



Agenda Report



TO:	Honorable Mayor & City Council Members of the Public	FROM:	Nikki Fortunato Bas
			Council President Councilmember, District 2
SUBJECT:	FY 2023-2025 Council And Councilmember Budget Priorities	DATE:	March 9, 2023

RECOMMENDATION

Council President Bas Recommends That The City Council: **Approve An Informational Report And Recommendation on FY 2023-2025 Council And Councilmember Budget Priorities.**

EXECUTIVE SUMMARY

Every odd-numbered year, the City of Oakland adopts a biennial budget. The Council holds a retreat to begin our budget process and develop our priorities. [The retreat took place on March 3, 2023.](#) Following the retreat, this report provides a summary of the Council's updated priorities, and proposes *equity outcomes* for the Council's discussion and approval. If approved, these equity outcomes and priorities would guide the development of our biennial budget, and our overall work as the legislative body of Oakland.

BACKGROUND / LEGISLATIVE HISTORY

Updated Values and Priorities, Proposed Equity Outcomes

On March 3, 2023, the City Council held its biennial budget retreat, together with the Mayor's Office and Administration. **Key themes** from the day included:

- working across our branches of government as **One Oakland, in greater unity**
- focusing all of our work to **deliver core services to Oaklanders equitably and achieve results**, which starts with filling critical staff vacancies
- **implementing policies and directives** that the Council has already passed, and taking a comprehensive approach to our work that includes **collaboration with other government agencies**
- ensuring greater **accountability and effectiveness** of our budget, along with more **community education and engagement**

At the retreat, we re-affirmed and updated a set of priorities rooted in our **values of equity, fiscal responsibility, transparency and results** to serve all of Oakland and ensure that the most disadvantaged residents and low-wage workforce are able to thrive.

City Council
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These priorities will continue to guide our budget and policy work over the two-year budget cycle. **In addition, we are developing broader equity outcomes to guide our longerm work beyond the budget cycle.**

As Race & Equity Director Darlene Flynn shared, equity outcomes “begin with the end in mind.” These long term outcomes address the systemic change needed to reduce racial disparities and create greater equity, and all of our priorities/strategies are in service to these outcomes. We also track specific metrics to measure progress towards these outcomes. *See the attached Equity Outcomes Worksheet.*

A. Housing Security & Homelessness Solutions

Equity Outcome: Housing for all: All residents of Oakland have safe, secure, and affordable housing. Advance a systematic approach toward coordinating these activities in order to reduce homelessness and close racial disparities. This includes intra-agency coordination among city departments and inter-agency coordination with the County, State, Federal and other public and private partners focused on the root causes driving housing insecurity and homelessness.

Strategies:

- a. Protection/Prevention — protect tenants and low-income property owners, prevent homelessness
- b. Preservation — preserve affordable housing
- c. Production — produce deeply affordable housing, including for transitional aged youth and seniors
- d. House unsheltered residents — lease/purchase hotels; utilize public land for emergency shelter, safe parking sites, transitional housing, and permanent deeply affordable housing
- e. Service encampments with outreach and supportive services, and health and sanitation services

Metrics:

1. Homelessness
2. Affordable housing at or below 30% AMI
3. Home ownership
4. Displacement

B. Community Safety, Prevention & Healing

Equity Outcome: Safe communities for all: All residents of Oakland live in safe, healthy communities where racial disparities and outcomes have been eliminated. This includes intra-agency coordination among city departments and inter-agency coordination with the County, State, Federal and other public and private partners focused on the root causes of violence.

Strategies:

- a. Implement the [12 prioritized recommendations of the Reimagining Public Safety Task Force](#) to increase public safety through alternative responses to calls for service, civilianization of certain sworn functions, and investments in addressing the root causes of violence and poverty
- b. Reduce gun violence and focus on violent crime, including increasing investigation

- capacity and solve rates
- c. Reduce traffic violence, including implementing improvements on Oakland's High Injury Network and increasing capacity for rapid response
- d. Increase violence prevention, trauma-informed care and healing
- e. Expand alternative responses to police, such as MACRO
- f. Implement and expand Crime Prevention Through Environmental Design (CEPTED) for crime prevention and traffic calming

Metrics:

1. Homicides
2. Shootings
3. Gender-based violence
4. Traffic deaths

C. Good jobs and vibrant economy

Equity Outcome: Economic opportunity for all: All residents of Oakland have economic opportunities where racial disparities and outcomes have been eliminated. This includes intra-agency coordination among city departments and inter-agency coordination with the County, State, Federal and other public and private partners focused on the root causes of economic inequality.

Strategies:

- a. Create and maintain family-sustaining jobs
- b. Enhance workforce development and training, and youth jobs programs
- c. Support small businesses, addressing racial and gender disparities, and enhancing business districts
- d. Fully staff City Departments by improving recruitment (especially of Oakland residents), filling vacancies, and increasing both retention and succession planning

Metrics:

1. Living wage job placements
2. Staff retention and tenure
3. Staff vacancies

D. Clean, healthy, sustainable neighborhoods

Equity Outcome: Clean, healthy, sustainable neighborhoods for all: All residents of Oakland live in clean, healthy, sustainable neighborhoods where racial disparities and outcomes have been eliminated. This includes intra-agency coordination among city departments and inter-agency coordination with the County, State, Federal and other public and private partners focused on sustainability and equitable services.

Strategies:

- a. Reduce and prevent illegal dumping, litter and blight, including proactive service and enforcement, and reducing the backlog of abandoned autos
- b. Ensure safe and well maintained streets and sidewalks

- c. Invest in parks, libraries, youth development, senior services, arts & culture
- d. Expand wildfire prevention and disaster preparedness/response

Metrics:

1. Clean streets index (establish baseline disparities between neighborhoods)
2. Illegal dumping enforcement effectiveness
3. Paving condition index
4. 311 service request response rates

Leadership

As we discussed at our [January 11, 2023 Council Orientation and Overview meeting](#), the City Council serves as the legislative body, the Mayor serves as the executive, and the City Administrator (appointed by the Mayor) with the Administration/Staff implements approved policy and budget. As such, these big picture, longer term equity outcomes and shorter term strategies — once adopted by the Council as policy and budget — are furthered by the Administration/Staff who, as experts in their fields, figure out how to implement our Council direction.

At the retreat, the Mayor and I highlighted the opportunity for greater unity and focus to deliver results to Oaklanders, and to do so equitably to serve Black and Brown residents and neighborhoods who have not historically been served.

The need to focus, implement, and work across silos of departments means we need strong leadership — in both individuals and in our shared practices. There are critical permanent positions to fill to carry out Oakland’s important work, including City Administrator, Police Chief, Violence Prevention Chief, Homeless Administrator, Director of Housing & Community Development, Director of Human Services, Director of Economic & Workforce Development, and Director of Parks, Recreation and Youth Development. The Council can discuss how we envision sharing our input with the Mayor and City Administrator in filling these positions and working together. At the retreat, we discussed tools that could help the Council work better together, such as non-defensive communication; and these leadership tools can also be a part of developing shared our practices to lead in more unity in service of Oaklanders.

Policy

As part of the City’s Biannual or Midcycle Budgets, in addition to the adopted budget allocations, the City Council also directs staff to assess or implement specific policies, programs, or performance targets and report back at a future date with findings, recommendations and/or a proposed implementation plan. The City Administrator’s **Policy Directives Tracking document** includes and tracks the progress of policy directives provided in the Fiscal Year 2019-21 Biannual Budget, Fiscal Year 2020-21 Midcycle Budget, Fiscal Year 2021-23 Biennial Budget, and Fiscal Year 2022-23 Midcycle Budget. You may find the tracking documents on this page: <https://www.oaklandca.gov/resources/policy-directives>. The administration will provide an update to this tracking document after the conclusion of the current fiscal year.

FY 2023 - 2025 Budget Timeline & Benchmarks

Oakland’s [Consolidated Fiscal Policy](#) describes the budget process (see p. 9). Below are some benchmarks.

- **March 15: Statement of Councilmember Priorities**

Councilmembers must submit their budget priorities to the Mayor, Interim City Administrator, Finance Director and Budget Director by March 15, 2023. These priorities will be published on the Finance Department's web page, and we may each discuss our individual priorities at the March 21st Council meeting.

City Council Members will have the opportunity to advise the Mayor and City Administrator publicly of their priorities. Each Council member shall be invited to submit up to seven expenditure priorities in ranked and/or weighted order for changes to the baseline budget as presented in the Five-Year Forecast. Councilmember priority statements must be submitted as part of a report to be heard by the City Council and/or in a publicly available writing to the Mayor and City Administrator by March 15. In addition to the priorities, Councilmembers may also submit other suggestions, including revenue suggestions.

- **March 21 Council Meeting: Review Updated Council Priorities and Councilmember Budget Priorities**

We will discuss the Council priorities, and Councilmembers may share their individual priorities. Please be prepared to speak within 2-5 minutes to share your budget priorities.

- **Before April 15: Budget Outlook Message & Calendar Report**

Report to the City Council a Budget Outlook Message & Calendar no later than April 15th that provides an overview of the budget development process and lists all key dates and estimated dates of key budget events, including release of the Proposed Budget, Community Budget Forums, Council budget meetings, and formal budget passage dates.

- **By May 1: Mayor's Proposed Budget Published**

- **Before May 15: Mayor's Proposed Budget Presented at Special Council Meeting**

- **May & June: Community Budget Forums**

District Community Budget Forums will take place between May 14 - 25.

- **By June 1: Budget Advisory Commission's Report**

- **By June 12: Council President's and Other Amendments published**

- **Before June 17: Council President's and Other Amendments presented at Special Meeting**

- **By June 30: Council adopts a balanced budget**

ANALYSIS AND POLICY ALTERNATIVES

These proposed equity outcomes and priorities were developed during the March 3, 2023 Council retreat, which is an important part of the budget process, as described in the Consolidated Fiscal Policy.

The Mayor and City Council will hold a bi-annual budget workshop soon after the commencement of the Council term. The workshop will include briefings on estimated baseline expenditures, revenue projections and an overview of the City's budgeting process. The workshop will provide the Mayor and Council with the opportunity to begin discussing priorities for the next budget year based on the Assessment of Stakeholder Needs, Concerns and Priorities.

The retreat discussion allowed the Council to begin to address a key issue that emerged from the 2021 retreats, which was: Making our work more cross-cutting to follow through on the Council's budgeting and policy making with implementation, evaluation and leveraging other resources. The proposed equity outcomes aim to do this by explicitly naming the need for inter-department and intra-agency collaboration.

FISCAL IMPACT

There is no fiscal impact from the creation of this report.

PUBLIC OUTREACH / INTEREST

Members of the public joined the March 3, 2023 retreat where these equity outcomes and priorities were developed, as well as informed by the biennial budget survey. The retreat meeting minutes and video are available online via [Legistar](#). The Councilmembers will publish their individual priorities by March 15, conduct budget related Council meetings, conduct District Community Budget Forums, and consider public input prior to adopting a balanced budget by June 30, 2023.

COORDINATION

Council President Bas and her office worked with the City Administrator, Budget Office, Department of Race and Equity, City Attorney, City Clerk, and HR&A Advisors on the Council Budget retreat. The retreat was a discussion among the Council, Mayor, Interim City Administrator, Finance Director, Budget Administrator, and Race & Equity Director, among others. Council President Bas consulted with the Department of Race and Equity in drafting these equity outcomes.

SUSTAINABLE OPPORTUNITIES

Economic: These Council priorities can result in increasing economic opportunities for Oaklanders, including those who have been most deeply impacted.

Environmental: These Council priorities can result in increasing environmental sustainability for Oaklanders, including those who have been most deeply impacted.

Race & Equity: These Council priorities can result in increasing racial equity for Oaklanders, including those who have been most deeply impacted.

ACTION REQUESTED OF THE CITY COUNCIL

Council President Bas Recommends That The City Council: **Approve An Informational Report And Recommendation on FY 2023-2025 Council And Councilmember Budget Priorities**

For questions regarding this report, please contact Cinthya Munoz-Ramos, Chief of Staff to Council President Nikki Fortunato Bas, District 2 at cmunozramos@oaklandca.gov.

Respectfully submitted,



Nikki Fortunato Bas
Council President, District 2

Attachment: Equity Outcomes Worksheet

Equity Approach:

~Establish a Racial Equity Outcome

- State desired universal outcomes for all
- Identify disparities in for specific groups
- Acknowledge differences in conditions

Proceed by working with community to identify/clarify root causes of disparities then design strategies that remove barriers for groups impacted by racial disparities, to support all to get to the desired outcome.

(Adapted from work by: john a. powell)

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



EQUALITY



EQUITY

1. Describe the program, policy or budget issue you are evaluating and its general purpose.
2. Name group(s) and, if applicable, the geographic area(s) of the City who/that are experiencing disparities related to the issue being addressed and the racial equity disparity or disparities that the action intends to improve.
3. Be explicit about change in conditions for those historically impacted by racial disparities.

Sample Draft Equity Outcome Statement:

All residents of Oakland are experiencing economic security, living in healthy, thriving, vibrant communities, and related racial disparities and barriers have been eliminated for Black, Indigenous, Latino and Asian communities.