

CITY OF OAKLAND

BUDGET ADVISORY COMMISSION

Notice is hereby given that a **special meeting** of the City of Oakland Budget Advisory Commission (BAC) is scheduled for **Wednesday, October 3, 2018** at **6:00 pm** in the **Building Bridges Room, City Hall, 3rd Floor**, at 1 Frank Ogawa Plaza.

Commission Members:

Lori Andrus, Brandon Baranco, Jon Bauer, Ken Benson, Margurite Fuller, Ed Gerber, Alicia John-Baptiste, Geoffrey Johnson, Darin Ranahan, Noelle Simmons, Adam Van de Water, Danny Wan, & Jennifer West

City's Representative:

Brad Johnson – *Finance Department*

Meeting Agenda:

1. Administrative Matters
 - A. Welcome & Attendance

2. Discussion regarding the Budget priorities poll for the FY 2019-21 biennial budget cycle, election. Planned staff attendees include Director of Race & Equity Darleen Flynn and Budget Administrator Adam Benson. [100 minutes]
See attached materials that include:
 - A. Consolidated Fiscal Policy
 - B. FY 2017-19 Final Public Poll Survey Instrument
 - C. FY 2017-19 Public Poll Presentation
 - D. Oakland Equity Indicators Executive Summary (full report available at: www.oaklandca.gov/uploads/documents/2018-Equity-Indicators-Full-Report.pdf)

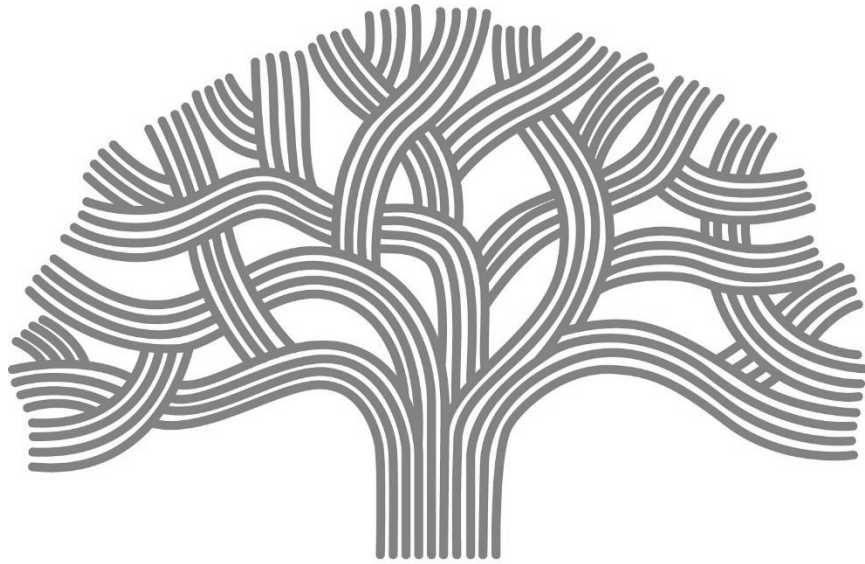
3. Open Forum

4. Discussion of Next Meeting Dates and Subjects
 - A. Date Options: October 17, October 24, November 14
 - B. Subjects: Budget Priorities Poll, OPEB Grand Jury Response & City Report; Negative Funds Report (Staff Report to FMC on 10/23/2018)

5. Adjournment

CITY OF OAKLAND

CONSOLIDATED FISCAL POLICY



Section 1. Budgeting Practices

Part A. General Provisions

The City's Fiscal Year shall begin on July 1st of each year and end on June 30th of the subsequent year. The City shall adopt a two-year biennial policy budget by June 30th of odd-numbered calendar years. The City shall amend its biennial policy budget (midcycle) by June 30th of even-numbered years. The budget and midcycle amendments shall be adopted by resolution of the City Council as required by the City Charter.

Part B. Policy on Balanced Budgets

The City shall adopt a balanced budget that limits appropriations to the total of estimated revenues and unallocated fund balances projected to be available at the close of the current fiscal year. The City Administrator shall be responsible for ensuring that the budget proposed to the City Council by the Mayor, adheres to the balanced budget policy.

This policy entails the following additional definitions and qualifications:

1. The budget must be balanced at an individual fund level.
2. City policies on reserve requirements for individual funds must be taken into account. The appropriated expenditures included in the balanced budget equation must include the appropriations necessary to achieve or maintain reserve targets.
3. Appropriated revenues can include transfers from unallocated fund balance where such fund balance is reasonably expected to exist by the end of the fiscal year preceding the year of the adopted budget. Transfers from fund balance are not to be counted as revenue if the fund balance is not reasonably expected to exist by the end of the fiscal year preceding the year of the adopted budget. (Note: The precise definition of 'fund balance' will vary from fund to fund, depending on the fund's characteristics and accounting treatment.)
4. Appropriated expenditures can include transfers to fund balance or to reserves.

From time to time the City Council may present changes in policy and consider additional appropriations that were not anticipated in the most recently adopted budget. Amendments by the City Council shall maintain a balanced budget.

Each fiscal year the City Administrator shall report to the City Council on actual revenues and expenditures in the General Purpose Fund and other funds as deemed necessary.

Part C. Use of Excess Real Estate Transfer Tax (RETT) Revenues

To ensure adequate levels of the General Purpose Fund reserves and to provide necessary funding for municipal capital improvement projects and one-time expenses, the City shall require that excess Real Estate Transfer Tax revenues be defined and used as follows:

1. The excess Real Estate Transfer Tax (RETT) revenue is hereby defined as any amount of projected RETT revenues that exceed 15% of General Purpose Fund Tax Revenues (inclusive of RETT).
2. The excess Real Estate Transfer Tax, as described in this section, shall be used in the following manner and appropriated through the budget process:
 - a. At least 25% shall be allocated to the Vital Services Stabilization Fund, until the value in such fund is projected to equal to 15% of total General Purpose Fund revenues over the coming fiscal year; and
 - b. 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; and
 - c. The remainder shall be used to fund one-time expenses or to augment reserves.
3. Use of the excess RETT revenues for purposes other than those established in this section must be authorized by City Council resolution. The resolution shall explain the need for using excess RETT revenues for purposes other than those established in this section. The resolution shall also include steps the City will take to return to using excess RETT revenues pursuant to this section.
4. Following the completion of the annual audit, excess RETT revenues will be analyzed to determine whether the transfers to the Vital Services Stabilization Fund or expenditures to fund debt retirement and unfunded long-term obligations were sufficient. If insufficient funds were transferred, a true-up payment shall be made in the next fiscal year. If the transfers exceed the actual requirement, the amounts in excess may be credited against allocations in the next fiscal year.

Part D. Use of One-Time Revenues

1. One-time revenues are defined as resources that the City cannot reasonably expect to receive on an ongoing basis, such as proceeds from asset sales and debt refinancing. This part shall not apply to the use of excess RETT revenues pursuant to Section 1. Part C.
2. Fiscal prudence requires that any unrestricted one-time revenues be used for one-time expenses. Therefore, one-time revenues shall be used in the following manner, unless they are legally restricted to other purposes: to fund one-time expenditures, 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; or shall remain as fund balance.

3. Use of one-time revenues for purposes other than those established in in this section must be authorized by City Council resolution. The resolution shall explain the need for using one-time revenues for purposes other than those established in this section. The resolution shall also include steps the City will take to return to using one-time revenues pursuant to this section.

Part E. Use of Unassigned General Purpose Fund Balance

Any unassigned General Purpose Fund balance, as projected in the 3rd Quarter Revenue and Expenditure Report, and not budgeted for other purposes, shall be used in accordance with Section 1, Part D.

Part F. Analysis of Funding for Debt or Unfunded Long-Term Obligations From Certain Revenues

When excess RETT or other one-time revenues are used to fund accelerated debt retirement or unfunded long-term obligations, the City Administrator shall present his or her analysis and recommendations to the Council based on the best long-term financial interest of the City.

Part G. Criteria for Project Carryforwards and Encumbrances

Previously approved but unspent project appropriations ("carryforwards") and contingent liability reserves for current purchases or contracts that are paid in the following fiscal year ("encumbrances") are financial obligations against reserves. Fiscal prudence requires that such obligations be limited.

Each fiscal year, the Finance Department will submit a list of eligible carryforwards and encumbrances to all departments for evaluation for all funds, including the General Purpose Fund. Departments may request to retain some or all carryforwards and encumbrances when such balances are:

1. Deemed essential to the delivery of active city projects, programs and services; or
2. If the liquidation of such balances would be in violation of legislative or legal requirements.

A departmental request to retain project carryforwards and/or encumbrances must be submitted to the Finance Department. Departments shall provide specific reasons for requested project carryforwards and encumbrance carryforwards, including, but not limited to, those reasons outlined above. Carryforward of project appropriations in funds with negative balances will only be allowed on an exception basis.

The Finance Department will recommend to the City Administrator an action on the departmental requests. The City Administrator shall make a final determination on project carryforward and encumbrances, and will direct the Finance Department to make carryforwards

available to the appropriate department.

Part H. Grant Retention Clauses

Prior to the appropriation of revenues from any grant outside of the budget process, the City Council shall be informed of any retention clauses that require the City to retain grant-funded staff, services, programs, or operations beyond the term of the grant. The fiscal impacts of such retention clauses shall be disclosed. During the biennial budget process staff shall report to the Council the ongoing projected fiscal impacts of such retention clauses.

Part I. Alterations to the Budget

Substantial or material alterations to the adopted budget including shifting the allocation of funds between departments and substantial or material changes to funded service levels, shall be made by resolution of the City Council.

The Finance Department will include departmental expenditure projections for the General Purpose Fund in the Second Quarter Revenue & Expenditure Report. In the event that a department is projected to overspend in the General Purpose Fund by more than one percent (1%), the City Administrator shall bring an informational report to the City Council within 60 days following acceptance of the Revenue & Expenditure report by the City Council. The report shall list the actions the Administration is taking to bring the expenditures into alignment with the budget.

Part J. Transfers of Funds between accounts.

The City Administrator shall have the authority to transfer funds between personnel accounts, and between non-personnel accounts within a department. The City Administrator shall have the authority to transfer funds allocated to personnel accounts to non-personnel accounts within a department provided that cumulative transfers within one fiscal year do not exceed 5% of the original personnel account allocation of that department. The City Administrator shall have the authority to transfer funds from non-personnel accounts to personnel accounts within a department. The City Administrator shall have the authority to transfer funds allocated to personnel accounts to non-personnel accounts if the transfer is required to meet the conditions of or maximize the funding derived from a grant that has been approved by the City Council. For the purposes of this section accounts for the provision of temporary personnel services shall be considered personnel accounts.

Part K. Pay-Go Account Expenditures, Priority Project Fund Expenditures, and Grants

The City Council hereby finds and determines that it is in the public interest to spend Pay-go account fund to facilitate and support programs & services of the City of Oakland, capital improvement projects of the City of Oakland, and programs & capital improvement projects of the public schools and other public entities within the City of Oakland. The Council authorizes Pay-Go account funds to be used for the following purposes:

Capital Improvements:

1. To pay for or augment funding for a City of Oakland capital improvement project including planning and pre-construction services for projects such as, but not limited to, feasibility studies and design, landscaping, architectural and engineering services and all services and materials needed to construct a capital improvements such as, but not limited to, contractor services, lumber, concrete, gravel, plants and other landscape materials, fountains, benches, banners, signs, affixed artwork and any other design and decorative elements of the project; and
2. To provide a grant to a public school, including a school chartered by the State of California or Oakland Unified School District, or other public entity for use on capital improvement project within the City of Oakland, including planning and pre-construction services for projects such as, but not limited to, feasibility studies and design, landscaping, architectural and engineering services and all services and materials needed to construct a capital improvements such as, but not limited to, contractor services, lumber, concrete, gravel, plants and other landscape materials, fountains, benches, banners, signs, affixed artwork and any other design and decorative elements of the project; and

Furniture & Equipment:

3. To pay for or augment funding for purchase of furniture and equipment, including computer equipment and software, to be used by participants in a program operated by the City of Oakland; and
4. To provide a grant to a public school, including a school chartered by the State of California or Oakland Unified School District, or another public entity to be used for furniture and equipment, including computer equipment and software, to be used by participants in a program operated by the public school or public entity.

Pay-go purposes stated above shall operate as restrictions on Pay-go expenditures or Pay-go grants, regardless of the Pay-go account funding source.

Pay-go purposes stated above shall apply to any and all Pay-go expenditures or grants made by the Mayor and each City Councilmember. All Pay-go expenditures and grants shall be administered by the City Administrator on behalf of the city, and grant agreements shall be required for all such grants.

In accord with the City Council's motion approving the initial allocation of Councilmember Priority Project funds on June 8, 2006, the City Councilmembers must obtain City Council approval for all Priority Project expenditures.

All Priority Project fund grants approved by the City Council and shall be administered and executed by the City Administrator on behalf of the city, and grant agreements shall be required for all such grants.

Section 2. Reserve Funds

Part A. General Purpose Fund Emergency Reserve Policy

1. Council hereby declares that it shall be the policy of the shall City of Oakland maintain in each fiscal year a reserve equal to seven and one-half (7.5%) of the General Purpose Fund (Fund 1010) appropriations as adopted in the biennial or midcycle budget, and not including prior year carryforwards, encumbrances, or appropriations to Fund Balance for, such fiscal year (the "General Purpose Fund Emergency Reserve Policy"),
2. Each year, upon completion of the City's financial audited statements, the City Administrator shall report the status of the General Purpose Funds Emergency Reserve to the City Council and on the adequacy of the of the 7.5% reserve level. If in any fiscal year the General Purpose Fund Reserve Policy is not met, the City Administrator shall present to Council a strategy to meet the General Purpose Funds Emergency Reserve Policy. Each year, the City Administrator shall determine whether the 7.5% reserve level requires adjustment and recommend any changes to the City Council.
3. The amounts identified as the General Purpose Funds Emergency Reserve may be appropriated by Council only to fund unusual, unanticipated and seemingly insurmountable events of hardship of the City, and only upon declaration of fiscal emergency. For the purposes of this Ordinance, "fiscal emergency" may be declared (1) by the Mayor and approved by the majority of the City Council, or (2) by a majority vote of the City Council.
4. Prior to appropriating monies from the General Purpose Funds Emergency Reserve, the City Administrator shall prepare and present such analysis to the City Council. Upon review and approval of the proposed expenditure by the City Council, and appropriate fiscal emergency declaration necessary for the use of GPF reserve, the City Administrator will have the authority to allocate from the reserves.

Part B. Vital Services Stabilization Fund Reserve Policy

1. Council hereby declares that it shall be the policy of the City of Oakland to maintain a Vital Services Stabilization Fund (VSSF) with a target funding level of 15% of General Purpose Fund Revenues. The funding of the Vital Services Stabilization Fund shall be made pursuant to Section 1, Part C concerning excess Real Estate Transfer Tax.
2. In years when the City forecasts that total General Purpose Fund revenues will be less than the current year's revenues, or anytime significant service reductions, such as layoffs or furloughs, are contemplated due to adverse financial conditions, use of this fund must be considered to maintain existing services.
3. Use of the VSSF must be authorized by City Council resolution. The resolution shall explain the need for using the VSSF. The resolution shall also include steps the City will take in order to replenish the VSSF in future years.

Part C. Capital Improvements Reserve Fund

1. Council hereby declares that it shall be the policy of the City of Oakland to maintain a Capital Improvements Reserve Fund.
2. Revenue received from one time activities, including the sale of Real Property, shall be deposited into the Capital Improvements Reserve Fund, unless otherwise directed by a majority vote of the City Council. Interest earnings on monies on deposit in the Capital Improvements Reserve Fund shall accrue to said fund and be maintained therein.
3. Monies on deposit in the Capital Improvements Reserve Fund may be appropriated by Council to fund unexpected emergencies, major capital maintenance, repair costs to City-owned facilities and to fund capital improvement projects through the Five-Year Capital Improvement Program.

Section 3. Budget Process, Fiscal Planning, Transparency, and Public Participation

Unless otherwise noted all timelines apply only to budget development years, normally odd numbered years and not to mid-cycle revisions to an adopted two-year budget.

1. Assessment of Stakeholder Needs, Concerns and Priorities

Timeline: Budget Advisory Committee review prior to survey release. Survey completion by December 5th of even-numbered years. Results publicly available within three weeks of survey's close.

Requirements: The City Administrator should develop or secure a statistically valid survey for assessing the public's concerns, needs and priorities prior to the development of the biennial budget. Whenever feasible, the City should conduct a professional poll administered to a statistically relevant and valid sample of residents that is representative of Oakland's population in terms of race, income, neighborhood, age, profession, family size, homeownership/renter-ship, etc. If that's not possible, then demographic information should be collected and reported out with the survey results.

Prior to release, the survey questions shall be submitted to the Budget Advisory Committee by September 1st of even numbered years for review of bias, relevance, consistency in administration, inclusion of benchmark questions, and ability to assess concerns, needs and priorities. The survey instrument, method of dissemination, and any instructions for administration shall be publicly available. The survey should be conducted following the November election and before December 5th.

If the City cannot afford a professional survey, an informal survey shall be made available for broad dissemination by the Mayor and Councilmembers through community list serves and other communication channels. Furthermore, the City Administrator shall take steps to promote participation, such as issuing a Flyer promoting participation in the survey and methods of participation (survey internet link, email, phone number) and posting such Fliers near publicly available computers in all City libraries, Recreation Centers, and Senior Centers. A list of those dissemination channels should be publicly available along with survey results.

Survey results should be publicly available within three weeks of the completion and analysis of the survey. Survey results should be made widely available, shared on social media, and published on the City's Budget website. In the event that City's statistically valid survey has been completed, the Mayor and City Administrator shall include in their proposed budget a summary of the survey data and a statement regarding how the data was or was not incorporated into the final proposed budget. Informal surveys and their results shall be made public but not included in their proposed budget document.

The City Administrator shall develop a standardized and diverse means of collecting resident input via other means prior to budget development.

2. Council Initial Budget Briefing and Priorities Discussion

Timeline: February

Requirements: 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.

3. Five-Year Forecast

Timeline: Produced and heard by the Council's Finance & Management Committee or the full City Council in February or March. Forecast Fact Sheets should be distributed to City community centers and Forecast data should be available on Open Data Portal within two weeks of the Council hearing.

Requirements: Each Budget Cycle, the City Administrator must prepare a Five-Year Forecast.

The Five-Year Financial Forecast (“Forecast”) is a planning tool that estimates the City's likely revenues and expenditures over five-years, based on appropriate financial, economic, and demographic data. The purpose of the Forecast is to surface all major financial issues and estimate future financial conditions to support informed long-term decision making. Such planning provides for greater financial stability, signals a prudent approach to financial management, and is consistent with best practices.

The Forecast shall contain the two-year baseline budget for the forthcoming budget period, clearly reflecting projected expenditures to maintain existing service levels and obligations, plus an additional three-year forecast of revenues and expenditures. The Baseline Budget shall consist of projected expenditures necessary to maintain existing staffing and service levels, plus an estimate of anticipated revenues for the two-year period.

The Forecast shall also contain information on the variance between prior forecasts and actual amounts, including the factors that influenced these variances. Revenue estimates shall be based on the most current data available; minimally revenue projections shall take into account projected revenue for the current fiscal year, as reflected in the 2nd quarter Revenue and Expenditure Report, with appropriate trending into future years and an explanation as to how such revenue projections were derived.

The report shall include a Five-Year Forecast "Fact Sheet" document, which summarizes the Forecast's key findings with simplified text and graphics to make this important budgetary information more accessible to the general public. Within two weeks after the Forecast is heard by the City Council, the City Administrator shall print and distribute the Forecast Fact Sheet to all City libraries, recreation centers and senior centers, including in languages required by Oakland's Equal Access Ordinance. The full Forecast shall also be posted on the City of Oakland's website. Forecast data shall be available in open data format on Oakland's data portal.

4. Statement of Councilmember Priorities

Timeline: Written submission due by March 15th.

Requirements: City Council Members will have the opportunity to advise the Mayor and City Administrator publicly of their priorities. Each Councilmember 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.

5. Administrator's Budget Outlook Message & Calendar Report

Timeline: Heard by City Council before April 15th.

Requirements: The City Administrator shall bring as a 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, but not limited to the release of the Mayor and Administrator's Proposed Budget, Community Budget Forums, Council meetings, and formal budget passage dates. This publication shall be posted on the City's website and by other means determined by the City Administrator.

6. Release of Mayor & Administrator's Proposed Budget & Fact Sheet

Timeline: Published and publicly available by May 1st. Heard by City Council and Fact Sheet distributed by May 15th.

Requirements: The Proposed Budget must be released by May 1st and shall clearly indicate any substantive changes from the current baseline budget, including all changes to service levels from the current budget. The Proposed Budget shall indicate staffing by listing the number of positions in each classification for each Department, including a listing of each position proposed for addition or deletion. The Council shall hold a public meeting to present the Proposed Budget no later than May 15th in budget adoption years. The full proposed budget document shall be made available online from the City's website, and printed copies shall be available in all City libraries. Additionally, the proposed budget data shall be available in open data format on the City's open data portal by May 1st. Every effort should be made to thoroughly respond to any public request for departmental budget details, such as line item budgets. The requested information shall also be made available on the City's website and open data portal within a reasonable time following the request.

The Proposed Budget must include a Budget Fact Sheet with easy-to-understand graphics and text explaining the City's overall finances, the Proposed Budget and that year's Budget Calendar. The Fact Sheet shall be published in languages required by Oakland's Equal Access Ordinance. The Fact Sheet shall be printed and made available in all City Recreation Centers and Senior Centers as well as all City libraries by May 15th or the presentation to the Council, whichever is

sooner.

7. Community Budget Forums

Timeline: During the months of May and June of odd-numbered years

Requirements: The Administration and Council shall hold at least one (1) Community Budget Forum in each council district. These forums, organized by the City Administrator's Office in partnership with Councilmembers shall be scheduled to maximize residents' access. The forums should include sufficient time for a question and answer period in a format that maximizes community participation, as well as a presentation of budget facts by City staff. One or more of the forums must be scheduled in the evening. Another must be scheduled on the weekend. These meetings shall also be scheduled so that Councilmembers have sufficient opportunity to attend a meeting close to their council district. Every member of the City Council shall make their best effort to attend the Community Budget Forum in their council district. Sufficient Fact Sheets in all available languages shall be available at all Forums.

These forums should be publicized in social media and via other means in a manner that is linguistically and culturally appropriate. City Council staff shall work with community-based, faith-based, identity based, and district specific organizations to ensure that a representative and broad group of residents is aware and encouraged to attend each forum.

8. Ongoing Public Education

Timeline: During the months of May and June of even-numbered years

Requirements: Beginning with the first even-numbered year following adoption of this ordinance, the Administration and City Council shall hold at least three (3) Community Budget Education Presentations in different neighborhoods throughout the City and outside of City Hall. These presentations shall seek to increase Oakland residents understanding and awareness of the City Budget and Budget process.

9. Budget Advisory Commission's Report

Timeline: June 1st

Requirements: The Budget Advisory Committee (BAC) shall be requested to submit published, written report to the full City Council regarding the proposed budget with any suggested amendments no later than June 1 in budget adoption years. If submitted, the statement shall be published as part of the next budget report to the City Council. The BAC is encouraged to provide similar statements during the mid-cycle budget revise and any other significant budget actions.

10. Council President's Proposed Budget

Timeline: June 17th

Requirements: The City Council President, on behalf of the City Council, shall prepare a proposed budget for Council consideration to be heard at a Special City Council Budget Hearing occurring on or before June 17th. The Council President may delegate the duty to prepare a budget proposal to another member of the Council. The Finance Department will provide a costing analysis for proposed amendments. The City Council may schedule additional Special City Council Budget Hearings or Workshops as needed.

11. Council Budget Amendments

Timeline: No later than up to three (3) days prior to final budget adoption for public noticing

Requirements: In addition to the Council President's proposed budget, any Councilmember or group of Councilmembers may submit proposed budget amendments at any time during the budget process. However, the adopted budget shall not contain substantive amendments made on the floor by Councilmembers at the final meeting when the budget is adopted. All substantive amendments must have been published in the City Council agenda packet for at least three days prior to the budget's final adoption and posted on the City's budget website. This shall not preclude Council members from combining elements from various proposals, provided each element considered has been published in the City Council agenda packet as a component of one proposal. This three-day noticing requirement may be waived by a vote of Council upon a finding that (1) new information impacting the budget by at least \$1 million dollars came to the attention of the body after the publication deadline making it not reasonably possible to meet the additional notice requirement and (2) the need to take immediate action on the item is required to avoid a substantial adverse impact that would occur if the action were deferred to a subsequent special or regular meeting, such as employee layoffs.

Councilmembers will present their proposed amendments in an easy to understand, standardized format provided by the City Administrator. The format should allow the proposals to be easily compared to the Mayor's Proposed Budget and to one another. Additions and reductions shall be clearly noted in separate sections.

In order to provide sufficient time to evaluate the cost of proposals, Councilmembers should request costing analyses for proposed budget amendments or line-items within a budget amendment to the City Administrator at least six (6) working days prior to the City Council meeting where that amendment will be considered.

12. Process Feedback & Continual Improvement

Timeline: September 30th following budget adoption

Requirements: The Budget Advisory Commission (BAC) shall be requested to submit an Informational Report to the Council's Finance and Management Committee and City Council containing their analysis of the budget adoption process including, but not limited to: 1) the informational quality of the Proposed Budget; 2) the City Administration's and City Council's attention to engaging the public and its impacts on the budget process and product; 3) the level of

transparency and open dialogue in all public meetings dedicated to the budget; and 4) opportunities for improving the process in future years. In assessing opportunities for continually improving public participation in the budget process, the Administration, City Council and BAC shall be requested to consider the following guiding principles:

- **Inclusive Design:** The design of a public participation process includes input from appropriate local officials as well as from members of intended participant communities. Public participation is an early and integral part of issue and opportunity identification, concept development, design, and implementation of city policies, programs, and projects.
- **Authentic Intent:** A primary purpose of the public participation process is to generate public views and ideas to help shape local government action or policy.
- **Transparency:** Public participation processes are open, honest, and understandable. There is clarity and transparency about public participation process sponsorship, purpose, design, and how decision makers will use the process results.
- **Inclusiveness and Equity:** Public participation processes identify, reach out to, and encourage participation of the community in its full diversity. Processes respect a range of values and interests and the knowledge of those involved. Historically excluded individuals and groups are included authentically in processes, activities, and decision and policymaking. Impacts, including costs and benefits, are identified and distributed fairly.
- **Informed Participation:** Participants in the process have information and/or access to expertise consistent with the work that sponsors and conveners ask them to do. Members of the public receive the information they need, and with enough lead time, to participate effectively.
- **Accessible Participation:** Public participation processes are broadly accessible in terms of location, time, and language, and support the engagement of community members with disabilities.
- **Appropriate Process:** The public participation process uses one or more engagement formats that are responsive to the needs of identified participant groups; and encourage full, authentic, effective and equitable participation consistent with process purposes. Participation processes and techniques are well- designed to appropriately fit the scope, character, and impact of a policy or project. Processes adapt to changing needs and issues as they move forward.
- **Use of Information:** The ideas, preferences, and/or recommendations contributed by community members are documented and given consideration by decision-makers. Local officials communicate decisions back to process participants and the broader public, with a description of how the public input was considered and used.
- **Building Relationships and Community Capacity:** Public participation processes invest in and develop long-term, collaborative working relationships and learning opportunities with community partners and stakeholders. This may include relationships with other temporary or ongoing community participation venues.
- **Evaluation:** Sponsors and participants evaluate each public participation process with the collected feedback and learning shared broadly and applied to future public participation efforts.

DRAFT



2017 City of Oakland Budget Priorities Survey

Key findings from a survey of
Oakland residents conducted on
January 3-12, 2017

320-728

Fairbank, Maslin, Maullin, Metz & Associates – FM3

PUBLIC OPINION RESEARCH & STRATEGY

Survey Methodology

- 1,202 interviews with Oakland adults on cell phones and landlines, conducted in English, Spanish and Chinese
- Half the sample was drawn from registered voter rolls and half using enhanced random-digit dialing (RDD). In the RDD sample, 537 were self-identified voters and 65 were non-voters.
- Unless noted, the results reported are of the combined sample
- The margin of sampling error is +/-2.8% at the 95% confidence interval
- Margins of error for subgroups are higher
- Due to rounding, not all percentages sum to 100%
- Selected comparisons to prior surveys in 2015 (voters only), 2005, 2002 and 2000



Summary & Analysis

- Impressions of Life in Oakland and City Government
- Following the City Budget
- Specific Budget Priorities
- Communication and Transportation
- Appendices (more detailed demographic breakdowns of key perceptions)

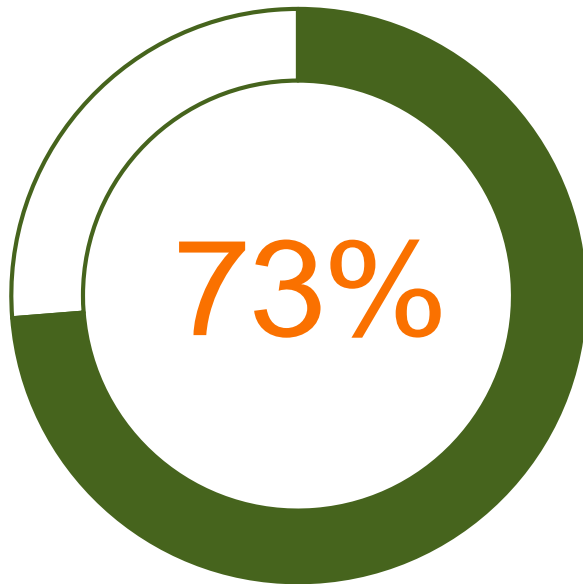




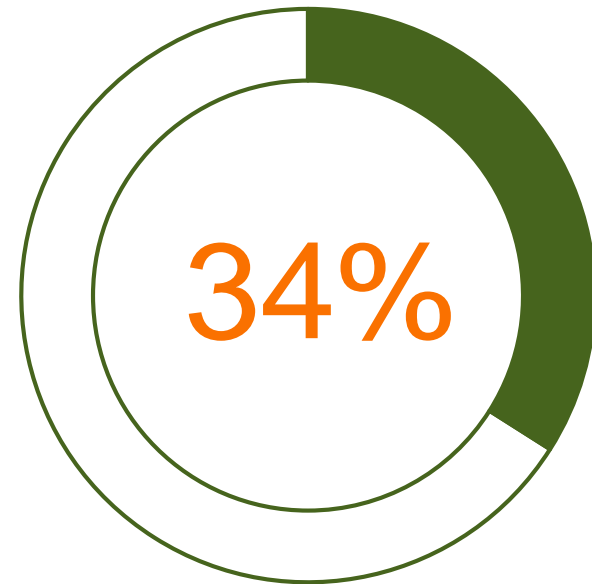
**Impressions of
Life in Oakland and
City Government**

People love living in Oakland, but hold more tepid views of City government.

73% rate Oakland as an “excellent” or “good” place to live

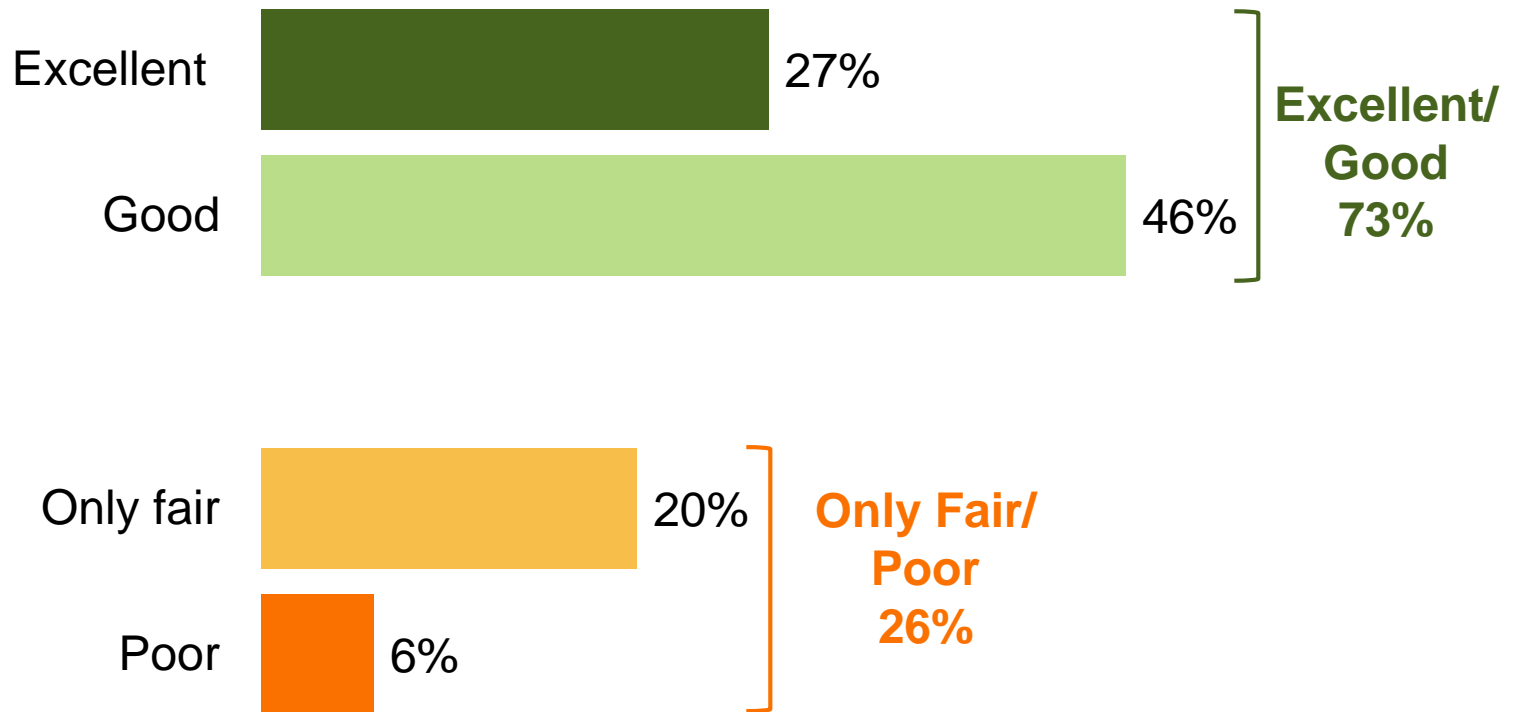


34% rate the City’s provision of services as “excellent” or “good”



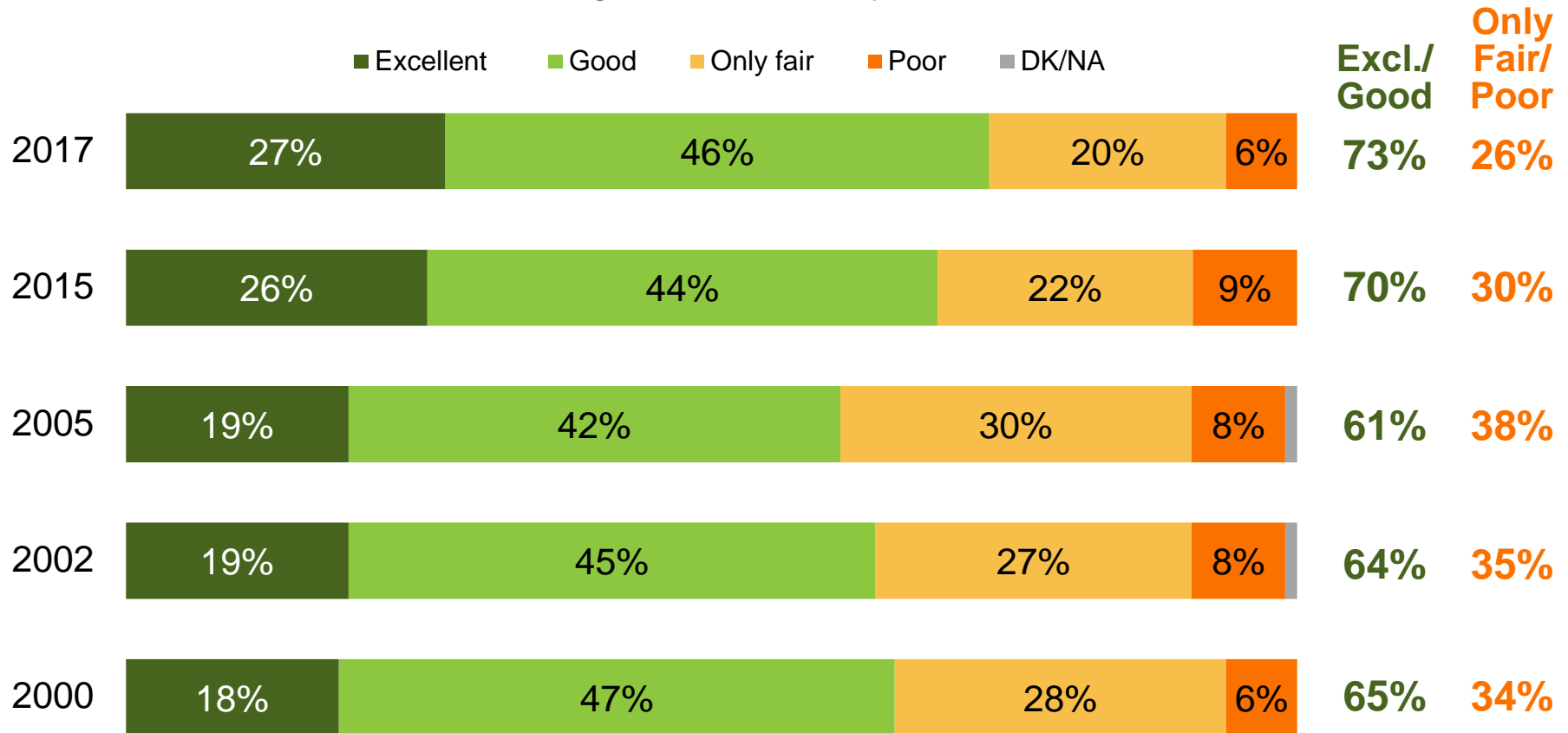
The vast majority of Oaklanders hold positive impressions of the City.

Generally speaking, how would you rate Oakland as a place to live: is it an excellent place to live, a good place, only fair, or a poor place to live?



Impressions of Oakland's quality of life continue to improve.

Generally speaking, how would you rate Oakland as a place to live: is it an excellent place to live, a good place, only fair, or a poor place to live?



East Oakland residents are less likely to give high ratings to their quality of life.



Kalb, District 1



Guillén, District 2



Gibson McElhaney, District 3



Campbell Washington, District 4



Gallo, District 5

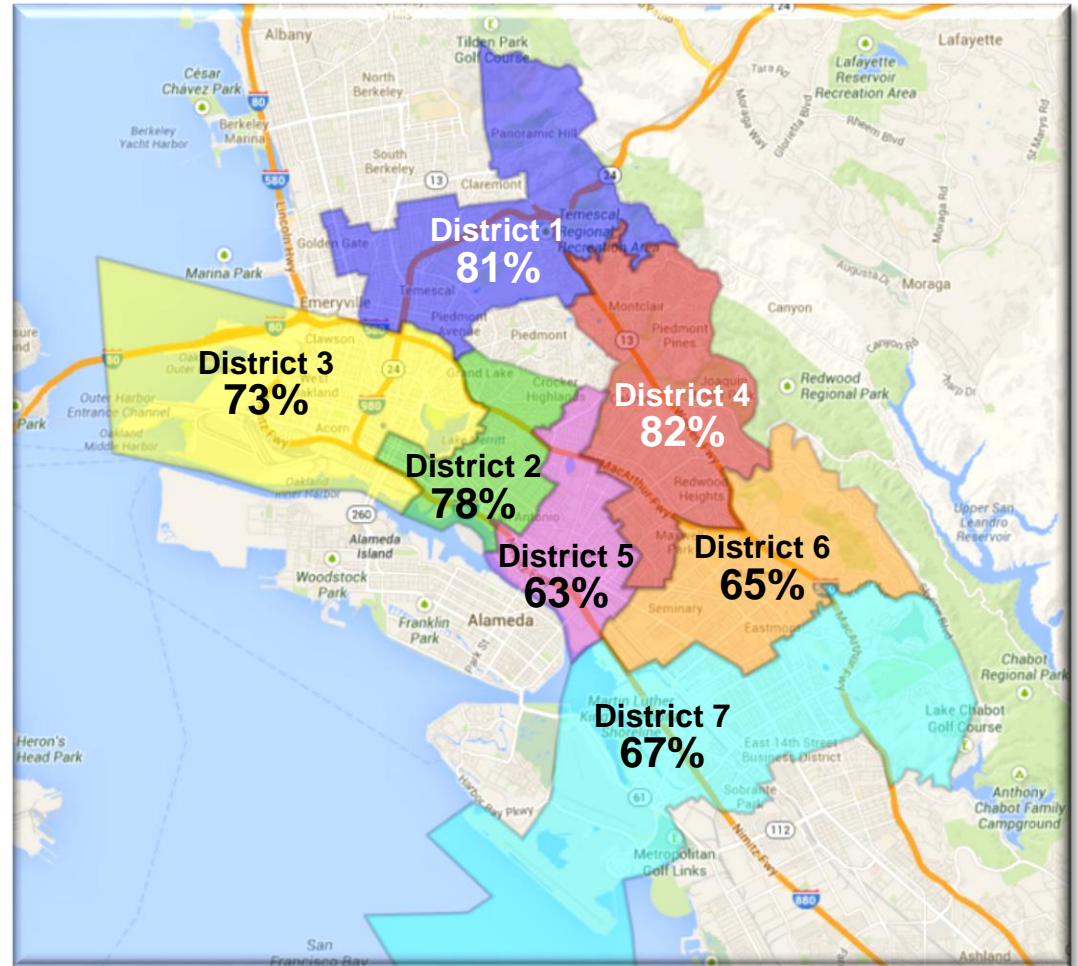


Brooks, District 6



Reid, District 7

Excellent/Good Rating by City Council District



Other Demographic Breakdowns

- Solid majorities of all demographic groups view life in Oakland as “excellent” or “good,” though there are distinctions in intensity.
- 84% of white residents view life in Oakland as “excellent,” while 39% of African-American residents see it as “only fair” or “poor.”
- Views on life in Oakland improve with higher levels of household income and higher levels of educational attainment. (41% of non-college educated women view life in Oakland as “only fair” or “poor.”)
- There are only minor differences by age, but more recent residents are particularly enthusiastic.
- Self-employed residents and those who work at home view life in Oakland particularly positively, too.

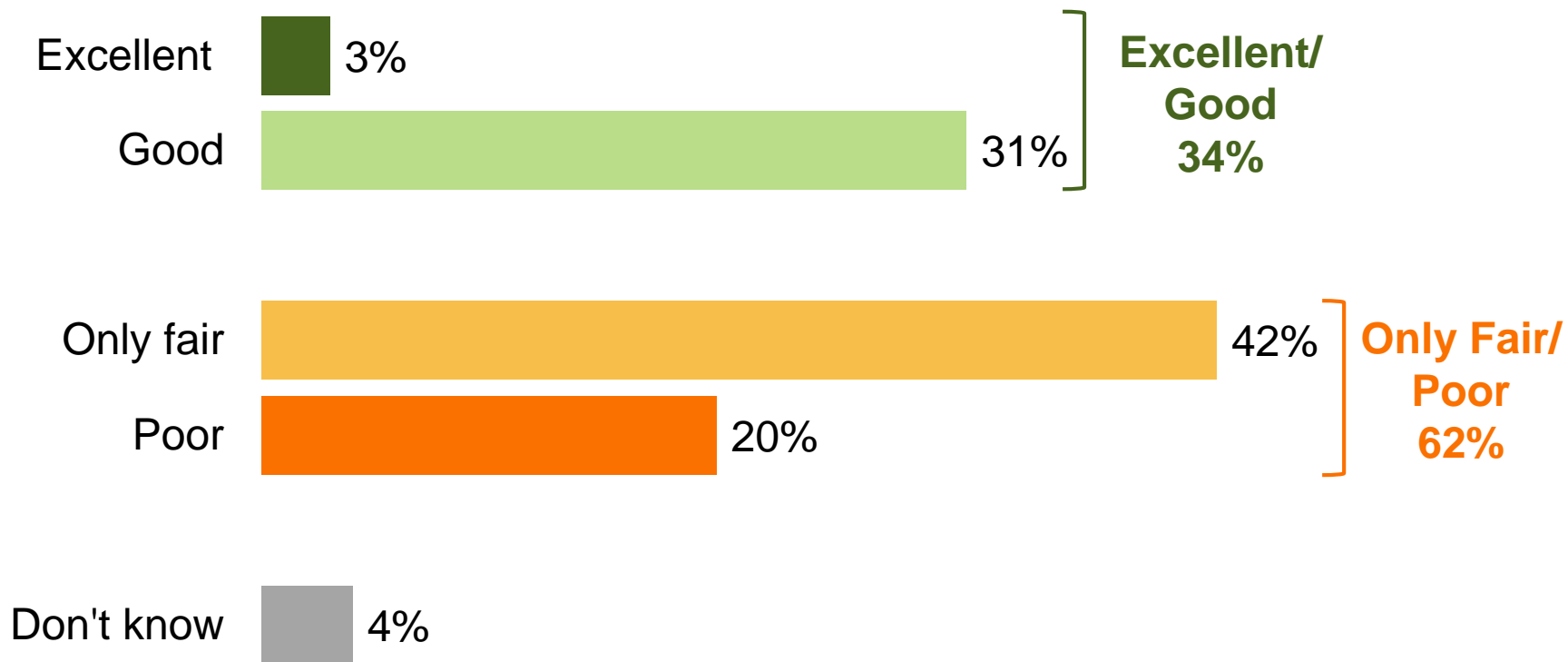


Respondents Most and Least Happy with Life in Oakland

Most likely to respond: Excellent	Most likely to respond: Poor
27% of the Electorate	6% of the Electorate
Regular Bikers	African-Americans
Live with Partner	City Council District 7
HH Income \$100,000+	Ages 18-29
White Residents	City Council District 5
City Council District 1	Non-Voters
Self-employed/Work from Home	Have Children at Home
Post-Graduate Educated	City Council District 6
Regular Uber/Lyft Users	No Party Preference Women
Four-year College Graduates	
City Council District 1	

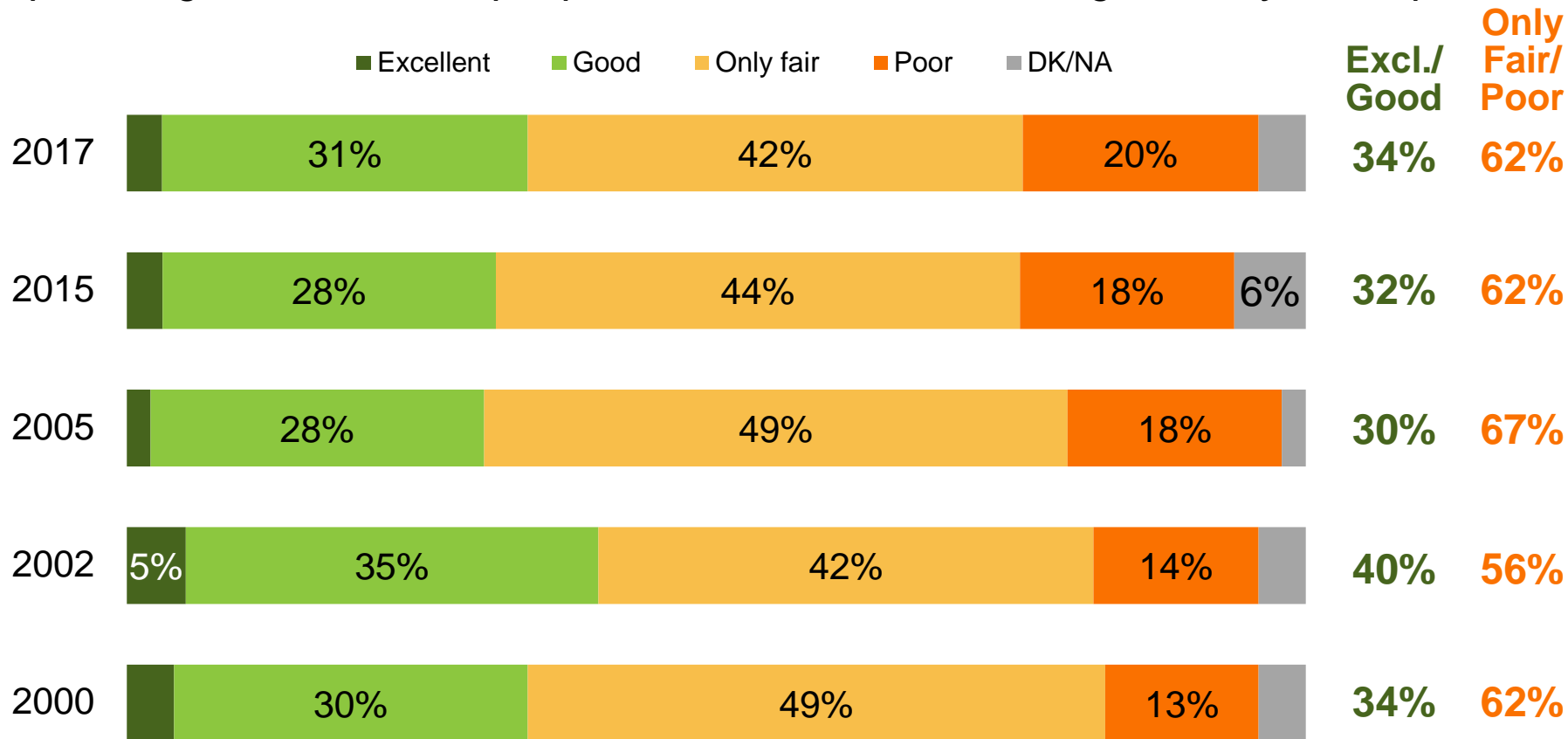
Many feel the City is doing an “only fair” job providing services.

How would you rate the overall job being done by Oakland City government in providing services to the people who live here: excellent, good, only fair or poor?



This perception has held fairly steady for a number of years.

How would you rate the overall job being done by Oakland City government in providing services to the people who live here: excellent, good, only fair or poor?



Again, East Oakland residents have less positive views than their neighbors.



Kalb, District 1



Guillén, District 2



Gibson McElhaney, District 3



Campbell Washington, District 4



Gallo, District 5

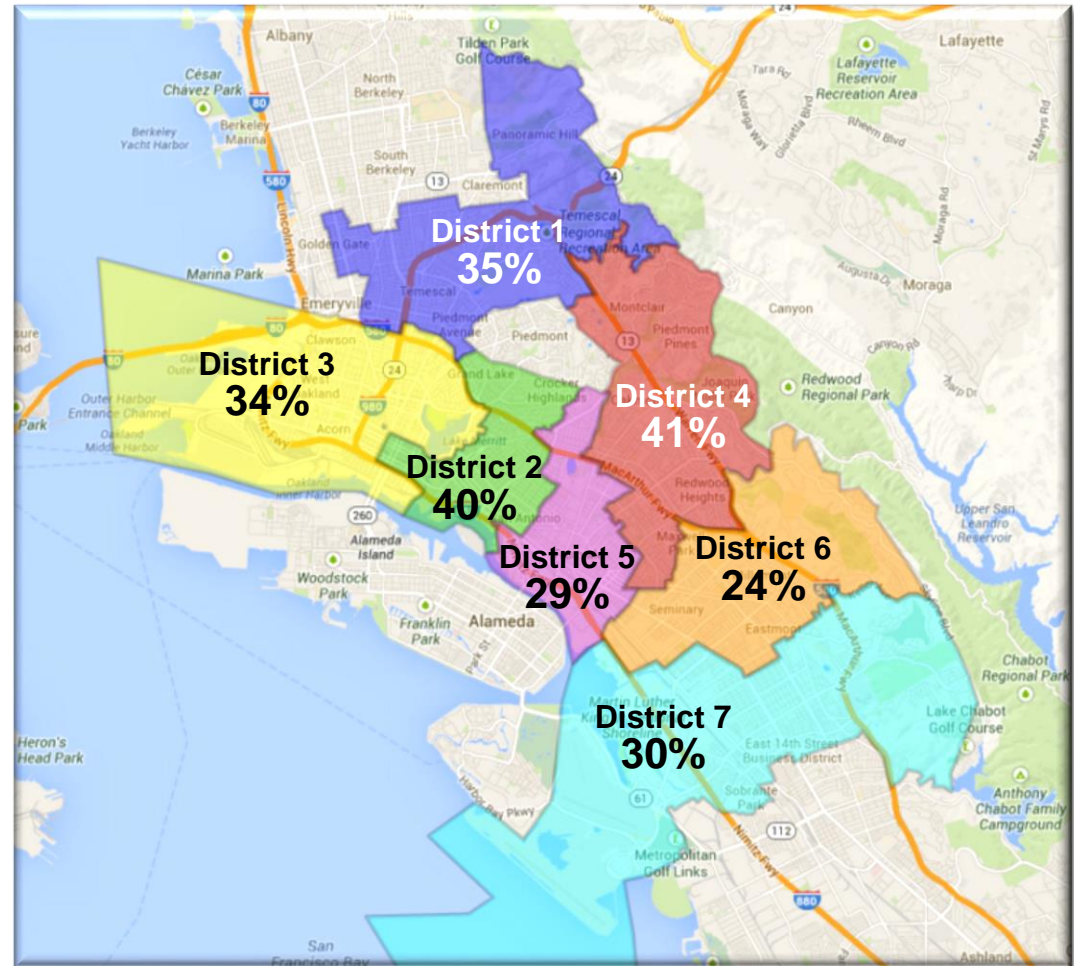


Brooks, District 6



Reid, District 7

Excellent/Good Rating by City Council District



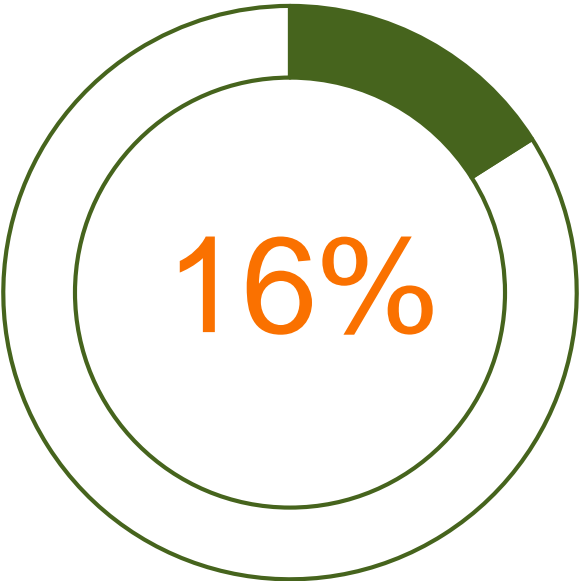
Respondents Most and Least Happy with City Government Services

Most likely to respond: Excellent/Good	Most likely to respond: Poor
34% of the Electorate	20% of the Electorate
White Residents	City Council District 6
Immigrated to U.S.	African-Americans
City Council District 4	Non-College Women
Non-Chinese Asians/Pacific Islanders	Lived 21-40 Years in Oakland
Live with Partner	Republican Men
Post-Graduate Educated	City Council District 3
City Council District 2	Widowed/Divorced
Democratic Men	Interviewed in Spanish or Chinese
Ages 75+	Some College Education
Not Employed	No Party Preference Women
Married/Live with Partner	Republicans
College-Educated Men	Voters of Color
Work in Oakland	HH Income \$30,000-\$60,000
Regular Bikers	Democratic Women
Lived 6-10 Years in Oakland	

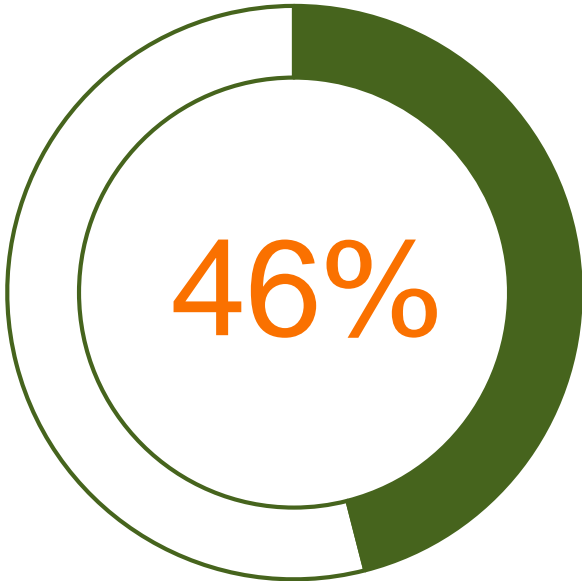
Following the City Budget

Few pay much attention to the City budget, but many say they would like to.

16% follow the City budget “extremely” or “very” closely

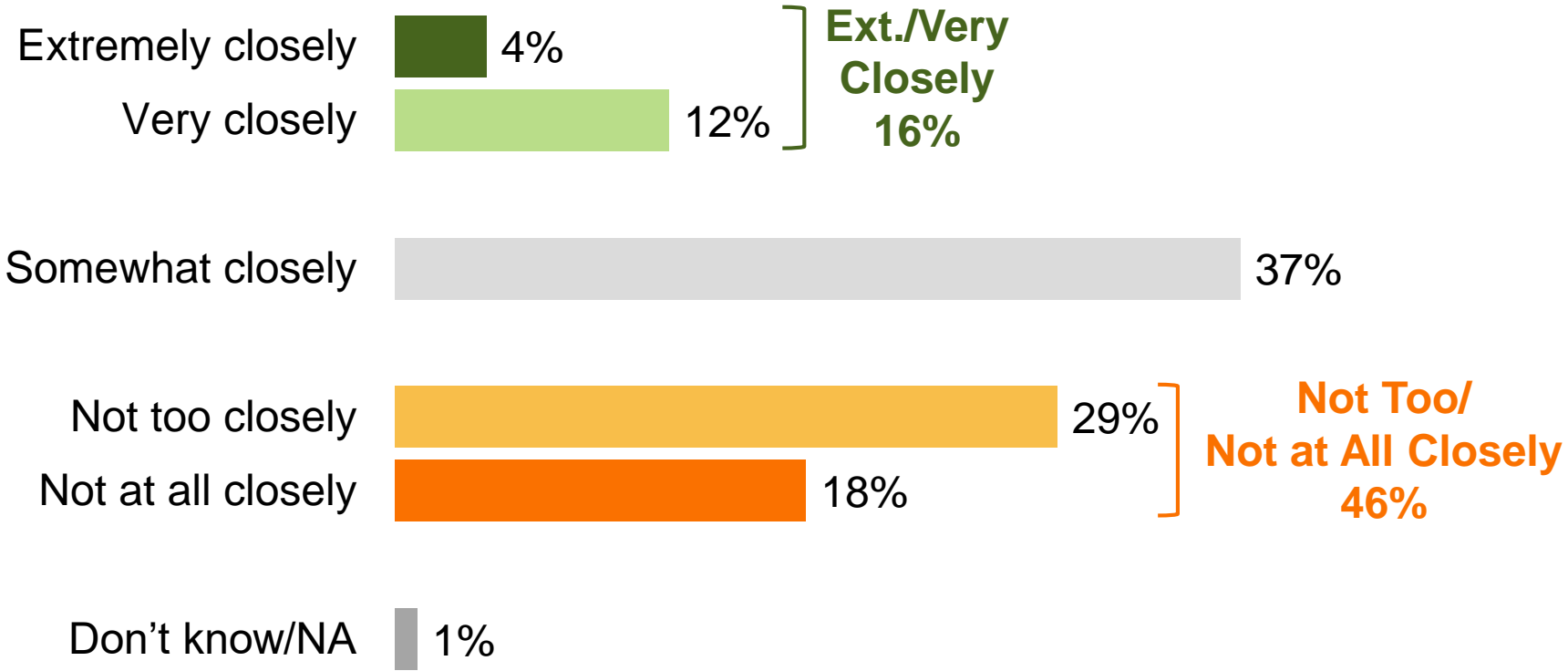


46% claim to be “extremely” or “very” interested in learning more



The majority of Oaklanders admit they pay little to no attention to the budget.

How closely do you follow issues related to the Oakland City budget?



Districts 3 and 6 report the most engagement with budget issues.

Follow the Budget Extremely or Very Closely



Kalb, District 1



Guillén, District 2



Gibson McElhaney, District 3



Campbell Washington, District 4



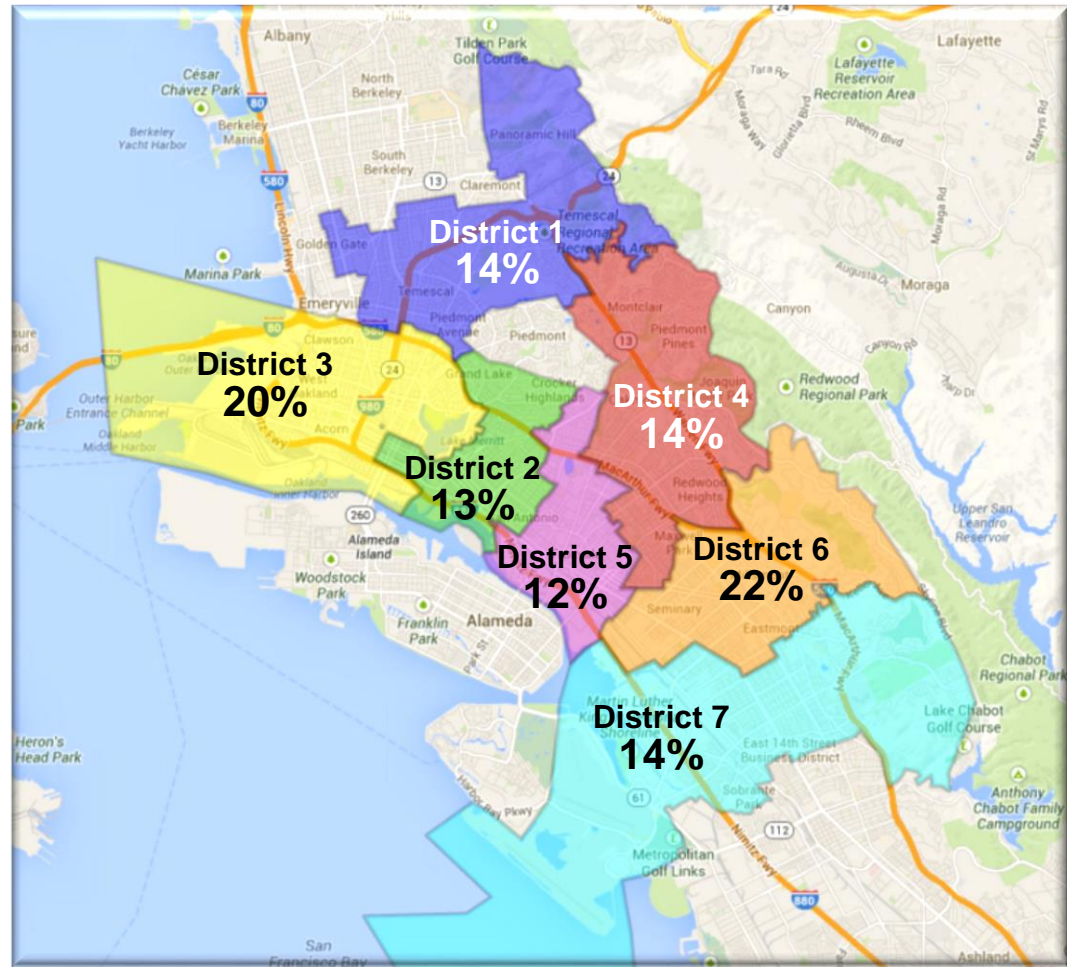
Gallo, District 5



Brooks, District 6



Reid, District 7





Other Demographic Breakdowns

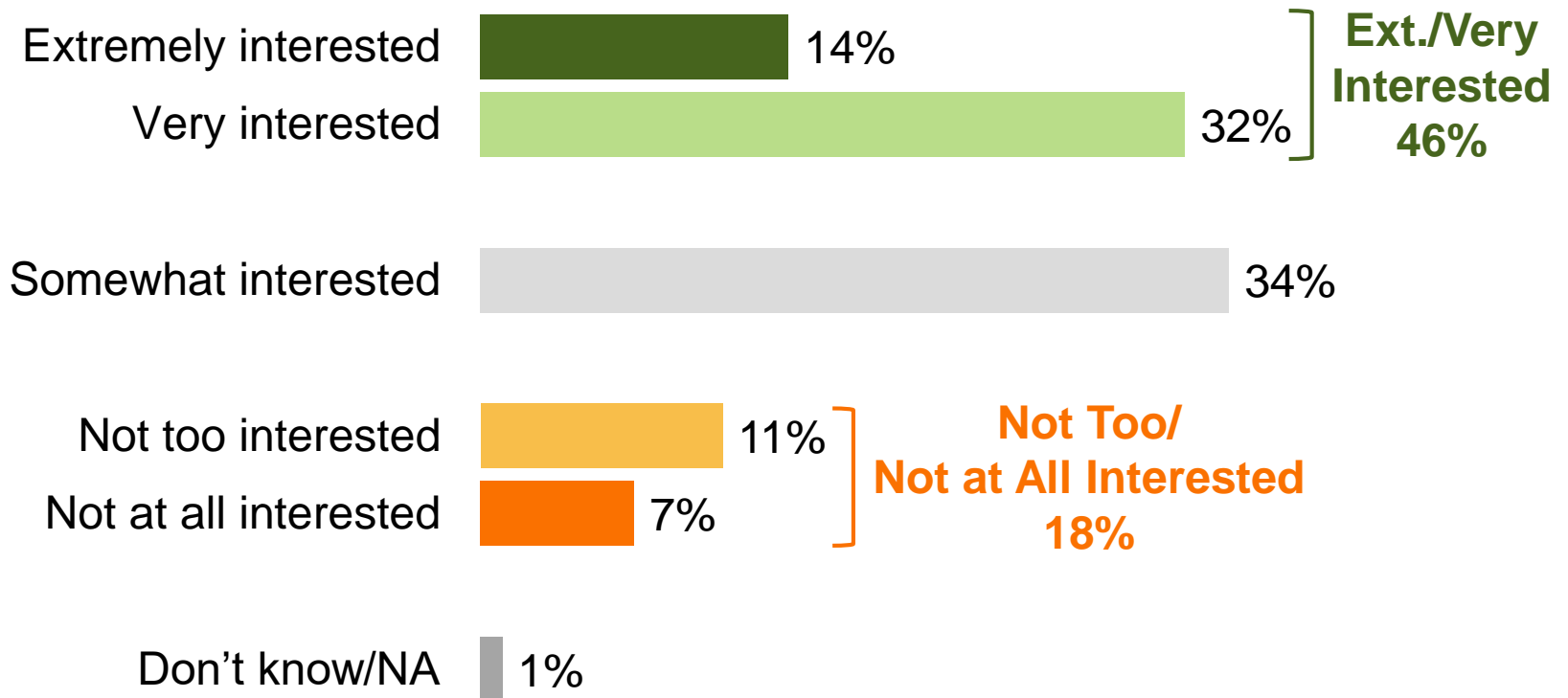
- No subgroup follows the City budget “extremely” or “very” closely more than 22% (CCD 6 and regular carpoolers).
- Those with more intense – positive or negative – views of City services are somewhat more likely to pay attention to the budget.
- Ethnicity doesn’t appear to play a strong role, though Asian/Pacific Islander and immigrant residents are least likely to pay attention.
- Large majorities of residents with the lowest levels of household income (<\$30,000) and educational attainment (high school or less) do not follow the City’s budget.
- Non-voters are also less likely to pay attention to the budget.

Respondents Most and Least Engaged with Budget Issues

Most likely to respond: Extremely/Very Closely	Most likely to respond: Not Too/Not at All Closely
16% of the Electorate	46% of the Electorate
Regular Carpoolers	Non-voters
City Council District 6	High School Educated
Republican Men	Immigrated to U.S.
Lived 21-40 Years in Oakland	Chinese
Ages 50-64	HH Income <\$30,000
Regular Walkers	Total Asians/Pacific Islanders
Men Ages 50+	Ages 75+
City Council District 3	Permanent Absentee Voters
No Party Preference Women	Not Employed
Live with Partner	Renters
	Ages 30-39
	Lived 0-5 Years in Oakland
	City Council District 1
	No Party Preference Men

However, nearly half say they are quite interested in how the City spends money.

How interested are you in learning more about Oakland's City budget and how its funds are allocated?



Interest is especially high in District 6.



Kalb, District 1



Guillén, District 2



Gibson McElhaney, District 3



Campbell Washington, District 4



Gallo, District 5

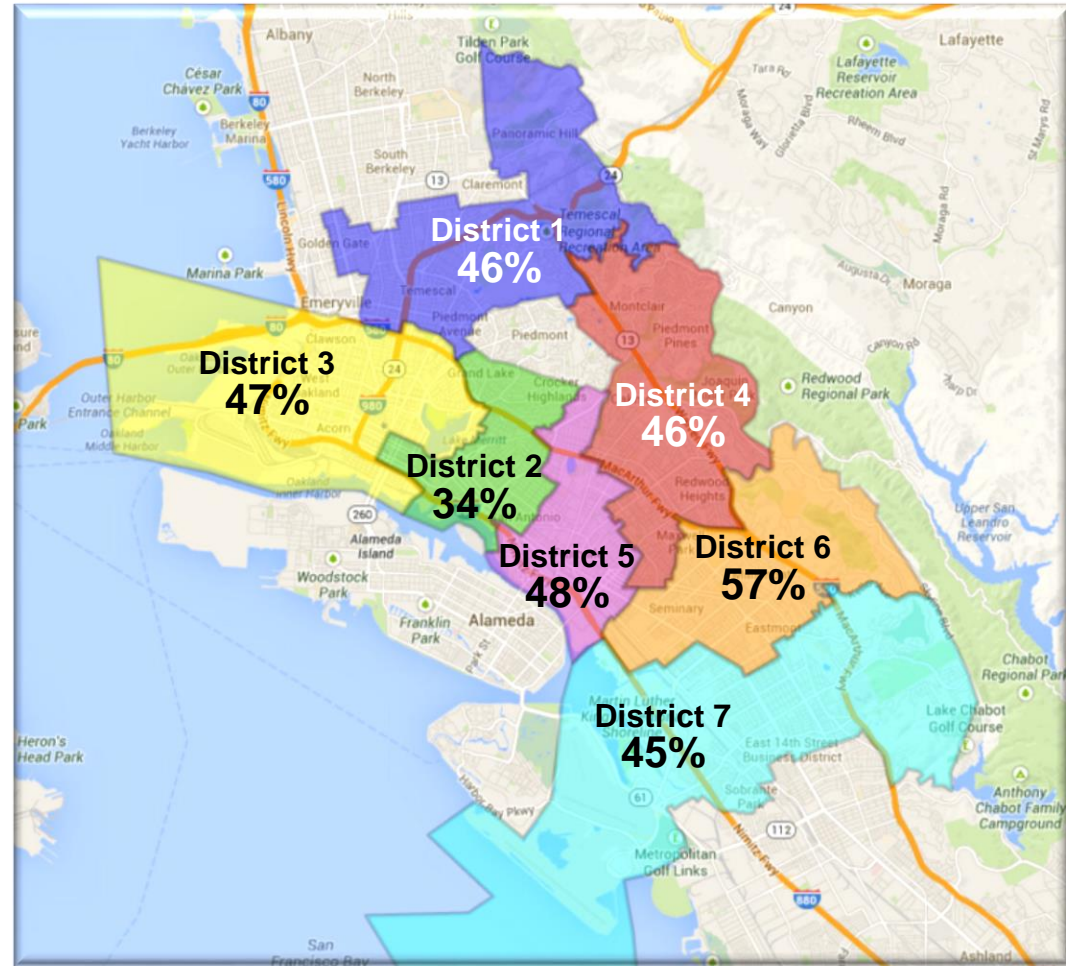


Brooks, District 6



Reid, District 7

Extremely or Very Interested in the Budget

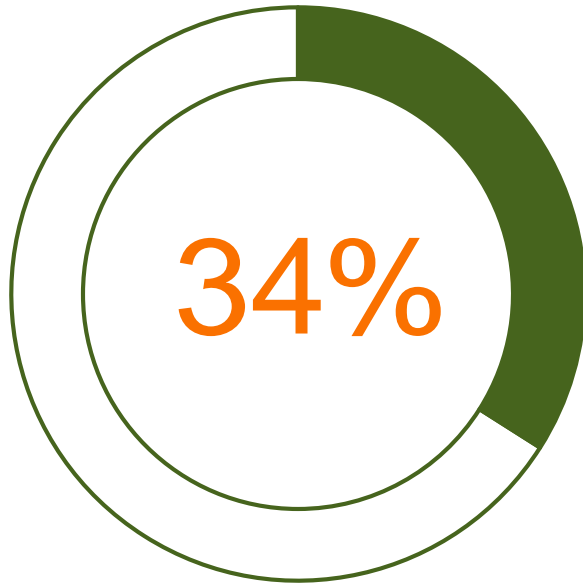


Respondents Most and Least Interested in Budget Issues

Most likely to respond: Extremely/Very Interested	Most likely to respond: Not Too/Not at All Interested
46% of the Electorate	18% of the Electorate
City Council District 6	Non-Voters
Regular BART Riders	Chinese
HH Income \$100,000+	High School Educated
Regular Carpoolers	Republicans
No Party Preference Women	Ages 75+
Republican Men	Ages 65-74
Ages 40-49	Retired
Regular Uber/Lyft Users	Lived 41+ Years in Oakland
Regular Transit Riders	City Council District 2
Post-Graduate Educated	Not Employed

Taken together...

34% say they are “extremely” or “very interested” in budget issues, but follow them “somewhat,” “not too” or “not at all closely.”



Those disproportionately likely to hold this combination of views are:

- Recent City residents
- Non-English speakers
- City Council District 6 residents
- High-income households
- Women under 50

Specific Budget Priorities



Assessing Oaklanders' Budget Priorities

Budget priorities were assessed in three ways:

1. In their own words, what two issues would they like most to see prioritized in the City budget?
2. How would each respondent divide a \$100 budget among five distinct *goals*?
3. For a list of specific *services and programs*, would they prefer to make cuts to help balance the budget, or pay more in taxes or fees to maintain it?



Key Findings

- Broadly, housing costs, public safety, and jobs/economic development are seen as the top priorities for City investment.
- However, there are few things residents would prefer to see cut specifically – except efforts to keep sports teams.
- Oaklanders are about half as likely as they were in 2015 to prefer cuts to many programs and services over paying more.

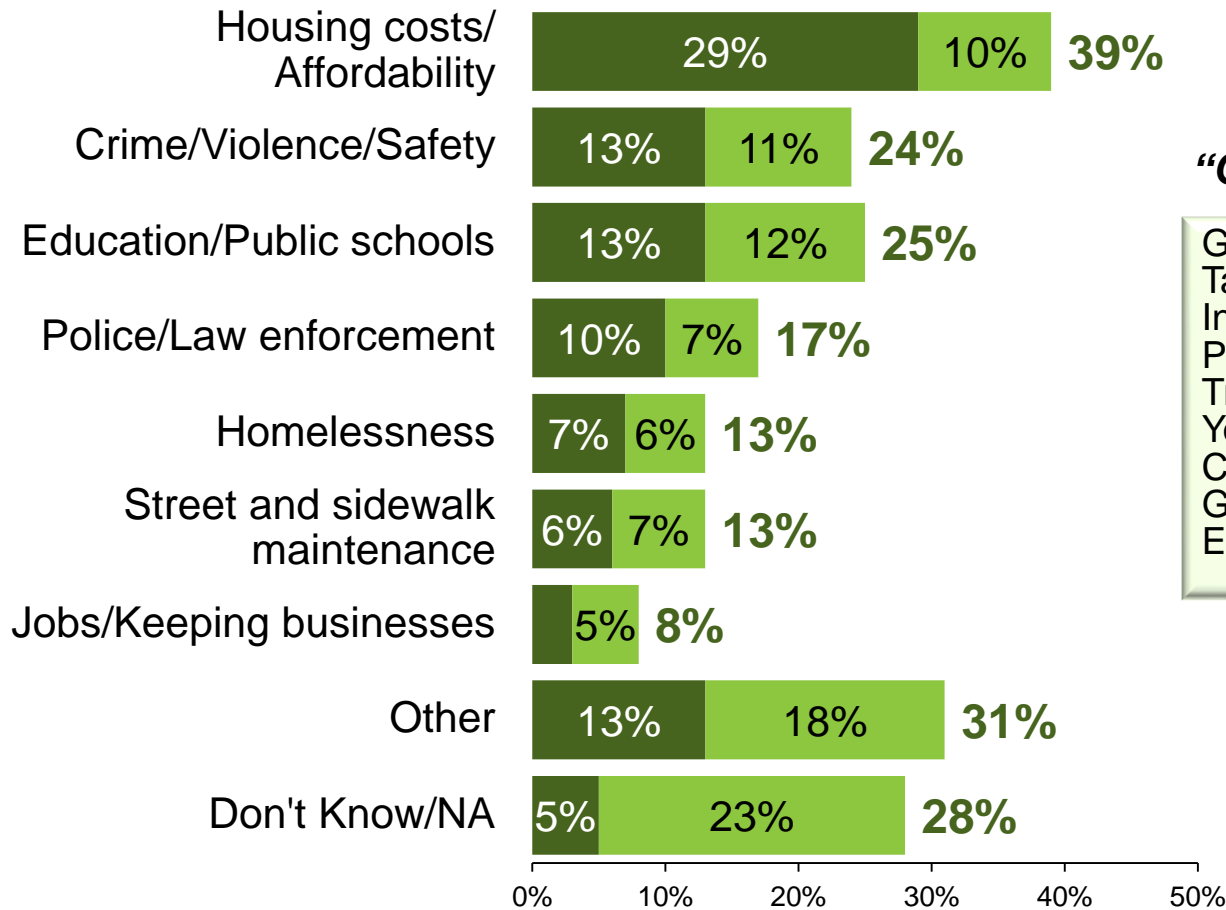


Housing is residents' clear top priority.

In the upcoming two-year budget, what are the two most important issues facing Oakland residents that you would like to see prioritized in the City government budget?

(Open-Ended)

■ 1st Choice ■ 2nd Choice





“Other” includes in part:

Government waste/inefficiency
 Taxes too high
 Infrastructure
 Public transportation/Buses
 Traffic congestion/Traffic flow
 Youth activities
 Cleaner city
 Gentrification
 Environment

Housing outpaced public safety & education, two historical top concerns.

(1st Choice; 3% and Above Shown)

Issues	2000	2002	2005	2015	2017
Housing costs/Affordability	8%	12%	5%	10%	 29%
Crime/Violence/Safety	19%	26%	22%	20%	 13%
Education/Public schools	33%	14%	35%	17%	13%
Police/Law enforcement	NA	2%	2%	10%	10%
Homelessness	3%	4%	2%	2%	7%
Street and sidewalk maintenance	3%	4%	4%	8%	6%
Jobs/Keeping businesses	5%	3%	4%	7%	3%

Concern about housing affordability is most acute in West and North Oakland.



Kalb, District 1



Guillén, District 2



Gibson McElhaney, District 3



Campbell Washington, District 4



Gallo, District 5

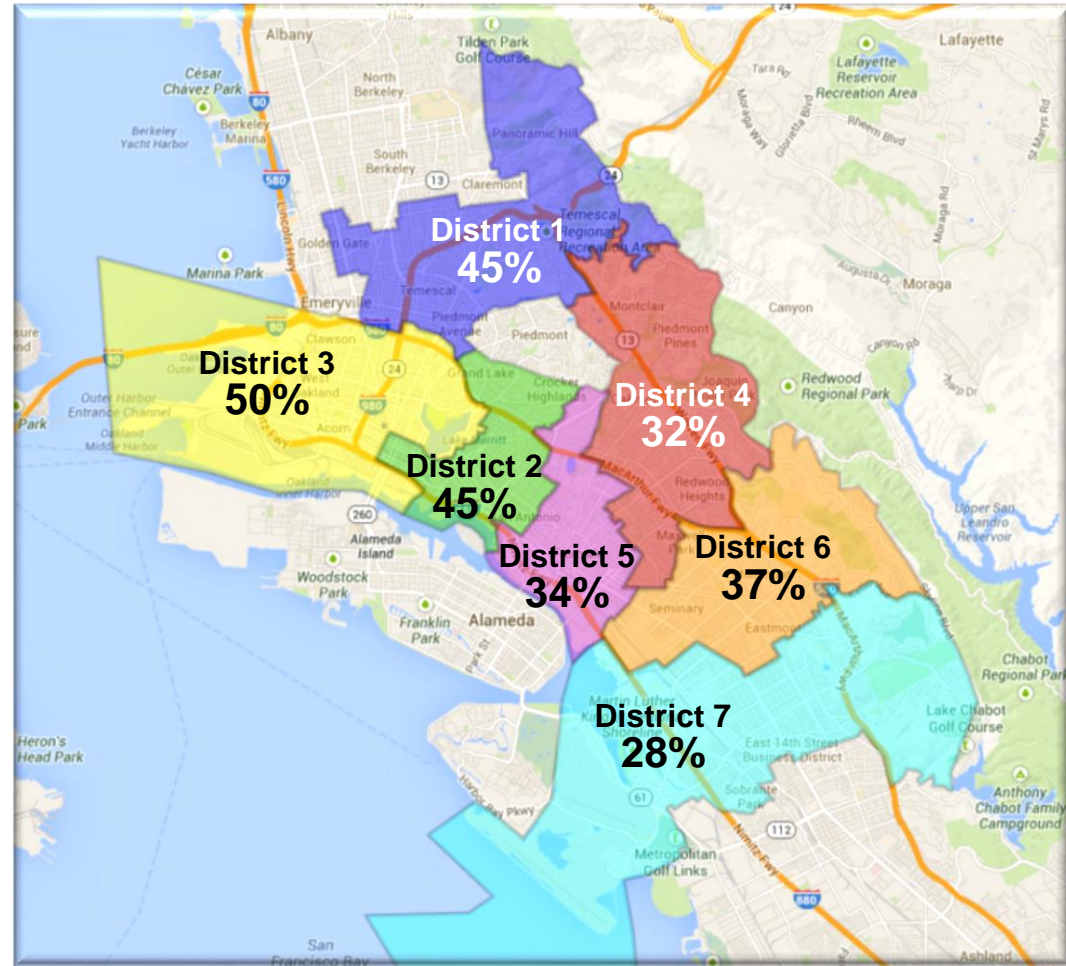


Brooks, District 6



Reid, District 7

“Housing Costs” Named a Top Priority



Residents expressed concern about policing distinct from crime response.

I would like to see training for the police so they do not run around and shoot people.

I would like the police force to not be so scary.

I want a police force that's less racist.

- A significant minority of respondents mentioned police-community relations.
- The announcement of Chief Kirkpatrick's appointment came on the second night of interviews.
- Overall, however, comments about the police force stressed the need for additional officers to respond to concerns about public safety.

Asked to allocate a \$100 budget, safety is the clear top priority.

I am going to ask you to imagine you are in charge of Oakland's City budget. The City of Oakland has 5 major priority goals and I would like you to tell me how you would prioritize City spending to achieve these goals. For this exercise, assume you have \$100 dollars to spend on all five. Please tell me how many dollars out of \$100 you would spend on each goal, keeping in mind that the total must add up to \$100.



A safe city

A sustainable, prosperous economy that creates quality jobs

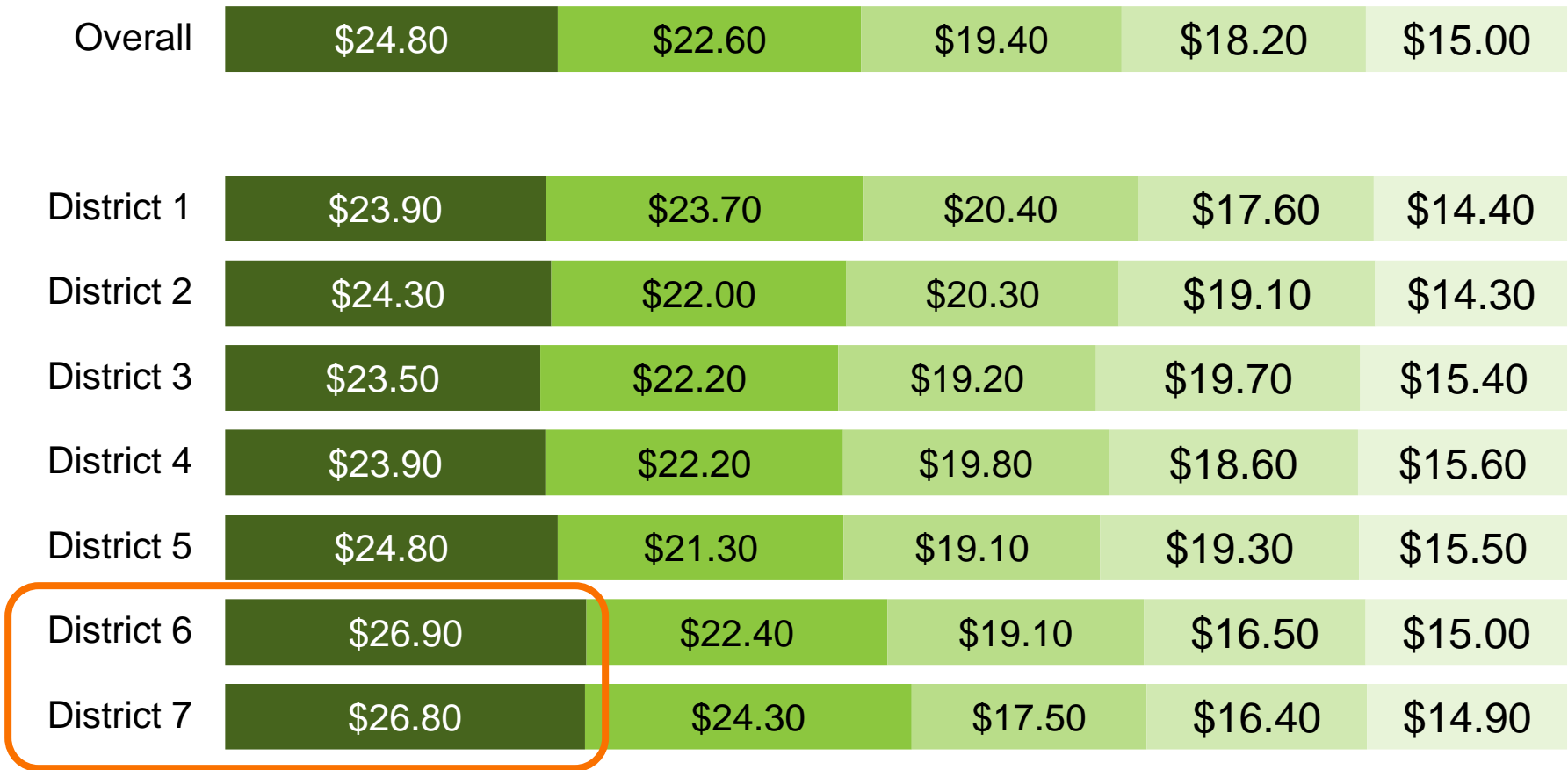
Competent and effective delivery of City services

A just, equitable and diverse community

An attractive vibrant community

Safety is a higher priority in Districts 6 and 7, in East Oakland.

■ Safe City ■ Creates Quality Jobs ■ City Services ■ Equitable and Diverse Community ■ Attractive Vibrant Community



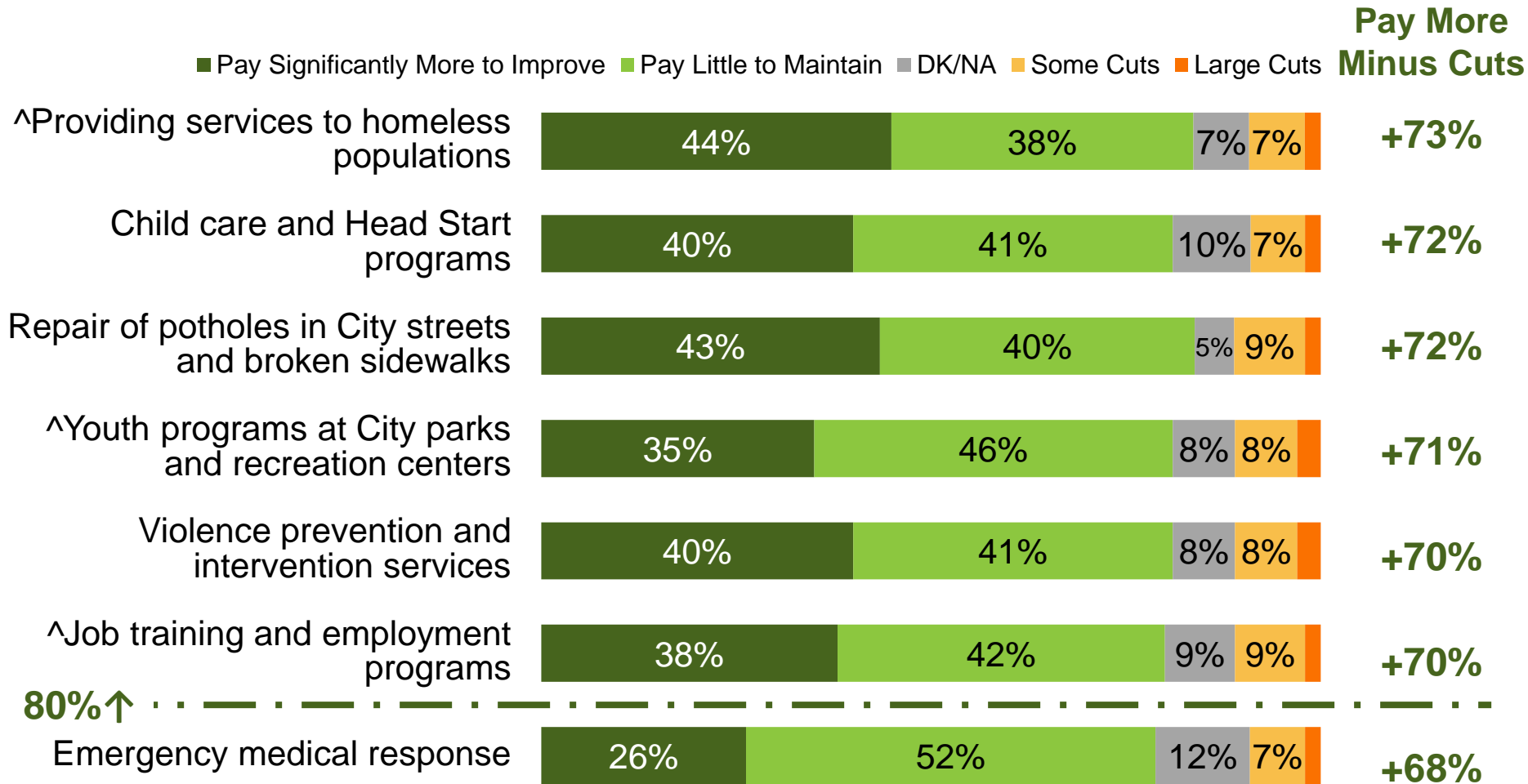
Q6. I am going to ask you to imagine you are in charge of Oakland's City budget. The City of Oakland has 5 major priority goals and I would like you to tell me how you would prioritize City spending to achieve these goals. For this exercise, assume you have \$100 dollars to spend on all five. Please tell me how many dollars out of \$100 you would spend on each goal, keeping in mind that the total must add up to \$100.

Demographic Breakdowns

- ✓ Those who rate the City's service provision or quality of life higher are more likely to prioritize "an attractive, vibrant community."
- ✓ Homeowners and those earning more than \$100,000 annually allocate \$26.40 to "a safe city," compared with \$23 from renters. By contrast, renters would spend \$4 more than homeowners on a "just, equitable, and diverse community." Asian/Pacific Islanders are also especially interested in that priority for the City.
- ✓ Residents of Districts 6 and 7 put nearly \$27 toward "a safe city." In District 1, nearly equal shares were allocated to safety and jobs.

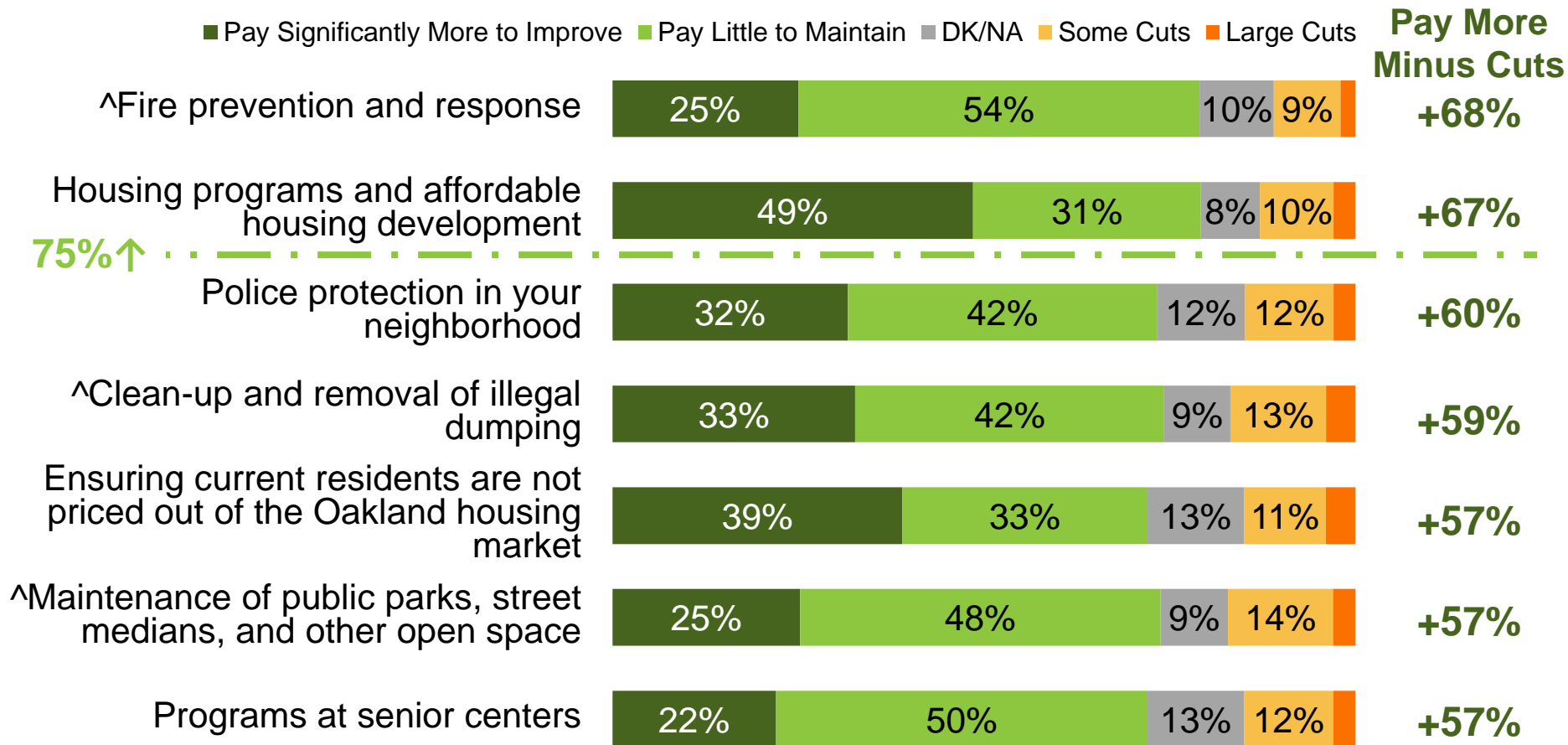


Very few Oaklanders would make cuts to homeless, child services, or streets.



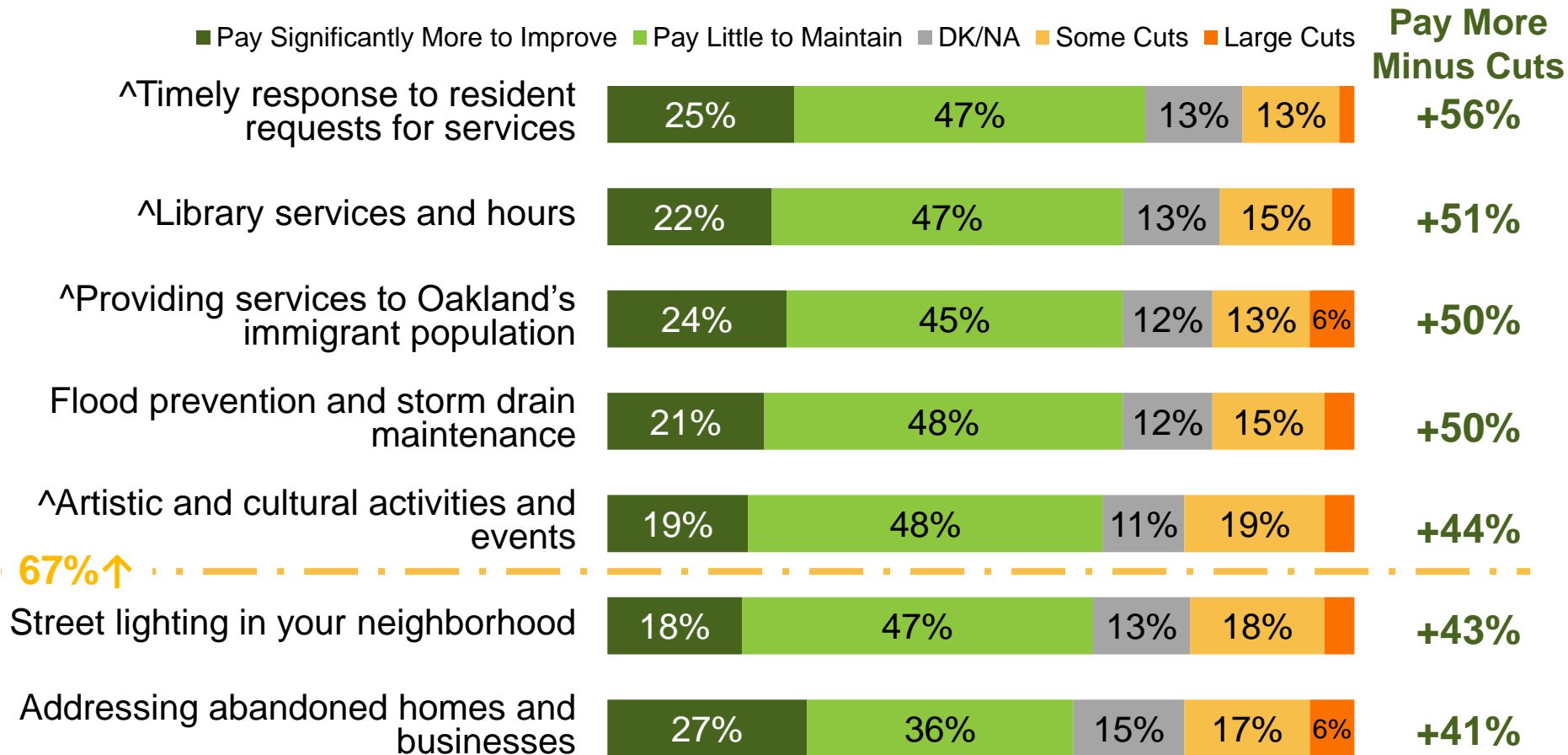
Q7 e/h/j/k/t/aa/bb. I am going to mention some of the services the City provides its residents. Every two years, the City faces hard choices about these services in order to balance its budget. Please tell me whether you think cuts should be made to that service in order to balance the budget, or whether you would be willing to pay additional taxes or fees to maintain or improve that service. ^Not Part of Split Sample

Nearly half would pay significantly more to improve affordable housing.



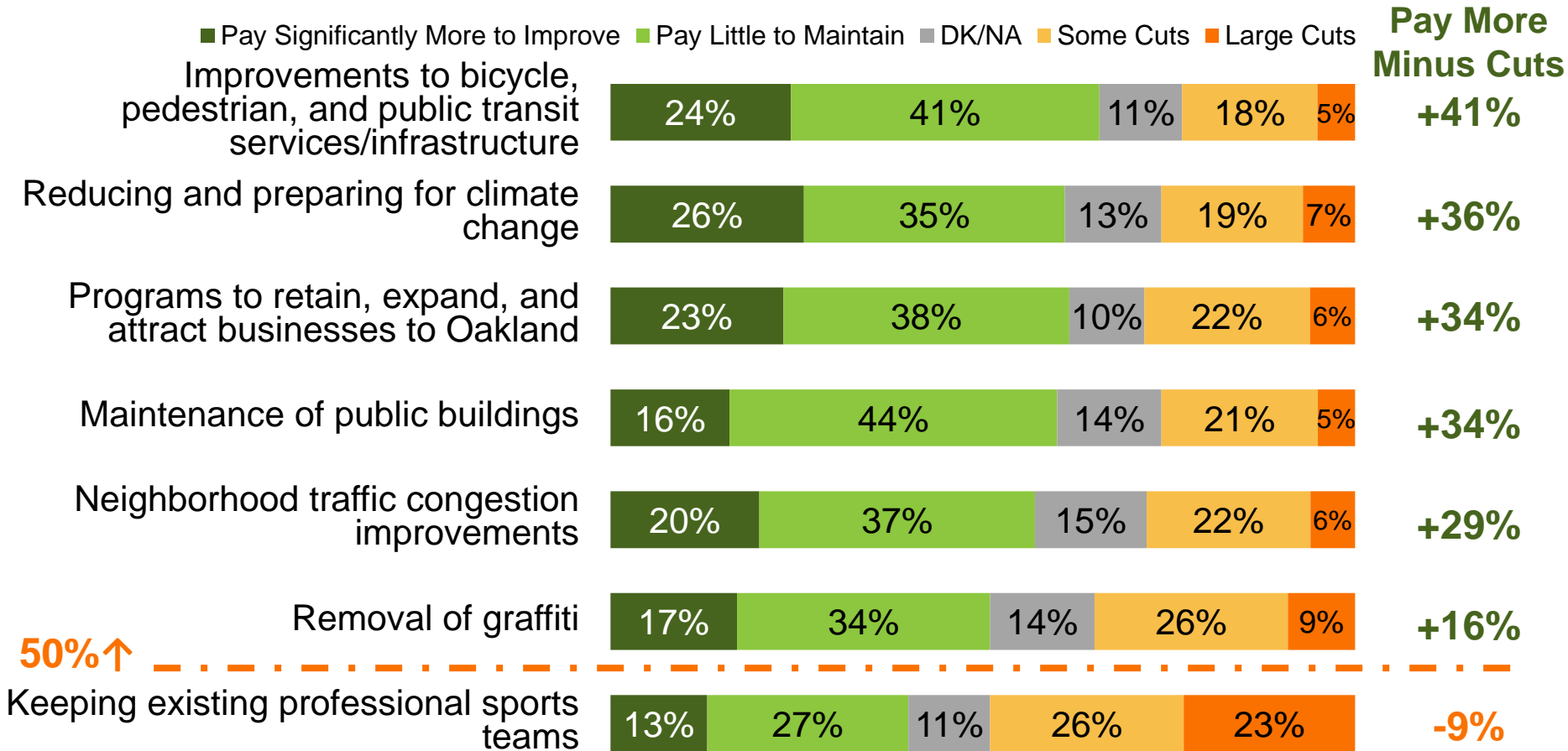
Q7 b/g/i/n/r/v/w. I am going to mention some of the services the City provides its residents. Every two years, the City faces hard choices about these services in order to balance its budget. Please tell me whether you think cuts should be made to that service in order to balance the budget, or whether you would be willing to pay additional taxes or fees to maintain or improve that service. ^Not Part of Split Sample

There is less intensity around things like street lighting and storm drains.



Q7 a/c/d/f/o/s/u. am going to mention some of the services the City provides its residents. Every two years, the City faces hard choices about these services in order to balance its budget. Please tell me whether you think cuts should be made to that service in order to balance the budget, or whether you would be willing to pay additional taxes or fees to maintain or improve that service. ^Not Part of Split Sample

The only priority that more would see cut than not is keeping sports teams.



50%↑

Q7 l/m/p/q/x/y/z. am going to mention some of the services the City provides its residents. Every two years, the City faces hard choices about these services in order to balance its budget. Please tell me whether you think cuts should be made to that service in order to balance the budget, or whether you would be willing to pay additional taxes or fees to maintain or improve that service. ^Not Part of Split Sample



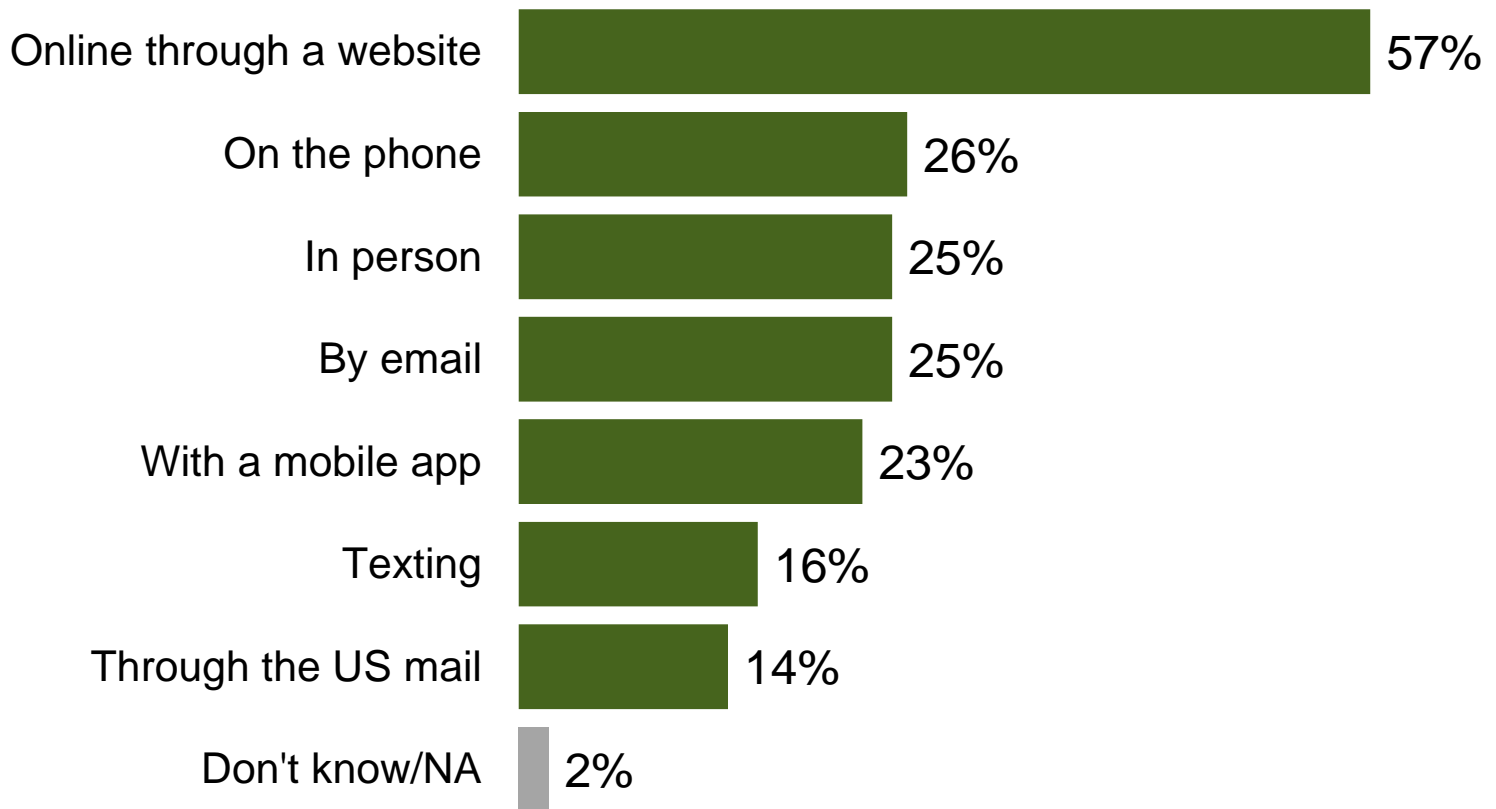
Demographic Breakdowns

- ✓ More than half of African-Americans say they would pay *significantly* more to provide homeless services; a similar share of Chinese residents would invest more in Head Start.
- ✓ Oakland residents who are not registered voters are more than twice as likely to say they would accept cuts to programs limiting displacement; they are much more likely to say they would invest in more police protection.
- ✓ District 5 residents are much less likely to say cuts to traffic improvements are acceptable. Significant majorities in Districts 1 and 6 would invest much more in affordable housing development.
- ✓ Nearly two-thirds of those who have lived in Oakland fewer than 5 years say they are willing to see cuts to efforts to attract sports teams.

Accessing Services & Information

Residents largely prefer to interact with the City on digital platforms.

Which of the following methods would you **most like to be able to use** to access programs, information, or services provided by the City, such as learning about the City budget, applying for a permit, paying a parking ticket, reporting a pothole, or signing up for a program?



Demographic Breakdowns



- ✓ Using a website appealed to Oaklanders in nearly every major demographic group. Those who were disproportionately likely to say they prefer that method were high-income, highly educated and newcomers to Oakland.
- ✓ Wealthy residents, those in their 30s, and newcomers to Oakland are disproportionately likely to say they would use an app to connect.
- ✓ Older, African-American, and lower-income residents are more likely to prefer in-person interactions than other groups. Older and long-term residents, retirees and African-Americans are more likely to prefer phone or mail.
- ✓ Asian/Pacific Islanders stand out as among the most likely to prefer email.

Conclusions

Conclusions

- ✓ As has been a familiar dynamic, Oakland residents love living in the City (even more so than before), but continue to feel pretty mixed about City services.
- ✓ While few feel the City is doing a poor job providing services, most feel there is clearly room for improvement.
- ✓ That being said, very few pay much particular attention to Oakland's City budget, though many claim they would like to learn more about the City's spending priorities.
- ✓ In terms of City spending, while public safety remains a top priority, concerns about housing affordability have spiked. Residents also would like to see investment in economic development.
- ✓ When faced with a choice, residents are more open than they were in 2015 to paying more to maintain a variety of City services, rather than making service cuts.

For more information, contact:

Dave Metz

Dave@FM3research.com

Curtis Below

Curt@FM3research.com

Miranda Everitt

Miranda@FM3research.com

1999 Harrison St., Suite 2020

Oakland, CA 94612

Phone (510) 451-9521

Fax (510) 451-0384

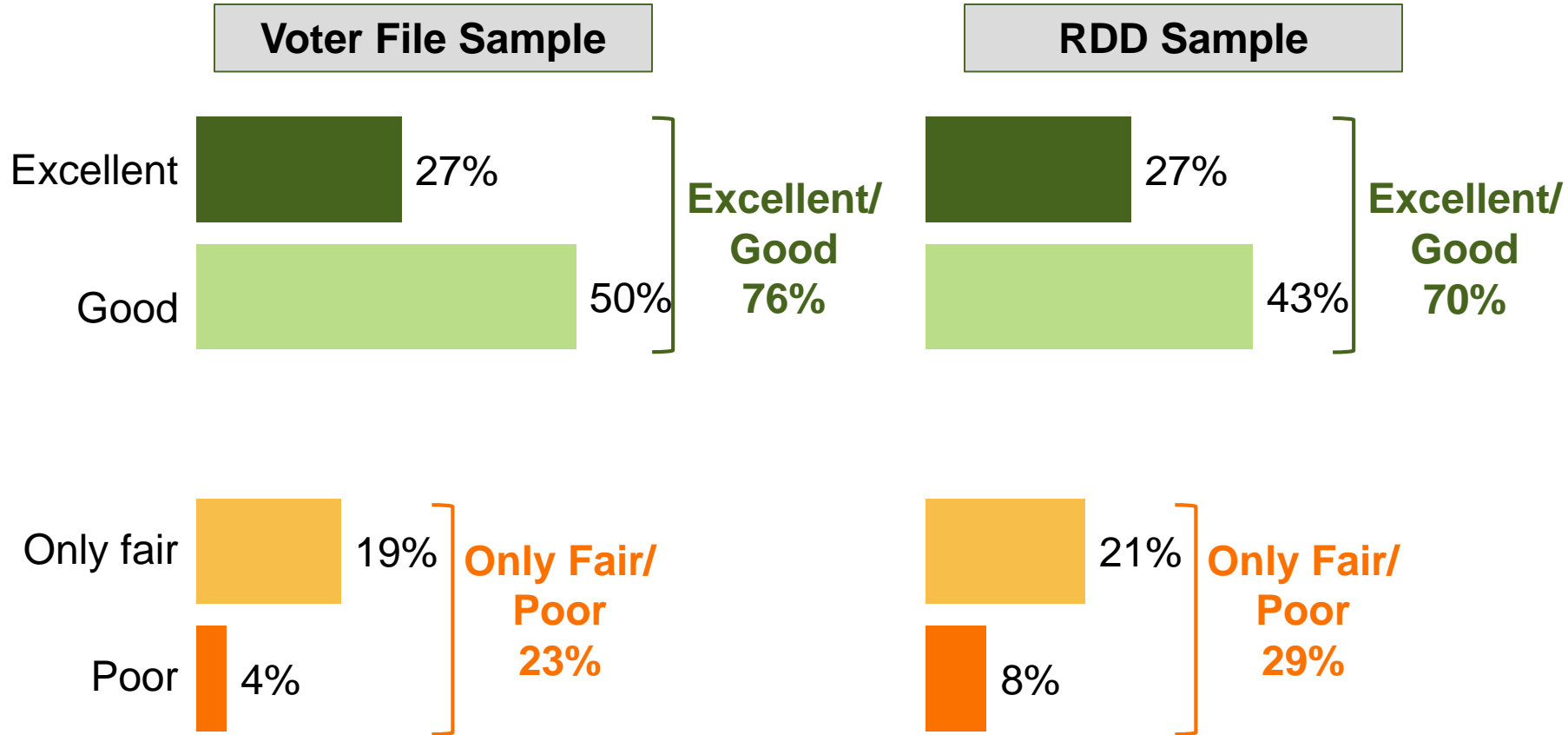
Fairbank, Maslin, Maullin, Metz & Associates – FM3

PUBLIC OPINION RESEARCH & STRATEGY

**Appendix:
Selected Results by
Demographic Group**

The sample of residents gave slightly lower ratings to quality of life.

Generally speaking, how would you rate Oakland as a place to live: is it an excellent place to live, a good place, only fair, or a poor place to live?

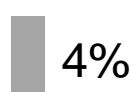
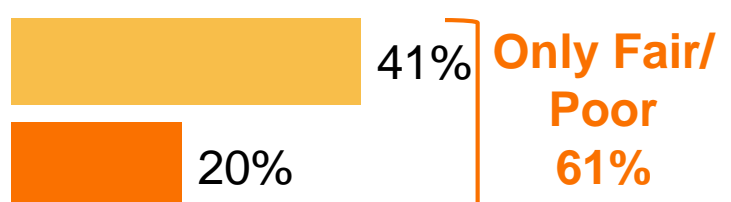
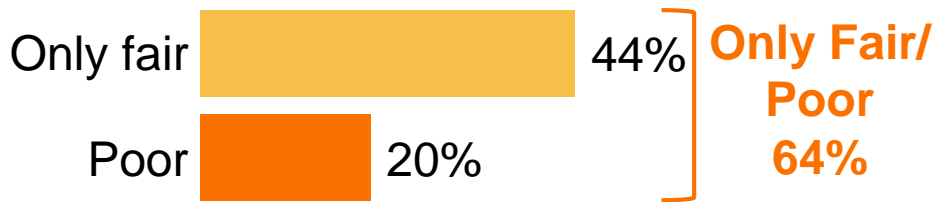
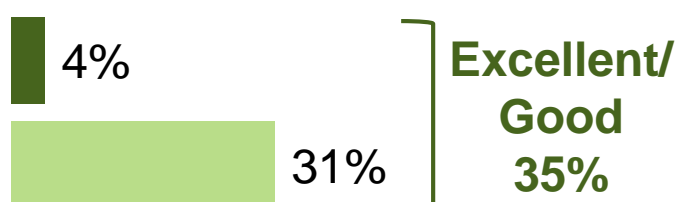


There is no strong difference between resident and voter samples on services.

How would you rate the overall job being done by Oakland City government in providing services to the people who live here: excellent, good, only fair or poor?

Voter File Sample

RDD Sample

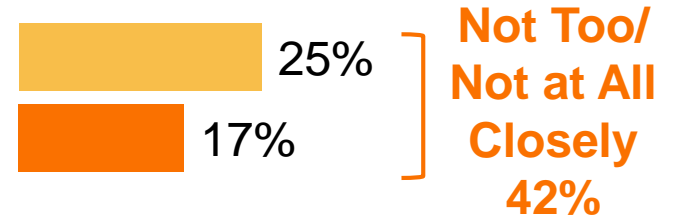
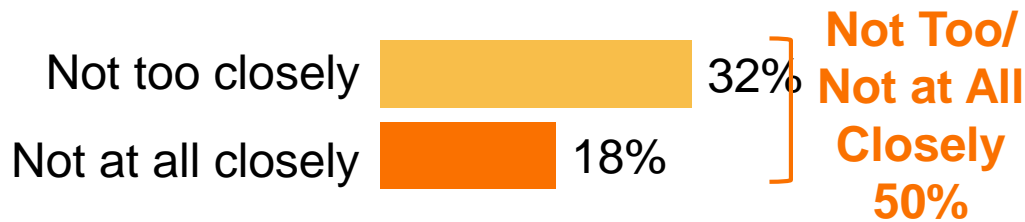
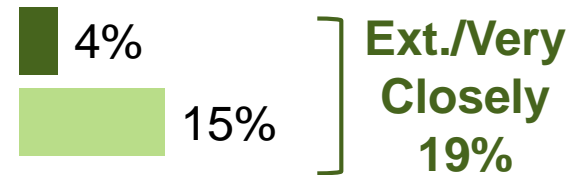
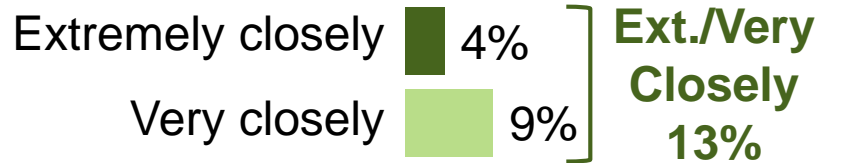


The sample of voters was less likely to say they follow the budget closely.

How closely do you follow issues related to the Oakland City budget?

Voter File Sample

RDD Sample



Don't know/NA | 1%

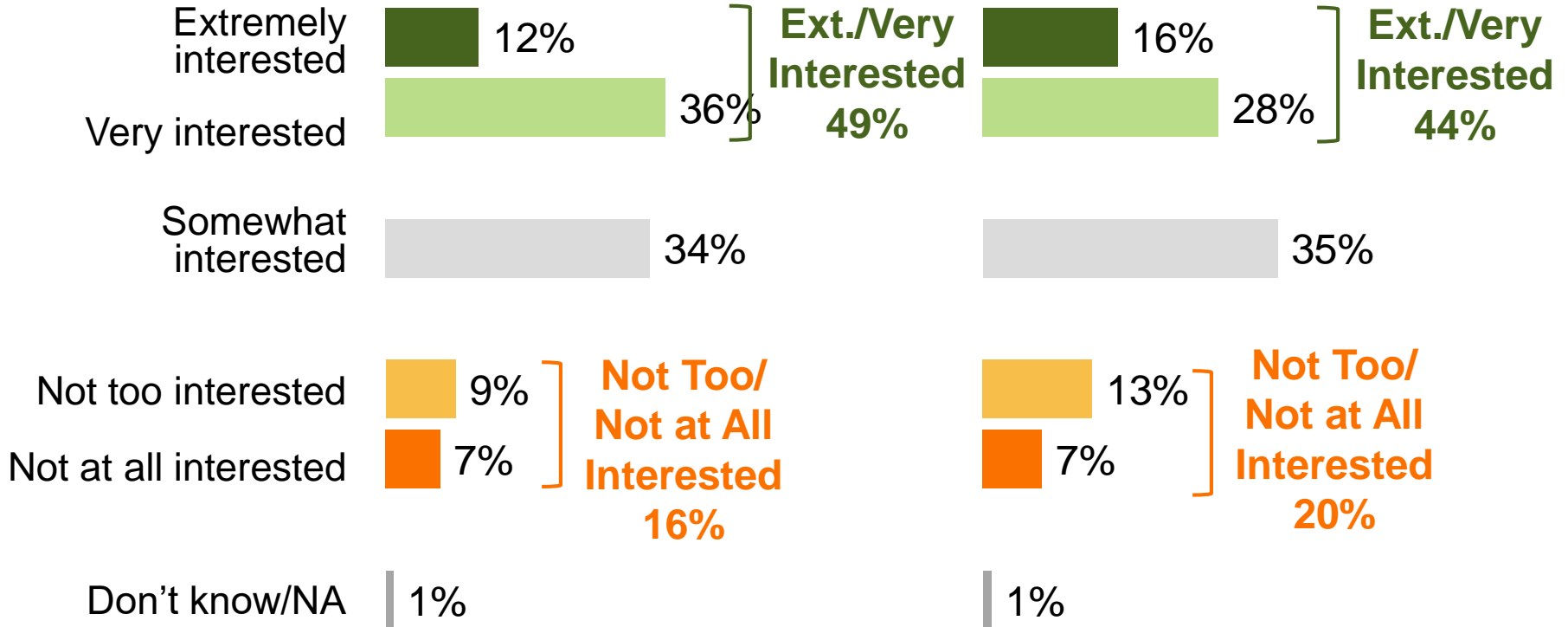
| 1%

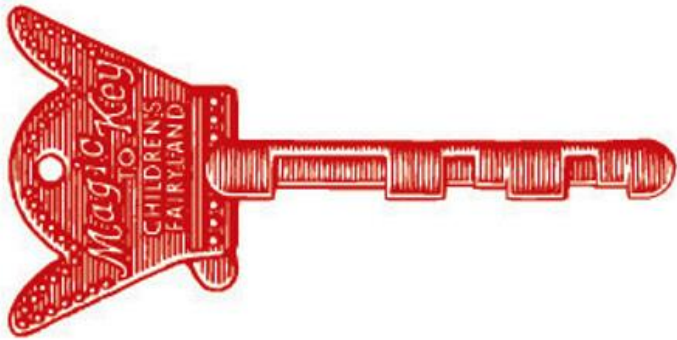
However, the sample of voters reported slightly higher interest in the budget.

How interested are you in learning more about Oakland's City budget and how its funds are allocated?

Voter File Sample

RDD Sample



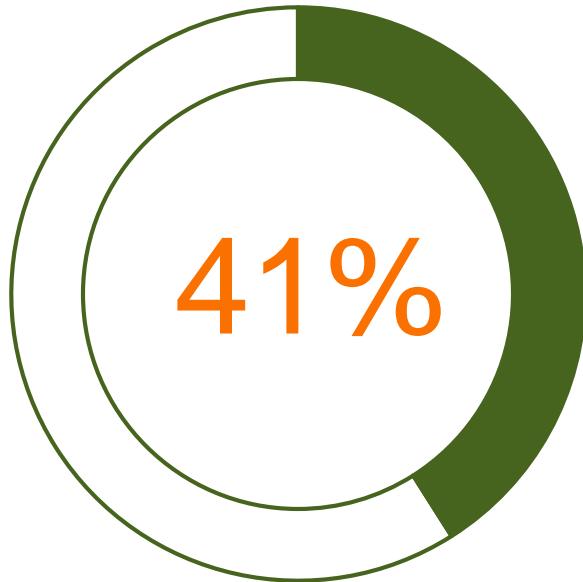


Other Demographic Breakdowns

- Pluralities of most subgroups give the City “only fair” ratings.
- The most positive subgroup is non-Chinese Asian/Pacific Islanders (47% think the City is doing a “excellent” or “good” job providing services); the most negative is City Council District 6 (35% “poor”).
- Those with the most positive overall views of life in Oakland give the City the most positive ratings.
- Those who follow the City budget more closely are slightly more negative about the City’s provision of services.
- While income doesn’t appear to shape perception, education appears to have a slight impact, with post-graduate educated residents viewing City services a little more positively and non-college educated women a little more negatively.

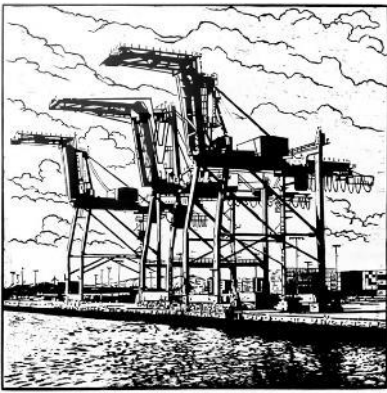
Taken together...

41% rate Oakland as an “excellent” or “good” place to live, but rate City services as “only fair” or “poor.”



Those disproportionately likely to hold this combination of views are:

- Upper-income/education
- Recent City residents
- Either don't work in Oakland or are self-employed/work from home
- City Council District 1
- Regular bikers or bus riders



Other Demographic Breakdowns

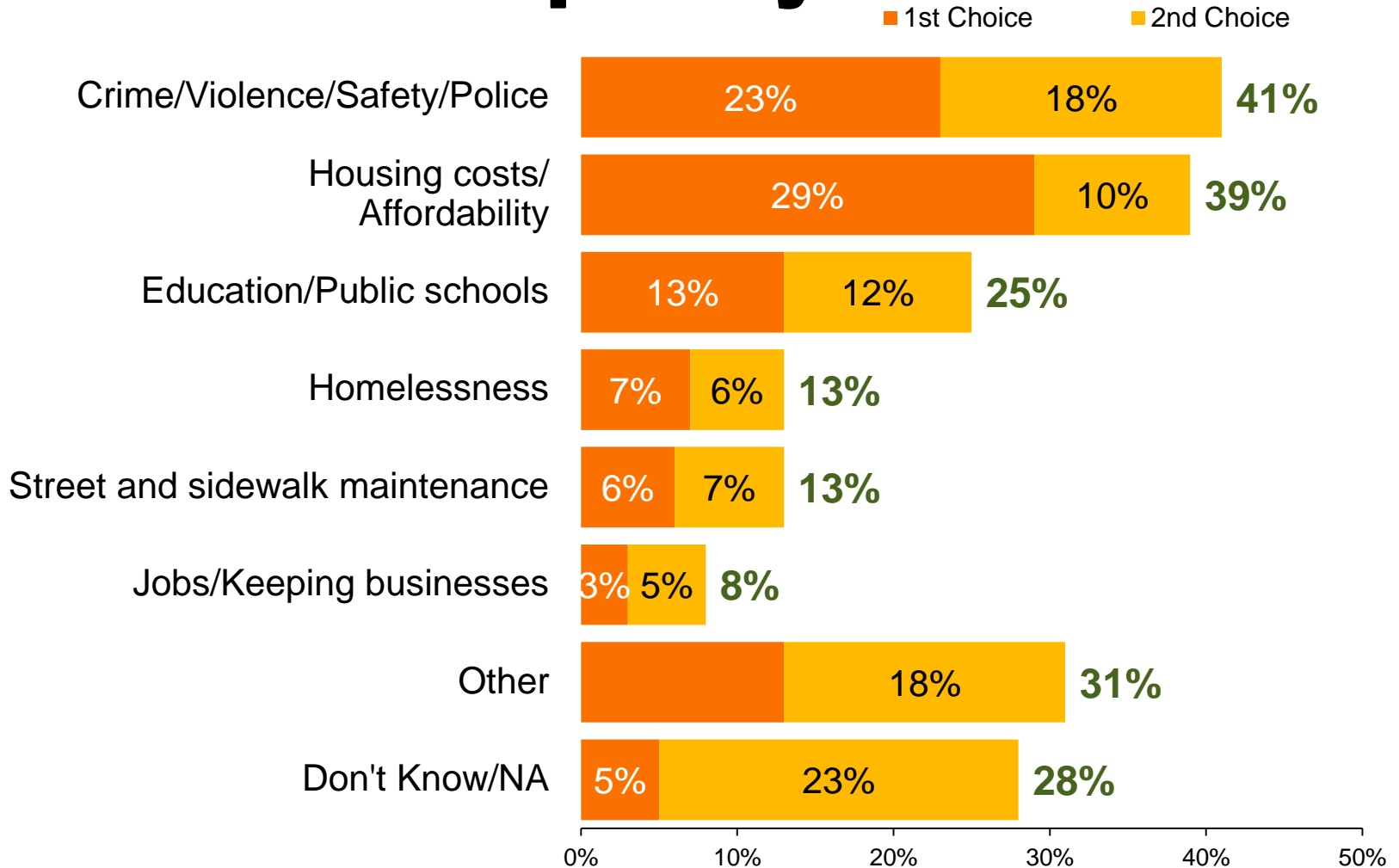
- Discounting those who indicated they were “somewhat” interested, roughly 40%-57% of most all subgroups said they were “extremely” or “very” interested in learning about the City budget.
- The subgroup least interested in learning more about the City budget was non-voters (43% “not too/not at all interested”).
- Those with more intense – positive or negative – views of life in Oakland and City services were also the most likely to be “extremely” or “very” interested.
- Education and income appear to play a role, with interest increasing with higher levels of educational attainment and household income.
- Asian/Pacific Islanders were less interested in the City’s budget.

Voter Sample vs. RDD Sample

- Residents from the voter sample give slightly higher quality-of-life ratings than those in the RDD sample. Other differences are largely of intensity, with voter-sample residents modestly more optimistic and engaged overall.
- **A small subset of the RDD sample is made up of non-voters.** Half as many of those rate quality of life “excellent” as voters across both samples.
- A majority of non-voters give the City “only fair” or “poor” grades for service provision; they are also report not following the budget closely.
- Non-voters are less likely to say housing is their top budget issue – but more likely to say it should be the second priority.



Taking those 1st and 2nd choice concerns together, crime & policing is a top priority.



Verbatim Responses

I would like to have security and education for the people

Improve public schools and get the police department more organized

I want more housing. I want a safe city.

Lower crime rates, and better education

I would like to see help in schools and housing

I pay a lot in taxes to not be safe

Housing and jobs

Less crime and more housing

I care about teachers being paid enough to live here

They need to help with homelessness more, and deal with crime better

Rent is going up and streets need repair

Reduction of crime and repair of city streets

Education and police training

Addressing homelessness and reducing police violence

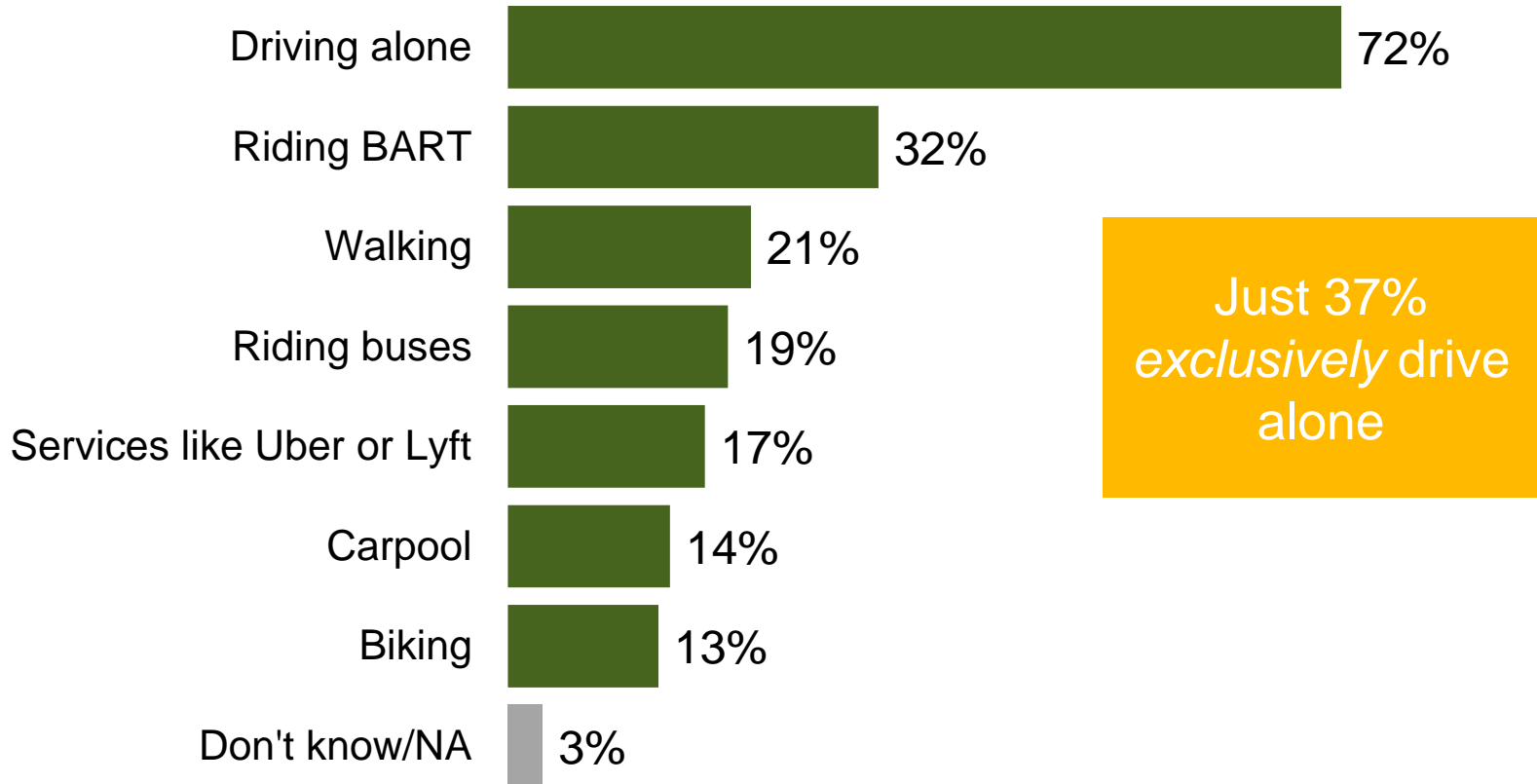
Housing prices and taxes are pushing regular people out

Too much killing and stealing

More police, but also more help for people before they commit the crime

Significant portion of Oaklanders walk or take transit, in addition to driving alone.

Which of the following modes of transportation do you use regularly?





Demographic Breakdowns

- ✓ Overall, Oaklanders still rely on cars to get around. The affluent and highly educated, homeowners, and those who work full-time in Oakland are especially likely to drive alone; unemployed and low-income residents are the groups least likely to do so.
- ✓ Oaklanders who get around without a car are likely to use a variety of methods – reporting that they bike, walk, take buses, *and* use ride-hailing services.
- ✓ Those who have lived in Oakland fewer than five years are especially likely to bike. Wealthier and newer residents are disproportionately likely to use BART or ride-hailing apps to get around. District 1 residents are among the most likely to use BART; ride-hailing apps in District 5.
- ✓ Those earning less than \$60,000 and women without a college degree are more likely to rely on buses than those in other groups.

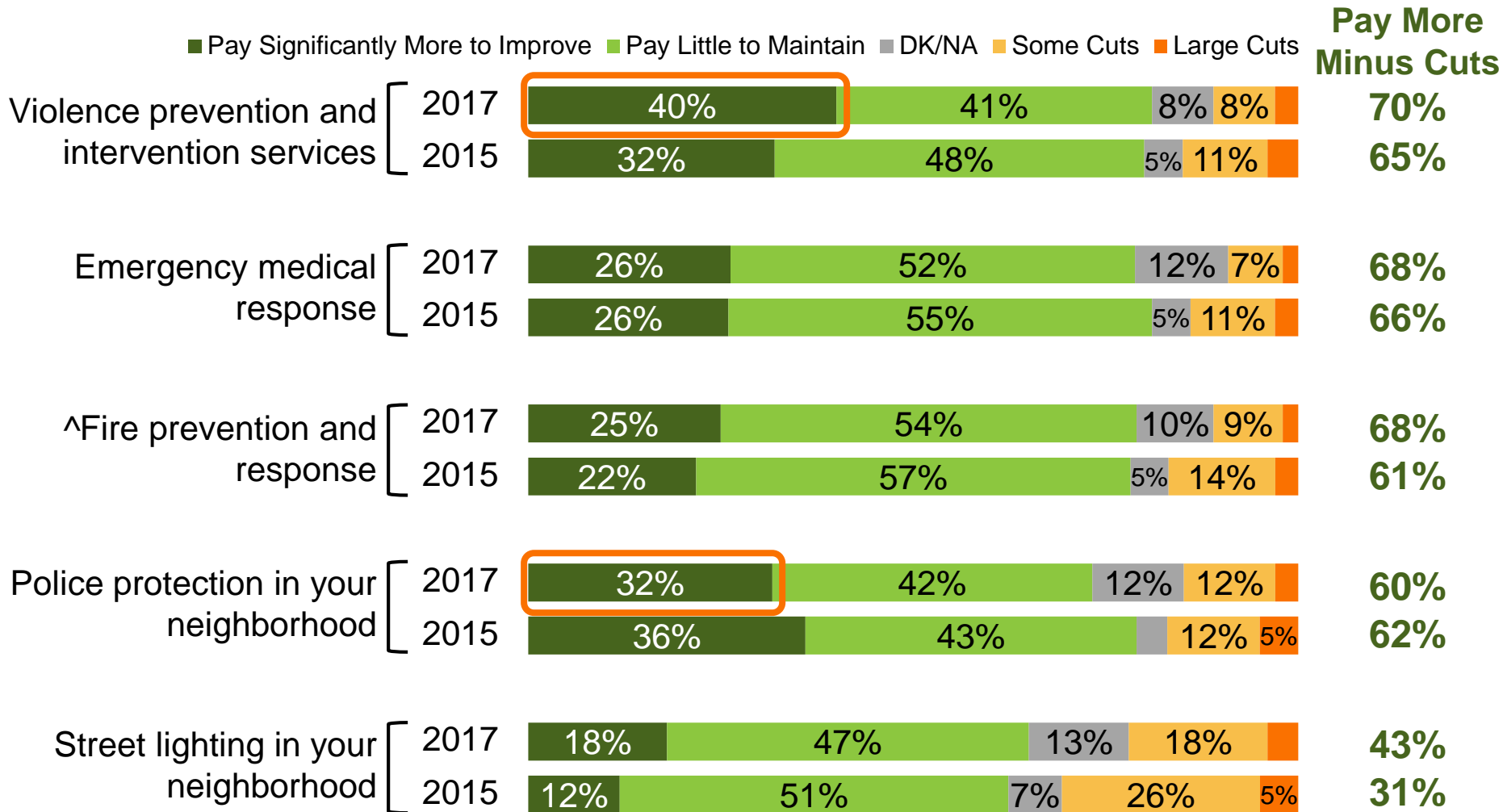
Year-to-Year Comparisons by Issue Area

Looking at Trends

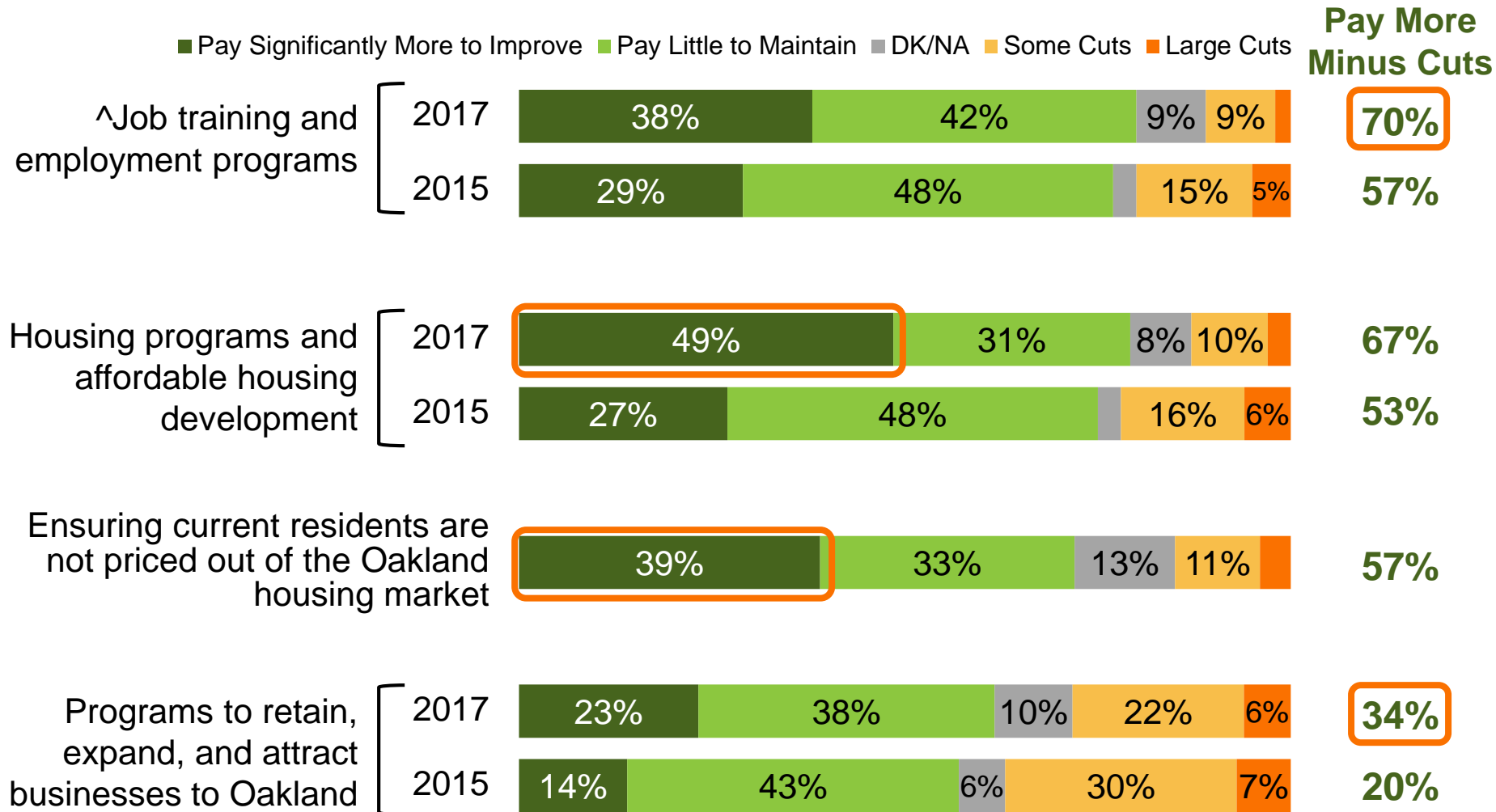
- ✓ The following slides group these same priorities in several general themes, showing changes in attitudes from 2015.
- ✓ Themes include:
 - Public safety
 - Housing and the economy
 - Education, arts and culture
 - City services
 - Infrastructure
 - Social services



Views on investment in public safety have changed relatively little since '15.

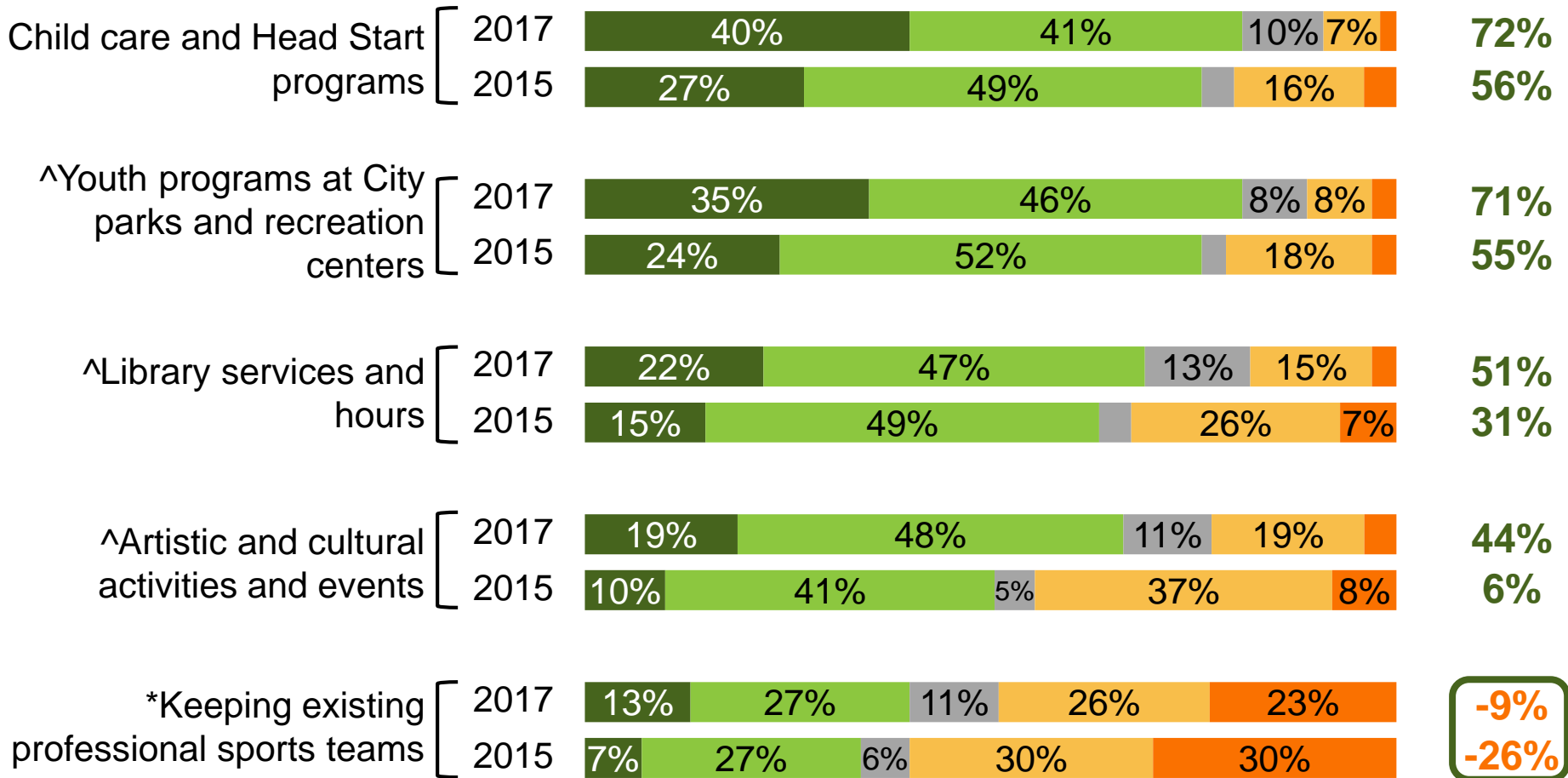


Oaklanders are much more willing to invest in housing and job training.



Oaklanders are much less willing to see cuts to education and cultural services.

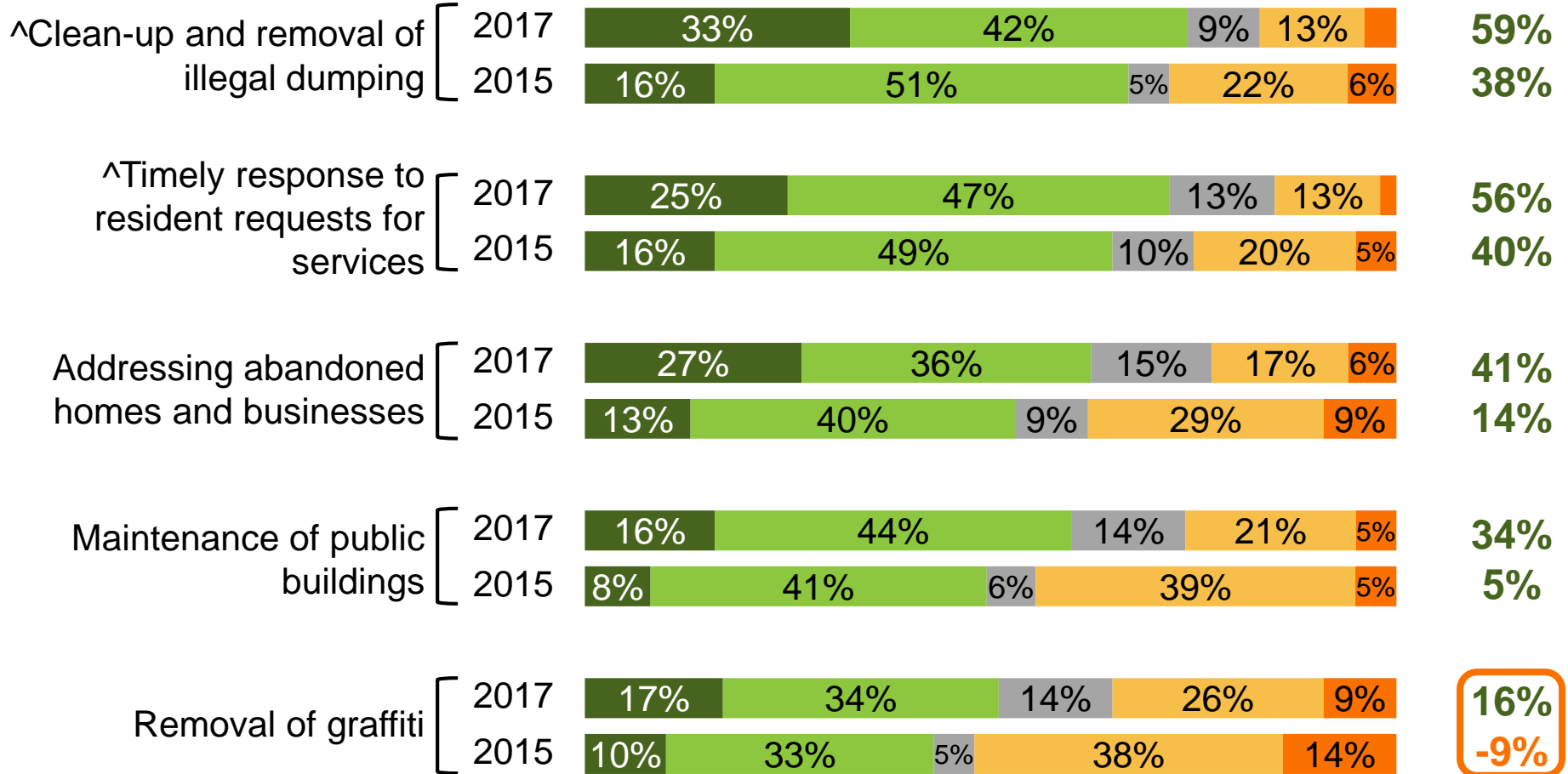
■ Pay Significantly More to Improve
 ■ Pay Little to Maintain
 ■ DK/NA
 ■ Some Cuts
 ■ Large Cuts
 Pay More Minus Cuts



Q7 a/c/e/k/x. I am going to mention some of the services the City provides its residents. Every two years, the City faces hard choices about these services in order to balance its budget. Please tell me whether you think cuts should be made to that service in order to balance the budget, or whether you would be willing to pay additional taxes or fees to maintain or improve that service. ^Not Part of Split Sample/
*Wording Slightly Different in 2017 Survey

They are much more willing to invest in building maintenance than in 2015.

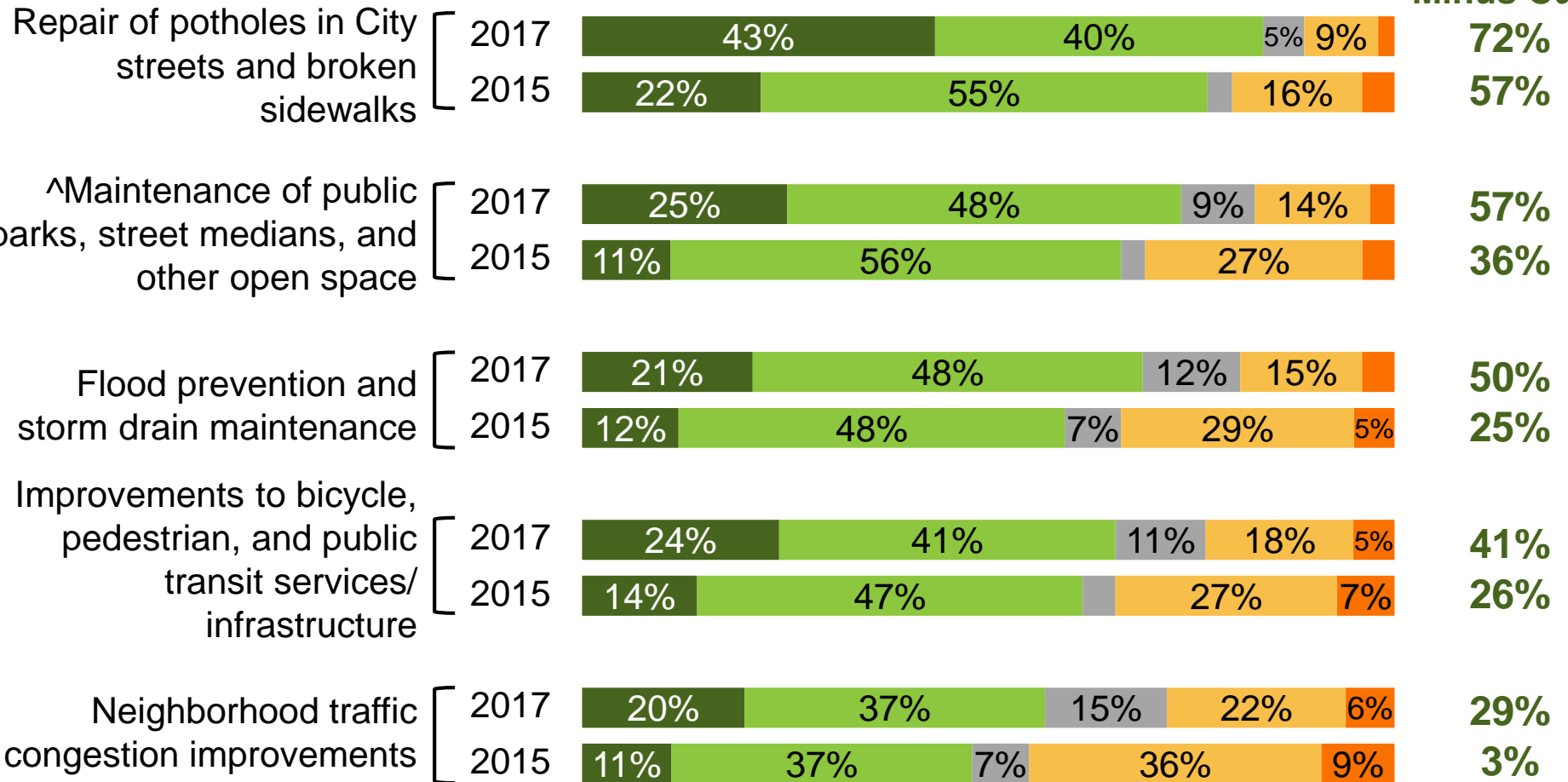
■ Pay Significantly More to Improve ■ Pay Little to Maintain ■ DK/NA ■ Some Cuts ■ Large Cuts **Pay More Minus Cuts**



16%
-9%

More than two in five would now pay more to fix potholes and sidewalks.

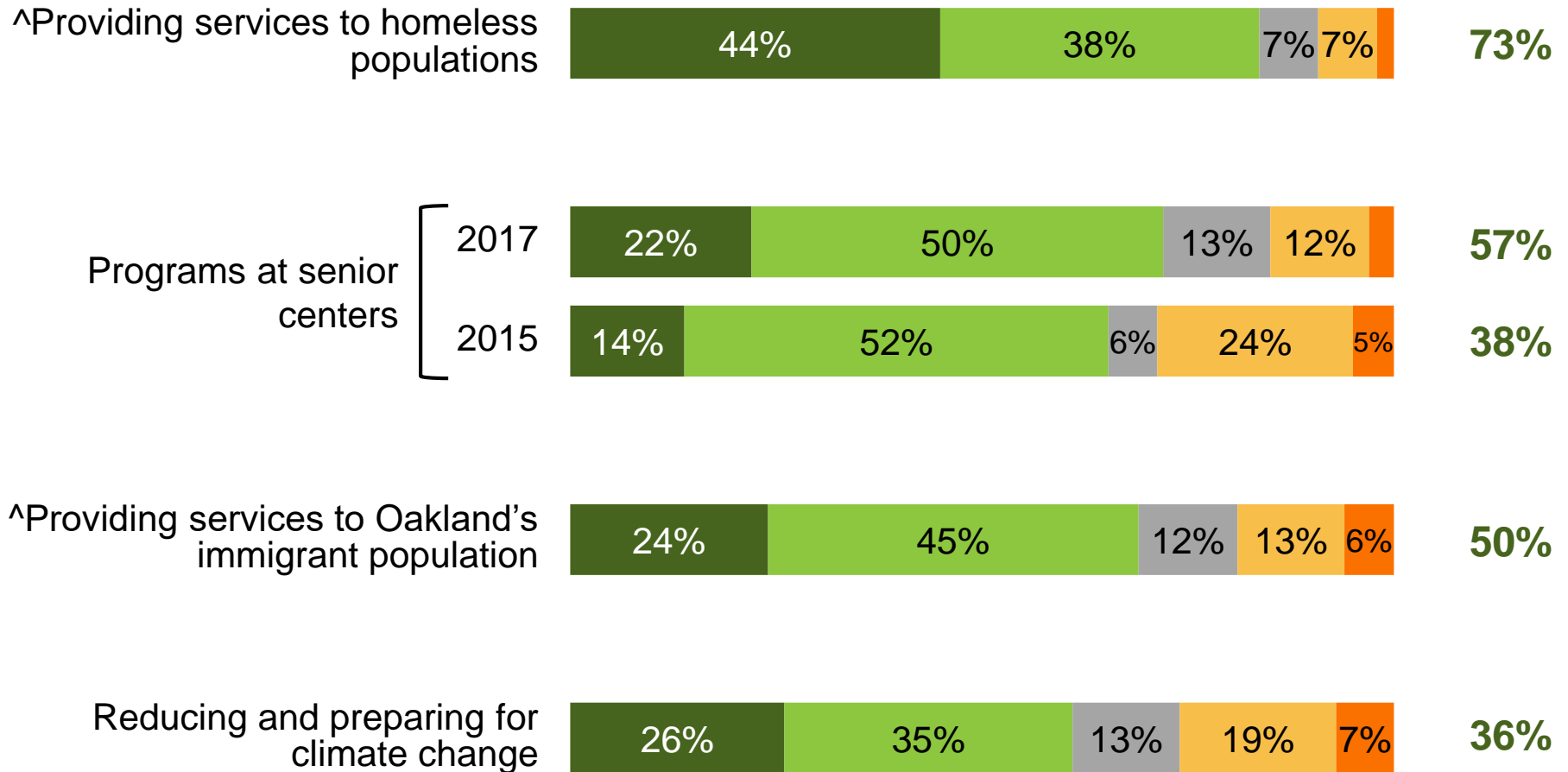
■ Pay Significantly More to Improve
 ■ Pay Little to Maintain
 ■ DK/NA
 ■ Some Cuts
 ■ Large Cuts
 Pay More Minus Cuts



Q7 i/q/s/z/bb. I am going to mention some of the services the City provides its residents. Every two years, the City faces hard choices about these services in order to balance its budget. Please tell me whether you think cuts should be made to that service in order to balance the budget, or whether you would be willing to pay additional taxes or fees to maintain or improve that service. ^Not Part of Split Sample

Half as many are willing to see “some cuts” to senior programs as in 2015.

■ Pay Significantly More to Improve
 ■ Pay Little to Maintain
 ■ DK/NA
 ■ Some Cuts
 ■ Large Cuts
 ■ Pay More Minus Cuts



Fairbank,
Maslin,
Maullin,
Metz &
Associates
FM3

2017 CITY OF OAKLAND
BUDGET PRIORITIES SURVEY
329-728
DRAFT 3A
A/B SPLIT

Hello, I'm _____ from _____, a public opinion research firm. We're conducting a survey about issues that concern people in Oakland. I am not trying to sell you anything and I won't ask for a donation of any kind.

(FOR LISTED VOTER SAMPLE, READ THE FOLLOWING INTRO:)

May I speak to _____? **(YOU MUST SPEAK TO THE VOTER LISTED. VERIFY THAT THE VOTER LIVES AT THE ADDRESS LISTED, OTHERWISE TERMINATE.)**

(FOR RDD SAMPLES, READ THE FOLLOWING INTRO:)

May I speak with the adult in your household who celebrated a birthday most recently? **(IF NOT AVAILABLE, ASK:)** May I speak to another adult member of your household who is 18 years old or older?"

(IF VOTER WISHES TO COMPLETE THE INTERVIEW IN SPANISH OR CHINESE, PLEASE HAND OFF TO BILINGUAL INTERVIEWER)

A. Before we begin, I need to know if I have reached you on a cell phone, and if so, are you in a place where you can talk safely without endangering yourself or others? **(IF NOT ON A CELL PHONE, ASK: Do you own a cell phone?)**

- Yes, cell and can talk safely ----- 1
- Yes, cell but cannot talk safely----- **TERMINATE**
- No, not on cell, but own one----- 2
- No, not on cell and do not own one ----- 3
- (DON'T READ) DK/NA/REFUSED ----- TERMINATE**

(ASK ONLY IF RDD SAMPLE)

B. In what year were you born?

- 1998-1992 (18-24)----- 1
- 1991-1987 (25-29)----- 2
- 1986-1982 (30-34)----- 3
- 1981-1977 (35-39)----- 4
- 1976-1972 (40-44)----- 5
- 1971-1967 (45-49)----- 6
- 1966-1962 (50-54)----- 7
- 1961-1957 (55-59)----- 8
- 1956-1952 (60-64)----- 9
- 1951-1942 (65-74)----- 10
- 1941 or earlier (75+) ----- 11
- (REFUSED/NA) ----- 12**

(ASK ONLY IF RDD SAMPLE)

C. I will not need to know your exact address, but in order to help me verify that you live within the boundaries of our interviewing area, could you please tell me what the ZIP code is for your current residence? **(TERMINATE ALL WHOSE ZIP CODE IS NOT ON THE LIST BELOW)**

- 94601 ----- 1
- 94602 ----- 2
- 94603 ----- 3
- 94604 ----- 4
- 94605 ----- 5
- 94606 ----- 6
- 94607 ----- 7
- 94608 ----- 8
- 94609 ----- 9
- 94610 ----- 10
- 94611 ----- 11
- 94612 ----- 12
- 94618 ----- 13
- 94619 ----- 14
- 94621 ----- 15
- All other responses ----- **TERMINATE**

(RESUME ASKING ALL RESPONDENTS)

1. **(T)** Generally speaking, how would you rate Oakland as a place to live: is it an excellent place to live, a good place, only fair, or a poor place to live?

- Excellent ----- 1
- Good ----- 2
- Just fair ----- 3
- Poor ----- 4
- (DON'T KNOW/NA)** ----- 5

2. (T) Next, in the upcoming two-year budget, what are the two most important issues facing Oakland residents that you would like to see prioritized in the City government budget? **(DO NOT READ OPTIONS; OPEN-END. RECORD VERBATIM RESPONSE AND THEN CODE AFTER INTERVIEW IS COMPLETE)**

	<u>FIRST CHOICE</u>	<u>SECOND CHOICE</u>
Blight/abandoned buildings -----	1-----	1
Cable TV service -----	2-----	2
Crime/Violence -----	3-----	3
Code enforcement -----	4-----	4
Drug abuse-----	5-----	5
Dumping/Illegal dumping -----	6-----	6
Education/public schools -----	7-----	7
Emergency medical response / fire safety -----	8-----	8
Environment-----	9-----	9
Facilities Condition -----	9a-----	9a
Fire safety/fire inspections -----	10-----	10
Garbage/Recycling pick-up -----	11-----	11
Graffiti -----	12-----	12
Government waste/inefficiency -----	13-----	13
Homelessness -----	14-----	14
Housing costs/affordability-----	15-----	15
Jobs/keeping businesses -----	16-----	16
Library services-----	17-----	17
Parking -----	18-----	18
Public transportation/buses-----	19-----	19
Recreation programs-----	20-----	20
Revitalizing downtown-----	21-----	21
Revitalizing neighborhoods -----	22-----	22
Sewer maintenance -----	23-----	23
Street lighting -----	24-----	24
Street and sidewalk maintenance-----	25-----	25
Taxes too high -----	26-----	26
Traffic congestion/traffic flow -----	27-----	27
Tree trimming-----	28-----	28
Water supplies -----	29-----	29
Youth activities -----	30-----	30
Other -----	31-----	31
(DK/NA)-----	32-----	32

3. (T) Next, how would you rate the overall job being done by Oakland city government in providing services to the people who live here: excellent, good, only fair or poor?

- Excellent ----- 1
- Good ----- 2
- Only fair----- 3
- Poor ----- 4
- (DON'T KNOW/NA) ----- 5

NOW I AM GOING TO ASK YOU SOME QUESTIONS THAT DEAL WITH OAKLAND'S CITY GOVERNMENT BUDGET.

4. First, how closely do you follow issues related to the Oakland City budget? (READ LIST)

- Extremely closely----- 1
- Very closely ----- 2
- Somewhat closely----- 3
- Not too closely ----- 4
- Not at all closely ----- 5
- (DON'T KNOW/NA) ----- 6

5. And how interested are you in learning more about Oakland's City budget and how its funds are allocated? (READ LIST)

- Extremely interested----- 1
- Very interested ----- 2
- Somewhat interested ----- 3
- Not too interested ----- 4
- Not at all interested ----- 5
- (DON'T KNOW/NA) ----- 6

6. Next, I am going to ask you to imagine you are in charge of Oakland’s City budget. The City of Oakland has five major priority goals and I would like you to tell me how you would prioritize City spending to achieve these goals. For this exercise, assume you have 100 dollars to spend on all five. After I read you all of the goals, please tell me how many dollars out of 100 you would spend on each goal, keeping in mind that the total must add up to 100 dollars. **(READ RANDOMIZED LIST OF GOALS; RE-READ INSTRUCTIONS AS NECESSARY AND ENSURE THAT THE TOTAL DOLLAR AMOUNT EQUALS \$100)**

<u>PRIORITY GOAL</u>	<u>DOLLAR AMOUNT</u>
<input type="checkbox"/> A safe city -----	-----
<input type="checkbox"/> A sustainable, prosperous economy that creates quality jobs-----	-----
<input type="checkbox"/> An attractive, vibrant community -----	-----
<input type="checkbox"/> A just, equitable and diverse community -----	-----
<input type="checkbox"/> Competent and effective delivery of City services -----	-----
TOTAL -----	-----\$100

7. Now I am going to mention some of the services the City provides its residents. Every two years, the City faces hard choices about these services in order to balance its budget. After you hear each one, please tell me whether you think cuts should be made to that service in order to balance the budget, or whether you would **be** willing to pay additional taxes or fees to maintain or improve that service. **(RANDOMIZE CUTS/WILLING TO PAY PHRASES) (IF CUTS, ASK: Would you be willing to make large cuts or just some cuts?) (IF PAY MORE, ASK: Would you be willing to pay a little more to maintain this service, or pay significantly more to improve it?) (RANDOMIZE)**

	<u>LARGE CUTS</u>	<u>SOME CUTS</u>	<u>PAY SOME TO MAIN.</u>	<u>PAY SIG. MORE TO IMPR.</u>	<u>(DK/NA)</u>
<input type="checkbox"/> a. (T) Library services and hours -----	1	2	3	4	5
<input type="checkbox"/> b. (T) Fire prevention and response -----	1	2	3	4	5
<input type="checkbox"/> c. (T) Artistic and cultural activities and events-----	1	2	3	4	5
<input type="checkbox"/> d. (T) Timely response to resident requests for services-----	1	2	3	4	5
<input type="checkbox"/> e. (T) Youth programs at city parks and recreation centers -----	1	2	3	4	5
<input type="checkbox"/> f. Providing services to Oakland’s immigrant population -----	1	2	3	4	5
<input type="checkbox"/> g. (T) Clean-up and removal of illegal dumping-----	1	2	3	4	5
<input type="checkbox"/> h. (T) Job training and employment programs -----	1	2	3	4	5
<input type="checkbox"/> i. (T) Maintenance of public parks, street medians and other open space -----	1	2	3	4	5
<input type="checkbox"/> j. Providing services to homeless populations -----	1	2	3	4	5

		<u>LARGE</u>	<u>SOME</u>	<u>PAY</u> <u>SOME TO</u>	<u>PAY SIG.</u> <u>MORE TO</u>	<u>(DK/NA)</u>
		<u>CUTS</u>	<u>CUTS</u>	<u>MAIN.</u>	<u>IMPR.</u>	
(SPLIT SAMPLE A ONLY)						
[]k.	(T) Child care and Head Start programs -----	1	2	3	4	5
[]l.	(T) Removal of graffiti -----	1	2	3	4	5
[]m.	(T) Maintenance of public buildings -----	1	2	3	4	5
[]n.	Ensuring current residents are not priced out of the Oakland housing market -----	1	2	3	4	5
[]o.	(T) Addressing abandoned homes and businesses-----	1	2	3	4	5
[]p.	(T) Programs to retain, expand, and attract businesses to Oakland -----	1	2	3	4	5
[]q.	(T) Neighborhood traffic congestion improvements -----	1	2	3	4	5
[]r.	(T) Police protection in your neighborhood -----	1	2	3	4	5
[]s.	(T) Flood prevention and storm drain maintenance -----	1	2	3	4	5

(SPLIT SAMPLE B ONLY)						
[]t.	(T) Emergency medical response -----	1	2	3	4	5
[]u.	(T) Street lighting in your neighborhood -----	1	2	3	4	5
[]v.	(T) Programs at senior centers -----	1	2	3	4	5
[]w.	(T) Housing programs and affordable housing development -----	1	2	3	4	5
[]x.	(T*) Keeping existing professional sports teams -----	1	2	3	4	5
[]y.	Reducing and preparing for climate change -----	1	2	3	4	5
[]z.	(T) Improvements to bicycle, pedestrian, and public transit services/infrastructure-----	1	2	3	4	5
[]aa.	(T) Violence prevention and intervention services-----	1	2	3	4	5
[]bb.	(T) Repair of potholes in city streets and broken sidewalks -----	1	2	3	4	5

NOW I'D LIKE TO ASK YOU ABOUT HOW YOU INTERACT WITH THE CITY OF OAKLAND.

8. Which of the following methods would you most like to be able to use to access programs, information or services provided by the City, such as learning about the City budget, applying for a permit, paying a parking ticket, reporting a pothole, or signing up for a program? **(READ LIST; ACCEPT MULTIPLE RESPONSES)**

- In person ----- 1
- Online through a website ----- 2
- With a mobile app ----- 3
- Texting ----- 4
- On the phone ----- 5
- By email ----- 6
- Through the U-S mail ----- 7
- Other (**SPECIFY**) ----- 8
- (DON'T READ)** DK/NA ----- 9

HERE ARE MY FINAL QUESTIONS. THEY ARE JUST FOR STATISTICAL PURPOSES.

9. **(T)** About how long have you lived in Oakland? **(READ LIST)**

- Less than two years ----- 1
- Two to five years ----- 2
- Six to ten years ----- 3
- 11 to 20 years ----- 5
- 21 to 40 years ----- 6
- 41 years or more ----- 7
- (DON'T READ)** Don't know/Refused ----- 8

10. **(T)** Do you own or rent the house or apartment where you live?

- Own ----- 1
- Rent ----- 2
- (DON'T READ)** Don't know/Refused ----- 3

11. **(T)** Next, what is your marital status: are you married, living with a partner, single, widowed or divorced?

- Married ----- 1
- Living with a partner ----- 2
- Single ----- 3
- Widowed ----- 4
- Divorced ----- 5
- (DK/NA)** ----- 6

12. (T) Are there any children under the age of 18 living in your household?

- Yes ----- 1
- No ----- 2
- (DK/NA)----- 3

13. (T) What is your current employment status? Are you ...? (READ LIST)

- Employed full-time ----- 1
- Employed part-time ----- 2
- Self-employed or work from home----- 3
- A homemaker who does not
work outside the home----- 4
- Retired----- 5
- A student ----- 6
- Unemployed ----- 7
- (DON'T READ) Refused ----- 8

(IF "EMPLOYED FULL TIME" OR "PART TIME" IN Q13, ASK:)

14. (T) Is your work located in the City of Oakland or not?

- In Oakland ----- 1
- Not in Oakland ----- 2
- (DON'T READ) Don't know/Refused ----- 3

(RESUME ASKING ALL RESPONDENTS)

15. Which of the following modes of transportation do you use regularly? (READ LIST, ACCEPT MULTIPLE RESPONSES)

- Driving alone ----- 1
- Carpool ----- 2
- Biking----- 3
- Walking ----- 4
- Riding buses ----- 5
- Riding BART----- 6
- Services like Uber (OO-ber) or Lyft
(LIFT)----- 7
- (DON'T READ) DK/NA/REFUSED ----- 8

16. (T) What was the last level of school you completed?

- High School Graduate or less ----- 1
- Some College----- 2
- Business/Vocational School----- 3
- College Graduate (4) ----- 4
- Post-Graduate Work/Professional
School----- 5
- (DON'T READ) DK/Refused ----- 6

17. (T) With which racial or ethnic group do you identify yourself: Latino or Hispanic; African American or Black; White or Caucasian; Asian or Pacific Islander; or some other ethnic or racial background?

- Latino/Hispanic ----- 1
- African American/Black ----- 2
- White or Caucasian ----- 3
- Asian/Pacific Islander ----- 4
- (MIXED RACE) ----- 5
- (OTHER) ----- 6
- (DON'T READ) DK/NA/REFUSED ----- 7

(ASK Q18 ONLY IF ASIAN/PACIFIC ISLANDER – CODE 4 – IN Q17)

18. (T) More specifically, would you say that you are: (READ LIST)

- Chinese ----- 1
- Filipino ----- 2
- Indian ----- 3
- Cambodian ----- 4
- Laotian ----- 5
- Pacific Islander ----- 6
- Japanese ----- 7
- Korean ----- 8
- Vietnamese ----- 9
- (MIXED RACE) ----- 10
- (OTHER) ----- 11
- (DON'T READ) DK/NA/REFUSED ----- 12

(RESUME ASKING ALL RESPONDENTS)

19. (T) I don't need to know the exact amount but I'm going to read you some categories for household income. Would you please stop me when I have read the category indicating the total combined income for all the people in your household before taxes in 2016?

- \$30,000 and under ----- 1
- \$30,001 - \$60,000 ----- 2
- \$60,001 - \$75,000 ----- 3
- \$75,001 - \$100,000 ----- 4
- \$100,001 to \$150,000 ----- 5
- \$150,001 and over ----- 6
- (DON'T READ) Refused ----- 7

20. (T) Were you born in the United States or did you immigrate to the United States?

- Immigrated to US ----- 1
- Born in US ----- 2
- (DON'T READ) DK/NA ----- 3

(ASK Q21 ONLY IF CODE 1 IN Q20)

21. (T) In which country were you born? **(RECORD VERBATIM RESPONSE AND CODE AFTERWARDS)**

(ASK IN RDD SAMPLES ONLY)

22. Are you a registered voter in the City of Oakland?

- Yes ----- 1
- No ----- 2
- (DON'T READ) Refused ----- 3**

(ASK IN RDD SAMPLES AND CODE 1 – YES – IN QX ONLY)

23. Are you registered as a Democrat, as a Republican, as a member of another political party, or as having no party preference?

- Democrat----- 1
- Republican----- 2
- Other----- 3
- No party preference ----- 4
- (DON'T READ) Refused ----- 5**

(ASK IN RDD SAMPLE ONLY)

24. Here is my final question. Could you tell me the cross streets of the closest intersection near where you live? **(WRITE IN STREET NAMES)**

_____ and _____

THANK AND TERMINATE

SEX (BY OBSERVATION):

- Male----- 1
- Female----- 2

REGISTRATION (Voter File):

- Democrat----- 1
- Republican ----- 2
- No party preference----- 3
- Other----- 4

LANGUAGE OF INTERVIEW:

- English----- 1
- Spanish ----- 2
- Chinese ----- 3

SAMPLE SOURCE:

- Voter File ----- 1
- Enhanced RDD----- 2

SPLIT:

- A----- 1
- B----- 2

FROM VOTER FILE:

ELECTION FLAGS

P12-----1
G12 -----2
P14-----3
G14 -----4
P16-----5
G16 -----6
Blank -----7

AGE

18-29 -----1
30-39 -----2
40-49 -----3
50-54 -----4
55-59 -----5
60-64 -----6
65-74 -----7
75+-----8

CITY COUNCIL DISTRICT

City Council District 1-----1
City Council District 2-----2
City Council District 3-----3
City Council District 4-----4
City Council District 5-----5
City Council District 6-----6
City Council District 7-----7



Oakland Equity Indicators



**Measuring Change Toward
Greater Equity in Oakland**

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“Not everything that is faced can be changed, but nothing can be changed until it is faced.”

James Baldwin



City of Oakland Equity Indicators 2018 Report

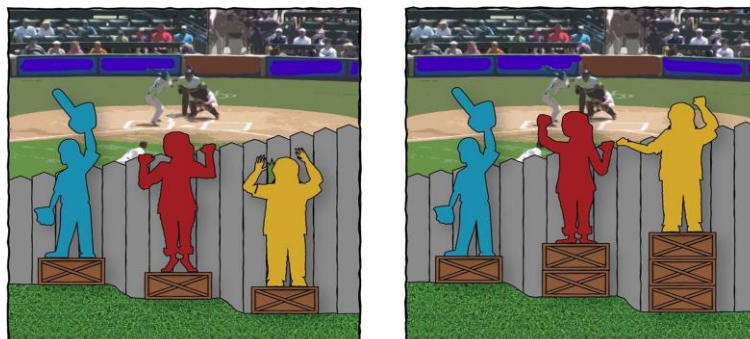
33.5

Score

Overview

Oakland has a long history of activism around issues of inequity and social justice. It is, therefore, not surprising that Oakland was chosen in 2017 to be among the first cohort of five cities to develop local Equity Indicators tools in partnership with the City University of New York’s Institute for State and Local Governance (CUNY ISLG) and with funding from the Rockefeller Foundation. The project began as a joint effort between the Resilient Oakland Office and the Department of Race and Equity. It has resulted in a product that will be useful across City departments as we strive to advance equity by using strategies determined through an intentional focus on racial and ethnic disparities and their root causes.

In Oakland, we define equity as fairness. It means that identity—such as race, ethnicity, gender, age, disability, sexual orientation or expression—has no detrimental effect on the distribution of resources, opportunities and outcomes for our City’s residents. One key assumption in our work is that race matters, and this assumption is supported by the data: almost every indicator of well-being shows troubling disparities by race. The purpose of Oakland’s Equity Indicators Report is to develop a baseline quantitative framework that can be used by City staff and community members alike to better understand the impacts of race, measure inequities, and track changes in the disparities for different groups over time. This framework can then be used to guide and inform policies that address these disparities.



EQUALITY

EQUITY

Report Structure



Oakland Equity Indicators

Citywide

The Citywide framework consist of 6 themes that cover broad areas of people's lives.

Themes

1. Economy
2. Education
3. Public Health
4. Housing
5. Public Safety
6. Neighborhood and Civic Life.

Topics

Within each theme there are 4 topics.
Whithin each topic there are 3 indicators, for a total of 12 indicators per theme and 72 indicators in the whole framework.

Indicators

Indicators represent the best proxy we could find for the complex disparities we set out to measure.
Every indicator receives a score, created by calculating the ratio between the outcomes for the least and most advantaged racial/ethnic group.

Ratios & Scores

The ratio is then converted to an Equity Score using an algorithm developed by CUNY ISLG.

Scores & Scales

Scores are on a scale from 1 to 100.
1 represents the highest possible level of **inequity**.
100 represents the highest possible level of **equity**.

Background

The Equity Indicators Report originated as an action in the Resilient Oakland Playbook (funded by and created in partnership with 100 Resilient Cities—pioneered by the Rockefeller Foundation). Joining the CUNY ISLG cohort allowed Oakland to implement this action while also learning and collaborating with other cities around the country around best practices in measuring and tracking progress toward increasing equity. The Department of Race and Equity collaborated on the development of this report because access to data is critical to Oakland’s progress toward addressing inequity through systemic, transformational change.

The purpose of Oakland’s Equity Indicators Report is to develop a baseline quantitative framework that can be used by City staff and community members alike to better understand the impacts of race and measure inequities. It will support City department and staff efforts to make data-driven decisions about programs and policies to address these inequities and increase equitable access to opportunities and services that we administer or deliver, directly or by contract. It will enable community members to monitor our progress or setbacks and advise improvement. Future reports will measure change in the disparities for different groups over time and will offer an opportunity for City staff and community members to work in collaboration to devise and implement course correction and to celebrate progress.

A Brief Racial History of Oakland

Social inequities in life outcomes that are predictable by race are the inevitable result of our nation's history. Oakland is today one of the most racially and ethnically diverse cities in the country ⁽¹⁾, but before the arrival of European explorers, it was the home of one group, the Ohlone, one of the many indigenous tribes who populated the territory that became California. In the late 1700s, California was home to more than 300,000 native people in more than 200 tribes, but by 1848, disease spread by contact with outsiders had reduced California's native population by more than two-thirds.

By 1860, the state's native population had been reduced to 30,000, decimated by disease, removal from their land and further historical mistreatment. Just 40 years later, in 1900, this population had plummeted to 20,000.

In following years, Oakland is the place where laws like the 1882 Chinese Exclusion Act (the first law to prevent a specific ethnic group from immigrating to the United States) was first tested ⁽³⁾ and where in 1927 William Parker (a known KKK member) was elected to City Council ⁽⁴⁾.

The people of Oakland pushed back. Community groups born in the 1960s like the Black Panther Party, Oakland Community Organizations (OCO), Unity Council, Intertribal Friendship House and many others continued to organize and demand protections and equal access to jobs, housing, employment, transportation and services ⁽⁵⁾. These laws and policies helped people to address injustice at an individual level, but it was soon realized that more needed to be done to address the deep inequities created by years of blatantly discriminatory policies and practices and to change the systems that created oppression ⁽⁶⁾.

In the 1980s and 1990s, community organizations started new efforts to influence and encourage local governments to explore how to undo the legacy of institutionalized racism. In Oakland, PolicyLink, the Green Lining Institute and the Center for Racial Justice Innovation (Race Forward) amongst others led these efforts. By the early 2000s racial equity initiatives and tools began to be used by local government staff and elected government officials to figure out how to change the inequities in outcomes impacting communities of color in multiple cities across the country. In 2016 the City of Oakland launched its own Department of Race and Equity to advance equity change action in the City government.

Although we cannot change the past, we can learn from it to change the future. By focusing on the impacts of race, implementing intentional strategies to address disparities and measuring our progress we can eliminate rather than deepen disparities in our communities ⁽⁶⁾. If Oakland's history of struggle to achieve equity teaches us anything, it is that we cannot do this in isolation. We understand the need to work side by side with the community and partner institutions to undo the legacy of racism to create an Oakland where there is equity in opportunity that results in equitable outcomes for all.

1 Bernanrdo, Richie. (2018.1.13) Most and Least Racial and Ethnically Diverse Cities in the U.S.

<https://wallethub.com/edu/cities-with-the-most-and-least-ethno-racial-and-linguistic-diversity/10264/>. Oakland is the second most diverse City in the U.S.

2 University of California. (2009) Native Americans: Arts and Traditions in Everyday Life. (2009) [California Cultures](#) project
3 Zhang, Sheldon (2007). Smuggling and trafficking in human beings: all roads lead to America. Greenwood Publishing Group. p. 69. ISBN 978-0-275-98951-4.

4 Deniels, Roger and Olin, C. Spencer Jr, Editors. *Racism in California: A Reader in the History of Oppression*. (1972) The Macmillan Company.

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6 Hanks, Angela, Solomon, [Danyelle](#), and [Weller](#), Christine E. Systemic Inequality. (2018) Center for American Progress <https://www.americanprogress.org/issues/race/reports/2018/02/21/447051/systematic-inequality/>

Methodology

The Equity Indicators methodology was originally developed by the City University of New York's Institute for Local and State Governance (CUNY ISLG) and then adapted for the Oakland context.

Process of Developing the Initial Framework

The process included the following steps:

- ~ Research inequities in Oakland, who experiences those inequities, and the City of Oakland's policy priorities, including the Resilient Oakland Playbook and the work of the Department of Race and Equity.
- ~ Create a draft framework, based on the research in Step 1.
- ~ Solicit feedback from a range of stakeholders, including community members, advocacy groups, government agencies, and City leadership. This step included two community workshops held in fall 2017.
- ~ Revise the draft framework in accordance with the feedback received.
- ~ Test the Indicators (see section below on *How Indicators Were Chosen*).
- ~ Revise the framework and solicit additional feedback as needed.
- ~ Finalize the tool and publish the first year of findings.

Structure of Oakland Equity Indicators Framework

The Oakland Equity Indicators framework is structured at 4 levels: Citywide, Theme, Topic, and Indicator. The Citywide framework consists of 6 Themes that cover broad areas of people's lives: 1-Economy, 2-Education, 3-Public Health, 4-Housing, 5-Public Safety, and 6-Neighborhood and Civic Life. These Themes are not exhaustive, but were chosen based on areas of inequity in Oakland. They are also not mutually exclusive; there are many relationships between the Themes. For example, education influences economic outcomes, economic status influences housing and health, etc.

How Indicators Were Chosen

The Indicators chosen represent the best proxies we could find for the complex disparity themes we set out to measure. The following criteria were used to determining the indicators included in each of the topics in the final framework:

1. Data is available, high quality, and from a reliable source.
2. We will be able to calculate change over time (i.e., data is updated and accessible on an annual basis and changes from year to year can be meaningfully interpreted).
3. There is a strong causal model for why this Indicator matters (i.e., we understand the context behind the Indicator and how disparities affect people).
4. The data accurately represents the impact of inequity on people's lives (e.g., not measuring quantity when what matters is quality).

How Indicators Are Scored

Per CUNY ISLG, Equity Indicators are designed to be scored in two ways. Static Scores capture findings for a given year, and Change Scores capture change from the baseline to the most recent year. Given that this is the first ever report for Oakland, all scores presented will be Static Scores. We intend in future years to include Change Scores to allow for discussions about whether and where progress toward equity is being made.

The standard approach for scoring Indicators is to calculate the ratio between the outcomes for the least and most advantaged racial/ethnic groups. This ratio is then converted to an Equity Score using a standard algorithm developed by CUNY ISLG (see Appendix B for the ratio-to-score conversion table). Scores are on a scale from 1 to 100, with 1 representing the highest possible inequity and 100 representing highest possible equity. For example, for the Unemployment Indicator, we calculated the ratio between the unemployment rates of African Americans and Whites because these two groups had the highest and lowest rates respectively. The ratio for this Indicator is 2.12, meaning that African Americans were 2.12 times more likely than Whites to be unemployed. This ratio yields an Equity Score of 40, representing substantial room for improvement.

There are some exceptions to this standard approach. While most Indicators measure negative outcomes, some Indicators measure positive outcomes (e.g., business ownership). In this case, the ratio is flipped to compare the most and least advantaged groups so that scores can align on the same scale. Also, whenever possible, data was used that directly contained the reported race/ethnicity of the people affected by that Indicator, however sometimes we used geographic data as a proxy for racial and ethnic groups. Nine of the 72 Indicators in the framework measure racial and ethnic disparities based on the majority race/ethnicity of census tracts.

Four of the 72 Indicators in the framework measure racial and ethnic disparities based on zip code. Due to the low number of zip codes in Oakland, these Indicators compare zip codes in which more than 60% of the population is non-White and zip codes in which more than 60% of the population is White. These demographics are all based on American Community Survey 5-year estimates, 2012-2016. For full details on census tract and zip code calculations, see Appendix E.

In addition, while the majority of Indicators measure racial and ethnic disparities, 3 Indicators measure geographic disparities (1 by Police Area and 2 by City Council District), and 2 Indicators are citywide measures (equal access accommodations and curb ramps). Finally, there are some exceptions to which racial and ethnic groups are used for the scored comparison (i.e., for some indicators we do not compare the least and most advantaged). Any exception is noted and a reason given. Regardless of any exceptions, within the explanation of each Indicator, data is presented for all available groups or geographic areas, and it is made clear which groups/areas are used for scoring.

Scores for Topics are calculated by averaging the 3 Indicator scores within each Topic, and Theme Scores are calculated by averaging the 4 Topic Scores within each Theme. Finally, the Citywide score is calculated as the average of the 6 Theme scores. By having multiple measures, we aim to generate more fair and accurate scores for the broader Topics, Themes, and ultimately the single Citywide Equity Score. By choosing a standard number of Indicators and Topics per Theme, we avoid skewing the results too heavily towards any one area. By using a simple average to calculate higher level scores (as opposed to assigning weights to Indicators or Topics), we also avoid potential personal bias.

It is important to remember with this scoring system that a high score indicates high levels of equity, not necessarily overall quality of outcomes. If everyone is doing poorly in a particular area but doing equally poorly, that area would get a high equity score, but that does not indicate that outcomes are necessarily as good in that area as we might ultimately want them to be. Additionally, low scores mean there is a lot of inequity, but do not directly measure whether the outcomes for the groups are objectively good or bad. This equity baseline measurement can, however, inform our choices and policies so that as our City grows and prospers, all residents are able to benefit from that prosperity.

Purpose of Scoring

Per CUNY ISLG, “scoring has two important and related benefits. It enables the standardization of data produced in different formats (i.e., percentages, and rates) and from different modes of data collection (i.e., administrative data and survey data). In turn, [scoring] makes it possible to synthesize findings across Indicators, Topics, and Themes to produce higher-level findings,” an important feature of the framework. Without scoring, the only conclusions from this process would be individual results for the 72 Indicators.

Data Sources

The specific data source for each Indicator is noted in the explanation of that Indicator. Generally, data came from two different types of sources: publicly available data and internal City administrative data. The two most frequently used publicly available data sources were the Census Bureau’s American Community Survey and the Oakland Unified School District’s dashboards. We also requested Oakland-specific data from the Alameda County Department of Public Health for many of our Public Health Indicators. Internal City administrative data was either already publicly available or obtained by request from specific departments (such as the Oakland Police Department). For a list of all data sources, see Appendix C.

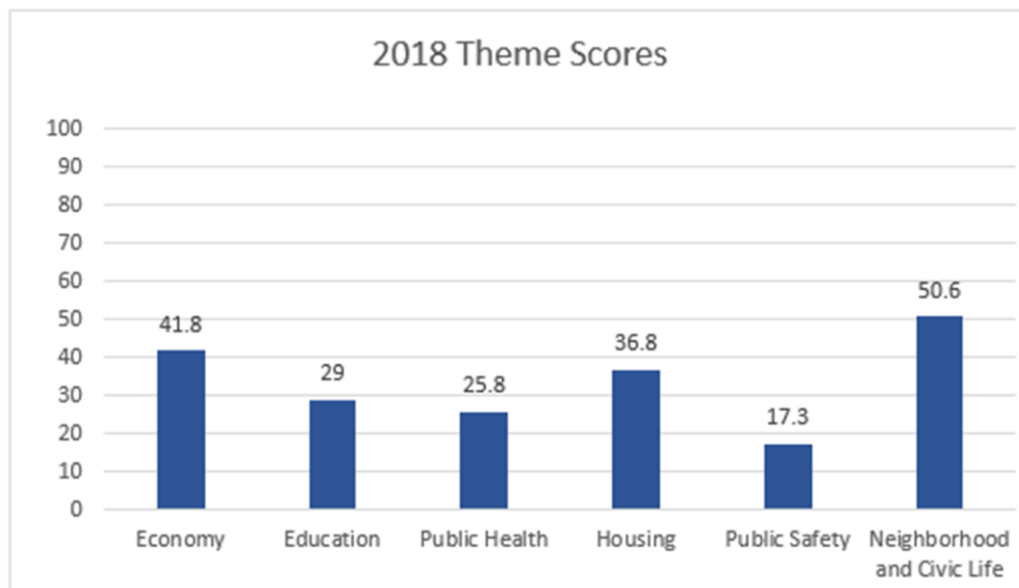
We attempted to use the most recently available data for all Indicators. Usually that meant data from 2016 or 2017, but sometimes data was older than that or aggregated over multiple years. In those cases, the exact timeframe is noted in the explanation of each Indicator.



Key Findings

City-wide Result 33.5

Oakland's 2018 Citywide Equity score, which encompasses all Indicators in the framework, is **33.5** (out of 100), demonstrating substantial room for improvement. See Appendix D for the full framework with all the scores. The highest scoring Theme was Neighborhood and Civic Life (50.6), followed by Economy (41.8), then Housing (36.8), Education (29.0), Public Health (25.8), and the lowest scoring Theme was Public Safety (17.3).



Highest Scores

The five highest scoring Topics throughout the framework were Civic Engagement at 75.0 (within the Neighborhood and Civic Life Theme), Job Quality at 51.7 (within the Economy Theme), Employment (also within Economy) and Affordability (within the Housing Theme) both at 49.0, and Staffing (within Public Safety) at 48.3.

The five highest scoring Indicators were Equal Access Accommodations at 100 (within Neighborhood and Civic Life Theme: Civic Engagement Topic), Adopt a Drain at 80 (within Neighborhood and Civic Life: Civic Engagement), Homeownership with Mortgage at 78 (within Housing: Displacement), Life Expectancy at 77 (within Public Health: Mortality), and tied for fifth highest scoring were Labor Force Participation (within Economy: Employment) and Participation in Workforce Development Programs (within Economy: Job Quality), both at 72.

Lowest Scores

There were 12 Indicators that received the lowest possible score of a 1 indicating the most extreme levels of inequity exist between groups for these measures. They were (in the order they appear in the Framework) as follows:

- Education: Program Access – Suspensions
- Education: Teachers – Representation of Student Population
- Public Health: Child Health – Childhood Asthma Emergency Department Visits
- Public Health: Physical and Mental Health – Substance Abuse Emergency Department Visits
- Housing: Displacement - Homelessness
- Public Safety: Incarceration – Adult Felony Arrests
- Public Safety: Incarceration – Jail Incarceration
- Public Safety: Incarceration – Prison Incarceration
- Public Safety: Law Enforcement – Use of Force
- Public Safety: Community Stressors – Homicides
- Public Safety: Community Stressors – Juvenile Felony Arrests
- Neighborhood and Civic Life: Built Environment – Pedestrian Safety

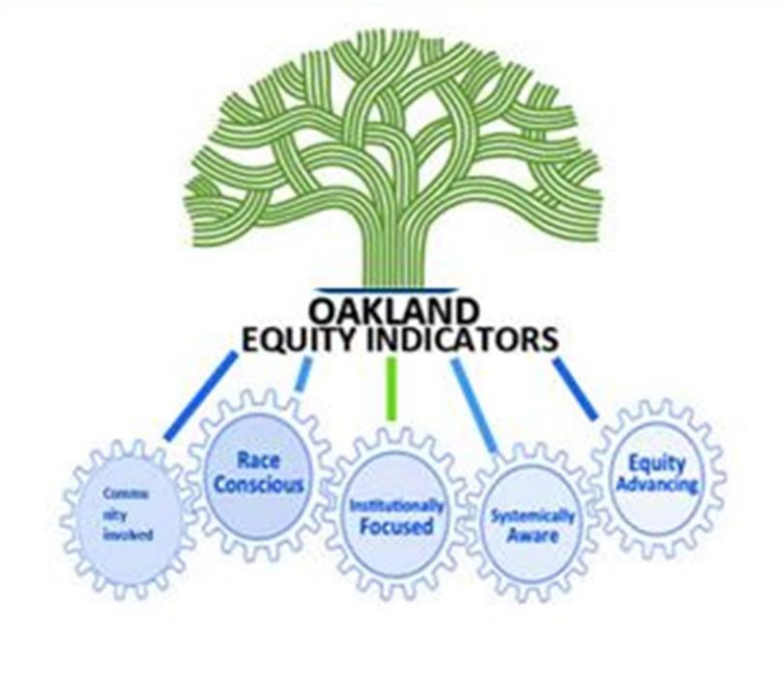
These are significant findings, with potentially profound life changing impacts, disproportionately being experienced by our residents of color. In light of the City of Oakland’s commitment to equity, they provide meaningful markers of the greatest opportunities to make a difference for those in our marginalized communities.

Next Steps

Publishing this first year’s Equity Indicators Report is important because the information positions the City to use data to drive equity outcomes, but it is only a small step in a much larger effort to address these inequities. To complement this quantitative baseline, the Department of Race & Equity is also working with community partners to gather qualitative data from diverse community members in Oakland. This will provide important context and insights into the root causes of these disparities and meaningful solutions to the problems illuminated in the Equity Indicators Report.

Data-informed, transparent community involved decision-making is essential to transformational institutional change that will advance equitable outcomes in our communities of color.

The City of Oakland is energized to keep building on the foundation of this report, to promote dialogue with Oakland’s diverse communities, and to develop policies, programs and partnerships that reduce these inequities, so we build a future where every Oaklander can thrive.



Appendices

Appendix A: Full Framework Structure

Topic 1 Economy	Business Development	Business Ownership	Topic 4 Housing	Affordability	Homeownership
		Prime Contracts Awarding		Loan Denial	
		Long-term Business Vacancy		Rent Burden	
	Employment	Disconnected Youth		Displacement	Homelessness
		Labor Force Participation			Homeownership with Mortgage
		Unemployment			Eviction Notices
	Financial Health	Access to Healthy Financial Institutions		Essential Services	Complete Plumbing Facilities
		Median Household Income			Energy Cost Burden
		Poverty			High Speed Internet Access
	Job Quality	Employment in High Wage Industries		Housing Quality	Housing Habitability Complaints
		Living Wage			Complete Kitchen Facilities
		Participation in Workforce Development Programs			Overcrowding
Topic 2 Education	Enrollment	Preschool Enrollment	Topic 5 Public Safety	Incarceration	Adult Felony Arrests
		Chronic Absenteeism			Jail Incarceration
		High School On-Time Completion			Prison Incarceration
	Achievement	3rd Grade ELA Proficiency		Law Enforcement	Police Response Times
		High School Readiness			Stops
		A-G Completion			Use of Force
	Program Access	AP Course Enrollment		Staffing	Representation
		Linked Learning Pathway Enrollment			Attrition from Academy
		Suspensions			Attrition from Field Training
	Teachers	Representation of Student Population		Community Stressors	Domestic Violence
		Teacher Experience			Homicides
		Teacher Turnover			Juvenile Felony Arrests

Topic 3 Health	Access to Preventive Care	Acute Preventable Hospitalizations	Topic 6 Neighborhood and Civic Life	Built Environment	Pedestrian Safety
		Chronic Disease Preventable Hospitalizations			Soft Story Buildings
		Health Insurance			Long-term Residential Vacancy
	Child Health	Childhood Asthma Emergency Department Visits		Civic Engagement	Adopt a Drain
		Physical Fitness			Voter Turnout
		SNAP Recipiency			Equal Access Accommodations
	Mortality	Infant Mortality		Environmental Health	Park Quality
		Life Expectancy			Abandoned Trash
		Premature Death			Pollution Burden
	Physical and Mental Health	Severe Mental Illness Emergency Department Visits		Transportation and Infrastructure	Access to a Car
		Substance Abuse Emergency Department Visits			Bus Frequency
		HIV New Diagnoses			Curb Ramps

Appendix B: Ratio to Score Conversion Table

Ratio From	Ratio To	Score Range	Ratio From	Ratio To	Score Range	Ratio From	Ratio To	Score Range
0.000	0.999	100	1.360	1.379	67	3.050	3.199	33
1.000	1.004	100	1.380	1.399	66	3.200	3.349	32
1.005	1.009	99	1.400	1.419	65	3.350	3.499	31
1.010	1.014	98	1.420	1.439	64	3.500	3.649	30
1.015	1.019	97	1.440	1.459	63	3.650	3.799	29
1.020	1.024	96	1.460	1.479	62	3.800	3.949	28
1.025	1.029	95	1.480	1.499	61	3.950	4.099	27
1.030	1.034	94	1.500	1.524	60	4.100	4.249	26
1.035	1.039	93	1.525	1.549	59	4.250	4.399	25
1.040	1.044	92	1.550	1.574	58	4.400	4.549	24
1.045	1.049	91	1.575	1.599	57	4.550	4.699	23
1.050	1.054	90	1.600	1.624	56	4.700	4.849	22
1.055	1.059	89	1.625	1.649	55	4.850	4.999	21
1.060	1.064	88	1.650	1.674	54	5.000	5.249	20
1.065	1.069	87	1.675	1.699	53	5.250	5.499	19
1.070	1.074	86	1.700	1.724	52	5.500	5.749	18
1.075	1.079	85	1.725	1.749	51	5.750	5.999	17
1.080	1.084	84	1.750	1.774	50	6.000	6.249	16
1.085	1.089	83	1.775	1.799	49	6.250	6.499	15
1.090	1.094	82	1.800	1.824	48	6.500	6.749	14
1.095	1.099	81	1.825	1.849	47	6.750	6.999	13
1.100	1.119	80	1.850	1.874	46	7.000	7.249	12
1.120	1.139	79	1.875	1.899	45	7.250	7.499	11
1.140	1.159	78	1.900	1.924	44	7.500	7.749	10
1.160	1.179	77	1.925	1.949	43	7.750	7.999	9
1.180	1.199	76	1.950	1.974	42	8.000	8.249	8
1.200	1.219	75	1.975	1.999	41	8.250	8.499	7
1.220	1.239	74	2.000	2.149	40	8.500	8.749	6
1.240	1.259	73	2.150	2.299	39	8.750	8.999	5
1.260	1.279	72	2.300	2.449	38	9.000	9.249	4
1.280	1.299	71	2.450	2.599	37	9.250	9.499	3
1.300	1.319	70	2.600	2.749	36	9.500	9.749	2
1.320	1.339	69	2.750	2.899	35	9.750	9.999	1
1.340	1.359	68	2.900	3.049	34	10.000	10.000+	1

Appendix C: Data Sources List

Notes:

American Community Survey 1-year and 5-year PUMS data was retrieved from DataFerrett, <https://dataferrett.census.gov/>. Oakland PUMAs extend beyond the city boundaries, see maps here: https://www.census.gov/geo/maps-data/maps/2010puma/st06_ca.html. American Community Survey 1-year and 5-year estimates were retrieved from American FactFinder, <https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>. Full hyperlinks for other publicly available data sources are provided in each Indicator explanation.

Economy:

Business Development

- Business Ownership - *American Community Survey, 1-year PUMS, 2016*
- Prime Contracts Awarding - *Oakland Contracts and Compliance Division by request, FY2015-16*
- Long-term Business Vacancy - *U.S. Department of Housing and Urban Development Aggregated USPS Administrative Data on Address Vacancies, Quarter 3 ending September 30, 2017; American Community Survey, 5-year estimates, 2012-2016*

Employment

- Disconnected Youth - *American Community Survey, 1-year PUMS, 2016*
- Labor Force Participation - *American Community Survey, 1-year PUMS, 2016*
- Unemployment - *American Community Survey, 1-year PUMS, 2016*

Financial Health

- Access to Healthy Financial Institutions - *ReferenceUSA, data retrieved January 19, 2018; American Community Survey, 5-year estimates, 2012-2016*
- Median Household Income - *American Community Survey, 1-year PUMS, 2016*
- Poverty - *American Community Survey, 1-year PUMS, 2016*

Job Quality

- Employment in High Wage Industries - *American Community Survey, 1-year PUMS, 2016*
- Living Wage - *American Community Survey, 1-year PUMS, 2016*
- Participation in Workforce Development Programs - *Workforce participation data from Oakland Economic and Workforce Development department by request. Data on population by race that was unemployed but in the labor force from American Community Survey, 1-year PUMS, 2016.*

Education:

Enrollment

- *Preschool Enrollment - OUSD Data Dashboard, 2016-17*
- *Chronic Absenteeism - OUSD Data Dashboard, 2016-17*
- *High School On-Time Completion - OUSD Data Dashboard, 2015-16*

Achievement

- *3rd Grade ELA Proficiency - OUSD Data Dashboard, 2016-17*
- *High School Readiness - OUSD Data Dashboard, 2016-17*
- *A-G Completion - OUSD Data Dashboard, 2016-17*

Program Access

- *AP Course Enrollment - OUSD by request, 2016-17*
- *Linked Learning Pathways Enrollment - OUSD Data Dashboard, 2016-17*
- *Suspensions - OUSD Data Dashboard, 2016-17*

Teachers

- *Representation of Student Population - OUSD Fast Facts report, 2016-17*
- *Teacher Experience - Student populations by race/ethnicity at schools from California Department of Education, 2016-17. Teacher salary step percents from OUSD Data Dashboard, 2016-17.*
- *Teacher Turnover - Student populations by race/ethnicity at schools from California Department of Education, 2016-17. Teacher turnover at schools from OUSD Data Dashboard, baseline year 2016-17.*

Public Health:

Access to Preventive Care

- *Acute Preventable Hospitalizations - California Office of Statewide Health Planning and Development by request, 2013-3Q2015; American Community Survey, 5-year estimates, 2012-2016*
- *Chronic Disease Preventable Hospitalizations - California Office of Statewide Health Planning and Development by request, 2013-3Q2015; American Community Survey, 5-year estimates, 2012-2016*
- *Health Insurance - American Community Survey, 1-year PUMS, 2016*

Child Health

- *Childhood Asthma Emergency Department Visits - California Office of Statewide Health Planning and Development by request, 2013-3Q2015*
- *Physical Fitness - OUSD Data Dashboard, 2016-17*
- *SNAP Recipiency - American Community Survey, 1-year PUMS, 2016*

Mortality

- Infant Mortality - *Alameda County Public Health Department Community Assessment, Planning, and Evaluation, with data from Alameda County vital statistics files, by request, 2014-2016*
- Life Expectancy - *Alameda County Public Health Department Community Assessment, Planning, and Evaluation, with data from Alameda County vital statistics files, by request, 2014-2016*
- Premature Death - *Alameda County Public Health Department Community Assessment, Planning, and Evaluation, with data from Alameda County vital statistics files, by request, 2014-2016*

Physical and Mental Health

- Severe Mental Illness Emergency Department Visits - *California Office of Statewide Health Planning and Development by request, 2013-3Q2015*
- Substance Abuse Emergency Department Visits - *California Office of Statewide Health Planning and Development by request, 2013-3Q2015*
- HIV Diagnoses - *HIV in Alameda County, 2014-2016, Alameda County Public Health Department HIV Epidemiology and Surveillance Unit, March 2018*

Housing:

Affordability

- Homeownership - *American Community Survey, 1-year PUMS, 2016*
- Loan Denial - *Home Mortgage Disclosure Act, 2016*
- Rent Burden - *American Community Survey, 1-year PUMS, 2016*

Displacement

- Homelessness - *EveryOne Counts! 2017 Homeless Count and Survey. The 2017 Alameda County Point-in-Time Count was a community-wide effort conducted on January 30, 2017, and uses the 2015 1 year ACS data to compare to the general city population.*
- Homeownership with Mortgage - *American Community Survey, 1-year PUMS, 2016*
- Notice of Evictions - *Oakland, Rent Adjustment Program by request, 2016; American Community Survey, 5-year estimates, 2012-2016*

Essential Services

- Complete Plumbing Facilities - *American Community Survey, 1-year PUMS, 2016*
- Energy Cost Burden - *American Community Survey, 1-year PUMS, 2016*
- High Speed Internet Access - *American Community Survey, 1-year PUMS, 2016*

Housing Quality

- Housing Habitability Complaints - *Accela Housing Habitability Complaint Cases Calendar Year 2017, Oakland Planning and Building department by request; American Community Survey, 5-year estimates*
- Complete Kitchen Facilities - *American Community Survey, 1-year PUMS, 2016*
- Overcrowding - *American Community Survey, 1-year PUMS, 2016*

Public Safety:

Incarceration

- Adult Felony Arrests - *Felony arrest data from Oakland Police Department by request, 2017. Population data from American Community Survey, 1-year estimates, 2016.*
- Jail Incarceration - *California Sentencing Institute, Center on Juvenile and Criminal Justice, 2015*
- Prison Incarceration - *California Sentencing Institute, Center on Juvenile and Criminal Justice, 2015*

Law Enforcement

- Police Response Times - *Oakland Police Department by request.*
- Stops - *Oakland Police Department 2016-2017 Stop Data Report*
- Use of Force - *Use of force data from Oakland Police Department by request, 2017. Population data from American Community Survey, 1-year estimates, 2016.*

Staffing

- Representation - *Sworn staff demographics from Oakland Police Department Monthly Staffing Report (dated April 4, 2018, with data as of February 28, 2018). Population data from American Community Survey, 1-year estimates, 2016.*
- Attrition from Academy - *Oakland Police Department Monthly Staffing Reports. Ending numbers were found in Table 5b from the report dated April 4, 2018, with data as of February 28, 2018. Starting demographics were collected and aggregated from older staffing reports (2015 to present) and from data supplied by request from OPD.*
- Attrition from Field Training - *Oakland Police Department Monthly Staffing Report (Table 12b from the report dated April 4, 2018, with data as of February 28, 2018,).*

Community Stressors

- Domestic Violence - *Domestic violence data from Oakland Police Department by request, 2017. Population data from American Community Survey, 1-year estimates, 2016.*

- Homicides - *Homicide data from Oakland Police Department by request, 2017. Population data from American Community Survey, 1-year estimates, 2016.*
- Juvenile Felony Arrests - *Felony arrest data from Oakland Police Department by request, 2017. Population data from American Community Survey, 1-year estimates, 2016.*

Neighborhood and Civic Life:

Built Environment

- Pedestrian Safety - *Oakland Vision Zero Team by request, 2012-2016; American Community Survey, 5-year estimates, 2012-2016*
- Soft Story Buildings - *OpenOakland, 2014; American Community Survey, 5-year estimates, 2012-2016*
- Long-term Residential Vacancy - *U.S. Department of Housing and Urban Development Aggregated USPS Administrative Data on Address Vacancies, Quarter 3 ending September 30, 2017; American Community Survey, 5-year estimates, 2012-2016*

Civic Engagement

- Adopt a Drain - *Oakland Environmental Services Division by request, as of February 2018; American Community Survey, 5-year estimates, 2012-2016*
- Voter Turnout - *Alameda County Registrar of Voters, 2016*
- Equal Access Accommodations - *Equal Access to Services Annual Compliance Report, FY2016-2017*

Environmental Health

- Park Quality - *2016 Community Report Card on the State of Maintenance in Oakland Parks, Oakland Parks and Recreation Foundation*
- Abandoned Trash - *Service requests received by the Oakland Call Center, 2017; American Community Survey, 5-year estimates, 2012-2016*
- Pollution Burden - *CalEnviroScreen 3.0 Maps, updated on January 9, 2017; American Community Survey, 5-year estimates, 2012-2016*

Transportation and Infrastructure

- Access to a Car - *American Community Survey, 1-year PUMS, 2016*
- Bus Frequency - *Oakland GIS Department by request, 2017; American Community Survey, 5-year estimates, 2012-2016*
- Curb Ramps - *Oakland Curb Ramp Inventory Dashboard, 2017*

Appendix D: Full Framework with Scores

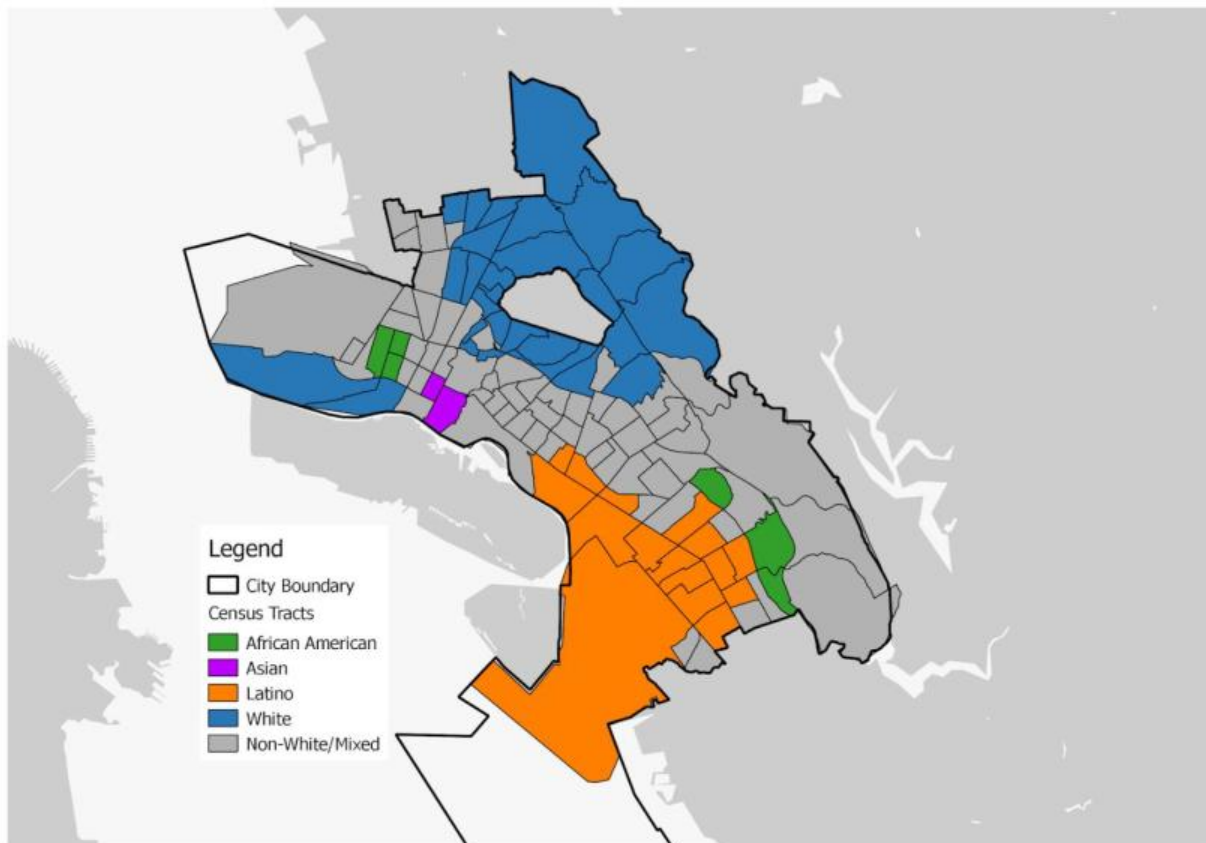
Theme	Theme Score	Topic	Topic score	Indicator	Indicator score		
1-Economy	41.8	Business Development	33.7	Business Ownership	36		
				Contracts Awarding	31		
				Long-term Business Vacancy	34		
		Employment	49.0			Disconnected Youth	35
						Labor Force Participation	72
						Unemployment Rate	40
		Financial Health	32.7			Access to Healthy Financial Institutions	31
						Median household income	34
						Poverty Rates	33
		Job Quality	51.7			Employment in High Wage Industries	54
						Living Wage	29
						Workforce Development Programs	72
2-Education	29.0	Enrollment	22.3	Preschool Enrollment	22		
				Chronic Absenteeism	25		
				High School Completion	20		
		Achievement	32.0			3rd grade Reading Proficiency	20
						High School Readiness	37
						A-G Completion	39
		Program Access	33.3			AP Course Enrollment	37
						Linked Learning Pathways Enrollment	62
						Suspensions	1
		Teachers	28.3			Representation of Student Body	1
						Teacher Experience	55
						Teacher Turnover	29
3-Public Health	25.8	Access to Preventive Care	28.7	Acute Preventable Hospitalizations	39		
				Chronic Disease Preventable Hospitalizations	26		
				Health Insurance	21		
		Child Health	27.7			Childhood Asthma Emergency Department Visits	1
						Physical Fitness	63
						SNAP Reciprocity	19
		Mortality	42.0			Infant Mortality	16
						Life Expectancy	77
						Premature Death Rate	33
		Physical and Mental Health	4.7			Severe Mental Illness Emergency Department Visits	7
						Substance Abuse Emergency Department Visits	1
						HIV New Diagnoses	6

Theme	Theme Score	Topic	Topic score	Indicator	Indicator score		
4-Housing	36.8	Affordability	49.0	Homeownership	53		
				Loan Denial	40		
				Renter Cost Burden	54		
		Displacement	29.0			Homelessness	1
						Homeownership with Mortgage	78
						Notices of Eviction	8
		Essential Services	36.0			Complete Plumbing Facilities	35
						Energy Cost Burden	38
						High Speed Internet Access	35
		Housing Quality	33.0			Housing Habitability Complaints	40
						Kitchen Facilities	37
						Overcrowding	22
5-Public Safety	17.3	Incarceration	1.0	Adult Felony Arrests	1		
				Jail Incarceration	1		
				Prison Incarceration	1		
		Law Enforcement	18.3			Police Response Times	48
						Stops	6
						Use of Force	1
		Staffing	48.3			Representation	45
						Attrition from Academy	63
						Attrition from Field Training	37
		Community Stressors	1.7			Domestic Violence	3
						Homicides	1
						Juvenile Felony Arrests	1
6-Neighborhood and Civic Life	50.6	Built Environment	33.3	Pedestrian Safety	1		
				Soft Story Buildings	67		
				Long-term Residential Vvacancy	32		
		Civic Engagement	75.0			Adopt a Drain	80
						Voter Turnout	45
						Equal Access Accommodations	100
		Environmental Health	46.7			Park Quality	57
						Abandoned Trash	28
						Pollution Burden	55
		Transportation and Infrastructure	47.3			Access to Car	33
						Bus Frequency	60
						Curb Ramps	49

Appendix E: Racial and Ethnic Disparities by Census Tract and Zip Code

Nine of the 72 Indicators in the framework measure racial and ethnic disparities based on the majority race/ethnicity of census tracts. These calculations are based on American Community Survey 5-year estimates, 2012-2016.

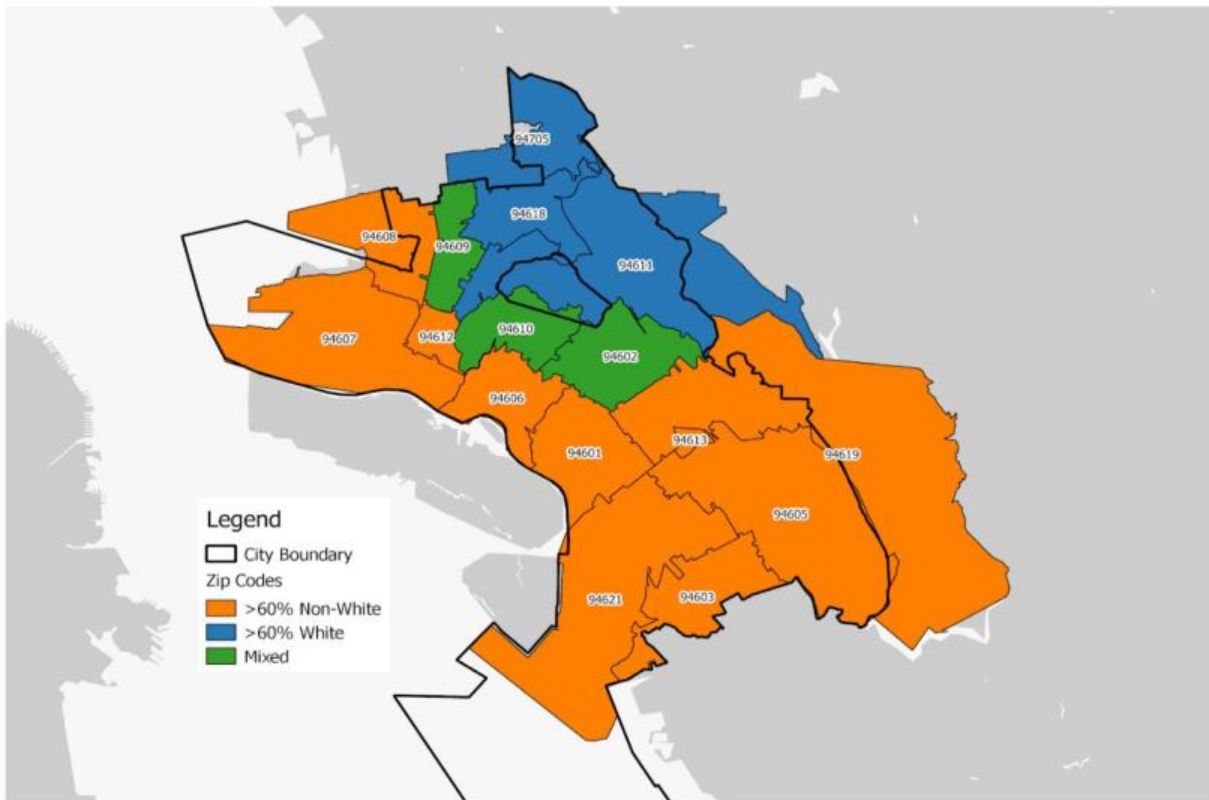
Majority Race/Ethnicity	Number of Census Tracts	Total Population in Census Tracts
African American	6	17,025
Asian	2	7,326
Latino	16	76,414
White	28	90,289
Non-White/Mixed	61	220,986



Four of the 72 Indicators in the framework measure racial and ethnic disparities based on zip code. Due to the low number of zip codes in Oakland, these Indicators compare zip codes in which more than 60% of the population is non-White and zip codes in which more than 60% of

the population is White. These calculations are based on American Community Survey 5-year estimates, 2012-2016.




Non-White/White	Number of Zip Codes	Total Population in Zip Codes
>60% Non-White	10	294,289
>60% White	3	67,735
Mixed	3	83,445



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-  Darlene Flynn, Director
-  Jacque Larrainzar, Program Analyst

City of Oakland Resiliency Office

-  Ethan Guy, Acting City of Oakland Resiliency Officer
-  Jeanette Wickelgren, Intern

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