

OAKLAND 2023 COUNCIL BUDGET RETREAT

March 3, 2023



Agenda

1. Opening
2. Grounding
3. What are we solving for Oakland Today?
4. **BREAK (10m)**
5. How do Oaklanders see the City?
6. **LUNCH (30m)**
7. Public Comment
8. How can we work together to meet our goals?
9. **BREAK (10m)**
10. What is the budget outlook and how can we think through our current challenge?
11. **BREAK (10m)**
12. How do we match our priorities to outcomes?
13. Retreat Closing
14. Open Quorum

OPENING



Welcome from Leadership

- Roll Call and Reading of Agenda Items by City Clerk
- Opening from Council President Nikki Fortunato Bas
- Opening from Mayor Sheng Thao



Your Facilitators

HR&A Advisors, Inc. is a mission-driven, employee-owned firm, working in deep partnership with visionary leaders and grassroots movements to transform how government engages with communities.

We know the Bay Area.



We write the playbook for collaborative governance.



We build capacity of grass-roots leadership.



We design ambitious policies, partnerships, and programs.



Today, we start Oakland's citywide budget process for the next two years.

Our Goals:

- 1. Understand Oakland's current opportunities and challenges** by hearing resident sentiment, data analysis of inequities in the city, and the budget outlook
2. Ground the Council around their **individual motivations** and potential for **collaborative leadership**
- 3. Build on the values and priorities from 2021** to push toward sound measure outcomes for 2021



Ground Rules

- Be **fully present** by not zoning out or multi-tasking
- Know when to lead versus **creating space for others to speak**
- Recognize that **we are all approaching this process with different perspectives, levels of understanding, and potential solutions**
- It's ok to disagree, but **don't let conflict derail decision-making**
- **Respect** that others may have a difference in opinion or ideology



GROUNDING



GROUNDING

- What values do you bring to this work as individual leaders?
- What motivates you about Oakland at this moment?
- What are your major concerns?



WHAT ARE WE SOLVING FOR OAKLAND TODAY?



PRESENTATION FROM RACE AND EQUITY OFFICE



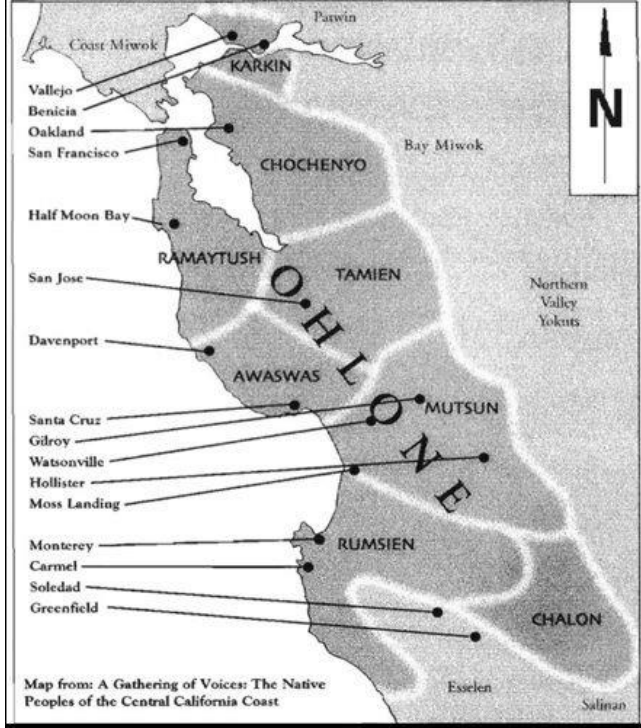
Advancing Racial Equity

Darlene Flynn, Director
Department of Race and Equity (DRE)



CITY OF
OAKLAND





California Indian Library Collections

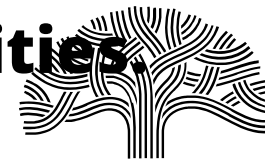
Begin with Vision

Race and Equity Vision:

To maintain Oakland's diversity and create a city where racial disparities have been eliminated and racial equity has been achieved.

High Level Goals:

- **Identify and eliminate systemic causes of racial disparities in City Government.**
- **Promote inclusion and full participation for all residents of the City.**
- **Reduce race-based disparities in our communities.**



CITY OF
OAKLAND

DIVERSITY ●●▶ INCLUSION ●●●●●●●●▶ EQUITY



Quantity

Different identities & cultures



Quality

Participation across identities & cultures



Justice

Policies, practices, & procedures to ensure equitable outcomes

What is Equity?



EQUALITY



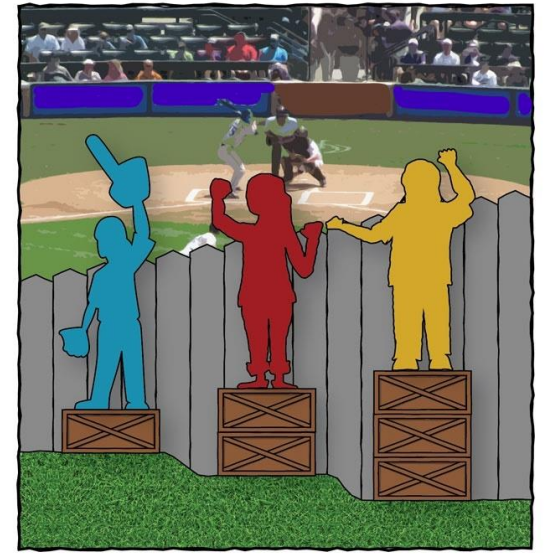
EQUITY

Eq-uity (*ek-wi-tee*), noun

- Just and fair inclusion, explicitly including those from whom justice has been withheld.
- An equitable society is one in which all can participate and prosper.
- The goals of equity must be to create conditions that allow all to reach their full potential.
- Equity requires system change that removes barriers to opportunity.



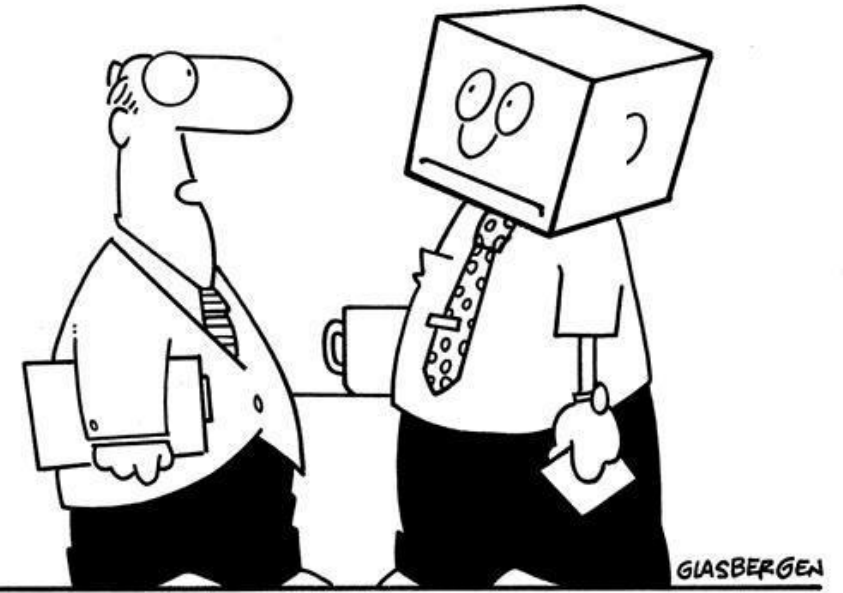
EQUALITY



EQUITY

Working Assumptions

- Race matters. Almost every indicator of well-being shows troubling disparities by race
- Disparities are often created and maintained in part through policies and practices that contain barriers to opportunity (systemic racism)
- It's possible-- and only possible-- to close equity gaps by using strategies determined through an intentional focus on race



“Thinking outside of the box is difficult for some people. Keep trying.”

- If opportunities in all key areas of well-being are equitable, then equitable results will follow.



Systemic and Institutional Racism

A pattern of social institutions; such as governmental organizations, schools, banks, and courts of law, perpetuating negative treatment toward a group of people based on their race. Institutional racism leads to inequality in opportunity and inequity in life outcomes.

“Systemic racism is an unacceptable aspect of our culture. It has deep roots. But that does not mean that it cannot be examined, recognized, and addressed.”

–**MICHAEL DIMOCK**, PRESIDENT OF THE PEW RESEARCH CENTER, AND **SUSAN K. URAHN**, EXECUTIVE VICE PRESIDENT AND CHIEF PROGRAM OFFICER FOR THE PEW CHARITABLE TRUSTS

Pew Research Center 

***“If you always do what you’ve always done,
you’ll always get what you’ve always got.” – Henry
Ford***

Race and Equity Change Process

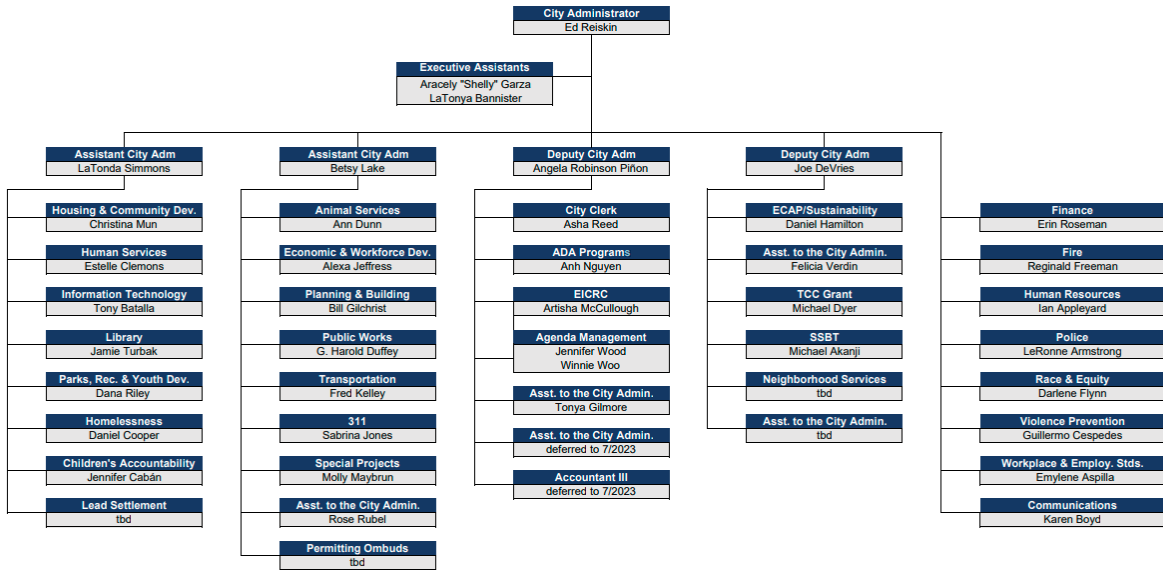
- Make a compelling case for racial equity
- Prepare advocates and leadership to advance equity
- Build infrastructure and political will to support the change
- Apply new skills/tools (Racial Equity Impact Analysis)
- Action focused on changes to policies, procedures and practices
- Measure progress and recognize accomplishments



Building Skills and Infrastructure for Change

Department Equity Teams

Organizational Chart
October 2022



Oakland Equity Indicators



CITY OF OAKLAND

ADMINISTRATIVE INSTRUCTION



Training RACE AND EQUITY

MONDAY 9/24/18
1:00PM-4:30PM
150 FHOP / CLASSROOM #1

MODULE 2
**IMPLICIT BIAS,
SOCIAL POWER AND
EQUITY**

MONDAY 10/8/18
1:00PM-4:30PM
150 FHOP / CLASSROOM #1

OPEN TO ALL CITY OF OAKLAND EMPLOYEES

**ADVANCING
RACIAL
EQUITY
ACADEMY**

This series will prepare participants to engage in the City's Race and Equity change process. It will deepen understanding of how race impacts our communities and the root causes of racial inequity embedded in institutions like government. Participants will gain knowledge about Race and Equity strategies and be introduced to tools used to advance racial equity.

Register online or contact: apomicpic@oaklandnet.com

MODULE 3
**INCLUSIVE ENGAGEMENT,
ACCOUNTABILITY AND CITY
GOVERNMENT**

MONDAY 10/29/18
1:00PM-4:30PM
150 FHOP / CLASSROOM #1

MODULE 4
**IMPLEMENTING RACIAL
EQUITY**

TUESDAY 11/13/18
1:00PM-4:30PM
150 FHOP / CLASSROOM #1

SUBJECT	City Race and Equity	NUMBER	580
REFERENCE	Ordinance 14-0457, OMC	EFFECTIVE	June 14, 2021
SUPERSEDE	None		

Tools/Support to Advance Racial Equity



RACIAL EQUITY IMPLEMENTATION GUIDE



- Racial Equity Implementation Guide
- Inclusive Outreach and Engagement Planning Guide
- Coaching and Technical Assistance from DRE Specialists



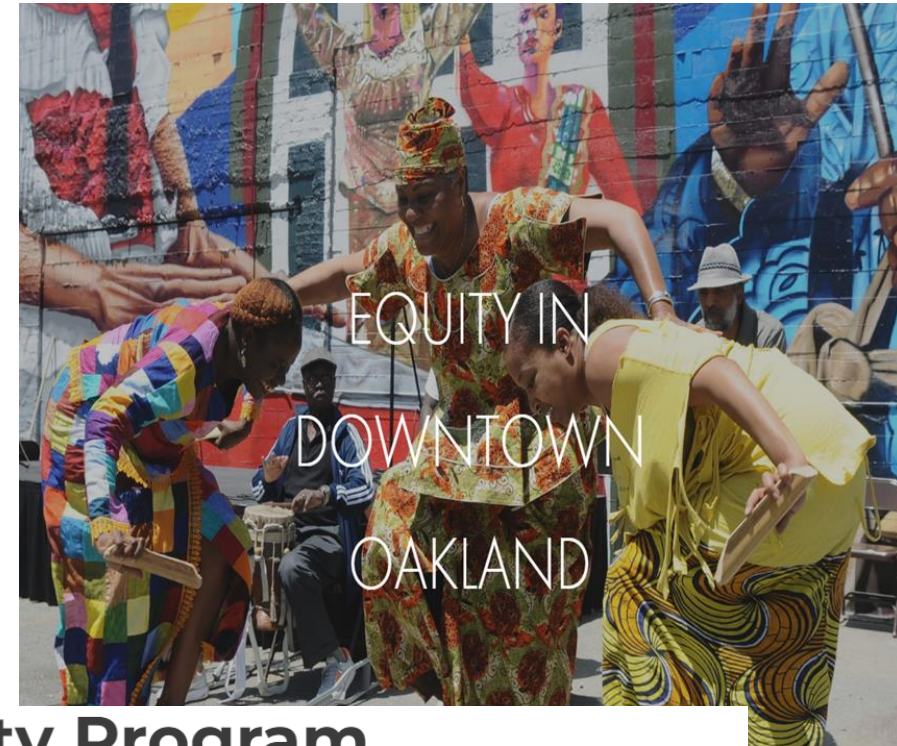
Ayanna Allen – Executive Assistant, Jacque Larrainzar – Program Analyst, Darlene Flynn - Director

City of Oakland Municipal code [2.29.170.1](#) specifies that "the City of Oakland will intentionally integrate, on a Citywide basis, the principle of "fair and just" in all the City does in order to achieve equitable opportunities for all people and communities.

Equity practice focuses on developing systemic approaches to address racial disparities in life outcomes for residents of Oakland. The 2018 Oakland Equity Indicators Report showed Black residents to be the most extremely impacted by racial disparities in most indicators of well-being, with significant degrees of impact for other communities of color as well. To implement change that will improve these outcomes in our communities of color, your department will need to analyze policies, procedures, and practices to identify elements that have, or could contribute to, or improve these conditions. This worksheet will help guide your project or program planning and implementation process by explicitly naming equity outcomes, identifying and engaging those most impacted by disparities and taking a structured, analytical approach to designing and implementing community informed equity solutions.

- 1. Racial Equity Outcome(s)-** *What is the racial equity outcome for this effort? Your stated goal, or description of improved future conditions for residents should include addressing the needs of those most impacted by racial disparities. Use relevant disparity data to start to define specific focus for outcomes. (Example of data to guide equitable housing policy development – housing cost burden, average median income, eviction rates, and homelessness data, disaggregated by race.)*
- 2. Identify and plan to engage stake holders -** *What is the best way to inform, outreach and engage community members most impacted by racial disparities? Strategize to remove barriers to community engagement in your equity process. (Use Inclusive Outreach and Engagement Guide for planning outreach that will engage those most impacted by disparities as well as other key stakeholders needed for development and implementation of policy and program recommendations.)*
- 3. Gather supplemental information/qualitative data –** *What are the systemic issues driving disparities? What racial groups might be impacted negatively or positively? Identify related root causes that drive racial disparities and what are possible solutions, centering the observations of communities most impacted by racial disparities, to deepen City awareness and understanding of current conditions and needed action.*
- 4. Identify Equity Gaps (burdens and barriers)-** *Using data and information gathered from community, identify any current or anticipated barriers and burdens impacting access for those most impacted by racial inequity. (Housing barrier example – affordable housing serving those with income above 30% of AMI excludes most Black residents from accessing that housing based on low median household income data for that group.)*

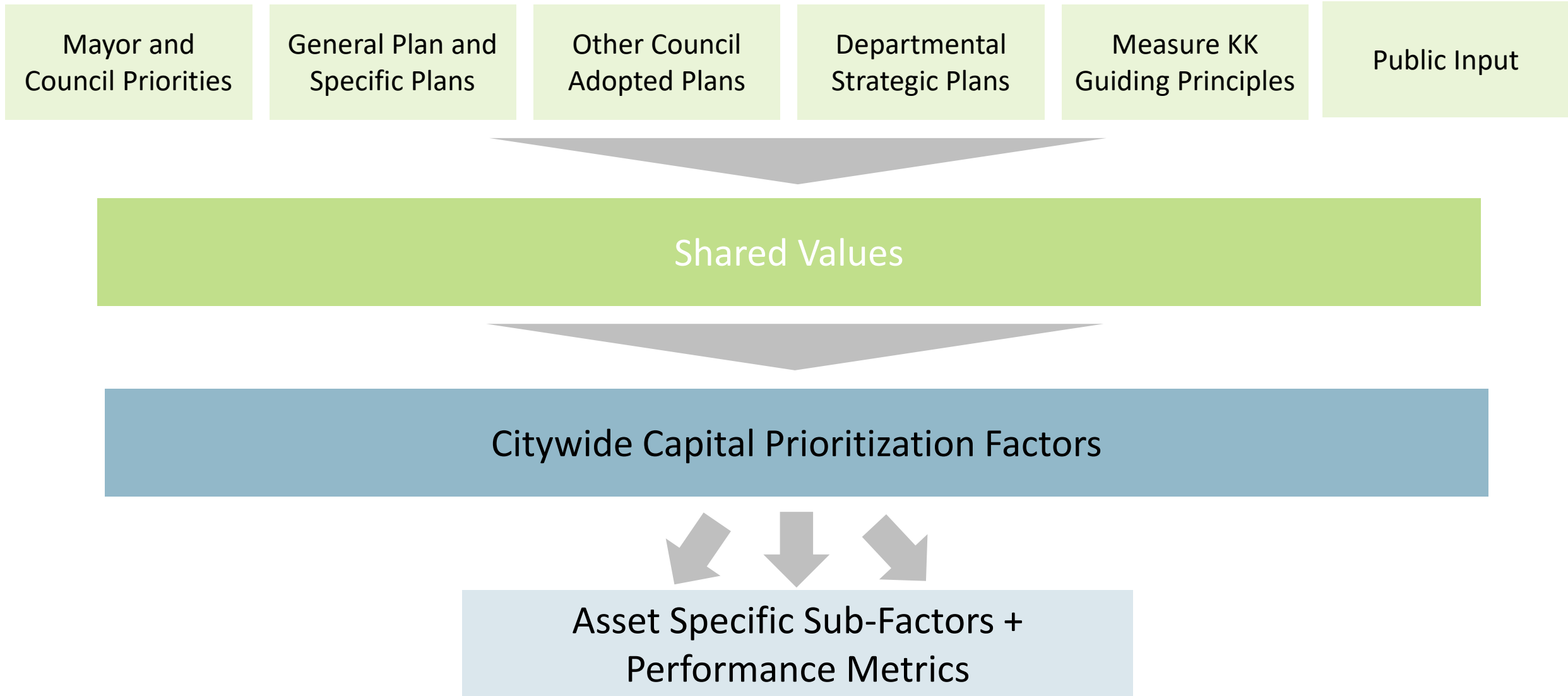
Applied Equity Work Products



Cannabis Equity Program

In the Spring of 2017, the City Council enacted an Equity Permit Program that addresses disparities in the cannabis industry by prioritizing the victims of the war on drugs, and minimizing barriers of entry into the industry.

The CIP prioritizes capital needs based on Oakland's values



CITY OF
OAKLAND

Lead Departments – Transportation and Public Works



OAKLAND

Capital improvement program

The public was engaged in developing CIP prioritization factors weighting system

Equity: Investment in Underserved Oakland (16 pts.)

Health & Safety
(16 pts.)

Existing Conditions
(13 pts.)

Economy
(13 pts.)

Environment
(11 pts.)

Required Work
(10 pts.)

Improvement
(8 pts.)

Collaboration
(8 pts.)

Shovel Ready
(5 pts.)

Equity is also considered by identifying projects that **address disparities within the** Health/Safety, Economy, Environment, Improvement and Collaboration Factors



PUBLIC REQUESTS FY19-21

 **OAKLAND**
capital improvement program

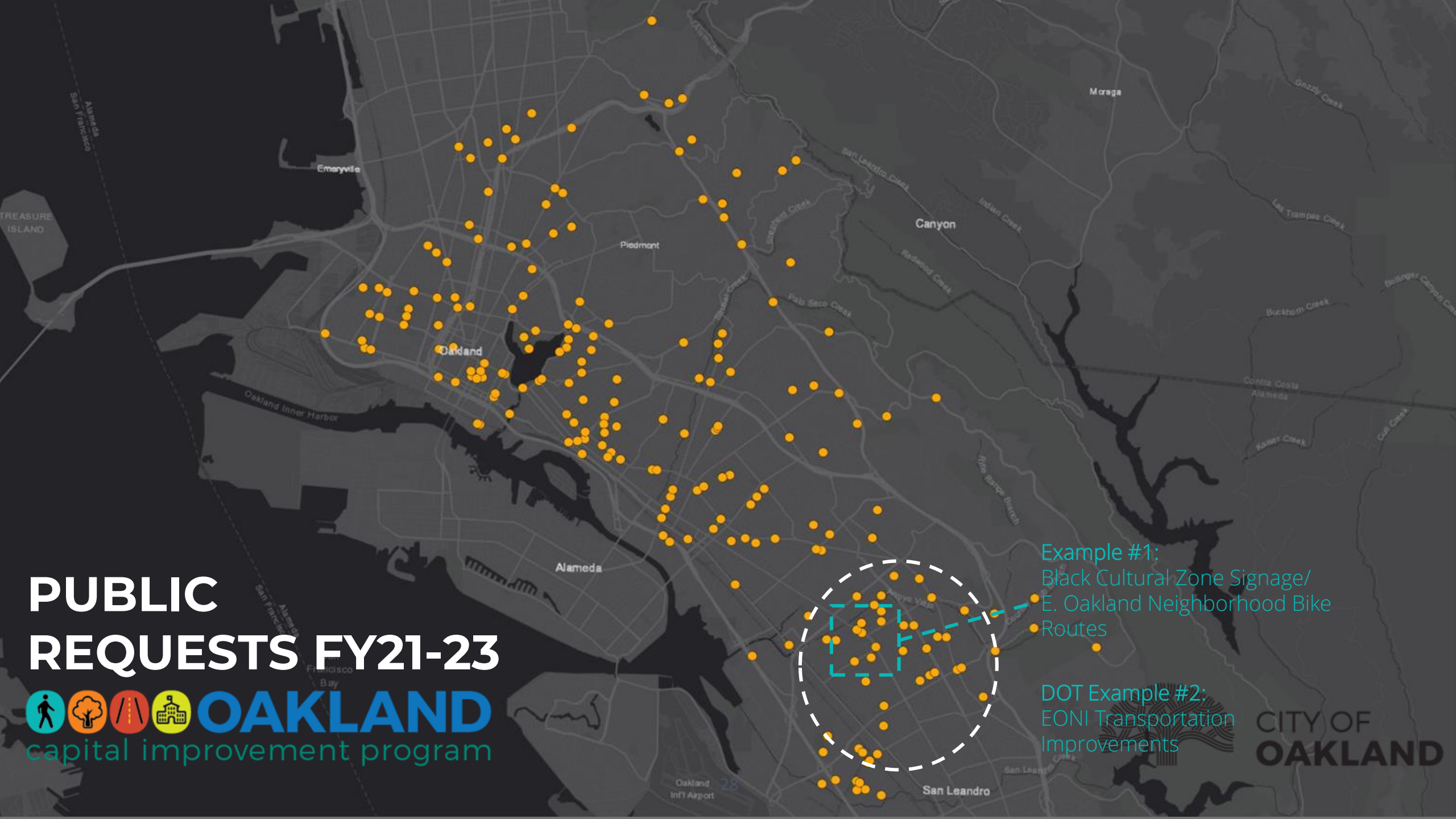


CITY OF OAKLAND



PUBLIC REQUESTS FY21-23

 **OAKLAND**
capital improvement program



Example #1:
Black Cultural Zone Signage/
E. Oakland Neighborhood Bike
Routes

DOT Example #2:
EONI Transportation
Improvements

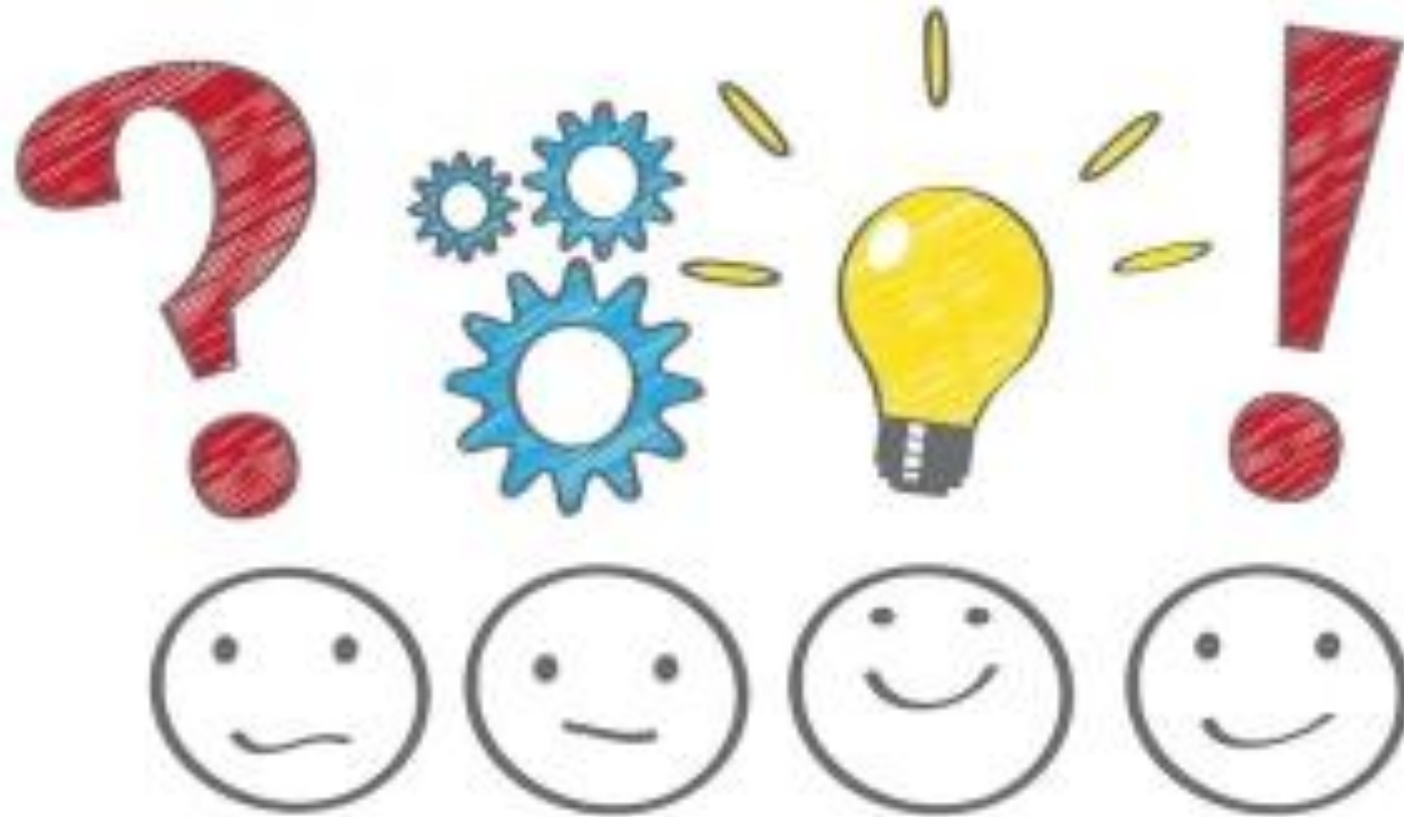
 **CITY OF OAKLAND**

LEARN MORE

About the Department of Race and Equity, Related Reports, News and Resources for Advancing Race and Equity, etc., as well as our contact information.

oaklandca.gov/departments/race-and-equity

Questions? Reflections? Insights?



Discussion: Based on what you heard from the Office of Race and Equity ...

- Does this match what you hear from constituents?
What's missing?
- What are Oakland's greatest challenges related to equity?
- How should the Council and Mayor center equity in the budget?



BREAK



HOW DO OAKLANDERS SEE THE CITY?



PRESENTATION FROM CITYWIDE BUDGET POLL



Based on what you hear from the poll ...

- What are the three big findings that stand out from this presentation?
- What are the implications of this poll for the budget?
- What was missing from this poll? How do the findings align with or differ from what you have heard from your constituents?



LUNCH



PUBLIC COMMENT



HOW CAN WE WORK TOGETHER TO MEET OUR GOALS?



2021 Priorities and Reflections

- Review from Council President Bas
- What are your priorities based on your district and how would you like to see them reflected in the budget?



Discussion: How can we work towards collective decision-making?

- How would you describe the culture of the Council? How do you think you are perceived as a group?
 - For newer members, what were your impressions coming in?
- When there is disagreement, how would you like others to express dissent?
- How can you make decisions together, even within disagreement?



AFTERNOON BREAK 1



WHAT IS THE BUDGET OUTLOOK AND HOW CAN WE THINK THROUGH OUR CURRENT CHALLENGE?



PRESENTATION FROM FINANCE DEPARTMENT



Discussion: Baseline and future state

- What are the biggest challenges facing the budget? What are the biggest opportunities to push toward equitable outcomes?
- What are the facts – what can we agree on?
- What are we unclear about? What does the Council need to know to review and a successful budget?



Discussion: Baseline and future state

- If you were to make a hard decision to cut a program or service, what three criteria would you use?
- How might you minimize the disparate impact on vulnerable communities?
- Follow-up: Learning and responses to this process



AFTERNOON BREAK 2



HOW DO WE MATCH OUR PRIORITIES TO OUTCOMES?



Discussion: How will the Council know the budget achieved its priorities?

- In the next two years, what are the specific actions we want to achieve through this budget?
- How do we hold ourselves accountable to achieving those outcomes?
- How can we factor these outcomes into our process over the next few months?



Discussion: How do we get there?

- Who are the Council's partners in this work?
- What could a collaborative relationship between the Council, Mayor and City administration look like?
- How can we advocate and partner with the County and the State to achieve these outcomes?
- How can we work with community partners, philanthropy and the business community to achieve these outcomes?



RETREAT CLOSING



Closing Statements

- HR&A Advisors
- Council President Nikki Fortunato Bas
- Office of Mayor Sheng Thao



OPEN QUORUM

