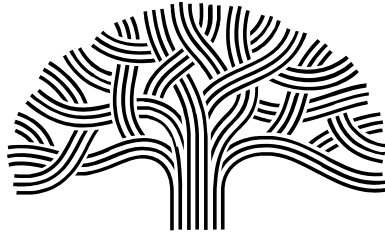


# City Administrator's Office

Jestin D. Johnson  
City Administrator

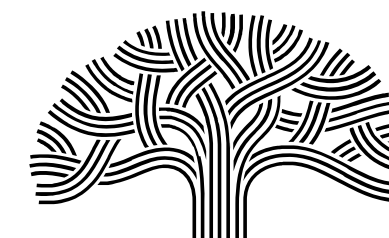


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# Key Team Members

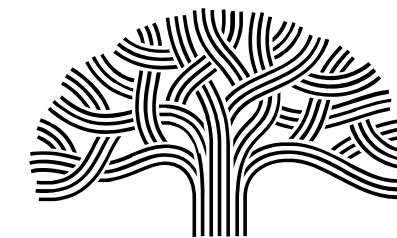
- Jestin D. Johnson, City Administrator
- G. Harold Duffey, Assistant City Administrator
- Elizabeth “Betsy” Lake, Assistant City Administrator
- LaTonda Simmons, Assistant City Administrator
- Monica Elise Davis, Deputy City Administrator
- Joe DeVries, Deputy City Administrator
- Sean Maher, Director, Communications and Engagement



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# Mission

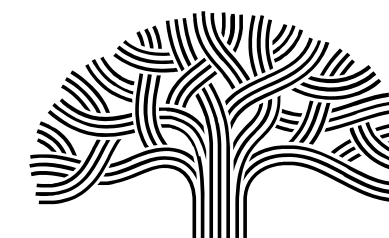
The Office of the City Administrator provides strategic leadership that supports the Mayor, City Council and City-wide Departments; the Office motivates and challenges the organization to deliver efficient and effective services toward equitable outcomes in the community.



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# Goals

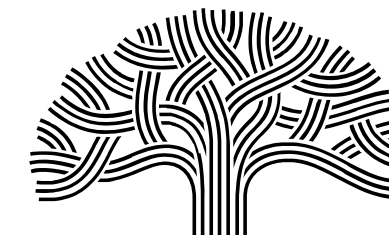
- Administer the affairs of the City in an efficient and effective manner;
- Conduct necessary reviews of City operations to improve accountability of City government toward equitable outcomes;
- Manage and coordinate Citywide service delivery;
- Enforce all applicable laws, ordinances, and policies of the City;
- Advance the City's vision and goals and build organizational capacity;
- Provide professional expertise and support to the Mayor and City Council in the formulation, interpretation, and application of public policy; and
- Advance the Mayor's and City Council's priorities.



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# City Administrator's Office

- Administration/Operations
- Homelessness Administration
- OAK311 Call Center
- Communications
- Sustainability
- Animal Services
- Oakland Children's Initiative
- Employment Investigations & Civil Rights Compliance
- Americans with Disabilities Act (ADA) Programs)



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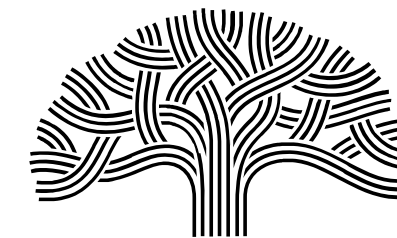
# City Administrator's Office

- **Oakland Museum of California**

- The CAO manages the 10 year grant agreement with the Oakland Museum of California (OMCA)

- **Commission Assistance and/or Liaison**

- The CAO serves as staff and/or support to various independent commissions including the Redistricting Commission, Privacy Advisory Commission, Safety and Services Oversight Commission (SSOC), Community Policing Advisory Board (CPAB), Homelessness Commission, & Children's Initiative Oversight Commission.



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# City Administrator's Office

- **Working Groups**

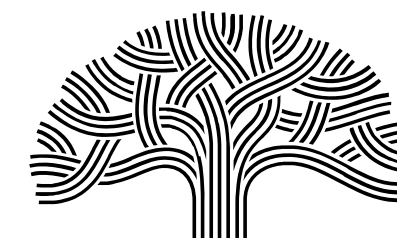
- Coordinates interdepartmental efforts for a wide array of activities including Wildfire Prevention, Lake Merritt Caltrans, and Artificial Intelligence

- **Performance Management System**

- Developing a citywide Performance Management System to track progress and measure organizational success.

- **Citywide Strategic Planning**

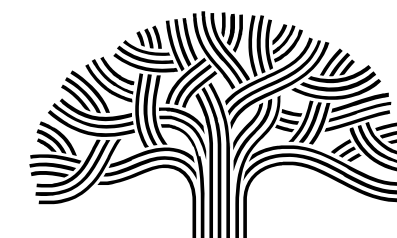
- Developing and implementing citywide strategic planning effort



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# City Administrator's Office

- **Agenda Management and City Council Meeting Support**
  - Manages the City Administrator's Agenda Processes, including preparing, reviewing, analyzing, and editing reports and presentations for City Council
- **Manages the City's Administrative Instructions (AI)**
  - Receives, analyzes, and edits AIs, which describe the City's policies, practices, standards, and procedures for various items; uploads materials to the City's intranet; responds to inquiries from staff.

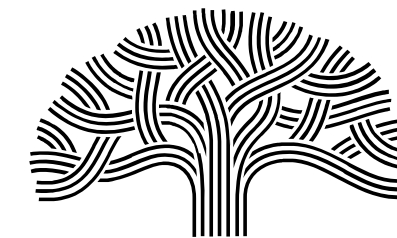


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# ADA Programs Division

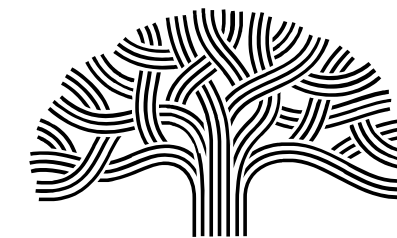
ADA Programs Division promotes equity for persons with disabilities by coordinating physical and programmatic access compliance in all city programs, activities, and services.



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# ADA Programs Division Cont.

- Resolves disability civil rights grievances and formal complaints
- Develop and implement ADA Transition Plans
- Implements ADA settlement agreements
- Coordinates infrastructure improvement programs, reviewing and sign-off plan sets on major capital improvement projects
- Develop Trainings, Policies, and Procedures regarding ADA access compliance
- Provide technical assistance to departments in making their programs, activities, and services welcoming and accessible to all
- Staffs the Mayor's Commission on Persons with Disabilities (MPCD).



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# Oakland's Homelessness Services: Intervention



*Wood St. Encampment, courtesy of Monterey Herald*

## **ENCAMPMENT MANAGEMENT POLICY**

**The purpose of this policy is to assist all Oaklanders**, sheltered and unsheltered, and to manage the adverse impacts of homeless encampments by balancing the interests of all residents (i.e. unhoused, housed, business community), focusing encampment actions on mitigating negative outcomes related to public health and safety for those most harmed by these conditions. This includes implementing managed encampments, where possible, to better manage the conditions on the streets.

# Oakland's Homelessness Services: Intervention

## ENCAMPMENT MANAGEMENT POLICY -

### This policy aims to:

- 1. Designate** high-sensitivity areas, where unmanaged encampments cause unreasonably high levels of health and safety impacts due to the nature of the location;
- 2. Designate** low-sensitivity areas, where enforcement will not be prioritized.
- 3. Establish** findings that will prompt EMT intervention;
- 4. Provide** guidance on addressing unreasonable health and safety risks and promote voluntary compliance;
- 5. Serve** as a pathway to connect unhoused residents to shelter and services from the encampments prior and during actions;
- 6. Promote** strategies centered in principles of equity and harm reduction to address non-compliance.

# Encampment Management

## Structural Considerations for Moving Individuals into Housing

- **Increasing** the inventory of transitional and permanent supportive housing
- **Improving** both the levels of outreach, system navigation, and outcomes
- **Ensuring** individuals are connected to County, State, and Federal resources
- **Alignment and Tracking** System Performance Metrics (SPMs)



# Encampment Management

## Actions Taken Across the City

Under the 2020 Encampment Management Policy, **the City conducted over 7,361 interventions commencing January 2021 through September 2022.**

EMT Intervention	Jan 2021 through Sep 2022
Closures, partial, re-closures and cleanings	361
Regular Site Garbage Pick-ups and Containerized Garbage Runs and hygiene services	7,000 (approximately)*
Totals	7,361

\*In April 2021, the City's increased support of multi-departmental support which enabled OPW to increase garbage runs by over 100%. In addition, hygiene placements increased over 50% resulting in the maximum number of porta potty placements more than 60 encampments.

# Encampment Management

## Coordinated Entry System (CES)

A Coordinated Entry System (CES) is **an evidence-based strategy** that focuses on housing and service coordination designed to link homeless people to the **most appropriate housing solution based on their needs.**

The U.S. Department of Housing and Urban Development requires **all projects funded under Continuums of Care (CoC) to utilize CES.**

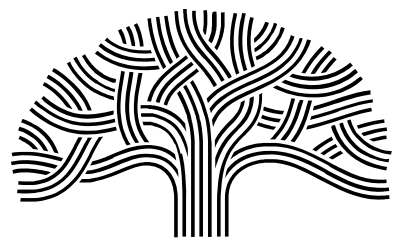
The **goals** of an effective Coordinated Entry system are to:

- quickly identify homeless people,
- prevent homelessness whenever possible,
- appropriately assess the needs of consumers that request help, and
- connect them to housing and services quickly.

# Communications & Engagement

Sean Maher

Director, Communications & Engagement  
Office of the City Administrator



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# Our Team

The Communications & Engagement team consists of five staff.



**Sean Maher**

Director of  
Citywide  
Communications



**Tina Risker**

Digital Strategy  
& Engagement  
Officer



**Jean Walsh**

Public  
Information  
Officer



**Carina V. Lieu**

Inclusive  
Community  
Engagement  
Officer



**Michael Enslow**

Digital Services  
Officer

# Policies & Standards

Our team upholds administrative instructions that guide the City's work related to Media Relations, Social Media and Inclusive Community Engagement.

Media Relations Policy AI 351	Social Media Policy AI 599	Inclusive Community Engagement AI 6802
Establishes protocols, procedures and guidelines for interacting with the news media.	Establishes protocols, procedures and guidelines for posting to social media on behalf of the City.	Establishes procedures, guidelines, and best practices to consider when selecting engagement strategies and accompanying tools.

# Core Services

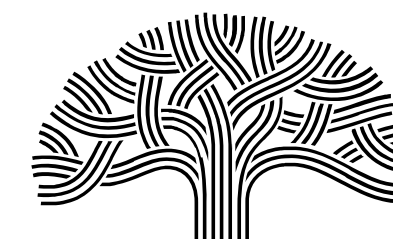
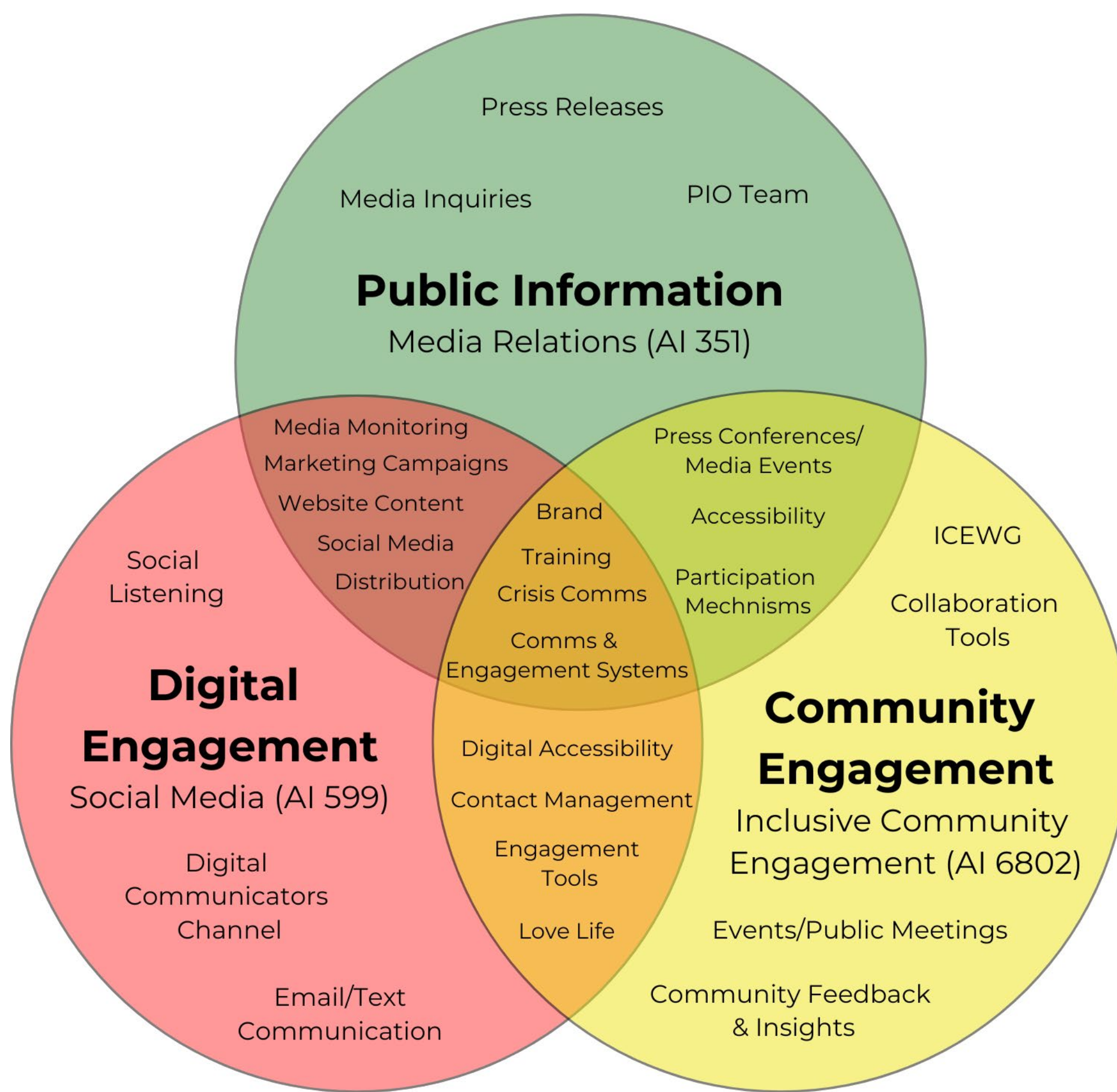
Housed in the City Administrator's Office, the team manages the development and implementation of communications and engagement strategies related to:

- public information
- media relations
- media monitoring
- digital service design  
(600+)
- web site management
- social media engagement
- design guidelines & brand management
- inclusive community engagement
- employee communications
- emergency/crisis communications

# Media Inquiries & Announcements

The Public Information Office in the City Administrator's Office coordinates all media communication for the departments, and works closely with the Mayor's Office on key messaging priorities

- Routine media inquiries about City services
- Preparing announcements about City programs and services
- Media availabilities and press conferences
- Council Offices produce and distribute their own media messages
- CAO PIO coordinates with Council offices when we are coordinating events in their districts or under committees they chair, and work regularly with the Council President's Office



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# Citywide Collaboration

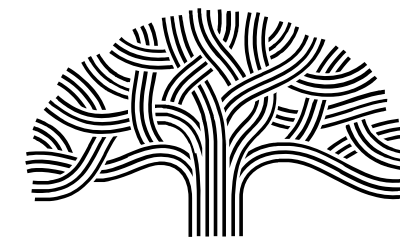
We organize cross-functional, interdepartmental working groups to coordinate on communications and messaging, develop shared standards and tools, and support with training and development. “One City, One Voice.”

PIO Working Group	Inclusive Community Engagement Working Group	Digital Communicators
<p>14 Members Meets Daily</p> <p>Representing: OPD, OFD, OPW, HSD, CAO, DVP, OIG, MO, HCD</p>	<p>Rotating Group of 20-50 people Meets Bi-Weekly</p> <p>Representing: DRE, PBD, CAO, OPL, OPRYD, HRM, HSD, OIG, ITD, City Auditor, Finance, OPW, OFD, EWD, DOT, CA, MO, DVP, City Attorney, HCD, EWD, CPRA</p>	<p>280+ Members Teams Channel</p> <p>Representing all departments</p>

# Tools & Resources

We administer cross-departmental tools and resources to support City Staff in their digital communications and engagement efforts.

- Website Content Management
- CRM/Contact Management
- Email and Text Communications
- Online Forms
- Social Media and Digital Engagement



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# 2025 PRIORITIES

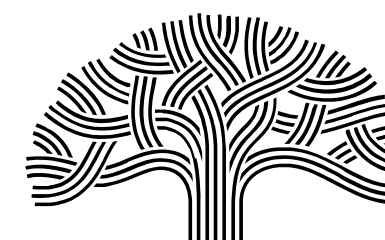
- Support public rollout of the City's strategic plan and the biennial budget process
- Work cross-departmentally to refine key messaging around high-priority services: Public Safety, Homelessness/Housing, Clean/Healthy/Sustainable Neighborhoods, Economic Development and other high priority issues
- Clean up content and improve online service delivery across the City of Oakland's website
- Build staff skills and capacity for communications and inclusive community engagement Citywide



# CAO – Neighborhood Services

## **Mission Statement:**

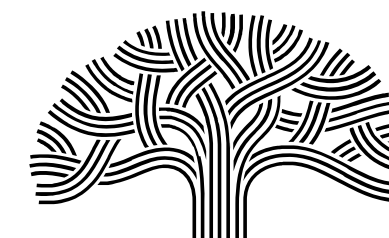
"Every block is organized, and every neighbor is skilled, networked, and empowered to work together and in partnership with the City, and County outside community organizations to solve problems and build a healthy, resilient community. "



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# What does Neighborhood Services do?

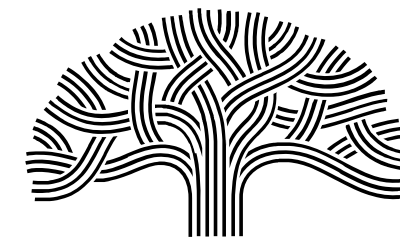
- Provide support to Neighborhood Council's and Neighborhood Watch Groups
- Provide continuous engagement with resident to ensure connectivity to City services
- Facilitate interdepartmental coordination in the East, Central East, and West Oakland Neighborhood Enhancement Service Teams (NEST) areas to meet the needs of area residents
- Train residents to work together in partnership with each other, community groups, and City/County offices.
- Organizing, outreach, and leadership development



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# Neighborhood Services Coordinators (NSCs) Programs

- Support the 44 Neighborhood Councils (NCs) established under the Community Policing Program.
- Serve as liaisons to all City Departments and coordinate service delivery to be more effective
- Assist NCs in identifying community priorities for the City to address and track progress on those priorities
- Identify and recruit leaders and participants for Neighborhood Councils and Neighborhood Watch
- Conduct outreach in neighborhoods to increase participation in a variety of city sponsored events



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# CAO – Sustainability

Social, Racial, & Economic Equity

*Oakland's 2030 ECAP\**

How do we **STOP**  
Climate Change?

Local  
Emissions

Life Cycle  
Emissions

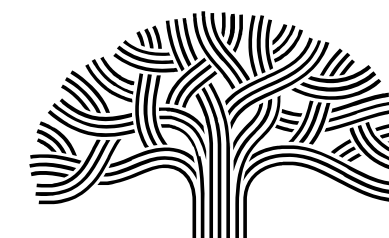
Carbon  
Removal

How do we **ADAPT** to  
Climate Change?

Resilient  
Infrastructure

Resilient  
Communities

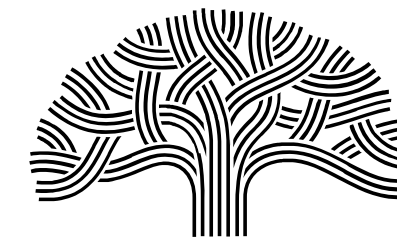
Resilient  
Government



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# CAO – Sustainability

- CAO Sustainability and Resilience Division focuses on the following services:
  - Leading and supporting interdepartmental ECAP Action Items
  - Leading and supporting grant applications for resources
  - Providing expertise to departments, Council, Mayor, and community on issues
  - Conducting technical analysis on climate and resilience conditions
  - Providing planning and strategy for long-term service provision
  - Working with community organizations to support community-led climate efforts

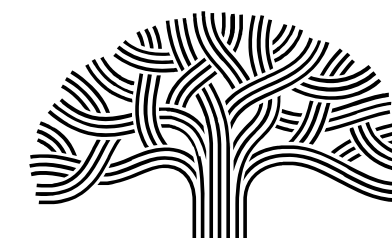


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# CAO – Sustainability

- **Project Examples include:**

- Establishing Resilience Hubs – spaces with reliable electricity during power outages, clean air during smoke and heat days, and serving community-specific needs.
- Electrifying Municipal Buildings – replacing natural gas systems (water and space heating, cooking) with clean electric alternatives.
- Reducing Wildfire Risk – Coordinating with OFD to create healthier forests to remove GHG emissions while lowering fire risk to hillside residents.
- Building EV Infrastructure – Coordinating the installation of charging stations for electric vehicles in frontline communities.

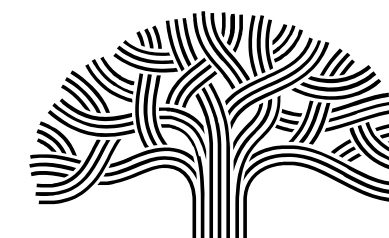


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# CAO – Sustainability

- **Small Dollar Division with Big Dollar Influence:**

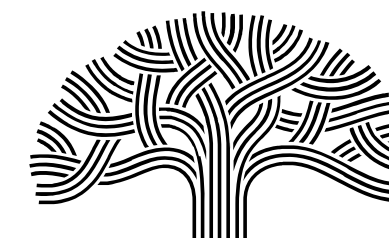
- Annual Cost to City: \$1M in annual staff costs, with no committed long-term funding for implementation
- Revenue Generators: Helped departments secure significant resources for implementation: \$28M for TCC (resilience), \$90M for sustainable housing (HCD), \$5-\$10M for EVs/mobility (DOT)
- Revenue Potential: Leading City's pursuit of funding for Inflation Reduction Act and Infrastructure Investment and Jobs Act - \$700B over next two years (target for Oakland is \$1.5B)
- Council and Mayor have provided ad hoc funding for projects and positions – timing of 2023 is critical for making positions stable amidst once-in-a-generation climate funding from IRA and IIJA.



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# CAO – Oakland TCC

- Climate Investment Cap and Trade Dollars to fund Five Projects and Three Transformative Plans in the amount of \$28.2 Million
- Focused in 5 square miles in Deep East Oakland spanning Council Districts 6 and 7
- Climate Investment Strategies Include:
  - Affordable Housing
  - Active Transportation
  - Urban Greening and Green Infrastructure
  - Health and Wellbeing
- Grant Timeline: January 2021 – December 2024

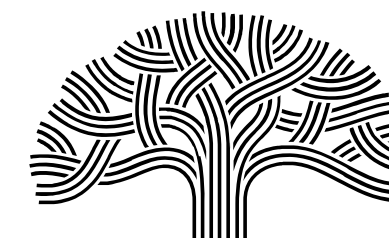


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# CAO – Oakland TCC

- Developed 55 Unit Affordable Housing opening February 2023
- Over 140 Youth completed Bike Enrichment Program and 20 Bikes in circulation for Bike Share Program
- Creation of a Small Business Alliance in Deep East, support for East 14<sup>th</sup> Business Corridor, Tenant Improvement and Anti-Displacement for Businesses
- Opened a Resource Center at 9400 International
- Planting Justice purchased 3-acre lot for Aquaponics Farm
- Keeping Deep East residents housed in the neighborhood through anti-displacement strategies

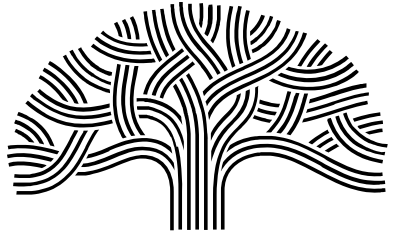


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# The Privacy Advisory Commission (PAC)

Joe DeVries  
Deputy City Administrator

Felicia Verdin  
Assistant to the City Administrator



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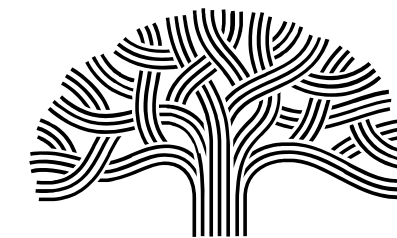


# Privacy Advisory Commission (PAC)

There are three (3) ordinances and one (1) resolution that empower the Privacy Advisory Commission:

## 1) Surveillance Technology Ordinance

- Adopted in May 2018 adds Chapter 9.64 to the OMC Establishing Rules for The City's Acquisition and Use of Surveillance Equipment.
- Requires PAC review and recommendation to City Council of all Use Policies and Impact Statements for existing and new technology.
- Requires Annual Reporting to the PAC and Council

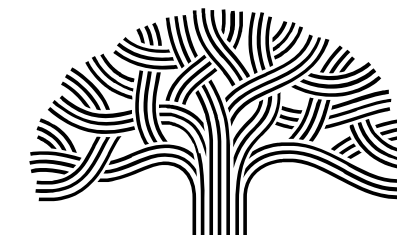


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# Privacy Advisory Commission (cont'd)

## 2) Transparency for City Participation with Federal Agencies Ordinance

- City Council adopted Ordinance No. 13457 in July 2017 adding Chapter 9.72.010 to the OMC to ensure greater transparency
- The role of PAC is to:
  - Review and provide a recommendation on any MOU that the City wishes to enter into with federal law enforcement agencies.
  - Review and provide a recommendation on all Annual Reports for these MOUs.

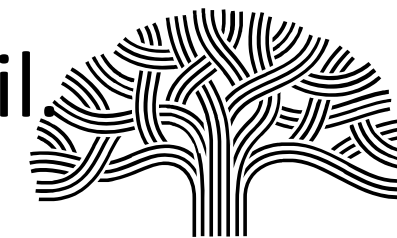


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# Privacy Advisory Commission (cont'd)

## 3) Sanctuary City Contracting and Investment Ordinance

- City Council adopted Ordinance No. 13540 in June 2019 prohibiting city contracts or investments in companies contracting with the United States Immigration And Customs Enforcement (ICE) Or Customs And Border Protection (CBP) To Provide Services Or Goods For Data Collection Or Immigration Detention Facilities. The ordinance requires the City to:
  - Take enforcement action if it is discovered that a contractor is in violation of the ordinance
  - Monitor and avoid investments in said entities
  - Provide an annual report to the PAC and City Council



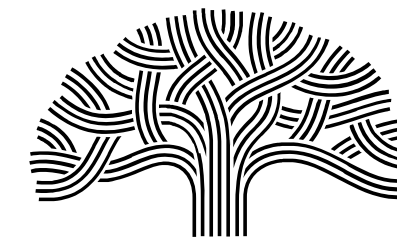
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# Privacy Advisory Commission (cont'd)

## 4) Privacy Principles

City Council adopted Resolution 88071 in March 2020 establishing as City policy seven privacy principles to assist City Departments develop and implement internal policies that protect the privacy of all Oakland residents, visitors, and the public.

The PAC provided a “Roadmap” for implementation and staff will be developing guidance and training for departments in the coming year to further the implementation of these principles.

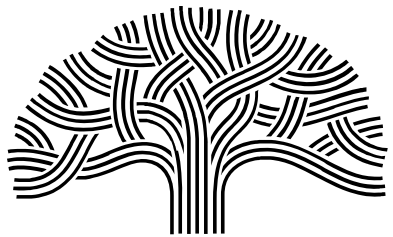


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# Community Policing Advisory Board (CPAB)

Joe DeVries  
Deputy City Administrator

Ana Martinez  
Assistant to the City Administrator



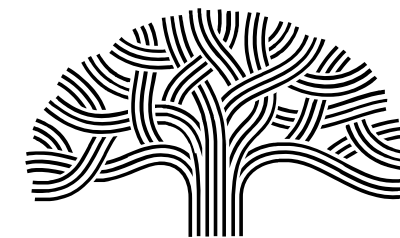
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# Community Policing Advisory Board

The Community Policing Advisory Board (CPAB) is responsible for the implementation of [Resolution 79235](#); the City's Community Policing Model

- Resolution 79235 supports the empowerment of neighborhoods by helping them to identify problems, prioritize concerns, and develop solutions in collaboration with public employees, and public officials (primarily through the work of the Neighborhood Services Division)
- The CPAB advises the City on implementation of 79235 through ongoing recommendations to City leadership, especially to OPD

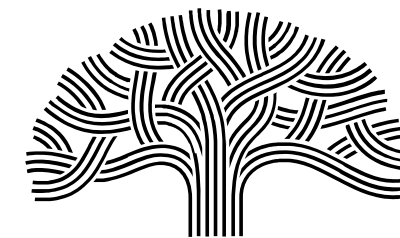


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# Community Policing Advisory Board

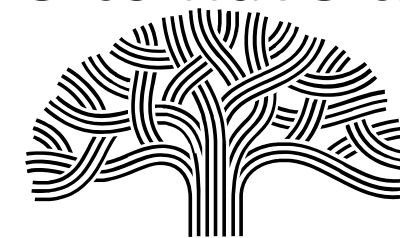
- The CPAB supports the network of Neighborhood Councils and is empowered to certify NCs and to mediate disputes regarding compliance
- The CPAB supports programs and measures to increase neighborhood level participation in events such as neighborhood clean-ups, block-level engagement, and safety walks that are coordinated by the Neighborhood Services Division (NSD)
- The NSD supports Neighborhood Councils primarily in high priority equity neighborhoods due to staffing levels and engages with resident leaders citywide to link them to services.



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# Community Policing Advisory Board

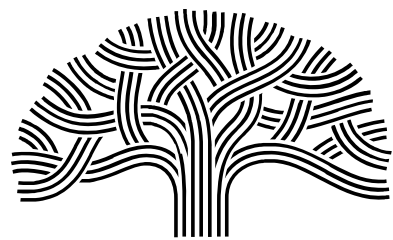
- Resolution 79235 is 20 years old and the CPAB is interested in revising it to reflect modern priorities
- Measure NN requires the City to enable the Oakland Public Safety Planning and Oversight Commission (OPSPOC) to oversee the use of Measure NN dollars
- There is an historic intersection between the oversight of funds supporting OPD (Measure NN and the prior Measure Z) and the oversight of the City's Community Policing program (CPAB).
- The administration may bring forward a recommendation in 2025 to have the newly formed OPSPOC include the duties of the CPAB



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# New (2025) Public Safety Oversight

Joe DeVries  
Deputy City Administrator  
City Administrator's Office



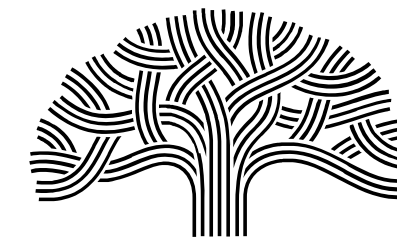
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# Public Safety Oversight: Measure NN

Voters approved, Measure NN, the Oakland Community and Emergency Response Act in November 2024 to replace Measure Z with these stated goals:

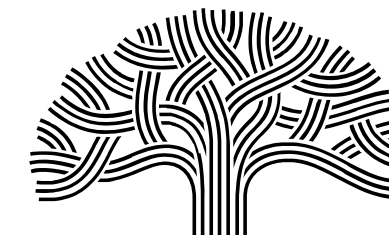
- (1) reduce homicides, robberies, car jackings and break-ins, domestic violence, and other gun-related violence;
- (2) reduce response time for 911 emergency calls for service and improve the quality of response; and
- (3) reduce the incidence of human trafficking, including the sexual exploitation of minors



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# Public Safety Oversight: Measure NN

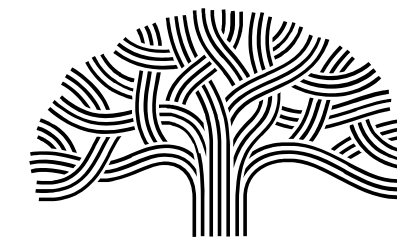
- Measure NN requires the formation of the Oakland Public Safety Planning and Oversight Commission (OPSPOC)
- This body replaces the Public Safety and Services Violence Prevention Oversight and Accountability Commission
- The OPSPOC duties include:
  - Developing a Four-Year Community Violence Reduction Plan for adoption by the City Council
  - Evaluating the implementation and impact of the Plan
  - Monitoring the allocation and use of all revenues generated by Measure NN



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# Public Safety Oversight: Measure NN

- The City Council will need to adopt an enabling ordinance creating the OPSPOC in early 2025
- The enabling ordinance can further define the role of the OPSPOC
- There is intersectionality between this new commission and other areas of public safety oversight that could be better aligned under one oversight commission: The Community Policing Advisory Board and the proposed formation of a MACRO Oversight Commission

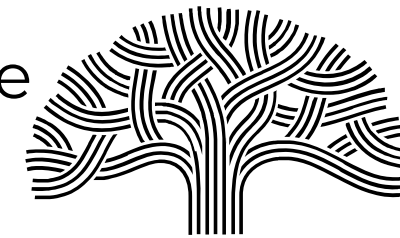


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# Public Safety Oversight: Measure NN

## **Community Policing Advisory Board:**

- community policing funding has historically been supported by the prior public safety tax measures
- OPSPOC is required to oversee the use of funds by OPD including the use of funds for community policing
- Combining the CPAB oversight with OPSPOC would allow better aligned policy recommendations; integrating violence reduction with neighborhood safety
- Supporting Neighborhood Councils is mostly performed by the Neighborhood Services Division and would not increase the OPSPOC workload significantly

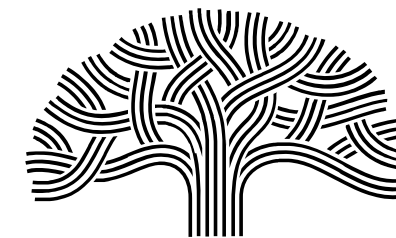


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# Public Safety Oversight: Measure NN

## **Mobile Assistance Community Responders of Oakland (MACRO) Program:**

- The goal of MACRO is to reduce responses by emergency services (Fire & Police), resulting in increased access to community-based services and resources for impacted individuals.
- There has been advocacy for a MACRO Advisory Body
- The OPSPOC focus of improving 911 response is directly aligned with the work of MACRO in creating an alternative response to 911 calls that are non-violent mental health scenarios

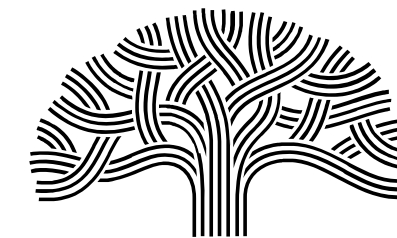


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# Public Safety Oversight: Measure NN

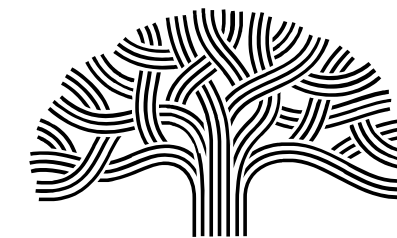
- The administration will submit a recommendation and draft ordinance to the City Council, in early 2025
- The Council may choose to expand the role of the commission
- If it includes a combining of CPAB duties, an amended Resolution 79235 will need to be adopted and could happen at a later date.
- Staff will engage with the CPAB, MACRO advocates, and other stakeholders to put forward a recommendation



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# Public Safety Oversight: Measure MM

- Voters approved Measure MM—The Wildfire Prevention Special Tax to implement prevention efforts in the City's Wildfire Prevention Zone
- Measure MM will generate \$2.67 million in its first year (with CPI increases in subsequent years) and sunsets in 20 years
- Services include implementing a comprehensive Vegetation Management Plan, protecting emergency evacuation routes, enhancing fire patrols, expanding goat grazing fuel reduction efforts

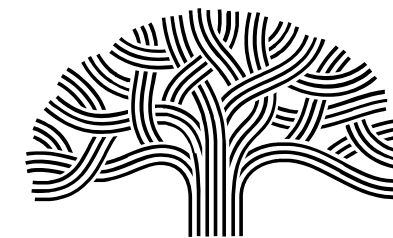


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# Public Safety Oversight: Measure MM

Measure MM Requires:

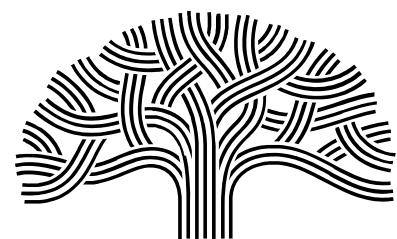
- An Oversight Body to be created by the City Council (The administration will submit a recommendation and draft ordinance to the City Council, in early 2025)
- An annual independent financial audit to be prepared for that oversight body
- A majority of the oversight body are to be residents or property owners in the Prevention Zone and represent geographic diversity
- Annual reporting of expenditures to include the Vegetation Management Plan operational reporting



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Jennifer Cabán  
Accountability Officer  
City Administrator's Office



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# Oakland Children's Initiative Staff



**Jennifer Cabán**  
**Accountability Officer –**  
Oversees all elements of the  
Initiative (right)

**Nayeli Bernal**  
**Program Analyst II –** Supports  
the Children's Initiative  
Oversight Commission &  
efforts of the Initiative (Left)

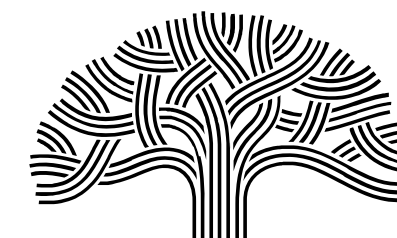
# General Overview of the Oakland Children's Initiative (Measure AA)

<https://www.oaklandca.gov/boards-commissions/childrens-initiative-oversight-commission>

The Oakland Children's Initiative is a parcel tax, driven to the ballot by community advocacy, is a **2018 Charter Amendment passed by the citizens of Oakland to deepen the early investment in children and support them through college graduation, by expanding access to high quality preschool and providing college access, and scholarship support services for students to obtain 2-year or 4-year college or technical degrees.**

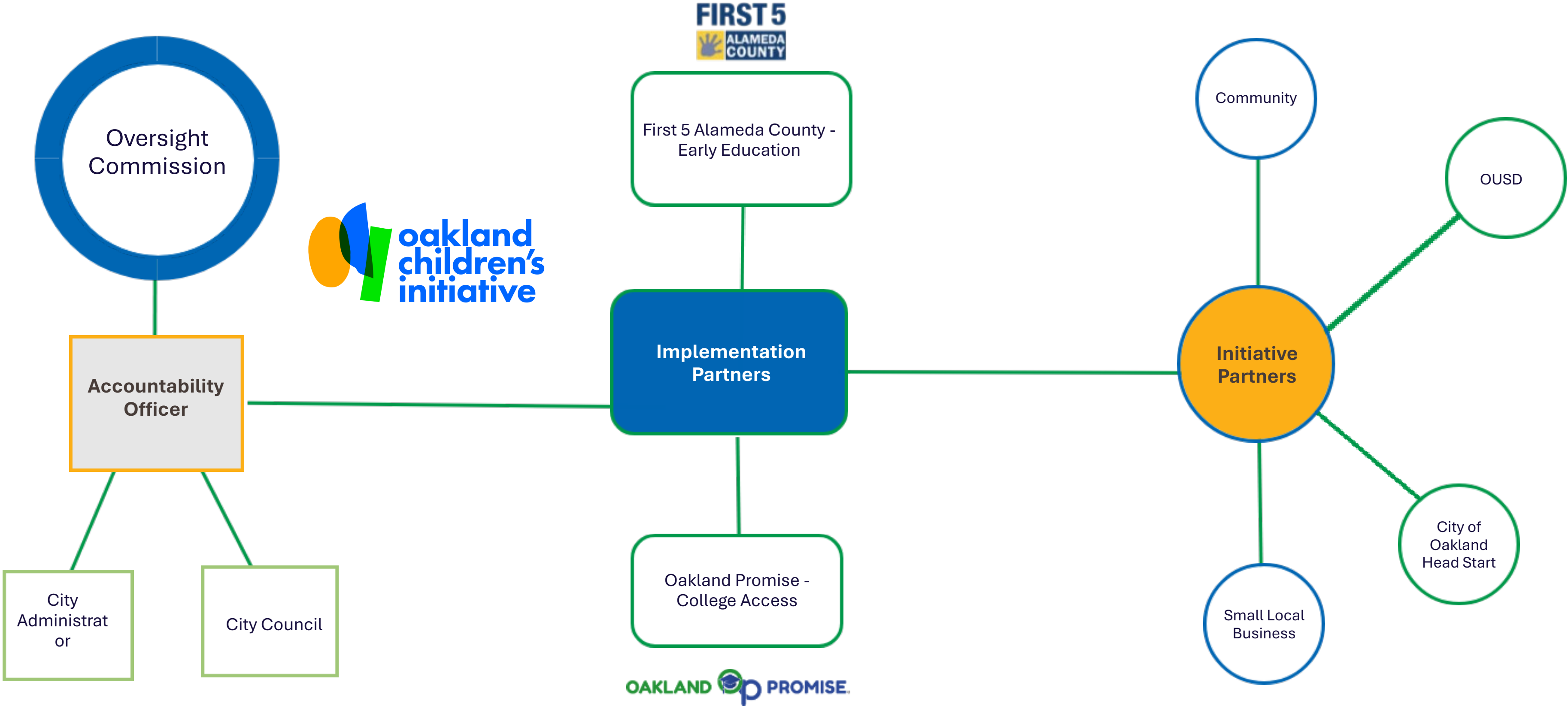


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# Organizational Structure



# Ordinance Requirements

## Early Education Fund

(Implementation Partner - First 5 Alameda County)

### 62% to Early Education Fund (Section 1604) to:

- support programs to expand and enhance access to and quality of early care and education and preschool
- increase educational outcomes and reduce educational inequality

Implementation Partner must be a public agency

5-Year Guidelines are in priority order starting with low-income & high need families with 4-year-old children

**Requires funding priority to go toward expanding Oakland's existing public services, specifically Early Education programs at OUSD & Oakland Head Start**



## College Access Supports

(Implementation Partner - Oakland Promise)

### 31% to the Oakland Promise Fund (Section 1607) to:

- Reduce disparities for traditionally unrepresented students in post-secondary education
- Increase college awareness and expectations; college savings and/or family economic well-being; college and career access; college application, enrollment, and admissions rates; affordability; graduation rates and persistence

Implementation Partner must be a non-profit or public agency

5-Year Guidelines are not in priority order and target high need families

**Requires funding support for public (i.e., school district, charter)**





## Oversight Commission Responsibilities

- **Approve subsequent 5-year guidelines** after the expiration of the initial 5-year guidelines established in the ordinance
- **Approve or reject recommendations on the selection, terms, extension, or termination** of the Implementation Partner from Accountability Officer; submit final approval to city council for adoption without amendment
- **Approve annual financial audits**
- **Review performance appraisals and external evaluation findings**



## Accountability Officer Responsibilities

- **Oversee programs** and provide recommendations to the Citizens' Oversight Commission
- **Preparing subsequent 5-year guidelines** after the initial 5-year guidelines set forth in the ordinance
- **Leading the selection process and contracting for the Implementation Partners** for the Early Education Fund and Oakland Promise, making recommendations to the Citizens Oversight Commission.
- **Ensuring independent financial audits** and presenting the to the Citizens' Oversight Commission
- **Monitoring performance** of Implementation Partners
- **Oversee external evaluations, including selection of evaluator**
- Other duties as assigned by the City Administrator
- **Training** for members of the Citizens' Oversight Commission



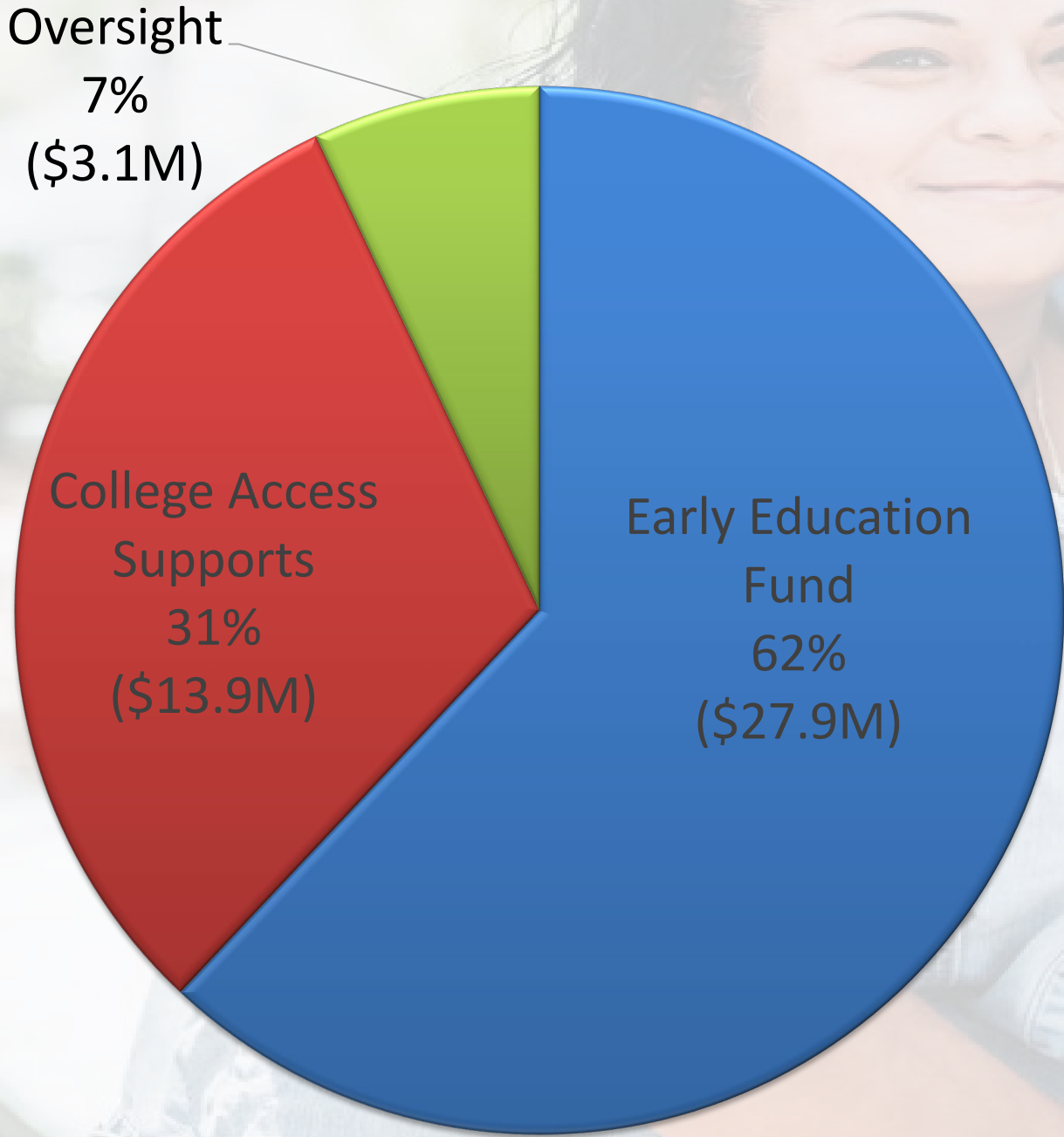
## **Early Education Fund Five-Year Guidelines**

**1. Increase overall attainment and reduce socioeconomic and/or other demographic disparities, in child educational outcomes, such as kinder-readiness, and provide family support services, to achieve the following outcomes prioritized as follows, such that plans to fund a lower priority outcome may only be implemented if the Early Education Implementation Partner has determined that the next highest priority goal is reasonably achievable within the five-year period**

## Early Education Fund Five-Year Guidelines Con't

- 2) **Provide for a rigorous external evaluation of the impact of the early education programs**, such as on child outcomes data including kindergarten-readiness, that will facilitate assessment of whether the early education programs are achieving the goals of the Act and provide information on how to mitigate disparities, such as those by wealth and income or for children in high-need.
- 3) **Ensure that professional development and coaching are generally available for educators**, and that participating center-based preschool programs generally are able to do the following within a reasonable timeframe:
  - a) Achieve a baseline rating of at least three (3) or higher on the regional Quality Rating and Improvement System (QRIS), or a successor system;
  - b) Utilize a developmentally-appropriate curriculum aligned with California Department of Education standards, and in addition that is also evidence-based and/or has demonstrated success in improving preparation for kindergarten;
  - c) Conduct formative assessments to shape instruction; and
  - d) Participate in valid, regular, and reliable assessments of early education quality in order to foster continuous improvement and to reduce disparities, such as those by income and wealth, in child outcomes.
- 4) **Ensure that funding streams** from federal, state and local sources, including Head Start, **are coordinated** to reduce the administrative burden of program beneficiaries in accessing services, and to ensure that existing high-quality early education programs are not made financially unviable.
- 5) **Give priority consideration to expanding higher quality programs and/or facilities for children who are in the highest need**, from the lowest-income backgrounds, live in areas of high unmet early education need, and/or who are traditionally underserved, as resources allow, which could include enhanced services, such as bilingual or dual-language instruction, supports to enhance cultural competency, or a higher rating on the QRIS or a successor system.

# Appropriation for Fiscal Year 24/25



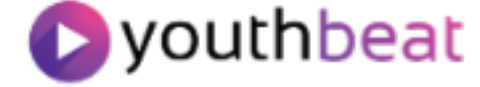
City Council appropriated a total of \$45,752,229 for Measure AA in FY24/25. Implementation Partners develop program plans and budgets for the implementation of the fund which adhere to 5-Year Guidelines and approved by the Accountability Officer and presented to the Children's Initiative Oversight Commission each year.

Presentations for the plans can be found on the Initiative's website.

Community



Integrity



We ♥ our Community Partners!



Justice



Service



Trust

# Community Partners

# Oakland Children's Initiative – Opportunities & Challenges

## Opportunities

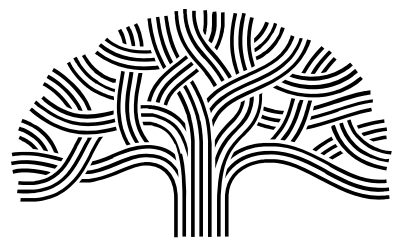
- **2-Year Evaluation Underway.** Will provide an economic impact analysis, potential amendments to RBA Measures, insights in structure, and help to inform the next iteration of 5-Year Guidelines (July 2027).
- **Multi-year Contracts** - Moving forward, will ease administrative burden with partners.
- **Local Funding Innovation** - City is the 2nd municipality in the state to allocate local funding for early childhood education and college access. While this also sets a challenge, our unique structure positions the City to be an innovator with the systems we are building for the 30 years of the measure.

## Challenges

- **Data Collection** – All contracted/subcontracted partners have different data systems and data sharing agreements are still developing. Data infrastructure is being built intentionally by implementation partners but will also take time to build the appropriate technical infrastructures to collect thorough and aligned data elements given the complexities of the fields.
- **Multiple partners** – They include complex public partners (i.e. OUSD, F5, OHS) as well as community-based organizations (i.e. Trybe, MOCHA, etc.) This can make approvals, community engagement and approach to technical assistance nuanced.
- Oakland Children's Initiative **Administrative Staff** (2) – Staff is dynamic and works to meet the needs of partners but the office lacks a financial analyst which would highly benefit and streamline elements for the Implementation Partners.

# Oakland Animal Services

Joe DeVries  
Deputy City Administrator

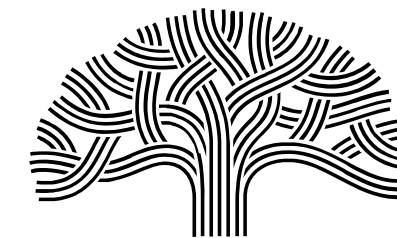


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# Mission

The mission of Oakland Animal Services is to improve the lives of people and animals in our community by assisting injured wildlife, facilitating adoption of shelter animals, supporting guardians of companion animals, combating animal cruelty and neglect, and when needed, serving as the safety net for the neediest animals living in the City of Oakland.



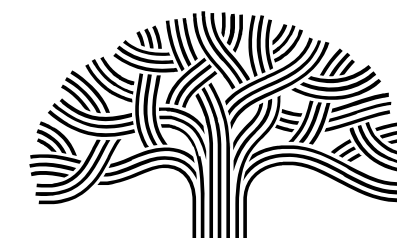
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# People Served by OAS

Residents from zip codes identified in the 2018 Oakland Equity Indicators Report that are more than 60% BIPOC make up:

- 89% of owner surrenders.
- 90% of requests for veterinary services for owned animals.
- 85% of people looking for their lost animals.
- 62% of adopters.



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# Supporting East Oakland

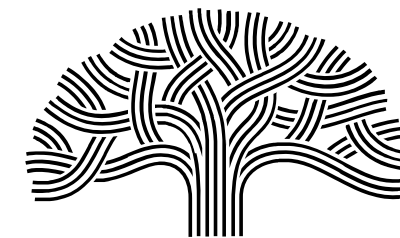
Residents from zip codes 94603 and 94621 make up:

38% of owner surrenders

37% of requests for veterinary services for owned animals

28% of people redeeming their lost animals

6% of adopters



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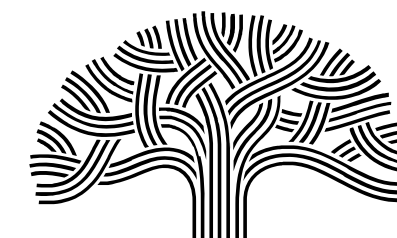
## Community-Based Model

- Increase Accessibility
- Address Historic Inequities in Animal Welfare
- Provide Access to Veterinary Care



# Intersection: Human Services

- Approximately one in ten people experiencing homelessness are living with pets.
- In Oakland, Unsheltered people are predominately BIPOC.
- The lack of affordable pet friendly housing is a significant barrier to exiting homelessness.
- Animal companionship is correlated with increased confidence and resiliency for people who have experienced trauma.



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# Accessible Adoptions

Removing barriers to adoption  
for low-income Oakland  
residents



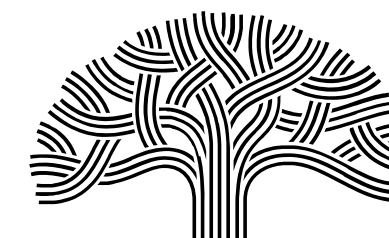
# Address Inequities

- Differentiate between limited resources and neglect
- Focus where help is needed most
- Offer Support to keep animals with their families



# Reports of Cruelty/Neglect

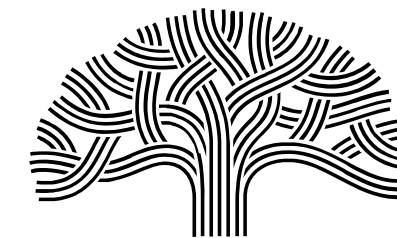
- Regulated by the California Penal Code
- Minimum care standards
- Rights of owners
- Must satisfy 4TH Amendment/evidence requirements for search and seizure



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# Animal Welfare Checks

- Approach with objectivity
- Support for low-income pet guardians
- Navigating conflict between neighbors
- Challenges for Animal Control Officers



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# Access to Veterinary Care

- For pet guardians experiencing homelessness
- For Residents of East Oakland
- Over 1,200 owned animals helped annually



# Community Cats

- Growing population
- Challenges related to relocation
- Goals for Trap-Neuter-Return (TNR)
- Triaging most urgent situations



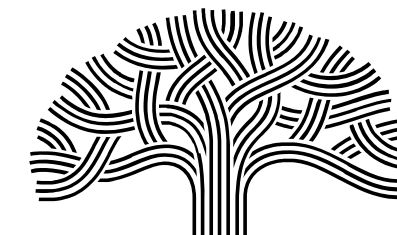
# Assisting Wildlife

- **OAS:** Sick, injured or deceased animals
- **California Department of Fish and Wildlife:** Human-wildlife conflict
- **Vector Control:** Rodents, bats, insects, etc.



# Increased Lifesaving

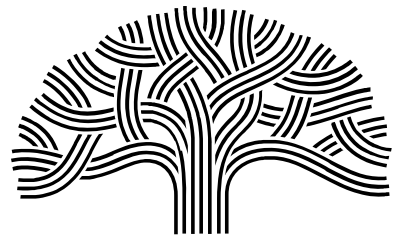
- The overall live release rate for all animals is 93%.
- The live release rate for cats has remained above 90% for several years.
- The live release rate for dogs has increased from 83% in 2019 to 95% as of November 2024.



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Em p l o y m e n t  
I n v e s t i g a t i o n s a n d C i v i l  
R i g h t s C o m p l i a n c e  
(E I C R C)

ARTISHA MCCULLOUGH  
EQUAL EMPLOYMENT OPPORTUNITY  
AND CIVIL RIGHTS DIRECTOR  
CITY ADMINISTRATOR/EICRC

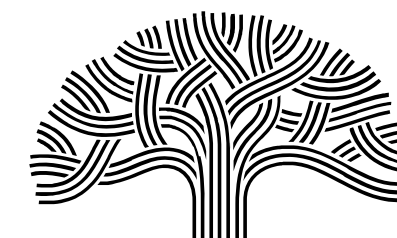


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# EICRC

EICRC oversees, administers and enforces the City of Oakland's Equal Employment Opportunity policy, Administrative Instruction 71 compliance. The City's Equal Employment Opportunity policy is intended to ensure that all employees have a work environment that is free of conduct that could be considered discriminatory or harassing based on an employee's protected status.



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# EICRC Authority

## Sources of Laws & Rules

### **Federal**

Title VII of the Civil Rights Act of 1964

The Equal Pay Act (EPA)

The Age Discrimination in Employment Act (ADEA)

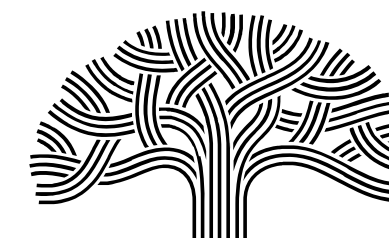
Americans with Disabilities Act (ADA)

### **State**

California Fair Employment and Housing Act (FEHA)

### **City of Oakland**

AI 71 - Equal Employment Opportunity



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# EICRC Authority Sources of Oversight

## **Federal**

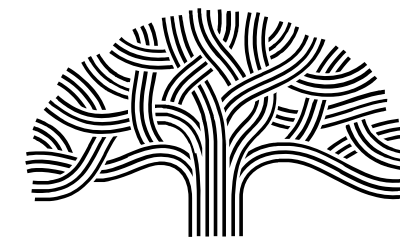
Equal Employment Opportunity Commission (EEOC)

## **State**

Civil Rights Department (CRD)

## **City of Oakland**

Employment Investigations & Civil Rights Compliance (EICRC)

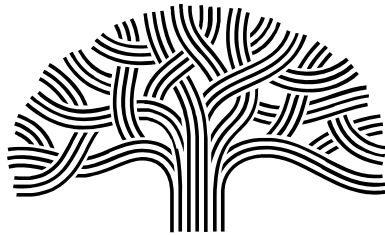


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# Citywide Strategic Plan


Monica Elise Davis  
Deputy City Administrator



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# Strategic Plan Development Journey



**01 Management-level retreat**  
1.5-day retreat with Directors to build trust, encourage healthy conflict, foster commitment, and enhance citywide priorities.



**02 Data & Document Review**  
A comprehensive review of 100+ data sources, including community findings, policies, budgets, and plans, to inform interviews and engagement activities.



**03 Interviews & Focus Groups**  
Conducted one-on-one discussions with 15 Directors and focus groups with to explore their visions for Oakland, core services, challenges, and collaboration needs.



**04 Strategic Planning Design Team (SPDT) application & launch**  
A citywide survey selected 25 City of Oakland staff to serve as SPDT members, ensuring diverse representation based on identity, capacity, experience, collaboration, and public-facing roles.



**05 City Data Gathering & Analysis**  
Interviews and research across 10 cities and counties identified best practices in strategic budgeting, crime prevention, economic development, and housing support.



**06 SPDT Workshops**  
Three SPDT workshops aligned on citywide priorities, cost-saving and revenue opportunities, and co-designed an implementation plan aligned with the City's goals.

# Internal Engagement Findings

The City participated in a **comprehensive review process** involving data analysis, director-level interviews, and five focus groups with key stakeholders, revealing critical areas for improvement:



- Need for **standardization** in policies & practices in citywide operations & policies.
- Importance of strategic cross-departmental **collaboration**.
- **Communication** gaps between the city council and executive team.
- Challenges due to **staffing inefficiency** and departmental opportunities for enhance employee performance.
- **Budget alignment** needed between department priorities and citywide goals.

# STRATEGIC PRIORITIES

**01**

## **Streamline Operations**

Streamline and standardize citywide processes—policy access, finance integration, communication, onboarding, procurement, payroll, and hiring—to enhance efficiency, transparency, and collaboration.

**02**

## **Foster Cross-Department Collaboration**

Formalize cross-department collaboration through regular meetings, joint planning, and centralized project management

**03**

## **Enhance Communication & Coordination**

Enhance citywide communication to improve transparency, decision-making, and staff engagement.

**04**

## **Optimize Workforce Management**

Enhance employee performance, HR coordination, and communication on equity goals through improved resources and intranet transparency.

**05**

## **Align Budget with Citywide Priorities**

Leverage citywide evaluation criteria and aligned priorities to integrate into departmental work plans and streamline the budget process.

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# A THREE-YEAR VISION FOR SUSTAINABLE GROWTH AND RESILIENT SERVICES

## Year One

### Action Implementation

Develop a comprehensive strategy for immediate actions and establish teams and structures to enhance equitable and efficient systems continuously.

## Year Two

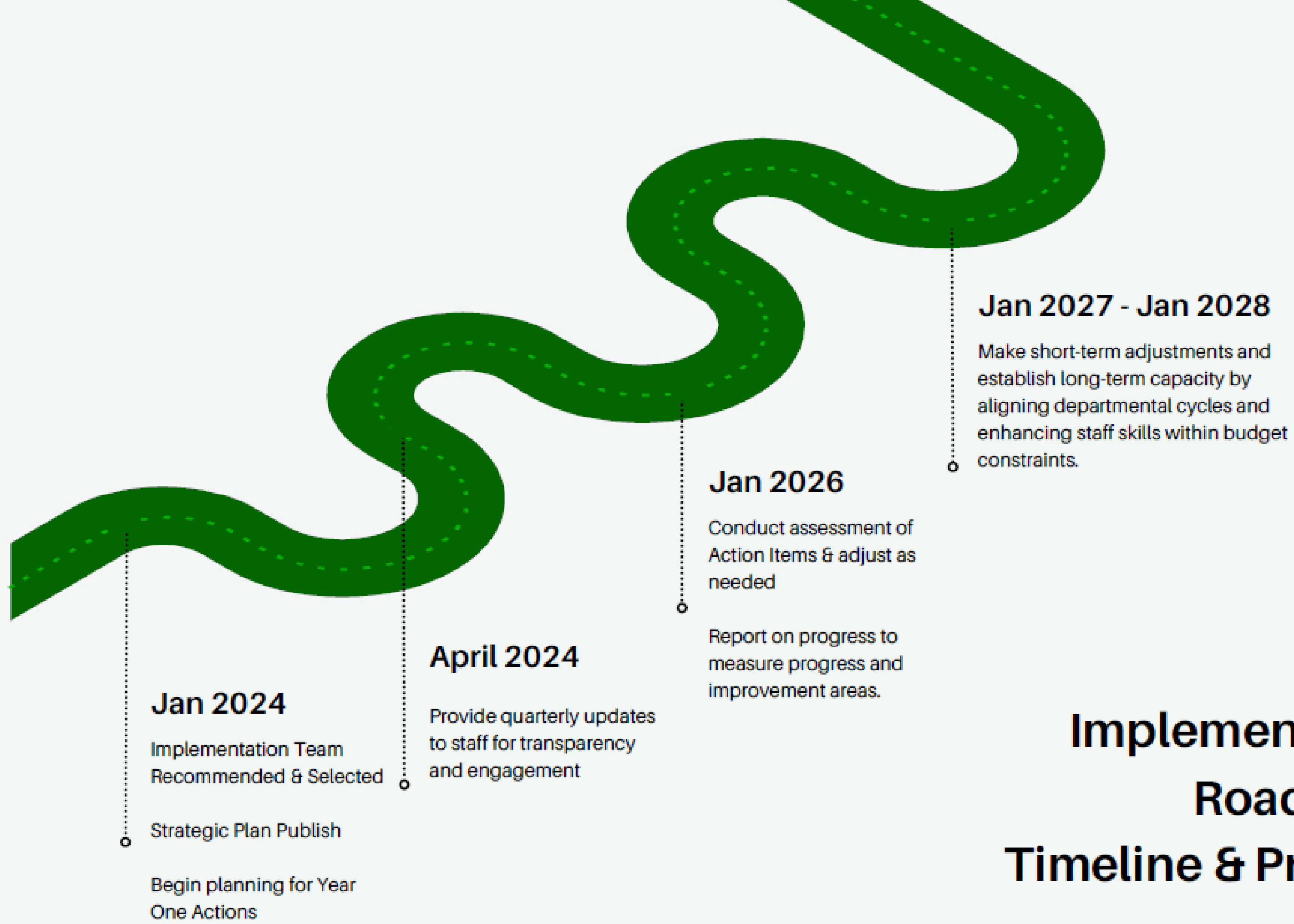
### Achievement and Adjustment

Assess progress, celebrate achievements and pinpoint areas for improvement, and make necessary adjustments.

## Year Three

### Sustaining Progress

Maintain momentum, enhance systems, and facilitate smooth transitions in the face of challenges.



# Implementation Roadmap: Timeline & Process

# Who to Contact?

For general questions regarding this presentation: Monica Elise Davis at [mdavis2@oaklandca.gov](mailto:mdavis2@oaklandca.gov):

For question related to:

ADA Programs: Monica Elise Davis at [mdavis2@oaklandca.gov](mailto:mdavis2@oaklandca.gov)

Employment Investigations & Civil Rights Compliance: Artisha McCullough at [amccullough@oaklandca.gov](mailto:amccullough@oaklandca.gov)

Communications: [oaklandpio@oaklandca.gov](mailto:oaklandpio@oaklandca.gov)

Public Safety Oversight: Joe DeVries at [jdevries@oaklandca.gov](mailto:jdevries@oaklandca.gov)

Community Policing Advisory Board: Joe DeVries at [jdevries@oaklandca.gov](mailto:jdevries@oaklandca.gov)

Privacy Advisory Commission: Joe DeVries at [jdevries@oaklandca.gov](mailto:jdevries@oaklandca.gov)

Oakland Children's Initiative: Jennifer Cabán at [jcaban@oaklandca.gov](mailto:jcaban@oaklandca.gov)

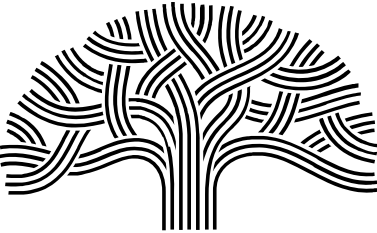
Animal Services: Joe DeVries at [jdevries@oaklandca.gov](mailto:jdevries@oaklandca.gov)

Strategic Planning: Monica Elise Davis at [mdavis2@oaklandca.gov](mailto:mdavis2@oaklandca.gov)



# The Office of the City Clerk

Asha Reed, City Clerk  
City Clerk's Office

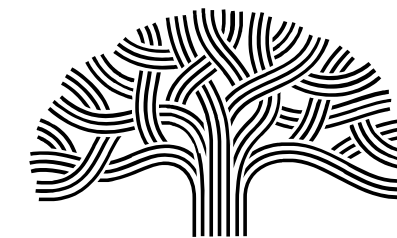


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# Department Mission

- The mission of the Office of the City Clerk is to deliver high quality, professional services to the citizens of the City of Oakland, elected officials, and the internal organization that facilitates their needs and seamless access to information to fully participate in the decision-making processes affecting the quality of life for everyone in the City of Oakland.

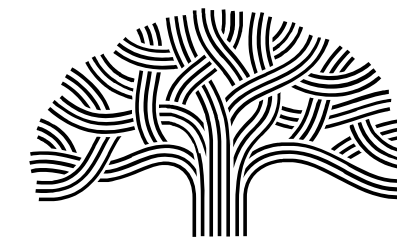


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# City Charter Official, City Clerk

Roles Of Charter Officials – **City Clerk** (Charter Section 402)

- Keep an accurate public record of all adopted ordinances, resolutions, motions and minutes
- Ensure that other City records are readily accessible to the public
- Prepare legislative agendas, verify the posting or publication of legal notices and schedule public hearings
- Conduct elections and assist candidates through nomination process
- Administer oaths

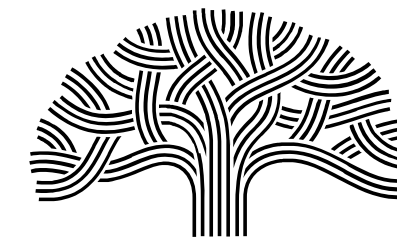


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# The Office of City Clerk

## Core Services

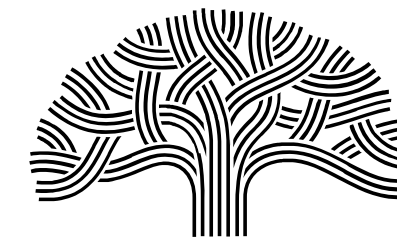
- KTOP
- Elections and Political Compliance
- Agenda Management Unit
- Records Management



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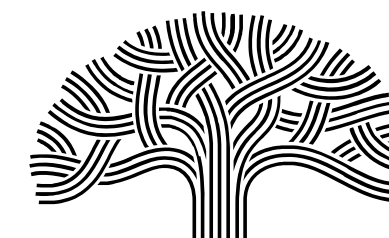
# Elections and Compliance

- Administer and coordinate election services for the selection of City and OUSD officers,
- Approval of initiatives, City measures, referendums, and recalls;
- **Serve as Filing Officer and Filing Official for SEI Form 700 e.g., filing, review, and audit of required reports;**
- Perform residency verification



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Fair Political Practices  
Commission (FPPC),  
Form 700




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# Core Service: Elections and Compliance

## What is a Form 700 ?

- Form 700 is a tool used to disclose financial interests and/or identify potential conflicts of interest of public officials, designated government employees and consultants.
- Form 700 helps to ensure that the public is aware of a public official's or government employee's financial interests and potential conflicts.
- Another name for Form 700 is Statement of Economic Interest.

**2023-2024**  
**Statement of**  
**Economic Interests**



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**Form 700**

A Public Document

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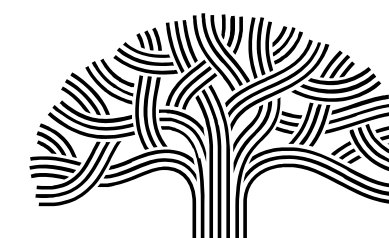
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**Helpful Resources**

- Video Tutorials
- Reference Pamphlet
- Excel Version
- FAQs
- Gift and Travel Fact Sheet for State and Local Officials

**California Fair Political Practices Commission**  
1102 Q Street, Suite 3050 • Sacramento, CA 95811  
Email Advice: [advice@fppc.ca.gov](mailto:advice@fppc.ca.gov)  
Toll-free advice line: 1 (866) ASK-FPPC • 1 (866) 275-3772  
Telephone: (916) 322-5660 • Website: [www.fppc.ca.gov](http://www.fppc.ca.gov)

December 2023

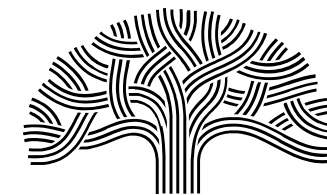


**CITY OF**  
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# Core Service: Elections and Compliance

## Who Must File a Form 700?

- Elected officials, public employees and consultants who make governmental decisions or could influence governmental decisions that could impact their personal financial interests.
- The [Conflict of Interest Code](#) determines exactly which departmental positions must file a Form 700. Each iteration of the Code is prepared by the respective department, reviewed by the City Clerk's Office and the City Attorney's Office and approved by Ordinance at a City Council meeting.
- Government Code Section 87200 identifies City Council Members, Mayor, Planning Commissioners (including alternates), City Administrator, City Attorney and City Treasurer/Finance Director as statutory filers who are required to file Form 700.





# Core Service: Elections and Compliance

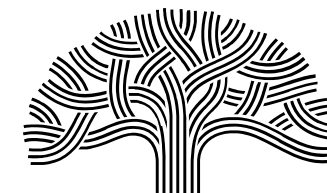
Types of Statements	Due Date
Assuming Office	Within 30 Days of Assuming Office Date
Annual Statement	April 1st Every Year
Leaving Office	Within 30 Days of Separation
Amendments	Immediately Upon Discovery Of Error



# Core Service: Elections and Compliance

## **What we expect from your office**

When you have a new or newly promoted employee that is in a designated filer position, contact the Clerk's Office or have your SPOC contact the Clerk's Office. This will allow us to create the account and give the employee the ability to file timely and efficiently.

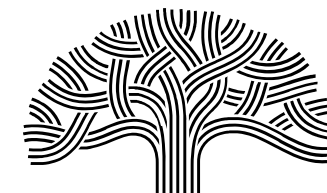


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# Core Service: Elections and Compliance

## How to File

- **Councilmembers** now are required to e-file through the FPPC Portal at <https://form700.fppc.ca.gov> (you will receive a notification with specific instructions)
- **Council Aides:** Once the account has been created, filers can submit an electronic form via NetFile: <https://netfile.com/filer>



# Core Service: Elections and Compliance Enforcement

- Late statements are subject to a fine of \$10 per day for each day the statement is late, up to \$100.
- Failing to file can result in referral to the California Fair Political Practices Commission (FPPC) for investigation and possible prosecution. In addition to the late filing penalties from the Office of the City Clerk, a fine of up to \$5,000 per violation may also be imposed.
- Disciplinary action can also occur.

Contact [electionservices@oaklandca.gov](mailto:electionservices@oaklandca.gov) if you have questions related to Form 700 contact Elections Services.

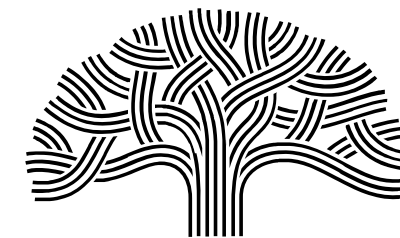


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# Legislative Process

*“...it is a government's duty to serve the public, and in reaching its decisions, to accommodate those who wish to obtain information about or participate in the process.”*

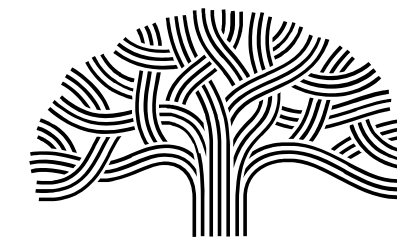
The [Sunshine Ordinance](#) (Title 2, Chapter 2.20) in 1997



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# Legislative Process

- Legislative Workflow established 1985 modified in 2001 by vote of the Council
- Alignment with the City's Sunshine Policy of 1991 and the State Brown Act
- Extends opportunities for public participation so that the City's receives thoughtful feedback
- Affords opportunities for change management of policy proposals
- Modeled after the California State Legislature

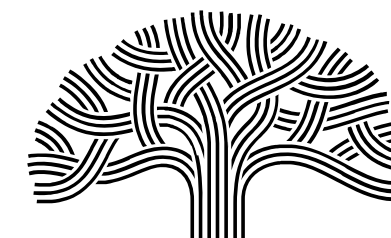


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# Legislative Workflow and Scope

The City's legislative workflow covers wide ranges of authority.

- The authorities of the governing bodies, Administration, City Attorney, Clerk, and Council President, etc.
- The permitted actions that may be taken on legislative matters by the governing bodies and members.
- The deadlines when which to make agendas available to the City Council and public.
- The details that set forth the elements of agenda reports
- The information that contributes to the City Council's and public's understanding of the matter of interest and aid in the ability to track the matters.



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# Legislative Process



City's legislative workflow is established by various policy documents

- **City of Oakland's Sunshine Ordinance (12463, 12483, 12668)**
- **Council's Rules of Procedures 90066**
- **Ralph M. Brown Act**
- **Charter of the City of Oakland**
- **Maddy Act\***
- **Robert's Rules of Order**
- Various Other Government Codes\*\*
- Other Council Resolutions and Ordinances, i.e.
  - Consolidated Fiscal Policy, etc.

*\* In Limited Form*

*\*\* Publication and other notification codes*



# Legislative Process

## Policy Instruments

### Types of Legislative Matters

- An “Informational Report” informs and allows Council to provide follow up instructions but does not permit operational or policy approval.
- “Reports and Recommendations” seek to inform and direct staff to perform development work and return with a proposal for policy or legislation.
- “Resolutions” permit policy changes; approval of programs; release, pursuit, and acceptance of funds; authorize contracts and agreements, etc.
- “Ordinances” change legal requirements; provide for changes to fee structures, change organizational structure, when applicable, also authorize contracts and agreements, etc.



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Staff author writes report

Report reviewed & edited by Supervisor

Report & legislation submitted to City Attorney and Budget Offices

Attorney and Budget vet/approve title for scheduling at Rules Committee

CAO sends edits to Staff, Staff incorporates revisions

CAO approves scheduling request

Report packet, including signed transmittal, submitted to CAO by deadline

Attorney and Budget Analyst review item & provide feedback

Attorney-vetted items scheduled by the Rules Committee

Staff obtains signatures on report & legislation, submits to CAO

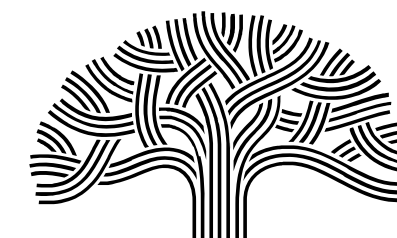
City Administrator gives final approval & signature

City Clerk's Office publishes Agenda

# Authority of Rules and Legislation Committee

The Rules and Legislation Committee is the scheduling body. The Rules and Legislation Committee has jurisdiction to assign all agenda items to Committees or full Council.\*

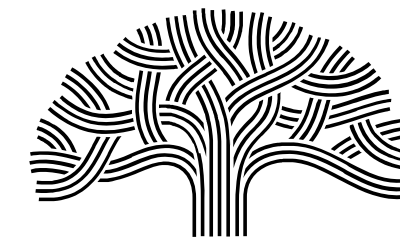
\* If Rules Committee doesn't meet, items are scheduled by Rule 28 of Council's Rules of Procedures



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# Authority of Rules and Legislation Committee

The Rules and Legislation Committee may assign, and schedule agenda items proposed by councilmembers, Standing Committees, the Mayor, City Administrator, City Attorney or City Auditor to a Standing Committee or the full Council for consideration.



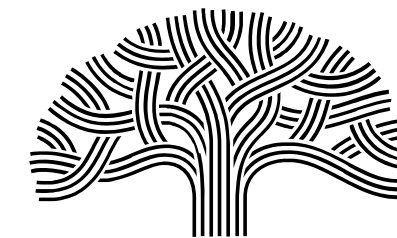
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# City Council Committee Meetings

Six Standing Committees meet on 2<sup>nd</sup> and 4<sup>th</sup> Tuesday

- Finance and Management Committee – 9:30am
- Public Works and Transportation Committee – 11:30am
- Community and Economic Development – 1:30pm
- Life Enrichment Committee – 4:00pm
- Public Safety Committee – 6pm
- **Rules and Legislation Committee\* - Thursday Committee – Every Thursday at 10:30am**

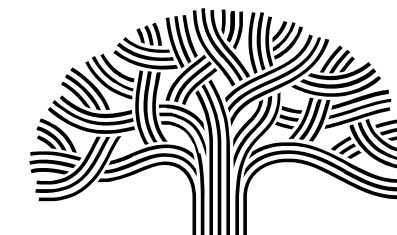
\*Super Committee



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# Standing Committee Purview

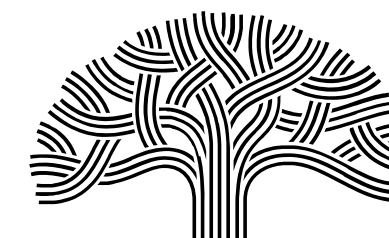
- Finance and Management – Affairs of general management, financial revenue and expenditure reporting, administrative operations, etc.
- Public Works Committee – Affairs of public infrastructure, transportation, streets, potholes, sewers, etc.
- Community and Economic Development Committee – Affairs of Housing, Economic Development, Workforce Development, General Planning, Zoning, etc



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# Standing Committee Purview Cont.

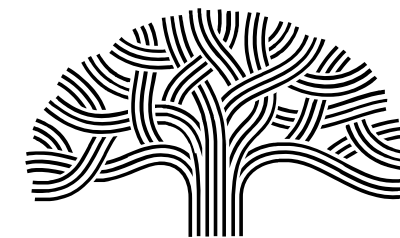
- Life Enrichment Committee – Affairs of Health and Human Services, Library Services, Department of Race and Equity, Parks and Recreation, Cultural Affairs \*
- Public Safety Committee – Affairs of Police, Fire, Health and Human Services, Department of Violence Prevention
- Rules and Legislation Committee – Scheduling Body for items to Council and Committee meetings, Authority over the Rules, Review of Assembly/Senate Bills, Ballot Measures of the City Council, General Oversight to the Offices of the City Administrator, City Clerk, and City Attorney



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# Actions of The City Council

- On any action item, the City Council may, by the requisite number of votes:
  - a. Approve the Committee's recommendation, select one of the Committee's suggested alternatives or approve an alternative recommendation proposed at the full Council in compliance with the Brown Act and Sunshine Ordinance;
  - b. By a majority of the Council members present, continue the item to the next regular Council meeting if permitted by Sunshine Ordinance and Brown Act;



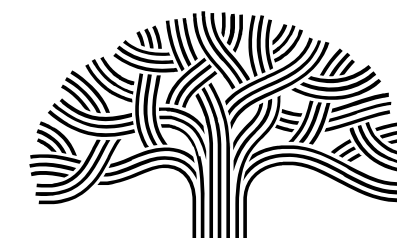


# Actions of the City Council Cont.

- c. By a majority of the Council members present, refer the item to any subject-matter Committee for reconsideration; or
- d. With respect to an item that the Rules Committee referred directly to Council, the Council may take any action subject to the Brown Action and the Sunshine Ordinance.

On any noticed informational report, the City council may receive the report either by oral presentation by staff or as written.

The City Council may choose to **NOT** take action on any agenda item



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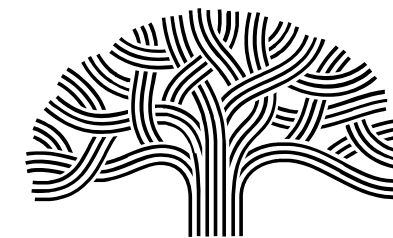
# Council Adoption

- Action items require a majority vote by the full Council, for passage or approval.
  - Resolutions require one reading
  - Ordinances\* (Regular) require two readings — an introduction and final passage.
    - » Resolutions and regular Ordinances require 5 Ayes for passage
    - » Other ordinances such as Urgency or Emergency Ordinances require specific findings and may be adopted with only 1 reading
      - Charter section 213 and government code 65858
  - Reports with Recommendations require one reading
    - » Requires 4 Ayes for passage, without a tie vote

# Possible Delays

- Substantive Change – Action Items
  - Amendments beyond the scope of what was noticed which require notice (10 day posting) on a future Council agenda
- More Information Is Necessary
  - More information must be prepared for further discussion and brought back to Committee/Council
- Body Fails To Act; Requests Reassignment
  - The body determines the item is not under the purview of the committee and requests for Rules to reassign
- Meeting Cancellation

*The above delays could extend approval 2 or more weeks.*



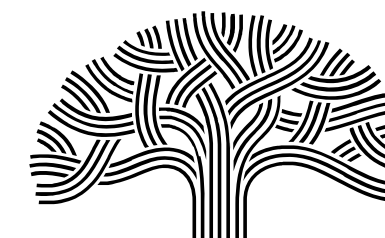
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# How Can I Access Agenda Materials?

- Agenda materials are published and finalized on Friday, and can be accessed on the Insite Calendar or via iLegislate
- <https://oakland.legistar.com/calendar.aspx>

The screenshot shows the City of Oakland Legistar website's calendar page. The page header includes the City of Oakland logo and navigation links for City Home, Legislation, Calendar, and City Council. Below the header, there are search filters for the year (2019) and department (All Departments). The main content is a table with 218 records, displaying several cancelled meetings for December 2019. The table columns include Name, Meeting Date, Meeting Time, Meeting Location, Meeting Details, Agenda, Minutes, Video, and eComment.

Name	Meeting Date	Meeting Time	Meeting Location	Meeting Details	Agenda	Minutes	Video	eComment
Meeting of the Oakland City Council - CANCELLATION	12/31/2019	5:30 PM	City Council Chamber, 3rd Floor <i>CANCELLATION NOTICE: The Special Concurrent Meeting of the Oakland Redevelopment Successor Agency and the City Council has been cancelled in observance of Winter Recess. The next regularly scheduled meeting will be held on Tuesday January 21, 2020</i>	<a href="#">Meeting details</a>	Not available	Not available	Not available	Not available
*Rules and Legislation Committee - CANCELLED	12/26/2019	10:45 AM	City Council Chamber, 3rd Floor <i>CANCELLATION NOTICE: The regularly scheduled meeting of the Rules And Legislation Committee has been cancelled in observance of Winter Recess. The next regularly scheduled meeting will be held on Thursday January 16, 2020</i>	<a href="#">Meeting details</a>	<a href="#">Agenda</a>	Not available	Not available	Not available
*Public Safety Committee - CANCELLED	12/24/2019	6:00 PM	Sgt. Mark Dunakin Room - 1st Floor <i>CANCELLATION NOTICE: The regularly scheduled meeting of the Public Safety Committee has been cancelled in observance of Winter Recess. The next Regularly Scheduled Committee Meeting will be held on Tuesday January 14, 2020</i>	<a href="#">Meeting details</a>	<a href="#">Agenda</a>	Not available	Not available	Not available
*Life Enrichment Committee - CANCELLED	12/24/2019	4:00 PM	Sgt. Mark Dunakin Room - 1st Floor <i>CANCELLATION NOTICE: The regularly scheduled meeting of the Life Enrichment Committee has been cancelled in observance of Winter Recess. The next Regularly Scheduled Committee Meeting will be held on Tuesday January 14, 2020</i>	<a href="#">Meeting details</a>	<a href="#">Agenda</a>	Not available	Not available	Not available
*Community and Economic Development	12/24/2019	1:30 PM	Sgt. Mark Dunakin Room - 1st Floor	<a href="#">Meeting details</a>	<a href="#">Agenda</a>	Not available	Not available	Not available



**CITY OF  
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# Final Legislation

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND  
2016 JUN -9 PM 3:14

Approved as to Form and Legality  
*Amelia Scott*  
City Attorney's Office

OAKLAND CITY COUNCIL  
RESOLUTION NO. 86231 C.M.S.

INTRODUCED BY MAYOR LIBBY SCHAAP

RESOLUTION CONFIRMING THE APPOINTMENT OF LOU KATZ, BRIAN M. HOFER, WILLS DEVRIES, REEM SULEIMAN, CLINT M. JOHNSON, SAIED R. KARAMOOZ AND RAYMUNDO JACQUEZ III AS MEMBERS OF THE PRIVACY ADVISORY COMMISSION.

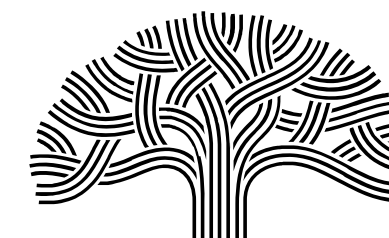
WHEREAS, Section 601 of the City Charter provides that members, of City boards and commissions shall be appointed by the Mayor subject to confirmation by the affirmative vote of five members of the City Council; and

WHEREAS, the Privacy Advisory Commission (Commission) was created by Ordinance No. 13349 C.M.S., adopted January 19, 2016; and

WHEREAS, As provided by Ordinance No. Ordinance No. 13349 C.M.S. the duties and functions of the Commission are as follows:

- (1) Provide advice and technical assistance to the City of Oakland on best practices to protect citizen privacy rights in connection with the City's purchase and use of surveillance equipment and other technology that collects or stores citizen data;
- (2) Conduct meetings and use other public forums to collect and receive public input on the above subject matter;
- (3) Draft for City Council consideration, model legislation relevant to the above subject matter, including a Surveillance Equipment Usage Ordinance;
- (4) Review and make recommendations to the City Council regarding any proposed changes to the operations of the Domain Awareness Center ("DAC") and/or proposed changes to the City's Policy for Privacy and Data Retention for the Domain Awareness Center ("DAC Policy") as specified in Resolution 85638 C.M.S.;
- (5) Submit annual reports and recommendations to the City Council regarding:  
(a) the City's use of surveillance equipment, and (b) whether new City

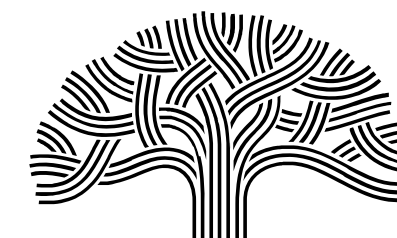
- Once legislation is adopted, it goes through final processing. This process takes about 7 days to complete.
- Legislation is given an enactment number, scanned and posted online, and sent to the Record's division to be stored in the vault as a permanent City record.
- Final Legislation, Agenda Reports and Past Meeting details can be found here.
- <https://oakland.legistar.com/calendar.aspx>



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# Core Service Records Management

- Maintain records in the care of the City Clerk
- Provide access to inactive records city-wide; draft policy and establish procedures for care, preservation, retention, and disposition of all city records and information; manage contract for offsite storage facility and access to stored records;
- Perform bid openings, processes discovery requests for litigation requests.

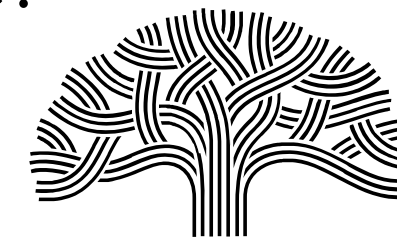


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# Public Records

The California Public Records Act (CPRA) is a law that gives the public the right to access government records, unless there are legal reasons not to do so: .

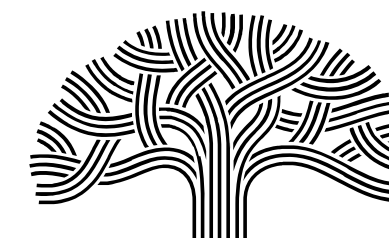
- Inspection: The public can inspect public records during an agency's normal office hours.
- Copies: The public can request copies of records, but may need to pay a fee
- Agencies are required comply with requests within ten calendar days. If they can't, they will notify the requester with an estimate of when the records will be available.



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# Public Records

- As an elected official, public records may be requested from your office, it is important that you respond timely to all request.
- Susan Sanchez is the Supervisor for all council regarding public records request (PRR) she may delegate request to your designated staff. Please have your designated staff reach out to Mark Forte ([Mforte@oaklandca.gov](mailto:Mforte@oaklandca.gov)) for training (after you are fully onboarded, Susan Sanchez can set this up for you).
- In 2024 the City updated its Records Retention Schedule, you will be provided with an electronic copy.

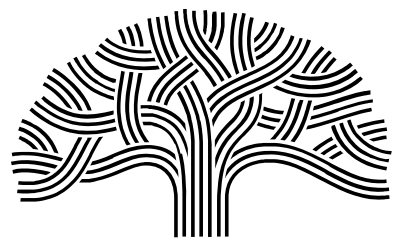


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# Finance Department Overview

Erin Roseman  
Director of Finance  
Finance Department



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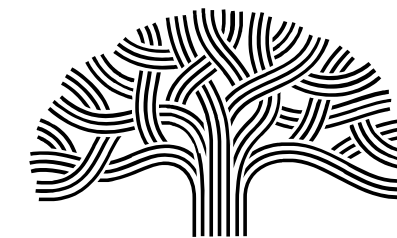


The Finance Department proudly serves as the fiscal steward of the City of Oakland and is committed to ethical, efficient, and responsible financial decision-making and use of the City's assets and resources.

The Finance Department strives to foster a culture of integrity, accountability, teamwork, and respect while providing quality governmental financial customer service.

# Core Services

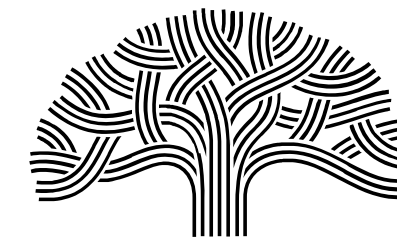
- Record and Safeguard the City's assets;
- Provide comprehensive financial services for the City;
- Provide timely and accurate financial reports;
- Maintain integrity of information in the City's financial systems and monitor internal controls; and
- Develop a balanced and fiscally responsible budget



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# Core Services

- Process payroll and payments;
- Collect, record and report City revenues;
- Procure materials, supplies, and services for City departments;
- Manage the City's investments;
- Issue and restructure the City's and Successor Redevelopment Agency's bond issues and debt; and
- Preserve strong credit ratings and investor relations



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**ERIN ROSEMAN**  
*Director of Finance*

- Over 20 years of public and private sector experience
- Former Chief Financial Officer at Transbay Joint Powers Authority, Former Assistant Director of Fiscal Policy at the City of Arlington, Texas
- Master of Public Administration, Master of City and Regional Planning, BA in Political Science, Business Economics Minor from University of Texas

Bradley Johnson Budget Administrator	Laura Gonzales-Woodward Purchasing & Contracts Mgr.	Stephen Walsh Controller	David Jones Treasury Administrator	Anjali Saxena Payroll Manager	VACANT Revenue & Tax Administrator
<ul style="list-style-type: none"> <li>▪ 12+ Years of Budget, Finance, &amp; Policy Experience</li> <li>▪ Worked in Oakland City Administrator’s Office, Revenue, and Budget Bureaus</li> <li>▪ BA in Economics Claremont McKenna College</li> <li>▪ Masters in Public Policy, UC Berkeley</li> </ul>	<ul style="list-style-type: none"> <li>▪ 20+ years of public sector experience</li> <li>▪ CalPERS and CalSTRS information technology, investment, and procurement acquisition manager</li> <li>▪ BS in Career &amp; Technical Studies, California State University</li> </ul>	<ul style="list-style-type: none"> <li>▪ 34+ years of public and private sector experience</li> <li>▪ Previously worked for Alameda County Administrator’s Office and Fitch Ratings</li> <li>▪ BA from Haverford College and Masters in Public Affairs from Princeton University</li> </ul>	<ul style="list-style-type: none"> <li>▪ 25+ years of Finance experience</li> <li>▪ Former Investment Banker; Charles Bell and Wells Fargo</li> <li>▪ Bachelor of Arts in Finance from Michigan State University</li> </ul>	<ul style="list-style-type: none"> <li>▪ 17+ years of Finance, Payroll experience in public and private sector</li> <li>▪ BA in Business Management; minor in Psychology - Dominican University of CA.</li> <li>▪ Masters of Finance, (in progress), Harvard University</li> </ul>	

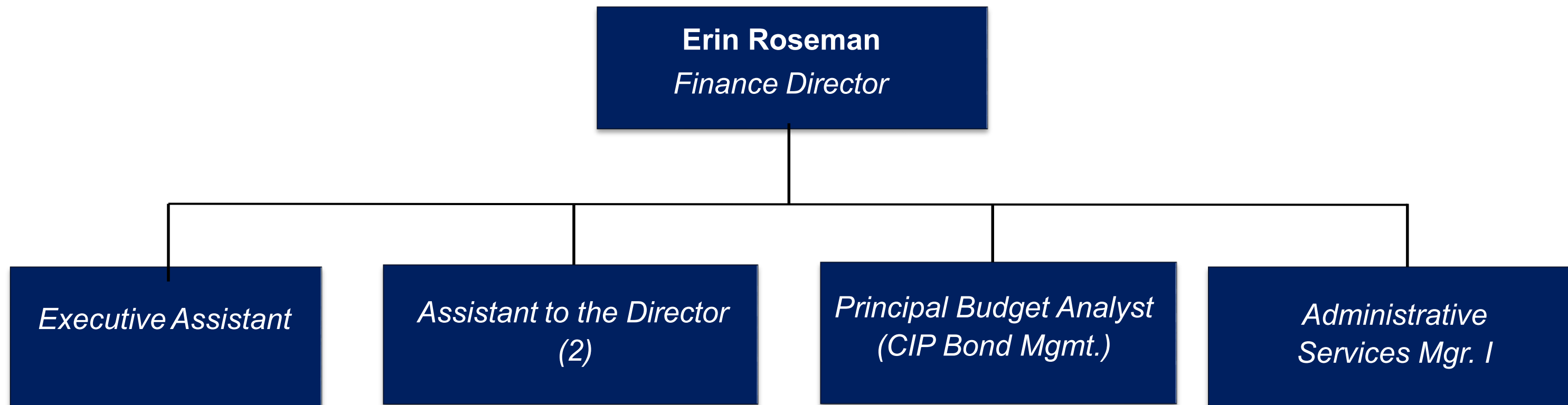
# EXECUTIVE MANAGEMENT



# Administration

Administration's primary responsibility is providing leadership, oversight, and administrative support to the Department's general operations, including central payroll processing, to ensure efficient and effective delivery of service.

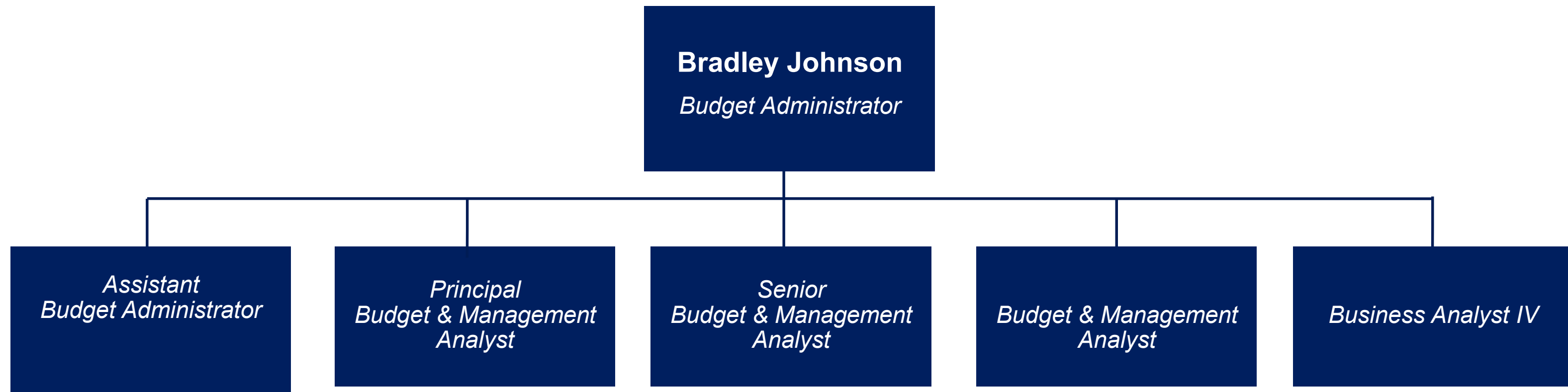
The Administration Bureau supports the Director of Finance with budget preparation, labor negotiations, development of sound fiscal policies, strategic planning of the City's short and long-term financial goals, special financial projects, agenda and committee management, hiring, and personnel resolution. The Administration Bureau also manages 7 client departments' fiscal business including Mayor, City Administrator, Police Commission, Community Police Review Agency, Inspector General, Race & Equity, and Animal Services.



# Budget Bureau

The Budget Bureau is responsible for:

- Administering the development and management of a balanced and fiscally responsible budget;
- Acting as the City's central fiscal strategic management resource;
- Performing in-depth analysis of revenues and expenditures; and
- Providing thorough legislative analysis to the City Administrator and elected officials

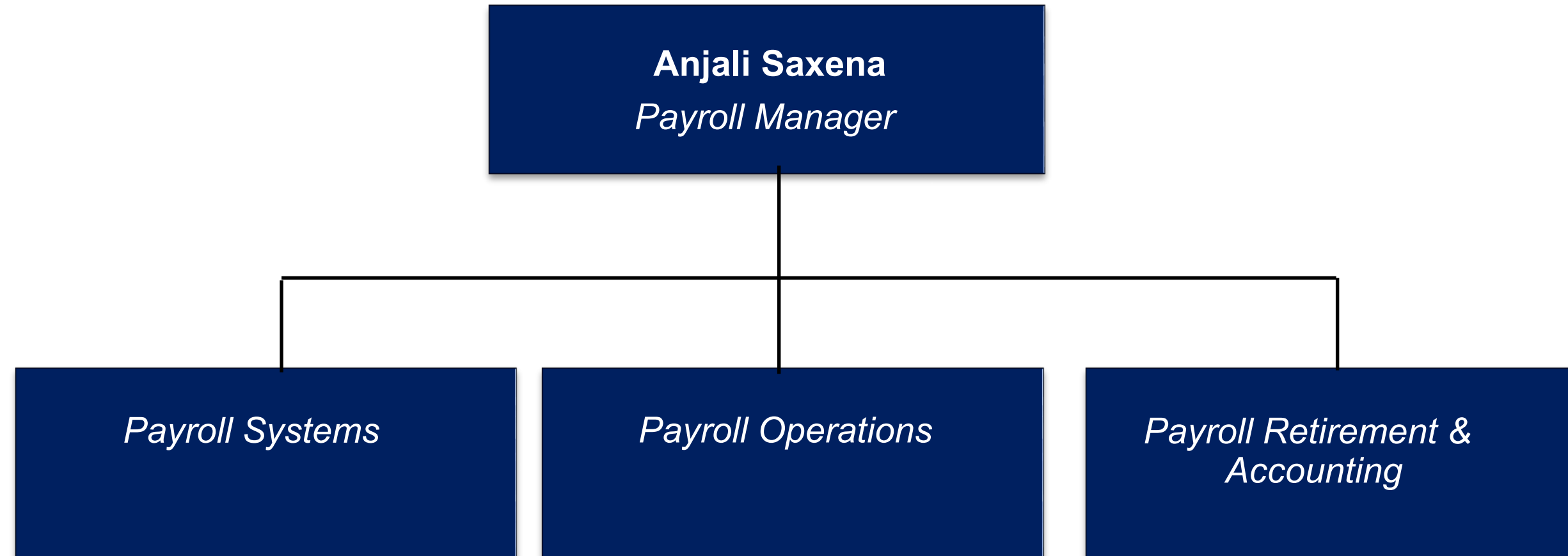




# Central Payroll Bureau

Central Payroll serves as the central repository for all payroll related transactions and information.

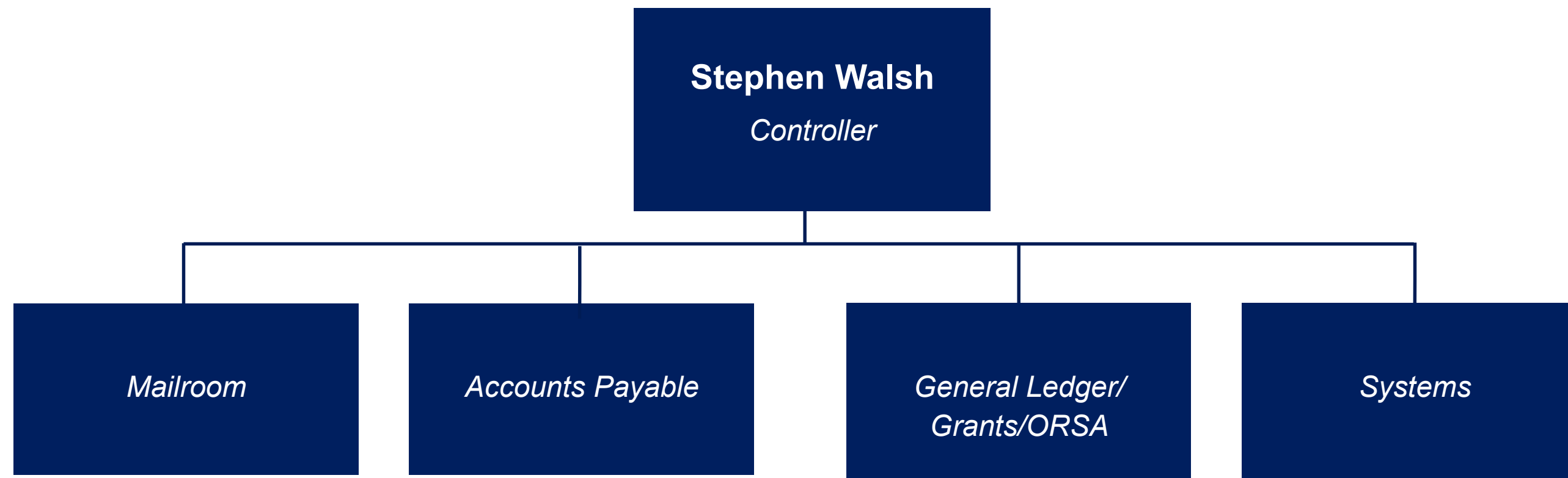
- Processes the citywide biweekly payroll payments for over 4,000 employees and monthly payroll for retirees,
- Manages and reports CalPERS contributions for all active employees,
- Completes federal and state tax reporting and maintains tax compliance, and
- Maintains and upgrades the HR/payroll ERP systems, implements changes in accordance with federal and state regulations.



# Controller's Bureau

This bureau is responsible for financial reporting, audits, and safeguarding the assets of the City. This includes:

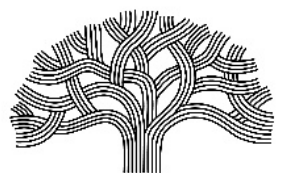
- Timely and accurate financial information and reports to the City Administrator, the Mayor and City Council, state and federal agencies and the public;
- Maintaining the integrity of information in the City's financial management systems;
- Designing and monitoring of internal controls; and
- Citywide services for accounting, grant monitoring, financial systems, inter-departmental and outgoing United States mail.



# Purchasing and Contracts Bureau

This bureau is responsible for providing Citywide services of the procurement of goods and professional services.

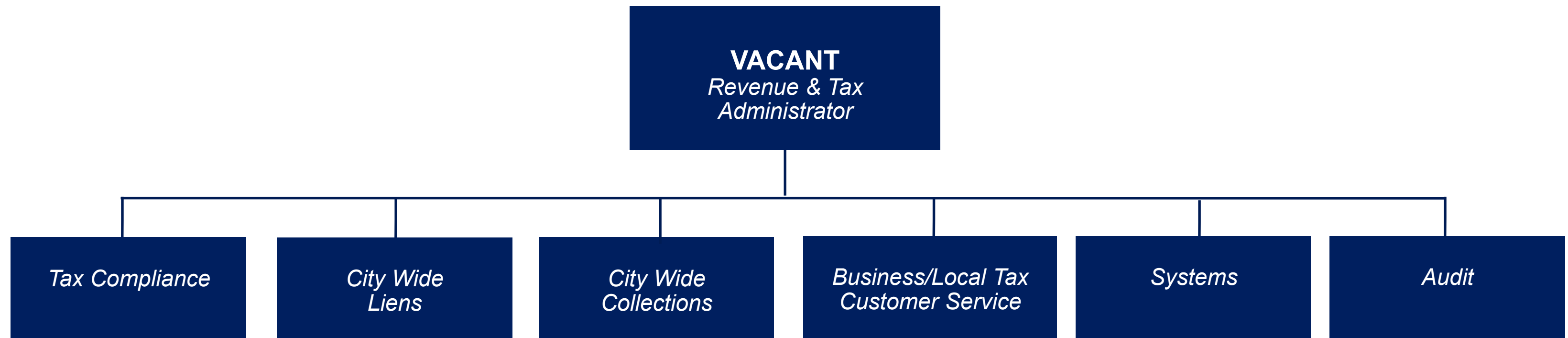
- Management of the City's purchase order system and Procurement Card program;
- Management of the City's vendor database (iSupplier);
- Solicitation of Bids and RFP's, and vendor interactions; and
- Processes all professional services contracts for execution and compliance.



# Revenue Management Bureau

The Revenue Management Bureau collects, records and reports on City revenues.

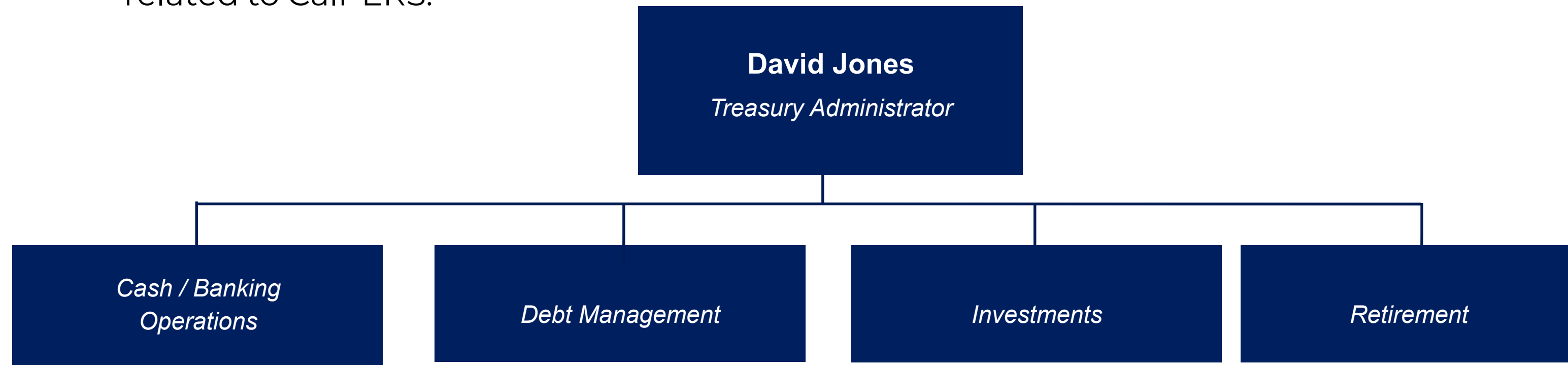
- Enforces and monitors compliance with the provisions of City ordinances and complies with the State of California reporting requirements, pertaining to the following taxes:
  - Business License
  - Parking
  - Utility Consumption
  - Real Estate Transfer
  - Transient Occupancy
  - Sales and Use
  - Cannabis
  - Mandatory Garbage
- Identifies and brings into compliance non-registered and delinquent tax accounts; processes tax appeals and tax exemptions
- Acts as the collection agent for all City Agencies and departments, representing the City in Small Claims Court.



# Treasury Bureau

The Treasury bureau is responsible for the citywide cash management and investments, banking, debt management and investor relations:

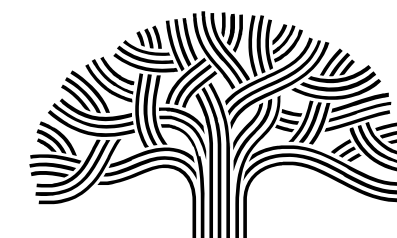
- Receives and deposits timely the City, Port, and ORSA funds.
- Manages all banking functions and oversees the day-to-day investment portfolios for the City, Port, and ORSA.
- Issues and maintains all City and ORSA bond issuances and provides compliance oversight for outstanding municipal bonds; manages debt ad valorem property tax rate.
- Manages all retirement matters of the City's legacy pension fund (PFRS) and key functions related to CalPERS.



# The City of Oakland Financial Entities

## The City of Oakland

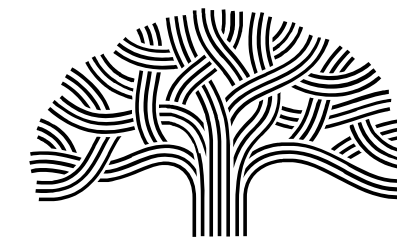
- Police and Fire Retirement System (PFRS)
- Oakland Redevelopment Successor Agency (ORSA)-component unit
- Oakland Joint Powers Financing Authority-component unit
- Oakland Alameda County Coliseum Authority (OACCA)-Joint Venture
- Port of Oakland (The Port)-component unit, discretely presented



**CITY OF  
OAKLAND**

# Financial Management Activities

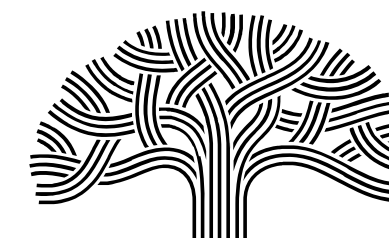
- Revenue Collection
- Budgeting- Operating and Capital
- Economic Forecasts
- Cash Management
- Debt Issuances and Management
- Financial Reporting
- Accounting
- Grants Management
- Retirement Reporting and Liability Management
- Financial Policies
- Performance Measures



**CITY OF  
OAKLAND**

# Finance Dept - Key Initiatives

- Efficient Core Service Delivery
- Streamline Procurement & Contract Management
  - Implement Study Recommendations
- Payroll Centralization
  - Implementing Audit Findings, System Enhancements, Staff Integration
- Banking Process Efficiency Implementation
  - New Point of Sale (POS) system Implementation & Additional Bank Products



**CITY OF  
OAKLAND**



# Streamline Procurement & Contract Mgmt.

## Objective:

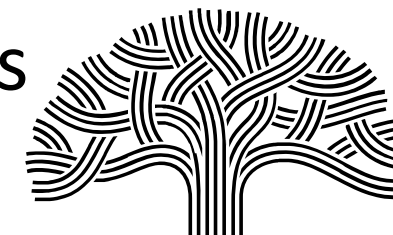
- Enhance efficiency, compliance, and transparency in procurement and contract processes.

## Key Actions:

- **Implement Digital Procurement Tools** - Transition to e-procurement platforms for end-to-end process management.
- **Standardize Contract Management** - Develop centralized templates and automated workflows for consistency.

## Expected Outcomes:

- **Efficiency Gains:** Faster procurement cycle times
- **Transparency:** Clear, traceable processes for all stakeholders
- **Cost Control:** Improved negotiation and reduced overhead
- **Risk Mitigation:** Stronger compliance with legal and policy standards



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**OAKLAND**

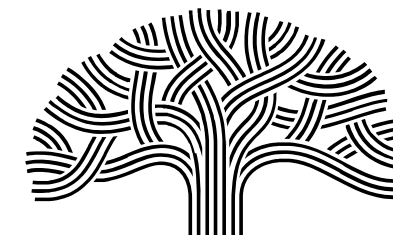
# Payroll Centralization

## Objective:

- Consolidate payroll processes to enhance accuracy, efficiency, and compliance.

## Key Actions:

- Centralize payroll functions across departments to ensure consistent processing.
  - Integrate with HR and Finance Systems - Streamline data flow between payroll, HR, and finance for seamless operations.
  - Automate Payroll Calculations - Use advanced payroll software to automatically calculate wages, deductions, and benefits
  - Provide Employee Self-Service Portal - Empower employees to access pay stubs, tax forms, and update personal details
- 
- **Expected Outcomes:**
    - **Accuracy:** Reduced payroll errors and discrepancies
    - **Efficiency:** Faster processing times and fewer manual interventions
    - **Cost Savings:** Reduced administrative overhead and paper-based processes
    - **Employee Satisfaction:** Increased transparency and accessibility



**CITY OF  
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# POS Implementation & Bank Upgrades

## Objective:

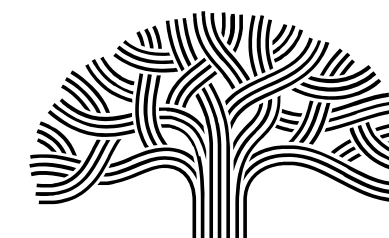
Modernize transaction systems and banking operations to enhance efficiency, accuracy, accessibility, and flexibility for all stakeholders

## Key Actions:

- **Upgrade Point of Sale Systems:** Transition to a more secure, user-friendly, and integrated POS solution.
- **Enhanced Banking Operations:** Implement ACH (Automated Clearing House) for seamless electronic payments; and provide employees with secure, digital payment options
- **Enhance Security Measures:** Ensure compliance with the latest data protection standards.

## Expected Outcomes:

- **Faster Transactions:** Reduced processing times
- **Accurate Reporting:** Minimized errors and better insights
- **Enhanced Security:** Strengthened protection for financial data



**CITY OF  
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# Audit Finding Implementation

## **Objective:**

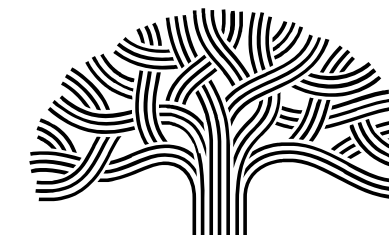
Strengthen financial management practices to ensure transparency and accountability.

## **Key Actions:**

- Address high-priority audit recommendations.
- Enhance internal controls and compliance mechanisms.
- Implement new policies to mitigate future risks.

## **Expected Outcomes:**

- Improved operational efficiency.
- Increased public trust through accountability.
- Sustainable fiscal practices for long-term stability.



**CITY OF  
OAKLAND**

# KEY DELIVERABLES

- ACFR
- ADOPTED BIENNIAL BUDGET
- REVENUE AND EXPENDITURE REPORTS
- FIVE YEAR FINANCIAL FORECAST
- CONTINUING DISCLOSURES
- CASH MANAGEMENT REPORTS
- SINGLE AUDITS

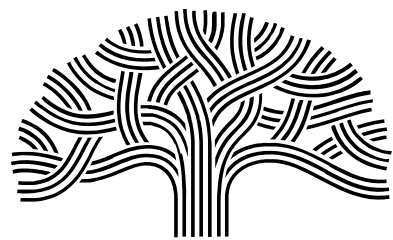
City of Oakland | Financial Reporting  
(oaklandca.gov)

# Staff Reports Presented to City Council

Budget Bureau	Contracts & Purchasing Bureau	Controller's Bureau	Revenue Bureau	Treasury Bureau	Administration Bureau
<ul style="list-style-type: none"> <li>Proposed and Adopted Budget</li> <li>4 Qtrly Revenue and Expenditure (R&amp;E) Reports</li> <li>BAC Report</li> </ul>	<ul style="list-style-type: none"> <li>Cooperative Agreements</li> <li>Emergency Contracts</li> <li>City Administrator Approved Contracts Under \$250,000</li> <li>Slavery Era Discloure</li> </ul>	<ul style="list-style-type: none"> <li>ACFR- Audited Financial Statements</li> <li>Single Audit</li> <li>Status of Negative Funds</li> <li>Prompt Payment Reporting</li> </ul>	<ul style="list-style-type: none"> <li>Local Measures</li> <li>LLAD Assessment</li> <li>Master Fee Schedule</li> <li>RPTT Tax Liens</li> <li>BT Tax Liens</li> <li>Garbage Liens</li> <li>Vacant Property Tax Liens</li> <li>Five Year Forecast</li> </ul>	<ul style="list-style-type: none"> <li>GO and TOR Ad Valorem Tax Levy</li> <li>Bond Resolutions and Ordinances</li> <li>Cash Management Reports</li> <li>PFRS Investment Reports</li> </ul>	<ul style="list-style-type: none"> <li>ORSA- Budget (ROPS)</li> <li>GANN Appropriation Limit</li> <li>Grants and Donations under \$50,000</li> <li>Biennial and Direct Community Grants</li> <li>Infrastructure Bond Oversight Update</li> <li>(CFP) Financial Policy Updates</li> <li>Ballot Measures</li> </ul>

# Finance Department City Finances

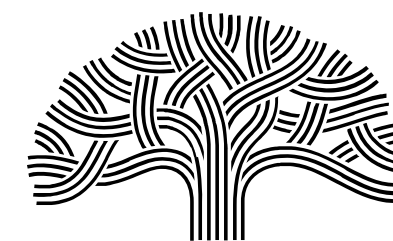
Erin Roseman  
Director of Finance  
Finance Department



CITY OF  
**OAKLAND**



# The City's Financial Overview

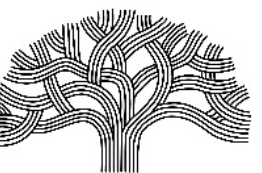


**CITY OF  
OAKLAND**



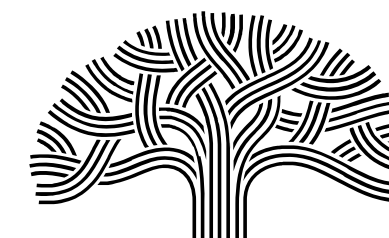
# Council's Role in Fiscal Management

- Policy Direction
- Informed Decision-Making
- Fiscal Stewardship and Oversight



# The City of Oakland Financial Entities

- The City of Oakland
  - Port of Oakland (The Port)-component unit, discretely presented
  - Oakland Redevelopment Successor Agency (ORSA)-component unit
  - Police and Fire Retirement System (PFRS)
  - Oakland Alameda County Coliseum Authority (OACCA)-Joint Venture



**CITY OF  
OAKLAND**

# The City of Oakland



**\$982M**  
**Net Position**



**\$2.2B Annual**  
**Budget**



**~4800 FTE**  
**Employees**



**\$1.66 B Debt**  
**Obligations**



**\$2.4B Retirement**  
**Liability**

A Government Corporation

# Net Position



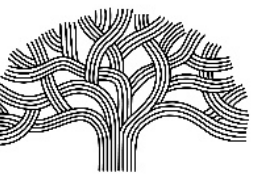
## NET POSITION

Net investment in capital assets  
 Restricted for:  
   Debt service  
   Housing and community development  
   Low and moderate income housing redevelopment  
   Other purposes  
 Unrestricted (deficit)  
**TOTAL NET POSITION**

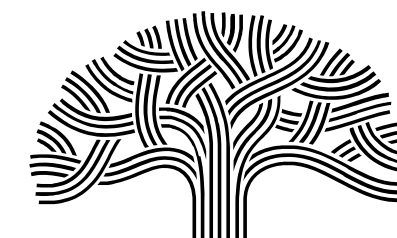
	Primary Government		Component Unit
	Governmental Activities	Business-type Activities	Port of Oakland
		Total	
Net investment in capital assets	1,074,554	233,432	1,309,664
Restricted for:			
Debt service	51,143	—	—
Housing and community development	372,228	—	—
Low and moderate income housing redevelopment	339,358	—	—
Other purposes	75,948	—	71,671
Unrestricted (deficit)	(1,231,028)	67,203	463,655
<b>TOTAL NET POSITION</b>	<b>\$ 682,203</b>	<b>\$ 300,635</b>	<b>\$ 982,838</b>



# The City's Operating Budget:



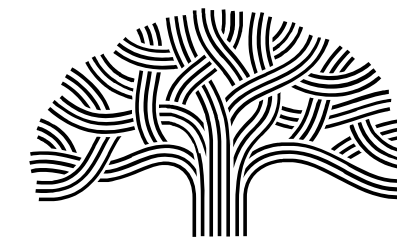
# Revenue



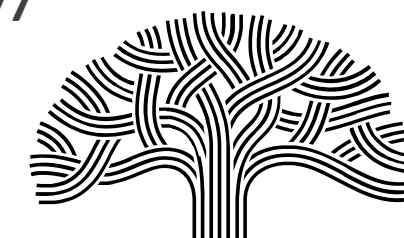
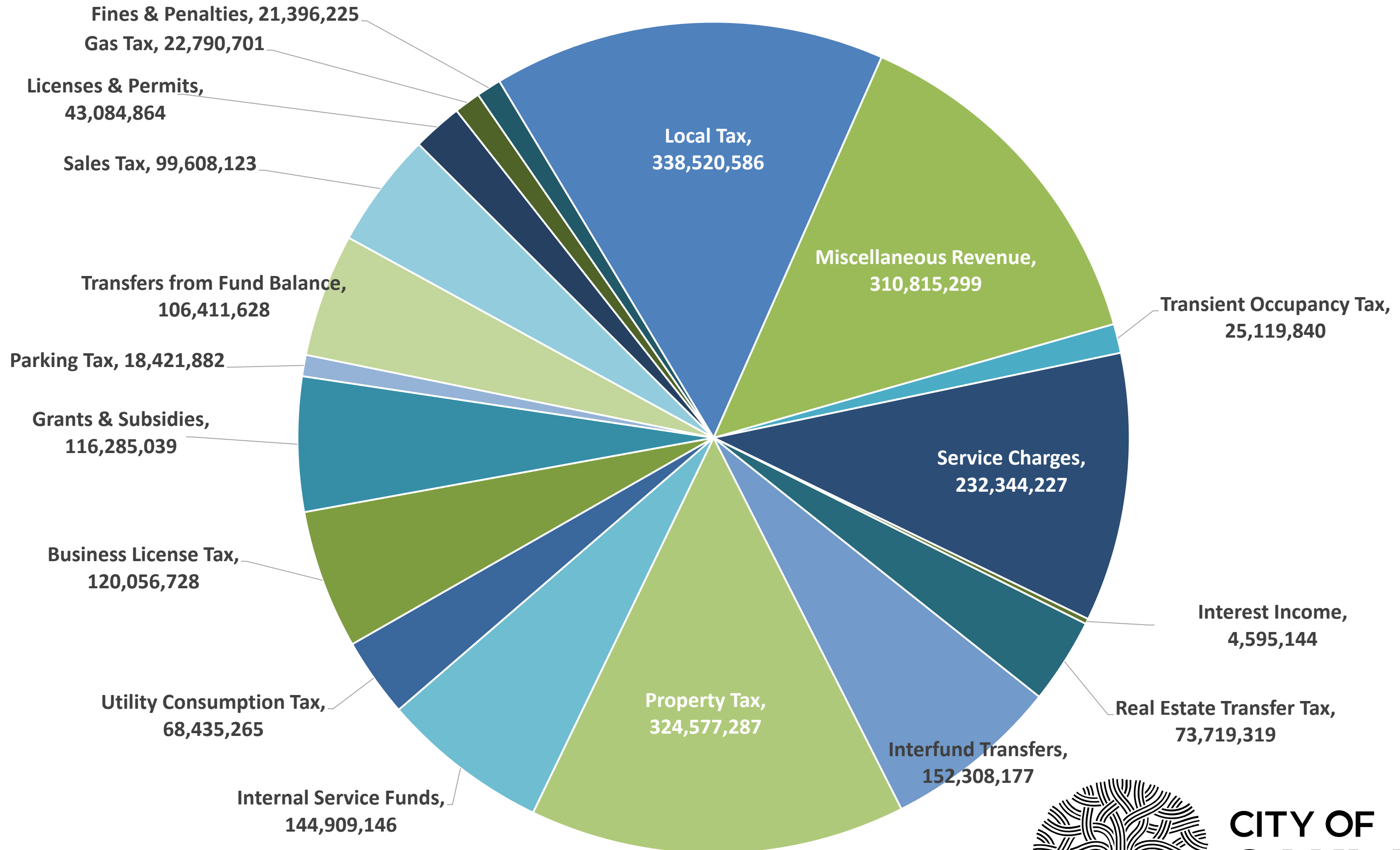
CITY OF  
**OAKLAND**

# Revenue Limitations

- Proposition 13 (1978) restricts ability to increase ad valorem tax on real property except for bonded indebtedness for the acquisition or improvement of real property approved by a two-thirds vote; requires special (earmarked or parcel) taxes to be approved by a two-thirds vote
- Proposition 218 (1996) a majority vote of the public is required to raise general purpose taxes, property assessments may only be levied on properties receiving a special benefit rather than a general benefit to the public
- Proposition 26 (2010) restricts raising revenues through fees and charges for service by defining many revenues as taxes, and requiring the local government to bear the burden of proof.



**CITY OF  
OAKLAND**



**CITY OF  
OAKLAND**



# Top Revenue Sources



## Property Tax

- **\$324.57 M**
- Secured & Unsecured
- Vehicle License Fee – Property Tax Swap
- Redevelopment Property Trust Funds (RPTTF passthrough)

## Local Tax (Measures)

- **\$338.52 M**
- Local Measures
  - Early Education (AA)
  - Parks Measure Q
  - Library Measure D
  - Measure N
  - Vacant Property Tax
  - Public Safety
  - Landscaping/Lighting (LLAD)
  - Pension Override Tax

## Real Estate Transfer Tax

- Transfer of property ownership
- Progressive Tax

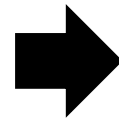
## Business License Tax (Local Tax)

- **\$120.06 M**
- Derived from Business Gross Receipts

# Property Tax

Median Home Value  
\$1.1 M

City Tax Revenues  
\$12K or 83%



**2024-2025 INTERNET COPY**  
For Fiscal Year Beginning July 1, 2024 and Ending June 30, 2025

**ALAMEDA COUNTY**  
**SECURED PROPERTY TAX STATEMENT**  
Henry C. Levy, Treasurer and Tax Collector  
1221 Oak Street, Room 131  
Oakland, California 94612

Parcel Number	Tracer Number	Tax-Rate Area	Special Handling
		17-001	

Location of Property  
[REDACTED]

Assessed to on January 1, 2024

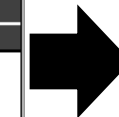
ASSESSEE NAME AND ADDRESS ARE NOT AVAILABLE ONLINE  
PER CA GOV CODE §6254.21

**THIS IS NOT AN OFFICIAL BILL**

Tax-Rate Breakdown		
Taxing Agency	Tax Rate	Ad Valorem Tax
COUNTYWIDE TAX	1.0000 %	10,965.00
VOTER APPROVED DEBT SERVICE:		
COUNTY GO BOND	0.0089 %	97.59
CITY OF OAKLAND 1	0.1145 %	1,255.49
SCHOOL UNIFIED	0.0814 %	892.55
SCHOOL COMM COLL	0.0394 %	432.02
BAY AREA RAPID TRANSIT	0.0148 %	162.28
EAST BAY REGIONAL PARK	0.0013 %	14.25
<b>TOTAL AD VALOREM TAX (AV TAX)</b>	<b>1.2603 %</b>	<b>13,819.18</b>


Fixed Charges and/or Special Assessments			
Description	Exemption Code	Phone	Amount
MOSQ MSR K 1982		800-273-5167	1.74
CSA PARAMEDIC		800-273-5167	40.32
VEC CNTRL MSR A 84		800-273-5167	7.20
CITY EMERG MEDICAL		510-238-2942	18.24
CITY PARAMEDIC SRV		510-238-2942	14.54
CSA LEAD ABATEMENT		510-567-8280	10.00
OUSD MEASURE H	a,b	510-879-8611	120.00
OUSD 2008MEASURE G	b	510-879-8884	195.00
PERALTA 2018MEAS E		800-792-8021	48.00
OUSD 2016MEASUREG1	a,b	510-879-8884	120.00
VIOLENCE PREV TAX	b	510-238-2942	133.44
CITY LIBRARY SRV-D	b	510-238-2942	99.70
2020 OAK MEASURE Q	b	510-238-2942	182.32
OAKLAND MEASURE AA	b	510-238-2942	253.30
OAKLAND ZOO MEAS Y	b	510-238-2942	71.02
SFBRA MEASURE AA		888-508-8157	12.00
FLOOD BENEFIT 12		510-670-5241	16.00
HAZ WASTE PROGRAM		800-273-5167	7.80
VECTOR CNTRL ASMT		800-273-5167	6.38
MOSQUITO ASMT 2008		800-273-5167	2.50
EBRPD CFD NO A/C-3		888-512-0316	12.00
AC TRANSIT MEAS VV		800-273-5167	96.00
SEE SEC 8 ON REVERSE SIDE FOR DTLS			
Additional Total from Reverse Side			389.92
<b>Total Fixed Charges and/or Special Assessments</b>			<b>1,857.42</b>

Tax Computation Worksheet			
Description	Full Valuation	x Tax Rate	= Tax Amount
LAND	331,500		
IMPROVEMENTS	765,000		
FIXTURES			
TOTAL REAL PROPERTY	1,096,500		
PERSONAL PROPERTY			
GROSS ASSESSMENT & TAX	1,096,500	1.2603 %	13,819.18
HOMEOWNERS EXEMPTION			
OTHER EXEMPTION			
<b>TOTAL AD VALOREM TAX</b>	<b>1,096,500</b>	<b>1.2603 %</b>	<b>13,819.18</b>
<b>Ad Valorem Tax plus Special Assessments</b>			<b>15,676.60</b>
<b>First Installment</b>	<b>Second Installment</b>	<b>Total Amount Due</b>	
<b>PAID \$ 7,838.30</b>	<b>\$ 7,838.30</b>	<b>\$ 15,676.60</b>	



Property Tax Bill  
\$15.6 K

# Property Tax

**2024-2025** **INTERNET COPY**  
 For Fiscal Year Beginning July 1, 2024 and Ending June 30, 2025  
 **ALAMEDA COUNTY**  
**SECURED PROPERTY TAX STATEMENT**  
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2024-2025

INTERNET COPY

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Additional Fixed Charges and/or Special Assessments			
Description	Exemption Code	Phone	Amount
CITY LIBRARY SERV	b	510-238-2942	125.56
EBMUD WETWEATHER		888-403-2683	147.38
EAST BAY TRAIL I.L.D.	a	888-512-0316	5.44
CITY LANDSCAP/LIGHT	b	510-238-2942	111.54

Fixed Charges and/or Special Assessments			
Description	Exemption Code	Phone	Amount
MOSQ MSR K 1982		800-273-5167	1.74
CSA PARAMEDIC		800-273-5167	40.32
VFC CNTRI MSR A 84		800-273-5167	7.20
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HAZ WASTE PROGRAM		800-273-5167	7.80
VECTOR CNTRL ASMT		800-273-5167	6.38
MOSQUITO ASMT 2008		800-273-5167	2.50
EBRPD CFD NO A/C-3		888-512-0316	12.00
AC TRANSIT MEAS VV		800-273-5167	96.00
SEE SEC 8 ON REVERSE SIDE FOR DTLS			
Additional Total from Reverse Side			389.92
<b>Total Fixed Charges and/or Special Assessments</b>			<b>1,857.42</b>

Tax Computation Worksheet			
Description	Full Valuation	x Tax Rate	= Tax Amount
LAND	331,500		
IMPROVEMENTS	765,000		
FIXTURES			
TOTAL REAL PROPERTY	1,096,500		
PERSONAL PROPERTY			
GROSS ASSESSMENT & TAX	1,096,500	1.2603 %	13,819.18
HOMEOWNERS EXEMPTION			
OTHER EXEMPTION			
<b>TOTAL AD VALOREM TAX</b>	<b>1,096,500</b>	<b>1.2603 %</b>	<b>13,819.18</b>
Ad Valorem Tax plus Special Assessments			15,676.60
<b>First Installment</b>		<b>Second Installment</b>	<b>Total Amount Due</b>
<b>PAID</b>	<b>\$ 7,838.30</b>	<b>\$ 7,838.30</b>	<b>\$ 15,676.60</b>

8. Possible Exemption Codes:

- a = Senior Citizen
- b = Low Income

Exemption codes indicate that a particular exemption type is offered by the levying district. Exemption eligibility requirements and the application process are available by calling the phone numbers provided.



CITY OF OAKLAND

# Local Measure – Parcel Taxes

MEASURE	REVENUE RESTRICTED PURPOSE	FY 2024-2025 ESTIMATED REVENUE
Landscaping & Lighting Assessment District (LLAD)	To finance the costs and expenses of landscaping and lighting in public areas.	\$19,751,298
The Emergency Medical Services Retention Act of 1997 (Measure M)	To retain and enhance emergency dispatch and medical services in the City of Oakland	\$3,559,859
The Paramedic Services Act of 1997 (Measure N)	To increase, enhance and support paramedic emergency services in the City of Oakland	\$2,403,096
The Library Services Retention And Enhancement Act of 2004/2022 (Library Measure Q & C)	To retain and enhance library services	\$22,393,894
The 2018 Oakland Public Library Preservation Act (Measure D)	To maintain, protect and improve direct library services throughout the City	\$18,431,886
The 2014 Public Safety And Services Violence Prevention Act (Measure Z)	To fund activities such as community and neighborhood policing, violence prevention services with an emphasis on youth, and fire services	\$33,828,268
The 2020 Oakland Parks and Recreation Preservation, Litter Reduction, and Homelessness Support Act (Parks Measure Q)	To fund a variety of programs and services for parks, landscape maintenance, recreational services, services to address homelessness, services, and projects to address water quality and litter reduction, and maintenance and cleaning of stormwater trash collection systems throughout the City	\$46,784,193
The Children’s Initiative of 2018 (Measure AA)	To fund various programs to increase educational outcomes and reduce education inequality. <ul style="list-style-type: none"> <li>• 62% for educational programs to support early childcare and childhood education,</li> <li>• 31% to support and increase awareness of college readiness programs and career access,</li> <li>• 7% for the oversight and accountability cost</li> </ul>	\$52,332,837
The 2022 Oakland Zoo Animal Care, Education and Improvement Ordinance (Measure Y)	To maintain, protect, and improve the Oakland Zoo	\$15,009,876
<b>Total Estimated FY 2024-2025 Revenues</b>		<b>\$265,190,3521</b>

# Vacant Property Tax

An annual tax of \$3,000 to \$6,000 on vacant property.

A property is considered “vacant” if it is in use less than fifty (50) days in a calendar year.

FY 24-25 Estimated Revenue

**\$5,602,933**

<u>PROPERTY TYPE</u>	<u>2021 SPECIAL TAX RATE</u>
Residential	\$6,000 per parcel
Condominium, duplex, or townhome unit under separate ownership	\$3,000 per vacant residential unit
Nonresidential	\$6,000 per parcel
Parcel with ground floor commercial activity allowed but vacant	\$3,000 per parcel
Undeveloped	\$6,000 per parcel

# Sugar-Sweetened Beverage Tax

1¢ per ounce tax on the distribution of sugar-sweetened beverages and eligible to be expended on any lawful government purpose. Current expenses are primarily salary and contract services.

FY 24-25 Estimated Revenue

**\$8,307,866**



# Real Estate Transfer Tax

Pursuant to O.M.C. Chapter 4.20, all transfers of real property within the city limits of Oakland are subject to real property transfer tax and due upon sale or transfer of an interest of real property

**FY 24 -25 Estimated -  
\$73,719,319 M**

<b>Amount of Transfer</b>	<b>Tax</b>
\$300,000.00 or Less	1.00%
More than \$300,000.00 up to \$2,000,000.00	1.50%
More than \$2,000,000.00 up to \$5,000,000.00	1.75%
More than \$5,000,000.00	2.50%



# Business Tax



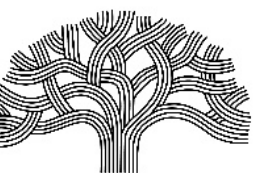
## 2022 Ballot Measure T- Progressive Business Tax

**FY 24 -25 Estimate  
\$120,056,728 M**

On July 5, 2022, City Council adopted Resolution No. 89297 C.M.S. calling and giving notice, on its own motion, for a voter consideration of the ballot measure “amending Oakland’s business tax rates to create a progressive rate structure that would:

- 1) impose the highest rates on the highest gross businesses,
- 2) increase Oakland’s annual tax revenue by an estimated \$20,900,000, and
- 3) generate approximately \$120,000,000 in total annual revenue for municipal services.”

On November 8, 2022, Oakland voters approved Measure T and authorized the City to amend Oakland’s business tax structure “by imposing business tax rates of .05% to .55% of gross receipts, and other rates as stated in the measure.”





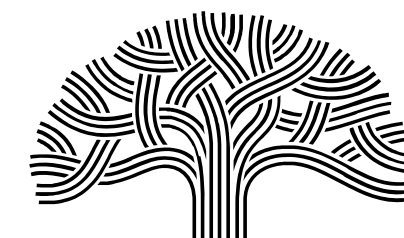
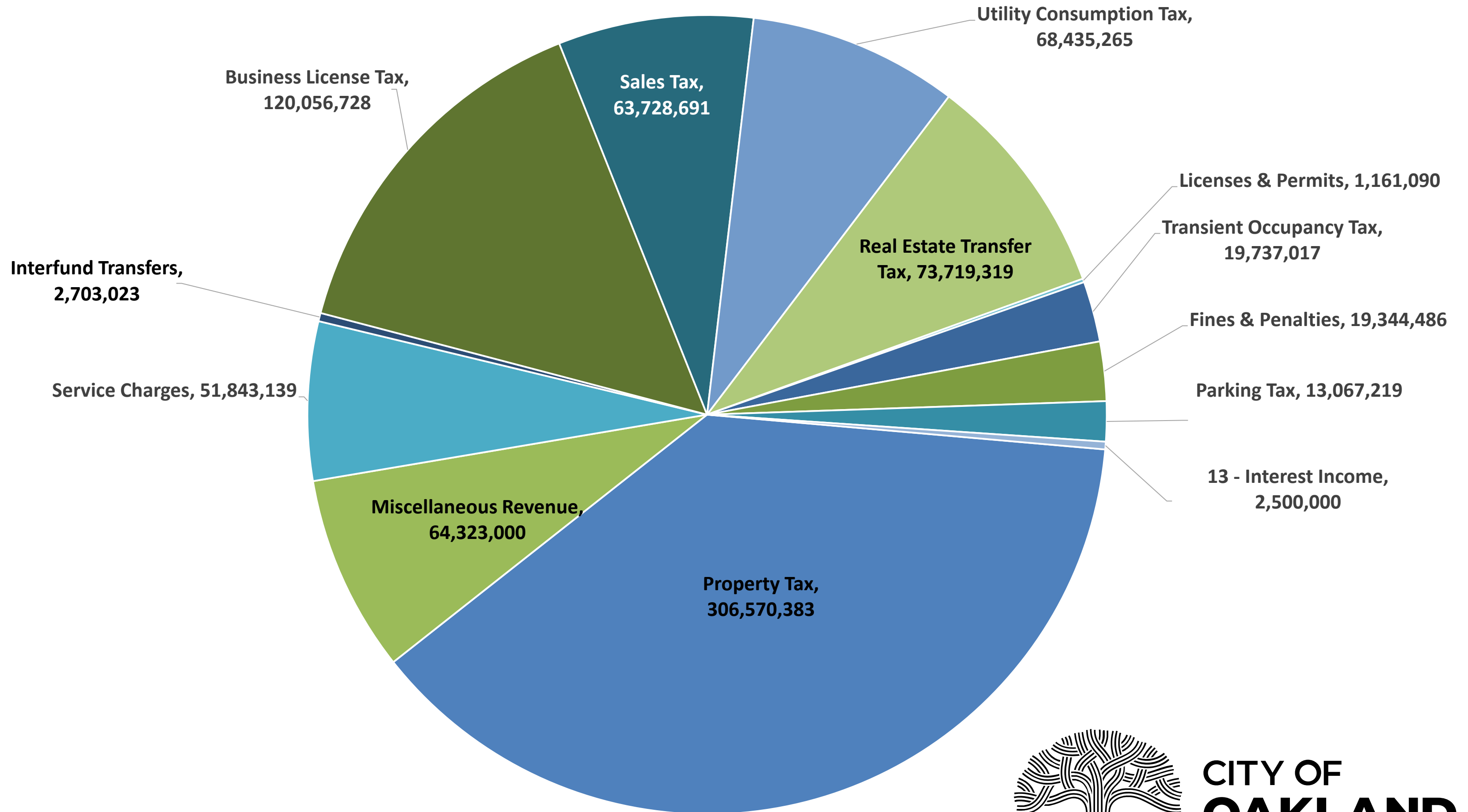
# Service Charges



Established via the Master Fee Schedule, service charges are cost-recovery fees for the services provided to Oakland Residents, in accordance with 2010 Proposition 26.

 <b>City of Oakland Master Fee Schedule</b> <i>Effective July 1, 2024</i>	<b>FINANCE DEPARTMENT</b>
<b>FEE DESCRIPTION</b>	<b>FEE UNIT</b>
<b>G. BUSINESS LICENSE VERIFICATION FEE</b>	43.00 Request
<b>H. INFORMATION RELATING TO BUSINESS TAX CERTIFICATES</b>	120.00 Per Hour, or Fraction thereof plus cost of materials
<b>I. NEW BUSINESS REGISTRATION</b>	100.00 Per New Established Business
<b>J. RECORDATION AND TECHNOLOGY FEE</b>	5.00 Per New Business License & Per Business License Renewal
<b>K. CERTIFICATE FOR NON-PROFIT BUSINESS</b>	29.00 Per Certificate
<b>L. DUPLICATE RELEASE OF LIEN</b>	175.00 Per Lien

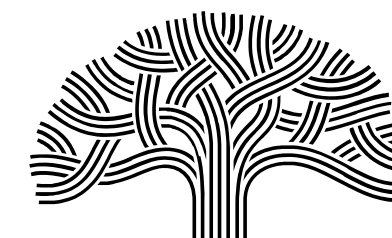




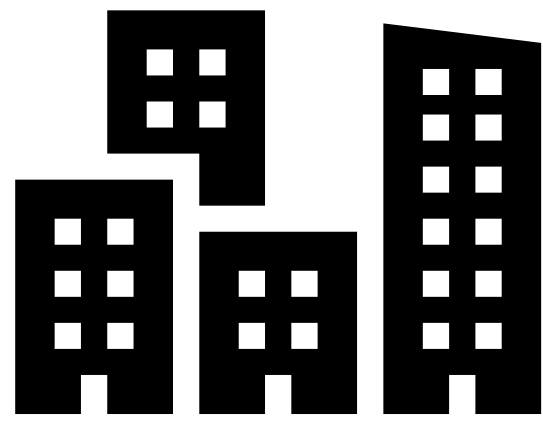
**CITY OF  
OAKLAND**

FY 2024-25 Midcycle Budget GPF Revenues :: \$807,189,360

# Expenditures



CITY OF  
**OAKLAND**



# Top Expenditures

## Personnel and Overhead

- \$1,060.74 M
- Salary
- Retirement
- Fringe Benefits

## Operations and Maintenance (O&M)

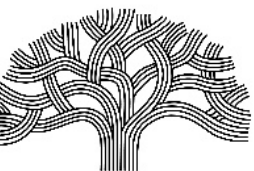
- \$561.35 M
- Contract Services
- Services & Supplies
- Operating Subsidies

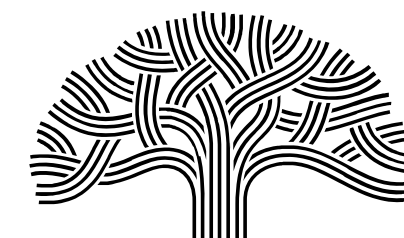
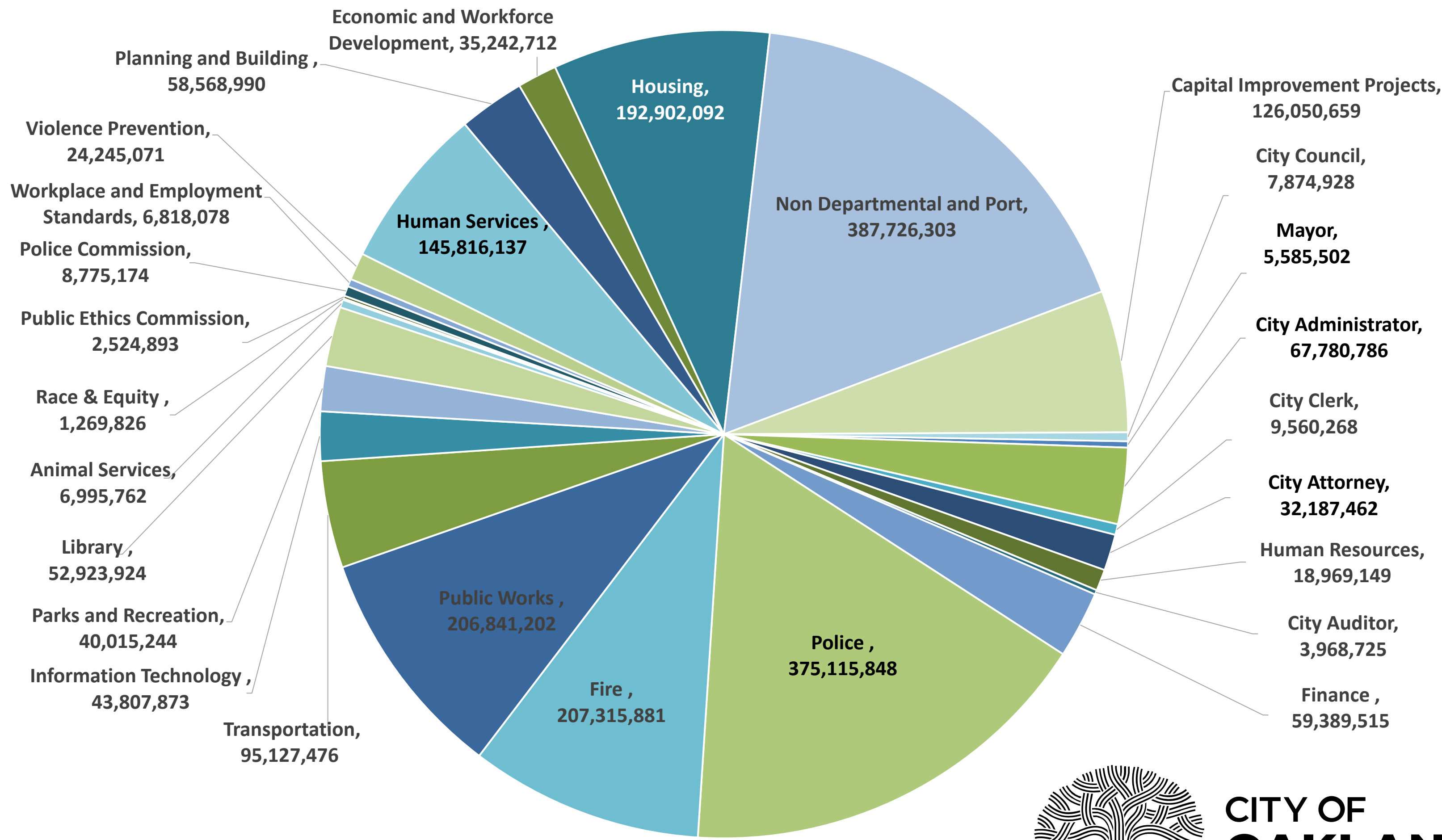
## Debt Service

- \$297.65 M
- Note & Bond Payments
- Interest
- Bank, Bond, and Credit Card Fees

## Capital Acquisition

- \$77.97 M
- Construction
- Vehicles
- Furniture & other equipment





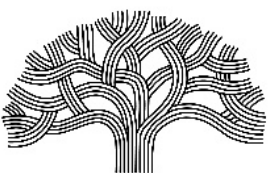
**CITY OF  
OAKLAND**

**FY 2024-25 Midcycle Budget All Fund Department Expenditures :: \$2,223,399,480**



# Personnel & Overhead

- The cost of paying City employees to perform various functions and provide services to the public and include salaries, overtime, premium pay, retirement, and healthcare costs.
- Negotiated with Labor Contracts

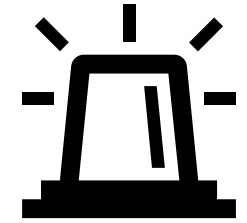
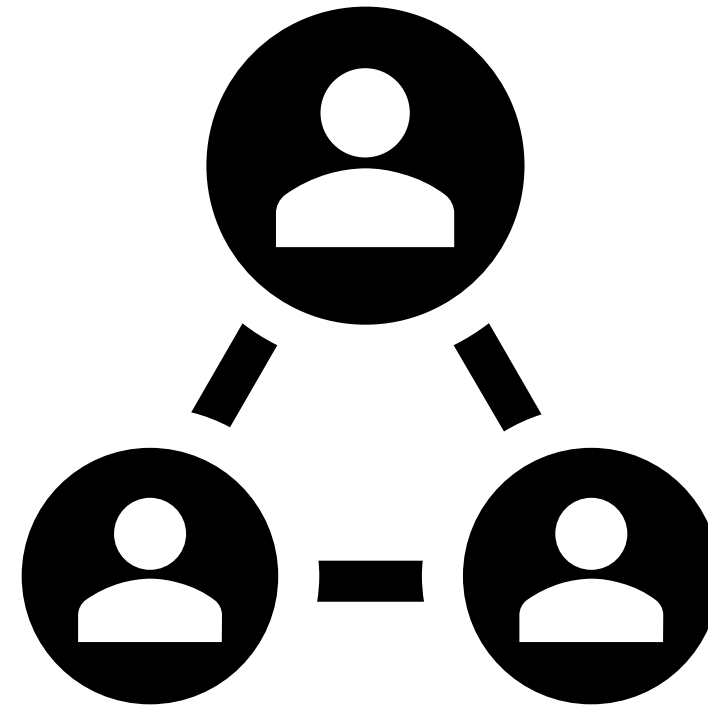


# FY 2024 -25

## Midcycle Adopted Budget

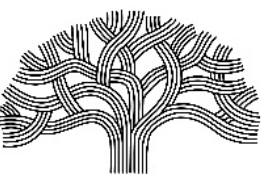
Personnel Only Costs  
\$1.06 Billion

4,621.75 Full-Time  
Equivalent Staff



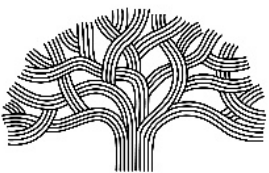
Largest Department  
OPD

1,050.50 FTE  
\$272.99 Million



# O & M

- Non-labor related costs, processed through the City's contracting and purchasing systems such as contracts for services, supplies and materials, travel, education, and utilities.





# Debt Service

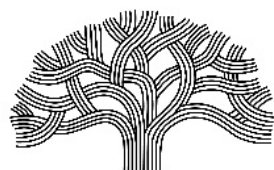
- General Obligation Bonds (GO Bonds)
- Sewer Revenue Refunding bonds
- Lease Revenue Bonds
- Pension Obligation Bonds
- Master Lease Purchase Agreements
- Special Assessment Bonds
- Tax and Revenue Anticipation Notes

**FY 2024-25 \$152.99M (Annual Debt Service)**

**FY 2025-26 \$137.57M (Annual Debt Service)**



BONDS

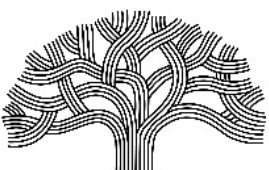




# Capital Acquisitions

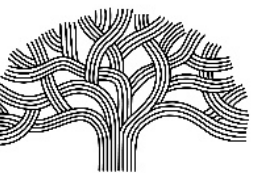
- Construction
- Vehicles and Fire Apparatus'
- Software and Equipment such as radios, computers, or other non-fixed assets

**FY2024-25 Mid-Cycle Budget \$76.83 M**

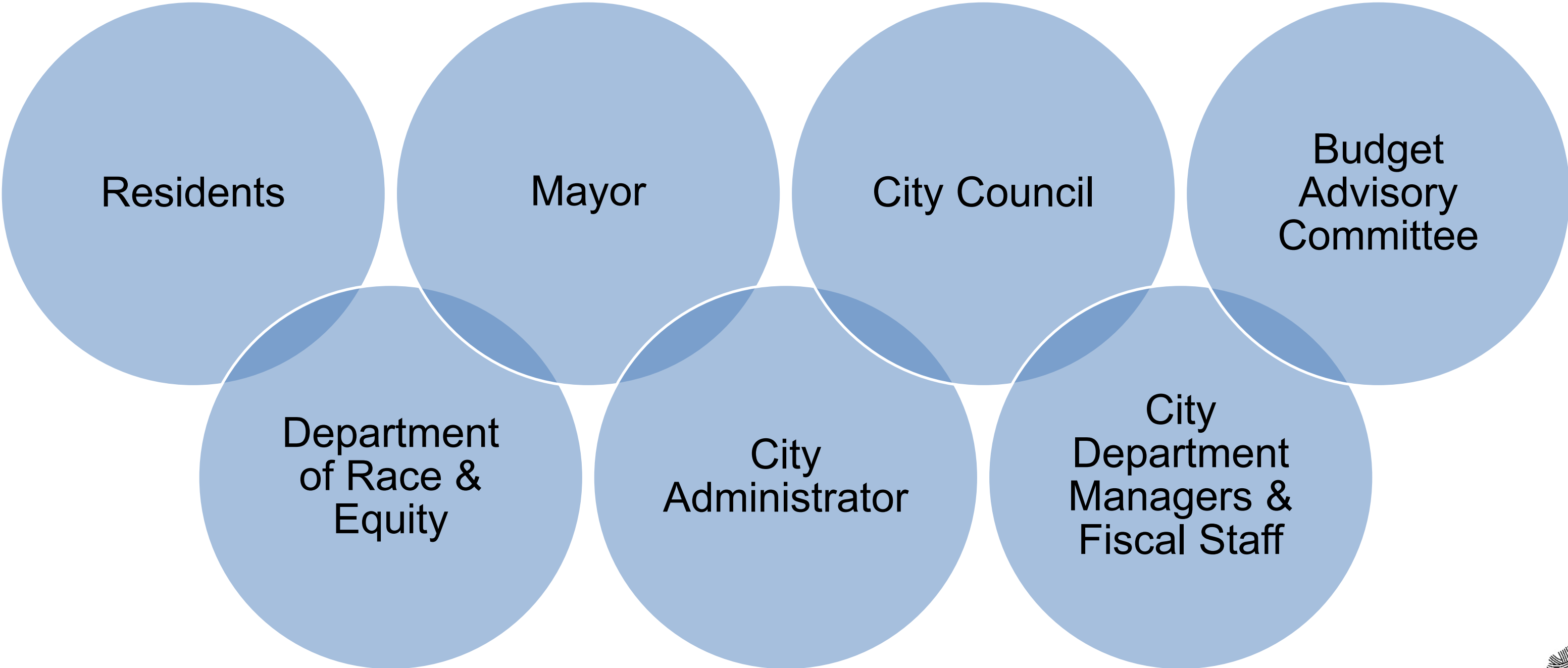


CITY OF OAKLAND

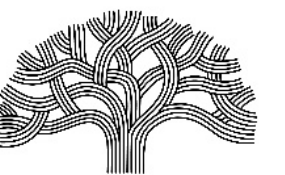
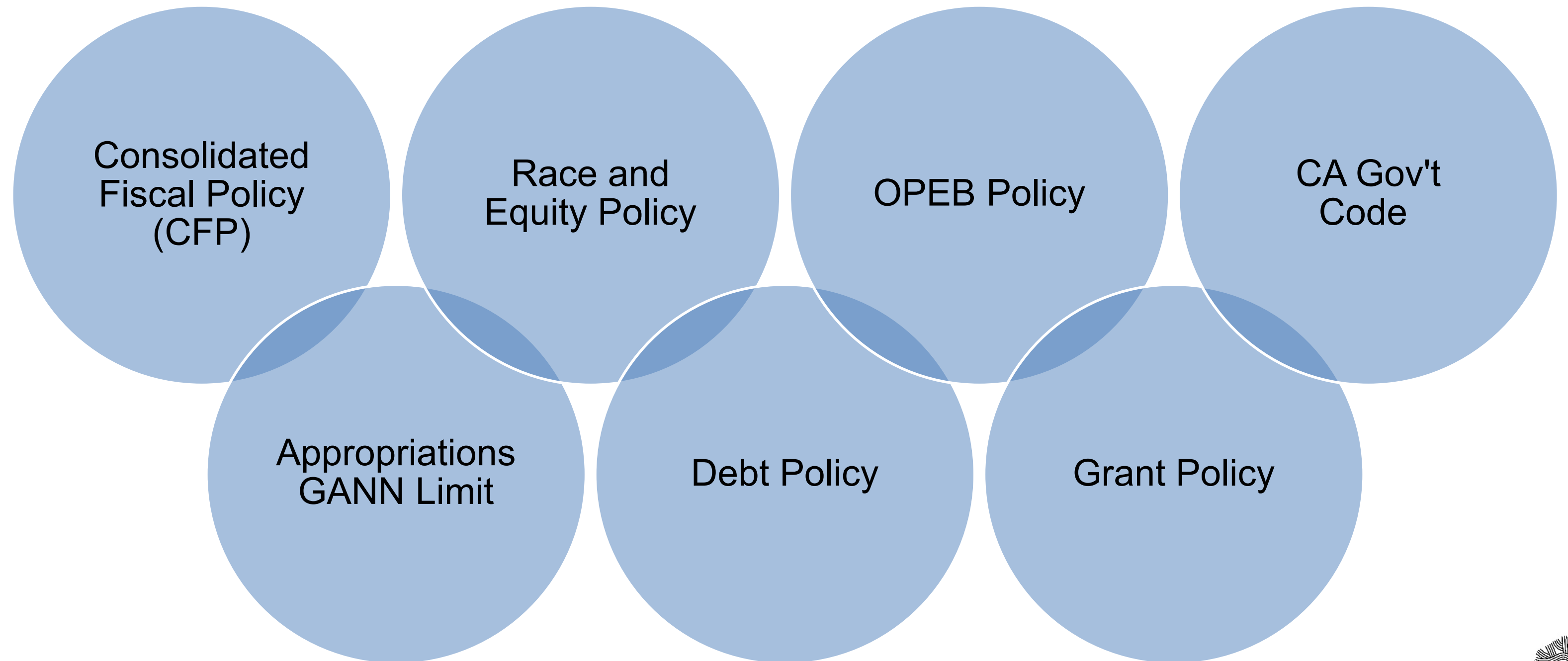
# The City's Budget Process: Operating and Capital



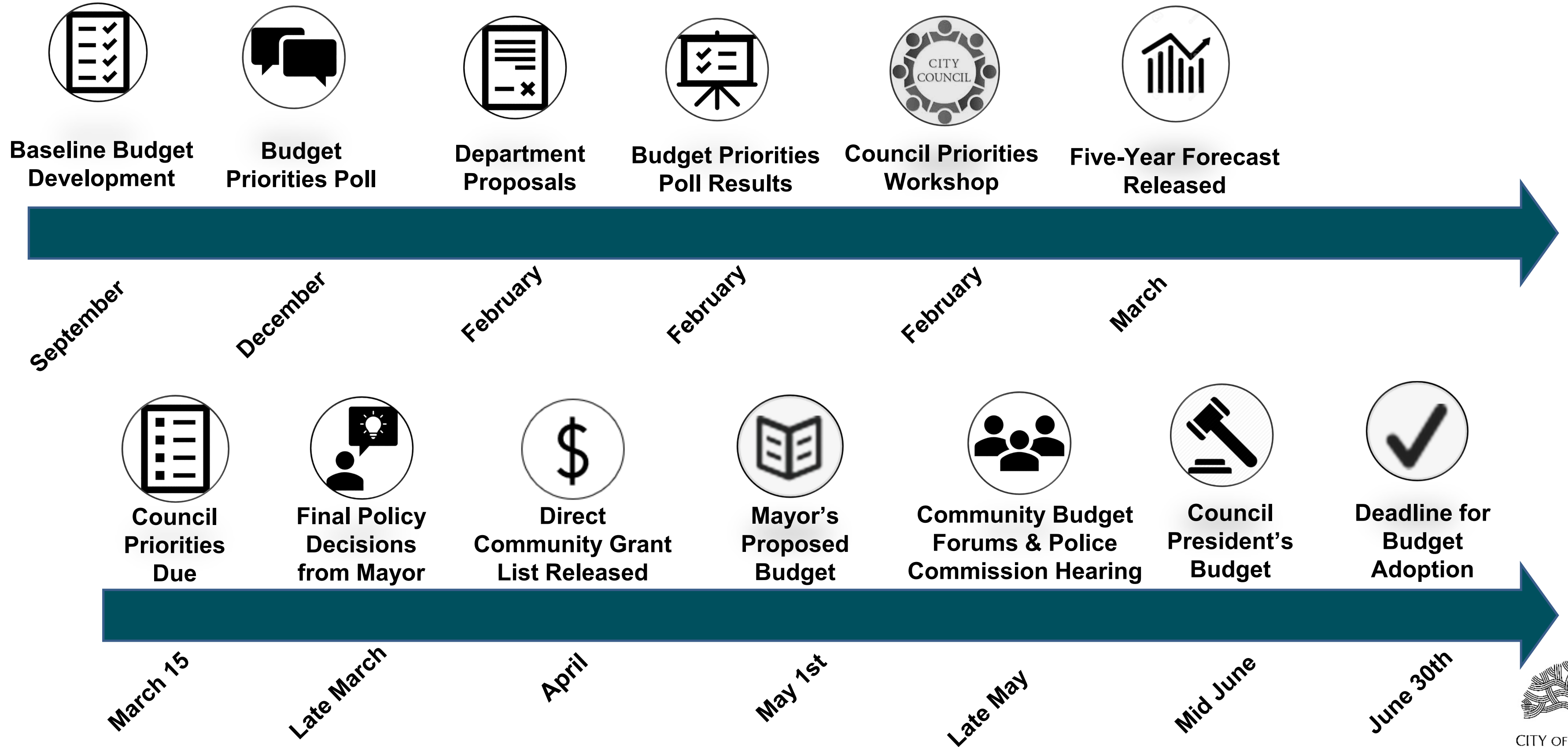
# Budget Process – Key Players



# Budget Process – Guiding Policies



# The Budget Process



# FY 2024 -25 Budget Outlook

FUND	FY 2024-25 Adopted Revenue	FY 2024-25 Adopted Expenditures	FY 2024-25 Surplus / (Deficit)
General Purpose Fund	\$807.19 M	\$807.19 M	(\$0.00 M)

FUND	FY 2024-25 ADJUSTED Revenue	FY 2024-25 ADJUSTED Expenditures	FY 2024-25 Surplus / (Deficit)
General Purpose Fund	\$758.22 M	\$758.22 M	(\$0.00 M)

Midcycle Forecast	FY 2024-25 PROJECTED Revenue	FY 2024-25 PROJECTED Expenditures	FY 2024-25 Surplus / (Deficit)
General Purpose Fund	\$758.52 M	\$851.60 M	(\$93.08 M)
Available Fund Balance	(\$6.83) M	-	(\$99.91 M)
Return Excess Fund Balance (Equipment Fund)	\$8.32 M	-	(\$91.59 M)
Legal Settlements	-	\$10.58 M	(\$102.17 M)
Carryforward FY 23-24	-	\$27.63 M	(\$129.80 M)
<b><u>Total</u></b>	<b>\$760.01 M</b>	<b>\$889.81 M</b>	<b>(\$129.80 M)</b>



# Debt Obligations and Management



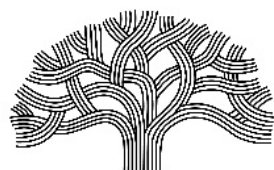
# Debt Obligations



- The City of Oakland's underlying ratings for its bonds as of December 20, 2024 were as follows:

Debt Obligation	Moody's	S&P	Fitch
General Obligation Bonds	Aa2	AA+ <sup>1</sup>	<sup>AA</sup> A <sup>2</sup>
Sewer Revenue Debt	-	AA+ <sup>1</sup>	AA
Lease Revenue Bonds	Aa3	AA <sup>1</sup>	-
Pension Obligation Bonds	Aa2	AA+ <sup>1</sup>	-
Other Long- Term Borrowings	-	-	-
Redevelopment Successor Agency of the City of Oakland <sup>3</sup>	A1	A+/AA-/AA <sup>4</sup>	

- Ratings placed on Credit Watch Negative on November 20, 2024. The Credit Watch placement reflects S&P's view that there is at least a one-in-two chance of a lower rating, potentially by multiple notches, in the following 90 days
- Issuer Default Rating
- Ratings varies by series
- Insured Ratings



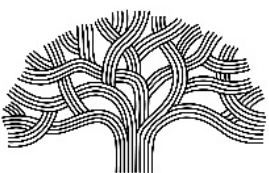
# Long Term Outstanding Debt



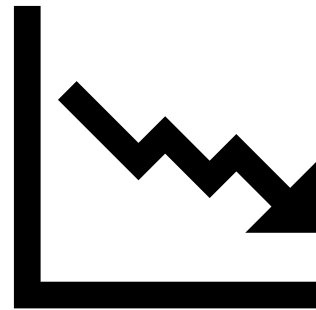
Outstanding Debt  
\$1.1Bas of  
July 1, 2024

-

Series Name	Original Par Amount	Outstanding Par Amount	Fiscal Year 2024-2025			Fiscal Year 2025-2026		
			Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service
<b>General Obligation Bonds</b>								
Series 2015A (Refunding)	128,895	57,250	2,870	2,635	5,505	3,010	2,491	5,501
Series 2017C (Measure DD)	26,500	22,730	640	808	1,448	675	776	1,451
Series 2017A-1 (Measure KK)	62,735	62,735	-	2,239	2,239	-	2,239	2,239
Series 2017A-2 (Measure KK)	55,120	34,255	3,035	1,094	4,129	3,130	1,003	4,133
Series 2020B-1 (Measure KK)	140,010	140,010	-	3,933	3,933	-	3,933	3,933
Series 2020B-2 (Measure KK)	44,880	24,270	4,505	451	4,956	4,580	378	4,958
Series 2020 (Refunding)	64,260	45,475	4,890	909	5,799	4,975	829	5,804
Series 2022C-1 (Measure KK)	198,645	195,235	3,580	6,858	10,438	3,760	6,674	10,434
Series 2023D (Measure KK)1	52,475	52,475	-	2,812	2,812	-	2,812	2,812
Series 2023A-1 (Measure U)1	32,760	32,760	-	1,755	1,755	-	1,755	1,755
Series 2023A-2 (Measure U)	68,370	68,370	9,230	3,696	12,926	-	3,445	3,445
GOB Subtotal	874,650	735,565	28,750	27,191	55,941	20,130	26,336	46,466
<b>Lease Revenue Bonds</b>								
Series 2018B (Administration Building)	60,025	23,195	7,345	976	8,321	7,725	599	8,324
LRB Subtotal	60,025	23,195	7,345	976	8,321	7,725	599	8,324
<b>Pension Obligation Bonds</b>								
Series 2012	212,540	104,000	50,395	3,685	54,080	53,605	1,253	54,858
POB Subtotal	212,540	104,000	50,395	3,685	54,080	53,605	1,253	54,858
<b>OACCA Bonds (City Obligation)2</b>								
Series 2015A (Coliseum Arena)	39,868	7,443	5,000	275	5,275	2,443	93	2,535
Series 2021 (Coliseum)	11,951	1,179	1,179	16	1,195	-	-	-
OACCA Bonds Subtotal	51,818	8,621	6,179	291	6,469	2,443	93	2,535
<b>TOTAL Direct Debt Obligations</b>	<b>1,199,033</b>	<b>871,381</b>	<b>92,669</b>	<b>32,142</b>	<b>124,811</b>	<b>83,903</b>	<b>28,281</b>	<b>112,184</b>

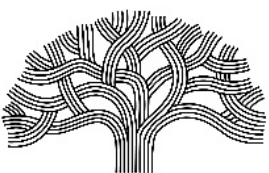


# Long Term Outstanding Debt, continued...



Outstanding Debt -  
\$1.1B as of  
July 1, 2024

Series Name	Original Par Amount	Outstanding Par Amount	Fiscal Year 2024-2025			Fiscal Year 2025-2026		
			Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service
<b>Master Lease Purchase Agreements</b>								
2013 LED Streetlight (TE and QECB)3	16,150	1,388	1,388	42	1,430	-	-	-
2014 Vehicle (Schedule No. 1-4)	15,731	370	370	6	376	-	-	-
2016 Vehicle (Schedule No. 1-4)	11,414	748	245	12	257	249	8	257
2017 IT Systems (Schedule No. 1-2)	12,800	592	592	6	598	-	-	-
2019 Vehicle (Schedule No. 1-3)	8,100	1,007	284	26	310	292	18	310
2019 Vehicle (Schedule No. 4-6)	7,900	4,327	702	116	817	722	96	817
Master Lease Subtotal	72,095	8,433	3,581	208	3,789	1,263	122	1,385
<b>Revenue Bonds</b>								
Series 2014A (Sewer Rev. Refunding)	40,590	15,795	2,860	790	3,650	3,000	647	3,647
Revenue Bonds Subtotal	40,590	15,795	2,860	790	3,650	3,000	647	3,647
<b>Special Assessment Bonds</b>								
Series 2012 (District No. 99-1)	3,545	340	340	6	346	-	-	-
Series 2018 (Piedmont Pines 1)	1,380	1,120	55	36	91	60	34	94
Special Assessment Bonds Subtotal	4,925	1,460	395	42	437	60	34	94
<b>ORA/ORSA Tax Allocation Bonds</b>								
Series 2006A-T (Central City East)	76,300	33,755	2,595	1,797	4,392	2,740	1,649	4,389
Series 2006B-T (Coliseum Area)	102,590	45,185	2,570	2,431	5,001	2,710	2,285	4,995
Series 2006C-T (Broadway/MacArthur)	17,270	5,825	590	309	899	620	275	895
Series 2010 RZED (Broadway/MacArthur)3	7,390	6,695	75	492	567	80	486	566
Series 2015-TE (Refunding)	22,510	22,510	-	1,126	1,126	-	1,126	1,126
Series 2015-T (Refunding)	66,675	36,565	2,075	1,697	3,772	2,160	1,608	3,768
Series 2018-TE (Refunding)	15,190	15,190	-	760	760	2,665	693	3,358
Series 2018-T (Refunding)	41,765	31,865	2,580	1,213	3,793	-	1,171	1,171
ORSA Bonds Subtotal	349,690	197,590	10,485	9,824	20,309	10,975	9,293	20,268
<b>TOTAL Debt Obligations</b>	<b>1,666,333</b>	<b>1,094,659</b>	<b>109,989</b>	<b>43,006</b>	<b>152,995</b>	<b>99,200</b>	<b>38,377</b>	<b>137,577</b>



# Debt Authorization



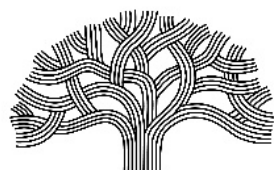
- Voter Authorized General Obligation- Repaid by Ad Valorem (Property) Tax

## Original Authorization

- [2002 Measure DD](#)- \$198.25M Lake Merritt and Estuary
- [2016 Measure KK](#)- \$600M Infrastructure & Affordable Housing
- [2022 Measure U](#)- \$850M Infrastructure & Affordable Housing

## Remaining Authorization

- [2002 Measure DD](#)- **\$35.75 M**
- [2016 Measure KK](#)- **\$32.46 M**
- [2022 Measure U](#)- **\$748.87 M**



# Debt Policy



## **The California Debt and Investment Advisory Commission (CDIAC)- State Guidance**

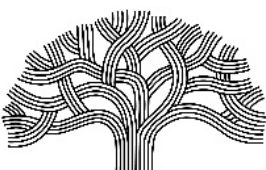
Improves the practice of public finance in California by providing responsive and reliable information, education, and guidance to state and local public agencies and other public finance professionals

### **Approach to Debt Management**

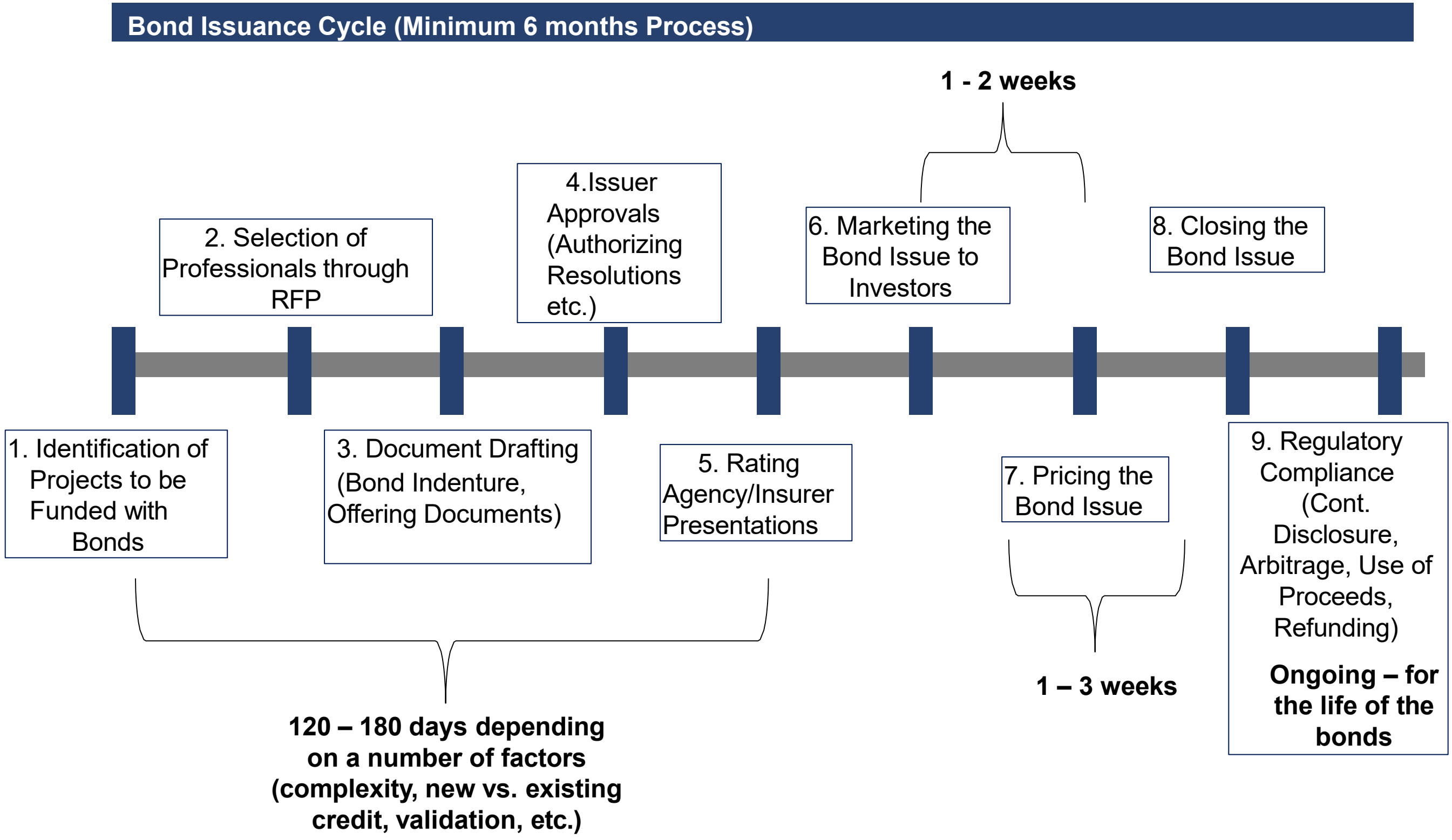
- Ensure High Credit Quality
- Achieve Lowest Cost of Capital
- Preserve Flexibility
- Prudent Level of Financial Risk
- Maintain Full Compliance
- Ensure Timely Payments

### **Debt Policy-GO Bond Policy**

- Maintain Tax Rate at FY2022-23 Tax Rate at \$0.22
- 10-Year Forward Looking Debt Outlook

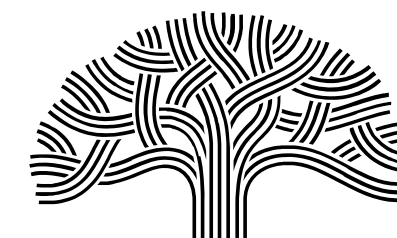


# Debt (Bond) Issuance - Typical Timeline





# Long Term Liabilities



CITY OF  
**OAKLAND**

# Long Term Liabilities

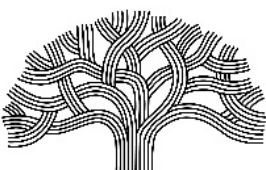
## Other Post Retirement Benefits (OPEB)

- Medical Benefits for Retirees

Based on the most recent actuarial valuation as of  
June 30, 2024

- **OPEB Liability= \$549 million**
- **Funded ratio= 10.3%**
- **Anticipated year of full funding = 2040**

**Note**-full funding estimate assumes we maintain policy of contributing 2.5% of payroll every year for OPEB unfunded liability. 2019 labor agreement with sworn bargaining units have significantly contributed to the goal



CITY OF OAKLAND



# Long Term Liabilities

## Pension (Retirement) Benefits

- CalPERS
  - Classic Members
  - The Public Employees’ Pension Reform Act- (PEPRA) Members
- Police and Fire Retirement System (PFRS)

Based on the most recent actuarial valuation as of  
June 30, 2024

Oakland Pension Plans	Net Pension Liability	Funded Ratio
PFRS Plan	\$117.7 million	78.0%
CalPERS Miscellaneous Plan	\$764.3 million	70.3%
CalPERS Safety Plan	\$1.001 billion	63.8%
<b>Total</b>	<b>\$1.883 billion</b>	



# Long Term Liabilities (Pension)



## CalPERS

- Oakland participates in the CalPERS pension system. City employees hired prior to 6/8/2012, are eligible to retire as early as age 50 (Safety) or age 55 (Miscellaneous) without a reduced service benefit.
- The Public Employees' Pension Reform Act (PEPRA) – an act of the state legislature required all public employees hired after January 1, 2013 to participate in a new tier with a reduced benefit multiplier.
- Oakland does not participate in Social Security.



# Long Term Liabilities (Pension)



## CalPERS

CalPERS	Effective Date	City of Oakland Safety Plan	City of Oakland Miscellaneous Plan
Tier 1	Pre-6/8/2012 Hires	3.0% at age 50; 12 month of highest salary	2.7% at age 55; 12 months FAS
Tier 2	6/8/2012 – 12/31/2012	3.0% at age 55; 36 months FAS	2.5% at age 55; 36 months FAS
Tier 3 (PEPRA)	Post-1/1/2013 Hires	2.0% at age 57; 36 months FAS	2.0% at age 62; 36 months FAS

FAS = Final Average Salary

Source: Miscellaneous Plan of the City of Oakland, Annual Valuation Report as of June 30, 2018



# Long Term Liabilities (Policies)



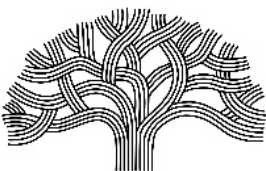
[2019 OPEB Funding Policy](#)- Additional 2.5% of Payroll annually until fully funded

The Primary Objectives of the City's overall program goals are to provide benefits that are:

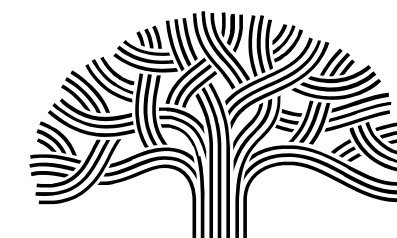
- **Affordable** in the near-term, without crowding out the City's capacity to deliver quality services to the public or to provide reasonable salary increases to active employees
- **Sustainable** over the long term, ensuring that benefits will be secure and reliable for career employees throughout retirement, with substantial intergenerational equity for taxpayers in regard to benefit costs, and
- **Competitive** , to support effective recruitment and retention of a strong municipal workforce.

Consolidated Fiscal Policy-Excess Real Estate Transfer Tax (RETT)

At least 25% shall be used to fund debt retirement and unfunded long-term obligations such as negative fund balances, Police and Fire Retirement System (PFRS) unfunded liabilities, CalPERS pension unfunded liabilities, paid leave unfunded liabilities, and Other Post-Employment Benefits (OPEB) unfunded liabilities



# Cash, Investments, and Reserves



CITY OF  
**OAKLAND**

# Cash, Investments, and Reserves

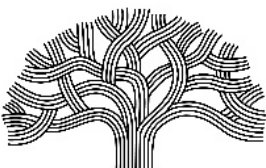
Cash Management and Investments



## September 2024 Cash Management Report \$2.38 B in Cash and Investments

Government Investments are expressly provided for in

- CA Govt Code
- City's Investment Policy (more restrictive)
- Core Principles = Safety, Liquidity, Yield



CITY OF OAKLAND

# Cash, Investments, and Reserves

Cash Management and Investments

Investment Portfolios

- City of Oakland and Port of Oakland
- ORSA
- Bond Covenant Trustee Investments



# Cash, Investments, and Reserves



## Reserved Fund Balance - \$1.43B

- Debt Service Reserves
- Pension Obligations
- Operating Reserves
- Contractually Obligated
- Deferred Revenues
- Legislatively Restricted
  - (Specific Use)
- Capital Projects
- Grants

FUND BALANCES							
Nonspendable	18,823	149	—	—	576	15	19,563
Restricted	411,444	—	61,195	461,691	—	120,345	1,054,675
Committed	54,642	—	—	—	18,744	1,880	75,266
Assigned	55,894	—	—	—	221,184	6,078	283,156
Unassigned	100,866	(17,586)	—	—	—	(1,415)	81,865
<b>TOTAL FUND BALANCES</b>	<b>641,669</b>	<b>(17,437)</b>	<b>61,195</b>	<b>461,691</b>	<b>240,504</b>	<b>126,903</b>	<b>1,514,525</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES</b>	<b>\$ 1,035,592</b>	<b>\$ 243,893</b>	<b>\$ 339,364</b>	<b>\$ 613,707</b>	<b>\$ 306,062</b>	<b>\$ 142,910</b>	<b>\$ 2,681,528</b>

## Unassigned Fund Balance -\$81.86 M





# Cash, Investments, and Reserves

## Fund Balance vs. Reserves

Fund Balance: Starting fund balance + Change in fund balance = Ending fund balance.

- Non-Spendable
  - Restricted
  - Committed
  - Assigned
  - Unassigned
- Most of the City's fund balances are restricted, committed or assigned for pension obligations, affordable housing, reserves and capital projects
  - As of June 30, 2024, the City had \$100 million of unassigned General Fund\* balance and \$22.8 million of reserves:
    - \$22.3 million of general fund reserves is based on \$70.2 million in the GPF Emergency Reserve less \$47.8 million in negative unassigned GPF fund balance

	General Fund	Federal/State Grant Fund	LMIHF <sup>1</sup>	Municipal Capital Improvement Fund	Other Special Revenue Fund	Other Governmental Funds	Total
<b>Nonspendable:</b>							
Prepaid items	\$ 859	\$ 149	\$ —	\$ —	\$ 576	\$ 15	\$ 1,599
Property held for resale with no restrictions on use of proceeds	17,964	—	—	—	—	—	17,964
Total nonspendable	18,823	149	—	—	576	15	19,563
<b>Restricted for:</b>							
Capital projects	—	—	1,721	366,199	—	69,875	437,795
Pension obligations annuity	28,391	—	—	—	—	—	28,391
Pension obligations PFRS	381,185	—	—	—	—	—	381,185
Debt service	—	—	—	—	—	50,470	50,470
Property held for sale	—	—	30,677	95,492	—	—	126,169
Opioid settlement projects	1,868	—	—	—	—	—	1,868
Housing projects	—	—	28,797	—	—	—	28,797
Total restricted	411,444	—	61,195	461,691	—	120,345	1,054,675
<b>Committed for:</b>							
Vital services	503	—	—	—	—	—	503
Affordable housing	54,139	—	—	—	—	—	54,139
Measure Q, Library, Kids First, and museum trust	—	—	—	—	18,744	1,880	20,624
Total committed	54,642	—	—	—	18,744	1,880	75,266
<b>Assigned for:</b>							
Measure HH projects	11,650	—	—	—	—	—	11,650
Capital projects	27,834	—	—	—	221,184	—	249,018
General government	4,096	—	—	—	—	—	4,096
Public safety	5,629	—	—	—	—	—	5,629
Community and human services	2,375	—	—	—	—	6,078	8,453
Community and economic development	39	—	—	—	—	—	39
Public works and transportation	4,271	—	—	—	—	—	4,271
Total assigned	55,894	—	—	—	221,184	6,078	283,156
Unassigned	100,866	(17,586)	—	—	—	(1,415)	81,865
<b>Total</b>	<b>\$ 641,669</b>	<b>\$ (17,437)</b>	<b>\$ 61,195</b>	<b>\$ 461,691</b>	<b>\$ 240,504</b>	<b>\$ 126,903</b>	<b>\$ 1,514,525</b>

<sup>1</sup> Low and Moderate Income Housing Asset Fund

# Cash, Investments, and Reserves

## Reserves and Restricted Cash

Operating Reserves-Can be held as fund balance

### Consolidated Fiscal Policy (CFP) Reserve Policies

FY 2024-25 Adopted Midcycle Budget \$807.19M

- Emergency Reserve (1011 less negative unassigned balance in 1010): \$22.3 M
  - Required 7.5% = \$60.5 M
- Vital Services Fund (1020): \$0.5 M
  - Required 15% of GPF Revs = \$121.0 M

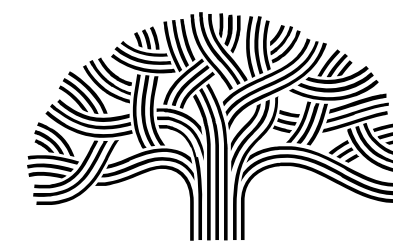
**Appropriate Fund Balance Level:** Typically no less than 60 days or two months (about 16.5%-16.7%) of operating expenditures for the general fund

*- Municipal Research and Services Center*



CITY OF OAKLAND

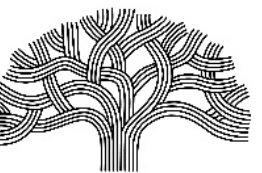
# Oakland Redevelopment Successor Agency (ORSA)



**CITY OF  
OAKLAND**

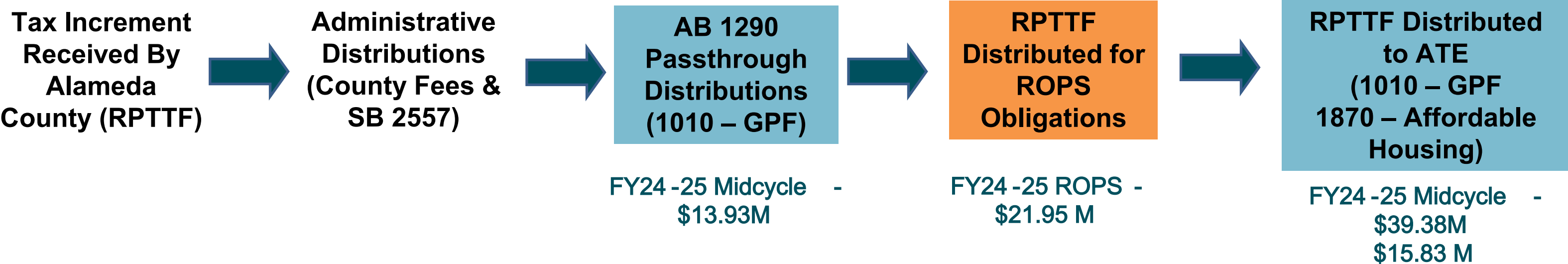
# Oakland Redevelopment Successor Agency (ORSA)

- Dissolution of the Redevelopment Agency
  - Finding of Completion – May 2013
  - State of California –Department of Finance (DOF)
  - County of Alameda Countywide Oversight Board
  - City Council acts as ORSA Board



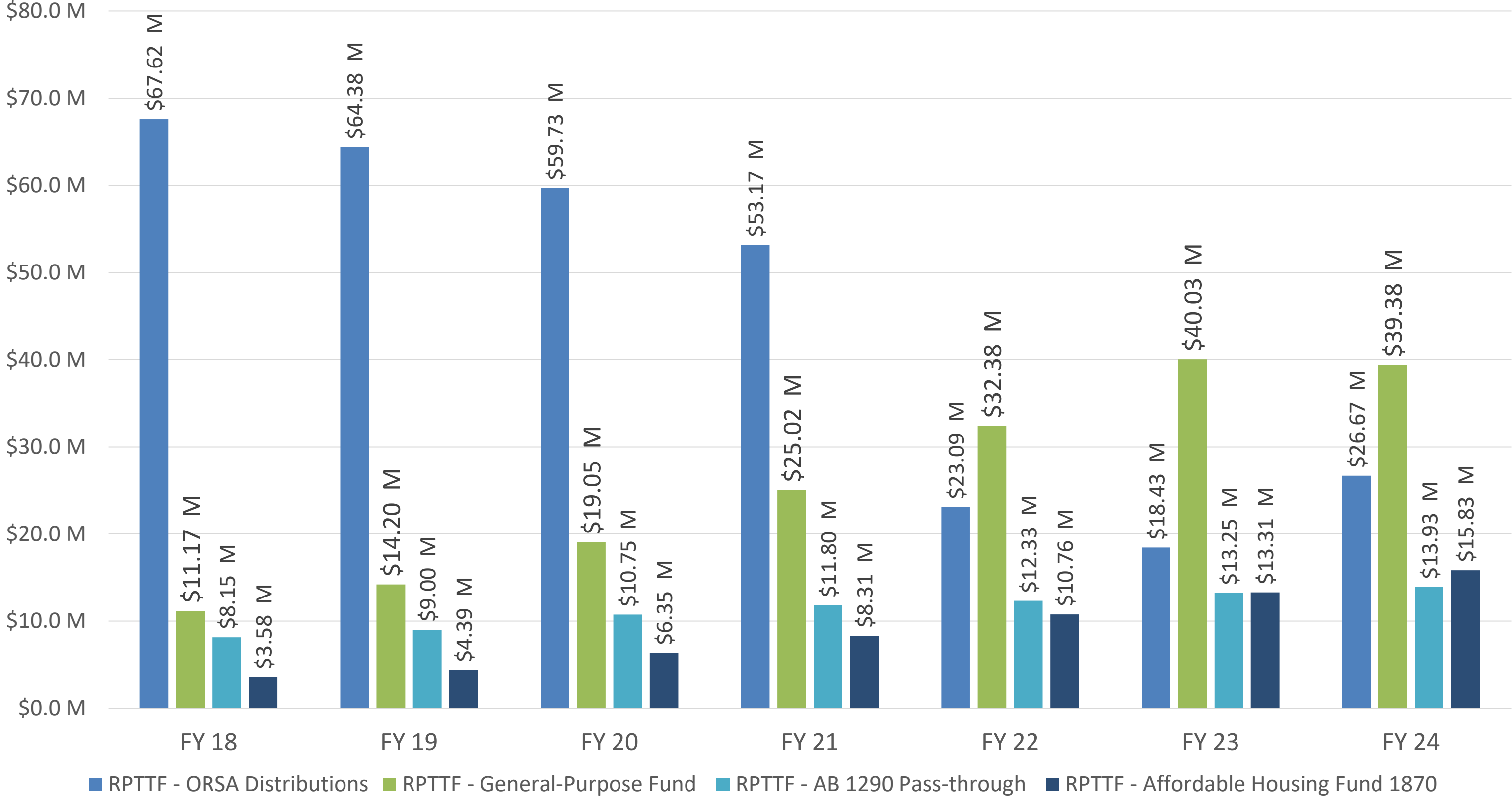
# Oakland Redevelopment Successor Agency (ORSA)

- Redevelopment Property Tax Trust Fund (RPTTF) - The RPTTF is a fund administered by the County that holds property tax funds that formerly would have been the tax increment funds of the Redevelopment Agency. ORSA's approved enforceable obligations are paid with this funding via the annual Recognized Obligation Payment Schedule (ROPS).
- AB 1290 requires that all funds collected by the Redevelopment Agency are "passed-through" to the affected taxing entities. A pass-through payment is the return of tax dollars from a redevelopment agency to affected taxing entities (ATEs).
- Ordinance No. 13139 requires that 25% of residual RPTTF are deposited into the Affordable Housing Trust Fund (1870) to increase, improve, and preserve affordable housing with priority given to very low-income households.



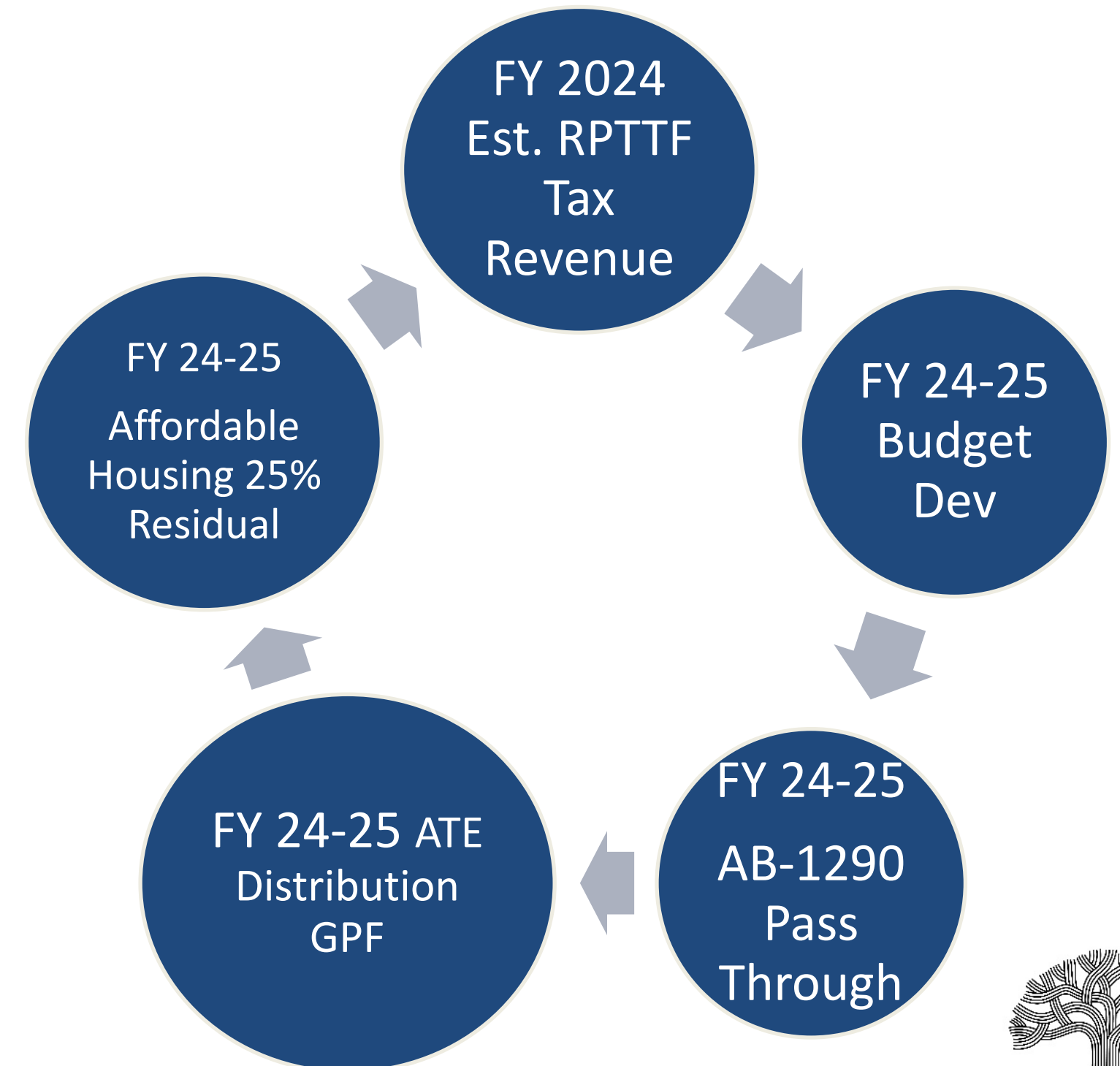
# Oakland Redevelopment Successor Agency (ORSA)

RPTTF Distributions



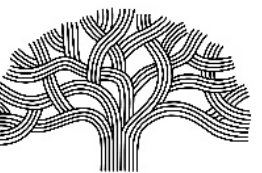
# Oakland Redevelopment Successor Agency (ORSA)

- ORSA Entity
  - Redevelopment Property Tax Trust Fund (RPTTF)
  - Recognized Obligation Payment Schedule (ROPS)
- City Entity
  - Estimated Tax Revenue
  - Budget Cycle
    - Pass-Through(s) (1010 & AB 1290)
    - Ordinance 13139 Residual RPTTF (1870 – Affordable Housing Trust Fund)



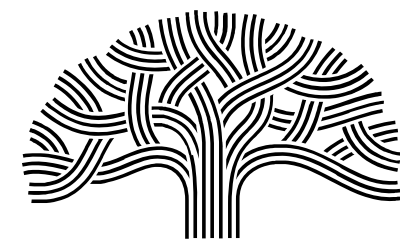
# Oakland Redevelopment Successor Agency (ORSA)

- City Departments Winding Down ORSA
  - Housing & Community Development Department
  - Economic & Workforce Development
  - Finance Department (Debt Service Only)





# Port Of Oakland



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OAKLAND**

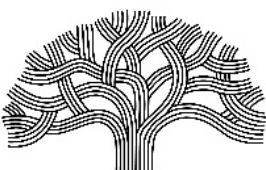
# Port of Oakland



**PORT OF  
OAKLAND**

- Established in 1927, the Port of Oakland is a self-funded independent department of the City of Oakland.
- The Port's major business lines are aviation, commercial real estate, and maritime.

<https://www.portofoakland.com/about/about-the-port-of-oakland/>



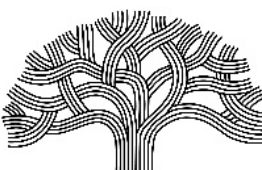
CITY OF OAKLAND

# Port of Oakland



**PORT OF  
OAKLAND**

- MOU that Establishes:
  - Reimbursements for Services Provided By the City: FY24 = \$12M
  - City serves as Treasurer and Financial Reporter
  - Shared Employment Classifications and CalPERS Agreements
  - Coordinated Efforts
    - Fire Station
    - Land/Property Agreements



CITY OF OAKLAND

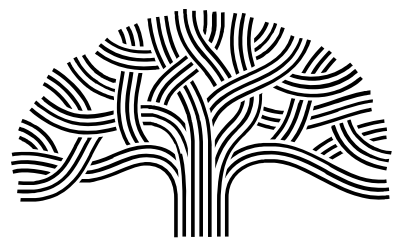
# KEY DELIVERABLES

- Annual Consolidated Financial Report (ACFR)
- Adopted Biennial Budget
- Revenue And Expenditure Reports
- Five Year Financial Forecast
- Continuing Disclosures
- Cash Management Reports
- Single Audits
- ORSA - Recognized Obligation Payment Schedule (ROPS)
- Master Fee Schedule

City of Oakland | Financial Reporting  
(oaklandca.gov)

# Human Resource Management

Mary Hao, Director  
Human Resources Management Department

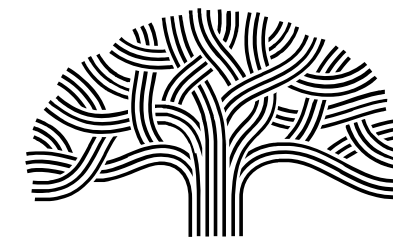


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# Department Mission

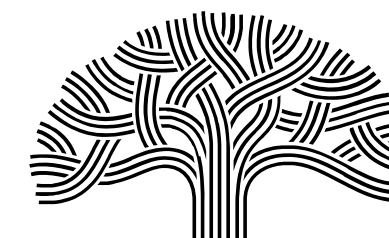
- Recruit, develop and maintain Oakland's talented and diverse workforce
- Administer the competitive civil service process, labor agreements, risk management systems, employee health benefits, training.
- Recognize the achievement of our City work community.



**CITY OF  
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# Human Resources Management Department

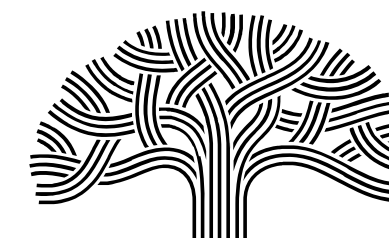
- 58 FTE (Dec 2024), 12 vacancies
- Recruitment, Classification & Compensation
- Labor & Employee Relations
- Risk Management
- Benefits Administration
- Training & Organizational Development
- Equal Access
- Civil Service Board
- Layoff Management



**CITY OF  
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# Human Resources' Customers

- As an internal services department, our customers include all City employees.
- We also serve applicants interested in City employment.

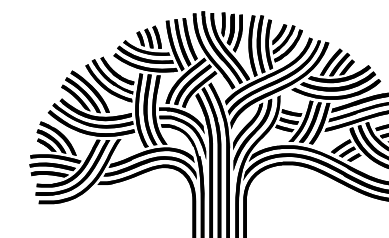


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# Important Workplace Policies

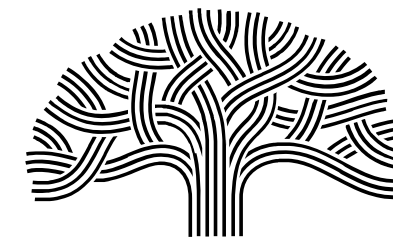
- AI 71 – Anti-Discrimination
- AI 596 – Code of Conduct
- AI 544 – Violence in the Workplace
- AI 577 – Drug Free Workplace
- AI 73 – Gender Inclusion
- CSRule 12 – Conflict of Interest



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# City Council and Committee Reports

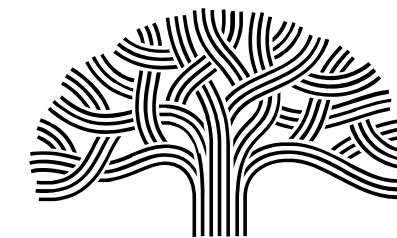
- Semi-Annual Staffing Report (June and December)
- Workers' Compensation Annual Report (March)
- Equal Access Annual Report (September)
- Salary Ordinance:
  - Changes to compensation or titles require City Council approval
  - Occurs after Department and Union engagement
  - Routine update to the City's classification plan
- Civil Service Exemptions
  - Position recommended to Civil Service Board



**CITY OF  
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# Hiring and Vacancies

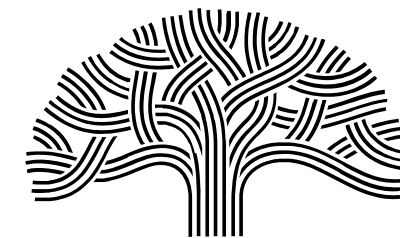
- Oakland Vacancy Rate 17% December 2024
- Strategies:
  - Build and develop HR staff
  - Process Improvement and Stakeholder analysis
  - Improve customer experience (Candidates and Departments)
  - Leverage new technology
- Challenges: Public Sector Talent, Hiring Timelines, Compliance, Promotions, and Attrition
- ~85% of FT classifications are Civil Service positions
- ~90% of FT classifications are Union Represented
- Sample Hiring Steps: Approved budget, exam plan, job announcement, exam, certification, hiring interview, conditional offer, background checks, final offer



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# Labor & Employee Relations

- Unions – 7 labor contracts
- State labor law covering municipalities (MMBA)
- Mandatory vs. Permissive subjects of bargaining
- Good Faith standards
- Full-Contract Bargaining:
  - Council authorizes bargaining parameters – Closed Session
  - Tentative Agreements are executed
  - Union ratifies agreement
  - City Council ratifies agreement – Open Session
  - Impasse – Binding Arbitration (public safety) and Advisory Factfinding (miscellaneous unions)



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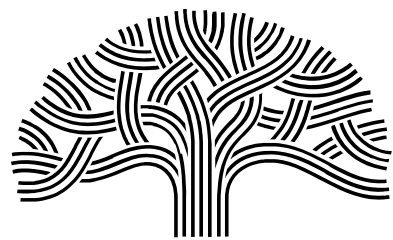
# LEARN MORE

For more information on the Human Resources Management Department please visit:

<https://www.OAKLANDCA.GOV/DEPARTMENTS/departm ent-of-hum an-resources-managem ent>

# Information Technology Department (ITD)

Tony Batalla, Director  
Department of Information Technology



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# Organizational Structure

## MISSION

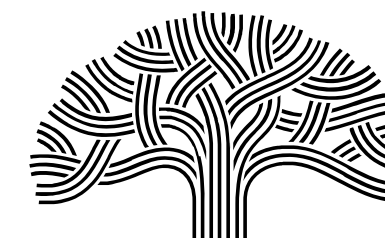
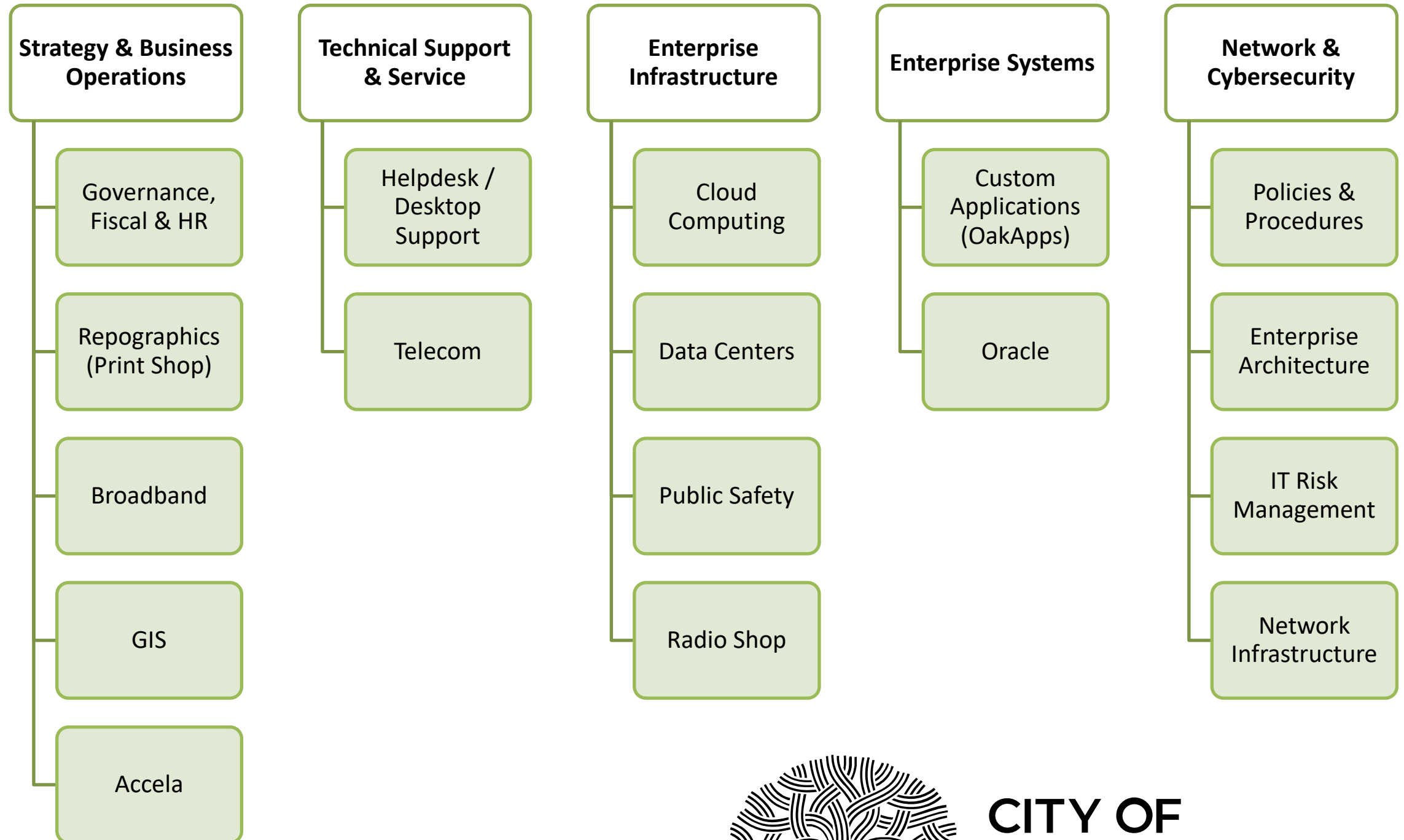
We deliver IT services and solutions that empower our community and drive innovation

## VISION

To be a trusted partner, leading the City's digital transformation by providing secure, reliable and cutting-edge technology and practical, timely expertise

## UNOFFICIAL MOTTO

*"The Backbone of the City"*



**CITY OF  
OAKLAND**

# Achievements & Operational Statistics

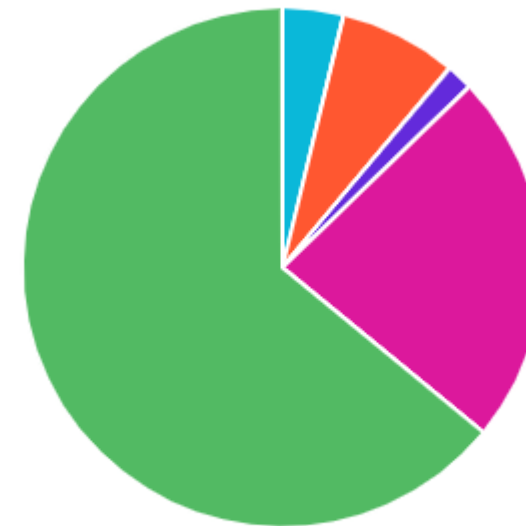
## Major Achievements:

- May 2024: Successful Oracle Cloud Infrastructure Migration
- July 2024: Successful Go-Live of Motorola P1 CAD for OPD/OFD in July 2024
- Sep 2024: CPUC Awarded \$14M w/ \$2M Measure U City Match for "OaklandConnect" Fiber Optic Broadband Project
- Completed AI4600 Governance Reviews: 25

## Tasks Closed by ITD in 2024

24,628

How would you rate your OVERALL EXPERIENCE with this Incident?



■ Dissatisfied = 16 (3.78%)   
 ■ Neutral = 31 (7.33%)  
■ Not Satisfied At All = 7 (1.65%)   
 ■ Satisfied = 98 (23.17%)  
■ Very Satisfied = 271 (64.07%)

## 2024 IT Project Tracker

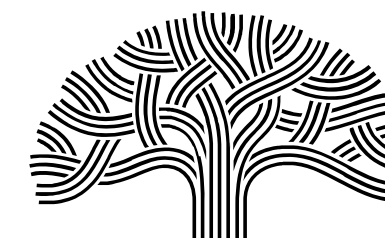
Completed	In Progress	Planning
31	27	4

## City Email\*

Delivered	Phish/Spam	% Blocked
3.6 M	3.2 M	47%

## Sec Events Detected & Remediated\*

Low	Medium	High	Critical
1304	24	80	0



**CITY OF OAKLAND**



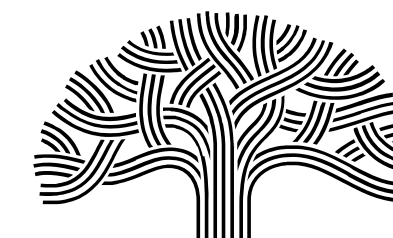
# Current Budget & ISFs

**Total FTE: 88\***

**Vacancies: 14**

FY24-25 Midcycle

1010 General Fund	4200 Radio Fund	4210 Telephone Fund	4300 Reprographics Fund	4600 IT Fund
<b>\$7.0 Million</b>	\$6.7 Million	\$2.3 Million	\$2.1 Million	\$31 Million
<b>33% Salary</b>	32% Salary	68% Salary	55% Salary	43% Salary
<b>67% Expenditures</b>	68% Expenditures	32% Expenditures	45% Expenditures	57% Expenditures
				<b>2% Debt Service</b>
<ul style="list-style-type: none"> <li>• All operational expenses for the department</li> <li>• Operational contracts (e.g. desktop support tools, stand-by resources) and all mobile devices</li> <li>• Supplies</li> <li>• Training &amp; support</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency management portable radios</li> <li>• Equipment for patrol vehicles</li> <li>• Radio transmission sites</li> <li>• Radio network management services</li> </ul>	<ul style="list-style-type: none"> <li>• Mitel call system and Citywide support and maintenance</li> <li>• Desk phones and equipment support</li> <li>• Cabling &amp; Equipment for phones and other lines</li> </ul>	<ul style="list-style-type: none"> <li>• Citywide Print &amp; copy services (including signs, banners, etc., for departments and public communication efforts)</li> <li>• Business cards</li> <li>• Equipment management</li> </ul>	<ul style="list-style-type: none"> <li>• Citywide technology platform costs including licenses, renewals and support</li> <li>• Oracle</li> <li>• Microsoft</li> <li>• Software Contracts &amp; Licensing</li> <li>• Hardware Maintenance</li> </ul>



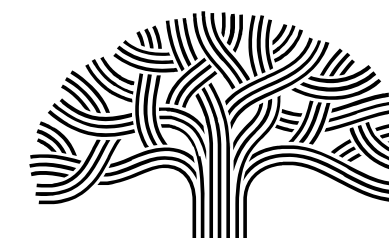
**CITY OF  
OAKLAND**

# ITD Strategic Plan

Challenges/Findings
Legacy Infrastructure
Security Vulnerabilities
Budget & Funding
Instability/Turnover/Pandemic
Lack of updated standards & processes
→“Fire Fighting/Keep the Lights On” Operating Mode

Core Goals
Reliable & Resilient Infrastructure
Excellent IT Department
Resource Maximization
Organizational Alignment
Cybersecurity Maturity
Innovation

2025 Priorities
Data Center Modernization & Infrastructure Upgrades
Oracle Cloud Integrations & Improvements
Public Safety Upgrades & OPD RMS
Continued Cybersecurity Improvements & Policies
CPUC Broadband Infrastructure Project
<b>RISK: Current Staff Over-stretched; Budget</b>



**CITY OF OAKLAND**

LEARN MORE

[https://OAKLANDCA.GOV/DEPARTMENT  
S/INFORMATION-TECHNOLOGY](https://oaklandca.gov/departments/information-technology)

The Public Ethics  
Commission:  
Building Public Trust  
Through Good  
Governance



Nicolas Heidorn, Executive Director  
Jelani Killings, Ethics Analyst  
Public Ethics Commission



# PEC Mission and Role

- Created by the voters in 1996
- Administer and enforce the City's campaign finance, ethics, lobbying, and transparency laws.
- **Mission:**
  - “Promote fairness, openness, honesty, and integrity in City government”
  - “Promote a more inclusive, representative, and accountable democracy in Oakland”

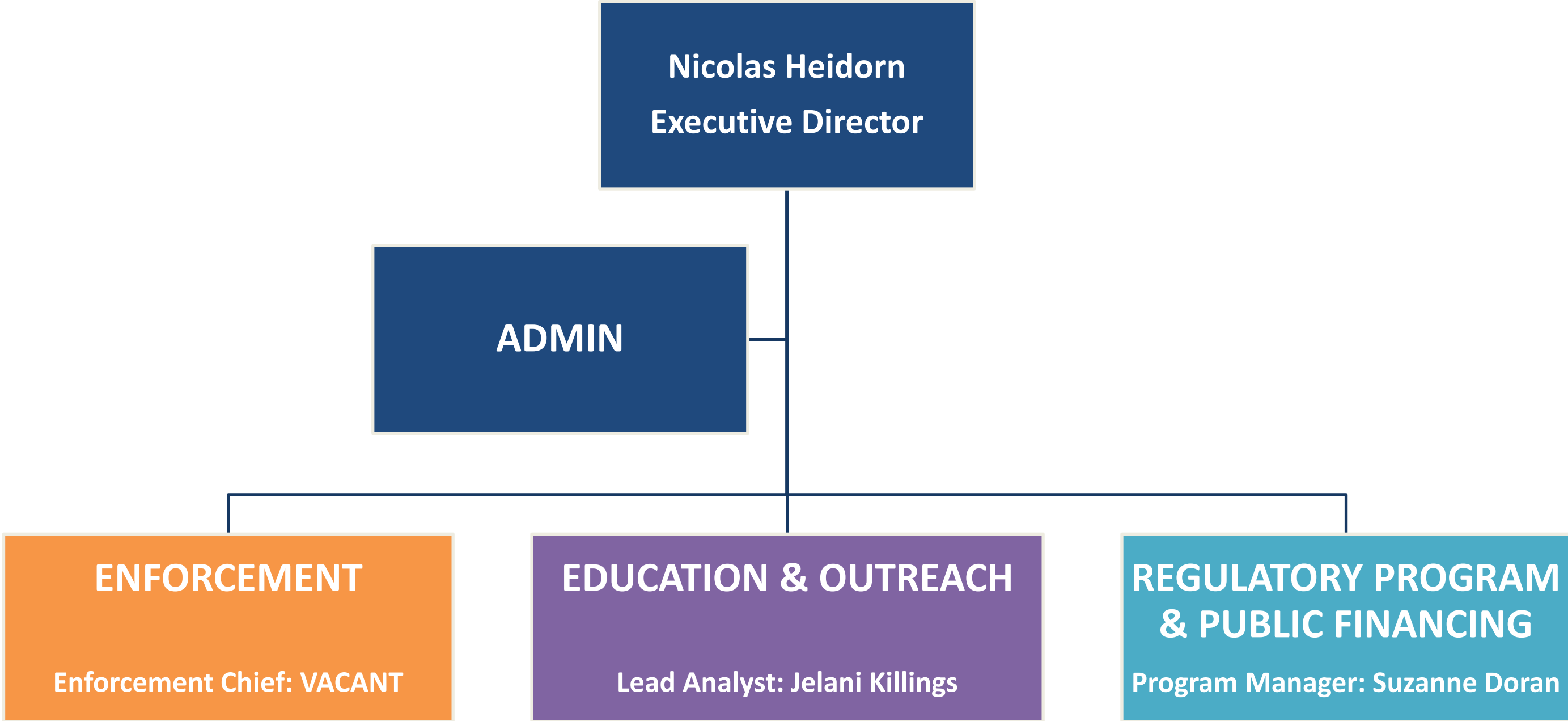


# PEC Structure

- Established in City Charter as an independent agency of the City
- Governed by a 7-member board of Oakland residents appointed by the Mayor, City Attorney, City Auditor, and Commission
- Staff of 8 FTE, led by Executive Director



# PEC Structure



# Major Laws the PEC Administers/ Enforces:

- Oakland Government Ethics Act (GEA)
- Oakland Campaign Reform Act (OCRA)
- Lobbyist Registration Act (LRA)
- Oakland Sunshine Ordinance
- Limited Public Financing Act (LPFA) and Oakland Fair Elections Act (OFEA).





# Core Service: Regulatory Assistance & Compliance

## Key Services:

- Filing officer for campaign finance, lobbying, and “behested payment” reports
- Filer assistance
- Compliance review



60+

campaign committees and 80+ lobbyists filed with the PEC in 2023-24



1,000+

election filings reviewed for compliance in 2024



\$30,000

Collected in newly-enacted lobbyist registration fees



Public Ethics Commission | CITY OF OAKLAND

2023-2024

# Core Service: Education & Prevention

## Key Services:

- Conduct regular compliance trainings
- Publish guides and advisories
- Provide individualized advice
- Mediate records disputes



20

advisories about ethics, campaign finance, lobbying & transparency laws



27

closed mediations for public records requests



360+

requests for information, advice, or technical assistance



2,000+

training participants



Public Ethics Commission | CITY OF OAKLAND

2023-2024

# Core Service: Deterrence & Enforcement

## Key Services:

- Investigate and prosecute violations of City ethics laws
- Impose administrative fines



141

Current caseload of open complaints



259

complaints closed between 2014-2024



\$441,668

in monetary penalties imposed for violations in 2024



Public Ethics Commission | CITY OF OAKLAND

# Core Service: Administer Public Financing

## Key Services:

- Established in 2001 to reduce the influence of large contributors & help candidates communicate with voters
- Reimburses eligible candidate expenditures for Council District Office



**7** qualified candidates participated



**\$154,999** in public financing distributed



**\$22,142** distributed per candidate



Public Ethics Commission | CITY OF **OAKLAND**

2024

# Who We Serve

- City employees, elected officials, board/commission members, consultants required to file Form 700
- Candidates, treasurers, and campaign committees
- Registered lobbyists
- The public

## CAMPAIGN FINANCE

Oakland Campaign Reform Act

Fair Elections Act

## TRANSPARENCY

Sunshine Ordinance

Lobbyist Registration Act

## ETHICS

Government Ethics Act

Conflict of Interest Code (Form 700)



# Agency Priority: Reduce Enforcement Backlog

- From 2014-15 to 2022-23, the PEC's caseload has doubled, but Enforcement staffing has remained at 2 FTE
- The PEC currently has a backlog of **141 open complaints** (110 non-Form 700) to only **1 investigator**
  - For comparison, the PEC has **4x the caseload-to-staff ratio** of peer jurisdictions like San Francisco
- The PEC needs a minimum of 3 Investigators and 1 Staff Attorney to keep pace with its caseload.

# Agency Priority: Measure W Implementation

- Passed by 74% of voters in 2022 to prevent corruption and address deep race and class inequities in Oakland's democracy
- Requires the PEC to implement the **Democracy Dollars** Program:
  - Each eligible resident receives 4x \$25 vouchers to contribute to local candidates
- Implementation was postponed for 2024





# How to Reach the PEC

**Phone:** (510)238-3593

**Email:** [ethicscommission@oaklandca.gov](mailto:ethicscommission@oaklandca.gov)



# Important Ethics Resources for Elected Officials and Staff

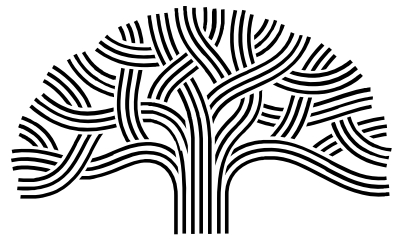
- **PEC Ethics Resource Binder:** provides elected officials with an ethics checklist, fact sheets, FAQ, and additional resources to assist with compliance of ethics and transparency laws.  
[oaklandca.gov/documents/pec-ethics-overview-for-elected-officials](https://oaklandca.gov/documents/pec-ethics-overview-for-elected-officials)
- **Advice and Assistance Line:** Contact City staff with any questions related to City campaign finance, ethics, or transparency laws.
  - Phone: (510)238-3593
  - Email: [ethicscommission@oaklandca.gov](mailto:ethicscommission@oaklandca.gov)

# PEC 1<sup>st</sup> 30 Days Ethics Checklist for Elected Officials

Step	Action
1	Watch the Public Ethics Commission's Introduction to the Oakland Government Ethics Act Video. <a href="https://youtu.be/oipbGIRVeXM">https://youtu.be/oipbGIRVeXM</a>
2	<a href="#">File Form 700 – Statement of Economic Interests</a> Contact the City Clerk's office to set up an electronic filing account.
3	Take the state's online <a href="#">AB1234 Ethics Training</a> for local officials. <b>Must be completed every two years</b>
4	Take the Public Ethics Commission's online <b>Government Ethics Training for Form 700 Filers</b> on the City's <a href="#">NEOGOV LEARN</a> platform. <b>Must be completed every two years</b>
5	Take the Public Ethics Commission's online <b>Ticket Distribution Policy Training</b> on the City's NEOGOV LEARN platform.
6	Review the PEC's <a href="#">ethics resource binder</a> and included policies with your staff.
7	Ask the Public Ethics Commission for advice or assistance upon need.  Email: <a href="mailto:ethicscommission@oaklandca.gov">ethicscommission@oaklandca.gov</a> Phone: (510) 238-3593

# Advancing Racial Equity

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



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# Department Mission

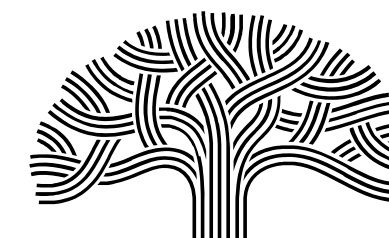
***City of Oakland Municipal code [2.29.170.1](#)*** - “the City of Oakland will intentionally integrate, on a Citywide basis, the principle of "fair and just" in all the City does in order to achieve equitable opportunities for all people and communities.

## **Vision:**

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

## **Strategic 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.



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# Priority – Advancing Racial Equity in Oakland Communities

**Eq-ui-ty** (*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.
- Change conditions to allow all to reach their full potential.
- Identify and remove barriers to opportunity and eliminate aspects of systems that do harm to communities impacted by racial disparities.



**EQUALITY**

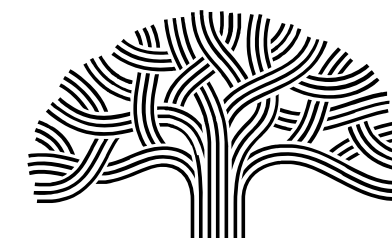
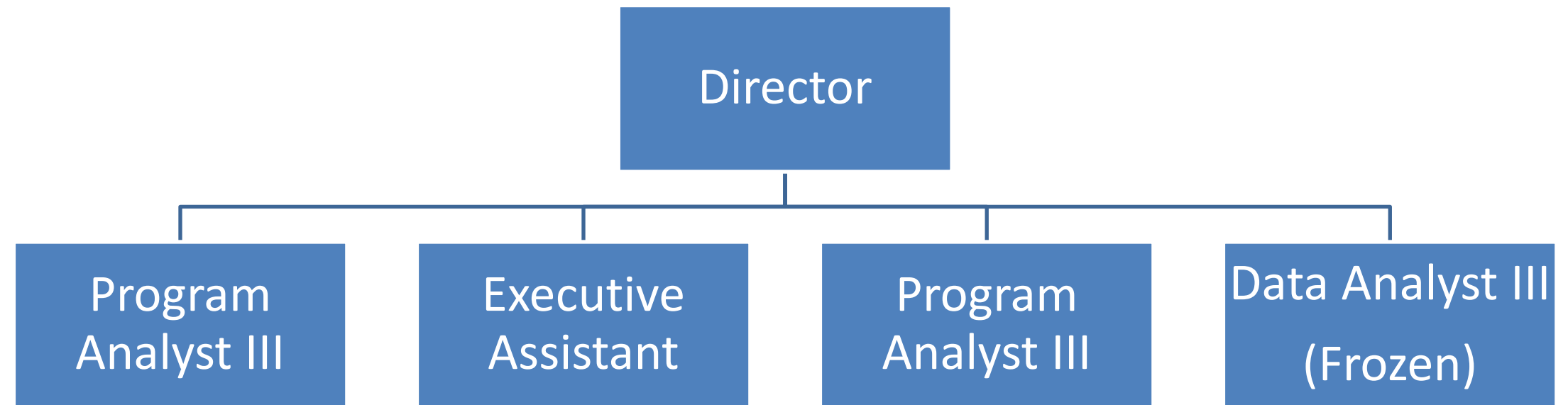
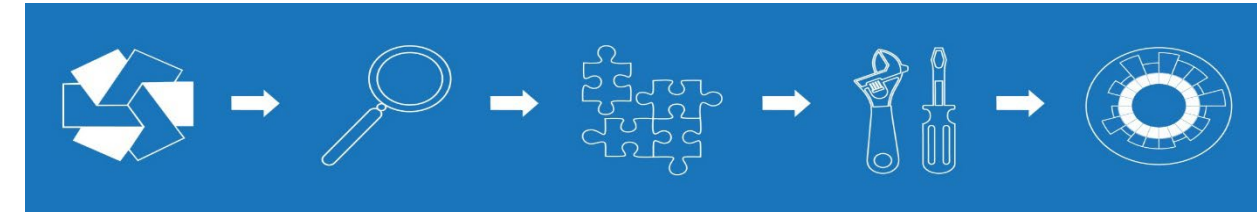


**EQUITY**

# DRE Organization Advancing Equity



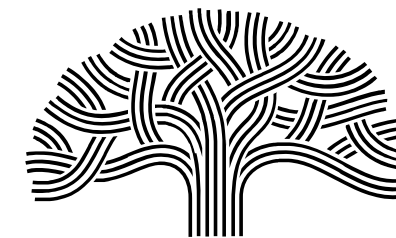
Amy Ferguson-Yep – Program Analyst, Jacque Larrainzar – Program Analyst, Ayanna Allen – Executive Assistant, Darlene Flynn – Director



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# Department Core Services

- Increasing awareness of racial inequity, how it operates in institutions and the harm it does
- Mobilizing staff to support and initiate action for furthering a shared vision of racial equity
- Developing strategic plans and tools and resources for advancing racial equity goals
- Training staff and leadership to use pro-equity tools to change structures, policies, practices and procedures to advance equity in Oakland communities.
- Identifying baselines, targets/benchmarks and tracking approaches and processes for department program level outcomes and report accomplishments.
- Ongoing equity technical assistance to major projects of the City as needed.



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# Equity is the Best Model – the Whole Community Benefits

## Removing Barriers Delivers the Curb Cut Effect:

- Everyone benefits in a society experiencing the “Curb-Cut Effect”
- Curb cuts were designed in response to advocacy of people using wheelchairs
- Benefits reach far beyond; those pulling suitcases on wheels, pushing babies and young children in strollers, bikers, workers with large racks making deliveries, and many others
- Investment in one group can and does cascade out and up, contributing to the well-being of the entire community



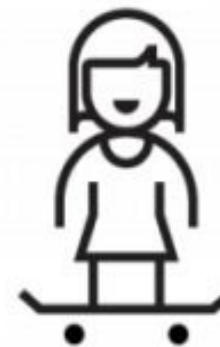
wheelchairs



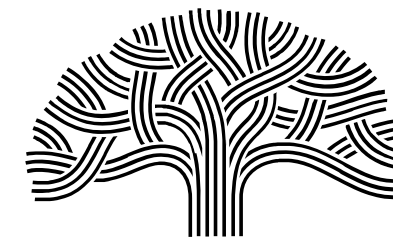
strollers



bicycles



skateboards



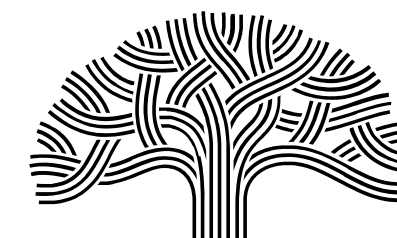
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# Equity is the Best Model – the Whole Community Benefits

**Unaddressed Impacts of Systemic Racism Continue to do Immeasurable Harm** – “Black Californians are overrepresented in the state's homeless population, making up 26% of the homeless population despite only representing 6% of the state's total population”. (Benioff Homelessness & Housing Initiative)




**Equity is Good for the Bottom Line -** “On a national level, numerous studies have attempted to quantify the economic impact of racial equity: one study found that U.S. GDP would gain \$2.1 trillion annually by closing racial gaps in income;<sup>1</sup> another found that racial gaps in income, homeownership, education, and entrepreneurship have cost the U.S. economy \$16 trillion over the past 20 years.” (Bay Area Council Economic Institute)



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**“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 want something to change, you have to change something”*** – Jim Rohn

# Challenge: Meaningful Change is a Long Game, Lives Hang in the Balance

## Theory of Change ~ for City-wide consistency

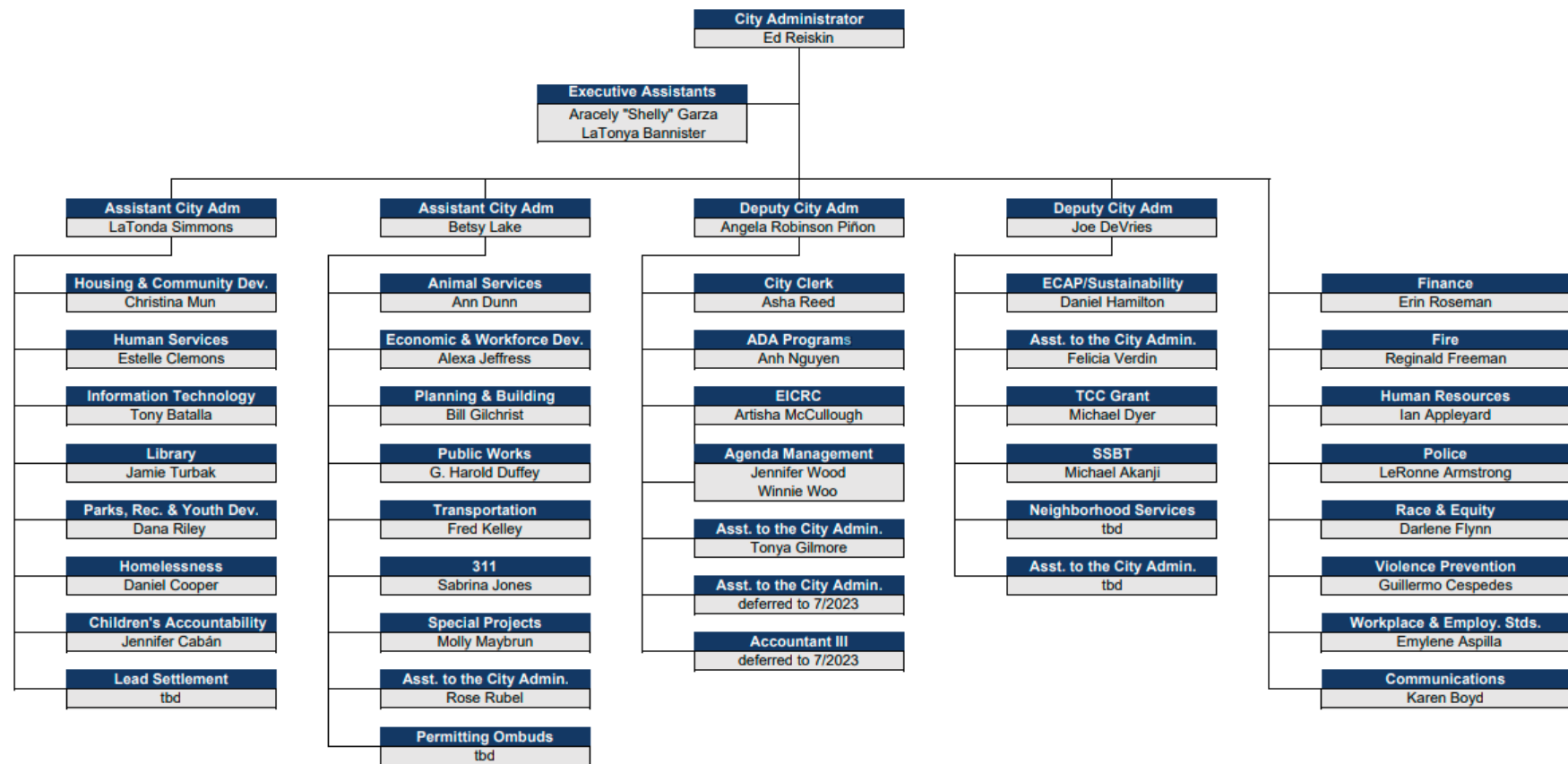
- Make compelling case for racial equity
- Prepare advocates and leadership to advance equity
- Build infrastructure and political will to support the change
- Apply new skills/tools (Racial Equity Impact Analysis)
- Action focused on changes to policies, procedures and practices
- Measure progress and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



# Building Skills and Infrastructure for Change

## Department Equity Teams

Organizational Chart  
October 2022



## Oakland Equity Indicators



## CITY OF OAKLAND

### ADMINISTRATIVE INSTRUCTION



## Training

**ADVANCING RACIAL EQUITY ACADEMY**

**MODULE 1: RACIAL 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

**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

**OPEN TO ALL CITY OF OAKLAND EMPLOYEES**

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](mailto:apomicpic@oaklandnet.com)

Continuing Education Series is required for Citywide Training & Development

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

# Equity Work Products



Oakland, CA

2★0★2★4

All-America City Finalist

[www.nationalcivicleague.org](http://www.nationalcivicleague.org)



LET'S  OAKLAND

City of Oakland - Public Input Map

The City of Oakland is updating the City's Bike Plan and we want to hear from you! Share your ideas, concerns, and how you currently get around Oakland.

Get Started



OAKLAND CANNABIS EQUITY

#Cannabis4OAK #BeInformed #StandUp4Equity



OAKLAND 2030

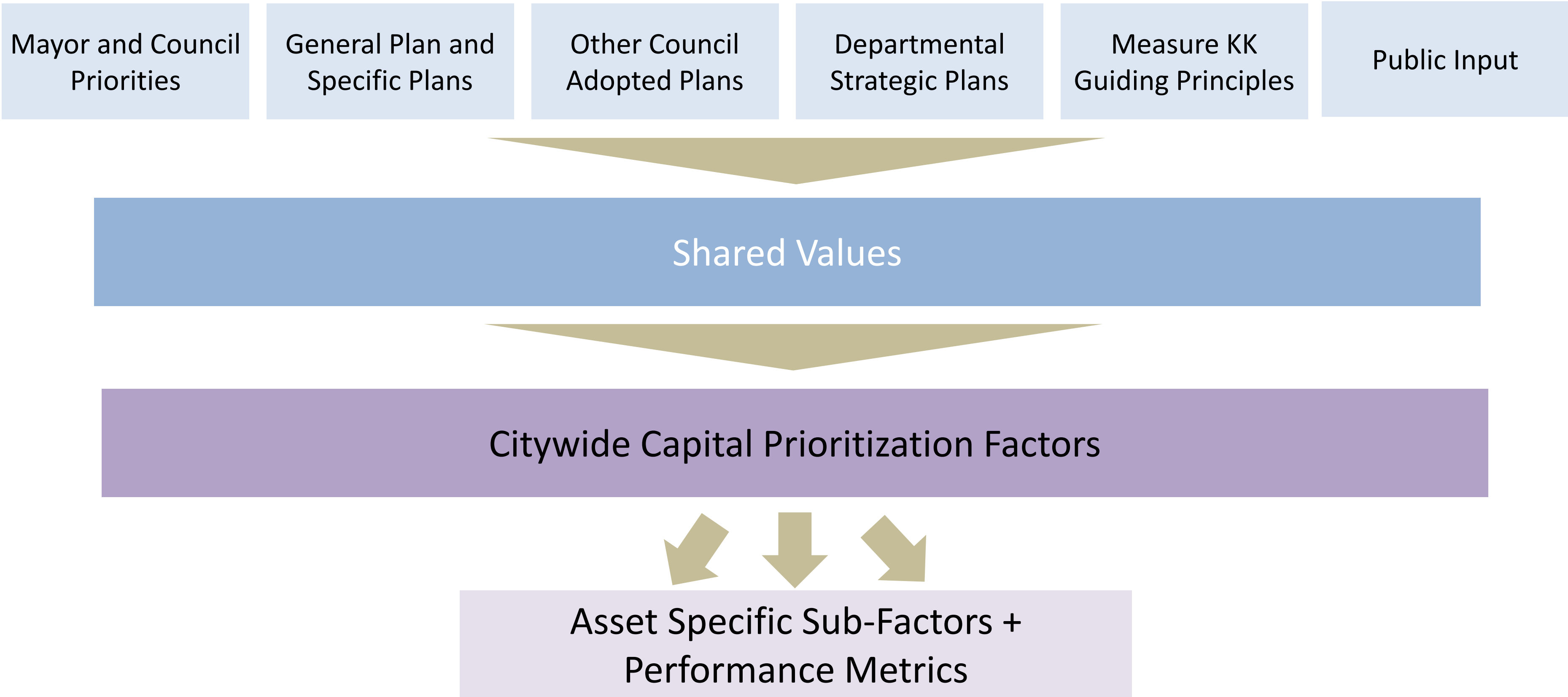
**EQUITABLE  
CLIMATE ACTION  
PLAN**

JULY 2020

## 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



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Lead Departments – Transportation and Public Works



# 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

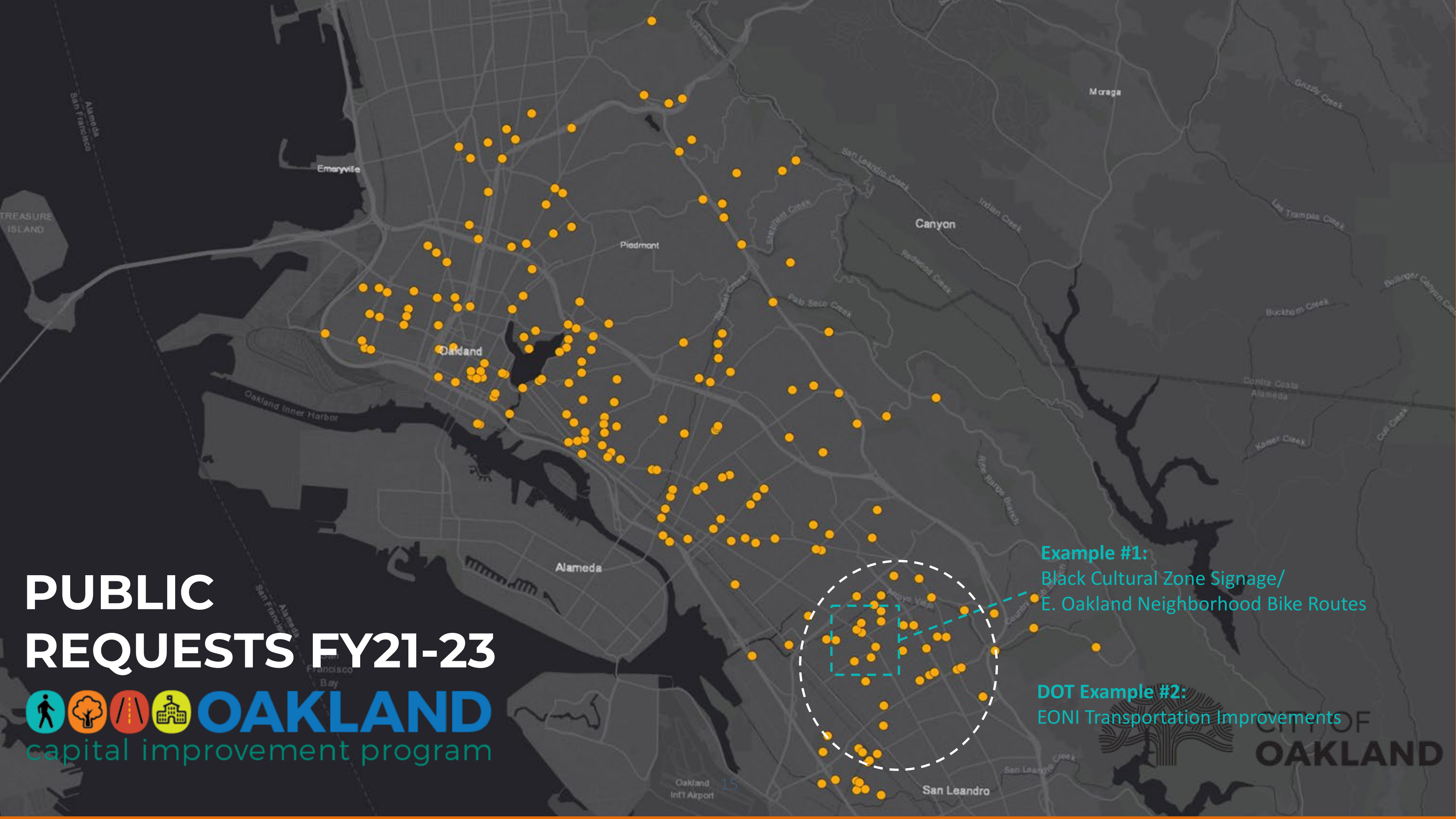
 **OAKLAND**  
capital improvement program



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**OAKLAND**

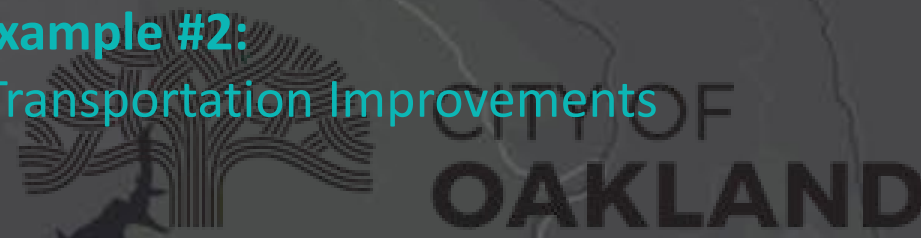
# PUBLIC REQUESTS FY21-23

 **OAKLAND**  
capital improvement program



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

**DOT Example #2:**  
EONI Transportation Improvements



# 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](https://oaklandca.gov/departments/race-and-equity)