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OFFICE OF THE CITY CLERK  
OAKLAND

2015 JUN -5 AM 9:02

# AGENDA REPORT

**TO:** JOHN A. FLORES  
INTERIM CITY ADMINISTRATOR

**FROM:** Kiran Bawa

**SUBJECT:** Community Budget Forum Summary

**DATE:** June 1, 2015

City Administrator  
Approval

Date

6/5/15

**COUNCIL DISTRICT:** City-Wide

## RECOMMENDATION

Staff recommends that the City Council accept this informational report summarizing the community feedback from Budget Forums held in conjunction with the FY 2015-17 Biennial Budget Process in accordance with the Consolidated Fiscal Policy.

## OUTCOME

This is an informational report providing community feedback to the City Council and summarizing the recent Community Budget Forums, to inform the FY 2015-17 Biennial Budget. This report satisfies the requirements of the City's Consolidated Fiscal Policy. **Attachment A** provides the City Council with public input received via the Budget Suggestions email account. **Attachment B** provides a summary of the results of an online survey conducted by the Mayor's Office related to the budget.

## EXECUTIVE SUMMARY

The City Council and Administration met and exceeded the requirements in the Consolidated Fiscal Policy for conducting Community Budget Forums. The forums accommodated the geographic and linguistic diversity of the City.

The forums revealed substantial concerns across the City that key resident priorities and concerns were: police response times, crime prevention and investigations, blight, illegal dumping, housing affordability, equity, and transportation infrastructure. Residents were also supportive of maintaining or expanding City services such as Libraries, Animal Services, Tree Services, Wildfire Prevention, and Senior Centers.

Particular City services were priorities in the forums held in certain districts, but not others. For instance the Fire Prevention was of concern at the forums in Districts 4 and 7, but less so at the forums in District 2 and 5. Also the relative importance of services varied by District -- for instance the East Oakland Districts of 5, 6, and 7 were relatively more concerned about illegal dumping and blight than others.

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## BACKGROUND/LEGISLATIVE HISTORY

The City of Oakland's Consolidated Fiscal Policy (Ordinance 13279 C.M.S.) requires that "the Administration and Council shall hold at least three (3) Community Budget Forums at varied times in different neighborhoods away from City Hall." It further specifies that "these meetings ... shall be scheduled so as to maximize residents' access. These meetings must include sufficient time for question and answer period as well as a presentation of budget facts by City staff," and that "every member of the City Council shall make their best effort to attend at least one Community Budget Forum." The consolidated fiscal policy also notes that the City shall make efforts to ensure that the forums are accessible to persons with disabilities and non-English language speakers.

The Consolidate Fiscal Policy requires that the "City Administrator prepare an Informational Report summarizing the community forum process, to be heard by the City Council at the next available budget discussion following the final forum. The summary memo shall attempt to identify key areas of public agreement and disagreement, as well as respond to the most commonly asked questions." The purpose of this agenda report is to fulfill this requirement.

## ANALYSIS

### **Community Forum Process**

During May 2015 the City Council and Administration hosted a total of seven (7) community budget forums held in locations across the City, exceeding the policy's minimum three (3) required forums. **Table 1** below provides the locations, dates, and times, for the community forums that were held. One forum was held in each of the City's seven (7) City Council Districts. Three forums specifically targeted non-English speaking residents with extensive interpretation in Spanish and Cantonese.

**Table 1**

<b>Forum Date &amp; Time</b>	<b>Forum Location</b>	<b>Hosted By</b>
Thursday, May 7 6-8pm	Think College Now 2825 International Blvd., Oakland, CA 94601 <i>Spanish interpretation/en Español</i>	District 5
Monday, May 11 6:30-8:30pm	Redwood Heights Recreation Center 3883 Aliso Ave., Oakland, CA 94619	District 4
Wednesday, May 13 6-8pm	Eastmont Town Center, Eastmont Precinct, Coliseum Room 2651 73rd Avenue, Oakland, CA 94605 <i>Spanish interpretation/en Español</i>	District 6 & District 4

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Monday, May 18 6:30-8:30pm	St. Paul Episcopal Church 114 Montecito Ave., Oakland, CA 94610	District 3 & District 2
Wednesday, May 20 6-8pm	Hotel Oakland 270 13th St., Oakland, CA 94612 <i>Cantonese interpretation/會議以中/英文進行</i>	District 2
Wednesday, May 27 6-8pm	Oakland Zoo Zimmer Auditorium 9777 Golf Links Rd., Oakland, CA 94605	District 7 & At-Large
Saturday, May 30 10am-Noon	Faith Presbyterian Church 430 49th St., Oakland, CA 94609	District 1

The conduct of each community forum varied depending on the specific needs and requirements of the community. At all the forums, City staff presented an overview of the Mayor's Proposed Budget and the City's Budget Process. Every forum included an extensive comment, question, and answer period with residents. Staff from the City's departments (notably Police, Fire, and Public Works) often responded directly to resident concerns. At all but one of the forums, Mayor Schaaf was present to directly explain and field questions on the Proposed Budget, she was unable to attend the District 4 meeting due to an unavoidable conflict in her schedule.

### Key Areas of Public Concern

#### Crime Prevention & Policing

Crime Prevention and Policing activities were a central concern across all seven forums. Two critical concerns for residents were the response times for emergency calls and having sufficient staffing in the OPD Dispatch Center. There were some specific public safety concerns that varied regionally. The security of the Head Start Center on 92<sup>nd</sup> Ave was a concern in District 6 and 7, as was equity of distribution in police resource between East Oakland and Downtown. In Districts 1 and 2 there was concern about stopping vandalism related to protest activities. In Districts 4 and 7 there was support for continued and additional engagement of communities through the Neighborhood Crime Prevention Councils (NCPCs) and for additional resources to investigate of burglaries and home invasion robberies. Districts 5, 6 and 7 also strongly favored increased traffic safety and enforcement.

#### Illegal Dumping and Blight

Illegal dumping and blight are key concerns of residents across the City, particularly in East Oakland. Residents are primarily concerned with the lack of enforcement action against violators. Staff noted that the budget included additional resources for Code Enforcement and that due to the new Zero Waste Franchise Agreement, apartment residents would be able to request bulky item pickup, and additional dumping abatement would be performed. In District 7 where this topic was of particular concern, residents suggested a number of ideas including: additional educational efforts on waste disposal, legalizing private garbage haulers, blight fines

for normal property similar to those for bank-owned properties, and reestablishing the litter enforcement program.

### Affordable Housing, Race & Equity, and the 12<sup>th</sup> Street Property

The problem of housing affordability was raised at each of the forums. This conversation was often connected to the sale of the 12th street remainder parcel and the desire of housing advocates to have that project feature additional affordable units. Many community members also suggested that the parcel was under-appraised and that they were unhappy with the opacity of the sale process. The topic of affordable housing was often discussed in conjunction with a generalized concern about gentrification and displacement of long-time residents. In Districts 6 and 1 there was strong support for transformative efforts to address racial inequity.

### Infrastructure and Accessibility

Across all districts, but particularly in the meetings held in Districts 2 and 6, there was a strong desire expressed by residents for additional repairs to City streets and sidewalks. In District 2 there was a particular emphasis on ensuring that sidewalks were ADA compliant and free of obstructions. Residents suggested that ADA be considered in the formation of a Department of Transportation. In District 6 there was an emphasis on street and road repair. Staff noted that annually the City holds a pothole blitz and the residents should call in problem streets to the OPW Call center. Staff also noted that the addition of Measure BB funding will allow the City to complete additional transportation projects, including sidewalk and road repair.

### Fire Prevention and Vegetation Management

In Districts 1, 4, and 7 there was concern about renewal of the Wildfire District and vegetation management to improve fire safety. Staff expressed that the proposed budget includes funding to allow for community outreach to develop a successor measure.

### Senior Services and Library Services

Across the City there was a general interest in improving the hours and quality of these key services. The desire for additional senior services was particularly notable in Districts 1 and 2. There was strong universal support for maintaining or enhancing Library services; a District 4 participant suggested the extension of Library Services to six (6) per week.

### Animal Services

Oakland Animal Services advocates were present at numerous meetings and consistently requested that the City not reduce funding for animals services. Staff at each meeting explained that the proposed budget does not reduce this funding.

Trees & Urban Forestry

At meeting in Districts 2, 4, and 7 community members advocated for additional resources to plant trees and maintain the City's urban forest. Staff noted that the City has applied for Cap and Trade Grant funding to conduct an inventory of the City's urban forest.

Finances and Management Practices

At a few of the community forums, notably Districts 1, 5, and 7, residents raised concerns about long-term fiscal issues such as unfunded pension liabilities and negative funds. Community members also suggested changes to City management practices to improve service delivery including: performance management, decentralized service provisions, a "one-stop-shop" for businesses, and performance incentives for management staff. Concerns regarding City management were particularly strong in District 7.

**Additional Information**

As attachments to this agenda report, staff is also transmitting community feedback received by means other than the community forums. *Attachment A* provides an account of all emails received on the Budget Suggestions email account or by City Budget staff that pertain to suggestions for the FY 2015-17 Budget. *Attachment B* provides a summary of the results of an online survey conducted by the Mayor's Office related to the budget.

**PUBLIC OUTREACH/INTEREST**

This report summarizes the input received through extensive community outreach and engagement efforts for the Proposed FY 2015-17 Budget cycle.

**COORDINATION**

This report was prepared by the City Administrator's Budget Department with assistance from the City Administrator's Office – Communication Unit.

**COST SUMMARY/IMPLICATIONS**

This report is informational and has no direct cost implications. It, however, should inform the appropriations decisions in the FY 2015-17 Biennial Policy Budget.

**SUSTAINABLE OPPORTUNITIES**

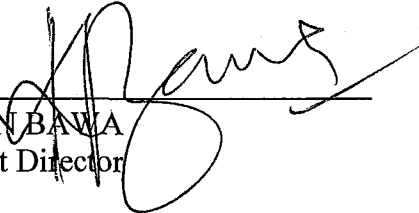
***Economic:*** No direct economic opportunities have been identified.

***Environmental:*** No direct environmental impacts have been identified.

***Social Equity:*** No direct social equity opportunities have been identified.

For questions regarding this report, please contact Bradley Johnson, Assistant to the City Administrator, at 238-6119.

Respectfully submitted,

  
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KIRAN BAWA  
Budget Director

Reviewed by:

Sarah Schlenk  
Agency Administrative Manager  
City Administrator's Office

Prepared by:

Bradley Johnson  
Assistant to the City Administrator  
City Administrator's Office –Budget Department

***Attachments:***

- A: *Emails from the Community received by the Budget Department*
- B: *Results of the Mayor's Online Budget Survey*

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## *MEMORANDUM*

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**TO:** HONORABLE MAYOR &  
CITY COUNCIL

**FROM:** Kiran Bawa  
Budget Director

**SUBJECT:** FY 2015-17 Budget Suggestions

**DATE:** June 3, 2015

### INFORMATION

The following are emails received by the City Administrator's Office via the [BudgetSuggestions@Oaklandnet.com](mailto:BudgetSuggestions@Oaklandnet.com) email account. The emails are presented as received by staff and have only been altered to remove personal identifying information. City staff has responded to these emails to confirm receipt or when appropriate provide answers to any questions and referred problems to the appropriate Department.

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Dear Budget Committee,

I learned you recently polled residents regarding their priorities for the city's next budget. Since I am a resident of Oakland and I was not contacted, I would like to share my opinion.

Oakland Animal Services (OAS) provides important community services, especially to low-income residents. The current budget does not meet the demand for service, resulting in police officers answering animal-related calls and citizens who are unable to access the shelter due to limited phone hours (10 hours/week) and open hours (21 hours/week). An adequately funded municipal animal shelter is required to protect public safety, and provide essential services to the community.

Thank you for including my viewpoint in establishing priorities for Oakland's budget.

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To Whomever It May Concern,

As a condominium owner in District 4, I was hoping to receive your call regarding the 2015-2017 Oakland budget, so that I could ask that increased funding of our animal shelter be addressed.

I understand that Oakland is operating at a deficit, but the department whose funding affects the lives of so many residents, as well as vulnerable animals, is a non-negotiable need for adequate funding and staffing.

Our shelter is abysmally below the level of other municipal shelters serving a population like Oakland's, and greatly impacts public safety, public health and social services, and thousands of animals lives each year.

Please consider my request when representing the interest of Oakland constituents for the next budget, and let our city officials know that we want a shelter accessible to the public and serving the community role it is too under-resourced to currently.

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Dear poll leader:

I'm a resident, a homeowner, and a dog owner in Oakland and I understand you recently polled residents regarding their priorities for the city's next budget. Since I was not contacted, I wish to express my hopes for the city.

While I don't know if your poll specifically asked about Oakland Animal Services, I feel strongly that an adequately funded animal shelter is essential to public safety, and to improving the quality of life.

At the current time, Oakland Animal Services is funded and staffed at a level far below other municipal shelters in cities the size of Oakland. To keep the public safe (from dangerous animals, disease, dead animals, and dog fighting) and to improve our quality of life (e.g. access and assistance with lost pets, response calls to strays, resources for animal-related concerns) we must ensure our shelter is adequately funded and staffed.

Thank you for noting my concerns in consideration of Oakland's budget.

Thank you

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I love Mayor Schaaf's new budget video and that you're gathering input from residents. However, I wanted to point out that your April 15 meeting at Actual Cafe conflicts with Golden Gate's NCPC meeting. It's probably too late to re-schedule, but I'd like to suggest in the future that you make sure that your neighborhood meetings don't conflict with existing neighborhood meetings. The Beat 10X NCPC is at a crucial turning point and tomorrow we will have the first open elections in many years. I would love to attend Mayor Schaaf's event, but my first priority (and the first priority for many of the more engaged members of our neighborhood) will be NCPC.

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I would like to hear a plan for multi-national corporations to start to pay the taxes they benefit from but never pay which should be going into the public coffers for the greater good of all



citizens. Ordinary citizens cannot nor should they continue to be brow beaten for higher taxes when ATT, Comcast and the like pay virtually NO taxes.

Please let me know when this issue might be addressed.

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The City of Oakland should consider bringing back the park patrol to help with the ongoing problem of trashing Oakland's most beloved treasure, Lake Merritt. As Stanley Roberts for KRON recently filmed for his segment of "People Behaving Badly", the trashing of Lake Merritt and public drunkenness is getting out of hand.

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Hello,

Thank you for the infographic summarizing the five-year forecast:

<http://www2.oaklandnet.com/oakca1/groups/cityadministrator/documents/report/oak052140.pdf>

After reading the above PDF, I have some questions that I would like some clarification on:

1. Isn't the five year forecast for 2015-2020? The graphic indicates 2016-2020 – is that a mistake?
2. Is the projected \$1.1 Billion revenue amount projected for a 1 year period only or some other period? (i.e. for FY 2015-16 or FY 2015-17 ?)
3. Does this \$1.1 Billion total include both Restricted and GPF money?
4. Chart 2:
  - a. What type of revenue is transient occupancy tax (TOT)? Is TOT revenue captured under "Other"?
  - b. Can you define the types of revenues that fall under "Service Charges" and "Other"?
5. Expenditures Chart:
  - a. Are total expenditures per year captured in this chart or just GPF expenditures per year ?
  - b. Please define "long-term obligations" and "unfunded capital needs"
  - c. It seems the expenditure assumptions for employee salaries, employee benefits and retirements show slight growths over the 5-year period. Could you explain the assumptions for the projected growth?
6. Monthly Medical Cost for One Employee
  - a. What accounts for the decrease in monthly medical cost between 2014 and 2015.
7. GPF Revenues & Expenditures Chart
  - a. Why does this show only the GPF money and not restricted funds?
  - b. This chart projects no shortfall in 2014-15. When will this amount be confirmed? Is it possible City will end FY 14-15 with a surplus?
8. Raising Taxes
  - a. To approve a tax increase that is not a "special tax", by what margin must this be approved by voters? Is there time for such a tax to make it on to the November 2015 ballot?

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Please budget significantly to house the homeless. There are at least 50 homeless people in my little West Oakland neighborhood.

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Chapman Street is degraded to the point of prohibiting traffic and driveway access.. I am almost unable to access my parking garage for my building at 2875 Chapman...PLEASE FIND monies to fund repaving Chapman (we are beyond potholes!) so that we can access the street and our residences.

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I'd like to suggest that the Redwood Heights Park and Rec Center be closed on Saturdays and Sundays at noon. Some weeknights the center sits idle

No one uses the Center (unless there's a party) in the afternoons on the weekends and the Director(s)/staff just sits in the office. The park is desolate and I don't see the point of paying staff to sit and surf the Internet, to keep the bathrooms unlocked for no one to use.

If staff was handing out frisbees or playground equipment, I would say, 'keep it open!'But that's not the case. It's a small rec center, with just grass and a play structure. During the week, it's used as an after school center and is open til 7pm. Yoga and other enrichment courses are offered and I appreciate that, but on weekends when the classes are over, there is NO one that uses the park facility, (unless it's being rented out and the City is enjoying the venue's revenue.)

I think the City/we could save a lot of money for the 52 weekends of the year that they would save 7 hours of payroll and pension contributions.

Just a suggestion.  
Thanks for listening.

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Dear Chief Whent & Mayor Schaaf,

I'm writing to advocate for budget resources to reinstate the Park Ranger program. Having looked at the SF Model, which does not use sworn officers for park patrol, I believe we could reallocate \$800,000 of the current OPD budget and get over 10 Park Rangers to promote safe and fun parks throughout all of Oakland.

Right now with the exponential park use growth at Lake Merritt we need OPD to help with the enforcement of park rules. The park use is so large at Lake Merritt that it's just too risky to ignore this "no rules, do anything you want" environment, which could potentially lead to a situation like the First Friday shooting.

Currently we have a patrol that works on overtime at Lake Merritt and Dimond park one day on the weekend. Officers pass out park rules pamphlets and focus on education the main community issues, charcoal BBQs, alcohol, public urination and loud amplified music. There is community concern about using OPD's time, given many crimes go unsolved due to large case loads.

Oakland used to have Park Rangers, there were over 20 sworn officers that were focused on patrolling park areas. We know that a sworn officer with overtime costs us about \$200,000 a year. We would need \$4 million in our budget to get to those levels and it's not realistic or even the best use of sworn officer's time.

In SF they have a park ranger program, but they are not sworn officers. Their current staffing includes 24 rangers, along w/ some management and dispatchers. They focus on education, identifying safety hazards, enforcing code and promoting a safe park space for all. They issue citations and work very closely with SFPD sworn officers with issues, even writing up police reports. And they cost a lot less, with their average salary about \$55K. So, we could get about 3.6 non sworn rangers for every 1 sworn officer.

Not only is it a more cost effective and education focused approach, it also could be a good stepping stone program for future officers.

Regards,

Link to SF Park Patrol Officer Job Description:

<http://www.jobaps.com/SF/specs/classspecdisplay.asp?ClassNumber=8208>

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I am a resident of St. Paul's Towers in Oakland, a senior resident place, and we want to throw our support in backing in whatever way you can the budget for the libraries. It is so important for the community and a resource we feel essential. We hope that you and the mayor can have influence to keep the service not only going but expanding the hours. It is one of the best community things we have going for all ages both from an education standpoint and a safe place to be in our city for our youth. I know the budget has many things to be considered but please have this a priority.

Thank you.

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Dear Respected City Mayor, Finance & Management Committee Councilmembers and Staff,

I'm writing to advocate for budget resources to maintain the parks and park improvements at Lake Merritt. We've spent over \$200 million in Measure DD funds in the past 16 years, yet during the same time have laid off over 17 gardeners and left a barebones Public Works crew to deal with exponential growth of park use.

Lake Merritt is full of spontaneous artistic expression and creativity, something I want to preserve. However the weekends are so full of park goers, and the park rules are not enforced

leaving the community to deal with excessive public drinking and urination, noise & air pollution and overflowing trash. The park use is so large that it's just too risky to ignore this "no rules, do anything you want" environment, which could potentially lead to a situation like the First Friday shooting.

#### Enforcement

Currently there is OPD special deployment one day each weekend from 10am to 8pm. They are on overtime and also support regular (non-park) OPD issues. They have been passing out information brochures on the park rules for the past 3 weeks and are now issuing tickets for alcohol noise/amplified music and public urination. OPD checks for BBQs early in the day, but BBQ use is not enforced in the afternoon when BBQ use is its highest. Parking on Lakeshore currently has a 3 hour limit, but these time limits are not enforced at all on the weekends. Here are some immediate opportunities to help the community:

- Additional OPD coverage to support both Saturdays and Sundays.
- Install additional signage in concentrated use areas regarding the biggest issues (Alcohol, BBQ, Noise & Trash) as soon as possible.
- Install designated BBQ pits, as recommended by PRAC. Start issuing citations for charcoal BBQ use.
- Start parking enforcement on Saturdays with current parking enforcement resources.
- Budget for Sunday Parking Enforcement Technicians.

In the short term, we need OPD resources to enforce park rules. However, overtime OPD is the most expensive way to manage this and it is not sustainable in the long run. I strongly encourage you to look at San Francisco's Park Patrol Officers. They are not police officers and make between \$51K to \$62K a year. Their roll supports their police department by identifying issues that need police support and filling out police reports. Here's a link to their job description. <http://www.jobaps.com/SF/specs/classspecdisplay.asp?ClassNumber=8208>

#### Ongoing Maintenance

- Hire at least 3 full time gardeners and 4 part time park staff.
- Until we get the solar powered compactor trash cans on Lakeshore, use the cardboard trash cans alongside the permanent park trash cans to manage the excess/spillover garbage.
- Port-o-Potties are needed for holiday weekends.

Here are some ideas on how to pay for it.

- A portion of the Lakeside Park parking fees should go to maintenance.
- Traffic fines from enforcing parking limitations on lakeside parking on the weekends-- Saturdays and Sundays.
- Residential parking permits. I would personally love to pay for one and I live on Wayne between Brooklyn & Hanover.

It's time to make a commitment to the ongoing maintenance of the crown jewel of Oakland. Being a focal point for all of Oakland, it's too risky to continue to ignore.

Thank you for considering my feedback.



## *MEMORANDUM*

**TO:** HONORABLE MAYOR &  
CITY COUNCIL

**FROM:** Kiran Bawa  
Budget Director

**SUBJECT:** FY 2015-17 Mayor's Online  
Budget Survey

**DATE:** June 3, 2015

### INFORMATION

The office of the Mayor conducted an additional online public survey using the SpeakUpOakland online platform. This online survey is not scientific and is distinct from the professional budget priorities poll conducted earlier this year in accordance with the Consolidated Fiscal Policy. The goal of the online survey was to gage public input on specific balancing measures under consideration and to supplement the community outreach conducted via the budget forums. The online survey collected a total of 84 unique responses. A breakdown of respondents by Zip Code is provided below.

<b>Zip Code</b>	<b>Number of Respondents</b>
94601	5
94602	11
94603	2
94605	2
94606	6
94607	3
94609	15
94610	7
94611	12
94612	4
94618	5
94619	2
Outside of Oakland	7
Did not state	5

Staff has not conducted detailed analysis of the survey results; however, a summary of those results is provided in the subsequent tables. The summary notes the scale on which the question or range of questions were scored, the question number, question language, average score, number of respondents answering "7" and the number of respondents answering "1".

**Question 1 Scale: 1=Strongly Agree to 7=Strongly Disagree**

No.	Question	Average	7's	1's
1	The goal of Oakland's budget this year should be to create a vibrant equitable city that is growing responsibly.	5.8	41	5

**Questions 2 through 5 Scale: 1=Not At All Important to 7=Extremely Important**

No.	Question	Average	7's	1's
2	Improve public safety using a holistic approach including more police better community policing violence intervention and prevention programs as well as addressing the root causes of crime starting with better jobs and education.	6.2	46	1
3	Improve the City's physical infrastructure starting with roads so they look and work better cost less to maintain and create more vibrant attractive and healthy neighborhoods making Oakland a great place to live play and bring your business.	5.8	30	0
4	Create more housing and jobs but do so in an equitable way that keeps Oakland affordable for residents at every income level and provides employment opportunities for Oaklanders with every skill and education level housing jobs.	5.7	40	0
5	Be more responsive to requests for city services so things in every neighborhood get cleaned and fixed right away and police and firefighters are there when we need them this will show that government is trustworthy and transparent and making the city look attractive so people feel good about living and working in Oakland city services.	5.9	35	1

**Questions 6 through 12 Scale: 1=Bad Idea to 7=Great Idea**

No.	Question	Average	7's	1's
6	Grow Oakland's economy to increase revenues from new housing and businesses grow economy.	6.0	44	2
7	Put off fully addressing Oakland's big future debts unfunded retirement liabilities until the economy improves.	3.0	5	22
8	Don't replace certain workers once their positions become vacant called a selective hiring freeze.	4.3	9	8

9	Use one-time money e.g. a one-time rebate from the state to cover some ongoing service costs it's not responsible in the long run but okay for now because were still recovering from the recession use one time state rebate.	3.4	3	18
10	Increase the fees we charge for services so the City's actual costs are fully recovered e.g. police at sporting events.	5.5	27	0
11	Be more aggressive in collecting taxes owed by Oakland businesses.	6.1	38	2
12	Refinance debts to take advantage of lower interest rates and reduce annual payments may extend the number of years well need to finish paying off the debt.	5.9	36	2

**Questions 13 through 30 Scale: 1=Not At All Important to 7=Extremely Important**

No.	Question	Average	7's	1's
13	Increase the number of police officers in our communities.	5.6	43	6
14	Increase violence prevention programs beyond the Measure Z increase that was just passed to help people leave a life of violent crime ceasefire strategy.	5.5	34	1
15	Expand job training funds beyond the federal funds Oakland already receives to establish a city county reentry job corps to provide people on probation or receiving general assistance with employment training educational assistance transitional jobs and support with gaining permanent employment.	5.6	36	1
16	Increase civilian support staff in the police department to free up officers to work on the streets as well as improve investigations.	5.9	33	1
17	Establish a department of race and equity.	3.1	10	30
18	Increase fire prevention including more inspectors and vegetation management staff.	4.1	12	5
19	Provide paid family leave so city of Oakland employees who are parents get the same benefit as other California workers.	4.8	17	4
20	Restore salaries to city workers who took pay cuts during the recession to help preserve city services.	4.8	14	4
21	Increase the hours libraries are open.	4.7	16	5
22	Add code enforcement officers who will go after illegal food vending and blighted abandoned properties.	4.6	19	5

23	Make one time capital improvements that will result in ongoing cost savings from reduced operations and maintenance costs e.g. replace a water using grass field with a turf field for sports or resurface roads before they become so damaged they need to be reconstructed.	5.6	17	0
24	Provide more training and support to city workers to help them do their jobs more effectively and efficiently.	4.4	8	3
25	Prepare competitive grants that could accelerate road repairs and bring more transportation improvements to Oakland using non city funds.	5.6	24	0
26	Help build more affordable housing.	4.9	27	6
27	Provide head start free preschool for low income children.	5.6	36	1
28	Improve customer service and equity in service delivery by assessing departments and training customer service workers.	4.5	12	3
29	Promote and market small businesses and arts organizations in each neighborhood to grow local economies.	4.7	14	4
30	Pay down debts and unfunded liabilities to more manageable levels so we don't leave future generations with a bill.	5.2	25	1