



**CITY OF OAKLAND
PUBLIC SAFETY AND SERVICES
OVERSIGHT COMMISSION
REGULAR MEETING AGENDA
MONDAY, JULY 25, 2022
6:30 PM
Via Teleconference**

Oversight Commission Members:

Sydney Thomas (D-1), *Omar Farmer (D-2)*, **Vice Chairperson:** Paula Hawthorn (D-3), Yoana Tchoukleva (D-4), Nikki Uyen T. Dinh (D-5), **Chairperson:** Carlotta Brown (D-6), Billy G. Dixon (D-7), Michael Wallace (Mayoral), Beth H. Hodess (At-Large)

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• By Video Conference. To comment by Zoom video conference, click the “Raise Your Hand” button to request to speak when Public Comment is being taken on an eligible agenda item at the beginning of the meeting. You will then be unmuted, during your turn, and allowed to participate in public comment. After the allotted time, you will then be re-muted. Instructions on how to “Raise Your Hand” are available at: <https://support.zoom.us/hc/en-us/articles/205566129>, which is a webpage entitled “Raise Hand In Webinar.”

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*Each person wishing to speak on items must raise their hands via ZOOM
Persons addressing the Safety and Services Oversight Commission shall state their names and
the organization they are representing, if any.*

ITEM	TIME	TYPE	ATTACHMENTS
1. Call to Order	6:30 PM	AD	
2. Roll Call	5 Minutes	AD	
3. SSOC – AB 361 Resolution	5 Minutes	A	Attachment 3
4. Open Forum	15 Minutes	I	
5. MACRO – Update / Introduction Elliott Jones, Program Manager, MACRO, Oakland Fire Department	20 Minutes	I	Attachment 5
6. OPD - Ceasefire Rev. Damita Davis-Howard, Ceasefire Director	20 Minutes	I	
7. League of Women Voters of Oakland – An Assessment of Oakland Oversight Bodies: Progress, Gaps, and Recommendations for Improved Functions - Commissioner Hodess	20 Minutes	I	Attachment 7
8. Update on the status of Verified Response System - Commissioner Farmer	5 Minutes	I	
9. Strategic Planning Ad Hoc Committee – Update Commissioner Farmer	10 Minutes	I	
10. Nominations for SSOC Chair and Vice Chair	15 Minutes	A	
11. Measure Z Evaluation Contract – OPD /DVP Tonya Gilmore - Staff	5 Minutes	I	
12. Schedule Planning and Pending Agenda Items	10 Minutes	I	
13. Adjournment	1 Minute	A	

**A = Action Item I = Informational Item AD = Administrative Item
A* = Action, if Needed**

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**OAKLAND PUBLIC SAFETY AND SERVICES
OVERSIGHT COMMISSION**

RESOLUTION NO. 7-25-22 - 1

ADOPT A RESOLUTION DETERMINING THAT CONDUCTING IN-PERSON MEETINGS OF THE PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION AND ITS COMMITTEES WOULD PRESENT IMMINENT RISKS TO ATTENDEES' HEALTH, AND ELECTING TO CONTINUE CONDUCTING MEETINGS USING TELECONFERENCING IN ACCORDANCE WITH CALIFORNIA GOVERNMENT CODE SECTION 54953(e), A PROVISION OF AB-361.

WHEREAS, on March 4, 2020, Governor Gavin Newsom declared a state of emergency related to COVID-19, pursuant to Government Code Section 8625, and such declaration has not been lifted or rescinded. See <https://www.gov.ca.gov/wp-content/uploads/2020/03/3.4.20-Coronavirus-SOE-Proclamation.pdf>

WHEREAS, on March 9, 2020, the City Administrator in their capacity as the Director of the Emergency Operations Center (EOC), issued a proclamation of local emergency due to the spread of COVID-19 in Oakland, and on March 12, 2020, the City Council passed Resolution No. 88075 C.M.S. ratifying the proclamation of local emergency pursuant to Oakland Municipal Code (O.M.C.) section 8.50.050(C); and

WHEREAS, City Council Resolution No. 88075 remains in full force and effect to date; and

WHEREAS, the Centers for Disease Control (CDC) recommends physical distancing of at least six (6) feet whenever possible, avoiding crowds, and avoiding spaces that do not offer fresh air from the outdoors, particularly for people who are not fully vaccinated or who are at higher risk of getting very sick from COVID-19. See <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html>;

WHEREAS, the CDC recommends that people who live with unvaccinated people avoid activities that make physical distancing hard. See <https://www.cdc.gov/coronavirus/2019-ncov/your-health/about-covid-19/caring-for-children/families.html>;

WHEREAS, the CDC recommends that older adults limit in-person interactions as much as possible, particularly when indoors. See <https://www.cdc.gov/aging/covid19/covid19-older-adults.html>;

ITEM #3

WHEREAS, the CDC, the California Department of Public Health, and the Alameda County Public Health Department all recommend that people experiencing COVID-19 symptoms stay home. *See* <https://www.cdc.gov/coronavirus/2019-ncov/if-you-are-sick/steps-when-sick.html>;

WHEREAS, persons without symptoms may be able to spread the COVID-19 virus. *See* <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html>;

WHEREAS, fully vaccinated persons who become infected with the COVID-19 Delta variant can spread the virus to others. *See* <https://www.cdc.gov/coronavirus/2019-ncov/vaccines/fully-vaccinated.html>;

WHEREAS, the City's public-meeting facilities are indoor facilities that do not designed to ensure circulation of fresh / outdoor air, particularly during periods of cold and/or rainy weather, and were not designed to ensure that attendees can remain six (6) feet apart; now therefore be it:

WHEREAS, holding in-person meetings would encourage community members to come to City facilities to participate in local government, and some of them would be at high risk of getting very sick from COVID-19 and/or would live with someone who is at high risk; and

WHEREAS, in-person meetings would tempt community members who are experiencing COVID-19 symptoms to leave their homes in order to come to City facilities and participate in local government; and

WHEREAS, attendees would use ride-share services and/or public transit to travel to in-person meetings, thereby putting them in close and prolonged contact with additional people outside of their households; now therefore be it:

RESOLVED: that the Public Safety and Services Oversight Commission finds and determines that the foregoing recitals are true and correct and hereby adopts and incorporates them into this Resolution; and be it

FURTHER RESOLVED: that, based on these determinations and consistent with federal, state and local health guidance, the Public Safety and Services Oversight Commission determines that conducting in-person meetings would pose imminent risks to the health of attendees; and be it

FURTHER RESOLVED: that the Public Safety and Services Oversight Commission firmly believes that the community's health and safety seriously and the community's right to participate in local government, are both critically important, and is committed to balancing the two by continuing to use teleconferencing to conduct public meetings, in accordance with California Government Code Section 54953(e), a provision of AB-361; and be it

FURTHER RESOLVED: that the Public Safety and Services Oversight Commission will renew these (or similar) findings at least every thirty (30) days in accordance with California

ITEM #3

Government Code section 54953(e) until the state of emergency related to COVID-19 has been lifted, or the Public Safety and Services Oversight Commission finds that in-person meetings no longer pose imminent risks to the health of attendees, whichever is occurs first.

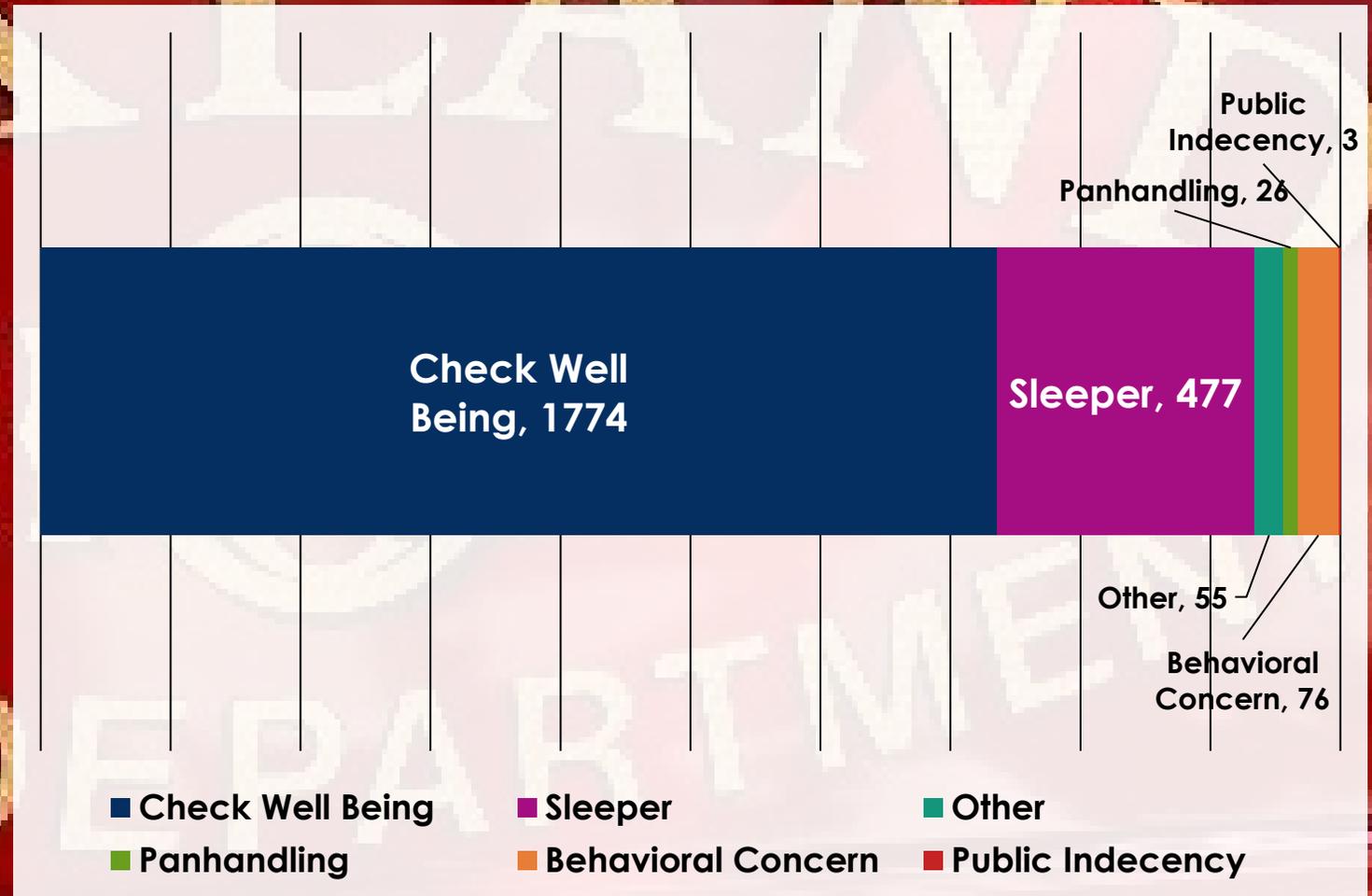
**MACRO
IMPACT FOR
APRIL 9 -
JULY 15, 2022**

2,430 Total Contacts
[Approx. 24/day]



INCIDENT TYPES

	Incidents	%
Check Well Being	1774	74%
Sleeper	477	20%
Other	55	2%
Panhandling	26	1%
Behavioral Concern	76	3%
Public Indecency	3	0%
Total	2408	100%



“OTHER” INCIDENT TYPE: EXPLAINED

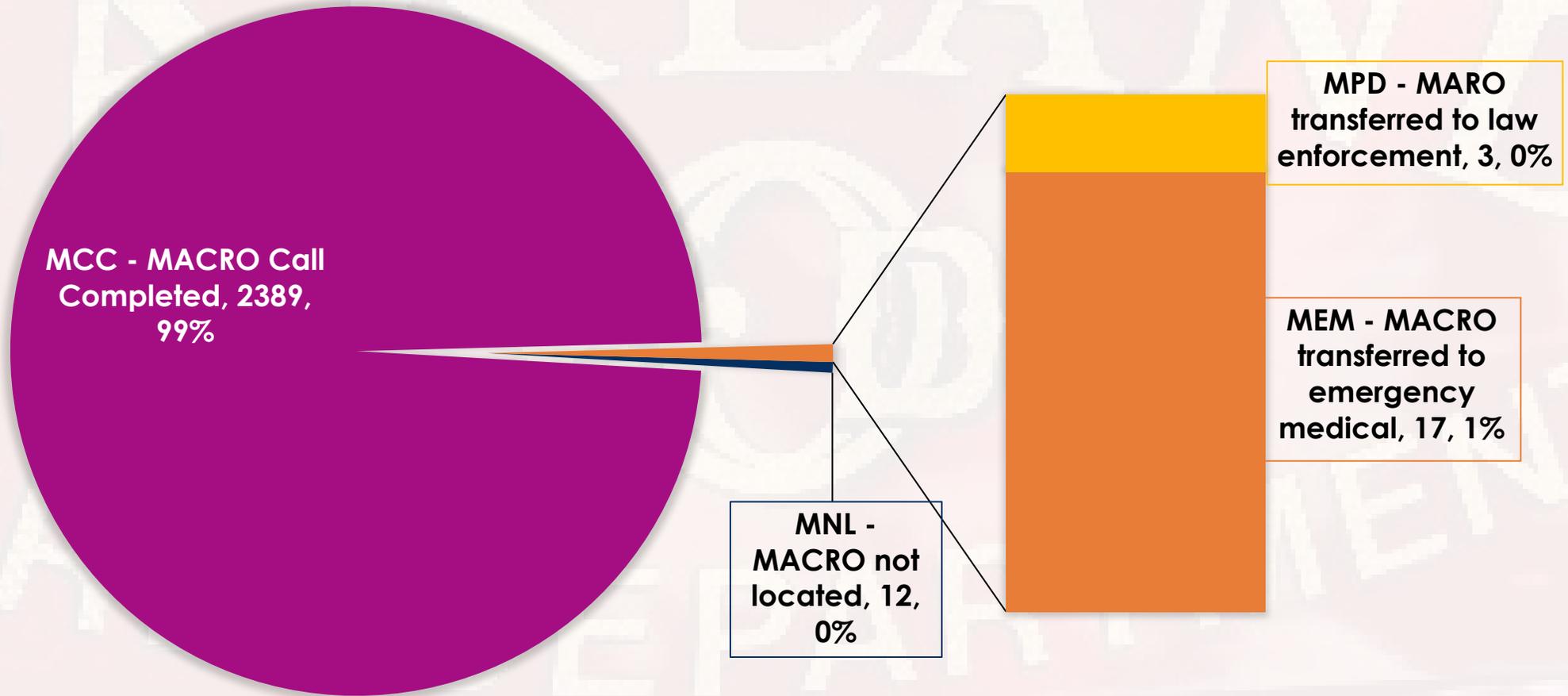
- For 94% of the time, MACRO responds to wellness checks and sleepers. However, for ~2% of calls, unusual reasons will lead a MACRO unit to classify an incident under the ‘other’ incident type. These occasions can include:
 - Someone shaking under their blanket without an apparent reason
 - Someone standing in an unsafe part of the street
 - Someone approached MACRO for help; their dog was in the car when it was towed
 - Someone engaged with MACRO and then disengaged due to delusions
- Some of these situations are misclassified on scene as ‘other’ and qualify as predetermined categories after further review, such as wellness check and public intoxication.
- Some interactions are difficult to define and are best summarized as ‘other’.

INCIDENT RESOLUTIONS

Resolution Codes	#	%
MNL - MACRO not located	12	0%
MCC - MACRO Call Completed	2,389	99%
MPD - MARO transferred to law enforcement	3	0%
MEM - MACRO transferred to emergency medical services	17	1%
Total	2,421	

As MACRO transitions to receiving dispatched calls, incident resolutions may increase in variance.

INCIDENT RESOLUTIONS



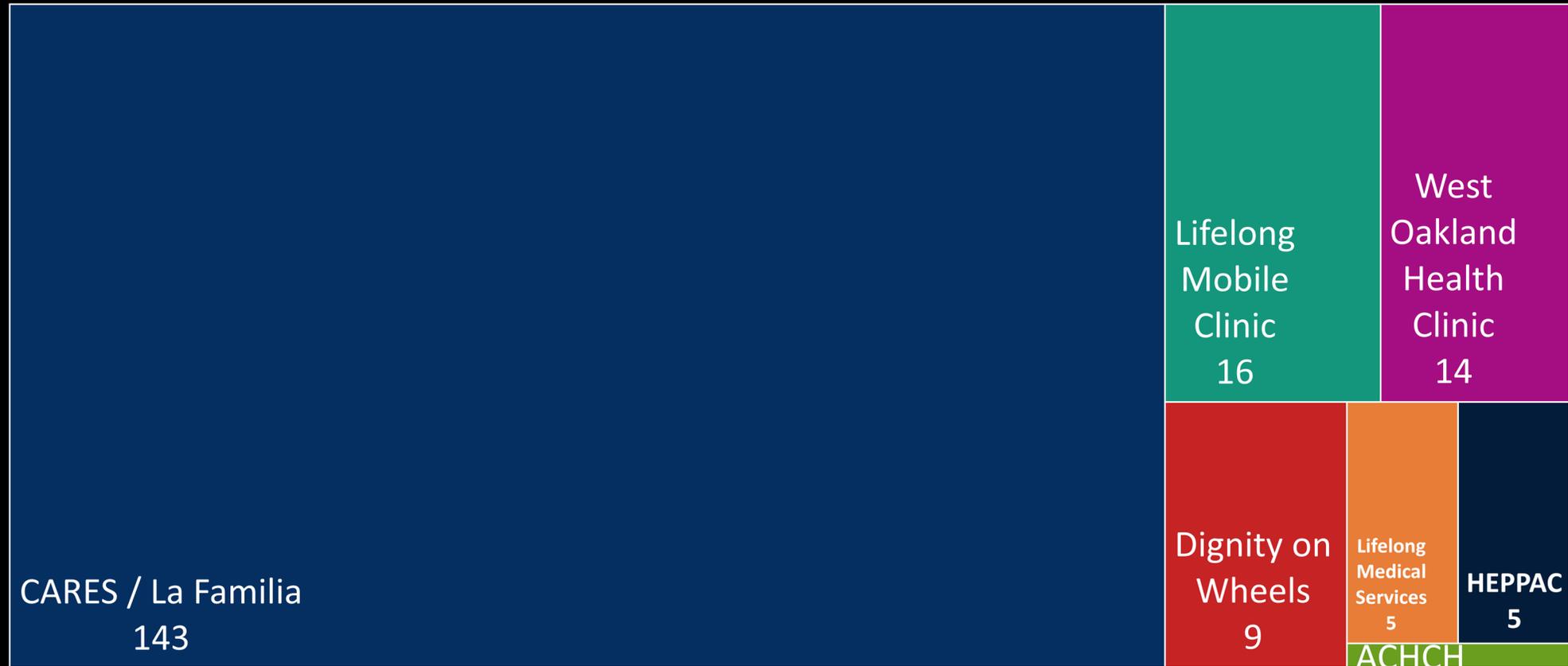
As MACRO transitions to receiving dispatched calls, incident resolutions may increase in variance.

LOCAL SERVICES REFERRALS

The MACRO Program refers 8% of its total calls to local services to meet the specialized needs of individuals seeking care.

Local Service Providers	Referrals
CARES / La Familia	143
West Oakland Health Clinic	14
Lifelong Mobile Clinic	16
AlCo Healthcare for the Homeless	1
Lifelong Medical Services	5
Dignity on Wheels	9
HEPPAC	5
Total	193

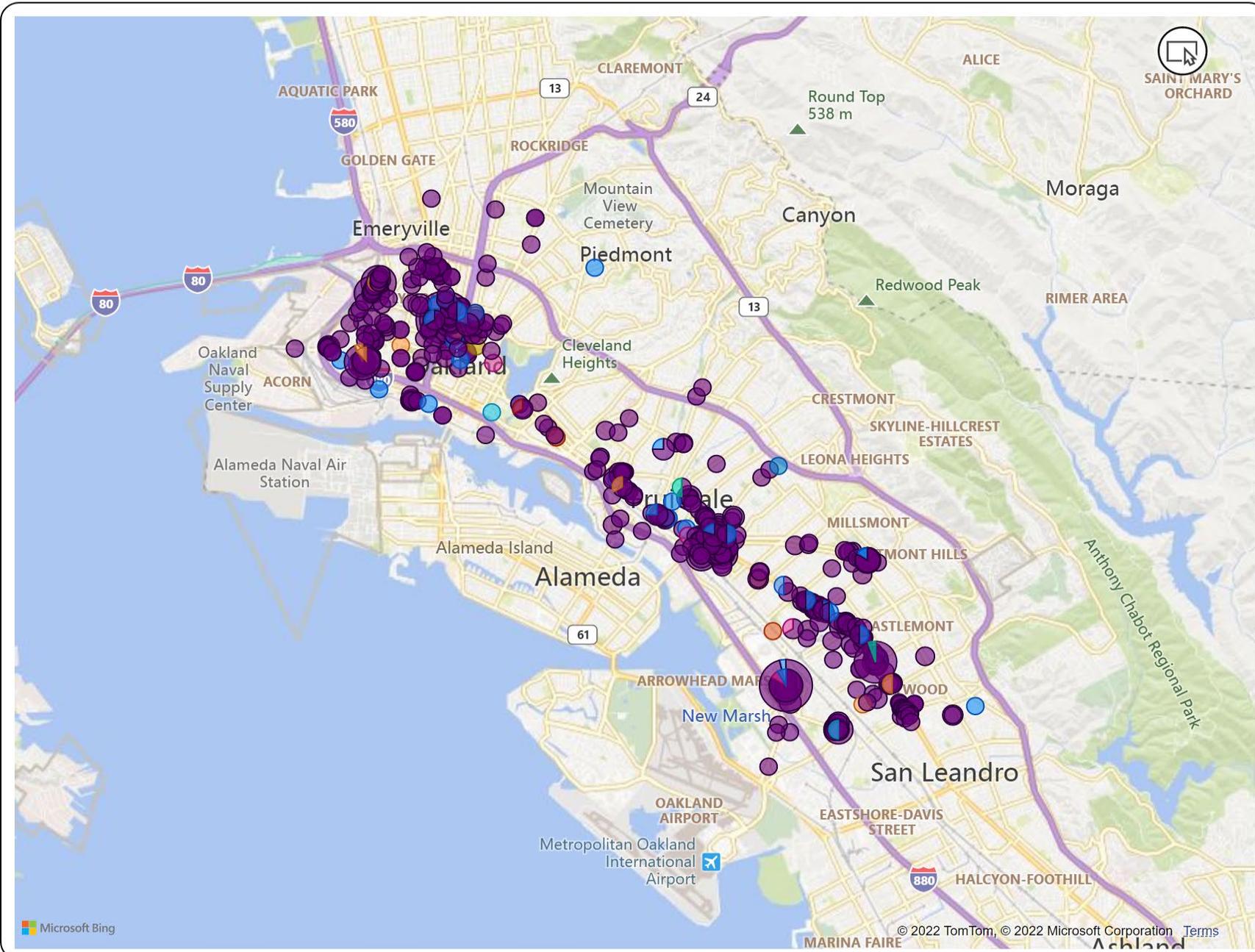
LOCAL SERVICE REFERRALS



- ▶ Nearly 200 referrals have been made in 3 months of operation.

MACRO Lifetime Contact Map

Note: Approx. 200 incidents did not include an address, and therefore could not be included in mapping.



Incident Count

2231

Incident Date

4/9/2022

7/15/2022



Time of Incident

12

2122



Incident Type

All

Incident Resolution

All

Patient Perceived Race

All

[View in Power BI](#)

TIME IN SERVICE

Time in service is the amount of time from when the MACRO van arrives on scene to the moment they conclude the interaction.

636+
hours serving
Oaklanders in
3 months



An Assessment of Oakland Oversight Bodies: Progress, Gaps, and Recommendations for Improved Functions

Pajouablai Monica Lee | MPA Capstone, Spring 2021

ACKNOWLEDGMENTS

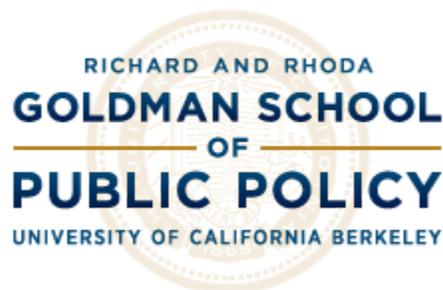
This report was commissioned by the Action Committee of the League of Women Voters of Oakland, and made

possible in part, by the generous support of many people from the City of Oakland. In particular, this report benefitted from the guidance and support of the LWVO leaders Gail Wallace and Mary Bergan, and several Oakland oversight members, former and current City Council Members, engaged Oakland constituents, and Oakland City and Oakland Unified School District staff.



ABOUT THE AUTHOR

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The author conducted this study as part of the program of professional education at the Goldman School of Public Policy, University of California at Berkeley. This paper is submitted in partial fulfillment of the course requirements for the Master of Public Affairs degree. The judgements and conclusions are solely those of the author, and are not necessarily endorsed by the Goldman School of Public Policy, by the University of California or by any other agency.

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Executive Summary

While America looks starkly different today than it did when the Founding Fathers fought for independence from Great Britain, one constant remains: voters still organize around the rallying cry “No taxation without representation!” In Oakland, California one of the key institutions meant to balance the City’s desire to extract revenues via new tax measures is oversight bodies; their purpose is to ensure that newly created revenue streams are used for what voters intend them to. Further, since the proposal of oversight bodies is often used to help pass new measure ballots which tend to be regressive, it is even more important that they function well. This assessment found that while Oakland’s oversight bodies are an important institution that provide value to voters and local officials, they require more resources and support from outside stakeholders to do their job effectively.

The assessment examines nine of Oakland’s 30+ oversight bodies through more than 20 interviews, document review where available, and attendance of meetings where available. The data gathered from January to April 2021 suggests that while there has been some improvement in the functioning and effectiveness of Commissions since the League of Women Voters’ (the League) evaluation of Oakland’s oversight bodies from over ten years ago, there is much work that remains to be done. This assessment is especially important as Oakland has recently been very active in adopting these 9 new taxation measures in the last 6 years, which this study examines.

The main gaps uncovered in this assessment can be grouped into three categories of needed improvement: increasing good governance practices among oversight bodies as entities; increasing the capacity of members of oversight bodies; and increasing capacity of staff supporting oversight bodies. Since many oversight bodies have recently been adopted via ballot measures, this study includes recommended guides to consider that the League could suggest to groups proposing funding measures which they can refine and use to strengthen new oversight bodies. It also includes key questions that the League can provide proponents to guide them in thinking about how measure language should be drafted and structured. However, since measure text is also often reinforced by outside entities, key stakeholders like the League play a major role in holding accountable both oversight bodies and the City to protect the interests of the public. The City also has a role to play as a steward of public finances, which is why this study also includes recommendations that the League could consider pushing the mayor and city council to adopt.

Key Findings

While oversight bodies in Oakland are operating much more efficiently than they were a decade ago, not all bodies have improved equally over time. This is due to a combination of differences in how oversight bodies are formed, a difference in the skills and expertise of commission and board members, and a difference in staff resources and experience. For example, the most effective bodies have annual retreats and take time to evaluate their

performance based on pre-set strategic plans, and have staff that can dedicate all their time to supporting a commission. Conversely, least effective bodies were not formed in a timely manner, and some do not seem to meet regularly. At best, these bodies may just have not made their meeting times easily accessible by the public, which is not a direct violation of Oakland ordinances but certainly not maintaining the spirit of transparency of locally passed policies. This finding is not surprising, however, since most staff supporting oversight bodies have other primary duties, so they have little to no time or drive to support the boards or commissions that are assigned to them. Further, it could also be the case that board members are not aware of their duties, and authority as training and recruitment of oversight body members is inconsistent. The recommendations below seek to bridge some of these gaps to ensure that all oversight bodies are able to meet the expectations of voters who have adopted revenue measures.

Recommendations in Three Key Areas

While each Commission or Board has a different purpose and mission, there are key steps that both the City of Oakland and League can take to ensure that all oversight bodies are properly equipped to maintain good governance practices. Further oversight bodies are only as effective as their members and supporting staff, so the recommendations below address issues uncovered during the assessment that both the City and outside stakeholders can help address. A summary chart can be found [here](#), and recommendations will be discussed below.

Since the original text of previously adopted measure language can be ambiguous, community stakeholders like the League of Women Voters have an important accountability role to ensure that funds are used as intended, and oversight boards exercise the power they were given. There are actions that the League can take independently of the City of Oakland, and also various policies that it can advocate for the City and/or City Council to adopt.

1. Improving Good Governance

Regardless of how an oversight body comes to be formed, there are general good governance practices that must be observed for an oversight body to function as it is meant to be. As the main stewards of city tax dollars, the City should provide oversight bodies with resources that lay out clearly standard expectations of what good governance looks like: conducting regular meetings that are easily accessible to the public, and widely publicized; conducting long-term planning; and conducting broad outreach for diverse member recruitment.

The City is also well-positioned to standardize how information about and from oversight bodies is presented to the public. This assessment recommends the City create a central clearinghouse that provides in a standardized format: information about each oversight

body including adoption/formation background (including original measure text), when the body meets and how to attend meetings; updated documents for each body, including how often documents are required to be updated; and information on how to contact and engage with the oversight body and staff.

In addition to advocating for the City and/or City Council to enact these standard operating procedures, the League has an important accountability role to play. If the League launches a campaign to advocate for a main clearinghouse site, that could be used as a launch pad for educating the public about required timelines for when the public can expect oversight bodies to update documents, as well as how often the public should expect the bodies to meet. This would also be a good opportunity to highlight to the public how often each fund should have an audit.

2. Improving Oversight Body Member Capacity

Improving the capacity of members of oversight bodies can significantly increase oversight power. Currently, the City conducts training sessions for new members of oversight boards, but they are inconsistent and sometimes not accessible to members who fill vacancies in the middle of terms. This is why one key recommendation where the City can improve, is offering quarterly training sessions for new individuals, or members who need refreshers. Further, if the City follows recommendations in part 1 to further good governance policies, it can leverage those guides and resources during training sessions.

While the League may not have the resources to offer regular training sessions like the City, it can be one of many community stakeholders to demand these from the City. But a major contribution from the League could come from maintaining a diverse resume bank of qualified residents who it would endorse and recommend to the City for new and/or vacant positions on oversight bodies. Since the League already has ties to community groups, it could leverage these relationships, and build new ones to ensure that there continues to be a diverse pipeline of talent ready to serve. To cultivate talent, the League could also partner with professional development organizations with missions to develop young talent like New Leaders Council.

3. Improving Oversight Body Staff Capacity

The most successful oversight bodies are ones which have been allowed to extract enough administrative funds from a measure to have dedicated staff support their work. The City of Oakland currently staffs oversight bodies in an uneven way as administrative funds vary between measures; this is unsustainable and must change. As a progressive-minded community that is committed to compensating workers for their work, this assessment strongly recommends that the City dedicates a core team of staff to supporting oversight bodies as their main job. This change would ensure that staff are able to develop subject-matter expertise as well as institutional knowledge. Further, allocating staff to solely

support oversight bodies would allow them to develop relationships with members of oversight bodies and support their development.

The League can play a major role in advocating for the City and the City Council to establish this new office of staffers dedicated solely to supporting the 30 plus oversight bodies that are supposed to represent the interest of the Oakland residents. As part of its duties to inform voters and support measure proponents, the League could also better educate voters and proponents on the need for, and value of increased allocations to administration.

Looking to the Future

While most of the preceding recommendations are overarching policy changes that the City and League can enact, it is also important for measure proponents to be intentional about measure language. Since language adopted from ballot measures is technically legally binding, a key recommendation for the League is to ensure future measure text include at least 3 things: how often a commission or oversight body should meet per year, at minimum; how often an oversight body should update documents made publicly available to voters; and the number of audits that the City should conduct. Proponents should also consider whether they want to codify how often an oversight body should interact with the public and/or voters. A guide on drafting ballot measures that the League can provide to community entities interested in pushing for ballot measures can be found in **Appendix A**.

This assessment also recommends key questions that community stakeholders like the League and proponents should consider when drafting measure language. You can find the list linked in **Appendix A**.

Introduction

Oakland taxpayers collectively generate hundreds of millions of dollars in tax revenue to the City every year. Recent election cycles have presented voters with at least one new tax measure on the ballot each year. Since the City's tax revenue streams are limited, and these ballot measures seem likely to continue to increase, the League of Women Voters is well-poised to play an important accountability role. Typically, tax measures propose oversight bodies to govern the revenues raised as a way to ensure accountability for voters, and therein make it more likely for new measures to be adopted by voters. This assessment commissioned by the League evaluates to what extent oversight bodies actually serve this purpose, and whether there are steps to remedy gaps uncovered.

Background on The League of Women Voters

The League of Women Voters prides itself in local advocacy and voter education. Founded in 1920, it is one of the oldest grassroots, non-profit, non-partisan political organizations in the country, the League has built up a reputation of providing accurate, impartial analyses of issues, ideas, and for advocating for and against proposals after careful, impartial, and extensive research for the Bay Area community. Each election cycle, state and local Leagues analyze ballot measures and present Pros and Cons arguments to educate and guide voters. In their other advocacy efforts, the League also makes recommendations to voters on local and state ballot measures in their Vote with the League materials.

In Oakland, the League of Women Voters of Oakland (LWVO) Action Committee (Committee) specifically analyzes ballot measures as well as legislative proposals before the Oakland City Council, Oakland Unified School District (OUSD) Board of Education, and Oakland voters. The Committee recommends positions and actions to the LWVO Board of Directors and prepares supporting arguments for those positions. The LWVO also joins efforts with other local organizations and Councilmembers in developing ballot measures and legislative proposals. The League's work in these areas initially prompted this research study.

Over 10 years ago in 2009, the Oakland City Council commissioned the LWVO to "evaluate the functions, operations, and value of Oakland's boards and commissions in order to provide guidance for a rational allocation of resources to their efforts." The focus of that study was centered on advisory groups created by the City and the Workforce Investment Board (WIB).¹ In that 2009 study, the League created and distributed a survey, and conducted in-depth interviews. While the findings of that evaluation are unfortunately not too different from the findings that are uncovered in this study, it is clear that there has been some progress in how oversight bodies operate. This assessment delves into these developments and also covers areas where improvement is still needed.

¹ The WIB is now known as the Workforce Development Board (WDB)

Background on Oakland

Birthplace of numerous civil rights movements, Oakland is a cultural mecca that boasts a diverse population of more than 433,000 residents according to the latest Census estimates from 2019. Though vibrant and diverse, Oakland also has some of the largest equity gaps among major American cities. A 2018 study initiated by the City of equity indicators found that Black households on average made about one-third as much each year as white households. Inequality persists in other indicators as well, including in education and housing. While the impact of regressive tax policies like ballot measures for public goods like libraries may seem minor on an individual level, they exacerbate the income gap on the aggregate. As a democratic institution in Oakland, the League is a steward of the public trust, and thus has an obligation to ensure that when regressive measures are adopted, the oversight bodies function effectively to offset, in part, some of the harms, or costs incurred (both tangible and intangible) from adopted measures.

Background on Oversight Bodies

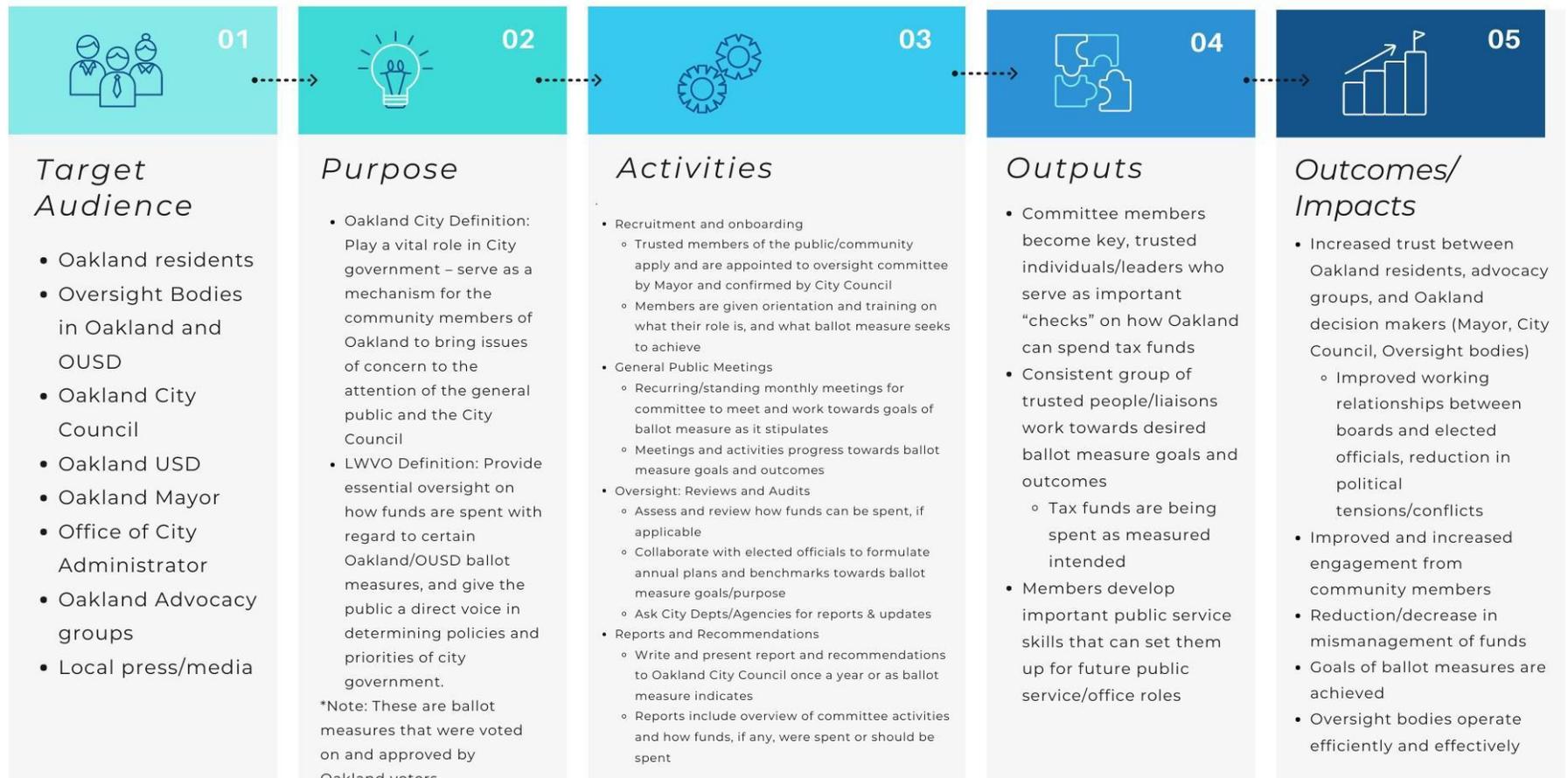
While Oakland has 30+ boards and commissions formed via different ways over time for different purposes, this assessment focuses only on 9 boards and commissions that were formed after Oakland residents adopted ballot measures at the polls. Since all 9 bodies perform oversight duties over their respective funds, this report refers to them as “oversight bodies.” This report assesses the following tax measures that were adopted from 2014-2020 and respective oversight bodies:

1. Measure D/Library Advisory Commission (LAC)
2. Measure HH/Sugar-Sweetened Beverages Community Advisory Board (SSBCAB)
3. Measure KK/I-Bond Committee
4. Measure Q/PRAC
5. Measure Q and W/Commission on Homelessness
6. Measure V/Cannabis Regulatory Commission (CRC)
7. Measure Z/SSOC
8. OUSD Measure G1 Oversight Commission
9. OUSD Measure N Oversight Commission

Most Oakland oversight bodies do not have legal authority to decide how or where certain tax funds can be spent - only the City Council and Mayor have that authority. Oversight bodies do, however, have authority to carry out independent research, listen to and hear from constituents on their recommendations/priorities, provide feedback and recommendations to City departments/agencies. Oversight bodies are expected to report to

the City Council at least once a year on how tax funds were actually spent, compared to expectations per provisions in approved ballot measure.

**Figure 1: Logic Model of Oversight Bodies
Oakland Boards and Commissions**
Logic Model - Expected



Scope of Assessment

A. Research Question(s)

In this assessment, the League set out to answer the following question: what value and impact do oversight bodies have on Oakland constituents and decision makers beyond their standard audits and reviews? Another way to frame this is: “do oversight bodies provide useful information or insights that help voters and local officials determine if measures are producing the results envisioned when they were approved?”

Other sub-questions that were considered in the interview process include:

- What sets oversight bodies apart from the Auditor’s Office?
- What are the current gaps and challenges among Oakland oversight bodies?
What’s working well?
- What are some recommendations or changes you would like to see in order to improve oversight functions?

B. Report Methodology

This research project used a mixed-methods approach that included in-depth semi-structured interviews with oversight members, relevant stakeholders who have a role in oversight bodies, observations of commission meetings, and review of City and Commission documents and reports. These documents included but are not limited to: budgets, meeting minutes, presentations from City Departments, news articles relevant to Oakland or Ballot Measure issues, studies on relevant issues, and best practices that other local government bodies use in their operations.

C. Universe of Oversight Bodies

As already noted, this study looks at Oakland ballot tax measures adopted by Oakland voters between 2014 and 2020. These measures imposed taxes on Oakland voters or businesses either through a sales, parcel, excise, or other type of tax. With this criteria in mind, seven out of 35 Oakland City oversight bodies and tax measures were assessed and two Oakland Unified School District (OUSD) oversight bodies and tax measures were assessed.

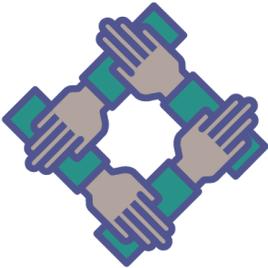
In efforts to keep interviews and opinions confidential, specific names and pronouns will be omitted and only general identifiers will be used throughout the report.

One thing to note is that Oakland’s Measure V that was passed in the November 2018 election cycle was a City ordinance that would allow the City Council to amend cannabis businesses tax rates without voter approval so long as it does not increase the tax rate. The

Measure did not actually impose a new tax on any Oakland businesses or residents so because of this, there was less emphasis on evaluating the Cannabis Regulatory Commission.

Figure 2: Chart of Universe of Oversight Bodies

Scope + Universe of Oversight Bodies

Scope	Measures	Date Approved	Oversight Body
<ul style="list-style-type: none"> • Tax imposed on Oakland voters or businesses. Most common types: sales, parcel, excise tax, etc • Voted on by Oakland residents (does not include tax measures by the State or County) • Approved between 2014-2020 	1.Measure Z - Oakland Public Safety & Services Violence Prevention Act	• November 2014	• Safety & Services Oversight Commission (SSOC)- 9 Members ◦ Term Length: 2 years Term Limit: Varies
	2.Measure HH - The Sugar-Sweetened Beverage Distribution Tax Ordinance	• November 2016	• Sugared Sweetened Beverages CAB - 9 Members ◦ Term Length: 3 Years Term Limit: 2 Terms
	3.Measure KK - To improve public safety and invest in neighborhoods throughout Oakland	• November 2016	• Affordable Housing & Infrastructure Bond Public Oversight Committee (I-Bond) - 9 Members ◦ Term Length: Varies Term Limit: NA
	4.Measure D - A parcel tax to maintain, protect, and improve library services throughout Oakland	• June 2018	• Library Advisory Commission (LAC) - 15 Members ◦ Term Length: 3 Years Term Limit: 2 Terms
	5.Measure V - Cannabis Tax Rate Reduction *City ordinance	• November 2018	• Cannabis Regulatory Commission - 11 Members ◦ Term Length: 2 years Term Limit: NA
	6.Measure WI - The Oakland Vacant Property Tax Act	• November 2018	• Commission on Homelessness - 9 Members ◦ Term Length: 3 Years Term Limit: 2 Terms
	7.Measure Q - Oakland Parks and Rec Preservation, Litter Reduction, and Homelessness Support Act	• March 2020	• Parks & Rec Advisory Committee (PRAC) - 11 Members ◦ Term Length: 3 Years Term Limit: 2 Terms
	8.Measure N - OUSD College and Career Readiness for All Act	• November 2014	• College & Career Readiness Commission - 5 Members ◦ Term Length: 2 Years Term Limit: 3 Terms
	9.Measure GI - OUSD Teacher Retention and Middle School Improvement Act Fund	• November 2016	• Districtwide Teacher Retention & Middle School Improvement Commission - 5 Members Term Length: 2 Years Term Limit: 2 Terms

D. Report Limitations

The research relied heavily on qualitative data resulting from in-depth, semi-structured interviews. Due to the limited data sources for interviews caused by the pandemic, oversight members' and staff capacity, the interviews that were conducted were based on availability and timing. However, there was an attempt and effort made to interview at least one oversight member of each oversight body and/or at least one Oakland staff member that supports the oversight body. See who was interviewed in the Report Methodology Section.

There is not a lot of literature on tools and sources for specifically local oversight bodies. There are, however, a number of news media pieces, best practices, and guides that other local governing boards and leagues have used in their local governance which I try to use as supplemental text and reasoning for the recommendations in this report. Where relevant and appropriate, some ideas are borrowed from other local leagues and boards that are successful in carrying out their oversight duties.

Findings

While oversight bodies in Oakland are operating relatively more efficiently than they were a decade ago, not all bodies have improved equally over time. This is due to a combination of differences in how oversight bodies are formed, a difference in the skills and expertise of commission and board members, and major differences in staff resources and experience. This assessment focuses on these 3 areas because they are essential to an effective and functioning oversight body: empowered and qualified board and commission members; empowered and resourced staff; and strong governance practices. Since oversight bodies do not have any legal authority, their power comes from being trusted sources of information that the public can rely on; this also allows them to leverage transparency with voters. This trust that the public has in oversight bodies can only be maintained if oversight bodies observe good governance practices, in addition to having capable members, who are supported by knowledgeable and dedicated staff.

The 9 oversight bodies are categorized below by their strength and organization based on their performance according to key performance indicators (KPI), interviews and the review of a variety of relevant documents. The full KPI chart can be seen on **Appendix B** or linked [here](#). Based on this rubric, I was able to categorize the 9 bodies into 3 levels of oversight power: strong, medium, and low strength.

Strong Oversight Bodies: LAC, SSBCAB, OUSD N & G1, Cannabis Regulatory Commission*
The LAC, SSBCAB, Measure N & G1 Commissions (both in the OUSD) all appear to be the strongest and/or most efficient and organized oversight bodies. The main strengths that these oversight bodies possess are:

- Dedicated, informed, and knowledgeable supporting staff member who advocates for and value the oversight body
- All have annual retreats to set a strategic/action plan and metrics for themselves, and have consistent reporting track records
- The Commissioners appear passionate about the subject matter/issue relating to the ballot measure and the Chair(s) relatively have strong leadership skills to lead/guide the oversight body in vision/strategic planning
- They actively engage with the public and/or have set community events or visits to engage with their respective communities and City Council members. For example, the LAC holds an annual mixer where community members and the City Council are invited. They also have a variety of Library Branch partners who help guide their work. The SSBCAB similarly has strong ties and relationships with community groups and organizations who have received grants from the SSB tax revenue. Many of these community groups were very engaged during the SSB meeting that I observed. Moreover, the stakeholders along with the oversight body were very

vocal when the City Council and Mayor had to determine how the first round of funding would be allocated in 2017.

- These oversight bodies also have dedicated staff who are very engaged, supportive, and responsive to the commissioners, and do not have competing duties with other oversight bodies, or are hired to specifically support the implementation of the ballot measure.

The Library Advisory Commission is one example of what a model oversight body could look like. The LAC is well organized given its long history prior to 2014 and its dedicated staff member who works solely on cannabis regulation in the City. The staff member was very positive and proactive about the LAC in their recent years of work. What's most important to note is that the staff member highlighted how the LAC has transformed over the last 10 years with the new Chairs and intentional efforts to recruit a more diverse oversight body.

Medium Strength Oversight Bodies: IBOND, SSOC

The two commissions IBOND and SSOC both appear to be organized in some manner but it's difficult to determine their progress and impact due to what was expressed in the corresponding interviews and lack of public information on the Oakland website.

- **IBOND:** It's important to acknowledge and appreciate that the IBOND has written and presented a couple of annual reports that evaluate the City's activities in achieving Measure KK goals, and both reports highlighted successes and areas of concerns. It's clear the IBOND has intentional, evaluative metrics and benchmarks that were set in coordination with the City. According to the commissioner that I interviewed, the IBOND was intentional about syncing up with the City departments to ensure they could evaluate them based on the same metrics and milestones.
 - The Commissioner stated: "All of us wanted us to extend our role a little bit in just being able to dialogue with different departments and look at their spending plan and try to give insights on how it could be best measured when those decisions were getting made to allocate resources so we can have some strength of data and metrics to refer to...The metric was in place so [we] could go through in and assess if they actually did it."
 - The Commissioner also believed that the IBOND and relevant departments were effective and valuable: "So as a committee looking back, it would be clear to look at all different angles and make determinations with the best intent with the measure. The departments really went above and beyond to make themselves available to the committee."
 - The Commissioner also discussed how the information was now more readily accessible online but I personally had a challenge with the website because it is not up to date compared to the other oversight bodies. Moreover, because the information was so hard to access, I was not able to

attend any of their public meetings and never received a reply from the supporting staff member even after a few email attempts.

- **SSOC:** The SSOC's April public meeting included the presentation updates from the Department of Violence Prevention on their FY19-20 activities. The presentation was very informative and indicative of the department's intentional efforts to reduce violence. However, the Commission cancelled seven meetings last year when the pandemic started which made progress and activities difficult to conduct. Moreover, "safety" is measured in a variety of ways dependent on the ballot measure goals, and there are now a number of new safety concerns that the pandemic has brought on. All of these factors make it difficult to determine if the SSOC had any recent guiding metrics or outcomes beyond the standard departmental metrics. Moreover, my interview was with a newer member who expressed reservations on the commissions actual efficacy and direction but acknowledged the City's efforts to solve such a complex problem: "When the voters wanted an oversight commission, they wanted to make absolutely sure their tax dollars would be spent on what they voted on it...And when the City comes in with their budget, all we can do is "yeah I see why you're spending money on this, it's not like we can propose what they can spend on these [dollars on]."

To Be Determined/Low Strength Oversight Bodies: PRAC, Commission on Homelessness

This leaves the PRAC and the Homelessness Commission which both appear to be the least organized and left me unsure of its progress to date given its recent formation.

- **PRAC:** PRAC appears semi-organized but slightly disjointed. While there are several past meeting minutes of course it might be too soon to tell how they will manage Measure Q dollars since it was just passed last year but a sub-committee has been formed for Measure Q which looks promising but the Member on that committee is unsure/hesitant of PRAC's efficacy. Another stakeholder also disclosed that the PRAC supporting staff member has cycled out thrice already in the recent months. It makes me question: why the turnover in such a short amount of time? Additionally, the PRAC Commissioner I interviewed seemed to question other PRAC Commissioners' personal intentions and whether or not they were actively passionate about carrying out PRAC's mission. They also expressed concern over how PRAC would measure success and if there was a strategic plan or vision. The Commissioner made another concerning statement: "There's an individual whose primary job is to manage Measure Q on a day to day basis, [but] she has to date, has not been to a PRAC meeting. She's an official staff member but hasn't attended ANY PRAC meetings. Not sure what the expectations were before I was sworn in but the ad-hoc committee feels she should be attending all meetings. That is concerning to me."
- **Homelessness Commission:** Since Measure W was passed in 2018, one would expect the Homelessness Commission to have formed by 2019. However, the

commission just formed in December of 2020. None of the commissioners were available for interviews since they had just finished their training and orientation. The LWVO will have to follow the Homelessness Commission closely especially with the passage of the 2020 Measure Q. In this situation it probably would have been helpful to have a clear timeline with deadlines laying out when a commission should form, and when a first meeting should have been held.

Key findings in this assessment are grouped into the three sections below.

Good Governance

Currently, the City of Oakland does not provide oversight bodies with clear expectations of good governance practices, in a uniform way. In certain cases, it is not clearly stipulated that oversight bodies must conduct regular meetings that are also easily accessible to the public, nor how often. Of concern is the oversight body for Measure W, the Homelessness Commission, which did not form and did not meet for the first time until more than a year after a ballot measure forming it was passed.

Standards and expectations on how oversight bodies should engage with the public do not exist. For example, information for when commissions and boards hold meetings is not widely publicized in a uniform way for Oakland oversight bodies. As mentioned in the methodology, attendance of public meetings was one area of information this report drew on. But since not all oversight bodies have clearly publicized how members of the public could attend their meetings - whether in person or virtually - the information-gathering aspect of this assessment revealed an unexpected gap in transparency and accessibility. Even if the assessment had not been conducted during a pandemic, not providing access to meetings

Further, the LAC provides an excellent example of what an effective oversight body could do, hosting an annual event that has gained notoriety in the community where key stakeholders and the public are invited. But since this kind of community engagement has not been established as a requirement, or a widely accepted norm, not all oversight bodies provide this opportunity to the public.

There also lacks standard good governance expectations to guide how governing bodies should conduct business. For example, not every oversight body conducts long-term planning. Perhaps even more important, there are no guidelines for how often oversight bodies must update documents and files that it provides to the public. This inconsistency creates unpredictability at best, and at worst, renders oversight bodies powerless.

Lack of Capacity in Members of Oversight Bodies

The inequitable distribution of resources between the oversight bodies has created an imbalance in the strength and capacity of members of oversight bodies. When new Commissions are formed, all members go through the same training and orientation process at the same time so institutional knowledge is learned at what appears to be an "equitable" pace. In addition to the standard general training including: Public Ethics Training, Brown Act and Sunshine Ordinance Training, and Racial Equity Training, some commissions also include additional training on relevant subjects. For example, the Commission on Homelessness had additional training that included an overview on Encampment Management Policy and the history of redlining. However, some oversight bodies only gave members documents and handbooks with the expectation that members would familiarize themselves with the materials alone.

While the initial training for members is a good starting point, it is unclear whether members of oversight bodies get continuing training. The fact that new members who are selected to fill vacancies often feel lost and ill-equipped suggests that continuing training is not an option. Not only does this mean that new members may not be prepared to do their jobs, returning members may never fully exercise their oversight powers.

Further, the breadth of broad outreach for diverse member recruitment varies by oversight body, as well as which members are currently serving. Member recruitment both at the beginning when a commission or board is formed, and to fill vacancies lacks standard operating procedures. This lack of standard SOPs sometimes results in long vacancies and loss of institutional knowledge. While this was not the case, it is possible that these long absences could stymie the work of oversight bodies when there is an absence of a quorum. While some measure language is perspective on qualifications for who should be elected to join oversight bodies, there is a need for clear guidelines to clarify how to source diverse and qualified residents.

Lack of Staff Capacity to Support Oversight Bodies

Almost all of the Oakland or OUSD staff members interviewed for this assessment expressed how supporting oversight bodies is part of their job, but certainly not their main day job. Unfortunately, their work supporting oversight bodies is what usually falls under "other duties assigned." So even though the work needed to support an oversight body could merit a full-time position, the lack of dedicated resources means staff support will vary, depending on how much capacity and bandwidth a city employee can provide. One staff member said, "it becomes almost a half time and full time position," except they're not paid extra for it. This could potentially explain concerns about a staffer who did not show up to any meetings of the oversight body they were supposed to support. This also means that when new board members need to be oriented, there is not sufficient staffing.

Recommendations

These findings suggest that the most effective bodies have annual retreats and take time to evaluate their performance based on pre-set strategic plans, and have staff that can dedicate all their time to supporting a commission. This assessment goes further into detail below on steps that both the City of Oakland and the League of Women Voters can take along with other stakeholders to ensure that oversight bodies are empowered to do what they were meant to do.

Improving Good Governance

The City should provide oversight bodies with resources that lay out clearly standard expectations of what good governance, or good engagement with the public looks like. To ensure that all oversight bodies are actually engaging with the public and local communities as they are intended to, the City should establish the following standard expectations for oversight bodies in the following areas: a minimum for how often oversight bodies should meet in a year; standards for conducting regular meetings that are easily accessible to the public, and widely publicized; standards for conducting long-term planning; and developing standards for ensuring broad outreach for diverse member recruitment.

The City is well-positioned to standardize how information about and from oversight bodies is presented to the public. This assessment recommends the City create a central clearinghouse that provides in a standardized format: information about each oversight body including adoption/formation background (including original measure text), when the body meets and how the public can attend meetings. It would also be advisable for the City to ensure that all meetings are accessible.

A critical part of this clearinghouse is ensuring access to documents and files from oversight bodies. While some measure language is specific on how often documents for an oversight body should be updated, others are silent. For uniformity and increased transparency, there should be SOPS on how often all documents from oversight bodies should be updated.

Since oversight bodies are supposed to be stewards of the public interest, their continual engagement with the public is incredibly important. This is why information on how to contact and engage with the oversight body and staff needs to be uniform and easily accessible to the public. Further, in addition to meetings, the City and outside stakeholders should consider how to standardize and increase engagement between oversight bodies and the public.

In addition to advocating for the City and/or City Council to create this central clearinghouse and enact these standard operating procedures, the League has an important accountability role to play. If the League launches a campaign to advocate for a main clearinghouse site, that could be used as a launch pad for educating the public about required timelines for when the public can expect oversight bodies to update documents, as

well as how often the public should expect the bodies to meet. This would also be a good opportunity to highlight to the public how often each fund should have an audit.

Improving Oversight Body Member Capacity

Improving the capacity of members of oversight bodies can significantly increase oversight power. Currently, the City conducts training sessions for new members of oversight boards, but they are inconsistent and sometimes not accessible to members who fill vacancies in the middle of terms. This is why one key recommendation where the City can improve, is offering consistent quarterly training sessions for new individuals, or members who need refreshers. These meetings can be an opportunity for current/returning members to meet new board and commission members to build comradery and network as well as pass on institutional knowledge. In-person meetings can also help foster and imbue in new members what the culture and ethos of an oversight body might be. Further, if the City follows recommendations in part 1 to further good governance policies, it can leverage and expand on those guides and resources during training sessions.

While the League may not have the resources to offer regular training sessions like the City, it can be one of many community stakeholders to demand these from the City. But a major contribution from the League could come from maintaining a diverse resume bank of qualified residents who it would endorse and recommend to the City for new and/or vacant positions on oversight bodies. Since the League already has ties to community groups, it could leverage these relationships, and build new ones to ensure that there continues to be a diverse pipeline of talent ready to serve. To cultivate talent, the League could also partner with professional development organizations with missions to develop young talent like New Leaders Council.

Improving Oversight Body Staff Capacity

This assessment found that the most effective oversight bodies were the ones with the most resources to have dedicated staff. The City of Oakland currently staffs oversight bodies in an uneven way as administrative funds vary between measures; this is unsustainable and must change. As a progressive-minded community that is committed to compensating workers for their work, this assessment strongly recommends that the City dedicates a core team of staff to supporting oversight bodies as their main job.

Dedicating at least one staffer to each oversight body would ensure that staff are able to develop subject-matter expertise as well as institutional knowledge to support members. This would also address issues with inconsistent training of members, and address the unreasonable expectation that some members learn about their role in oversight bodies alone with only written resources. Further, allocating staff to solely support oversight bodies would allow them to develop relationships with members of oversight bodies and support their development. This kind of collaboration has the potential to foster greater synergy and

innovation between oversight bodies and staff to addressing pressing issues that come before them.

The League can play a major role in advocating for the City and the City Council to establish this new office of staffers dedicated solely to supporting the 30 plus oversight bodies that are supposed to represent the interest of the Oakland residents. As part of its duties to inform voters and support measure proponents, the League could also better educate voters and proponents on the need for, and value of increased allocations to administration.

There are specific recommendations for each oversight body listed in **Appendix D**.

Conclusions and Reflections

After interviewing all the oversight members, relevant stakeholders, and attending several public meetings, it is clear that there are mixed perspectives about the value and impact of oversight bodies. However, three common things that were apparent across the board are: (1) oversight bodies provide great skills training and leadership opportunities for future civic engagement; (2) the City is not capable of managing their budgets with due diligence on their own so oversight bodies can play a very important and influential role in local democracy; (3) and every oversight body should significantly improve their engagement with the public. What's also clear is that more resources and capacity is required in order for these oversight bodies to function properly and effectively. These oversight bodies need more training and development throughout their tenure. An inquiry into the Auditor's office capacities and processes might be helpful as well since the Auditor has more and more audits to conduct, but is rarely given the extra resources to do them in a timely and efficient manner.

While most of the preceding recommendations are overarching policy changes that the City and League can enact, it is also important for measure proponents to be intentional about measure language. Since language adopted from ballot measures is technically legally binding, a key recommendation for the League is to ensure future measure text include at least three things: how often a commission or oversight body should meet per year, at minimum; how often an oversight body should update documents made publicly available to voters; and the number of audits that the City should conduct. Proponents should also consider whether they want to codify how often an oversight body should interact with the public and/or voters.

Appendix

Appendix A - [Guides for authoring new strong ballot measures](#)

Ballot Measure Language -

- Measure should clearly outline qualifications to become a member
 - Qualifications of Members are reasonable and not a barrier
 - Qualifications represent the best interests of Oakland voters
 - Qualifications ensure members have lived experiences or have skills/knowledge pertaining to specific ballot measure issue and/or program proposal
 - To the extent possible, qualifications ensure diversity and equity among its desired committee members, using Oakland's OEI as a baseline
- Measure should clearly articulate an equitable application process
 - Accessible application (paper and online and available in top 3 most spoken non-English languages in Oakland)
 - Ensures eligible diverse candidates can and are encouraged to apply
 - Includes reasonable term limits and term lengths
- Measure should clearly calls for a diverse composition of the committee
 - Again, to the extent possible, qualifications ensure diversity and equity among its desired committee members, using Oakland's OEI as a reference point
- Measure should clearly articulates the duties and responsibilities of the committee members
- Measure should clearly articulate how the tax funds will be raised and what it can be specifically used for
- Measure clearly indicates number of times oversight body will meet in a year, preferably at least 6 times a year but the goal should be 9 times a year
- Measure clearly articulates a reporting and accountability process that is both reasonable and useful to the oversight body and Oakland City Council and other stakeholders - at least once a year, but aim for twice a year
- Measure includes a spending percentage/budget for oversight body to carry out its duties and responsibilities - recommend between 2-5% of tax revenue where able
- If it is a tax measure, indicate that at least one City staff member will dedicate a specific amount of staff time and support the oversight body
- Measure includes clear language on process for annual audit and review that is to be conducted at least every 2 fiscal year cycles

Appendix B - [KPIs/Rubric to Assess Oversight Bodies](#)

10 General KPIs to Assess Oversight Body in Oakland	Safety and Services Oversight Commission (SSOC)	Affordable Housing & Infrastructure Bond Public Oversight Committee (IBOND)	Sugar Sweetend Beverages Community Advisory Board (SSBCAB)	Library Advisory Commission (LAC)	Cannabis Regulatory Commission (CRC)	Commission on Homelessness	Parks and Rec Advisory Committee (PRAC)	OUSD Measure N Oversight Commission	OUSD Measure G1 Oversight Commission
Has Strategic Plan/Goals: - There's no plan or unclear what strategic/action plan is -/+ Has basic plan or has vague goals/metrics + Has annual retreat to devise basic action plan and measurable benchmarks for dept ++ Does self-reporting and provides evaluation update at end of year/plan	-/+	+	++	++	++	Too Soon to tell	-/+	++	+
Group Meets Regularly: - Unclear when or how often group meets -/+ for scheduled meetings but many cancelled/irregular meetings + for bare minimum ++ for above minimum and/or has committees to share duties/activities	+	-	++	++	++	-/+	+	++	++
Actively Engages with City Council/Board of Education (for OUSD) Regularly: - Unclear if there are meetings -/+ does not meet with CCs outside of annual presentations/reports + for meeting once a year in addition to annual reporting ++ for meeting 2-3/year in addition to annual reporting	-	+	+	++	++	Too Soon to tell	-/+	+	++
Continuous and Aligned Engagement with Relevant Departments/Schools: - Unclear if group meets with CC or other departments -/+ does not engage with staff beyond monthly meetings + for basic engagement (i.e. asks staff for standard reports/updates) ++ for strategic/thoughtful questions and recommendations on City's activities/outputs, and actively engages with more than singular department	+	+	++	++	++	Too Soon to tell	+	++	++
Recommendations/Values Have Equity in Mind: - There is no equity framework or it is unclear if equity is a priority -/+ There is some equity present in recommendations due to ballot measure but nothing beyond + Equity is a pillar or foundation of recommendations beyond ballot measure goals ++ Equity Driven outcomes are clear and centers the communities most impacted by the issue/ballot measure	-/+	-/+	++	+	++	Too Soon to tell	-	+	+
Recommendations Achieve Ballot Measure Goals and Reflected in City Budget/Departmental Activities: - City Budget does not reflect oversight body's values/recommendations or it is unclear -/+ Budget or relevant department activities partially reflects values/recommendations but difficult to see impact or require more review + Budget/Department outcomes reflects basic values/priorities of oversight body ++ Budget/Department activities reflects values, recommendations, and City Council + Departments prioritize programs to exceed ballot measure goals	-/+	+	+	++	++	Too Soon to tell	-/+	++	++
Membership is Reflective of Oakland (Diverse in race, gender, age, socioeconomic background, professional experience, etc): - Lacks diversity, skews older, white-majority membership, or unclear -/+ some racial diversity, but lacking in age/professional experience diversity + for 50% balanced racial diversity, some varied professional experience, and some lived-experiences related to ballot measure ++ for 75% balanced racial diversity with varied professional experiences, and members have lived experiences pertaining to ballot measure issue	+	-	+	++	+	+	+	++	++
Oakland Website is Regularly Updated: - Does not list meeting updates or minutes -/+ Lists meetings and minutes but only from the most recent year + Lists meetings and minutes from now to 2 years ago ++ Lists meetings, minutes, and other relevant documents from beyond 2 years ago and/or has separate website to disseminate information and updates	++	-	++	++	++	Too Soon to tell	+	++	++
Group Yields and Encourages Public Engagement: - Group does not meet or actively engage with public or it is unclear what public relations are -/+ Group only engages with public during standard meetings + Actively engages with public/stakeholders at least once a year ++ Encourages participants to attend meetings and/or receptive to their concerns/recommendations as evidenced by reports and evaluations	-/+	-	+	++	++	Too Soon to tell	-/+	++	++

Appendix C - Examples of Oversight Bodies' Action/Strategic Plans

a. IBOND:

<https://drive.google.com/file/d/1Zo3lbPsWjIE9BN5zip5qU9yZn-39kOD7/view?usp=sharing>

b. LAC:

https://drive.google.com/file/d/1KXMU4u6RWY0H_cHtlS82XRF0dDykNZLt/view?usp=sharing

c. SSBCAB:

https://drive.google.com/file/d/16YWI3SKBI872B6WLy_kPg60bU0j7rd_bq/view?usp=sharing

Appendix D - Recommendations Specific to Oversight Bodies (mostly based on interview feedback)

1. Measure KK/I-Bond Committee

- a. Update website more regularly with meeting minutes and meeting schedule
→ set a consistent meeting schedule and make it apparent on website
- b. Improve community engagement through more accessible 1-pager summary reports and town hall-like meetings so the public can easily see where Measure KK dollars have gone to because many improvement projects *have* been completed or are in progress as a result of Measure KK dollars, but that information is difficult to find even for interested public members like the LWVO
- c. LWVO should inquire into what projects have been funded and where they exist - are these projects in the most under-resourced/impacted neighborhoods? Are Oakland's vulnerable communities being prioritized?

2. Measure Q/PRAC

- a. Make sure commissioners understand their duties as Park Liaisons and consistently provide reports on the Parks in their respective districts/the parks they liais to
- b. Commissioners should actively seek opportunities to engage with communities at their Parks through Park Rec Advisory Boards and meetings with park patrons at least twice a month where possible
- c. Set commission goals/action plan for Measure Q as a whole and within Measure Q ad-hoc committee → accept and enact advice and suggestions from Measure Q author
- d. Both the Commission and LWVO should inquire into why the paid City staff member has not attended meetings, or actively correspond with oversight members to determine why they have been absent → paid staff must be present at all proceeding meetings
- e. Ensure there is more overlap the next time there's a vacancy to be filled in order for new commissioners to learn quickly and efficiently. The most recent cycle had about 3 commissioners cycle out which can be difficult to fill all at once. It would be helpful to stagger vacancies so as to avoid having 1 or more vacant spots at one time

- f. Conduct a Needs Assessment of the Districts with the fewest or most under resourced parks and prioritize serving and improving parks in those districts in the next budget cycle. Assessment should consider factors like:
- g. Which district(s) are under-parked?
- h. What is causing the under-resourced parks?
- i. Which communities are most impacted in these under-parked districts

3. Measure Q and W/Commission on Homelessness

- a. Similar to PRAC, Commission on Homelessness should create a committee specific to Measure Q and another one specific to Measure W to ensure appropriate attention and care; and Commission should actively meet with relevant departments to devise KPIs and performance metrics for each respective Measure outcomes
- b. Oversight body can encourage city to strive towards retaining next paid staff member for at least the next year and strive to prevent turnover
- c. Oversight body should inquire into the City for a report update on Measure W funds and determine KPIs for how the oversight on those funds should be carried out
- d. Prioritize setting a consistent schedule and taking intentional efforts to keep website updated regularly

4. Measure Z/SSOC

- A. SSOC is working on creating an external website for more public access and engagement - this could be similar to LAC's individual website. Recommend setting a goal of launching it within the next 6 months
- B. SSOC should seek another presentation update from all involved stakeholders, particularly Police and Fire Department since Dept. of Violence Prevention (DVP) has already been meeting with SSOC recently → presentation updates should include department's goals and how they've shifted since pandemic and recent political events across the country

5. Measure D/Library Advisory Commission (LAC)

- A. Work on actively recruiting from Latinx community in District 3 to ensure as many communities are being represented. This can be done through trusted CBOs and stakeholder relationships (i.e. peer to peer networking)
- B. Conduct a Needs assessment of the Districts with the fewest or most under

- resourced libraries and prioritize those districts in the next budget cycle
- C. Continue to inquire with other relevant departments like Office of Public Works (OPW) and question why hiring delays continue (likely due to covid pandemic but would be helpful to have consistent updates on hiring schedule)
 - D. Share knowledge and best practices on engagement with the public and external communities with other oversight bodies

6. Measure HH/SSBAB

- A. Conduct a cost-benefit analysis of the Sugar Tax and determine if it did indeed reduce sales or consumption of sugary/sweetened beverages in Oakland. I recognize this might be an aspirational goal
- B. Conduct deeper research into whether the tax works in favor of consumers or is the tax passed onto customers - are distributors passing the tax onto consumers? Are consumers consuming less SSBs? There are competing articles on this topic so it would be helpful for the SSBCAB to know in order to accurately campaign for the tax again when it's due for renewal.

Another factor that might require more inquiry is whether the original intention of the Sugar-Sweetened Beverage tax should continue to be marketed or taken as a general tax instead of a special tax. The SSB-tax was designed to generate tax revenues from companies in Oakland that sold sugar-sweetened beverages that would fund programs and initiatives to combat obesity and support Oakland constituents most impacted by unhealthy foods and sugary drink products. Champions of the bill believed that creating a special tax that would earn two-thirds of the Oakland vote would be extremely difficult so instead of creating a special tax, they campaigned for a general tax, and marketed it as a general tax revenue generator that would fund those healthy initiative programs. This meant that any tax revenues generated from this sugar-sweetened beverage tax, would be directed to Oakland's general fund, and the City would not necessarily have to designate any funds to the healthy initiative programs that the campaign organizers, proponents, and constituents hoped it would.

However, one Councilmember I interviewed said that perhaps campaigners of the bill were slightly "misleading" when they first marketed the bill and "made promises they couldn't keep." Indeed, this created a huge public outcry the first year the first

tax funds were received when Mayor Schaff initially proposed to use the SSB Tax revenue to fill the budget deficit instead of the health programs that the Measure was intended for.² According to one of the interviewees, proponents of the measure started the public protests and the City Council essentially “backed down” and re-allocated more of the tax funds to those special programs than they initially proposed to. It still was not as much as the proponents would have liked, but the final amount allocated to these healthy initiatives ended up being more after the public protests.

With strong community organizing and public protests, oversight bodies could have great influence in steering the City in certain directions when deciding the budget and allocating general tax revenues. However, I believe the bigger question here is whether the SSB should be continued as a general tax if those revenues are being spent on certain programs and initiatives that were not part of the general purpose funds prior to it. That is, are voters aware that this is a general tax and not actually a special tax? Is the City going to continue funding healthy initiative programs based on community interests or will they use their Constitutional powers to use the funds on whatever they deem necessary in the next budget cycle?

7. Measure V/Cannabis Regulatory Commission (CRC)

- A. Continue to ensure policies and approaches are rooted in equity and diversity
- B. Did not take much time to observe them so my recommendations for CRC are not as in-depth

8. OUSD Measure G1 Oversight Commission

- A. Continue to maintain and expand schools and community engagement
- B. Consider changing the audit deadline because the December 31 date doesn't correspond with the audit deadline which is typically at the end of the fiscal year which is usually around the June/July calendar time frame. The oversight commission has had to set up a separate audit review process just

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<https://www.sfgate.com/bayarea/article/Authors-of-Oakland-s-soda-tax-say-mayor-is-11107037.php>

because the dates are different.

- C. Consider soliciting youth input and participation where possible.

Middle-School students are a little younger and might be more difficult to recruit but even an 8th/9th grader student could benefit from using the opportunity to learn more about civic engagement and school funding

- D. Similar to all the other oversight bodies, engagement and amplification of ballot measure progress is always helpful and could be improved. Consider amplifying more 1-pager summaries and press/media coverage like the recent Measure N news coverage.

9. OUSD Measure N Oversight Commission

- A. Consider soliciting more high school youth participation or consider creating an ordinance to allow for a 1-2 year Youth commissioner position or internship. It would create an opportunity for Youth to get involved with their school district funding, provide a professional development career path option for them (see Measure N in action), and would help build the pipeline of civic participation in Oakland youth. There are already two Student Board Members on the School Board, perhaps we can mirror this at least for the Measure N oversight body.
- B. With the renewal of Measure N nearing in the 2022 and 2024 cycle, the oversight body should take care to continue recording and amplifying success stories of the students who've benefited from Measure N, as well as the significant data points in OUSD student retention and academic achievement. With such grassroots oriented legislation, it'll be vital to maintain community input and support for the tax measure again either through more advertisement of students' success or public town halls and media coverage like the recent [Oaklandside article](#).