council and employee groups, various information memorandums, and others have provided detail. The proposed budget continues this effort of fully surfacing these issues so that they can be considered when appropriation decisions are made. The table below illustrates the unfunded and long-term liabilities the City faces over time.

City of Oakland Long-Term Liabilities

Unfunded Amount	Descriptions
\$743K	Oakland Municipal Employees Retirement System (OMERS), closed retirement system, unfunded balance as of June 30, 2011
\$743M	California Public Employees Retirement System (Cal PERS), 75% funded. Unfunded balance as of June 30, 2011
\$216M	Police and Fire Retirement System (PFRS), closed retirement system, unfunded balance as of June 30, 2012 was \$426M; issued a bond in July 2012, the current unfunded balance is \$216M, will start the payment in FY 2017-18, \$24.24M
\$520M	Other Post-Employment Benefits (OPEB) has the unfunded actuarial accrued liability (UAAL) of \$520M as of June 30, 2011
\$29.5M	Accrued leaves are funded at 28.7% level, which leaves approximately \$29.5M unfunded as of June 30, 2012 (audited)
\$111M	Of the 173 funds, 54 has negative fund balance as of June 30, 2012 (audited). Of which, \$85M is in the repayment schedule, \$26M is not.

Regarding pension obligations, the dramatically increased employer contributions that are required by CalPERS to boost the funded ratio beginning in FY 2013-14 are accounted for in the proposed budget and the revised five-year forecast it contains. The below table illustrates the total annual Cal-PERS Costs from 2006-2018:



- (1) Projections
- (2) Covered Payroll is based on FY 2014-2015.
- (6) Computed on baseline payroll, projected as of February 1, 2013

The City also recently made a significant payment into the Police and Fire Retirement System (PFRS) fund to increase its funded ratio and pre-pay its annual obligation for five years. The City's future obligations will be mitigated by the implementation of a third retirement tier and recent State legislation. So, although there is still work to be done in funding CalPERS and PFRS, the Administration believes that it has taken prudent steps this fiscal year and in the proposed budget to help ensure adequate funding of these obligations.

The City's situation regarding OPEB liabilities is similar to that of most other public and private organizations. The City has assessed the liability and is performing required reporting. The Administration is crafting a long-term plan to fund this liability, beginning with a proposal that it will advance, when workload permits, to establish a trust to pay for OPEB liabilities.

The City has already taken strong steps to address its negative funds. As reported elsewhere, the City has reduced its negative fund balance from \$138 million to less than \$100 million over four years. The most significant negative funds are on repayment plans. The City must still determine an approach to repaying negative funds that are not reimbursable, but generally we feel that the negative fund challenge is being managed.

As surfaced in the Five-Year Financial Forecast and other documents, the City also has some liabilities related to paid leave accrual and Workers' Compensation. As committed in the forecast, when workload permits, the Administration will analyze these funds and advance a proposal to increase their balances if appropriate through increased accruals.

Overall, the proposed budget continues this Administration's practice of surfacing all major financial issues so that they can be considered and weighed when budget decisions are being made. The Administration believes that the proposed budget strikes the appropriate balance between funding critical operational needs and addressing long term liabilities.

- 5) Provide past projections versus actuals over a ten-year period regarding revenues and expenditures.

The revenue and expenditure projection is part of the budget development process. The projections, like any financial projection, are conducted under a certain set of assumptions and at a point in time. The projections are usually revised on the third quarter of each year when reporting the quarterly revenue and expenditure (R & E) to the City Council. The R & E budget in comparison to actual realization in the past 5 years are listed in Attachment A. It should be noted that the data presented does not reflect the quarterly adjustment. It is noticeable that the recent years projection in the revenue side were much more accurate until 2011-12 due to the dissolution of the Redevelopment Agency, which occurred after the budget was adopted.

On the revenue side, the variance from FY 2007-08 to FY 2011-12 range from was -5.8% due to 7.73%. In FY 2010-12, the variance was 7.73% mainly due to the dissolution of the Redevelopment Agency (9.8% variance) and one-time Business License audit (15.10% variance). On the expenditure side, the variance from FY 2007-08 to FY 2011-12 range from .48% to 2.64%.

- 6) Please develop projections based on the City increasing the Real Estate Transfer Tax (RETT) for homes over \$1.1M by a "modest" amount. What are the pros/cons on increasing RETT?

As background, the City currently taxes Real Property Transfers at a rate of 1.5%. Any increase to this rate would need to be affirmed by a vote of the electorate. The following two methods look at the effect of doubling the Transfer Tax Rate to 3% and applying that new rate to transfers over \$1M. The scenarios look at transfers over the most recent 12 months for which data is available (March 2012 through February 2013):

Method A: If the City would have adopted rate of 3% for the full value of properties over \$1M, the City would have received an additional \$11,670,802 in Transfer Tax revenues. This scenario would apply the higher 3% tax rate to the full \$3M of a \$3M property sale.

Method B: If the City would have adopted a rate of 3% for the amount of a transfer over \$1M, the City would have received an additional \$7,170,802 in Transfer Tax revenues. This

scenario would apply the current 1.5% rate to the first \$1M of a \$3M property sale, and would apply the higher 3% tax rate to remaining \$2M of a \$3M property sale.

It should be noted that either method would substantially increase the volatility of Real Estate Transfer Tax which is already unreliable highly fluctuating revenue stream given its dependence on the quickly changing real estate market. In turn, to forecast the amount of RETT revenues in future years would be difficult. Also, an increase of the RETT could create a deterrent for those interested in purchasing residential or commercial real estate in Oakland.

7) Has the City looked into Developer Impact Fees? What is the legal nexus to implement?

Development impact fees are one-time charges levied upon new development and used by local governments to fund improvements and services required to serve the development. To meet legal requirements, the amount of the fee must be determined by a formula that is consistently applied and based on a proportional distribution of costs following nexus principles. A nexus means that a direct relationship exists between the fee charged to new development and the need for those public improvements. In other words, there must be a relationship between the new development and the need for the new facilities or services being funded by the impact fee. The impact fee must also be proportional to the benefits or impacts caused by new development.

Development Impact Fees have been considered in Oakland, most recently in 2009 when proposals to study such fees were solicited. At the time, the City was considering two types of fees: (1) a transportation impact fee to pay for roadway improvements, bicycle and pedestrian improvements and transit-supportive improvements and (2) a capital facilities fees to pay for public facilities such as police and fire stations, libraries, parks and senior centers and public infrastructure such as lighting and storm drains. A full environmental impact report would have been required as part of the study. The cost to complete that work was over \$750,000. With no funding identified to complete that level of work, the effort was abandoned.

It is estimated that the cost for a complete Transportation Impact Fee nexus study and implementation, assuming Oakland treats the fee as categorically exempt under CEQA, could be completed for \$500,000. The variables that most impact the cost of such a study are the level of detail in the traffic analysis as they relate to known or projected growth and development patterns. The Public Works Agency is prepared to coordinate another request for proposals to complete this work should a funding mechanism be identified. It should be noted that the money to complete this study would be eligible to be reimbursed through the development impact fee, should such a fee ultimately be established.

Development Impact Fees are based upon the costs of providing expansion of the City's transportation systems and related infrastructure to accommodate future development. It can also be used to cover the administrative costs of managing the fee. They are not used to fund

maintenance or operating costs. The revenue that could be generated is unknown at this time and would depend upon the fee methodology established through the nexus study and the level of new development.

- 8) Have the budgets of the Administration, Mayor, and Auditor grown or shrunk comparably to employees of all ranks?

The City Auditor and the Mayor's offices are elected offices. The City Council adopted the budget with the same percentage reduction in the General Purpose Fund category. The City Administrator's Office budget reduction is consistent with the citywide General Purpose Fund reduction guideline. The City Administrator's Office experienced a number of reductions in January 2012, when the City Attorney, City Council, and Mayor's Office were kept whole. With the continuous re-organization since 2008, it is difficult to assess the actual reduction other than reviewing the adopted policy budget document. The documents are available in the following link:

For FY 2012-13 Adopted Amended Policy Budget, use the following link:

<http://www2.oaklandnet.com/oakcal/groups/cityadministrator/documents/report/oak039670.pdf>

Click on FY 2012-13 Adopted Amended Policy Budget, then go to page B-3, which listed significant change by department, position and amounts.

For FY 2011-12, use the same link, then click on FY 2011-12 Adopted Policy Budget, then go to page D-10, which listed significant change by department, position and amounts.

For any adopted budgets prior to FY 2011-13, use the following link and go to the Significant Change section:

<http://www2.oaklandnet.com/Government/o/CityAdministration/d/BudgetOffice/o/BudgetDocuments/index.htm>

- 9) Is the Administration's approach to budget development different, particularly regarding when and how the City involved labor?

During this budget cycle, the Administration implemented a traditional budget development process that is consistent with past practice. Starting in November 2012, the Administration provided the opportunity for representatives of the various labor unions to hear a presentation on the State of the Budget. This presentation provided a review of past and current budget conditions, an overview of the Five Year Financial Forecast and Proposed Budget Baseline, and information about the budget process and timeline. In addition in fall 2012, Administration offered the opportunity for labor unions to engage in bargaining earlier than in past years. Lastly, it should be noted that the Administration has been highly committed to

providing up to date information to all City employees through emails and information memos about the City's budget and current condition.

Administrative Services

- 1) Please provide information on the City's monthly cash flow budget and process.

The City maintains an adequate level of cash for its operation and invests idle cash prudently. The City does not use a cash accounting basis. Instead, the City operates on a modified accrued accounting basis, which means that revenues and expenditures are booked as soon as they are measurable and available. Revenues are considered available if property tax is collected within 60 days of the end of the currently fiscal year. All other revenues are considered available if they are collected within 120 days of the end of current fiscal year. Expenditures are recorded when a liability is incurred. In other words, cash flow is one indicator of the City's financial performance, but not the only one. The cash balance is audited by independent auditor each year and reported in the Comprehensive Annual Financial Statement (CAFR). The latest CAFR for the period ended June 30, 2012 is available in the following link:

<http://www.oaklandnet.com/government/fwawebsite/accounting/CAFR.htm>

On page 23, the "Cash and Investment" was valued at \$302.76 million for the City and \$189.06 million for the Port of Oakland.

In addition, on a quarterly basis, Treasury staff provides a Cash Management Report to the Finance and Management Committee. The latest report was presented to the Finance Management Committee on March 12, 2013 and to the full council on March 19, 2013. The portfolio balance as of December 31, 2012 was \$442.25 million. The report is available in the following link:

<http://oakland.legistar.com/LegislationDetail.aspx?ID=1282915&GUID=BBA049FE-565F-4BFB-A5DD-ED0C34D843D7>

- 2) With respect to new parking meters, how many has the City already installed, and what are staff's assumptions about coverage, equipment, timeline, and related revenues?

Currently, staff is negotiating with a vendor to replace the City's approximately 3,800 single space parking meters with inclusive capabilities such as payment by coin, credit card, debit card (with Visa or Master Card logo) and smart cards. The single-space meters will be wirelessly networked and connected to a web-based management system. Replacement consists of all existing single space meters, and the 500 new meters that were that were approved by the City Council in FY 2011-12 at a total estimated cost of \$3.5M. Wireless

communication is required for credit card transactions, programming, and meter service/repairs. Annual costs would be approximately \$200,000.

Staff has benchmarked other cities that have implemented comparable technology to gauge the impact of new meters on revenue. Oakland currently collects roughly \$2 in citation revenue per \$1 of meter fee revenue. Most cities have experienced an increase in meter fees, and decrease in citation revenue due to users having the ability to pay in a more convenient way (via credit/debit cards). For instance, Berkeley has seen fees increase by 29% while citation revenue has fallen 18%. San Francisco has seen citations fall by 14% and increased meter fee revenue by 15%. The City estimates that citation revenue will fall 20% per meter installed, and meter fee revenue will increase by 15% per installed meter. Given that the City collects more in citations than in meter fees, this will be a net decrease in revenue compared to present values. However, the convenience that smart meters provide individuals by diversifying the types of payments accepted does have a positive economic impact to those surrounding businesses by attracting more individuals to destination areas. Also, it should be noted that if the City does not replace its meters, staff still expects to see a decline in revenues from current values because of the occurrence of vandalism and an inability to cite parkers and non-functioning meters.

Public Safety

- 1) Can the Administration provide information about the 2008 **PERF** Study on Civilianization Recommendations?

In 2008, the Oakland Police Department (OPD) prepared an information report that detailed the steps the City has taken to civilianize positions within the Department (Attachment B). In this report, the Department conducted an analysis of sworn positions suitable for civilianization and identified 47 potential positions, including 4 Sergeants positions in Communications, civilianizing much of internal affairs and establishing civilian administrative positions in Training and in the Technology Unit. None of the positions identified in the 2008 report have been civilianized: Civilian staff have generally decreased over the past 6 years (34% reduction) as the trend has been to eliminate civilian positions in order to preserve sworn positions, when possible. The following additional civilian positions that were not in OPD's 2008 through 2012 budgets, are included in the 2013-15 Proposed Policy Budget:

- 20 Police Services Technicians II (PSTII): These civilian positions will work in the field and will perform functions, such as taking police reports and responding to non-injury traffic collisions. This will free up the time of sworn officers to respond to calls for emergency service.
- The Civilianization of the Office of the Inspector General: The Office of the Inspector General (OIG) is currently managed by a Captain of Police, and is staffed by a mixture of sworn and professional staff. The OIG will move out of the Police Department, and will be managed and staffed solely by civilian staff.

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under the City Administrator's Office. The civilianization of the OIG will free up 2 sworn staff to work in field assignments.

- **Complaint Intake:** The City Council has authorized additional positions in the Citizen's Police Review Board that will allow them to absorb the intake function of the complaint process from Internal Affairs. Eight sworn police officer positions will be able to be diverted back to the Patrol Division.

One of the priority actions described in the 2010 strategic plan is to use civilian personnel to perform tasks currently assigned to sworn personnel. The civilian positions that are included in the FY2013-15 Proposed Policy Budget, particularly the PSTII positions, reflect progress in implementing the civilianization goals that are described in the 2010 Strategic Plan. It should be noted that the option to add 5 Civilian Police Evidence Technicians (PET) is noted on the policy tradeoff list (page A-1) in the Proposed Budget should the City Council wish to pursue that option. At this time, a number of sworn Police Officers work as evidence technicians, due to the shortage of civilian PETs.

2) What are the Police Department's priorities for hiring the 56 FTE civilian support staff, and what is a realistic timeline if funded?

The Police Department has identified the need to fill 56 FTE civilian positions beyond those budgeted in FY 2012-13 to support current staffing levels and service demands. Five Police Communications Dispatchers are included in the proposed budget at a cost of approximately \$550,000 annually. The Police Department has determined, based on its priorities and realistic hiring assumptions, that they would prefer to fill the following positions in FY 2013-14, FY 2014-15, and FY 2015-16, acknowledging funding constraints, policy tradeoffs, and the need to phase hiring.

If approved in the adopted budget, the Police Communications Dispatchers budgeted for FY 2013-14 would have a start date of September 1, because the department has continuous recruitment for those positions. The remaining FY 2013-14 positions would start October 1. If the 18 FY 2014-15 positions are adopted as part of the 2013-15 budget, they could start on July 1, 2014, allowing a year for hiring. Given the start dates and the approximate annual salaries and benefits (based on FY 2012-13 rates), staffing these positions this would require approximately \$1.7 million in salary and benefits in FY 2013-14 and \$3.9 million in FY 2014-15. The approximate annual cost for salaries and benefits at FY 2012-13 rates is the following: Police Evidence Technician - \$90,000; Criminalist II - \$125,000; Criminalist III - \$163,000; Latent Fingerprint Examiner II - \$120,000; Police Communications Dispatcher - \$104,000; Police Communications Supervisor - \$130,000; Police Records Specialist - \$69,000; Police Records Supervisor - \$100,000; and Administrative Analyst II - \$98,000.

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Professional Staff (Civilian)	Gap to Fill Need	2013-14 Budget	2014-15 Budget	2015-16 Budget	Total
Field Operations					0
Police Services Technician II	0				0
Police Evidence Technician	15	5		10	15
Records Management					0
Police Records Specialist	5		5		5
Police Records Supervisor	1		1		1
Crime Lab					0
Criminalist II	2	2			2
Criminalist III	2	2			2
Latent Fingerprint Examiner II	1	1			1
Communications (911)					0
Police Communications Dispatcher	17 (incl 5 in proposed budget)	10 (incl 5 in proposed budget)	5	2	12
Police Communications Supervisor	3		2	1	3
Business Intelligence & Crime Analysis					0
Admin Analyst II	10		5	5	10
Total	56	20	18	18	56

3) Please provide additional information about the 4th Police Scenario.

The April 2, 2013 budget outlook presentation to City Council contained, on a slide titled "Budget Deficit Scenarios," four different police staffing scenarios. These scenarios were 1) the baseline scenario of just one academy during the two-year budget period; 2) one academy per year; 3) two academies per year; and 4) one academy per year, a lateral recruitment for 20 hires in the second year, and the continuation throughout the two-year period of the recently approved contracts with the California Highway Patrol (CHP) and Alameda County Sheriff's Office (ACSO) for supplemental police patrol services.

The fourth scenario was devised as a new option that falls in between two other options, in terms of cost and staffing level achieved, one academy per year and one academy in the first year, two in the second, to illustrate the various combinations that can exist and the impact to the City's shortfall. In terms of staffing levels, it would achieve the same level as one academy per year plus an additional 20 beginning in FY14-15 and continuing thereafter. As shown in the slide introducing the scenario, it results in total GPF expenditures and shortfall that is \$2.4M greater in FY13-14 and \$7.6M greater in FY14-15 compared to one academy per year.

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The CHP deployment of 10 officers in five double unit patrol vehicles and two sergeants in a supervisor vehicle, two days per week on varying days as requested in advance by OPD, for 10 hour shifts, will cost \$162,000 for two months (60 days). The annual cost of continuing this contract year-round would be \$972,000. The ACSO deployment of 10 deputy sheriffs in five double unit patrol vehicles and sergeants in a supervisor vehicle, two days per week, will cost \$265,000 for three months (90 days). The annual cost of continuing this contract year-round would be \$1,060,000. Each of the contracts is equivalent to about 5 FTE officers if implemented year round, for a total of 10 between the two.

- 4) Please additional information about an additional 2 year Police Scenario including an OPD-run Police Academy and up to 30 officers paid for by Alameda County in an Alameda County Sheriff's Academy.

The costs for the City to hold one academy per year are documented in the April 2, 2013 budget outlook presentation to City Council, the supplemental agenda report for the Five-Year Financial Forecast of March 22, 2013, and the informational memorandum of March 27, 2013 on Police Officer Academy Costs. Regarding enrolling 40 Police Officer Trainees (POT) in the ACSO's academy (30 graduates), the assumption is that the City would recruit and hire the Police Officer Trainees; the County would provide academy training facilities, instructors, and materials and equipment; the City would pay the POT salaries and benefits during the academy; the City would provide additional Oakland-specific academy training for 8 weeks; and the City would provide field training.

As detailed in the Police Officer Academy Costs memorandum, the pre-academy costs for a typical class of 55 Police Officer Trainees is \$1.12M; academy costs are \$2.725M due primarily to POT salaries and benefits; and field training costs are \$1.173M. There is little scalability in pre-academy activities of recruitment, testing, background check, and character evaluation, meaning it will cost the City a similar amount for that stage for a 40 member academy with ACSO as it would for a City-run academy of 55. It is assumed that ACSO would bear the instructor and materials and equipment costs for the 40 trainees in their academy. The City would still have to pay the cost for POT salaries and benefits. The City would also have to provide 8 weeks of academy training on Oakland-specific issues and tactics, and would have to provide field training upon completion of the ACSO academy.

As such, based on the assumptions above regarding the division of costs between the City and ACSO, and assuming no additional field training officers would be needed, it would cost the City \$3.4M to run its own 40-in academy, and \$3.3M to send its 40 POTs through the ACSO academy. Again, as the County is just bearing the facility, instructor, and materials and equipment costs, and the City still needs to provide 8 weeks of academy training, the savings to the City are limited. (Note that if the ACSO academy could be customized to cover more Oakland-specific issues, and therefore the City needed to provide fewer than 8 weeks of Oakland-specific training, the cost to the City of participating in the ACSO academy could be significantly reduced.)

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City of Oakland Costs for Different Police Academy Scenarios

	55 in/40 out City academy	40 in/30 out City academy	40 in/30 out ACSO academy
Pre-Academy	\$1,120,000	\$1,120,000	\$1,120,000
Academy			
POT salary and benefits	\$1,920,000	\$1,396,364	\$1,396,364
POT salary and benefits for eight weeks of OPD-specific academy training	NA	NA	\$465,455
OPD instructor	\$486,000	\$486,000	\$162,000*
Non-OPD instructors	\$30,000	\$30,000	\$10,000**
Training materials and equip	\$289,000	\$210,182	\$0
Field training (included in baseline)	\$0	\$0	\$0
Costs related to new officers	\$214,700	\$156,145	\$156,145
Total	\$4,059,700	\$3,398,691	\$3,309,964
Cost per officer out	\$101,492.50	\$113,289.70	\$110,332.13

*OPD instructor cost due to eight weeks of Oakland-specific academy training performed by the City

**Non-OPD instructor cost due to eight weeks of Oakland-specific academy training performed by the City

If the yield for an ACSO academy is similar to that of the City's own academies, 55 in/40 out (73%), then 40 officers in would result in approximately 30 officers out. As such, the staffing level achieved through one City academy per year (Year 1: 665; Year 2 657) plus a 40-trainee ACSO academy graduating 30 officers per year would be $665+30 = 695$ in year 1 (FY13-14) and $695 + 40$ (City academy) - 48 (attrition) + 30 (ACSO academy) = 717 in year 2 (FY14-15).

5) What is OPD doing to learn from misconduct and learning from incidents in order to prevent them in the future?

As a part of their vision, OPD is committed to effectively utilizing information and technology to improve management, operations and performance. For example, in Internal Affairs investigations, regardless of whether an instance of misconduct is non-sustained or sustained, the accompanying investigation many of times identifies areas in which additional training is required of the Officer. This can include general areas anywhere from the use of force, investigations, tactical, communication and supervisory skills, to the types of ways to handle those suffering from mental disorders. Another example is OPD's commitment to implementing a second-generation early warning system, known as the Internal Personnel Assessment System (i-PAS). This system is a database for maintaining, integrating, and retrieving the data necessary for identifying Officers with performance issues. Early warning systems are found to utilize data to enhance police accountability by reducing behaviors that can lead to instances of misconduct. The City is currently in the process of hiring a vendor to develop the RFP and manage the implementation process.

Respectfully submitted,

/s/

DONNA HOM
Budget Director

Attachments

- (A) Five Years of R&E Actual and Projected**
- (B) 2008 Information Report on OPD Civilianization**

	Fiscal Year 2007-08			Fiscal Year 2008-09			Fiscal Year 2009-10			Fiscal Year 2010-11			Fiscal Year 2011-12		
	Budget	Actuals	Variance	Budget	Actuals	Variance	Budget	Actuals	Variance	Budget	Actuals	Variance	Budget	Actuals	Variance
01 - Property Tax	\$ 121,718,765	\$ 131,744,660	\$ 10,025,895	\$ 134,501,900	\$ 134,474,504	\$ (27,396)	\$ 129,843,920	\$ 131,781,702	\$ 1,937,782	\$ 125,164,720	\$ 126,682,293	\$ 1,527,573	\$ 125,166,501	\$ 138,796,954	\$ 13,630,453
02 - Sales Tax	\$ 46,964,036	\$ 53,089,829	\$ 4,125,793	\$ 46,590,000	\$ 46,122,469	\$ (467,531)	\$ 33,440,000	\$ 35,876,766	\$ 2,436,766	\$ 36,142,420	\$ 41,235,072	\$ 5,092,652	\$ 38,794,400	\$ 44,740,906	\$ 5,946,506
03 - Vehicle License Fee	\$ 3,043,170	\$ 1,810,683	\$ (1,232,487)	\$ 1,090,700	\$ 1,281,723	\$ 191,023	\$ 1,089,520	\$ 1,250,869	\$ 161,349	\$ 1,111,310	\$ 2,168,209	\$ 1,066,699	\$ -	\$ -	\$ -
04 - Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
05 - Business License Tax	\$ 47,220,000	\$ 52,541,782	\$ 4,621,782	\$ 53,000,000	\$ 54,289,930	\$ 1,289,930	\$ 52,100,400	\$ 54,137,662	\$ 2,037,182	\$ 50,813,310	\$ 53,138,616	\$ 2,325,306	\$ 50,869,280	\$ 58,548,809	\$ 7,679,529
06 - Utility Consumption Tax	\$ 52,177,510	\$ 52,524,442	\$ 346,932	\$ 54,000,000	\$ 52,701,278	\$ (1,298,722)	\$ 50,497,000	\$ 51,106,503	\$ 609,503	\$ 50,800,000	\$ 53,440,475	\$ 2,640,475	\$ 51,176,611	\$ 51,434,031	\$ 257,420
07 - Real Estate Transfer Tax	\$ 67,217,400	\$ 36,205,017	\$ (31,012,383)	\$ 32,590,000	\$ 34,266,148	\$ 1,676,148	\$ 28,490,000	\$ 36,971,710	\$ 8,481,710	\$ 33,490,000	\$ 31,607,438	\$ (1,882,562)	\$ 28,490,000	\$ 30,546,398	\$ 2,056,398
08 - Transient Occupancy Tax	\$ 12,363,875	\$ 12,200,531	\$ (163,344)	\$ 10,099,000	\$ 10,460,607	\$ 361,807	\$ 6,436,533	\$ 8,471,713	\$ 35,181	\$ 8,641,950	\$ 9,544,822	\$ 902,872	\$ 8,728,370	\$ 10,713,948	\$ 1,985,578
09 - Perkins Tax	\$ 0,454,547	\$ 8,523,565	\$ (930,982)	\$ 7,123,600	\$ 7,655,031	\$ 531,431	\$ 7,156,650	\$ 7,522,988	\$ 366,438	\$ 7,518,970	\$ 8,512,888	\$ 993,898	\$ 7,669,349	\$ 8,616,474	\$ 947,125
10 - Local Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11 - Licenses & Permits	\$ 1,231,192	\$ 1,607,639	\$ 376,347	\$ 1,309,705	\$ 1,281,689	\$ (28,016)	\$ 626,483	\$ 720,436	\$ 93,953	\$ 685,027	\$ 888,147	\$ 203,120	\$ 930,660	\$ 1,158,650	\$ 218,990
12 - Fines & Penalties	\$ 27,331,072	\$ 21,939,433	\$ (5,391,639)	\$ 25,025,000	\$ 25,566,910	\$ 541,910	\$ 28,172,784	\$ 27,352,869	\$ (819,915)	\$ 31,956,210	\$ 24,288,276	\$ (7,667,934)	\$ 24,067,590	\$ 24,246,700	\$ 179,110
13 - Interest Income	\$ -	\$ 4,466,014	\$ 4,466,014	\$ 2,000,000	\$ 1,706,198	\$ (293,802)	\$ 1,640,000	\$ 1,100,079	\$ (539,921)	\$ 1,840,000	\$ 1,041,723	\$ (798,277)	\$ 800,000	\$ 740,482	\$ (59,518)
14 - Service Charges	\$ 46,657,366	\$ 44,063,267	\$ (2,594,100)	\$ 45,914,569	\$ 43,651,618	\$ (2,062,952)	\$ 46,634,130	\$ 45,030,416	\$ (1,603,714)	\$ 48,096,516	\$ 44,646,816	\$ (3,449,700)	\$ 44,420,726	\$ 45,948,737	\$ 1,528,012
15 - Internal Service Funds	\$ -	\$ 26,223	\$ 26,223	\$ 34,845	\$ 44,350	\$ 9,505	\$ -	\$ 9,550	\$ 9,550	\$ -	\$ (932)	\$ (932)	\$ -	\$ 505	\$ 505
16 - Grants & Subsidies	\$ 83,504	\$ 4,647,185	\$ 4,563,681	\$ 3,608,072	\$ 4,307,889	\$ 699,817	\$ 2,267,394	\$ 1,950,469	\$ (316,925)	\$ 157,901	\$ 82,346	\$ (75,555)	\$ 10,000	\$ 229,107	\$ 219,107
17 - Miscellaneous Revenue	\$ 2,652,768	\$ 4,041,446	\$ 1,388,658	\$ 11,478,333	\$ 11,430,701	\$ (47,632)	\$ 8,056,854	\$ 8,043,321	\$ (13,533)	\$ 9,465,199	\$ 6,477,660	\$ (2,987,539)	\$ 31,135,721	\$ 32,079,762	\$ 944,041
18 - Fund Transfers	\$ 42,190,427	\$ 25,695,366	\$ (16,495,061)	\$ 36,646,884	\$ 38,689,296	\$ 43,412	\$ 27,141,485	\$ 21,865,950	\$ (5,285,535)	\$ 12,724,215	\$ 17,091,732	\$ 4,367,518	\$ 2,500,000	\$ 1,718,023	\$ (781,977)
Grand Total	\$ 483,005,653	\$ 485,129,361	\$ (27,975,792)	\$ 467,011,608	\$ 468,130,541	\$ 1,118,933	\$ 428,593,053	\$ 433,182,944	\$ 7,989,891	\$ 418,397,748	\$ 420,845,562	\$ 2,447,814	\$ 414,786,208	\$ 449,519,489	\$ 34,751,281
Variance:			-5.77%			0.24%			1.78%			0.59%			8.38%

Note: The significant amount of variance in FY 2011-12 was mainly due to (1) dissolution of the Redevelopment Agency, which occurred after the budget adoption; and (2) the one-time Business License Tax audit.

Department	Fiscal Year 2008			Fiscal Year 2009			Fiscal Year 2010			Fiscal Year 2011			Fiscal Year 2012		
	Budget	Actual Expenditure	Variance	Budget	Actual Expenditures	Variance	Budget	Actual Expenditures	Variance	Budget	Actual Expenditures	Variance	Budget	Actual Expenditures	Variance
Mayor	3,151,464.33	3,220,043.63	(68,559.30)	2,675,943.77	2,811,398.13	(135,454.36)	1,760,303.06	1,760,397.34	(94.28)	1,329,653.24	1,395,673.69	(65,920.45)	1,176,539.31	1,169,974.80	6,564.51
City Administrator	9,295,616.34	9,265,350.65	30,265.69	6,779,637.06	6,942,226.00	(162,388.92)	6,528,612.42	5,930,615.15	597,997.27	6,320,705.31	6,214,799.49	105,905.82	16,839,377.03	16,320,372.83	519,004.20
City Clerk	2,520,765.74	2,769,348.99	(248,583.25)	2,635,462.55	1,859,949.20	775,513.35	3,506,759.14	2,421,074.82	1,085,684.32	3,908,698.02	2,750,807.75	1,157,890.27	2,560,733.16	1,687,294.02	693,439.14
City Attorney	9,183,960.99	9,367,818.20	(163,857.21)	5,643,521.00	5,884,957.70	(241,436.70)	3,560,121.11	3,706,734.10	(146,612.99)	3,487,189.91	3,876,103.50	(410,913.59)	4,097,825.66	4,001,606.46	96,219.20
Personnel Resource Management	6,689,143.69	6,307,202.38	381,941.31	4,919,725.77	5,898,791.69	(979,065.92)	3,790,280.59	4,245,339.89	(455,059.30)	3,909,255.26	4,315,768.71	(406,513.43)	3,877,178.32	4,196,388.31	(319,209.99)
Cultural Arts Department					3,929.21	(3,929.21)									
City Auditor	1,339,196.83	1,171,124.32	168,072.51	1,679,969.00	1,594,736.57	285,232.43	1,537,634.74	1,312,137.07	225,697.67	1,296,917.18	1,483,052.55	(186,135.37)	885,773.00	1,346,834.13	(463,061.13)
Finance and Management Agency	25,931,845.19	23,307,584.72	2,624,260.47	24,296,890.23	23,350,974.59	945,915.64	20,497,724.49	20,833,702.40	(335,977.91)	17,623,448.89	18,433,328.63	(609,679.74)	14,142,232.50	15,932,436.91	(1,790,203.41)
Police Services Agency	191,242,565.33	201,712,905.36	(10,470,340.03)	203,014,810.00	206,284,734.73	(3,269,924.73)	187,441,132.29	190,370,561.18	(2,829,448.89)	174,998,515.31	178,670,417.63	(3,671,902.32)	157,403,190.93	159,805,550.76	(2,402,359.83)
Fire Services Agency	109,350,063.92	107,177,192.60	2,172,871.32	107,334,536.29	105,139,583.91	2,194,952.38	98,098,660.96	97,448,878.61	649,782.35	98,406,305.40	96,796,547.52	1,609,757.68	91,591,677.81	91,302,475.66	289,202.23
Public Works Agency	3,121,952.75	2,405,576.69	716,376.06	2,303,766.00	2,644,365.91	(340,599.91)	3,859,414.80	3,871,725.87	(12,311.07)	4,103,954.58	3,984,432.42	119,522.16	597,614.13	507,976.66	89,637.47
Dept of Contracting and Purchasing	2,341,814.00	1,890,454.42	451,359.58	1,912,297.99	1,927,528.10	(15,230.11)	1,879,412.31	2,033,351.85	(153,939.54)	1,832,573.88	2,041,091.14	(209,417.26)	7,102.62	31.28	7,071.34
Department of Information Technology	11,125,285.45	11,432,492.54	(307,207.09)	9,980,000.00	10,295,391.23	(315,391.23)	7,954,194.15	7,904,347.99	49,846.16	8,028,317.32	8,121,130.76	(92,813.44)	7,272,764.10	7,073,122.52	199,641.58
Community Services					11.48	(11.48)									(92.96)
Office of Parks and Recreation	15,331,205.80	15,000,974.54	330,231.35	12,666,953.10	12,968,719.39	(101,766.29)	12,635,749.93	12,697,758.06	237,991.85	12,322,660.18	12,230,307.43	(7,647.25)	12,493,290.74	12,169,281.15	324,009.59
Library	12,909,819.37	11,946,065.56	963,753.79	10,524,617.00	10,591,829.42	(67,212.42)	9,127,459.31	6,925,466.41	2,019,992.90	9,363,191.29	8,978,088.02	375,103.27	9,069,989.71	9,034,016.12	25,973.59
Cultural Arts & Museum	6,756,161.27	6,986,680.48	(230,719.21)	6,180,000.00	6,516,535.35	(336,535.35)	6,284,206.83	6,216,042.76	68,164.07	6,234,960.00	6,370,985.91	(136,025.91)	6,234,960.00	6,370,985.91	(136,025.91)
Department of Human Services	8,285,004.85	8,553,772.06	(1,731,232.77)	7,168,806.05	5,801,357.65	1,367,448.40	6,471,887.50	5,396,724.47	1,075,163.03	6,143,708.98	6,561,347.01	(592,361.97)	5,460,430.54	5,015,548.05	444,682.49
Planning, Building & Neighb. Pres.															(30.20)
Community Economic Development Agency	5,240,628.93	2,428,076.67	2,812,752.26	2,746,970.00	2,113,127.62	633,842.38	3,278,885.28	2,058,147.37	1,220,737.91	3,074,603.80	1,821,472.62	1,253,131.18	230,946.34	236,696.33	(5,749.99)
Housing & Community Development													1,935,345.52	1,936,965.62	(1,640.10)
Hon Departmental and Port	65,763,049.86	71,737,975.29	(5,974,925.43)	62,836,456.62	60,132,345.09	2,704,110.53	50,671,866.53	49,192,576.37	1,479,290.16	55,568,105.17	44,261,696.74	11,306,408.43	66,714,116.46	62,170,693.89	4,643,422.57
Capital Improvement Projects	8,189,202.55	6,164,709.41	2,024,493.14	1,323,484.47	767,120.21	556,364.26	812,160.34	486,603.10	323,357.24	796,247.54	450,116.52	346,131.02	776,501.23	105,590.91	672,910.32
City Council	4,283,077.10	3,533,656.35	649,221.75	3,626,566.00	3,310,175.54	316,393.48	3,411,679.24	2,997,219.10	414,460.14	2,561,615.86	2,524,778.25	36,837.61	2,479,438.20	2,614,704.35	(135,266.15)
TOTAL GPF - 1010 Expenditures	502,052,044.38	504,479,404.10	(2,427,359.72)	480,650,613.92	476,839,733.72	3,810,625.20	433,308,345.02	429,611,823.93	3,696,721.09	421,380,627.14	410,274,746.29	11,105,980.85	399,624,067.31	397,065,677.80	2,558,389.71
Variance:			-0.48%			0.79%			0.85%			2.64%			0.64%

Note: The budget for expenditure is "modified budget"

CITY OF OAKLAND

AGENDA REPORT

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2008 NOV 20 PM 1:18

TO: Office of the City Administrator
ATTN: Dan Lindheim
FROM: Police Department
DATE: December 2, 2008

RE: An Informational Report From the Office of Chief of Police Detailing Steps That Have Been Taken Since Implementation of the Oakland Police Officers' Association (OPOA) Contract to More Effectively Deploy Sworn Officers Throughout the City By Identifying Positions Within the Department That Can or Have Been Civilianized

SUMMARY

As requested by the Rules and Legislation Committee, staff has prepared an informational report detailing the Department's efforts to civilianize sworn positions. This report identifies the number of Full Time Employee (FTE) positions and the sworn classifications supplanted by civilian employees as well as a partial cost assessment of the newly created civilian positions. This report also provides the current status of each position and the challenges with supplanting the sworn positions.

FISCAL IMPACT

The Department conducted an analysis of sworn positions suitable for civilianization and identified 47 potential positions as presented below:

FTE Count	Sworn Classification	Civilian Classification	Assignment	Cost
4	Sergeant of Police	Police Communications Dispatcher, Sr.*	Communications	\$430,376
5	Police Officer	Police Evidence Technician	Patrol	\$442,118
6	Police Officer	Police Services Technician II	Desk Officer	\$438,630
1	Captain of Police	Police Services Manager II	Internal Affairs	TBD
2	Lieutenant of Police	Police Services Manager I	Internal Affairs	TBD
7	Sergeant of Police	Complaint Investigator III	Internal Affairs	\$935,007
10	Police Officer	Complaint Investigator II	Internal Affairs	\$1,153,641
3	Police Officer	Range Master*	Training	TBD
1	Lieutenant of Police	Police Services Manager I	Training	TBD
2	Sergeant of Police	Police Personnel Operations Specialist	Training	\$230,675
4	Police Officer	Administrative Analyst II	Training	\$398,679
2	Police Officer	Systems Analyst III	Information Technology	\$267,145
			Partial Total	\$3,857,641

*New Position

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Dan Lindheim
OPD - Civilianization

The cost associated with the Sr. Police Communications Dispatcher is aligned with the Fire Communication Dispatcher, Sr. classification. It is proposed that the existing Police Communications Supervisors assume the responsibilities of the Sergeants of Police, and the Sr. Police Communications Dispatchers assume the responsibilities of the Police Communications Supervisors.

It is recommended that the civilian supervisor positions receive an increase in pay which is 15% greater than a Senior Communications Dispatcher position so they receive compensation commensurate to their newly assumed responsibilities. It is anticipated that the civilian communications supervisors will supplant the four sworn sergeants by July 1, 2009.

The salaries of the Police Services Manager I and II are not yet available to provide costs. The salary of the Range Master classification is unknown since this would be a newly proposed classification.

All salaries are calculated at Step One and burdened according to AI 1303 (Fringe Benefit and Organizational Overhead Rates). Costs do not include any O&M, overtime, or premiums associated with these classifications.

BACKGROUND

On November 3, 1995, the Police Executive Research Forum (PERF) completed a management study of the Oakland Police Department (OPD) and made recommendations for the civilianization of several sworn administrative positions so they could be reallocated to law enforcement functions. The PERF report identified a total of 58 sworn positions that could effectively be civilianized. Some civilianization recommendations have already been implemented, including the Crime Analysis Unit being completely replaced by civilian personnel, as well as eliminating the Mounted Unit, which was completely staffed with sworn personnel.

In April 2008, the Rules and Legislation Committee directed the Department to prepare a report detailing the Department's efforts to further civilianize sworn positions. The report was not presented at that time due to the on-going arbitration between the City of Oakland and the Oakland Police Officer's Association (OPOA). Rescheduling this report was necessary as the OPOA Memorandum of Understanding (MOU) would contain specific language involving the use of non-sworn employees for positions currently filled by sworn personnel.

On March 11, 2008 the interest arbitration decision and award was issued for the MOU between the City of Oakland and the OPOA. Contained within Article IX of the OPOA MOU was a special provision concerning the use of non-sworn employees. Article IX, section C, 1, states, "The Chief of Police or designee may assign or re-assign to non-sworn employees any work which is not required to be performed by a peace officer so long as; (a) the assignment or re-assignment of the work does not result in the layoff of any member of the bargaining unit or the elimination of any currently budgeted bargaining unit position; or (b) there is no adverse impact to officer safety." The issues involving the OPOA MOU will be discussed within the key issues and impacts section of this report.

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KEY ISSUES AND IMPACTS**Progress**

The Department has taken steps toward civilianization by planning for the supplanting of the Police Communications Supervisor positions, the Patrol Desk Officer Positions and the Internal Affairs Division's intake officers and supervisors. The four sworn Police Communications Supervisor and the six Patrol Desk Officer positions were specifically written in the OPOA MOU as positions that will not be civilianized until the completion of an immediate dispute resolution procedure. The Police Department is planning to engage in the immediate dispute resolution process with the OPOA after July 1, 2009.

If the Police Department succeeds with the immediate dispute resolution, civilian dispatchers will assume the duties of the sworn sergeants in the Communications Division and the Police Services Technicians (PST) will assume the duties of the Patrol Desk Officers. In preparation for the transition, the Communications Division has already begun to train the potential civilian supervisors by sending them to the Peace Officers Standards and Training (POST) supervisory course, as well as other in-house training opportunities. Several PSTs have already been trained on Patrol Desk Officer functions and can assume those assignments immediately.

The Internal Affairs Division (IAD) is divided into the Administrative Section and the Investigative Section. The Administrative Section consists of sworn intake officers who receive the initial statement and collect initial evidence from the complainant. The Department plans to supplant the sworn intake officer positions and the sworn sergeant supervisor position within the Administrative Section with civilian investigators.

The civilianization working group for IAD is a planning committee composed of members from the Oakland Police Department and the Citizen's Police Review Board (CPRB). The working group meets twice a month on the plan to transition civilian personnel into the sworn and sergeant positions within the IAD Administrative Section. Currently, the working group is reviewing the City Charter to identify potential conflicts and determine the overall cost of the transition. The next step for the working group is to meet with the Office of Personnel Resource Management (OPRM) to reclassify the intake officer and supervisor positions. The anticipated timeline for transition is one to two years.

The Police Department processes crime scenes by utilizing both sworn and non-sworn evidence technicians. The processing of crime scenes can be just as effectively performed by non-sworn Police Evidence Technicians and the three sworn officers currently serving as evidence technicians will be assigned to other duties. For over 20 years, the Department has used non-sworn professional staff to process forensic evidence at crime scenes. Many of the personnel assigned to these duties have developed high levels of expertise in the field, thereby improving the quality of criminal investigations. At the same time, the Department has had trouble recruiting officers to serve in the few remaining sworn evidence technician positions available; the average tenure of these officers in the assignment is relatively short. The OPOA has already agreed to allow the Department to implement this change to its bargaining unit work. In order to

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be successful, the Department must increase the number of non-sworn evidence technicians by five (5) FTEs.

The following table places the civilianization positions into the order of possible implementation:

FTE Count	Sworn Classification	Civilian Classification	Assignment	Timeline
5	Police Officer	Police Evidence Technician	Patrol	Immediate
6	Police Officer	Police Services Technician II	Desk Officer	July 1, 2009
4	Sergeant of Police	Police Communications Dispatcher, Sr.*	Communications	July 1, 2009
10	Police Officer	Complaint Investigator II	Internal Affairs	1-2 years
7	Sergeant of Police	Complaint Investigator III	Internal Affairs	1-2 years
1	Captain of Police	Police Services Manager II	Internal Affairs	TBD
2	Lieutenant of Police	Police Services Manager I	Internal Affairs	TBD
3	Police Officer	Range Master*	Training	TBD
1	Lieutenant of Police	Police Services Manager I	Training	TBD
2	Sergeant of Police	Police Personnel Operations Specialist	Training	TBD
4	Police Officer	Administrative Analyst II	Training	TBD
2	Police Officer	Systems Analyst III	Information Technology	TBD

Challenges

The City of Oakland's current and anticipated budget deficit will significantly impact the hiring of additional civilian staff to supplant sworn positions. The Police Department will absorb the duties of nine civilian lay-offs as a result of the mandated budget cuts, with the potential of losing more positions in FY10. On October 29, 2008, the City Administrator mandated a hard hiring freeze on all vacant non-sworn positions through the 2008-09 fiscal year.

The OPOA will be in direct opposition in the supplanting of the sworn communications supervisor and desk officer positions and will request immediate dispute resolution in an attempt to secure the sworn positions within the Communications and Patrol Divisions.

SUSTAINABLE OPPORTUNITIES

Economic: Civilianizing the Department will increase the number of sworn officers on the street, making it safer and more attractive to those looking to conduct business in the City.

Environmental: By increasing the number of sworn officers patrolling the City, it is anticipated that crime will decrease and environmental conditions associated with crime will be improved.

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OPD - Civilianization

Social Equity: With more officers responding to calls for service and proactively addressing neighborhood issues, the quality of life will improve throughout the City of Oakland.

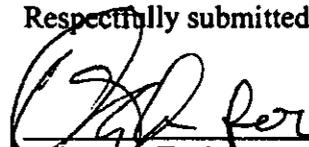
DISABILITY AND SENIOR ACCESS

There are no ADA or senior citizen access issues identified in this report.

RECOMMENDATION

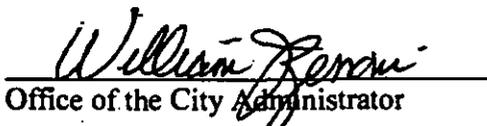
Staff recommends acceptance of this report.

Respectfully submitted,



Wayne G. Tucker
Chief of Police

APPROVED AND FORWARDED TO
THE PUBLIC SAFETY COMMITTEE:



Office of the City Administrator

Prepared by:
Captain David Downing
Bureau of Administration

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Public Safety Comte.
December 2, 2008

City of Oakland
FY 2015-17 Estimated Port Receivables

	FY 2015-16	FY 2016-17
General Service: 1010		
General Service	\$ 1,160,403	
Services include general police services, fire services, streets, trees and traffic maintenance service provided to the Port of Oakland.		
Lake Merritt Tidelands Trust	1,014,260	
Services include Lakeside Parks & Recreation Services, Park Grounds and Facilities Maintenance, Security, Algae control, and expenditures in support of the Necklace of Lights surrounding Lake Merritt.		
Total General Service & Lake Merritt	\$ 2,174,663	\$ 2,174,663
Landscape & Lighting Assessments District (LLAD) - Fund 2310		
Port of Oakland Parcels	662,519	662,519
Investment Portfolio management	289,266	289,266
Services include investment and management of the Port's funds.		
Special Services:		
Port reimburse City's actual costs of services pursuant to MOU and existing agreements between the Port and the City. Those special services which the City agrees to provide to the Port are as follows:		
Personnel	229,509	
Services include coordination of PERS, medical, payroll, transfers and civil service related matters. The parties estimate that this will equal 1 FTE.		
City Clerk	3,989	
Services include maintenance of various Port documents and City documents pertaining to the Port.		
Jack London Square Security	230,434	
Services include foot patrol by Oakland Police Officers in the Jack London Square area.		
Overweight and Commercial Officer Program	390,186	
Services include enforcement of truck routes developed to avoid or minimize impacts to West Oakland residential neighborhoods and enforcement of all laws and regulations pertaining to Port related maritime trucking activities in Port of Oakland.		
KTOP - Fund 1760	<u>10,500</u>	
Services include streaming video for legislative programming for the Council, Board and Commission meetings.		
Total Special Services	864,618	864,618
Airport Rescue and Firefighting Service (ARFF)	5,000,000	5,200,000
Airport rescue and fire services include fire suppression, emergency medical services and airport firefighting services to the Oakland International Airport.		
Grand Total	\$ 8,991,066	\$ 9,191,066

POLICY: CIRCULATION – LOST MATERIALS	POLICY VI.B August 1991 Rev: April 2002 Rev: October 2003 Rev: March 2014
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The Library charges patrons the full replacement cost of all library materials that are lost.

- An OPL item not returned by a patron automatically becomes lost 30 days after its due date, at which time the replacement charge is automatically added to the patron's balance.
- A patron who knows an item is lost may declare it lost in Sierra before the due date and the replacement charge will be added at that point.
- The replacement cost is the price listed in the item's holdings record, if available, or the default replacement price for the appropriate Item Type.
- When lost items are recovered, replacement charges are waived and only appropriate overdue fines are charged.

If lost items are not recovered, they may be cleared by:

1. Payment to the library for the replacement cost of the item.
2. Replacing the lost item with another copy of the same edition of the item, if approved by a librarian at the owning branch.
3. Replacing the lost item with a title of equal value which has been approved by a librarian at the owning branch.

At the discretion of the staff person in charge of a unit, the amount charged may be modified to more accurately reflect the replacement cost of the item.

- It is not library policy to routinely modify charges for lost items.
- Only the unit staff person in charge may modify replacement charges or remove unresolved lost items from a patron record.

POLICY: CIRCULATION – MODIFYING OR WAIVING FINES AND CHARGES	POLICY VI.E August 1991 Rev: Apr 2002 Rev: July 2003 Rev: March 2014
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Fines or other fees may be waived at the discretion of the staff person(s) responsible for the items in question.

In general, the library is less willing to waive replacement charges than other kinds of fines and fees.

When considering the waiving of charges, the following should be considered:

1. Collection fees should not be waived. If there are questions about such a fee, staff should contact Computer Services.

2. If the patron's Fines Paid record includes a number of waives, this should be considered carefully before waiving additional fines.
3. If the patron says he or she has returned a lost item, the patron should be encouraged to look carefully one more time. If the patron is still unable to locate the item and/or is certain the item has been returned, staff should convert the Lost item to Claims Returned status. This will give the library and the patron a chance to look for the item.
4. If the item is not yet due or has not yet been listed as lost in Sierra, staff may encourage a patron to wait until the item does change to lost (replacement) status in order to give more time for the item to be returned or found. (This will eliminate the paperwork and bother of the refund process if the item does indeed show up.)
5. If the patron reports the loss of a book through theft, robbery, house fire, natural disaster or other events outside of the patron's control, staff should ask for the police report or insurance report to verify the claim. If the disaster was widespread, verification of the patron's address within the affected zone will suffice.
6. If an item belongs to another location, staff must call that location and obtain permission from that branch's staff before waiving the charges on a Lost item.
Patrons should be encouraged to deal with the owning branch's staff directly.

If deemed appropriate, staff may negotiate a payment plan with the patron, making it easier for him or her to pay off outstanding charges. [See **Policy VI.B Lost Materials**, for possible payment options.] Details of such an arrangement should be added as a message to the patron's record.


BEACON ECONOMICS

City of Oakland
Revenue Forecast
January 2015

Fiscal Year	Assessed Valuation (000s)		Business Tax Revenue	Transient Occupancy Tax Revenue	Real Property Transfer Tax Revenue	Taxable Sales (000s)	Parking Tax Revenue	Utility Tax Revenue	Series
	Countywide	City of Oakland							
1980-81	\$ 20,569,982					\$ 1,903,700			
1981-82	\$ 23,556,163					\$ 1,894,100			
1982-83	\$ 26,125,454					\$ 1,943,900			
1983-84	\$ 28,880,159					\$ 2,165,300			
1984-85	\$ 31,598,225					\$ 2,372,800			
1985-86	\$ 36,315,536					\$ 2,332,900			
1986-87	\$ 40,748,770					\$ 2,351,700			
1987-88	\$ 45,277,531					\$ 2,399,500			
1988-89	\$ 49,806,292					\$ 2,484,200			
1989-90	\$ 55,180,914		\$ 19,645,681	\$ 5,014,536	\$ 12,220,569	\$ 2,517,500		\$ 16,698,006	
1990-91	\$ 61,157,561		\$ 21,810,203	\$ 4,952,692	\$ 9,376,802	\$ 2,418,900		\$ 16,638,688	
1991-92	\$ 65,889,285		\$ 22,317,677	\$ 4,804,621	\$ 9,754,082	\$ 2,412,900		\$ 23,036,377	
1992-93	\$ 69,338,572		\$ 23,135,798	\$ 4,429,108	\$ 9,526,425	\$ 2,297,400	\$ 2,999,180	\$ 24,993,651	
1993-94	\$ 72,739,154		\$ 23,805,526	\$ 4,514,360	\$ 11,259,879	\$ 2,295,700	\$ 3,578,489	\$ 28,790,223	
1994-95	\$ 75,012,871		\$ 24,720,358	\$ 4,816,592	\$ 11,755,298	\$ 2,396,300	\$ 3,988,113	\$ 28,928,584	
1995-96	\$ 77,246,206		\$ 25,527,645	\$ 5,564,449	\$ 12,445,520	\$ 2,550,100	\$ 4,511,091	\$ 28,200,945	
1996-97	\$ 79,834,503		\$ 27,177,854	\$ 6,546,637	\$ 16,660,889	\$ 2,665,700	\$ 4,595,167	\$ 28,947,187	
1997-98	\$ 83,305,817		\$ 28,675,646	\$ 7,451,363	\$ 20,036,864	\$ 2,813,000	\$ 4,836,791	\$ 30,977,338	Actual
1998-99	\$ 89,802,360		\$ 31,824,871	\$ 9,299,184	\$ 28,892,257	\$ 2,915,400	\$ 5,828,034	\$ 36,937,571	
1999-00	\$ 97,559,395		\$ 35,844,151	\$ 11,866,482	\$ 34,358,979	\$ 3,298,900	\$ 5,685,540	\$ 41,592,064	
2000-01	\$ 107,437,000		\$ 38,736,855	\$ 12,388,890	\$ 38,307,954	\$ 3,423,361	\$ 6,761,673	\$ 48,701,693	

2001-02	\$ 119,633,000	\$ 24,628,225	\$ 42,093,999	\$ 10,262,682	\$ 37,271,538	\$ 3,201,351	\$ 7,524,611	\$ 49,543,392
2002-03	\$ 128,879,000	\$ 26,670,886	\$ 42,020,151	\$ 10,564,802	\$ 42,087,477	\$ 3,279,016	\$ 8,241,967	\$ 46,581,114
2003-04	\$ 138,248,000	\$ 28,842,659	\$ 44,222,940	\$ 10,737,785	\$ 55,664,619	\$ 3,636,984	\$ 8,664,102	\$ 48,055,777
2004-05	\$ 147,381,000	\$ 31,264,877	\$ 43,902,276	\$ 10,260,759	\$ 77,940,382	\$ 3,959,586	\$ 11,580,156	\$ 49,781,495
2005-06	\$ 161,106,000	\$ 34,475,635	\$ 43,792,930	\$ 11,330,183	\$ 79,507,069	\$ 4,372,448	\$ 15,195,778	\$ 45,382,977
2006-07	\$ 176,754,000	\$ 38,097,138	\$ 48,822,649	\$ 11,727,039	\$ 61,428,010	\$ 4,536,614	\$ 8,828,618	\$ 51,173,070
2007-08	\$ 190,952,000	\$ 41,759,036	\$ 52,215,332	\$ 11,979,236	\$ 35,938,643	\$ 4,435,615	\$ 8,537,090	\$ 52,677,230
2008-09	\$ 200,329,000	\$ 43,821,480	\$ 52,577,146	\$ 20,018,874	\$ 33,600,837	\$ 3,497,933	\$ 7,111,865	\$ 51,997,512
2009-10	\$ 195,324,000	\$ 42,547,802	\$ 50,087,491	\$ 8,779,189	\$ 31,088,682	\$ 3,221,550	\$ 7,311,485	\$ 51,535,986
2010-11	\$ 192,133,000	\$ 41,234,045	\$ 49,857,130	\$ 9,690,149	\$ 30,897,998	\$ 3,506,701	\$ 7,793,818	\$ 52,581,109
2011-12	\$ 192,097,000	\$ 41,920,716	\$ 54,406,219	\$ 11,013,572	\$ 29,839,385	\$ 3,901,641	\$ 7,719,730	\$ 51,725,105
2012-13	\$ 196,403,000	\$ 42,820,849	\$ 60,370,883	\$ 12,388,961	\$ 45,362,471	\$ 4,113,561	\$ 8,256,843	\$ 50,509,742
2013-14	\$ 205,979,000	\$ 45,026,017	\$ 65,357,573	\$ 14,310,912	\$ 57,643,894	\$ 4,310,266	\$ 8,517,934	\$ 50,784,579
2014-15	\$ 218,626,000	\$ 47,661,054	\$ 69,066,850	\$ 15,407,140	\$ 66,942,830	\$ 4,525,725	\$ 9,363,604	\$ 52,796,180
2015-16	\$ 231,084,300	\$ 50,366,185	\$ 72,349,940	\$ 16,218,390	\$ 75,080,010	\$ 4,740,438	\$ 10,027,970	\$ 55,192,320
2016-17	\$ 243,573,500	\$ 53,186,251	\$ 75,537,810	\$ 17,040,320	\$ 81,639,340	\$ 4,965,056	\$ 10,717,420	\$ 57,957,920
2017-18	\$ 256,362,300	\$ 56,106,352	\$ 78,752,490	\$ 17,883,910	\$ 86,207,300	\$ 5,200,459	\$ 11,380,350	\$ 60,966,530
2018-19	\$ 269,436,700	\$ 59,130,510	\$ 82,033,650	\$ 18,744,300	\$ 89,657,740	\$ 5,436,250	\$ 11,958,610	\$ 64,109,910
2019-20	\$ 282,640,500	\$ 62,273,410	\$ 85,393,090	\$ 19,658,780	\$ 93,039,490	\$ 5,672,765	\$ 12,512,920	\$ 67,387,390

Forecast

City of Oakland

Revenue Forecast – July 2014



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Report Overview

Beacon Economics, LLC has undertaken a forecast of key revenue streams for the City of Oakland over the next five fiscal years.

While our forecast uses standard time-series econometric techniques based on historical correlations and future trends, our method of forecasting follows a layered approach. National policy changes and external shocks are built into a U.S. model with a variety of indicators, including GDP, production, demographics, interest rates, government spending, taxes, savings, income growth, and real estate. A California model is then developed that incorporates macro trends at the national level with trends in the local labor market, including demographics, real estate, and business activity indicators.

Taking into account these state and national factors, Beacon Economics has set up a regional model for Alameda County and the City of Oakland that uses the macro trends along with a variety of specific regional data – including figures on revenues that were provided by the City of Oakland – to create a local forecast that provides a broad outlook for the region on employment by industry, the unemployment rate, consumer spending and income trends, population and components of change, residential real estate and construction, and nonresidential real estate and construction. Thus, in our regional assessment, we highlight the major drivers on the national level, continue with developments in the State of California, and zoom in on the economy of Alameda County and the City of Oakland to provide a forecast of the activity and revenues that can be expected by the City of Oakland out to fiscal year 2018–19.

City of Oakland Revenue Forecast

Revenue Stream	Actual	Forecast					
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
County Assessed Value (\$ 000s)	196,403,000	205,979,000	221,562,611	233,351,387	245,222,346	256,921,980	268,453,257
Growth(%)	2.2	4.9	7.6	5.3	5.1	4.8	4.5
Cityty Assessed Value (\$ 000s)	42,820,849	45,026,017	47,676,125	50,425,728	53,086,072	55,728,534	58,352,575
Growth(%)	2.1	5.1	5.9	5.8	5.3	5.0	4.7
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Growth(%)	13.1	17.0	8.5	5.5	4.4	4.1	4.0
Real Property Transfer Tax	45,362,470	58,588,202	65,343,400	70,486,590	74,130,250	77,686,930	81,323,520
Growth(%)	52.0	29.2	11.5	7.9	5.2	4.8	4.7
Taxable Sales (\$ 000s)	4,103,180	4,264,285	4,466,176	4,659,409	4,847,805	5,029,129	5,199,897
Growth(%)	5.2	3.9	4.7	4.3	4.0	3.7	3.4
Parking Tax	8,256,843	8,284,215	8,891,575	9,490,296	10,043,270	10,556,620	11,040,990
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Growth(%)	-2.3	-11.2	3.1	4.2	4.7	5.4	5.8

Source: Forecast by Beacon Economics

National and State Economies

In our most recent quarterly edition of Beaconomics, which can be accessed for free at www.BeaconEcon.com, we provide an in-depth analysis of the current national and state trends. Below is a brief summary of what we see happening for the U.S. and California economies. The remainder of this report will explain the underlying drivers behind our forecast conclusions.

United States Economy

- Growth in the U.S. economy got off to a shaky start in 2014 with negative growth in the first quarter of the year. Much of the weakness in GDP came from trade and inventories, but these volatile data series will often bounce back in the opposite direction in the following quarter.
- Beneath the surface of the lackluster first quarter GDP numbers, there are reasons to be optimistic about the rest of 2014. For instance, consumer spending continued to move forward in the first quarter of 2014, having increased by more than 1% over the previous quarter. Rising levels of income, coupled with the fact that consumer credit is finally starting to grow again, supports the claim that the trend in increased consumer spending will continue for the rest of the year.
- Although the trade balance (exports minus imports) has remained in deficit, it has been moving in the right direction. Equivalently, energy imports have been offset by growing domestic production, even as exports have been rising on the basis of a cheaper dollar.
- Construction, although improving, remains well below “normal” levels for our economy, which has put more emphasis on consumption to bolster economic growth as its share of the economy has risen. Lately, the pace of new construction activity has been flat, in part due to adverse weather during the first quarter of 2014.
- The U.S. is still far from a full recovery, as the economy has not caught up to its long-run trend line. Over the longer-term, many of the issues affecting the public sector at the national, state, and local levels will need to be addressed, including plans for the future of Medicare, Social Security, Medicaid, CalPERS, and CalSTRS, to name a few of the well-known challenges.
- Nevertheless, despite the long-term challenges, the economy is poised for ongoing growth over the short-run. In fact, Beacon Economics expects the economy in 2014 to be better than it had been in 2013 after it moves past the largely weather-related issues that plagued the first quarter of 2014, and the economy in 2015 is expected to be better still.

California Economy

- While much of the nation was plagued by weather-related issues that restrained growth during the first part of 2014, California continued to move forward at a solid pace.
- In April alone California added more than 56,000 jobs, increasing the growth over the last year to just over 340,000 new positions, a 2.3% year-over-year increase. In terms of the number of jobs created, California is second only to Texas, which has created 348,000 jobs over the same period.

- Consumer and business spending, as measured by taxable sales, was up by more than 7% in 2013—exceeding the pre-recession peak set back in 2007. Venture capital investments were also on the rise, with California seeing over 20% growth in new investments over the last year.
- California also remains atop the list of popular tourism destinations, with hotel occupancy and room rates rising across the state. Indeed, with more than 72% of hotels occupied in March, California maintained a roughly 10 percentage-point differential over the national average for hotel occupancy.
- Residential real estate had a great year in 2013, with home prices rising by more than 20% statewide. This growth has persisted into 2014, with the median price of an existing single-family home selling for 19% more than it had at the beginning of 2013.
- Rising prices, coupled with tight inventories and a chronically undersupplied housing market, has kept planned construction activity high in 2013, with permits for both single- and multi-family units posting double digit growth that year.

Real Estate Driven Revenues

A large portion of the City of Oakland's major revenue streams are driven primarily by developments in local real estate. The residential side of the market influences assessed value (AV) and property transfer tax, and on the other side, commercial real estate also influences assessed value. With steady improvement in the local economy, including residential and commercial real estate markets, Beacon Economics expects AV and property transfer tax revenues to exhibit positive growth over the next five fiscal years.

Since our last forecast we have continued to see double digit year-over-year growth in home prices, which was reflected in the stronger than expected property transfer tax revenues in fiscal 2013–14. As such, we have revised our transfer tax forecast upward and expect double-digit growth for 2014–15 as home sales begin to pick up, and then cooling down to single-digit growth thereafter.

New data from the Alameda County Assessor shows that AV in the City of Oakland for the 2014–15 fiscal year grew by 5.9%, an acceleration over the 5.1% rate of growth seen from the 2012–13 fiscal year to 2013–14 fiscal year. And while the 2014–15 growth in the City's AV base was slightly lower than the countywide growth of 7.6%, we see the City's AV growing faster than the county in our five year outlook. Not only has this been the case historically, but we expect more commercial construction in Oakland compared to other parts of the county given the concentration of business establishments in the City. Based on anticipated real estate markets trends over the next few years, we project AV in the City to grow in the 5% to 6% range over the next five fiscal years.

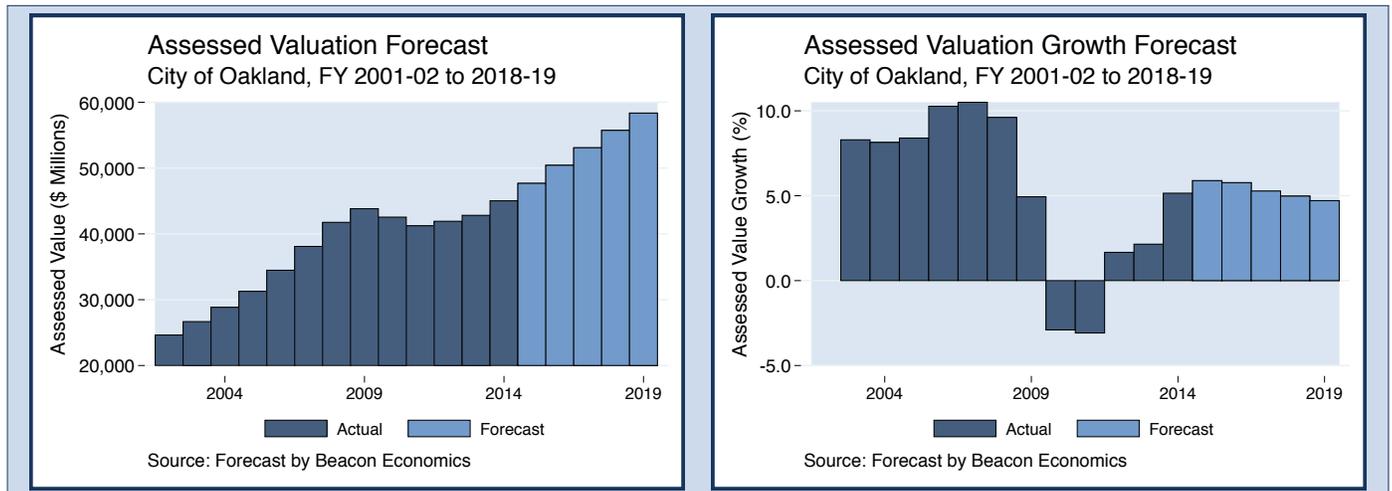
California Inflation Remains Tame

- Growth in the California Consumer Price Index (CPI) for the October 2012 to October 2013 period came in at 0.45%, which will limit property tax growth on existing properties not subject to reassessment for the 2014–15 AV estimate by the same percentage.
- However, although CPI growth has been weak, homes are transacting at higher prices (triggering reassessment), Proposition 8 reductions are being reversed (meaning that these properties that had previously fallen in value can

grow by more than the Proposition 13-mandated 0.45% this year), and the City is adding to the stock of residential and nonresidential properties via new construction. All of these factors will help promote growth above and beyond Proposition 13 limitations tied to growth in the California CPI.

Residential Real Estate Holding Steady

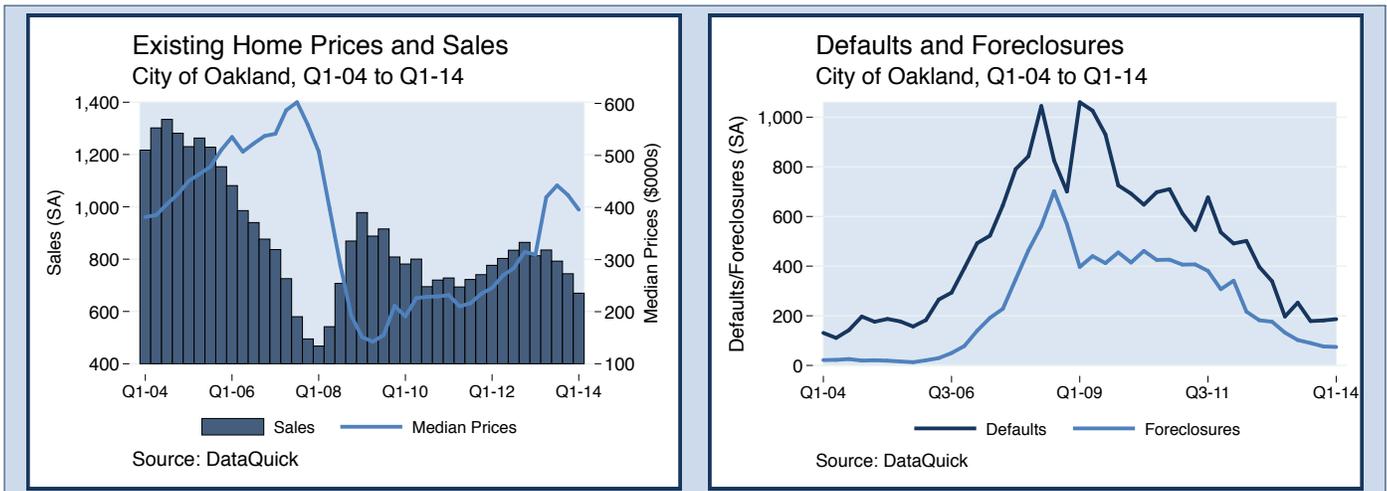
- After spectacular price appreciation over the last year we have begun to see home prices settle down recently. In 2013 the median price for an existing home in the City of Oakland was nearly \$400,000, a 43% increase over 2012. The first quarter of 2014 saw the median price dip 6.6% from the previous quarter, but was still up 28% from the first quarter of 2013.
- The number of sales of existing homes has been trending down due to tight inventories throughout the County, which has fueled additional price increases and will add to AV for the homes that do change ownership. According to the California Association of Realtors, as of May 2014 the existing supply of homes on the market will be exhausted in less than two and a half months at the current pace of sales.
- Sales of distressed units continue to fall. Foreclosures in the City of Oakland were down 43.7% in the first quarter of 2014 compared to the same time the previous year, which will put additional upward pressure on prices. In fact, there were roughly 75 foreclosures within the City during the January-March 2014 period, whereas there were more than 700 in the third quarter of 2008 at the height of foreclosure activity.



Residential Construction Slowly Adding to AV Base

- While inventories remain tight and home prices are rising, residential builders have yet to come back into the Oakland market in a major way.
- According to the Construction Industry Research Board there have been 44 single-family units permitted during the first three quarters of fiscal 2013–14. While this is down from the 48 units permitted in the same period the prior fiscal year-to-date period, it still represents additional stock that will contribute to growth in the AV base above Prop. 13 limitations.

- Multi-family properties have seen slightly stronger performance in permitting activity. For the first three quarters of fiscal 2013–14 there were 285 units permitted, a 4% increase over the same time period in fiscal 2012–13. With apartment vacancy rates being the lowest in more than ten years we expect to see increases in permitting for multi-family properties in the years to come.



Commercial Real Estate Moving Forward

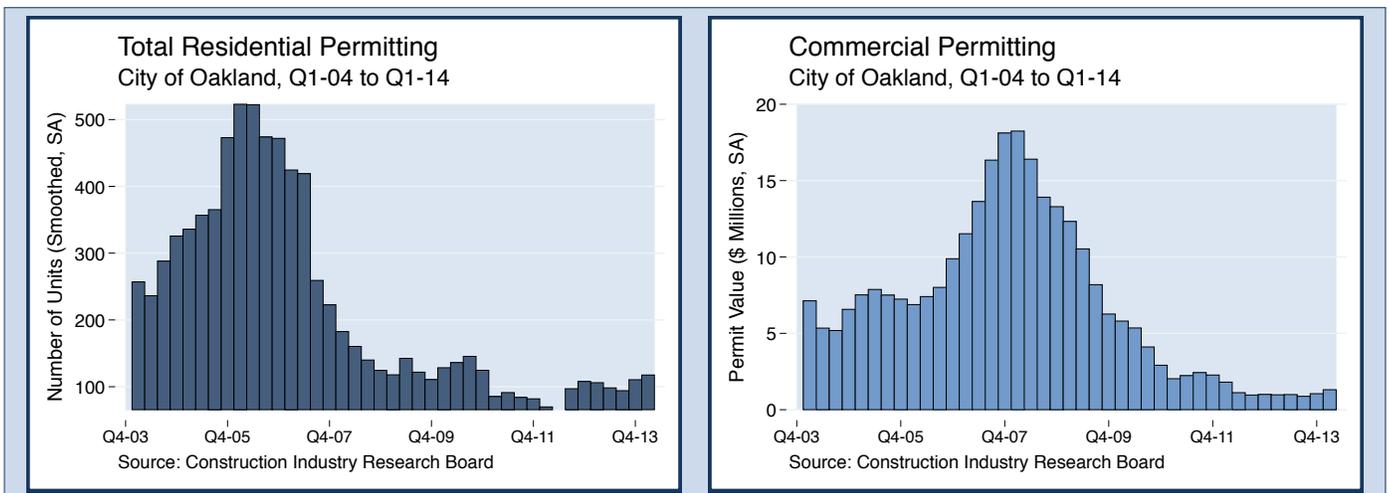
- The commercial real estate market has been slower out of the gate over the last year relative to the residential real estate market in the region and across the nation. Nevertheless, commercial market fundamentals, and thus commercial property values, are moving in the right direction. These improvements on the commercial side of the market help ensure that nonresidential properties will see assessment increases up to the Proposition 13 limitations on growth for existing structures.
- Rents for office properties in the East Bay have increased by 1.4% from the first quarter of 2013 to the first quarter of 2014. Additionally, office vacancy rates were down by 0.2 percentage points over the same time period, which has helped put upward pressure on cap rates for office properties.
- Retail property rents increased from the first quarter of 2013 to the first quarter of 2014 as well, up 1.2%. Vacancy rates were down 0.5 percentage points in the first quarter of 2014 compared to the same time last year and stood at 5.9%.
- The apartment market outperformed office and retail properties in terms of rent appreciation, increasing by 4.8% from the first quarter of 2013 to the first quarter of 2014. Vacancy rates were down 0.2 percentage points and are at a historically low 2.7%.

Nonresidential Construction: Coming Around

- The improving commercial rental rates and cap rates affect AV only indirectly by increasing merely the implied value of a given existing building, however, those trends have started to give way to new nonresidential construc-

tion. The latter has a direct impact on AV in the City of Oakland, as construction adds new structures to the stock and renovations physically improve existing space, leading to increases in the value of those buildings.

- During the first three quarters of fiscal year 2013–14, permit valuations for new commercial structures in the City of Oakland were up by 10.1% compared to the same time period for the previous fiscal year. Permits for new commercial structures made up 8.5% of the value for nonresidential structures in the first three quarters of fiscal 2013-14, up slightly from 8.2% in the same time period the prior fiscal year.
- Alterations and additions to existing structures accounted for over half of the value of new nonresidential permits in the first three quarters of fiscal 2013–14 and, while these do not trigger as great an increase in assessments as compared to new construction, they will help maintain upward pressure on nonresidential property values in the short term.

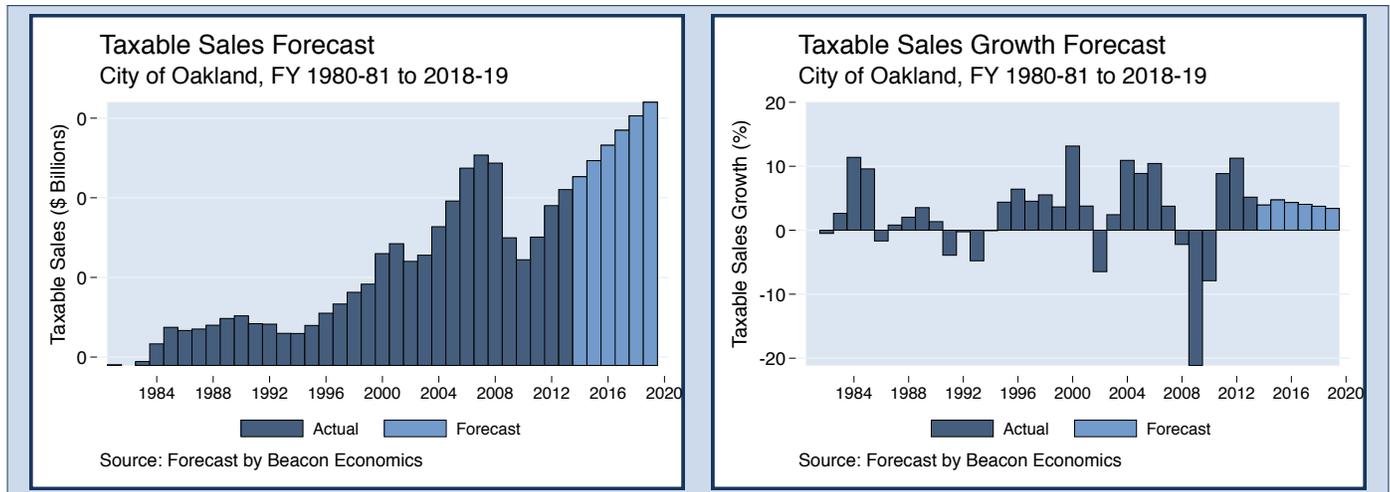


Consumer and Business Spending Driven Revenues

Several of the other major revenue streams for the City of Oakland are driven primarily by trends in local spending as well as by the health of the economy overall. Increased spending activity in the City directly leads to corresponding increases in taxable sales as well as transient occupancy tax revenues. Overall growth for the economy and population, which triggers demand for utility services, impacts revenues for the utility user tax. Growth in Business and parking tax revenues are also closely tied to growth in the overall economy.

Beacon Economics projects positive growth across the above revenue streams over the next five fiscal years as the local economy continues to move forward. In particular, taxable sales are expected to finish off the current fiscal year with 3.9% growth in 2013–14, and then grow by 3% to 5% for the remainder of the forecast. We have revised our taxable sales forecast downward to reflect weaker than expected data released by the BOE since our last forecast. While taxable sales in the first quarter of 2014 grew by 6.9% over the same quarter a year prior, the third and fourth quarters of 2013 saw taxable sales grow by just 0.6% and 2.8% respectively on a year-over-year basis.

We have made upward revisions to our transient occupancy and business tax revenues based on stronger than expected revenues in the first eleven months of fiscal 2013–14. We are forecasting growth in the 4% to 9% range for transient occupancy tax revenues over the next five fiscal years, and in the 4% to 6% range for business tax revenues. The parking and utility tax revenues for the year-to-date fiscal year have come in lower than expectations and we have adjusted our forecast accordingly. Over the next five fiscal years we are projecting 5% to 7% growth in parking tax revenues and 3% to 6% growth for utility tax revenues.



East Bay Labor Markets Gain Traction

- Total nonfarm employment in the East Bay increased by 2.3% from May 2013 to May 2014, on par with the 2.3% year-over-year increase in statewide nonfarm payrolls, and ahead of the nation overall. Additionally, the unemployment rate in the region has fallen 1.6 percentage points over the same period to 5.9%, which is lower than the statewide average of 7.6%. Such improvements in the local labor market will help support income growth and spending power in the years to come.
- As of May 2014, the East Bay had recovered 105,500 of the 112,100 jobs it had lost from the peak in March of 2007 to the trough in August of 2010. Moreover, given that nonfarm employment is currently just 0.6% below its pre-recession peak, the region has clearly come a long way since the Great Recession.
- In March 2014, the California Employment Development Department released their annual employment benchmark revisions, which showed that the East Bay's labor market has actually recovered faster than what had been previously reported. Prior to the revision, nonfarm employment was estimated to have grown by 1.1% for all of 2013, however, the revised estimate for annual growth in nonfarm payroll positions in 2013 is 3.5%.

Population in the City Continues to expand

- The City's population grew by 1.2% from January 2013 to January 2014, which was slightly lower than the county-wide growth rate of 1.5% and marginally faster than the statewide population growth of 0.9% for the year. More

residents living in the City will ultimately boost spending in the region and, in turn, support revenue growth over the next five fiscal years.

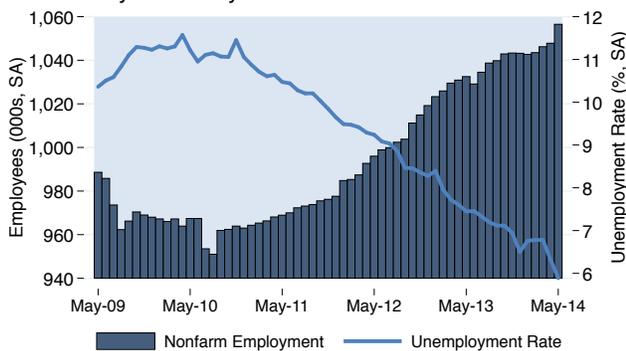
- The City’s annual population growth rate in 2014 was on par with the 1.2% growth rate from January 2012 to January 2013, but was higher than the 0.2% average annual growth over the last ten years.
- Over the last few decades, the City of Oakland’s population has, on average, grown at a slightly slower pace than that of the County as well as the state overall. Nevertheless, we expect population growth in the City of Oakland to remain positive throughout our five-year outlook.

East Bay Employment Growth

Industry	May-13	May-14	Change	Growth (%)
Total Nonfarm	1,032,500	1,056,500	24,000	2.3
Education/Health	170,614	176,605	5,991	3.5
Construction	56,229	60,325	4,096	7.3
Professional/Business	172,247	175,163	2,916	1.7
Manufacturing	78,277	80,695	2,418	3.1
Leisure and Hospitality	98,048	100,310	2,262	2.3
Government	163,100	165,324	2,224	1.4
Wholesale Trade	44,828	46,583	1,755	3.9
Transport,Warehouse,Util.	33,160	34,899	1,739	5.2
Other Services	36,760	37,499	739	2.0
Retail Trade	106,856	106,964	108	0.1
Financial Activities	49,677	49,623	-54	-0.1
Information	21,505	21,409	-96	-0.4
NR/Mining	1,199	1,101	-99	-8.2

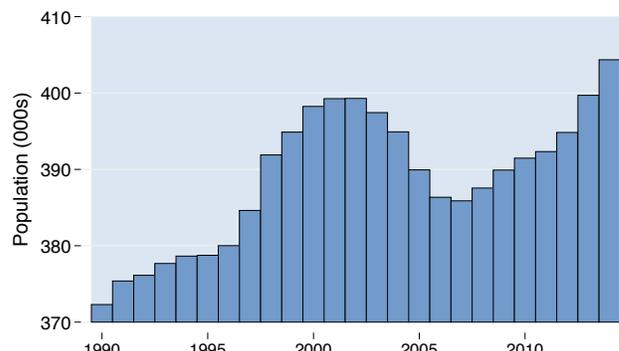
Source: California Employment Development Department

East Bay Labor Market
May-09 to May-14



Source: California Employment Development Department

City of Oakland Population
1990 to 2014



Source: California Department of Finance

Oakland Spending Trending Upward

- With improving labor market conditions and a gradually improving local economy, spending within the City has already bounced back nicely from the recession.
- According to information from the State Board of Equalization, taxable sales in the City of Oakland as of the first quarter of 2014 were 9.1% below their pre-recession peak set in the fourth quarter of 2007. Nevertheless, taxable sales in the City have been increasing, with 6.9% growth from the first quarter of 2013 to the first quarter of 2014.
- As of the first quarter of 2013, the region has seen gains across virtually every category of spending from Autos to Restaurants and Hotels. Only the Fuel and Service Station category experienced year-over-year declines.

Category	Q4-12	Q4-13	Growth (%)
Total	60,367,010	64,717,111	7.2
Autos and Transportation	9,129,255	10,342,171	13.3
Business and Industry	11,552,170	12,985,673	12.4
Restaurants and Hotels	6,045,918	6,575,928	8.8
Food and Drugs	3,091,420	3,128,841	1.2
Building and Construction	4,921,463	4,978,501	1.2
General Consumer Goods	11,855,707	11,876,903	0.2
Fuel and Service Stations	5,807,837	5,608,514	-3.4

Source: HdL Companies

Hotel Activity Maintaining Momentum

- The average daily room rate in the Oakland area was up 9.4% in the first ten months of fiscal year 2013-14 compared to the same time period the prior fiscal year. Meanwhile, room occupancy rates edged up 2.4 percentage points to 73.6% during the same time period. These improvements in both room and occupancy rates have resulted in a 13.1% increase in revenues per available room during the fiscal year-to-date and will support growth in transient occupancy tax revenues.
- Employment in the East Bay's Leisure and Hospitality sector is also on the uptrend. For the current fiscal year-to-date period, this sector experienced an employment increase of 5.1% over the same year-to-date period the prior fiscal year. Employment gains for this sector represent strong tourism and recreation activities, which are positively correlated with hotel stays.

Summary

Overall, the economy in the City of Oakland and throughout the East Bay continues to improve. While some indicators in the residential real estate market, namely existing home sales, have shown a somewhat lackluster performance to date, we maintain our positive outlook on the City's revenues over the next five fiscal years.

Home prices in the City of Oakland are appreciating at double-digit annual rates, the region's labor market continues to trend upward, the population continues to grow, and spending levels have bounced back from recession lows. Each of these factors should help to bolster general fund revenues in the coming years as outlined in this report. The City has come a long way since the Great Recession, but the worst is definitely behind us and the local economy is poised for positive growth in the years to come.

City of Oakland Revenue Forecast

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Growth(%)	-2.3	-11.2	3.1	4.2	4.7	5.4	5.8

Source: Forecast by Beacon Economics

About Beacon Economics

Beacon Economics, LLC is a leading provider of economic research, forecasting, industry analysis, and data services. By delivering independent, rigorous analysis we give our clients the knowledge they need to make the right strategic decisions about investment, growth, revenue, and policy. Learn more at www.BeaconEcon.com.

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EAST BAY OAKLAND OFFICE

Economics Indicators

	Q4 13	Q4 14	12-Month Forecast
East Bay Employment	1.223M	1.257M	▲
East Bay Unemployment	6.3%	5.7%	▼
U.S. Unemployment	6.7%	5.8%	▼

Market Indicators

	Q4 13	Q4 14	12-Month Forecast
Overall Vacancy	14.9%	13.6%	▼
Net Absorption SF	-62K	240K	▲
Under Construction SF	0	105K	—
Average Asking Rent (FS)	\$2.39	\$2.36	▲

Net Absorption/Asking Rent (Full Service)

NET ABSORPTION 4Q TRAILING AVERAGE



Overall Vacancy



Oakland CBD Vacancy Dips to Single Digits

Overall vacancy in the East Bay Oakland Office Market is currently 13.6% compared to 14.9% at the close of 2013. Activity continues to be concentrated in BART-served CBD submarkets, particularly Oakland City Center and Lake Merritt. The Oakland CBD submarkets posted a combined 9.6% vacancy, the first time that vacancy has fallen back into the single digits here since Q3 2008. Thus, the East Bay Oakland market saw significant occupancy growth numbers in 2014 to the tune of 339,000 square feet, greater than any year since the recession. We expect occupancy growth trends to continue and vacancy to fall further as demand remains high and several significant deals are expected to occur in the next three months. Approximately 112,000 square feet of space is set to be absorbed in the Oakland CBD submarkets in Q1 2015, which will leave virtually all large blocks of Class A space in the Oakland CBD submarkets spoken for. The only significant large block space remaining in Oakland CBD will be the Sears building. This property will be renovated in 2015 from functionally obsolete space to 400,000 square feet of high quality creative space and is well poised to capture a tenant in 2015 (rumors of a potential deal with Google continue to swirl about in the marketplace). Meanwhile, a deal is rumored to be close at EmeryStation Greenway for the entire 98,000 square foot building which would drop the vacancy in the Emeryville market to approximately 11.0% from its current level of 13.4%.

Overall asking rental rates are down slightly year-over-year to \$2.36 from \$2.39 per square foot (on a monthly full service basis). However, rents in the Oakland CBD submarkets have seen significant growth this year. Rental rates for completed deals in these submarkets are nearing \$3.50 for Class A space, where they were below the \$3.00 mark one year ago. This increase in rental rates, however, has not overtly impacted our overall asking rent figures as there is a dwindling amount of Class A space available in the core market. Thus, as our average asking rents are weighted, the periphery submarkets, where rents are much lower and vacancy is currently 25.2%, have a greater impact on the overall average. We anticipate rental rates in the core submarkets will continue to rise in 2015. Rates in periphery markets will likely remain flat until large blocks of available space in those markets begin to lease.

There were several significant Class A investment sales that occurred in Q4. The Towers in Emeryville, three buildings which total 815,000

EAST BAY OAKLAND

Office Snapshot

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square feet, sold this quarter to KBS. LBA Realty, the seller, acquired the property in an REO sale in 2010 for almost half what they sold it for. 1111 Broadway in the City Center submarket traded hands again this quarter. Ellis Partners had acquired the 569,000 square foot building almost exactly a year prior to this most recent sale. Ellis Partners sold the property to UC Regents in Q4 at a price just over \$100 per square foot greater than they had paid. With a handful of other Class A buildings rumored to be going on market next quarter, we expect to see investment sale trends continue.

The East Bay Oakland market saw occupancy growth numbers in 2014 greater than any year since the recession...

Despite a flood of construction activity in San Francisco, only one new building has recently commenced construction in the East Bay Oakland market. Last quarter, Wareham Development broke ground on a 105,000 square foot life science building at the Aquatic Park Center in West Berkeley, slated for completion Q3 2015. Vacancy for life science space is extremely low in Berkeley and Emeryville due to proximity to the University of California-Berkeley. However, there have been no construction starts for Class A office product. Development activity has yet been limited to renovations of Class B buildings for office space. The core submarkets are already in need of high quality large block space. However, rental rates have not yet reached levels that support new construction. With the San Francisco office market showing no signs of slowing and rental rate growth anticipated in core submarkets, we believe conditions will turn favorable for new construction in 2015.

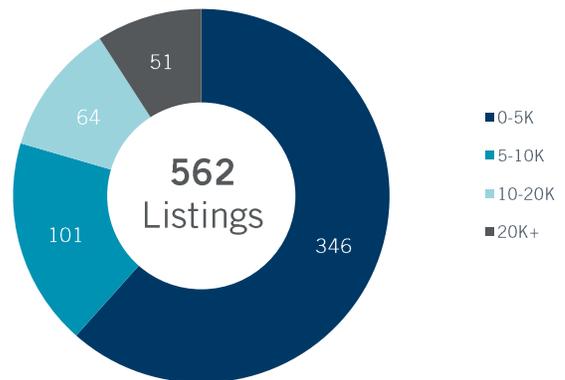
Outlook

- Oakland CBD vacancy closes 2014 in the single digits at 9.6%.
- Rental rates for completed deals now pushing the \$3.50 per square foot mark.
- Market absorbed 339,000 square feet in 2014, greater than any year since 2006.
- Active tenant requirements remain at historically high levels.

Average Asking Rate by Submarket (Full Service)
RENTAL RATE GROWTH LIMITED TO CBD SUBMARKETS



Availabilities by Size Segment
MINIMAL LARGE BLOCK CBD SPACE AVAILABLE



Average Asking Rate by Class (Full Service)
CLASS A CBD RENTS EXPECTED TO INCREASE IN 2015



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	TOTAL BLDGS	INVENTORY	SUBLET VACANT	DIRECT VACANT	VACANCY RATE	CURRENT NET ABSORPTION	YTD NET ABSORPTION	UNDER CONSTRUCTION	AVERAGE ASKING RENT (ALL Classes)	AVERAGE ASKING RENT (CLASS A)
SUBMARKET										
Richmond	53	2,529,302	9,333	569,633	22.9%	37,295	26,436	0	\$2.19	\$2.36
West Berkeley	31	1,277,381	6,530	17,393	1.9%	9,279	47,148	105,000	\$2.77	N/A
Berkeley CBD	52	2,126,615	11,498	103,543	5.4%	23,437	9,587	0	\$2.55	\$2.84
Emeryville	46	4,112,494	56,271	493,537	13.4%	152,320	209,043	0	\$2.88	\$2.95
City Center Oakland CBD	58	5,115,437	13,775	493,593	9.9%	89,407	136,304	0	\$2.87	\$3.08
Lake Merritt Oakland CBD	64	6,958,328	87,184	567,380	9.4%	59,985	(36,912)	0	\$2.73	\$2.93
Jack London Square	38	1,650,450	0	96,174	5.8%	(820)	66,005	0	\$2.01	\$2.70
Oakland Coliseum	49	2,130,683	1,990	505,701	23.8%	(96,330)	(67,576)	0	\$1.47	\$1.84
Northern Alameda	49	1,656,534	41,862	528,938	34.5%	(24,442)	(70,845)	0	\$2.23	\$2.33
Southern Alameda	34	1,882,859	37,305	371,430	21.7%	(9,777)	19,548	0	\$1.97	\$1.98
Office Class Breakdown										
Class A	92	13,653,927	197,570	1,959,735	15.8%	95,587	84,692	105,000	\$2.63	
Class B	308	12,684,919	25,845	1,061,267	8.6%	137,951	292,230	0	\$1.97	
Office/Flex	74	3,101,237	42,333	726,320	24.8%	6,816	(38,184)	0	\$2.16	
TOTAL	474	29,440,083	265,748	3,747,322	13.6%	240,354	338,738	105,000	\$2.36	\$2.63

Key Lease Transactions Q4 14

PROPERTY	SF	TENANT	LANDLORD	TRANSACTION TYPE	SUBMARKET
2101 Webster St	134,308	Pandora Media	CIM Group	Renewal/Expansion	Lake Merritt Oakland CBD
6425 Christie Ave	51,000	UCSF	Harvest Properties	Relocation	Emeryville
1080 Marina Village Pkwy	40,981	Telecare Corporation	Brookfield Properties	Renewal/Expansion	N. Alameda
555 12th St	24,083	Public Health Institute	Harvest Properties	Renewal	City Center Oakland CBD
1438 Webster St	24,000	Kaiser	OAC	Renewal	Lake Merritt Oakland CBD

Key Investment Sale Transactions Q4 14

PROPERTY	SF	BUYER	SELLER	SALE PRICE	SUBMARKET
The Towers	815,018	KBS REIT II	LBA Realty	\$248,000,000	Emeryville
1111 Broadway	569,137	UC Regents Endowment	Ellis Partners	\$215,100,000	City Center Oakland CBD
180 Grand Ave	277,030	Ellis Partners	California Teachers Pension	\$65,656,110	Lake Merritt Oakland CBD

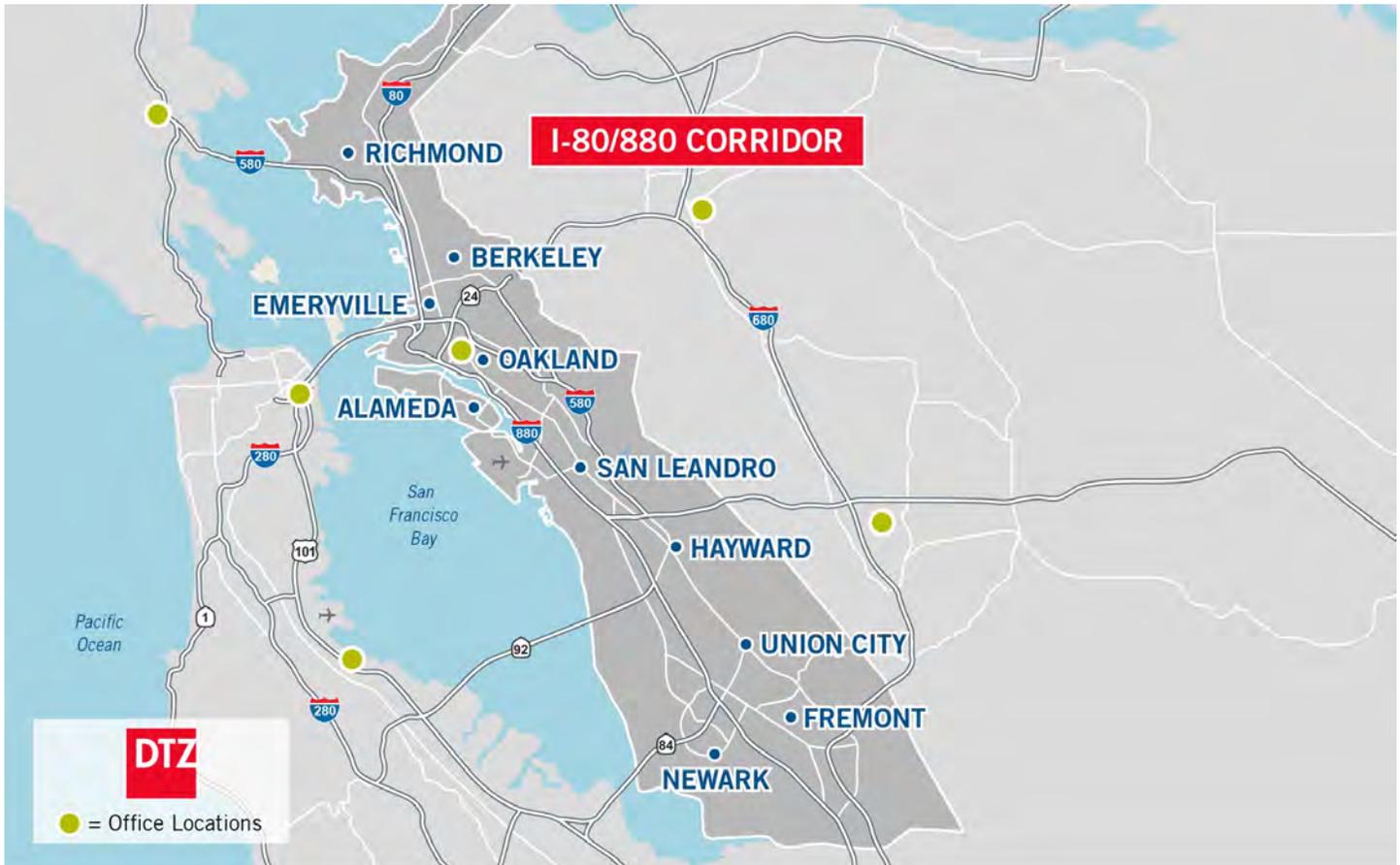
EAST BAY OAKLAND

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Office Submarkets

East Bay Oakland



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Ride Sharing in the New Economy

BY JOAN BORGER AND REBECCA MOON



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About Legal Notes

This column is provided as general information and not as legal advice. The law is constantly evolving, and attorneys can and do disagree about what the law requires. Local agencies interested in determining how the law applies in a particular situation should consult their local agency attorneys.

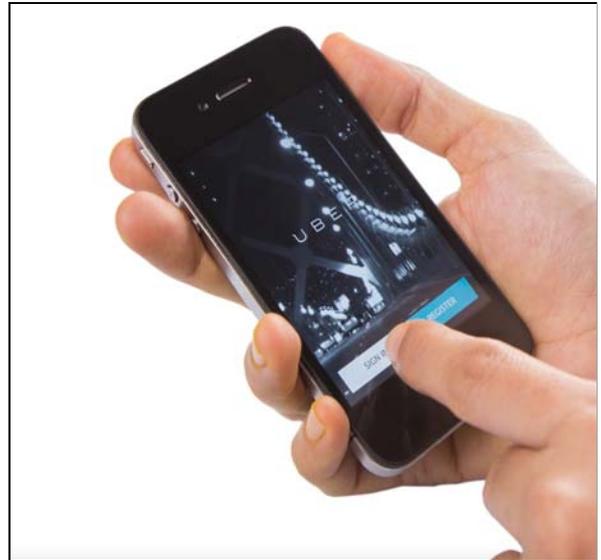
Editor's note: This article is the first in a two-part Legal Notes series on "New Economy" issues in cities. The second article will cover online short-term residential rentals and will appear in the August issue.

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Two technology entrepreneurs founded a company in 2008 that enabled consumers to use a smartphone application (app) to hire a private car and driver. Initially named UberCab, the company later became known as Uber. The service debuted in San Francisco in 2009 with only 10 drivers.¹ It quickly became a hit, especially with high-tech workers. Uber soon expanded nationally, then globally. Today the service is available in 53 countries and more than 200 cities worldwide,² and the company is reportedly worth \$50 billion.³

Uber's success promptly inspired several competitors, including companies known as Lyft and Sidecar, which offer similar app-based driving services. Customers open the app on their smartphones from the company they choose, enter a destination and immediately see a map of available drivers in their area and the estimated time of arrival. Payment is handled electronically through the app, which also provides a rating service of the drivers (and the passengers). The concept is often referred to as "ride sharing" in the "new" or "sharing" economy, although customers do not actually "share" rides except when they use car pooling options such as the UberPool or Lyft Line services.

In 2013 the California Public Utilities Commission (CPUC) asserted its jurisdiction over these businesses and created the term "Transportation Network Company" (TNC), defining TNCs as companies that provide prearranged transportation for compensation through the use of an online-enabled app or platform to connect customers with drivers who use their personal vehicles.⁴



Transportation Network Companies Versus Taxicab Businesses

What exactly are TNCs, and why did the CPUC assert its state regulatory jurisdiction over them? How are TNCs different from the taxicab companies and service that cities typically regulate? TNCs claim they are technology companies rather than transportation companies, although the CPUC does not agree on that point as discussed further here.⁵ TNCs argue that they generally don't own cars or employ drivers. Rather, they provide an electronic platform that lets passengers and drivers find each other, connecting paying passengers to a fleet of roving independent contractors who drive their personal vehicles. Some TNCs allow passengers to share rides with strangers and split the fare as noted earlier, and Uber also provides a dispatching service for licensed limousine drivers through its UberBlack and UberSUV platforms.

By contrast, many taxicab companies own a fleet of vehicles and either hire drivers as employees or (more commonly) their drivers "lease" vehicles on a daily basis in return for either a flat fee or percentage of receipts.⁶ City regulations often require taxicab companies to own a minimum number of vehicles in order to obtain a taxicab franchise. Other cities may allow individual owner-operated cabs that are sponsored by a franchised company. Either way, the company must ensure that its drivers comply with vehicle and driver safety rules and any other city regulations.

The main advantage TNCs have over taxis in some cities seems to be convenience. A 2014 study by the UC Berkeley Transportation Center found that TNC wait times in San Francisco were significantly shorter than typical taxi dispatch and hail times.⁷ Not surprisingly, TNCs are quickly growing in popularity in larger cities. In San Francisco, traditional taxicab trips declined 65 percent between 2012 and 2014.⁸



Cities have regulated taxis for decades for legitimate reasons related to local public safety and consumer protection. State law requires that cities and counties adopt an ordinance or resolution that creates a process for issuing local taxicab permits, registering or establishing taxicab fares, and requiring alcohol and drug testing of drivers.⁹ Many local agencies impose additional requirements including minimum levels of insurance, driver background checks, vehicle safety inspections and customer service standards. Most city ordinances make it unlawful for taxicab drivers to refuse service; violators can be fined or lose their permits. Consumer advocates now worry that without proper oversight, app-based dispatching could encourage economic redlining or discrimination against passengers based on race, disability or

other unlawful factors.

Traditional taxi service remains an important transportation option for many people in the community. To understand why TNCs have been able to avoid city franchising and permit requirements, we must look at California's complicated transportation laws, particularly the role played by the CPUC.

Taxicab and Limousine Regulation in California

The taxicab industry has been subject to pervasive local regulation since the 1930s. In California, the CPUC eventually took control of most other forms of private passenger transportation, including limousines and other hired-driver services (known as "charter-party carriers"). The Legislature, however, carved out an express exception for taxis.¹⁰ As a result, the taxi industry is the only major form of private for-hire transportation that is still regulated at the local level by cities and counties in California.¹¹

Cities therefore have only limited authority to regulate charter-party carriers that operate limousine services.¹² "Limousine" is broadly defined to include any sedan or SUV carrying up to 10 passengers.¹³ Cities can:

1. Collect business license tax from limousine services that are domiciled or maintain a business office within the city;
2. Require permits and impose reasonable rules and regulations for the operation of limousines at municipally owned airports; and
3. Establish reasonable rules for the inspection of limousine waybills to verify valid prearranged travel.¹⁴

Historically there was a clear distinction between taxicabs and limousines. The key difference is that charter-party carriers only provide "*prearranged*" travel and must have a waybill or trip contract documenting their travel arrangements.¹⁵ Taxis can accept hails from the street or a taxi stand. TNCs have now effectively blurred the line between taxis and charter-party carriers because summoning a driver with a smartphone app is often quicker than hailing a taxi on the street. Meanwhile, GPS technology can eliminate the need for a taxi meter, and the TNC app instantly generates an electronic trip contract.

CPUC Regulation of Transportation Network Companies

The CPUC announced in November 2012 that it would impose fines against Uber, Lyft and Sidecar for operating unlicensed transportation services.¹⁶ Shortly thereafter, the CPUC agreed to allow the companies to operate while it sorted out the regulatory issues.¹⁷ The CPUC opened a rule-making proceeding in December 2012 on the issue, which

generated hundreds of pages of comments from both TNC advocates and their opponents.¹⁸

On Sept. 19, 2013, the CPUC ruled that TNCs offer a “prearranged” form of travel, officially bringing them under the CPUC’s jurisdiction.¹⁹ The CPUC rejected strenuous arguments from the taxi industry that TNCs should be considered a taxi service and regulated at the local level by cities and counties.

Since then, the CPUC proceedings have progressed slowly. In April 2014 the CPUC granted a limited rehearing of its September 2013 decision on several TNC issues, including insurance coverage, driver drug testing and commercial license plate requirements.²⁰ Meanwhile, the Legislature stepped in with a new law that requires TNC drivers to carry \$1 million in liability insurance.²¹ The taxicab industry also asked both the Third District Court of Appeal and the state Supreme Court to overturn the CPUC’s ruling, but its petitions were denied in November 2014.²²

In September 2014 the CPUC ordered TNCs to cease and desist ride sharing services such as UberPool and Lyft Line. Under existing state law, only licensed “passenger stage corporations” (such as airport shuttles) can charge passengers individually for a shared ride in the same vehicle. Charter-party carriers are prohibited from doing so.²³ After the public outcry that followed, the CPUC agreed to review car pooling services as part of the TNC rule-making process.²⁴

Meanwhile, TNCs are involved in other legal battles, including consumer protection²⁵ and personal injury²⁶ lawsuits. Uber is currently defending a class action lawsuit by San Francisco taxi drivers who allege that the company is running an illegal taxi



service.²⁷ A group of 19 taxi companies also recently sued Uber for deceptive advertising.²⁸ In addition, drivers in San Francisco are separately suing both Uber and Lyft for mischaracterizing themselves as independent contractors and (in Uber’s case) illegally withholding tips. In March 2015, federal district court judges ordered both cases to proceed to full jury trials.²⁹

The Role of Cities

It remains to be seen whether new state legislation or adverse court decisions will require or encourage TNCs to make changes to their business models or services. In the meantime, some city officials in California are asking:

- Can we regulate TNCs locally?; and
- If not, should we take any other action to help ensure the public health and safety in our cities where TNCs are operating?

With regard to the first question, the CPUC has asserted its jurisdiction over TNCs through its rule-making decisions. Unless that ruling is overturned by the courts, cities must treat TNCs like limousine services rather than like taxicabs. At this moment, it appears that cities cannot require TNCs to:

- Secure a city franchise or operating permit (except at a municipal airport);
- Pay city business license taxes (unless the company is domiciled or has an office in the city); or
- Otherwise comply with local taxi rules and regulations.

A city may be able to use consumer protection laws to help ensure that TNCs do not engage in deceptive advertising or unlawful or fraudulent business acts or practices within the city limits, if that is a concern.³⁰ For example, the district

attorneys in Los Angeles and San Francisco sued Uber in 2014, alleging that the company overcharges consumers and misleads the public about the safety of its drivers.³¹ City attorneys are authorized to file such “unfair competition” lawsuits in cities with populations over 750,000. In smaller cities, city prosecutors may do so with the permission of the district attorney.³²

More broadly, certain changes to local regulations governing taxicabs might help the taxicab industry remain competitive with TNCs. Historically, for example, some cities have created barriers to the entry of new taxi businesses that limit the number of taxicabs on the street, sometimes leading to chronic shortages of cabs. In response to complaints from taxicab drivers, the San Francisco Metropolitan Transportation Commission voted in 2013 to add 320 taxi medallions to the city’s fleet.³³ Many taxicab ordinances were enacted decades ago. Cities may want to take a fresh look at their existing ordinances to determine what regulatory framework best meets the local transportation needs of today.

Conclusion

“Disruptive innovation” has been a mantra in Silicon Valley for nearly two decades.³⁴ Taxicab services and traditional charter-party carrier businesses are just the latest industry to be challenged by technology that has created a new business model to compete with an established business model. Local and state policy-makers will continue to work on finding the right balance between encouraging innovation, respecting consumer choices and ensuring that all members of the public have access to safe and effective transportation options in their communities.

Footnotes:

¹ “All Hail The Uber Man! How Sharp-Elbowed Salesman Travis Kalanick Became Silicon Valley's Newest Star,” *Business Insider* (Jan. 11, 2014). <http://www.businessinsider.com/uber-travis-kalanick-bio-2014-1>. See also “Man and Uber Man,” *Vanity Fair*, Dec. 2014. <http://www.vanityfair.com/news/2014/12/uber-travis-kalanick-controversy>

² <https://www.uber.com/cities>

³ “Uber Fund-Raising Points to \$50 Billion Valuation,” *New York Times*, May 9, 2015

⁴ CPUC R.12-12-011, D.13-09-45, Decision Adopting Rules and Regulations to Protect Public Safety While Allowing New Entrants to the Transportation Industry (Sept. 19, 2013). <http://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M077/K122/77122741.PDF>

⁵ CPUC R.12-12-011, Comments of Uber Technologies, Inc. on Order Instituting Rulemaking (Jan. 28, 2013). All documents filed in the CPUC rulemaking are available on the CPUC’s efilng website; search for proceeding R1212011. <http://docs.cpuc.ca.gov/EFileSearchForm.aspx>

⁶ California Employment Development Dept. Fact Sheet DE1TC Rev. 5, “Taxicab Industry” (11-09).

⁷ Rayle, Lisa et al., “App-Based, On-Demand Ride Services: Comparing Taxi and Ridesourcing Trips and User Characteristics in San Francisco,” University of California Transportation Center Working Paper (Aug. 2014) <http://www.uctc.net/research/papers/UCTC-FR-2014-08.pdf>

⁸ “Taxi and Accessible Services Division: Status of Taxi Industry” presentation, SFMTA Board Meeting, Sept. 16, 2014. <http://www.sfmta.com/calendar/meetings/board-directors-meeting-september-16-2014>

⁹ Govt. Code § 53075.5

¹⁰ Public Util. Code § 5353

¹¹ Some other exemptions in Pub. Util. Code § 5353 include public transit systems, transportation wholly within the

corporate limits of a single city and licensed or regulated by ordinance, school buses providing transportation to pupils under contract with a school district pursuant to the Education Code, shuttles provided by hotels and auto dealerships, farm laborer transportation, passenger stage corporations (separately regulated under Pub. Util. Code §1031), incidental ridesharing and non-commercial private carrying of passengers (may require registration under Pub. Util. Code §4000 et seq.)

¹² Public Util. Code § 5360 provides that, “Subject to the exclusions of Section 5353, ‘charter-party carrier of passengers’ means every person engaged in the transportation of persons by motor vehicle for compensation, whether in common or contract carriage, over any public highway in this state. ‘Charter-party carrier of passengers’ includes any person, corporation or other entity engaged in the provision of a hired driver service when a rented motor vehicle is being operated by a hired driver.”

¹³ Public Util. Code §5371.4(i) defines “limousine” as “any sedan or sport utility vehicle, of either standard or extended length, with a seating capacity of not more than 10 passengers including the driver, used in the transportation of passengers for hire on a prearranged basis within this state.”

¹⁴ Public Util. Code §5371.4

¹⁵ Public Util. Code § 5360.5

¹⁶ CPUC Press Release, “CPUC Cites Passenger Carriers Lyft, Sidecar, and Uber \$20,000 Each for Public Safety Violations” (Nov. 14, 2012). <http://www.cpuc.ca.gov/PUC/transportation/Passengers/CarrierInvestigations/>

¹⁷ CPUC Press Release, “CPUC Enters Into Operating Agreement with Uber” (Jan. 31, 2013).

¹⁸ CPUC R.12-12-011, Order Instituting Rulemaking (Dec. 20, 2012).

¹⁹ CPUC Decision, *supra*, Note 4.

²⁰ CPUC R.12-12-011, D.14-04-22: Order Granting Limited Rehearing of Decision 13-09-045 (Apr. 11, 2014).

²¹ CPUC R.12-12-011, D.14-04-22: Order Granting Limited Rehearing of Decision 13-09-045 (Apr. 11, 2014).

²² *Taxicab Paratransit Ass’n v. Public Util. Comm’n*, 3rd Dist. Court of Appeal (C076432), filed May 9, 2014, denied Aug. 22, 2014, petition for review denied Nov. 12, 2014 ; *Taxicab Paratransit Ass’n v. Public Util. Comm’n*, original proceeding in the Calif. Supreme Court (S218427), filed May 9, 2014, denied Nov. 12, 2014.

²³ Public Util. Code § 5401.

²⁴ “Sidecar gets OK to run carpools-for-hire in California, for now.” *San Francisco Business Times* (Nov. 4, 2014). <http://www.bizjournals.com/sanfrancisco/blog/2014/11/sidecar-shared-rides-carpool-california-regulators.html>

²⁵ “Uber sued over unlawful business practices; Lyft settles,” *Los Angeles Times* (Dec. 9, 2014). <http://www.latimes.com/business/technology/la-fi-tn-uber-lyft-20141209-story.html>

²⁶ “Uber sued over girl’s death in S.F.,” *San Francisco Chronicle* (Jan. 28, 2014). <http://www.sfgate.com/bayarea/article/Uber-sued-over-girl-s-death-in-S-F-5178921.php>

²⁷ *Goncharav v. Uber Technologies, Inc.*, San Francisco Superior Court, Case No. CGC-12-526017

²⁸ “California taxis sue Uber, allege false advertising, unfair competition,” *Los Angeles Times* (Mar. 18, 2015). <http://www.latimes.com/business/technology/la-fi-tn-taxi-uber-unfair-competition-lawsuit-20150318-story.html>

²⁹ *O'Connor v. Uber*, U.S. Dist. Court, N.D. Cal. (13-CV-03826); *Cotter v. Lyft*, U.S. Dist. Court, N.D. Cal. (13-CV-04065); see "Uber, Lyft rebuffed in bids to deem drivers independent contractors," *Reuters*, Mar. 11, 2015. <http://www.reuters.com/article/2015/03/12/us-lyft-drivers-idUSKBN0M72JM20150312>

³⁰ Bus. & Prof. Code §§ 17200 et seq.

³¹ "Uber sued over unlawful business practices; Lyft settles," *Los Angeles Times* (Dec. 9, 2014). <http://www.latimes.com/business/technology/la-fi-tn-uber-lyft-20141209-story.html>

³² Business & Prof. Code § 17204

³³ "More Taxis Approved for SF," *San Francisco Chronicle* (Apr. 17, 2013). <http://www.sfgate.com/bayarea/article/More-taxis-approved-for-SF-4439845.php>

³⁴ Christensen, Clayton. *The Innovator's Dilemma* (1997)

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Discretionary Transportation Grant Programs

This section summarizes discretionary grants that are available on a regular (annual or biannual) basis. For additional information, check web links. If interested in applying, contact Bruce Williams (bwilliams@oaklandnet.com X7229) or, if listed, the Oakland Project Manager.

Revised: January, 2015

Planning Grants

Sustainable Transportation Planning Grants

<http://www.dot.ca.gov/hq/tpp/grants.html>

Sponsor: Caltrans: Office of Transportation Planning

The former Environmental Justice (EJ) and Community-Based Transportation Planning (CBTP) Grant Programs, and Transportation Planning Grants have been collapsed into one category this year. The Sustainable Communities grants fund transportation planning projects that identify and address mobility deficiencies in the multimodal transportation system, encourage stakeholder collaboration, involve active public engagement, integrate Smart Mobility 2010 concepts, and ultimately result in programmed system improvements. The grant program is annual, with the last application due on October 31, 2014. Grant awards are a maximum of \$300,000, with 11.47% cash match required.

Priority Development Area Planning Program

http://mtc.ca.gov/planning/smart_growth/stations/pda.htm

Sponsor: Metropolitan Transportation Commission

PDA Planning Grants provide support land use and transportation plans for areas around transit stations as well as specific technical assistance tasks. Grants are made approximately every two years, with maximum grant awards of about \$750,000. Oakland has been awarded funds for completion of specific plans for Lake Merritt, Broadway Valdez, and most recently, Downtown Oakland (2014). We've also received support for study of downtown parking issues. MTC last round were due in April, 2014, so they are not expected again until 2016.

Sustainable Communities Technical Assistance Program

http://www.alamedactc.org/news_items/view/11245

Sponsor: Alameda CTC

SCTAP provides consulting assistance in a wide range of planning and design areas supporting Priority Development Area implementation, such as completion of bike and ped plans and engineering, station area plans, specific plans, implementation studies, etc. Available for the first time in the fall of 2013, it should be available again in 2015.

Strategic Growth Council – Planning Grants

http://www.sgc.ca.gov/s_scpגיprogram.php

SGC Planning Grants cover a wide variety of planning projects that broadly focus on reducing greenhouse gas emissions. The last cycle was in February, 2014.

Capital Grants – Bike and Ped

One Bay Area Grants (federal & local)

http://www.alamedactc.org/app_pages/view/8495

The One Bay Area Grants process packaged federal transportation funds (STP/CMAQ) distributed by formula to the region (generally available every two-three years) with some locally available discretionary funds (Alameda CTC Measure B Bike and Ped, VRF discretionary) to distribute approximately \$60 million in funds for Priority Development Area Supportive projects (bike/ped/transit) as well as local road rehabilitation in Alameda County. Grant sizes range up to \$10 million per project. (These funds were formerly distributed by MTC in the Local Streets and Road Program, the Transportation for Livable Communities program, and the Regional Bike Program). The next OBAG call for projects is expected in FY 2015/16.

Active Transportation Program (Federal & State)

Sponsor: California Transportation Commission

<http://mtc.ca.gov/funding/ATP/>

In September, 2013, Governor Brown Jr. signed SB 99 to create the Active Transportation Program-- which distributes funding for human-powered transportation projects and programs. This new transportation program incorporates most bicycling, walking and other active transportation funds received from both federal and state sources in one program. It replaces federal and state Safe Routes to Schools, the Bicycle Transportation Account, the Recreational Trails Program, and other sources.

Forty percent of the funding goes toward metropolitan planning organizations in urban areas for competitive grant making. Ten percent of the funds go to small urban and rural regions. The remaining funds will go to the California Transportation Commission for statewide projects. The first call for projects was in the spring of 2014. Oakland was granted funding for Pedestrian scale lighting on International Blvd and implementation of the Laurel Access to Mills, Macarthur Park and Seminary project. A second round is expected in Spring, 2015 to fund project for FY 2016/17 and later.

Measure B and VRF Discretionary Bike and Pedestrian Grants

http://www.alamedactc.org/app_pages/view/3429

Sponsor Alameda CTC

The Measure B Bicycle and Pedestrian Countywide Discretionary Fund is a competitive grant program funded out of the five percent of Measure B and VRF funds dedicated to bicycle and pedestrian programs. The grant program goal is to expand and enhance bicycle and pedestrian

access, convenience, safety, and usage in Alameda County, focusing on projects and programs with countywide significance. Pedestrian and bicycle capital projects, programs and master plans are eligible to receive funds. Maximum grant award is \$1 million. This grant source is generally available every two years, the last cycle was available in 2012 as a part of the OBAG grant process, and the next is expected in 2015 (probably before the next OBAG process).

Transportation Development Act (Article 3 Bike and Ped)

Sponsor: State of California via MTC

Manager: Jason Patton

Oakland receives approximately \$350,000 in TDA Article 3 funds each year, which the city typically uses for small bicycle and pedestrian capital and operating projects. The City's Bicycle and Pedestrian Program Manager runs an internal call for projects in the fall of each year, and reviews projects with the City's Bicycle and Pedestrian Commission in the spring.

Bay Trail Grants

<http://baytrail.abag.ca.gov/grants.html>

Sponsor: Association of Bay Area Governments (ABAG)

Oakland Bay Trail Manager: Diane Tannenwald (dtannenwald@oaklandnet.com)

The Bay Trail program generally awards small grants for Bay Trail implementation, but funding is currently fully expended. The agency is hoping to have some funds available from Proposition 84 by mid-2014. In the past, grants in the range of 100K were used to fund projects that complete Bay Trail gaps, provide strong leverage with local matching contributions, incorporate partnerships, encourage creative solutions and demonstrate readiness.

Affordable Housing and Sustainable Communities Program

http://www.sgc.ca.gov/docs/Draft_AHSC_Guidelines_for_posting_082314.pdf

This Cap and Trade funded program will fund affordable housing and nearby transportation infrastructure which assists in shifting travel to transit, biking, and walking, thereby meeting the greenhouse gas reduction targets of the program. The first call for projects is anticipated in Spring, 2015.

Capital Grants – Roadway & General

One Bay Area Grants (federal & local)

http://www.alamedactc.org/app_pages/view/8495

The One Bay Area Grants process packaged federal transportation funds (STP/CMAQ) distributed by formula to the region (generally available every two-three years) with some locally available discretionary funds (Alameda CTC Measure B Bike and Ped, VRF discretionary) to distribute approximately \$60 million in funds for Priority Development Area Supportive projects (bike/ped/transit) as well as local road rehabilitation in Alameda County. Grant sizes range up to \$10 million per project. (These funds were formerly distributed by MTC in the Local Streets and Road Program, the Transportation for Livable Communities program, and the Regional Bike Program). The next OBAG call for projects will be in FY 2015/16.

TIGER Discretionary Grants

<http://www.dot.gov/tiger>

Sponsor: US Department of Transportation

The federal “Transportation Investments Generating Economic Recovery” program has been an annual granting source since the 2009 Economic Stimulus. The nationwide competitive grant program is aimed at investments in road, rail, transit and port projects that promise to achieve critical national objectives. Grant minimums are \$10 million, with at least 20% local match required. The last cycle (TIGER V) due in April 2014, timing of future rounds are uncertain given the current sequester and uncertain future of federal transportation funding, but have been every year on average.

Highway Safety Improvement Program

http://www.dot.ca.gov/hq/LocalPrograms/HSIP/prepare_now.htm

Sponsor: FHWA via Caltrans

Oakland HSIP Manager: Wlad Wlassowsky (wwlassowsk@oaklandnet.com)

The HSIP program funds safety improvements on roadways with the goal to achieve a significant reduction in traffic fatalities and serious injuries. Projects typically funded include traffic signals, enhanced cross walks, bike lanes, and other traffic calming devices. Maximum project size is 900K, with 12% local match required. HSIP is generally awarded annually, and the last application was due in July, 2013. A new call is not expected until spring 2015.

State Transportation Improvement Program

http://www.alamedactc.org/app_pages/view/8088

Sponsor: State of California via Alameda County Transportation Commission

The STIP funds transportation projects that are in the Regional Transportation Plan and have completed a Caltrans Project Study Report or its equivalent. These are typically projects associated with freeways or major transit infrastructure, but may be for any transportation investment. All phases (design, right of way, and construction) can be funded through the STIP. The STIP is programmed on a five year basis by Alameda CTC. The next funding cycle is 2015. In the last several cycle, Alameda CTC has declined to solicit new applications due to previous commitments.

Transit, Air Quality, Environmental & Other (Planning, Capital, Operations)

Affordable Housing and Sustainable Communities Program

http://www.sgc.ca.gov/docs/Draft_AHSC_Guidelines_for_posting_082314.pdf

Cap & Trade funds will underwrite a grant program to encourage Transit Oriented Development, particularly affordable housing. Transit and other transportation infrastructure are fundable as cost components. Grant guidelines are still under development and no call is expected to be released until early 2015.

Lifeline Transportation Program

http://www.alamedactc.org/app_pages/view/14105

Sponsor: MTC via ACTC

MTC's Lifeline Transportation Program supports projects that address mobility and accessibility needs in low-income communities. It is funded by a combination of federal and state operating and capital funding sources. Grants largely support transit and shuttle service. It is targeted to specific low-income communities regionwide; in Oakland West Oakland and East Oakland are eligible. The last call for projects was in early 2012, and provided operations funding for the Broadway Shuttle. The next is expected in fall 2014, **BUT unlike in previous calls only transit agencies will be eligible for these funds.**

Transportation Fund for Clean Air (TFCA) – Regional Fund

<http://www.baaqmd.gov/Divisions/Strategic-Incentives/Funding-Sources/TFCA/Regional-Fund.aspx>

Sponsor: Bay Area Air Quality Management District

The Transportation Fund for Clean Air (TFCA) Regional Fund is a competitive grant program that provides funding for eligible alternative fuel and trip reduction projects in the Bay Area. It provides funds for specific program areas including: advanced technology demonstrations, alternative fuel vehicles, bicycle facilities, regional rideshare, and shuttles and vanpools. Each program has its own application requirements and deadlines. Oakland has received funding for the Broadway Shuttle.

Transportation Fund for Clean Air (TFCA) – Local Program Manager Fund

http://www.alamedactc.org/app_pages/view/8076

Sponsor: BAAQMD via AlamedaCTC

Oakland TFCA coordinator: Bruce Williams (bwilliams@oaklandnet.com)

The TFCA Local Program Manager fund is funded by TFCA but managed by Alameda CTC. It is distributed by formula to cities by Alameda CTC, but only for TFCA eligible projects that can demonstrate a positive impact on air pollution. Oakland receives authorization for approximately \$400,000 in funding each year. Currently funded projects include bicycle parking and shuttle bus operating support. Applications are typically due in early spring of each year.

Climate Initiative Grants

http://www.mtc.ca.gov/news/current_topics/7-14/car_share.htm

Sponsor: MTC

In 2010, MTC sponsored the \$36 million Climate Initiative Grants program to fund innovative actions to decrease ghg emissions. Among other things, this grant process helped fund regional bike sharing and innovative parking reforms. As Cycle 2 in the Climate Initiatives Grants, MTC awarded \$2 million to support the expansion of Car Sharing (Oakland received a grant). MTC anticipates a new round of Climate Initiatives Grants but hasn't set a date yet.

Environmental Enhancement & Mitigation Program

<http://resources.ca.gov/eem/>

Sponsor: State of California, Natural Resources Agency

The Environmental Enhancement and Mitigation Program (EEMP) offers a total of \$7 million each year for grants for projects to mitigate the environmental impacts caused by new or modified public transportation facilities. Eligible projects must be directly or indirectly related to the environmental impact of the construction or modification of a transportation facility. Grants are awarded to urban forestry projects, acquisition of resources lands, or mitigations above and beyond requirements. The last call for projects was due in June, 2014, and the next is expected for 2015.

Program for Arterial System Synchronization (PASS)

http://mtc.ca.gov/services/arterial_operations/pass.htm

Sponsor: MTC

The PASS program provides technical assistance to local agencies to help improve the operation of traffic signal systems. It provides consultants to assist in retiming signals and establishing communications. A call for projects is released each spring.

308-5.1 General

CHANGE THE SECOND SENTENCE OF THE 3RD PARAGRAPH OF SUBSECTION 308-5.1 TO READ:

With the Landscape Architect's approval.

ADD THE FOLLOWING TO THE 4TH PARAGRAPH OF SUBSECTION 308-5.1:

Contractor shall coordinate with EBMUD the installation of 2" reclaimed water meter at 10th Street.

308-6 MAINTENANCE AND PLANT ESTABLISHMENT

CHANGE SUBSECTION 308-6 TO READ:

The Contractor shall maintain all planted areas on a continuous basis as they are completed during the progress of the work and during establishment period, and shall continue to maintain them until final acceptance.

Protect adjacent walls, walks and utilities from damage or staining by soil.

All planting areas shall be kept free of litter and debris and shall be weeded, cultivated, fertilized, mulched, and shoreline *Spartina* (cordgrass) removed at intervals not to exceed 10 days. Replace plants immediately upon failure with same species and size. The first mowing of lawn areas shall be performed when the grass is 2-1/2 inches high and shall be repeated as often as necessary to maintain the lawn at a height of 2 – 3 inches. Protect lawns from foot traffic and goose grazing for 45 days after planting. Thereafter lawns shall be made accessible for public use.

Proper performance of irrigation systems shall be checked at intervals not to exceed 10 days. Any required repairs or adjustments to irrigation systems shall be performed immediately.

Any required pruning of plants will be as designated by the Engineer at the start of the plant establishment period and the Contractor shall perform pruning as part of the plant establishment work under the supervision of a licensed/certified Arborist. Prune at least annually as recommended by the Arborist to properly develop structure and health of trees and shrubs.

Contractor shall keep a detailed log of plant establishment activities performed and submit a copy to the Engineer with each payment request.

The Contractor shall request a final inspection to begin the plant establishment period after all planting and related work has been completed in accordance with Construction Documents.

After planting is completed, a field notification will be issued to the Contractor to establish the effective beginning date of the plant establishment period. The plant establishment period shall be for a period of 36 calendar months and shall be extended by the Engineer if the planted material areas are improperly maintained, appreciable plant replacement is required during the establishment period, or if other corrective work becomes necessary.

Upon completion of the plant establishment period, a final inspection for acceptance will be performed by the Engineer.

REPLACE SUBSECTION 308-8 WITH THE FOLLOWING:

308-8 PAYMENT

The lump sum shown in Bid Item "Plant Establishment Period (36 months)" shall include full compensation for furnishing all labor, materials, tools, equipment, and incidentals, and for doing all the work involved in, weeding, mulching, fertilizing, mowing, litter/debris removal, pruning and maintaining the planting and irrigation, as shown on the plans, as specified in the Specifications, these special provisions and as directed by the Engineer and no further compensation will be allowed therefore.

Completed Measure DD projects

	Project type	Landscape needs Impact	Notes
Citywide			
Cleveland Cascade renovation	Enhanced		
Union Point Park	New		<i>new 6 acre park with Cryer</i>
Waterfront Trail and Park at the former Cryer Boatworks Site	New		
Waterfront Trail at Alameda Avenue	New		
66 th Avenue Gateway to Waterfront Bay Trail	Enhanced	No known impact	<i>maintenance performed by EBRPD</i>
Waterfront Trail Derby Ave. to Lancaster St. and new pocket Park	New		
Lake Merritt Channel at 10 th Street Project	New		
Studio One Art Center renovation	Renovation		
East Oakland Sports Aquatic and Recreation Center	New		
Creek Restoration of Arroyo Viejo at Oakland Zoo	Enhanced	No known impact	<i>Zoo maintains</i>
Creek Restoration at Rockridge Greenbelt	Enhanced		
Creek Restoration at Cinderella Creek in Joaquin Miller Park	New	No known impact	<i>storm drainage slide repair</i>
Lion Creek Restoration at Lion Creek Crossings	New	Plant establishment until 2016	
Shepherd Creek Restoration at Shepherd Canyon Park	Enhanced	No known impact	
Claremont Creek Tributary Restoration at Garber Park	Enhanced	No known impact	<i>Community adoption</i>
Creek restoration in Butters Canyon	Enhanced	No known impact	<i>Community adoption</i>
Creek Acquisition			
Watershed acquisitions in Butters Canyon	New	No known impact	<i>Only fire abatement</i>
Watershed Acquisition in Beaconsfield Canyon	New	No known impact	<i>Only fire abatement</i>
Watershed Acquisition behind Dunsmuir	New	No known impact	<i>Only fire abatement</i>
Lake Merritt projects			
Sailboat House Shoreline, Pathways and Parking Lot Improvements	Enhanced	Plant establishment through June 2020	
Lake Merritt Municipal Boathouse Renovation	Enhanced		
Lake Merritt Pergola Renovation	Renovation	Minimal impact	
Historic E.18 th Street Pier Reconstruction	Enhanced	Minimal impact	
Lakeside Park Fire Protection System	Upgrade	No known impact	<i>Upgrade to fire system only</i>
Fairyland’s Children’s Community Theater	Renovation	No known impact	<i>Maintained by fairyland operators</i>
Puppet Theater and other set renovations at Children’s Fairyland	Renovation	No known impact	<i>Maintained by fairyland operators</i>
Lake Merritt Aeration Fountains	Repair	No known impact	<i>Maintained through clean lake contract</i>
Lake Merritt In-line Stormwater Trash Collection Vortex units	New		<i>Maintained by Storm drainage maintenance staff</i>
El Embarcadero and Lakeshore Ave. Street and Park Improvements	Enhanced		

Attachment N

FUND2	(All)
FUND2_2	(All)
Categ	(All)
Program And Desc	(All)
Dept	(All)

Unit	FUND	Child Project And Desc	Child Acct And Desc	Values Sum of MIDCYCLE Revenue	Account Type Sum of FY 2015-16 Revenue
85221 - Project Implementation: Staffing	1610 - Successor Redevelopment Agency Reimbursement Fund	A453220 - SUCCESSOR AGENCY-PROJECT	46612 - Successor Redevelopment Agency		\$3,682,756
85221 - Project Implementation: Staffing Sum					\$4,094,756
85231 - Real Estate	1010 - General Fund: General Purpose	0000000 - UNDETERMINED PROJECT	44418 - Other Rental: Billboards		\$353,210
85231 - Real Estate	1010 - General Fund: General Purpose	0000000 - UNDETERMINED PROJECT	44419 - Other Rental: Miscellaneous	925,053	\$854,433
85231 - Real Estate	1010 - General Fund: General Purpose	P47010 - SURPLUS PROPERTY DISPOSITION	44219 - Land Rental: Miscellaneous	56,000	\$56,000
85231 - Real Estate	1770 - Telecommunications Land Use	0000000 - UNDETERMINED PROJECT	49112 - Transfers from Undesignated Fund Balance	163,913	\$181,495
85231 - Real Estate	4400 - City Facilities	0000000 - UNDETERMINED PROJECT	44329 - Facility Rentals: Miscellaneous	2,400	\$2,400
85231 - Real Estate Sum				1,663,670	\$2,026,567
85242 - Coliseum Redevelopment	5650 - Coliseum Projects	C82620 - COLISEUM	44419 - Other Rental: Miscellaneous	100,000	\$100,000
85242 - Coliseum Redevelopment Sum				100,000	\$100,000
85244 - Oakland Army Base Redevelopment	5671 - OBRA: Leasing & Utility	P294110 - OBRA LEASING & UTILITY-CITY	44419 - Other Rental: Miscellaneous		\$968,988
85244 - Oakland Army Base Redevelopment Sum					\$1,534,106
85245 - Central District Redevelopment	1750 - Multipurpose Reserve	P472710 - TELEGRAPH PLAZA	45312 - Parking Fee: Off Street Parking (Including OPR Parking)		\$10,100
85245 - Central District Redevelopment	5610 - Central District Projects	C339410 - DOWNTOWN CAPITAL (ORA MR P13	44419 - Other Rental: Miscellaneous	150,000	\$150,000
85245 - Central District Redevelopment Sum				350,000	\$360,100
85311 - Workforce Development	1010 - General Fund: General Purpose	P465110 - WEST OAKLAND RESOURCE CENTER	49213 - Operating Transfers: Tax Increment		
85311 - Workforce Development	2195 - Workforce Investment Act	G453398 - WIB PROGRAM COST	46125 - City Oakland Grant: Job Training Partnersh	1,323,656	
85311 - Workforce Development	2195 - Workforce Investment Act	G453498 - WIB PROGRAM COST	46125 - City Oakland Grant: Job Training Partnersh	1,890,681	
85311 - Workforce Development	2195 - Workforce Investment Act	G453598 - WIB PROGRAM COST	46125 - City Oakland Grant: Job Training Partnersh	1,631,554	
85311 - Workforce Development	2195 - Workforce Investment Act	G453898 - WIB PROGRAM COST	46125 - City Oakland Grant: Job Training Partnersh	233,045	
85311 - Workforce Development	2195 - Workforce Investment Act	G453498 - WIB PRGRM COST (ADULT)	46125 - City Oakland Grant: Job Training Partnership Act		\$1,579,174
85311 - Workforce Development	2195 - Workforce Investment Act	G453398 - WIB PRGRM COST (DL)	46125 - City Oakland Grant: Job Training Partnership Act		\$1,195,435
85311 - Workforce Development	5671 - OBRA: Leasing & Utility	P465130 - WOJRC BILLBOARD 5671/P465130	44418 - Other Rental: Billboards	500,000	\$581,032
85411 - Economic Development	1010 - General Fund: General Purpose	P389610 - FOREIGN TRADE ZONE	49112 - Transfers from Undesignated Fund Balance	31,738	
85411 - Economic Development	2195 - Workforce Investment Act	G245810 - WIB BUSINESS SERVICES PLAN TO BU 45419 - Other Fees: Miscellaneous		352,000	
85411 - Economic Development	2195 - Workforce Investment Act	G245810 - WIB BUSINESS SERVICES PLAN TO BU 45729 - Other Svc Charges: Miscellaneous Service		100,000	
85411 - Economic Development	2195 - Workforce Investment Act	G245810 - WIB BUSINESS SERVICES PLAN TO BU 49112 - Transfers from Undesignated Fund Balance			\$261,246
85411 - Economic Development Sum				504,347	\$273,246
85511 - Cultural Arts & Marketing	2419 - Measure C: Transient Occupancy Tax (TOT) Surcharge	P391850 - CULTURAL FUNDING PRGM TRNST O	41515 - Local Taxes: Transient Occupancy Tax		\$317,302
85511 - Cultural Arts & Marketing	2419 - Transient Occupancy Tax (TOT) Surcharge	P391850 - CULTURAL FUNDING PRGM TRNST O	41515 - Local Taxes: Transient Occupancy Tax	248,669	
85511 - Cultural Arts & Marketing	2419 - Transient Occupancy Tax (TOT) Surcharge	P391860 - ART & SOUL TRANSIT OCCUPANCY TA	41515 - Local Taxes: Transient Occupancy Tax	111,362	
85511 - Cultural Arts & Marketing	2419 - Transient Occupancy Tax (TOT) Surcharge	P391870 - FAIRS & FESTIVAL TOT SURCHARGE	41515 - Local Taxes: Transient Occupancy Tax	138,904	
85511 - Cultural Arts & Marketing Sum				521,385	\$581,540
Grand Total				8,718,338	\$14,179,685