CITY OF OAKLAND
BUDGET ADVISORY COMMISSION

Notice is hereby given a meeting of the City of Oakland Budget Advisory Commission (BAC) is scheduled for:
Wednesday, November 18, 2026, at **6:00 PM**

The Budget Advisory Commission meeting will be held in Hearing Room 4 at Oakland City Hall. Members of the public may also observe the meeting remotely using the Zoom link provided below.

Commission Members:
Rana Bader Matly, Will Bao, Mandela Bliss, Larisa Casillas, Danforth Dougherty, Susan Flores, Ben Gould, Mike Petouhoff, Karen Roye, Stephisha Ycoy-Walton, Vanessa Zamora

City Representative(s):
Tiffany Kirk Patrick, Walter Silva, & Asti Jenkins – Finance Department

Special Meeting Agenda:

1. **Welcome and Administrative Matters (5 min)**

2. **Roll Call (5 min)**

3. **Approval of Minutes (10 min)**
   - Review available draft minutes and the status of July and August corrections.

4. **BAC Leadership Transition (5 min)**
   - Confirm recorded officer selections and effective dates.

5. **FY 2027-29 Budget Priorities Survey (10 min)**
   - Survey is live in English, Spanish and Chinese through December 12. Karen and the ad hoc committee will cover library office hours (see flyer), outreach and results reporting. Update on the $2,000 contribution and receipt process.

6. **2027 Strategic Plan Review and Commissioner Input (20 min)**
   - Review the approved plan and invite commissioner input on implementation.

7. **BAC Work Plan and Annual Budget Calendar (15 min)**
   - Review priorities, the annual calendar and timing of the next three-year self-evaluation.
8. **Transition-Age Youth (TAY) (10 min)**
   - Discuss next steps following the Department of Violence Prevention presentation.

9. **Finance and Management Committee Update (10 min)**
   - Karen Roye: briefing on the special committee meeting.

10. **Ad Hoc Committee Updates (15 min)**
    - Give each reporting committee an equal share of the allotted time.

11. **Proposals for Future Agenda Items (5 min)**
    - Route materials through the Chair to the staff liaison.

12. **Open Forum (10 min)**

13. **Adjournment**

Attachments:
Item 3 | Minutes for reference July 8 and August 12 are copies from prior packets. Tiffany to confirm corrected versions and which minutes require action before posting.
Item 5 | Library office-hours flyer. Outreach schedule for the FY 2027-29 Budget Priorities Survey, provided by Larisa Casillas.
Items 6 and 7 | BAC 2026 Strategy and work plan. The January 7 strategy includes the 2026 work plan and ad hoc deliverables. One copy serves both items.
Item 7 | Annual budget calendar. Planning draft for commissioner review. Hearing dates and internal deadlines are subject to staff confirmation.

You are invited to a Zoom webinar!
When: Nov 18, 2026 06:00 PM Pacific Time (US and Canada)
Every month on the Second Wed
Please download and import the following iCalendar (.ics) files to your calendar system.
Monthly: https://us06web.zoom.us/webinar/tZYqc-yprjMiGN1aM05NFgTXes6X3Anylyzz/ics?icsToken=DFeOk_ykLSKFsTFSJAAALAAAACR--AIOW6ozs9hfsPL_9x0ScQT2HerD0XUOfHeKMUCpn3prRUoRx_c79669TjQh5B4n-dRYt29qnpA5NzAwMDAwMg
Topic: Meeting of the City of Oakland Budget Advisory Commission (BAC)

Join from PC, Mac, iPad, or Android:
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CITY OF OAKLAND

BUDGET ADVISORY COMMISSION

Meeting of the City of Oakland Budget Advisory Commission (BAC) held **Tuesday, September 15th, 2026** at **6:00 PM.**

The Budget Advisory Commission was held in City Hall Hearing Room 2.

Commission Members:

Mandela Bliss, Larisa Casillas, Mike Forbes, Ben Gould, Mike Petouhoff, Stephisha Ycoy-Walton, Karen Roye, Vanessa Zamora, Rana Bader Matly, Danforth Doughtery, Susana Flores, Will Bao

City's Representative(s):

Tiffany Kirk Patrick, Walter Silva, and Asti Jenkins – *Finance Department*

Meeting Minutes:

1. Welcome and Administrative Items / Roll Call (5 minutes)

- The meeting was called to order.
- Commissioners present: Ben Gould, Mike Petouhoff, Danforth Doughtery, Susana Flores, Larisa Casillas, Will Bao, Stephisha Ycoy-Walton, Vanessa Zamora, Rana Bader Matly
- Absent: Mike Forbes, Mandela Bliss, Karen Roye,
- Quorum was established with 9 out of 12 commissioners present.
- Check in on goals set from start of year
    - Chair and commissioners discussed the importance of balancing improving the City and the commission's actual conditions with enhancing public image
    - A key focus was the rising healthcare costs impacting the city budget, highlighted by recent negotiations with the Oakland Police Officers Association involving wage increases coupled with officers assuming a greater share of healthcare expenses
    - The Chair urged members to engage actively in ad hoc committees while considering scheduling and quorum needs
- Update on Remote meeting support from staff
    - Discussion confirmed that meetings remain in City Hall due to staff work location policies, though commissioners expressed concern about accessibility for community members, especially considering parking and feelings of safety.

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    - Alternatives such as remote meetings or ad hoc gatherings in community venues were noted but constrained by logistical and staffing issues. The Commission seeks creative solutions to increase public participation.
- Update on Commissioner Protocol Terms: 3 years not 2 under BAC enabling Ordinance
    - Clarifications on commissioner term limits are pending, with updates expected soon to assist upcoming elections.
    - See policy at link below and forward any questions to Mike and Tiffany ii. https://www.oaklandca.gov/files/assets/city/v/1/boards-amp commissions/documents/bac/budget-advisory-commission-establishing ordinance-13337-c.m.s.pdf
- Approval of Prior Minutes
    - Deferred to next meeting

2. FY27-29 Resident Survey (30 minutes)

Larisa Casillas presented on the biennial resident survey for the 2027–2029 budget cycle, emphasizing its role in shaping City Council and mayoral budget priorities. The survey draft was shared in the agenda and solicited public feedback, focusing on identifying gaps and additional questions meaningful to residents. It was noted that the survey will be translated into Spanish and Mandarin to broaden accessibility. Public speakers from diverse community groups provided input on:

- Concerns about specific departmental budget allocations (e.g., Adult Managing and Aging staffing and funding sources).
- The need to include questions on surveillance technologies like Flock and community trust in public safety measures.
- Requests for improved outreach by holding meetings in the community rather than City Hall to increase participation from underrepresented areas, especially the Flatlands.
- Suggestions to add survey questions addressing aging-related issues such as transportation, nutrition, social isolation, physical accessibility, disability accommodations, and language access.
- The importance of including demographic questions relevant to disability and LGBTQ+ communities.
- Calls for attention to food quality and equity issues, community partnerships to improve survey reach, and concerns about accessibility of meetings.

The survey outreach approach aims to incorporate public focus groups and to collect broad input for Council and mayoral consideration.

    - Discussion of Potential East Bay Polling Institute and Potential attendance at Oct mtg

3. Report and vote on Public Safety, Economic Development and Violence Prevention Report and staff collaboration (30 minutes)

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The Chair and ad hoc members updated on recent meetings with city staff, including the mayor and violence prevention director Dr. Holly Joshi. Key points include:

- Acknowledgment of the overlap between historic redlining, food deserts, crime concentration, and other social determinants influencing public safety challenges.
- Validation of the report's recommendation to separate violent and non-violent crime responses, with support for expanding Project Ceasefire / Project Lifeline to reach a higher percentage of at-risk individuals.
- The need to consolidate multiple recommendations into a manageable framework, with a strong emphasis on public education and community engagement as foundational for meaningful safety improvements.
- The mayor demonstrated strong support and expressed urgency to begin community education sessions and district-level town halls involving city staff and community partners to explain budget decisions and build public understanding.
- The group considered creating a sub-quorum ad hoc for organizing town halls, complementing existing efforts such as the resident survey and budget town halls.
- Commissioners raised the need to ensure translated materials and interpreters are available at town halls to engage non-English-speakers effectively.
- Commissioners provided constructive feedback on the report's length and data citations, strongly supporting a focus on public education as the core recommendation with other topic areas integrated under that umbrella.
- The Commission voted (8 yes, 1 abstain) to endorse the report's direction with authorization for the ad hoc committee to finalize edits and coordinate next steps with the mayor's office.

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4. Trenching Policy Recommendation Report and Vote(10 minutes)

Chair introduced a proposal to address repeated street trenching issues that damage newly paved roads, costing the city roughly $6 million annually to repair. Key elements discussed:

- Streets function as utility corridors and are routinely trenched for various utility and development projects, but inadequate repair and soil compaction lead to accelerated pavement failures.
- Examples from cities Emeryville and Fremont show effective permitting standards requiring financial assurance (e.g., performance bonds) and third-party inspections to ensure trench repairs meet city standards. These include strict enforcement with penalties if repairs are neglected.
- Oakland has existing municipal code allowing bonding for excavation permits, but enforcement and verification mechanisms currently appear insufficient or under-resourced, leading to costly "leakage" of funds and premature paving expenditures.

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- The Commission seeks to develop a citywide trenching technical standard, enhance enforcement of financial assurances, and work with city staff to draft a municipal ordinance for Council approval.
- Commissioners emphasized the importance of coordination with Oakland's Department of Transportation and other departments and considering impacts on private utilities such as PG&E and East Bay MUD, which have separate processes.
- It is recognized that this policy would improve fiscal prudence by stretching paving funds and preventing the city from subsidizing third-party trench damages.
- The Commission voted unanimously to authorize the trenching ad hoc to engage city staff, assess current practices, improve enforcement protocols, and return with refined recommendations for future Council consideration.

Open Forum - 10 min

- Public comment urged sustained funding and prioritization of cultural affairs, film rebates, and community-based violence prevention efforts.
- Suggestions included improving survey question phrasing for actionable budget insights and better capturing community priorities regarding arts, infrastructure, and safety.
- Commissioners proposed adding an agenda planning item for the next meeting to better track ongoing topics, including review of legal opinions, work plans, and minutes.
- Scheduling adjustments anticipated for the November meeting due to Veterans Day city holiday, with possible alternate dates discussed.
- Potential engagement with East Bay Polling Institute for additional professional polling to complement the resident survey was proposed for an upcoming meeting.

5. Adjournment

- Meeting adjourned at 8:00 PM.

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CITY OF OAKLAND
BUDGET ADVISORY COMMISSION

Notice is hereby given that a meeting of the City of Oakland Budget Advisory Commission (BAC) was on **Wednesday, October 14, 2026,** at **6:00 PM**

The Budget Advisory Commission was held in City Hall Hearing Room 2

Commission Members:

Mandela Bliss, Larisa Casillas, Ben Gould, Mike Petouhoff, Karen Roye, Stephisha Ycoy-Walton, Vanessa Zamora, Rana Bader Matly, Will Bao, Danforth Dougherty, Susana Flores

City Representative(s):

Tiffany Kirk Patrick, Walter Silva, & Asti Jenkins – Finance Department

Meeting Agenda:

1. **Welcome and Admin Matters – (15 min)**
    - The meeting was called to order.

2. **Roll Call**
    - **Commissioners present:** Ben Gould, Mike Petouhoff, Karen Roye, Susana Flores, Larisa Casillas, Will Bao, Stephisha Ycoy-Walton, Rana Bader Matly
    - **Absent**: Mike Forbes, Vanessa Zamora, Mandela Bliss, Danforth Doughtery
    - **Quorum was established with 8 out of 12 commissioners present.**
3. **Approval of minutes**
    - Commissioners approved prior meeting minutes with corrections, including proper attribution of comments to Chair Mike Petouhoff and clarification regarding a prior meeting adjournment time.
    - Chair Mike Petouhoff reviewed the meeting agenda, including elections, community survey activities, violence prevention presentation, and polling partnerships.
4. **Annual Elections for Chair, Vice Chair and Finance and Management Chair Liaison (15 Min)**
    - Mike Petouhoff announced his intention to step away from the Chair role to focus on public safety, economic development, and violence prevention initiatives.
    - Candidates: Stephisha Ycoy-Walton and Ben Gould
    - Following candidate statements and a public vote, **Stephisha Ycoy-Walton was elected Chair by a vote of 6-3.**
    - Stephisha Ycoy-Walton nominated Larisa Casillas for Vice Chair.
    - **Larisa Casillas was elected to Vice Chair by unanimous approval**
    - After discussion regarding continuity and leadership development, **Karen Roye was elected FMC Liaison**
5. **Update on Public Safety and Presentation/Discussion from Dr Holly Joshi, Chief of Oakland Department of Violence Prevention, (30 min)**

Holly Joshi provided an overview of the City's violence interruption and intervention efforts.

Key Program Highlights

- DVP operates with an annual budget of approximately **$26 million**:

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    - $5 million General Purpose Fund (GPF)
    - $17 million Measure NN funding
    - Approximately $4 million from grants and external funding sources
- Department charter mandates:
    - Reduce shootings and homicides.
    - Reduce gender-based violence.
    - Address community trauma associated with violence.
- DVP utilizes:
    - Violence interrupters.
    - Intensive life coaching.
    - Case management.
    - Housing support.
    - Employment pathways.
    - Conflict mediation.

Public Safety Strategy

- DVP works in coordination with OPD under a focused deterrence/"Ceasefire" model.
- The approach prioritizes approximately 350 individuals identified as highest risk for violent crime involvement.
- Current capacity allows service to approximately 136 individuals.
- Full implementation target is approximately 240 individuals (70% of the identified high-risk population)

Budget Request

- DVP identified a need for an additional **$3 million in ongoing General Purpose Fund support** to:
    - Hire 13 additional life coaches.
    - Add supervisory support.
    - Fund participant engagement incentives.
    - Reach full implementation targets.
- Chief Joshi emphasized that grants should support innovation and pilot programs, while core staffing should be funded through stable City resources

Commissioner Discussion

Commissioners expressed:

- Appreciation for DVP's data-driven approach.
- Interest in outcome measurement and return-on-investment analysis.
- Support for reviewing effectiveness metrics alongside public safety investments.
- Recognition that violence prevention should complement, not replace, policing strategies.

6. **Report/Discussion from East Bay Polling Institute (30 min)**
   Eli Bildner presented information regarding the work of the East Bay Polling Institute, a nonprofit-supported effort conducting public opinion research throughout the East Bay.

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- **Key Discussion Points**
    - The Institute conducts independent polling intended to provide policymakers with reliable constituent feedback.
    - Survey results, methodology, and crosstabs are publicly available.
    - Polling is conducted in multiple languages and seeks broad community representation.
    - Potential future collaboration opportunities were discussed regarding BAC public survey efforts and community outreach.

7. **Vote on Final BAC Survey (Please read in advance) (10 min)**

Vice Chair Larisa Casillas provided an update on survey development and outreach planning.

Key Updates

- Demographic questions moved to the end of the survey to improve completion rates.
- Additional community-suggested questions incorporated.
- Open-ended response opportunities expanded.
- Outreach efforts planned to focus on historically underrepresented districts, particularly Districts 5, 6, and 7.

Approved Survey Amendments

Commission approved the survey with amendments including:

- Updating Transition Age Youth references to ages 16-24.
- Adding a "Prefer not to answer" option to LGBTQ-related demographics.
- Including district lookup assistance/"I don't know" option.
- Moving public safety perception questions earlier in the survey.
- Adding sworn police staffing as a public safety prioritization option.

Survey Timeline

- Survey launch target: November 4, 2026.
- Survey close date: December 5, 2026.

8. **BAC Vote on accepting proposed donation of $2,000 to support BAC survey outreach (5 min)**
    - Former Chair Jane Yang offered a $2,000 contribution to support survey outreach activities targeted toward underrepresented communities.
    - Commissioners unanimously approved acceptance of the proposed contribution, subject to staff and legal review regarding the appropriate mechanism for distribution and administration

9. **Proposals for future agenda items (5 min)**
Protocol:
    - ✓ BAC Leadership maintains ongoing agenda item register
    - ✓ Topics may be proposed here for consideration

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- ✓ For approved topics, agenda materials must be submitted to Chair 10 days in advance of regular BAC meetings to make Brown Act Agenda Notification
- ✓ Chair sends final agenda packet to liaison for review and approval the Monday preceding the scheduled Wednesday meeting; if Monday is a city observed holiday materials must be submitted the preceding Friday.

10. Open Forum – 10 min

- ✓ No open forum in consideration of time.

Actions / Next Steps

- Staff to coordinate leadership onboarding and Brown Act training for newly elected officers.
- Obtain legal guidance regarding administration of the proposed $2,000 survey outreach contribution
- Community Engagement Ad Hoc
  - Finalize survey translations.
  - Develop outreach strategy.
  - Recruit additional commissioners to support community distribution efforts.
  - Focus outreach efforts on underrepresented communities and districts.
- Commission
  - Continue discussion of future agenda topics at the next meeting.
  - Explore opportunities for collaboration with the East Bay Polling Institute.
  - Monitor upcoming budget discussions regarding Department of Violence Prevention funding needs.

11. Adjournment

- ✓ Meeting adjourned at 8:22pm

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CITY OF OAKLAND

BUDGET ADVISORY COMMISSION

Meeting of the City of Oakland Budget Advisory Commission (BAC) held **Wednesday, July 8th, 2026** at **6:00 PM.**

The Budget Advisory Commission was held in City Hall Hearing Room 2.

Commission Members:

Mandela Bliss, Larisa Casillas, Mike Forbes, Ben Gould, Mike Petouhoff, Stephisha Ycoy-Walton, Karen Roye, Vanessa Zamora, Rana Bader Matly, Danforth Doughtery, Suzanne Flores, Will Bao

City's Representative(s):

Tiffany Kirk Patrick, Walter Silva, and Asti Jenkins – *Finance Department*

Meeting Minutes:

1. Welcome and Administrative Items / Roll Call (5 minutes)

- The meeting was called to order.
- Commissioners present: Ben Gould, Mike Petouhoff, Karen Roye, Mandela Bliss, Rana Bader Matly, Danforth Doughtery, Suzanne Flores, Larisa Casillas, Will Bao
- Absent:, Stephisha Ycoy-Walton, Mike Forbes, Vanessa Zamora
- Quorum was established with 9 out of 12 commissioners present.

2. Welcome New Commissioners, Staff Updates and Commissioner's Protocol (10 minutes)

- New Commissioners: Suzanne Flores, Will Bao, and Danforth Doughtery

3. Finance and Management Committee Updates (5 minutes)

- Staff provided updates, particularly on training requirements for commissioners and clarifications about Form 700 ethics filings. City staff will assist commissioners with NeoGov account setup.
- FMC Update (Gould) - Update on PFERS investment portfolio.
    - PFERS is the Police and Fire Retirement System, which is an old pension system is winding down and is fully funded.
    - City passed a charter amendment to make it easier to qualify for being on the board

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4. Discussion and Possible Action Regarding the Vacant Chair Position and Annual Leadership Election (15 minutes)

- Leadership transition planning was a key topic, with the current acting chair announcing he will not seek the chair role due to scheduling conflicts starting in September.
- Options for interim chair and vice-chair elections were presented and discussed
- Election of Chair was postponed until August meeting (if held) to allow for orientation of new commissioners.

5. Discussion and Possible Voting Action on Commission Meeting Schedule August – September 2026 (15 minutes)

- The commission agreed to move forward with an August meeting,
- Discussion to move September commission meeting due to city holiday; exploring alternative dates (primarily Tuesdays/Thursdays) and locations for community engagement (e.g., Fruitvale Library).
- Staff to check availability and funding for translation services.

6. Discuss Proposed Recommendation on "Making Paving Dollars go Farther with Trenching Repair Standard and Coordination with Utilities Undergrounding" (follow-up to prior BAC recommendations on the Mayor's Proposed Budget) (5 minutes)

- Background on Measure U bonds enabling paving projects.
- Current city costs approx. $6m/year to fix failed trench repairs caused by utility companies' inadequate restoration.
- Proposal to adopt financial remediation standards modeled after Fremont and Emeryville requiring contractors to post bonds/performance guarantees and follow compaction testing protocols to ensure trench integrity, thus preserving pavement life and saving city funds.
- DOT support noted; further memo with engineering and financial details to be developed by August.

7. Presentations and Discussion on Proposed BAC Recommendations on Public Safety and Economic Development (60 minutes)

The bulk of the meeting focused on a comprehensive presentation by Budget Advisory Commission members on the nexus of economic development and public safety, emphasizing a long-term fiscal strategy aimed at the 2027–2029 budget cycle. This report, assisted by local academic institutions and city auditor input, consolidates research and community engagement to propose holistic solutions beyond traditional policing.

Core components of the presentation included:

- **Overview of Oakland's Crime and Economy:**

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    - Oakland's violent and property crime rates are multiple times higher than comparable cities such as San Jose.
    - Retail leakage is significant, with approximately $1.5 billion of resident spending occurring outside Oakland, partially attributed to safety concerns.
- **Integrated Public Safety and Economic Development Approach:**
    - Traditional enforcement disproportionately impacts Black and Brown communities, urging complementary methods.
    - Three main recommendations: targeted workforce development for transition age youth to reduce property crime, expansion of public safety ambassador programs in uncovered business districts, and violence prevention/de-escalation training particularly for youth.
    - Additional supportive measures involve improving community environments such as libraries, parks, food access, and lead-based paint abatement, all demonstrably correlated with crime reduction and community well-being.
- **Fiscal and Operational Insights:**
    - Oakland currently invests heavily in police and fire but with less effectiveness compared to cities with fewer officers.
    - Challenges include a 9% police vacancy rate, uneven 911 response times due to outdated system structure, high overtime costs, and underutilization of civilian positions.
    - Opportunities exist to enhance public safety service delivery and revenue by changing ambulance billing practices to allow fire department reimbursement and improving programs like MACRO for non-emergency response.
- **Academic and Policy Collaborations:**
    - Support from the Goldman School of Public Policy and University of Chicago Crime Lab lends credibility and data-driven frameworks.
    - Studies showing significant crime reduction linked to employment programs and violence de-escalation strategies were cited.
    - The advisory commission recommends ongoing engagement with city staff, the city auditor, local business districts, and community groups to refine and implement these strategies.

Next Steps Proposed:

- Develop a detailed memo synthesizing the presentation with quantitative financial impacts.

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- Prioritize feasible programs for budget consideration in the 2027-29 Biennial cycle.
- Form working groups or ad hoc committees for targeted actions, relationship-building, and data gathering.
- Expand community outreach through localized meetings and surveys to ensure inclusive input and public education on budget priorities.
- Explore partnerships with related commissions (e.g., iBOND, Sugar Sweetened Beverage Tax) to align budget advocacy efforts.

7. Community Outreach Ad Hoc (15 minutes)

- Plan community outreach surveys focused on underserved districts and related budget priorities
- Prepare community engagement strategy incorporating survey questions aligned with the committee's research and priorities.

9. Open Forum (5 minutes)

10. Adjournment

- Meeting adjourned at 8:00 PM.

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CITY OF OAKLAND

BUDGET ADVISORY COMMISSION

Meeting of the City of Oakland Budget Advisory Commission (BAC) held **Wednesday, August 12th, 2026** at **6:00 PM.**

The Budget Advisory Commission was held in City Hall Hearing Room 2.

Commission Members:

Mandela Bliss, Larisa Casillas, Mike Forbes, Ben Gould, Mike Petouhoff, Stephisha Ycoy-Walton, Karen Roye, Vanessa Zamora, Rana Bader Matly, Danforth Doughtery, Susana Flores, Will Bao

City's Representative(s):

Tiffany Kirk Patrick, Walter Silva, and Asti Jenkins – *Finance Department*

Meeting Minutes:

1. Welcome and Administrative Items / Roll Call (5 minutes)

- The meeting was called to order.
- Commissioners present: Ben Gould, Mike Petouhoff, Karen Roye, Mandela Bliss, Danforth Doughtery, Suzanne Flores, Larisa Casillas, Will Bao, Vanessa Zamora, Stephisha Ycoy-Walton
- Absent: Mike Forbes, Rana Bader Matly
- Quorum was established with 10 out of 12 commissioners present.
- Approval of prior meeting minutes see attachment

2. Election of Chair to Fill Vacancy Action Item (10 minutes)

- Chairperson Mike Petouhoff was formally appointed to lead the commission following the departure of the previous Chair. Stephisha Ycoy-Walton was subsequently nominated and confirmed as Vice Chair. Commissioners commended both leaders for their demonstrated dedication, collaborative approach, and strong ties to the community.
- Vice Chair Walton introduced herself, noting her work as a financial advisor, her role as a parent, and her active involvement in Oakland's civic and political landscape. She emphasized her commitment to community engagement and advancing equity.
- Commissioners expressed enthusiasm about the direction and opportunities ahead under the newly established leadership team.

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3. Discussion and One Action Item (15 minutes)

- The Chair reviewed the current ad hoc committees:
    - Community Outreach, chaired by Larisa
    - Transition Age Youth (TAY), chaired by Karen with participation from Vice Chair Ycoy-Walton
    - Economic Development and Public Safety, chaired by Chair Petouhoff
    - Trenching Standards, a smaller committee led by Chair Forbes with support from Susanna
- The commission discussed potential new committees, including:
    - An after-action review of the budget mid-cycle process
    - A review of the City's budget website, reflecting a request from Council Member Brown
- Staff clarified commissioner term limits and appointments:
    - Commissioners serve two three-year terms, for a total of six years
    - Flexibility may apply to partial initial terms
    - Staff will issue formal notices regarding term statuses in advance of the October election
- A special meeting date for September was debated due to a city holiday occurring on the originally scheduled Wednesday, September 9. After discussion, the commission agreed to hold the meeting on September 15, allowing for adequate staff notice and commissioner availability. Location was left to be determined, with options for City Hall or potentially an off-site venue.

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4. Updates and Presentations:

- **Council Finance & Management Committee - 5 min**
- **FY27-29 Resident Survey Updates see attachment- 30 min**
  Larisa presented the revised resident survey, aimed at gathering community input on budget priorities ahead of a November 4 launch and December 4 closing. Key changes include:
    - Clear, simple language explaining budget structure and constraints to residents.
    - Questions designed to link budget items to residents' everyday experiences (e.g., street lighting, potholes).
    - Priority questions focuson what residents would choose to increase rather than cut, addressing previous feedback.
    - Demographic questions placed toward the end to encourage survey completion without alienating respondents.
    - Commissioner feedback emphasized:

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    - Adding “developer” as a housing status alongside renter/owner/unhoused.
    - Including the option to select multiple races or identify other identities.
    - Incorporating an open-ended question or free-form responses to capture unprompted community priorities.
    - Addressing accessibility for visually impaired individuals and unhoused community members, including in-person outreach efforts.
    - Concerns about how unrestricted budget funds were framed, and requests for clearer connection between budget allocations and priority areas.
    - Suggestions to shorten the survey, as a length of approximately 20 minutes may deter participation.
    - Including climate resiliency as a priority area given its growing impact on Oakland communities.
    - Methods for community dissemination and feedback collection were discussed, with plans to engage community groups, youth, and use multi-language translations (at least Spanish and Chinese, with potential to expand). Commissioners stressed the importance of transparent, actionable insights from the survey data and linking findings to council priorities and economic development strategy.
- **Economic Development & Public Safety Report see attachment- 20 min**
  Chair Forbes shared updates on the Economic Development and Public Safety ad hoc report, which includes intersections with lead-based paint exposure, food deserts, workforce development, and violence prevention strategies. Notable points:
    - Oakland shows unique and severe impacts from lead-based paint compared to other cities.
    - Recommendations include convening public forums to educate and engage community members before the official budget process.
    - The report connects public safety with economic opportunity and health disparities.
    - The commission aims to present a refined report after consultation with city staff, including the mayor’s office and violence prevention experts.
    - A poster session with community Q&A was proposed to support public understanding.
    - Commissioners recognized the considerable research incorporated but recommended narrowing recommendations, improving draft formatting, and clearly linking proposals to budget lines to make them more tangible to policymakers.
    - Chair Forbes emphasized the proactive nature of the report as shaping 2027 budget priorities and educational outreach well before formal budget approval.

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        - It was proposed to work with city staff to edit and polish the report further, returning it to the commission for reconsideration and final approval.
- **Transitional Age Youth see attachments - 20 min**
  Commissioner Karen presented on the TAY ad hoc committee's focus: improving the city's visibility of investments and outcomes for transitional age youth (ages 16–24/25), a population often obscured in broader budget and program reporting. The committee proposes a limited feasibility review of existing public reports and data from:
    - Kids First
    - Measure NN
    - Oakland Parks, Recreation & Youth Development
    - Economic and Workforce Development
- The review would assess:
    - What age-specific expenditure and outcome data are already collected
    - The ability to separately identify TAY populations
    - The staff costs or burden for further analysis
    - Whether additional steps would be useful
- Key points:
    - The review does not imply new funding, new program creation, or system expansions without full commission approval.
    - The committee sought authorization to work with budget and program staff, commissions (including Parks and Library), and related entities on this effort.
    - The motion to authorize this limited feasibility review passed unanimously with 10 votes.

  Public comments recognized the importance of transparency, accountability, and information access for TAY populations to support informed advocacy and policymaking.

Motion: Motion for TAY ad-hoc to work with budget staff and appropriate program staff and commissions and their secretaries on a limited feasibility review. Motion was seconded by Commissioner Casillas.

Vote: Unanimously passed with 10 votes

- **Trenching Policy Recommendation Report see attachment- 5 min**
    - **Deferred to next meeting**
- **Open Forum - 10 min**
    - The Chair mentioned outreach to the East Bay Polling Institute about a professional community poll including budget questions, potentially to be featured at the September meeting to complement the commission survey.

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- Requests to preview or discuss the updated Consolidated Fiscal Policy (CFP) draft before city council considerations are raised; staff will follow up on its availability.
- The meeting ended early with appreciation extended to staff, especially Tiffany, for logistical support and minutes preparation to be completed and distributed for review.

5. Adjournment

- Meeting adjourned at 8:00 PM.

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CITY OF OAKLAND

OAKLAND BUDGET ADVISORY COMMISSION

MEET US AT THE LIBRARY
TAKE THE BAC SURVEY TO SHARE YOUR PRIORITIES FOR THE CITY BUDGET!

TUES 11/10	LAKEVIEW 6:00-7:00 PM
SAT 11/14	MELROSE BRANCH 1:00-2:00 PM
SAT 11/21	AAMLO 10:30-12:00 PM
TUES 12/1	ASIAN BRANCH 6:00-7:00 PM
THURS 12/03	WEST OAKLAND 12:00-1:30 PM
THURS 12/03	MAIN BRANCH 5:30-6:30 PM

Budget Advisory Commission
2026 Strategy

Oakland, CA | *last updated Jan 7, 2026*

Principles for prioritizing BAC's work

INFORM
council and the public

- Fill gaps in city fiscal / budgetary understanding
- Make the information accessible

STRENGTHEN
recommendations

- Support Council's ability to evaluate city staff analyses and recommendations
- Incorporate voice of Oakland's residents into budgetary discussions

PROMOTE
fiscal effectiveness

- Support Council, the Auditor, and the City in evaluating budgetary efficiency and effectiveness to identify opportunities for improved performance

How We Work

Collaborative
Fact-based
Fearless
Inclusive

"Yes, and"

Connecting dots

Balancing the important and urgent

Vision, Goals, and Target

Vision | a trusted, respected voice of Oakland residents providing thoughtful, vetted insights, feedback, and options to solve our City's budget crisis transparently

Goal: Advance year-round community engagement in budgeting process

Goal: Propose concrete recommendations to City Council that would measurably improve Oakland's medium and long-term fiscal health

Goal: Strengthen BAC's resiliency and effectiveness

Targets

- Have a **network of partners** to share out budget updates and gather community input
- Host at least two (2) **BAC meetings in community spaces**

Target

Each topical Ad Hoc presents at least one (1) **informational report and/or set of recommendations to Council** to improve mission outcomes in a fiscally responsible manner.

Targets

- Full BAC **membership** by July 2026
- More informed ad hoc activities based on **City + Council engagement** and BAC **study sessions**

Goal: Advance year-round community engagement in the City's budgeting process

Build partnerships

Such as…

- Community organizations
- Other city commissions/boards
- Interested Oakland residents who sign up for BAC updates

In order to…

- Solicit community input
- Share budget-related news
- Educate the BAC on programmatic matters and the public on fiscal matters

Go to the community

Such as…

- BAC meeting locations
- BAC listening sessions/tabling

In order to…

- Invite input on key BAC recommendations to Council
- Explore ways Oakland could more systematically engage residents and business owners, e.g. block clubs or economic development zone
- Educate public on key budget issues and BAC findings

Tell the budget story

Such as…

- Visualizations to illustrate how Oakland's finances relate to municipal service delivery
- Analysis of Oakland's expense and revenue structures compared to other peer cities, identifying strengths/ weaknesses

In order to…

- Make city finances more understandable and relatable

Goal: Propose concrete recommendations to City Council that would measurably improve Oakland's medium and long-term fiscal health

Budget Advisory Commissioners work through four types of ad hoc committees: 1) ad hocs to increase **community engagement;** 2) ad hocs driven by **subject matter areas;** 3) ad hocs to **support the budget cycle;** and 4) ad hocs to **create analytic references** for ourselves and Council. All ad hocs will adopt a calendar approach that syncs with the Oakland budget cycle and tie back to Oakland's Consolidated Fiscal Policy.

January — **December**

Early 2026
- Set plan
- Conduct research
- Prepare input for mid cycle

Mid-2026
- Provide budget mid-cycle input

Second half of 2026
- Outreach/education in preparation for FY 27-29 budget process

2026 **Community Engagement** BAC Ad Hocs

The Budget Advisory Commission will have two separate ad hocs to advance community engagement in the Oakland budget process.

Community Outreach

- **Key deliverables:** more BAC meetings in the community; network of community partners; community survey for FY 27-29 budget
- **Timing:** throughout 2026
- **Lead:** Bliss; **Members**: Ycoy-Walton, Casillas, *one open slot*

Community Education

- **Key deliverables:** community-facing resources to explain Oakland's budget and finances
- **Timing:** throughout 2026
- **Lead**: Casillas; **Members**: Bliss, *two open slots*

2026 **Subject Matter** BAC Ad Hocs

Subject matter ad hocs are established based on Commissioner expertise and interest.

Transitional Age Youth (TAY) Budget Baseline

- **Key deliverables:** analysis of funds tied to services for transitional age youth and which departments hold which dollars and responsibilities
- **Timing:** first half of 2026
- **Lead**: Roye; **Members**: Ycoy-Walton, *two open slots*

Public Safety and Economic Development (Econ Dev) Nexus

- **Key deliverables:** recommendations on how Econ Dev can increase top line municipal revenue and at the same time define how Econ Dev investments such as workforce development can improve public safety
- **Timing:** throughout 2026
- **Lead:** Petouhoff; **Members**: *three open slots*

Oakland Police Department Overtime

- **Key deliverables:** recommendations on alternative approaches to police overtime that are more effective and fiscally sound for improving public safety
- **Timing:** throughout 2026, with input on BAC mid-cycle budget response
- **Lead**: Petouhoff; **Members**: Forbes, *two open slots*

Backlog (not planned to stand up yet)**:** Pension security & sustainability; Franchise contracts; Procurement policy

2026 **Budget Cycle** BAC Ad Hocs

At specific times of the budget cycle, the BAC may choose to provide input and suggestions to Council. These ad hocs are typically short turnaround.

Examples

- Response to Mayor’s proposed budget
- Comments on mid-cycle budget
- Response to revenue and expenditure reports
- Recommendations on proposed tax measures

2026 **Analytic** BAC Ad Hocs

The analytic BAC ad hocs provide references that can inform the BAC and Council's work across ad hocs and when conducting quick-turn responses to fiscal actions and legislation.

Comparative City Analysis

- **Key deliverables:** interactive tool that compares Oakland with comparable cities on multiple fiscal and operational metrics
- **Timing:** throughout 2026
- **Lead:** Gould; **Members**: Yang; *two open slots*

Backlog (not planned to be stood up yet): Restricted Funds

- **Key deliverables:** analysis of and recommendations regarding the availability and use of restricted funds
- **Timing:** TBD
- **Lead**: TBD; **Members**: TBD

Goal: Strengthen BAC's resiliency and effectiveness

Increase collaboration with City and Council

Via

- Regular meetings with City of Oakland finance leadership to discuss medium and long-term fiscal objectives, challenges
- Share out BAC activities and gather input from FMC at least monthly

In order to…

- Make sure our work and recommendations are relevant and timely

Clarify expectations within BAC and with Council

Such as…

- Propose adjustments to BAC charter
- Collaborate with Finance Department to strengthen Commissioner onboarding experience

In order to…

- Improve BAC membership recruiting
- Clarify BAC's role

Improve Commissioner understanding of key topics

Via

- Calendar of BAC study sessions
- Data analyses

In order to…

- Understand multiple angles on issues of fiscal importance
- Inform policymaking that has indirect budgetary implications

Annual Budget Calendar

Oakland Budget Advisory Commission | November 18, 2026 | Draft for review

November-December 2026 | Resident input. The survey is live in English, Spanish and Chinese; the outreach announcement lists December 12 as the close. Confirm the publication schedule with staff. The published fiscal-policy baseline calls for completion by December 5 and results within three weeks of close.

February-March 2027 | Forecast and priorities. Track the City budget workshop and five-year forecast. Share BAC priorities and survey findings ahead of the March 15 Councilmember priorities milestone.

April-May 2027 | Proposed budget. Track the budget outlook by April 15, proposal release by May 1 and Council presentation by May 15. Review the proposal and attend district budget forums in May and June.

June 2027 | Recommendations and adoption. Plan BAC approval and transmission of its requested report by June 1. Track the Council President proposal by June 17 and budget adoption by June 30.

July-October 2027 | Follow-through. Monitor implementation after July 1. Prepare the requested budget-process review by September 30. Select officers at the first BAC meeting after October 1.

Three-year cycle | Self-evaluation and strategic planning. Confirm the last completed review and next due date with staff.

Basis: BAC annual leadership calendar; Oakland Consolidated Fiscal Policy; BAC Establishing Ordinance 13337 C.M.S.; November survey outreach notice.

Finance and Management Committee Briefing

To Chair Stephisha Ycoy-Walton, Oakland Budget Advisory Commission

From Commissioner Karen M. Roye, Liaison to the City Council Finance & Management Committee

Meeting November 18, 2026

This briefing summarizes the October 27 Special Finance & Management Committee meeting and identifies follow-up questions for the FY 2027–29 budget.

October 27 Committee Actions and Discussion

Item 3 City Administrator Contract Authority Report

Voted 4–0 to receive and forward the FY 2023–24 through FY 2025–26 report to the November 10 special City Council meeting on consent. Finance committed to annual fall reporting and will explore including actual spending and funding sources.

Committee discussion

Chair Ramachandran asked why reported awards fell from roughly $24 million in each of the first two years to about half that amount in FY 2025–26. The reason remained open.

Item 4 Citywide Staffing

Voted 4–0 to receive and file. HR reported that the vacancy rate fell from 19.69% in February to 17.89% on September 15. Of the vacancies tracked, 368 (47.2%) had no active recruitment, and about 23% had an eligible list but no department requisition.

Committee discussion

Members discussed department hiring delays. HR said it was discussing a larger initial pool of eligible candidates with labor.

Item 5 NEOGOV Subscription

Voted 4–0 to forward to November 10 on consent. The initial three-year term is estimated at $1.67 million, with three one-year options and a six-year cap of $3,674,817.80. The agreement adds candidate outreach and background investigation tools.

Committee discussion

In response to Councilmember Brown, HR confirmed that online exams and proctoring were existing services.

Item 6 Baker Tilly Procurement Improvements

Voted 4–0 to forward to November 10 on consent. The proposed $249,000 contract would implement the 2024 procurement review, including better tracking and simpler vendor procedures. It includes proposed waivers of competitive solicitation and local and small local business enterprise requirements.

Committee discussion

Councilmember Wong asked how the City would put the 2024 recommendations into practice. Staff explained that implementation was the purpose of the contract.

Item 7 General Obligation Bonds for Measures DD KK and U

Voted 4–0 to forward to December 1 on non-consent. Treasury reported about $532 million in remaining voter-approved authority and a planned March 2027 sale of up to $275 million. Individual sales would still come before the Council.

Committee discussion

Chair Ramachandran asked about the size and timing of future sales and favored using older Measure KK authority where feasible before seeking new voter approval.

Councilmember Wong asked why the proposed Measure DD issuance for Estuary Park was $6 million. Finance said bond funds are reserved for specific project categories and sales depend on readiness to spend the proceeds within the planned three-year window.

Item 8 Executive Recruitment Agreements

Voted 3–1 to forward to November 10 on non-consent, with Chair Ramachandran opposed. The amendment would extend all three contracts through August 31, 2027, and add $75,000 only to Ralph Andersen & Associates, raising its cap to $325,000. Staff originally sought $300,000 in combined increases.

Committee discussion

Chair Ramachandran and Councilmember Unger questioned the cost amid budget and organizational uncertainty. Councilmember Wong raised internal promotions. Councilmember Brown asked about funding for the City Administrator search. HR said about $14,000 remained and requested $75,000 for that search and remaining work on the constitutional policing administrator recruitment. Unger moved the reduced amount.

Recommended BAC Follow Up

Vacancies. How much vacancy savings does the next budget assume, and which unfilled positions are delaying services?

Contracts. Can Finance link awards, actual spending, and funding sources? How will the City measure procurement delays and small and local business participation?

Bonds. Which projects are ready for March, how are they distributed across neighborhoods, and what operating costs will they add?

Next Committee Meeting

The next Special Finance & Management Committee meeting is scheduled for November 17, 2026. A verbal summary will be provided to the BAC at its November 18 meeting.

This briefing draws on the October 27, 2026 Special Finance & Management Committee draft minutes (pp. 2–5) and meeting attendance. The actions above reflect the October 27 committee votes.