
Commissioners: Robert “Bob” Scott (Chair) — **PRESENT**; Blake Spears (Vice-Chair) — **PRESENT**; Suzi Kalmus — **PRESENT**; Jacqueline Johnson — **PRESENT**; Brandon Hemphill — **ABSENT**; Leslie Smith — **PRESENT**; Car-Lette Garrett — **PRESENT**; Sharawn Tipton — **EXCUSED LATE**; Kevin Beachem — **PRESENT**; Gwendolyn Thomas-Knight — **PRESENT**; Rhonda Ramirez — **PRESENT**

Human Services Department (HSD) Commission Staff: Ana Bagtas, Aging and Adult Services Manager; **Dr. Jason Lester**, Director of Human Services Department; **Jessi Cutter**, Outreach Developer; **Marshay Boyd**, Commission Clerk

MAYOR'S COMMISSION ON AGING

Wednesday, March 4, 2026

10:00 a.m. – 12:00 p.m.

Oakland City Hall, Hearing Room 1 - One Frank H. Ogawa Plaza

Meeting Minutes

1. Call To Order

Chair Robert “Bob” Scott called the meeting to order at 10:09 a.m., noted the meeting was being recorded, and reviewed public-comment protocols: speaker cards; public speaks first after each item/presentation; Open Forum at Item 10.

2. Roll Call/Determination of Quorum

Present at roll call: Chair Robert “Bob” Scott; Vice-Chair Blake Spears; Suzi Kalmus; Jacqueline Johnson; Leslie Smith; Car-Lette Garrett; Kevin Beachem; Gwendolyn Thomas-Knight, Rhonda Ramirez

Late Arrival: Sharawn Tipton

Absent: Brandon Hemphill

Quorum: Established, nine commissioners present at roll call.

3. Adoption of Agenda

ACTION ITEM: Jacqueline Johnson / Leslie Smith / Moved — Approved.

Discussion: Chair highlighted agenda items on subcommittee launch and the Race & Equity presentation.

4. Approval of December 3, 2025, January 7, 2026, and February 4, 2026, Meeting Minutes

ACTION ITEM: Suzi Kalmus / Blake Spears / Moved — Approved.

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Discussion: Chair thanked the Clerk for minutes that were “accurate, succinct, well-organized” and noted the standardization now in place

5. Public Comment (Specific Agenda Items, limit of two minutes)

No speaker cards at this time.

6. Chair’s Announcements/Reports – Robert Scott, MCOA Chairperson

Subcommittee Assignments Confirmed.

Health & Nutrition — Chair: Rhonda Ramirez; Vice-Chair: Blake Spears; Members: Jackie Johnson, Leslie Smith.

Safety & Violence Prevention — Chair: Bob Scott; Vice-Chair: Brandon Hemphill; Member: Gwendolyn Thomas-Knight.

Transportation — Chair: Suzi Kalmus; Vice-Chair: Car-Lette Garrett; Member: Kevin Beachem

- **Suggested MCOA Member Assignments for Senior Center Advisory Councils**

Commissioners aligned to West, East, North, Downtown advisory councils; multiple commissioners may serve per center. Chair and commissioners discussed district alignments, and confirmed West (Scott + Johnson lead), East (Garrett + volunteers, including Tipton), North (Smith + Garrett), Downtown (Ramirez). Monthly meeting frequency noted; calendars to be shared. Orientation needs & visibility. Request for orientation on conducting public meetings; plan to provide printed copies of the plan at orientation; increase Commission visibility in community and ensure website/bylaws/distribution lists are current.

April/May MCOA Meeting Location

April MCOA meeting to remain at City Hall; May targeted for West Oakland Senior Center; July slated for East (timing to avoid Food Bank day); October slated for Downtown. Commissioner pinning ceremony planned (City to provide pins).

Discussion: Commissioners and staff confirmed monthly cadence, calendar publication, and orientation logistics (brief, practical skills, and agenda development).

Launch of Age-Friendly 2.0 Strategic Plan Sub-Committees and Assignments

Launching Health & Nutrition, Safety & Violence Prevention, and Transportation subcommittees pursuant to the Strategic Action Plan.

Discussion: Commissioners emphasized clear roles, reporting cadence, and early wins for each team; Chair reiterated using the adopted assignments table and bringing back updates in April.

7. Human Services Department/Aging & Adult Services Report – Ana Bagtas, Aging and Adult Services Manager, HSD

- **Overview of Sub-Committee Structure, Charter, Logistics**

- A four-page draft charter launches three working subcommittees Health & Nutrition, Safety & Violence Prevention, Transportation. to translate the 5-Year Strategic Action Plan into concrete projects with measurable objectives, equity metrics, and quarterly

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(or mid-year/annual) report-outs to the Commission. Composition includes MCOA, AAS, USF SONHP (students and faculty), Senior Center Advisory Councils, community partners, and the Department of Race & Equity.

- Year-1 (12-month) operational timeline.
 - Months 1–3: Review survey/listening-session data and issue briefs; identify priority needs and current service inventory; conduct gap analysis.
 - Months 4–6: Select 2–3 priority projects per subcommittee; build implementation framework; set equity-centered metrics; finalize evaluation plan and resources.
 - Months 7–9: Launch partnerships; prioritize outreach to marginalized communities; begin pilot implementations.
 - Months 10–12: Continue implementation; collect performance data; review outcomes & adjust; prepare mid-year/annual evaluations for MCOA (and City Council update).

- **Next Steps**

- Meeting cadence & public notice. Subcommittees start in March; first meetings April/May; at least monthly cadence recommended. Staff will send recurring calendar invites and co-develop agendas with chair/vice-chair. Because these are public meetings, use 72-hour posting (three days, weekends included) when a majority could attend.
- Data & equity integration. Day-one meetings will present subject-specific data (segmented by zip code/district) with an equity analysis from the Department of Race & Equity; additional data collection may occur to reach neighborhoods/populations not captured by initial surveys.

- **Division/Department Updates**

- West Oakland Senior Center (WOSC): Construction finished late 2025; reopening planned late March (target event in May for Commission meeting). Kitchen equipment theft remains unresolved—no meal service at opening; Mercy Brown Bag grocery distribution will resume; ribbon-cutting to be scheduled by Public Works with the Mayor’s office.
- Staffing: Two senior center directors are being onboarded and trained (to ensure coverage as programs shift back to WOSC); existing vacancies at North and East are being addressed; West’s director is preparing the building.
- Funding updates & grants. City received \$1.3M CalAIM (requires 50% local match, achievable via existing staff time); AAA Information & Assistance grant decision pending (4-year cycle); invited to submit a Kaiser “Access to Care” proposal; county RFPs for Senior Center Activities, Case Management, Transportation expected soon.

Discussion: Clarified metrics ownership (each subcommittee maintains a tracker), USF SONHP evaluation support, and Race & Equity participation. Agreed on Zoom orientation (30–45 minutes), Calendly poll for dates, and printed plan packets for chairs/vice-chairs.

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Correction to record per April 1, 2026 meeting minutes approval: References to “contractors” working weekends should read part-time custodial staff; overtime is paid when outside normal schedules.

8. Presentation: Embedding Race and Equity in Planning – Department of Race and Equity

The Chair welcomed Amy Ferguson-Yep Program Analyst, from the City of Oakland’s Race and Equity Department to present.

- Department Mission. Citywide integration of “fair and just” to achieve equitable outcomes for all communities.
- Equity Defined and a vision where Oakland’s diversity is maintained, racial disparities eliminated, and racial equity achieved; goals include identifying and eliminating systemic causes within government, promoting inclusion, and reducing race-based disparities.
- Systemic/Institutional Racism. Overview of how institutions can perpetuate inequitable life outcomes; video resource shared.
- Geographic Equity Toolbox — priority-neighborhood indicators and weights: People of color (25%), Low-income households (25%), Disability (10%), Seniors 65+ (10%), Single-parent families (10%), Severely rent-burdened (10%), Low educational attainment (10%).
- Working Assumptions and the Curb-Cut Effect — designing for those with greatest barriers produces community-wide benefits.
- Older-Adult Equity Outcome affirmed: Oaklanders—including those facing disparities due to race, age, language, disability, gender, and other inequities—feel safe, healthy, included, and connected with access to supports to age well.

Discussion: Commissioners discussed applying the toolbox to subcommittee work (target neighborhoods, language access), aligning with the Age-Friendly 2.0 goals, and using disaggregated data in quarterly reporting.

9. Advocacy Report – Blake Spears, MCOA Vice-Chairperson

- **Presentation: Advocacy and Legislative Updates – Lenore Gunst, Senior Services Coalition Fellow MCOA Commissioner**
 - Build advocacy infrastructure. Establish liaisons at each senior-center advisory council and broaden direct relationships with City Council (members and aides) so commissioners’ voices—and seniors’—are consistently heard during budget and policy processes.
 - Budget season strategy. City faces a fiscal crisis; commissioners should engage district budget forums (seek weekend scheduling for accessibility), prepare data-driven talking points, and coordinate letters/testimony with service-provider partners.
 - West Oakland model. Last year, West Oakland seniors delivered ~400 letters to Council—an effective template to replicate across centers; Senior Services Coalition offers training, materials, and will accompany commissioners to advisory-council meetings to launch efforts.

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- Near-term outreach. Coordinate introductions at each advisory council; pursue attendance by district councilmembers (example outreach to CM Carol Fife for the May WOSC meeting); use Zoom for 1:1 councilmember briefing when needed.

Discussion: Commissioners supported training on the budget cycle, advocacy roles (letters, testimony, presence at City Hall), and collaborative campaigns with advisory councils. Lenore to follow up with contacts, dates, and materials; commissioners to confirm center assignments and availability.

10. Open Forum (Limit of two minutes)

Philip (Public Member): Requested Commission support for a Memorandum of Understanding between Human Services and Oakland Parks & Recreation to centralize facility rentals and ensure rental revenue consistently sustains senior center programming; cited past rental income (e.g., a single church rental yielding ~\$41,000/year) and urged accountability improvements aligned with Auditor findings. Also asked about replacing WOSC's refrigerator (~\$65,000) and potential sponsorships.

11. Closing Remarks & Adjournment

Chair summarized next steps:

- Zoom orientation for subcommittee chairs/vice-chairs (dates to be polled via Calendly).
- Adopt 72-hour posting for subcommittee meetings; staff to send recurring calendar invites and assist with agendas.
- First subcommittee meetings to commence April/May; opening month focus on data review and gap analysis; set priority projects and equity metrics.
- WOSC reopening late March; Commission meeting at WOSC pushed to May; July meeting slated for East (revisit timing to avoid Food Bank day); October at Downtown.
- Follow-ups: City to respond on contractor-assisted cleaning/volunteer policies; continue kitchen-equipment reimbursement efforts; finalize ribbon-cutting date; provide printed plan packets; update website/bylaws/distribution lists; share Race & Equity slides/video link; coordinate Senior Services Coalition budget-advocacy training and advisory-council liaison introductions.

ACTION ITEM: Blake Spears / Leslie Smith / Moved — Approved.

Meeting adjourned at 12:18 p.m.

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Sub Committee		Chair	Vice Chair	Members
Health and Nutrition		Rhonda Ramirez	Blake Spears	Jackie Johnson, Leslie Smith
Safety and Violence Prevention		Bob Scott	Brandon Hemphill	Gwen Thomas-Knight
Transportation		Suzi Kalmus	Car-Lette Garrett	Kevin Beachem
Commissioners	Dist.		Sub Team	Advocacy Center
Bob Scott	D-3	Chair		West
Blake Spears	D-4	Vice Chair		
Suzi Kalmus	D-2			
Jacqueline Johnson	D-7			East
Brandon Hemphill	D-7			
Leslie Smith	D-4			North
Car-Lette Garrett	D-7			North
Sharawn Tipton	D-6			
Kevin Beachem	D-5			
Gwendolyn Thomas-Knight	D-6			
Rhonda Ramirez	D-6			Downtown

Age-Friendly Oakland 2.0
Aging Well in Oakland: A 5-Year Strategic Action Plan (2025-2030)
Subcommittee Charter

BACKGROUND

The City of Oakland joined the World Health Organization (WHO) and AARP Age-Friendly Network in 2018, committing to advance livability and equity for residents as they age. To build on this commitment, the Mayor’s Commission on Aging (MCOA) and the City’s Human Services Department, Aging and Adult Services Division (AAS), launched the **Age-Friendly 2.0** planning effort to develop **Aging Well in Oakland: A 5-Year Strategic Action Plan (2025–2030)**. Guided by the Strategic Planning Steering Committee, the planning process centered equity and established the following race and equity outcome framework to guide strategies addressing the needs of Oakland’s growing older adult population.

Older adults in Oakland – including people facing disparities due to race, age, language, disability, gender, and other inequities – feel safe, healthy, included, and connected in the community by having access to the resources and supports they need to age well and live full lives.

In the first year of the initiative, MCOA and AAS conducted a citywide needs assessment that included nearly 950 survey responses and 13 community listening sessions. The assessment identified key gaps in awareness and access to services, transportation, safety, health equity, and culturally responsive supports. These findings informed the development of **five strategic goals** that will guide priorities, actions, and investments through 2030.

- Goal 1. Strengthen and Sustain Senior Centers as Anchors of Community Connection and Wellness.
- Goal #2: Ensure Equitable Access to Services through Hands-On Navigation, Outreach, and Information and Assistance.
- Goal #3: Build and Promote Safe, Walkable, and Inclusive Neighborhoods and Public Spaces, Prioritizing Underserved Communities.
- Goal 4: Support Independence and Aging in Place with Housing, Care, and Community Supports.
- Goal 5: Advance Health, Nutrition, and Mental Wellness for All Older Adults.

To operationalize the plan’s strategic direction and translate broad goals into measurable implementation steps, the MCOA established focused subcommittees in March 2026. The University of San Francisco School of Nursing & Health Professions (USF SONHP) serves as a key strategic partner, contributing expertise in community and public health, geriatric

workforce development, violence prevention, health education, program evaluation, and nurse-led clinical services to support aging well in Oakland.

PURPOSE

The Subcommittees are established to advance implementation of the Age-Friendly Oakland 2.0 - Aging Well in Oakland: A 5-Year Strategic Action Plan (2025-2030). Each Subcommittee will function as a working body focused on implementation, coordination, and accountability within its designated issue area and will be responsible for:

1. Translating strategic goals into concrete, actionable projects to be implemented and completed by 2030.
2. Identifying measurable objectives, performance indicators, and annual benchmarks.
3. Advancing equity-centered strategies that prioritize marginalized communities, including those who have experienced oppression and biases based on race, gender, sexual orientation, disability, socioeconomic, language, immigration status, and other systemic and structural discrimination.
4. Aligning city, community-based, and university resources to strengthen Oakland's aging services ecosystem.
5. Providing quarterly implementation updates and recommendations to the Mayor's Commission on Aging.

SUBCOMMITTEE STRUCTURE

Three subcommittees were formally established by the MCOA and launched at the March 2026 MCOA meeting. Other subcommittees may be established to address the identified community needs and advance the goals of the 5-year plan.

1. Health and Nutrition Subcommittee

Advances Goal 5 (Health, Nutrition, and Mental Wellness) and related objectives, including food security, preventive health services, mental health access, health education, and collaboration with clinical and academic partners such as USF SONHP.

2. Safety and Violence Prevention Subcommittee

Advances Goal 3 (Safe, Walkable, and Inclusive Neighborhoods) and cross-sector strategies addressing violence prevention, elder mistreatment, neighborhood safety, trauma awareness, and interdepartmental collaboration. Collaboration with USF SONHP's Public Health program will be critical in advancing this goal.

3. Transportation Subcommittee

Advances Goals related to equitable mobility, aging in place, and access to services, including improvements to transportation access, walkability, and connectivity to senior centers and health services. The City's Oakland Paratransit for the Elderly and Disabled program can be leveraged to promote available transportation resources, identify gaps

in services, and guide development of new programs to improve access and connectivity to community supports.

SUBCOMMITTEE COMPOSITION

Each Subcommittee shall include representation from:

- Mayor’s Commission on Aging (MCOA) – Policy oversight and community accountability.
- City of Oakland Human Services Department – Aging and Adult Services Division – Lead coordination, planning facilitation, and implementation alignment.
- University of San Francisco School of Nursing & Health Professions (USF SONHP) – Technical assistance, public health expertise, workforce development, program evaluation, and nurse-led community initiatives.
- Senior Center Advisory Councils – Direct resident voice and lived experience.
- Members of the Public – Including older adults, caregivers, and community stakeholders.
- Community-Based Organizations and Cross-Departmental City Partners, as relevant to each topic area.
- City of Oakland Department of Race and Equity – Equity guidance and accountability.

AAS, MCOA leadership, and USF SONHP will serve as lead entities facilitating and steering the subcommittee planning process, providing backbone support, and identifying resources, including technical, academic, financial, and operational, to advance subcommittee priorities.

ROLES AND RESPONSIBILITIES

Subcommittee Responsibilities

1. Develop a 2026–2030 implementation roadmap aligned with the 5-Year Strategic Action Plan goals.
2. Identify 2–3 priority projects per subcommittee with defined timelines, responsible parties, and measurable outcomes.
3. Apply an equity lens to all recommendations, with guidance from the Department of Race and Equity.
4. Leverage data from the Age-Friendly 2.0 needs assessment to address documented gaps in awareness, access, safety, transportation, and health equity.
5. Identify funding opportunities, partnership strategies, and policy recommendations.
6. Coordinate across subcommittees to ensure integrated and non-duplicative strategies.
7. Submit quarterly report-outs to the MCOA summarizing progress, barriers, and resource needs.

Lead Entities (MCOA, Aging & Adult Services, USF SONHP)

1. Provide facilitation and administrative support.
2. Ensure alignment with City priorities and budget cycles.
3. Provide technical expertise in public health, gerontology, violence prevention, digital literacy, and program evaluation.
4. Support development of measurable indicators and evaluation frameworks.
5. Assist with data analysis, grant writing, and cross-sector collaboration.
6. Ensure transparency and public engagement throughout the process.

Member Responsibilities

1. Attend monthly meetings (at minimum).
2. Participate actively in strategy development and project planning.
3. Contribute subject matter expertise and lived experience.
4. Support outreach to communities most impacted by disparities.
5. Assist in identifying implementation partners and resource opportunities.

MEETING CADENCE AND REPORTING

- Subcommittees launched March 2026.
- Individual subcommittee meetings commence April/May 2026.
- Meetings will occur at least monthly.
- Quarterly report-outs will be presented to the Mayor's Commission on Aging.
- Annual progress summaries will inform City planning and budget discussions.

EQUITY COMMITMENT

The subcommittees commit to advancing aging as a matter of dignity, independence, safety, and equity. Equity will be embedded at all stages of subcommittee work, including:

- Prioritizing underserved neighborhoods and marginalized populations identified in the needs assessment
- Ensuring language access and culturally responsive engagement.
- Incorporating trauma-informed and anti-ageist approaches.
- Applying disaggregated data analysis to track disparities.

TERM AND DURATION

The Subcommittees shall operate from 2026 through 2030, aligned with the duration of the Aging Well in Oakland: A 5-Year Strategic Action Plan. The MCOA retains oversight authority and may revise subcommittee scope or composition as necessary to ensure effective implementation.

DRAFT

Age-Friendly Oakland 2.0 — Subcommittee 12-Month Operational Timeline (Year 1)

Key Activities	1	2	3	4	5	6	7	8	9	10	11	12
Review Issue Briefs, survey data, listening sessions, equity analysis, DOT Geographic Equity Toolbox	■	■										
Identify priority needs and service inventory		■										
Conduct service gap analysis			■									
Develop strategies and select 2-3 priority projects				■								
Develop implementation framework, objectives, and equity metrics					■							
Finalize metrics, evaluation plan, and resources						■						
Launch partnerships and prepare project rollout							■					
Community outreach and pilot preparation, prioritizing marginalized communities								■				
Begin program/service pilot implementation									■			
Continue implementation and collect performance data										■		
Review outcomes and adjust strategies											■	
Prepare mid-year and annual evaluation - report to MCOA. City Council												■

DRAFT

Department of Race & Equity

The Department of Race and Equity of the City of Oakland will intentionally integrate, on a citywide basis, the principle of “fair and just” in all the City does in order to achieve equitable outcomes for all people and communities.



WELCOME!

THE FOLLOWING **TRAINING** HAS BEEN APPROVED FOR
CITY OF OAKLAND EMPLOYEES
BY THE DEPARTMENT OF RACE AND EQUITY

THE TRAINING HAS BEEN RATED

BF

BLAME-FREE

REQUIRES AN OPEN MIND AND CRITICAL THINKING

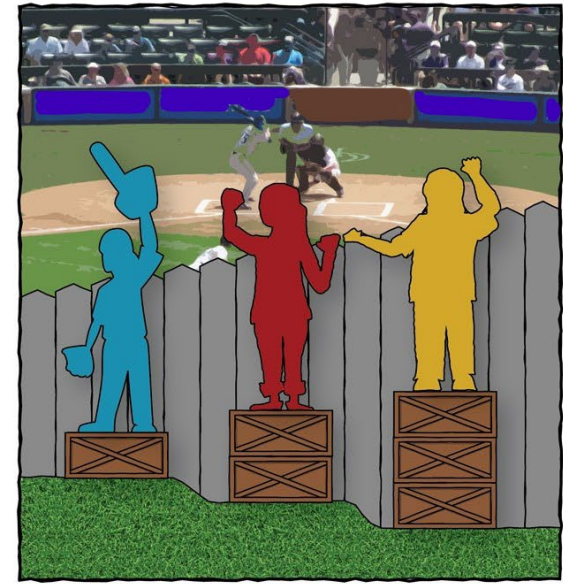
**THIS TRAINING IS NOT ABOUT PLACING BLAME OR MAKING ANYONE FEEL GUILTY.
IT IS ABOUT TAKING RESPONSIBILITY.**

Eq-ui-ty (*ek-wi-tee*), noun

- Just and fair inclusion.
- An equitable society is one in which all can participate and prosper.
- The goals of equity must be to create conditions that allow all to reach their full potential.
- In short, equity creates a path from hope to change.



EQUALITY



EQUITY



Systemic and Institutional Racism

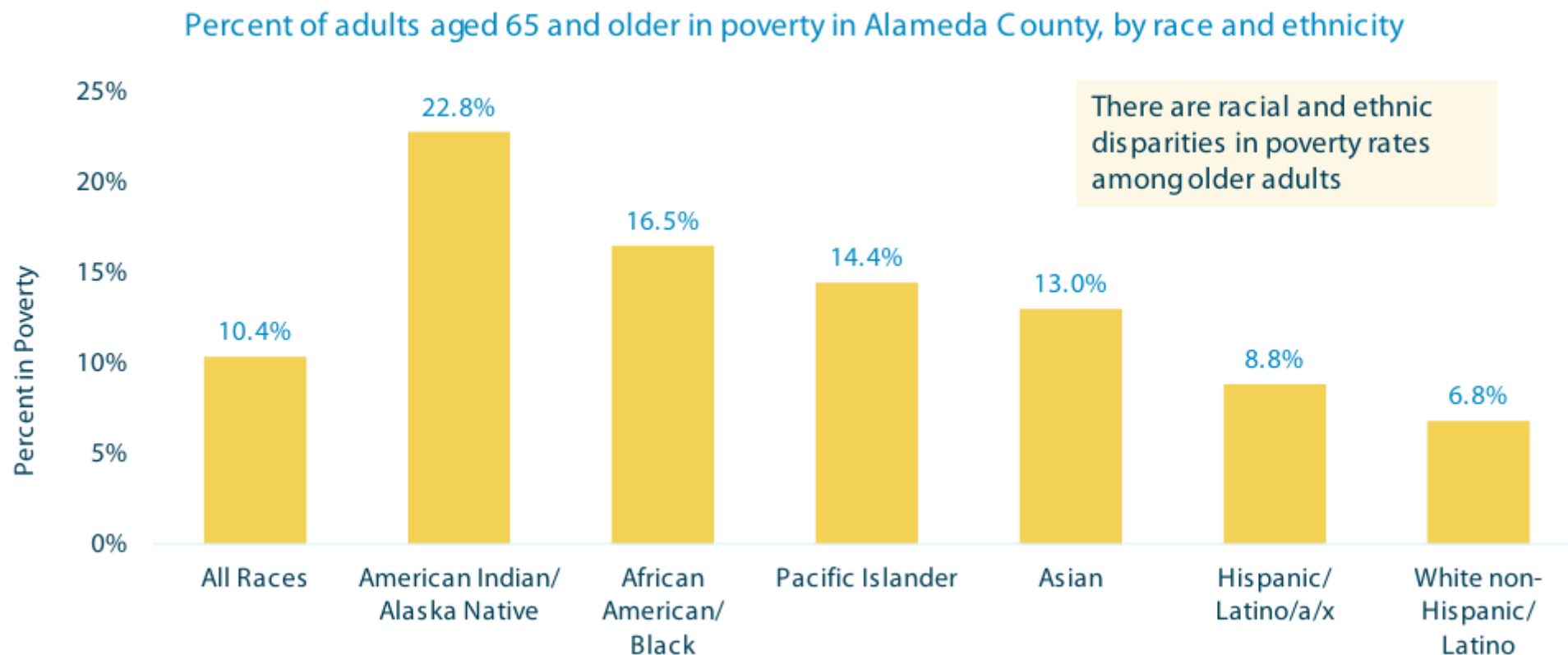
A pattern of social institutions; such as governmental organizations, schools, banks, and courts of law, perpetuating negative treatment toward a group of people based on their race. Institutional racism leads to inequality in opportunity and inequity in life outcomes.

Systemic [Institutional] Racism Video

<https://youtu.be/7WIVnFPVvsY?si=26liB83Y4MYuHdqo>

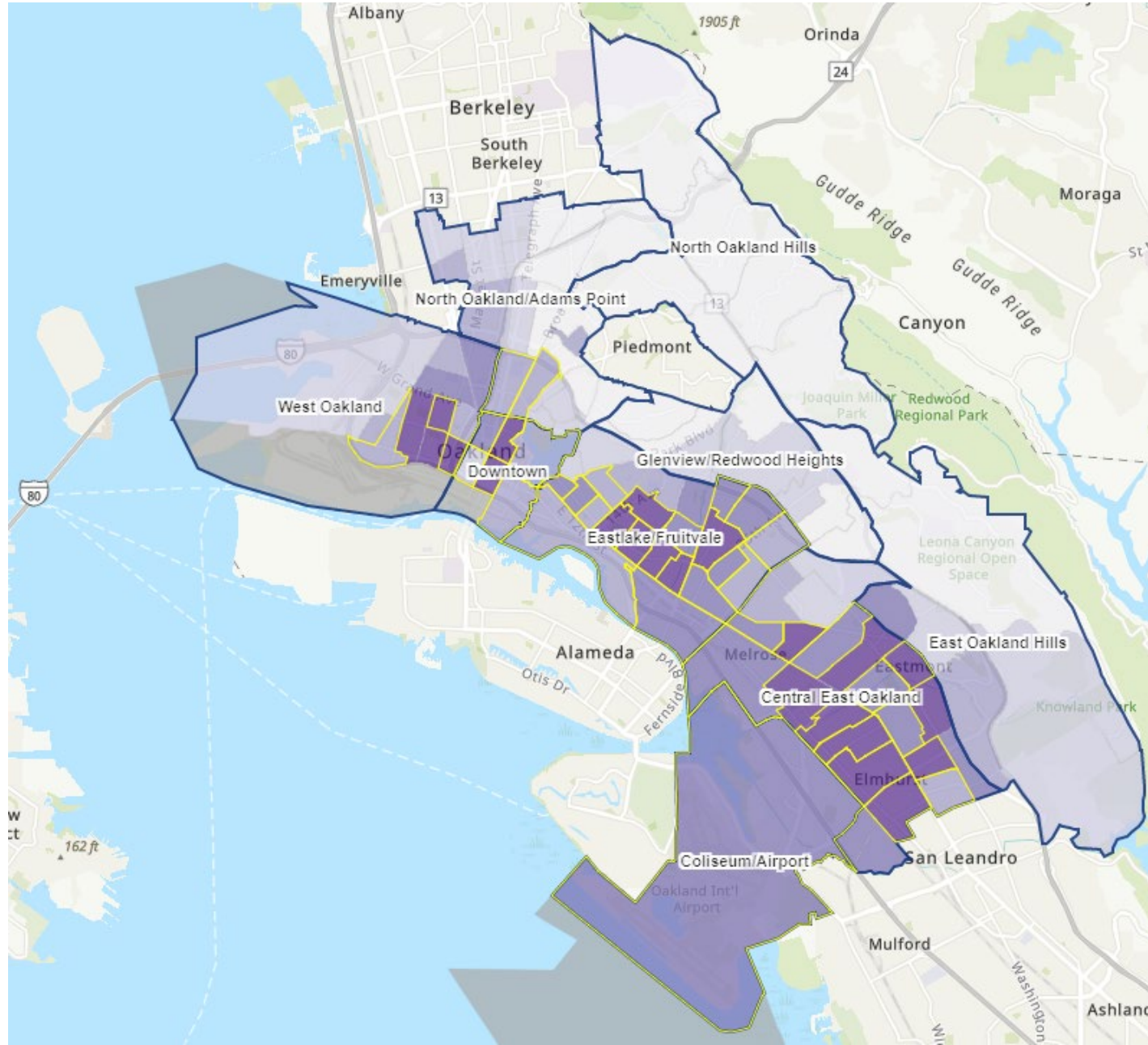
Racial Disparities in Senior Population

Racial and ethnic disparities in poverty



Source: 2022 ACS 5-year files; except for White, all groups include Hispanic/Latino; Hispanic/Latino includes people of any race.

Geographic Equity Toolbox



Priority neighborhoods:

- People of color (25%)
- Low-income households (25%)
- People with a disability (10%)
- Seniors 65 and over (10%)
- Single parent families (10%)
- Severely rent-burdened households (10%)
- Low educational attainment (10%)

Vision: To create a city where our diversity has been maintained, racial disparities have been eliminated, and racial equity has been achieved.

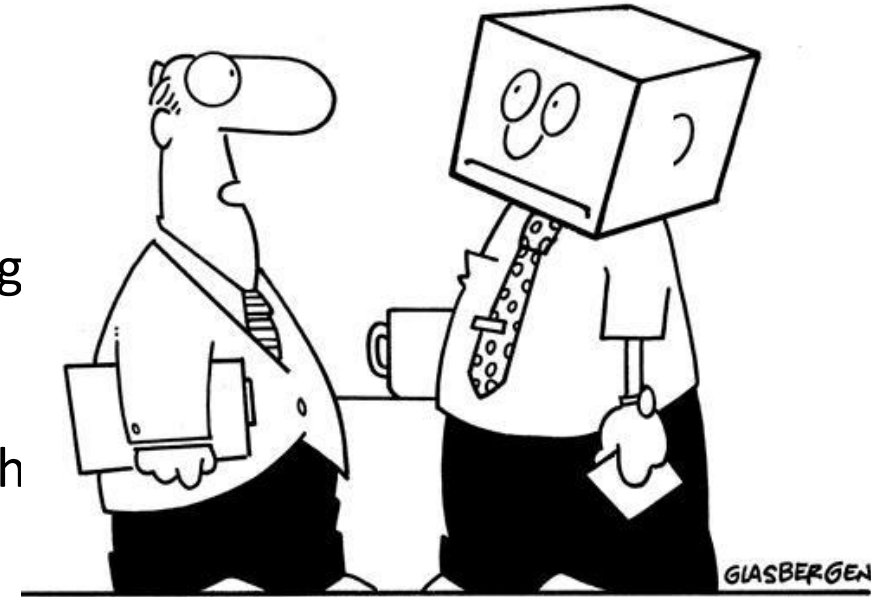


Goals:

- Identify and eliminate systemic causes of racial disparities in City Government.
- Promote inclusion and full participation for all residents of the City.
- Reduction of race-based disparities in our communities.

Working Assumptions

- Race matters. Almost every indicator of well-being shows troubling disparities by race
- Disparities are often created and maintained inadvertently through policies and practices that contain barriers to opportunity
- It's possible-- and only possible-- to close equity gaps by using strategies determined through an intentional focus on race
- If opportunities in all key areas of well-being are equitable, then equitable results will follow
- Given the right message, analysis, and tools, people will work toward racial equity



“Thinking outside of the box is difficult for some people. Keep trying.”

Advancing Racial Equity in City Government

Current efforts



DEPARTMENT OF
RACE AND EQUITY



The Town Talks

for City employees

About Racial Equity



The Town Talks

About Racial Equity

Hosted by the Department of Race and Equity.



Join Dr. Robin DiAngelo in an exploration of the impact of white

CAPACITY BUILDING + TRAINING

ADVANCING RACIAL EQUITY (AREA) ACADEMY TRAINING			
MONDAYS 1p-4p			
MODULE 1: RACE & EQUITY 101	MODULE 2: IMPLICIT BIAS & SOCIAL POWER	MODULE 3: INCLUSIVE ENGAGEMENT, ACCOUNTABILITY AND LOCAL GOVERNMENT	MODULE 4: IMPLEMENTING EQUITY
Jan. 6, 2025	Jan. 13, 2025	Jan. 27, 2025	Feb. 3, 2025
April 7, 2025	April 14, 2025	April 21, 2025	April 28, 2025
Oct. 13, 2025	Oct. 20, 2025	Oct. 27, 2025	Nov. 3, 2025
Nov. 17, 2025	Dec. 1, 2025	Dec. 8, 2025	Dec. 15, 2025
<u>RACIAL EQUITY IMPACT ANALYSIS (REIA) TRAINING Mondays at 1p-3:30p</u> <i>AREA (Modules 1-4) training is a prerequisite to REIA</i>		<u>RESULTS BASED ACCOUNTABILITY (RBA) TRAINING Mondays at 1p-3:30p</u> <i>AREA (Modules 1-4) training is a prerequisite to RBA</i>	
February 24, 2025		March 3, 2025	
May 19, 2025		June 2, 2025	



- Departments have created Racial Equity Teams
- Leadership Capacity Building

Building internal infrastructure and skills for change

Applying new skills to develop actions focused on change in policies, procedures and practices that advance racial equity.



Equitable Cannabis Policy

by Leslie Valencia
Read at: www.lesliev.net

University of California, Berkeley &
The Greenlining Institute

Recommendations for California municipalities and analysis of Oakland's Equity Permit Program



The City of **Oakland** requires a **Mobile Food Vending** permit to sell **food** from a truck, trailer or cart on private property, the sidewalk, or the street. This is in addition to Alameda County health **permits**, a City of **Oakland** Business Tax Certificate, and other applicable **permits**.

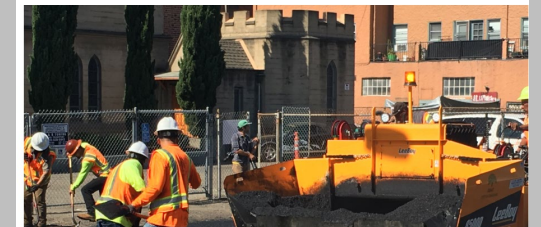


[Mobile Food Vending - City of Oakland](https://www.oaklandca.gov/topics/food-and-mobile-vending-permits)

<https://www.oaklandca.gov/topics/food-and-mobile-vending-permits>

OakDOT Kicks Off Three-Year, \$100 Million, Equity-Focused Paving Plan

Post Date: Aug 22, 2019

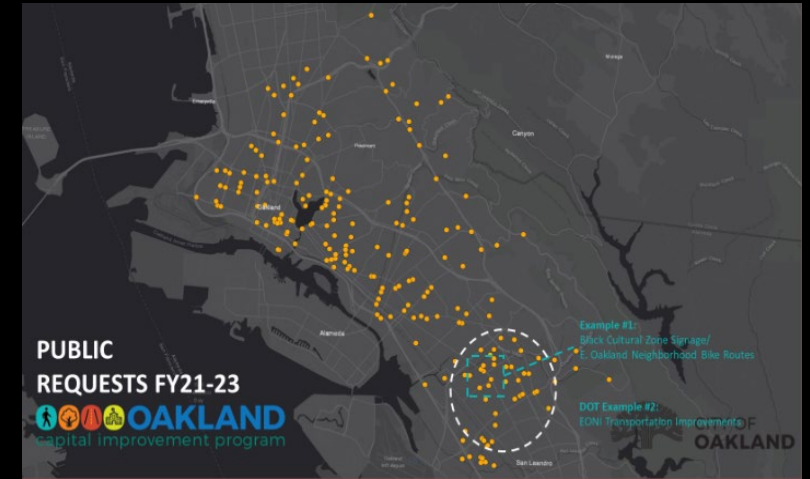
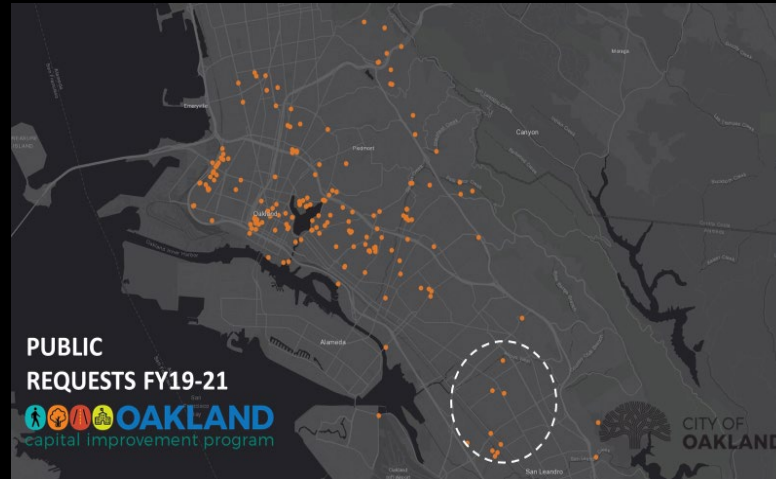




Oakland Equity Indicators



MEASURING CHANGE TOWARD
GREATER EQUITY IN OAKLAND



Developing Performance Measures

How much did we do?

How well did we do it?

Is anyone better off?/Who? How do we know?

Measure progress and recognize
accomplishments



CITY OF OAKLAND
Department of Race and Equity

Accomplishment Report
2020 – 2022

Why is Equity the Best Model?

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



Before



After

Equity Outcome

Older adults in Oakland – including people facing disparities due to race, age, language, disability, gender, and other inequities – feel safe, healthy, included, and connected in the community by having access to the resources and supports they need to age well and live full lives



Questions, etc.

