

CITY OF OAKLAND

BUDGET ADVISORY COMMISSION

Notice is hereby given that a meeting of the City of Oakland Budget Advisory Commission (BAC) is scheduled for **Wednesday, August 12, 2026, at 6:00 PM**

The Budget Advisory Commission will be held in City Hall Hearing Room 2. Member

of the Public have the following options to observe the meeting:

- 1. Watch the meeting on KTOP using Granicus.**

Commission Members:

Mandela Bliss, Larisa Casillas, Mike Forbes, Ben Gould, Mike Petouhoff, Karen Roye, StephishaYcoy-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 – 5 minutes

- Call to order
- Roll call and confirmation of quorum
- Approval of prior meeting minutes see attachment

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

- The Commission will nominate and vote on Chair to fill vacant Chair position. The elected Chair will serve effective immediately through the Commission's next regular annual officer election at its first meeting following October 1, 2026.

3. Discussion and One Action Item – 15 minutes

- Review existing ad hoc membership
- Check in on goals set from start of year
- Update on Commissioner Protocol Terms: 3 years not 2 under BAC enabling Ordinance See policy at link below and forward any questions to Mike and Tiffany
- [City Policy](#)
- Vote to reschedule September 9 meeting, see the following date options:
 - September 15, 16, 17, 22, 23, and 24

4. Updates and Presentations:

- Council Finance & Management Committee - 5 min
- FY27-29 Resident Survey Updates see attachment- 30 min
- Transitional Age Youth see attachments - 20 min
- Economic Development & Public Safety Report see attachment- 20 min
- Trenching Policy Recommendation Report see attachment- 5 min
- Open Forum - 10 min

5. Adjournment

You are invited to the Budget Advisory Commission Zoom webinar!

When: Aug 12, 2026 06:00 PM Pacific Time (US and Canada)

Every month on the Second Wed, unless otherwise noticed.

Aug 12, 2026 06:00 PM

Please download and import the following iCalendar (.ics) files to your calendar system.

Monthly: https://us06web.zoom.us/webinar/tZYqc-yprjMiGN1aM05NFgTXes6X3Anylyzz/ics?icsToken=DAh5bycwI-9dAtGt3gAALAAAALtr4sm100dkrkg_GIpiBS3-aJFm3ChexQaXnXI3Cm5RTvgmZeqC_bGYD8EestNxvff1wbjMeNDNF9YMHjAwMDAwMQ

Topic: Meeting of the City of Oakland Budget Advisory Commission (BAC)

Join from PC, Mac, iPad, or Android:

<https://us06web.zoom.us/j/82745108829>

Phone one-tap:

+16699006833,,82745108829# US (San Jose)

+16694449171,,82745108829# US

Join via audio:

+1 669 900 6833 US (San Jose)

+1 669 444 9171 US

+1 719 359 4580 US

+1 253 205 0468 US

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 309 205 3325 US

+1 312 626 6799 US (Chicago)

+1 360 209 5623 US

+1 386 347 5053 US

+1 507 473 4847 US

+1 564 217 2000 US

+1 646 931 3860 US

+1 689 278 1000 US

+1 929 205 6099 US (New York)

+1 301 715 8592 US (Washington DC)

+1 305 224 1968 US

Webinar ID: 827 4510 8829

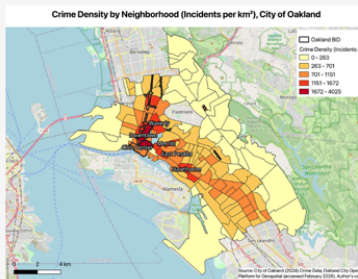
International numbers available: <https://us06web.zoom.us/j/82745108829>

Addressing Oakland's Interrelated Crime, Economic Development, and Budget Stability Issues in keeping with Oakland's Culture and Diversity

A Report from the Oakland Budget Advisory Commission to support Oakland's Path to Fiscal Health

Nexus of Public Safety and Economic Development

Chronic Crime- 5-6 times higher than other cities



Goal:
Improve Public Safety

Residents,
visitors, business
don't feel safe,
and flee

Lack of
economic
opportunity
leads to crime

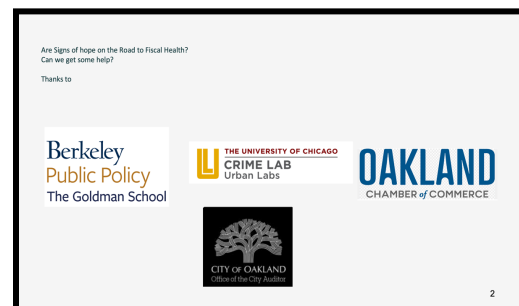
Irony "Retail Leakage"
\$1.5B/Year



Goal:
Improve Top Line City Revenue

4

With thanks to our Collaborators



Draft for 12 August Budget Advisory Commission Meeting

Table of Contents

Summary

Introduction

Prioritizing Economic Development and Crime Prevention Strategies

EDAP and Workforce Development

Expanding Public Safety Ambassador Coverage

Expanding Violence Prevention in Schools

Creating Safe and Healthy Communities

Lead Based Paint Abatement

Fresh Food Access

Community Infrastructure to include Parks, Libraries and Digital Access

Integrating City and County Ambience Service and improving MACRO

Improving Sworn Officers Deployment

Public Education, Understanding and Support

Appendix A Examples of Cities Reducing Crime Through Workforce Development

Appendix B Global Cities Leading Successful Post-COVID Economic Recoveries

Appendix C Highlights several notable cities that have successfully deployed these Public Safety Ambassadors programs in their business districts.

Appendix D highlights several U.S. cities that have implemented targeted de-escalation and violence intervention training programs in their school systems, along with their tracked outcomes.

Appendix E- Explanation of the Behavioral Health and Violent Crime implications of lead based paint

Appendix F- Food Deserts and their Impact

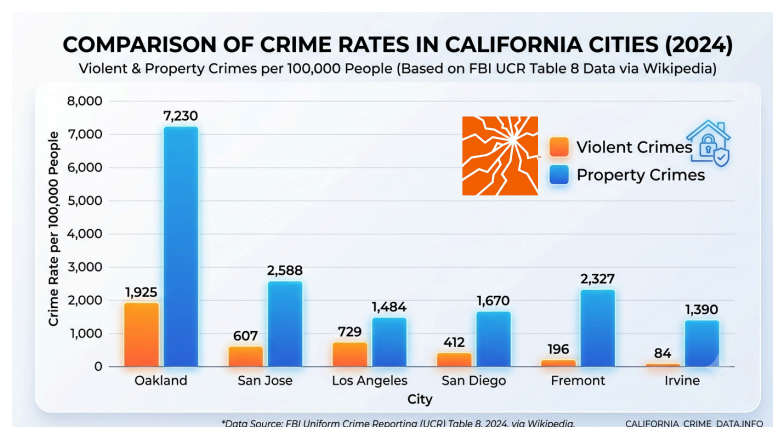
Appendix G- Redline Map showing historic genesis of community challenges

Summary

BAC Recommendations on Oakland's Interrelated Crime, Economic Development, and Budget Stability Issues in keeping with Oakland's culture and diversity, in Advance of the 2027-2028 Budget Cycle.

While BAC typically does comment on the Mayor's Proposed Budget as required by the CFP, and will in the 2027-2028 Budget Cycle, this report is being made early in the process as proactive recommendations, in an effort to get substantial public input, and to provide an opportunity for republic education as many ideas may not be familiar to the public though they have potential for significant community benefit. The timing provides time for staff, the Mayor's office and Council members to consider recommendations early in the process, and many of the recommendations may require examination to formulate or precise budget estimates.

A fundamental idea of this report is to look at two of Oakland's biggest challenges not as isolated line items in the budget but rather to recognize them as two interpreted



problems that can best be solved together. On the public safety side Oakland's crime is substantially higher than other cities and persistently so. This argues for examining root cause and breaking past cycles. One of the causes stem from the relationship between unemployment (an economic development factor)

and property crime demonstrating the need to look holistically at these issues.

On the economic side, Oakland suffers from retail leakage of around \$1.5 Billion dollars per year stemming from Oaklanders shopping and dining elsewhere- at least in part because of safety concerns in Oakland. And Oakland's recovery from Oakland lags other CA and US cities significantly. The factors impact municipal revenue.

Overall this argues for a comprehensive approach. Of course our sworn ODF officers play a vital role and we need to make sure they are well compensated. But other factors also contribute to public safety as well as the health of the economy. Some of those issues are rooted in equity issues that are tied to Oakland's cultural diversity. Understanding these issues is key to understanding root causes and breaking past cycles.

These facts argue for a comprehensive approach that includes not just traditional policing but also a more emphasis on Violence Prevention, Economic Developments, and Safe and Healthy Communities.



Some of these areas are already in progress and need to be expanded and others are newer. We've endeavored to pull together the best academic research and examples of other cities who have had success in these pursuits.. They all deserve earnest consideration and discussion, and can be the topic of public education.

Thus, we proposed that the Mayor convene sessions or series of sessions in the fall of 2026 or early winter 2027 to look at these and other issues comprehensively with participation from city experts, the Oakland Chambers of Commerce, civic leaders and members of the public.

Overall BAC Recommendations on Oakland's Interrelated Crime, Economic Development, and Budget Stability Issues in keeping with Oakland's culture and diversity, in Advance of the 2027-2028 Budget Cycle

-Recommendations related to Economic Development and Violence Prevention

1. Fully fund the Economic Development Action Plan (EDAP) to address Oakland's long Standing "Retail Leakage" and Oakland's lag in COVID Recovery compared to other cities
2. Target EDAP on geographic and age appropriate job creating to help reduce property crime.
3. Expand the Mayor's Youth Employment program
4. Further Extend Public Safety Ambassador Coverage to include Oakland Business Districts Not covered
5. Create a more comprehensive plan to provide Violence- Desecration Training in Oakland Schools
6. Document benefits of all programs

-Recommendations to support a Safe and Healthy Community

- 5 Ensure funding for staff time to implement lead based paint abatement especially as the requirements are fully identified through upcoming assessments
7. Use Grants and other incentives as well as Zoning and Planning policy to address Oakland Food deserts to ensure nutrition access
8. Support Community Infrastructure including Libraries, Parks and Digital Access to provide crucial "third places" especially for Oakland youth that provide structured activities, job resources, and a physical space to grow.

-Recommendation to Support OFD Ambulance Service Integration integrated with MACRO improvement to gain revenue, and improve service delivery as detailed in this report

-Recommendation to Improve deployment of Sworn Officers

Use "meet and confer" to address issues of sworn officer deployment efficiency as detailed in this report.

Problem Statement: Addressing Oakland's Interrelated Crime, Economic Development, and Budget Stability Issues in keeping with Oakland's culture and diversity

Problem Definition

Oakland faces a set of interrelated challenges: crime rates that remain far higher than comparable cities, a COVID recovery that has lagged behind California and the nation, and long-standing retail leakage to nearby cities estimated at about \$1.5 billion per year. Together, these conditions reduce municipal revenue and contribute to a structural budget deficit.

These problems reinforce one another. Unemployment can contribute to higher crime, while public safety concerns discourage job-creating businesses, visitors, and residents from shopping and dining in Oakland. Although Oakland has been recognized as a leading dining destination, concerns about safety can still push economic activity elsewhere. Public fear of crime often leads to calls for more sworn officers, but that response is costly and can crowd out other strategies that may also improve safety and economic stability.

Evaluation of Status Quo

From an economic perspective, Oakland faces two problems, one long standing and one more recent. Short term, Oakland continues to lag behind California and the US in COVID recovery. Long term Oakland has a long standing "Retail Leakage" where businesses leave Oakland and even Oakland residents are reluctant to dine and shop in Oakland for fear of crime, driving about \$1.5 Billion in potential revenue from Oakland residents to other cities. Since 2020, pandemic-related revenue losses and rising expenses have widened the gap between the level of service Oakland would like to provide and the level it can afford to provide as the economic activity of Oakland is a primary source of municipal revenue.

Oakland's fiscal recovery is shaped by overlapping pressures, including high crime rates, fire risk, taxes, regulatory burden, and commercial vacancies. These factors increase operating costs and discourage revenue-generating economic activity. According to the most recent comprehensive data available, Oakland's 2024 property and violent crime rates were as much as five to ten times higher than those of other major California cities¹. That year, Oakland also

¹ Based on data from the FBI's Uniform Crime Reporting (UCR) Table 8, in 2024, Oakland had 1,925 violent crimes, and 7,230 property crimes, per 100,000 people. Among California's largest cities, San Jose had 607 violent crimes and 2,588 property crimes, Los Angeles had 729 violent crimes and 1,484 property crimes, and San Diego had 412 violent crimes and 1,670 property crimes (all per 100k people). Among California's safest cities, Fremont had 196 violent crimes and 2,327 property crimes, and Irvine had 84 violent crimes and 1,390 property crimes, also per 100k people. Source, also on [Wikipedia](#).

had the highest violent crime rate and second-highest property crime rate among the 200 largest U.S. cities.

At the same time, public safety remains an important issue- both in how it impacts the lives of Oakland residents as well as how high crime rates can drive away tax-paying businesses², their patrons, and other economic activity, while also disproportionately affecting Oakland's low-income and diverse communities. Crime has declined meaningfully since 2024, including an approximately 25% drop in 2025³ and a further 22% drop in the first quarter of 2026⁴. Even so, Oakland may need cumulative reductions of 80–90% to reach parity with where other major California cities were in 2024. Because crime has also trended lower nationwide since 2024⁵, even larger reductions may be needed to achieve present-day parity.

At the same time, the traditional enforcement approach comes with important equity issues. This is true across the country and especially in Oakland's history with the Rider's case. **An Oakland Example:** Stanford University's SPARQ (Social Psychological Answers to Real-World Questions) center, led by Dr. Jennifer Eberhardt, conducted a massive, multi-year data analysis in partnership with the Oakland Police Department (OPD). **Disparate Outcomes:** The Stanford researchers found that even when excluding arrests, Black men in Oakland were substantially more likely to be handcuffed (1 in 4 times) compared to white men (1 in 15 times). Black men were also searched four times more often than white men, even though officers were no more likely to recover contraband from those searches.

While officer staffing has varied in time from 600-825 officers over time, and law enforcement plays a vital role in reducing crime, to achieve the dramatic reductions needed, we also need to focus on root causes.. Focusing on these root causes and breaking long standing cycles provide an avenue to make the dramatic crime reductions needed and also help address the equity issues Oakland has faced in the past.

Proposed Evaluation Criteria

1. **Effectiveness:** Preferred options should reduce violent and/or property crime while improving citywide prosperity and municipal revenue. Effective strategies should also reduce fear of shopping and dining in Oakland and support a more positive environment for local businesses.
2. **Equity:** Preferred options should avoid inequitable impacts on Oakland's diverse racial and ethnic communities and should benefit communities historically underserved—or disproportionately affected—by enforcement-centered approaches. This is especially

2 NBC Bay Area, <https://www.nbcbayarea.com/news/local/businesses-leaving-oakland-crime/3440618/>

3 Oaklandside, <https://oaklandside.org/2025/12/03/oakland-homicides-shootings-down-2025/>

4 Oakland Police Department, <https://www.facebook.com/watch/?v=2439242806534936>

5 FBI UCR, <https://www.fbi.gov/news/press-releases/fbi-releases-historic-early-look-at-annual-crime-data>

important given OPD's history of racial disparities in enforcement and the Oakland "Riders" case, which contributed to federal oversight of the department.

3. **Cost-effectiveness:** Options should be evaluated based on incremental costs, since the alternatives are being considered as adjustments rather than stand-alone solutions. Cost-effectiveness should also account for whether an option increases residents' economic opportunity and strengthens Oakland's municipal revenue base.
4. **Political feasibility:** A measure should be feasible within the budget process and responsive to the common public assumption that public safety depends primarily on the number of police officers. Because sworn staffing is among the most expensive options, politically feasible strategies must also account for the timing and influence of police union negotiations. The Oakland Police Officers' Association (OPOA) has often negotiated in the months before City Council elections, when its political leverage may be greatest.

Alternatives Being Considered

1. **Maintain the status quo:** Focus primarily on law enforcement and the number of sworn officers
2. **Strengthen Economic Development and Violence Prevention Measures:** Address root causes of crime through targeted prevention strategies to break previous cycles
 - a. Focus on workforce development in geographies with concentrated crime and unemployment, with targeting property crime, especially among vulnerable age groups
 - b. Expand Public Safety Ambassadors in business districts so customers are safer and feel safer.
 - c. Review violence de-escalation training for Oakland youth in schools and for officers, to create a comprehensive approach to reduce violent crime.
3. **Create a healthier and safer community ecosystem:** Improve underlying neighborhood conditions that affect safety and opportunity.
 - a. Complete lead-based paint abatement.
 - b. Ensure access to healthy food and nutrition
 - c. Leverage Parks, Libraries and Digital Access as social infrastructure to create safe places for youth and to access resources for success
4. **Improve Deployment of Police Law Enforcement Resources:** Focus not only on staffing levels, but also on how existing resources are deployed and create performance metrics.

5. **Optimize Path forward Public from OFD Emergency Response and Ambulance Service** to gain revenue and at the same time improve address underlying problems with MACRO so that it may fulfill its intended purpose.
6. **Advance community education:** Build public understanding that economic development, workforce development, and public safety are connected, and can support crime reduction

We believe these recommendations represent meaningful opportunities for Oakland's future. Yet they need to be further defined through engagement with multiple city departments and city agencies. **Thus BAC makes a wrap-around recommendation to convene a fall 2026 session or series of sessions that may take these recommendations further so that they may be considered by staff and included in the mayor's budget to be proposed in May of 2027 and approved by council by June 30th 2027.**

Recommendations

1. Prioritize and focus Economic Development and Violence Prevention Strategies and focus those approaches to help address the root causes of crime and break long standing cycles

Public safety and economic development are closely linked. Businesses have left Oakland when their property, employees, or patrons felt unsafe⁶. At the same time, limited economic opportunity—especially for young men—has been associated with higher levels of violent crime⁷. Neither public safety nor economic opportunity is a complete solution on its own, but Oakland's challenges are intensified by the combination of high violent and property crime and high unemployment, particularly among young Black and Hispanic/Latino men.

The 2018 Oakland Equity Indicators Report found that nearly 15% of Black youth ages 16 to 24 were out of work and out of school. U.S. Census data similarly shows that unemployment for Black men in Oakland ages 20–24 was roughly 23% (±13%) as recently as 2024, compared with 4.5% (±4.7%) for White men of the same age⁸.

Potential strategies include the following:

Prioritize implementation of the Economic Development Action Plan. Oakland's Economic Development Action Plan includes strategies to attract and grow key sectors, sustain existing businesses, build the local workforce, invest in place-based strategies, and support the arts and culture sector. These strategies are essential to retaining businesses and helping Oakland residents access job training for local employment opportunities. Despite the importance of these efforts, Oakland has cut its Workforce and Economic Budget by 60% since 2023.

6 NBC Bay Area, <https://www.nbcbayarea.com/news/local/businesses-leaving-oakland-crime/3440618/>

7 Brookings, <https://www.brookings.edu/articles/why-did-u-s-homicides-spike-in-2020-and-then-decline-rapidly-in-2023-and-2024/>

8 Based on an analysis of U.S. Census Public Use Microdata Sample (PUMS) Data using Codex (GPT-5.5-High), <https://www.census.gov/programs-surveys/acs/microdata.html>

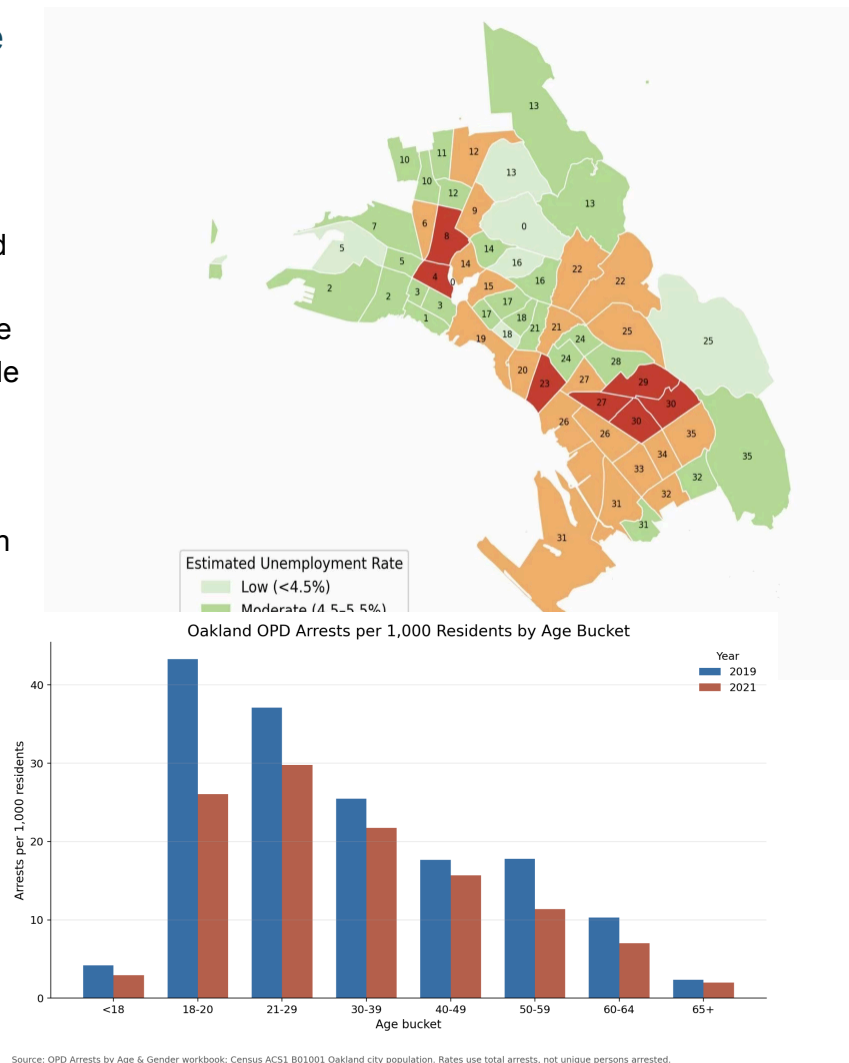
Treat targeted workforce development as a public safety initiative within the EDAP.

Unemployment is strongly correlated with crime, especially property crime, and in Oakland it is geographically concentrated. Crime also tends to be more prevalent among vulnerable youth age groups. Workforce development plans should therefore prioritize high-crime, high-unemployment areas and align with the Economic Development Action Plan, the Oakland Chambers of Commerce, and existing workforce development efforts.

Economic and workforce development funding in Oakland has been cut by more than 60% since 2023, often because of public safety concerns. Reinvesting in targeted workforce development can reduce crime over the long term while improving residents' quality of life.

2. Use Unemployment Data to Target Workforce Development by geography and age.

Understanding unemployment by police beat can help Oakland focus workforce development where it is most likely to improve public safety. Other cities provide useful examples. Boston, for instance, found that summer jobs for students were associated with a 35% reduction in violent crime and a 29% reduction in property crime among participants⁹. Oakland can use similar evidence to better target Economic Development Action Plan investments. Appendix A Provides examples of Cities Reducing crime through Workforce Development.



⁹ Brookings, <https://www.brookings.edu/articles/how-can-summer-jobs-reduce-crime-among-youth/>

Reducing Crime Through Workforce Development

Effective workforce development requires successful businesses and is aided by a thriving economy. Oakland has had ongoing chronic retail leakage for many years and lags California and the US in COVID recovery. It's important for the city to closely partner with the Oakland Chamber of Commerce and Oakland's many culturally oriented local chambers. While crime is a weakness and perception of crime is a threat to economic growth Oakland also has strengths, including its amazing cultural diversity and foodie scene are strengths, and represent a growth opportunity. The Oakland Chamber of Commerce has identified Health Care as a potential traditional strength of Oakland and AI as a potential growth area. The new Samuel Merritt College Facilities in downtown Oakland is also a major economic development opportunity. These entities should be included in a fall 2026 safe and healthy Oakland planning session or series of sessions.

The connection is important to both public safety and municipal revenue sources. For example, sales tax revenue is driven by economic activity. And though Oakland only gets a share of the sales tax generated within its boundaries, the Hotel Occupancy Tax generated within Oakland is 100% allocated to Oakland's budget, and the most recent revenue forecast shows Hotel Occupancy Tax as the second highest revenue shortfall, despite Conde Nast Readers selecting Oakland as the #1 foodie destination in the US, two years in a row, and Oakland array of cultural diversity and events.

Overlapping Oakland's long standing retail leakage is a lagging COVID recovery. Appendix B provides examples of cities that have made successful COVID recoveries.

The common denominator among these cities wasn't just a desire to return to "normal." The most successful regions used the crisis as a catalyst to reinvent themselves—whether through aggressive digital transformation, green energy investments, or changing how people live, commute, and work in urban centers.

3. Expand Public Safety Ambassador Coverage

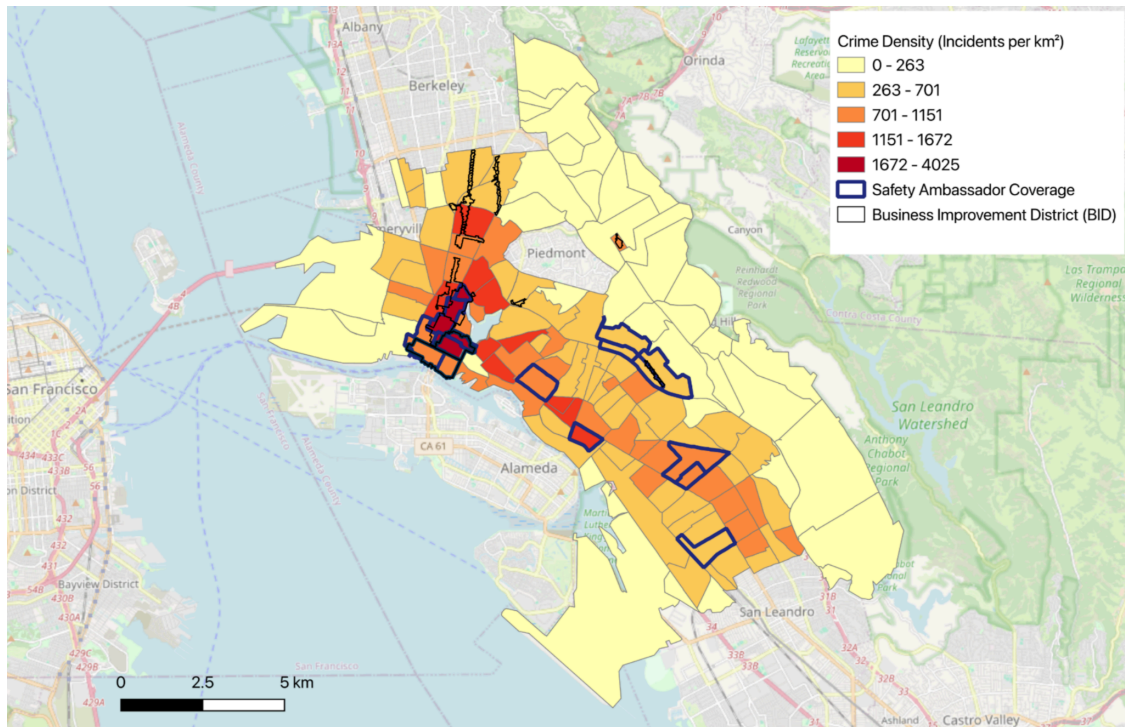
Oakland should expand the Public Safety Ambassadors Program to cover all major business districts. The presence of “eyes on the street” can deter criminal behavior¹⁰ and help address antisocial or mental health-related behavior by de-escalating situations, deterring misconduct, or calling for non-sworn assistance when appropriate. The program currently serves Uptown/Downtown, Chinatown, Jack London Square, Diamond, Laurel, San Antonio, Little Saigon, Fruitvale, Elmhurst, Havenscourt, and Hegenberger business corridors¹¹. Because the program has been cost-effective, expansion could have greater impact in areas such as

¹⁰ Journal of Public Economics, <https://www.sciencedirect.com/science/article/abs/pii/S0047272725000143>

¹¹ Oakland City Council Resolution No 90936 CMS,

<https://oakland.legistar.com/LegislationDetail.aspx?ID=7704363&GUID=B307652B-9C70-434C-B2E9-985724DBEF8D&Options=ID|Text|&Search=90936>

Telegraph Avenue/Temescal, West Oakland/Prescott, Lakeshore/Grand, San Pablo Avenue, Piedmont Avenue, and Rockridge.



Existing and potentially expanded converge for public Safety Ambassadors in Business Districts

Appendix C highlights several notable cities that have successfully deployed these Public Safety Ambassadors programs in their business districts.

4. Review and Expand Violence Prevention Programs with OUSD

Oakland's Ceasefire initiative and other violence prevention efforts have shown promise. However, key funding for violence prevention programs within Oakland's public school system is scheduled to expire this year, and the proposed midcycle budget may not include funding for OUSD. The City should review these programs for effectiveness and coverage, then update and expand them as needed. This effort will require coordination between the Oakland City Council and the Oakland School Board.

Appendix D highlights several U.S. cities that have implemented targeted de-escalation and violence intervention training programs in their school systems, along with their tracked outcomes.

Creating more Healthy and Safer Communities

- A. Lead Based Paint Abatement
- B. Addressing Nutrition Access (Food Deserts)
- C. Parks, Libraries and Digital Access

Many of these issues show geographic correlation to historical redlining in Oakland as shown in Appendix as can be seen from comparing the maps.

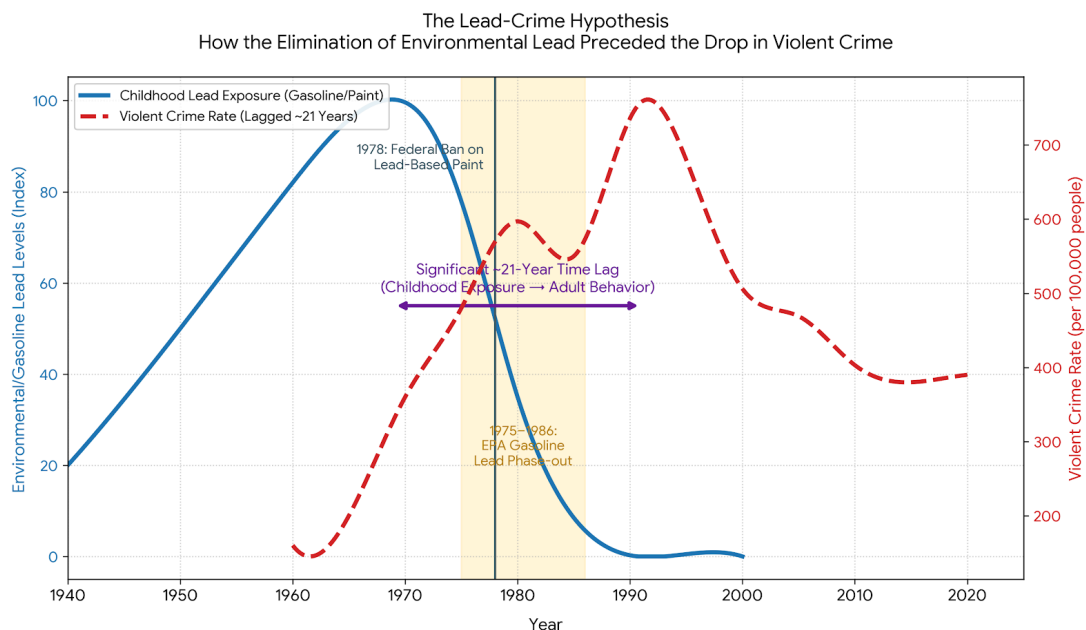
https://www.oaklandca.gov/files/assets/city/v/1/housing-comm-dev/documents/lead/lead-paint-re-ia_9-23-21_final.pdf

5. Address Lead Based Paint Abatement- an Equity and Public Safety Issue

Lead based paint exposure in children and pregnant mothers has been shown to be highly correlated to crime, especially violent crime, which is often behaviorally driven. Lead is a potent neurotoxin that severely impairs brain development, particularly affecting areas responsible for impulse control, emotional regulation, and executive functioning. Especially sensitive are children's developmental nervous systems. Given these findings, the US mandated unleaded gasoline starting in 1976 and banned lead based paint in 1978. One of the most significant and well documented reductions in crime in the US followed with a 21 year lag time- the time from toddler age exposure to young adult- the age shown to be most vulnerable to crime. While the national lead bans

had a significant impact on crime, residuals from lead based paint that remain in older buildings, especially in low income neighborhoods, still present a significant exposure hazard, and especially so in Oakland and especially concentrated in

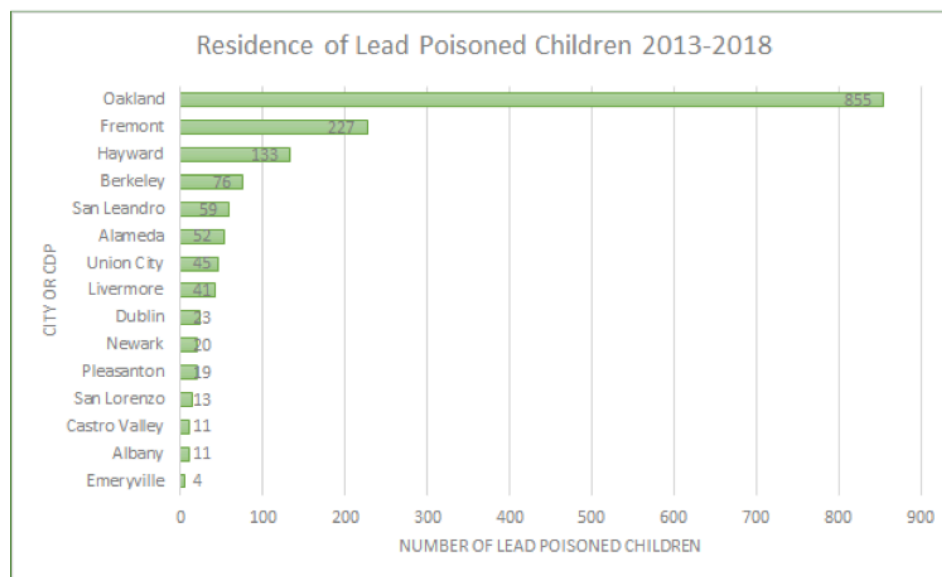
areas that are shown to be higher in crime. In Oakland 80% of housing stock was built before



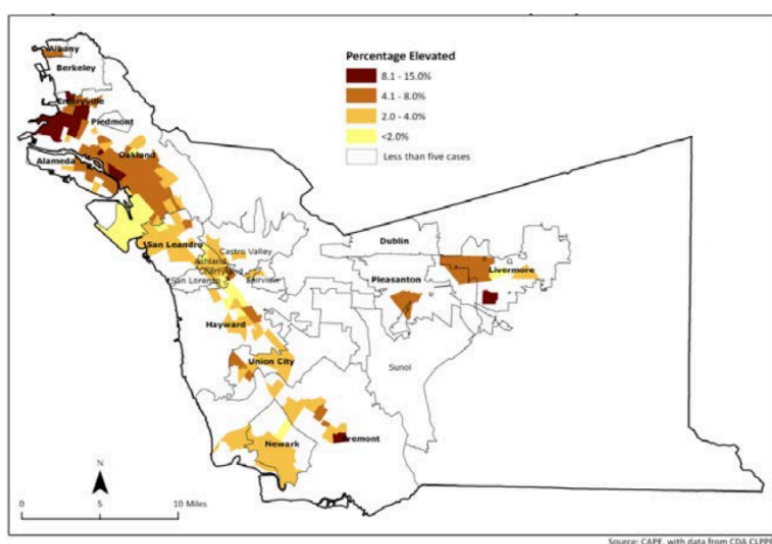
1978 and over 33% was built before 1940. This is a concern for its impact on crime as well as health and equity.

This chart below illustrates the well documented delayed impact on crime from lead based paint. See Appendix E for a more detailed description of this well documented relationship.

This chart is a snapshot illustrating the concentration of Lead Poisoning in Oakland Children Relative to other Alameda County cities.



⁵⁷ Data provided by County of Alameda, CA Dept. of Public Health, RASSCLE database, 2011.



Map J. Alameda County CAPE, percentage of Lead Poisoned Children by zip code (2012 data).

This chart shows the geographic distribution of lead poisoned children by zip code, showing a very strong concentration in Oakland, including areas with 8-15% of children that are lead poisoned, which corresponds with the areas of crime concentration in Oakland.

Given this challenge, there is an opportunity.

“In July 2019, Santa Clara, Alameda, Los Angeles, Monterey, San Mateo, Solano, and Ventura Counties along with the City and County of San Francisco, and the Cities of Oakland and San Diego, entered into a landmark \$305 million Settlement Agreement with Sherwin-Williams Co., ConAgra Grocery Products Co. and NL Industries Inc., lead paint manufacturers who knowingly sold a harmful product in accordance with “industry standards.” Alameda County and the City of Oakland are the only two parties to the Settlement Agreement with overlapping jurisdiction and shared responsibility to reduce child lead poisoning in Oakland.

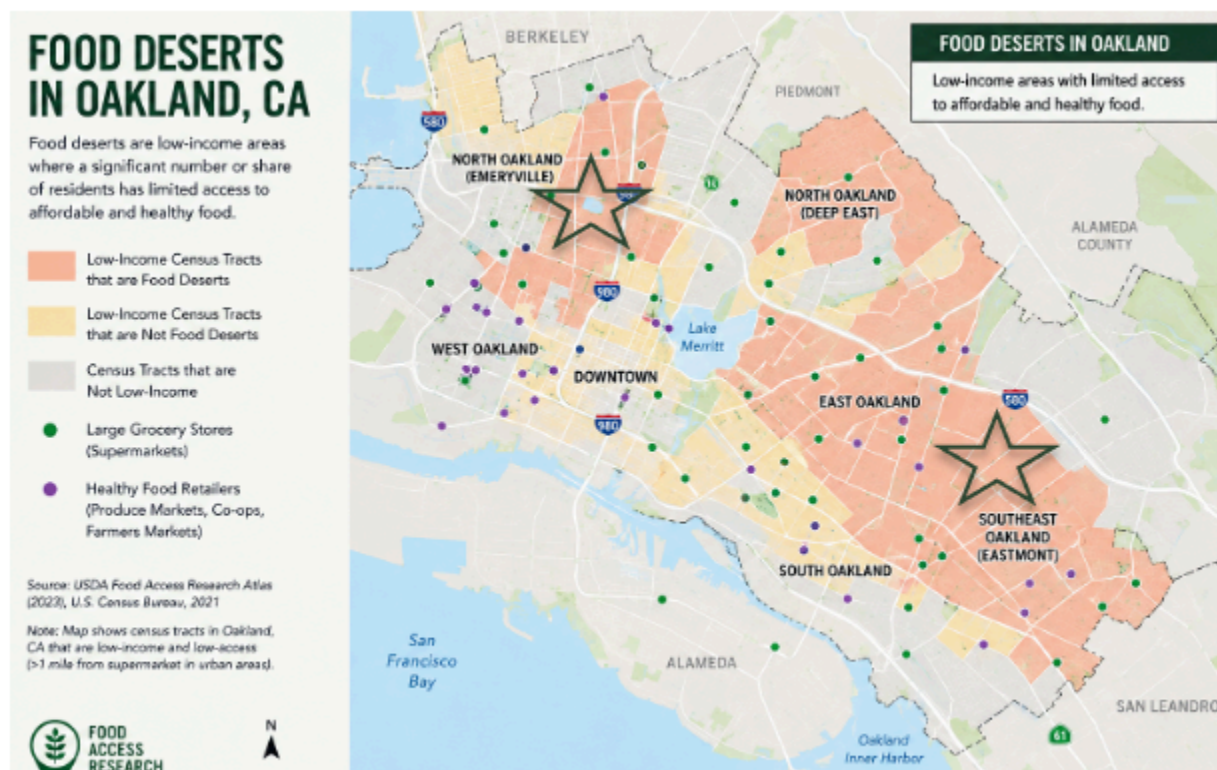
Under the Lead Settlement Memorandum of Understanding, Alameda County and the City of Oakland will jointly receive 10% of the settlement abatement funds to be paid out over seven years (approximately \$24 million). The abatement funds were allocated by averaging percentages of pre-1978 housing stock and pre-1951 housing stock. The funds will be “distributed to the County of Alameda to be held in a trust account in the County of Alameda treasury until the County of Alameda and the City of Oakland come to a joint agreement on the ultimate disposition of the funds.”

Recommendation: The BAC supports this lead based paint abatement program for reasons of health for our youth, for crime reduction, and for equity. While the settlement provides substantial funding requirements are yet to be fully determined and funding for staff needs to be reviewed in the 2027-2028 budget cycle.

https://www.oaklandca.gov/files/assets/city/v/1/housing-comm-dev/documents/lead/lead-paint-reia_9-23-21_final.pdf

6. Address Food Deserts in Oakland to improve health, equity and public safety.

Oakland has food deserts as defined by USDA. This is an issue for quality of life, health and public safety.



With an increasing number of Oakland residents getting their food from dry goods stores or liquor stores, this is an issue of equity and quality of life, but also one of public safety. Using Omega 3's as a marker for nutrition, we see that they are essential to health but the dry good distribution channels do not preserve their sensitive nutritional value. This is important to public safety in a way similar to the mechanisms of lead based paint.

The health impacts of Omega 3's have been well documented for many years including cardiovascular health. However, newer research shows the importance of omega 3's on behavioral health. Over half of the human brain is composed of nearly 60% fat and relies on omega 3's to regulate emotion and impulse control. When deficient, aggression rises- research shows omega 3's reduce violence across populations. Appendix F provides additional information.

In addition, the growth of dollar stores has tended to crowd out suppliers of quality fresh food. While dollar stores provide inexpensive, shelf-stable goods, their aggressive expansion strategies can destabilize local food systems—particularly in low-income urban and rural communities.

A trend of traditional grocers being forced out has alarmed local governments. Over the last few years, dozens of U.S. municipalities have passed zoning ordinances and dispersal laws aimed at limiting dollar store density in order to protect community food access (McCarthy et al., 2022).

Appendix F provides more information about food deserts and the importance of Omega 3's.

Oakland has begun to address its food deserts specific grants and other programs, but could look more comprehensively at this issue. What can Oakland do about food deserts?

Recommendation:

Oakland can strengthen its approach by taking a more comprehensive approach, evaluating gaps comprehensively, using a combination of grants, incentives and zoning policy.

Many cities have used their general plan and zoning ordinances to encourage adequate access to fresh healthy food to their residents. In addition, since the impacts to the community of dollar store growth are now well documented, those impacts can be considered as part of project impact review, and mitigations defined and enforced as project conditions of approval. This process is commonly used when traffic, environmental, or infrastructure impacts are identified and mitigations defined and made part of the project conditions of approval. In a similar way mitigations such as fresh food store within a store or partnerships with other local fresh food providers may be

required as part of project specific review and approval as long as there is a “nexus” between the impact and the mitigation. Oak

7.Support Development of Parks, Library and Digital Access, especially for Youth

Parks and Libraries can provide an important “safe space” for youth to improve quality of life and provide alternatives to crime. At the same time, digital access can help youth and all citizens access information on the internet, and could even be focused on Oakland specific opportunities as described above such as job training opportunities described above and programs such as lead based paint abatement. There may be synergy as well as libraries may be a platform to provide digital access to neighborhoods most in need.

Urban design and digital infrastructure are incredibly powerful tools for public safety—often more cost-effective and socially beneficial than traditional policing alone. By changing the environment and how people interact with it, cities can naturally deter illicit activity.

Here is a breakdown of how parks, libraries, and digital access actively reduce crime, grounded in academic research.

1. Libraries as Social Infrastructure

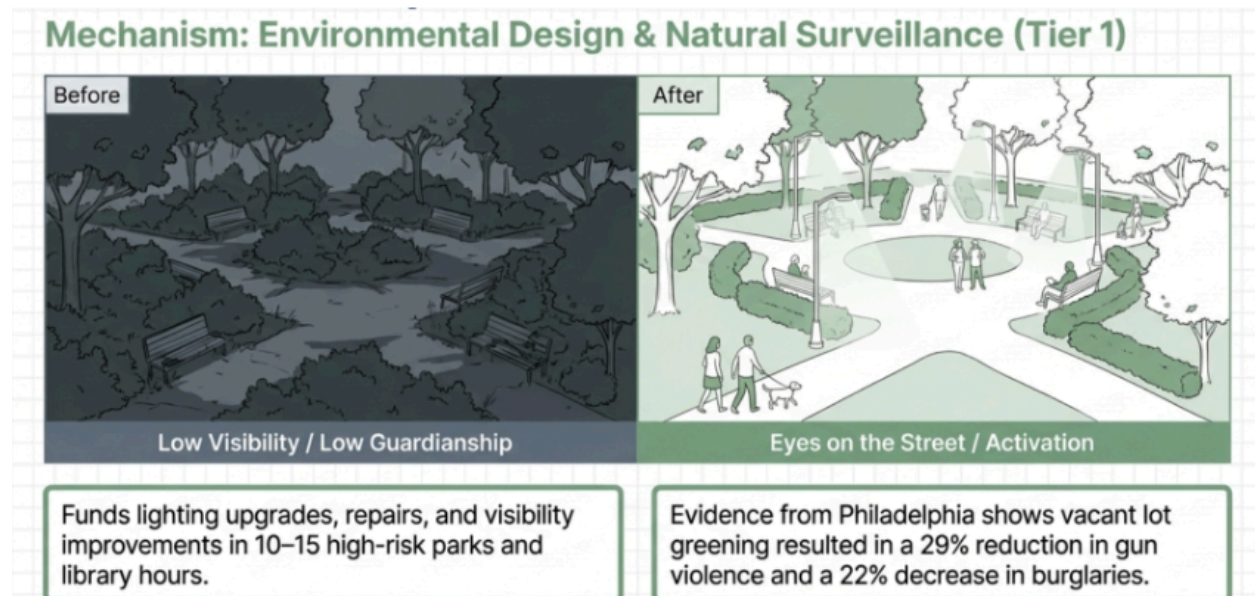
Public libraries do much more than lend books; they act as critical "third places" that provide structured activities, job resources, and a physical local government presence. A recent study evaluating library infrastructure in Kansas City found that the immediate vicinity surrounding a public library branch experiences a substantial reduction in crimes of opportunity. Specifically, the presence of a library was linked to localized drops in burglaries, vandalism, robberies, fraud, and assaults (Ferreira Neto et al., 2023). By providing a physical, active civic presence, libraries increase neighborhood cohesion and directly mitigate localized criminal activity.

- **The Mechanism:** Libraries act as neighborhood hubs that increase pedestrian foot traffic, putting more "eyes on the street." This increased visibility makes opportunistic criminal acts far riskier. Furthermore, by providing free access to educational and labor-market resources, libraries raise the opportunity cost of committing a crime.
- **The Research:** A recent comprehensive study analyzed the spatial impact of opening new public library branches in Kansas City. The researchers found a substantial, measurable reduction in burglaries, vandalism, robberies, fraud, and assaults in the immediate vicinity of the new library locations (Ferreira Neto et al., 2023).

2. Parks and Green Spaces

Transforming vacant lots into maintained parks and green spaces is a proven place-based strategy for reducing neighborhood violence. When cities invest in professional landscaping,

regular mowing, or community gardens, they effectively reduce physical disorder in the area.



Restoring neglected spaces eliminates hiding spots for illicit activity and signals to potential offenders that residents are actively monitoring and caring for their neighborhood, which reliably drives down localized violent crime.

While dense, unmanaged brush was historically thought to hide illicit activity, well-maintained urban green spaces actually deter crime by fostering community cohesion and reducing the mental fatigue that often precedes impulsive violence.

- **The Mechanism:** According to principles of Crime Prevention Through Environmental Design (CPTED), cleaning up blighted areas signals that a neighborhood is actively cared for, deterring offenders. Parks also encourage residents to socialize outdoors, which drastically increases informal community surveillance.
- **The Research:**
 - **The Branas Trials:** In a landmark citywide randomized controlled trial in Philadelphia, researchers led by epidemiologist C.C. Branas restored vacant, blighted lots by removing debris, planting grass and trees, and installing low wooden fences. Neighborhoods that received this simple greening treatment saw gun assaults drop by over 27%, alongside significant reductions in overall crime and residents' fear of violence.
 - **The Kuo & Sullivan Studies:** Foundational research on Chicago public housing by Frances Kuo and William Sullivan demonstrated that apartment buildings surrounded by high-canopy trees and greenery experienced roughly 50% fewer total crimes compared to identical buildings surrounded by barren land.

3. Digital Access and Broadband

Bridging the digital divide is most often framed as an economic imperative, but recent data shows a strong link between high-speed internet penetration and crime reduction.

- **The Mechanism:** Researchers point to a **voluntary incapacitation effect**. When high-quality broadband is available, individuals spend more of their leisure time at home engaged in digital entertainment, gaming, social media, or remote work. This physically removes people from the streets, reducing both the number of potential offenders and potential targets interacting in public spaces.
- **The Research:** An analysis by economist Ilaria Masiero utilizing U.S. state-level data from 2000 to 2012 found that the expansion of high-speed broadband diffusion had a significant negative impact on local crime levels, primarily driven by this shift in routine activities and leisure time allocation.

Ferreira Neto, A. B., Nowicki, J., & Shakya, S. (2023). Do public libraries help mitigate crime? Evidence from Kansas City, MO. *Journal of Cultural Economics*, 49, 141–161.
<https://doi.org/10.1007/s10824-023-09497-4> Cited by: 17

Recommendation: Priorities Parks and Library Improvements especially for youth and Digital Access in the Budget 2027-2028 Budget Cycle and ensure Oakland has to expertise to define the needed social infrastructure needed to develop and support safe spaces for youth.

Support OFD Ambulance Service Integration integrated with MACRO improvement

The BAC thanks Fire Chief Covington and Reimagining Public Safety Task Force Members for this collaboration in this effort over time, addressing two important aspects for two interrelated recommendations.

Integrating Emergency Response and Ambulance Service

Most, (over 80%) of OFD calls are for **non fire** emergency response. Given fire response time requirements OFD has resources deployed throughout the city. This typically results in OFD being the closest to the location of a call for help, and thus, is the first responder on the scene, with a private country ambulance company arriving afterwards. In this arrangement, patients have to go through a hand off process and the ambulance company provides transportation to the hospital or other care facility. Though OFD provides the initial response, the private ambulance company receives payment for the call from the patient's insurance. From an equity standpoint, one of the challenges with this system is that private, "for profit" insurance companies may have incentive to station their ambulances in areas that typically have more lucrative insurance coverage.

In a consolidated approach, OFD could provide the first response as well as transportation, eliminating a 'handoff' and also provide transportation to the hospital or other care facility. OFD could then also collect the insurance payment for ambulance services. Cities that take this approach have reported better service and also significant revenue from the insurance payments for ambulance transportation. While OFD is a necessary "expense" line item in the Oakland's budget, and they incur cost to provide first response, they have not been able to collect premiums. In this arrangement, OFD would provide more comprehensive service and also become a source of revenue. Cities in this arrangement have been able to keep fire stations open that otherwise would have been closed, and generated 10's of millions of dollars in revenue. For example, Sacramento County reports generating \$80 million annually.

Though there are legal restrictions put in place through private ambulance company lobbying in the 1980's, some cities were grandfathered and there are approaches that enable this approach for OFD.

The initial small steps are included in the current budget cycle. In the next budget cycle, larger expenditures will be required to scale up, and it's important for the public and their council members to understand there is not just cost, but significant revenue that can help the city on its path to fiscal health.

Improving MACRO to meet its envisioned purpose

The original intent of MACRO was to provide non-police civilian response to non-violent, non-emergency 911 calls. However ultimately MACRO was housed in OFD and the adopted dispatch requirements restrict MACRO from responding to residential addresses. This was due in part because MACRO was not able to retain the mental health professionals originally envisioned. This limits the ability of MACRO to serve its intended purpose of reducing burden on OPD sworn staff. An area under discussion with OFD would be to use revenue from this service to bring on the needed mental health professionals to serve the intended purpose. MACRO could also expand its capabilities to provide referrals to social workers or health professionals when the need is identified. This would help the health of Oaklanders and help ensure smaller mental health issues do not escalate into larger public safety issues thereby creating long term savings.

Recommendation: Support public education and funding for these initiatives realizing their long term benefits, cost savings and revenue opportunity for Oakland. Implement Ambulance Services to attain revenue for Oakland and dedicate the revenue to keeping fire stations open and to help MACRO fully achieve its intended purpose.

Improvement of OPD Officer Deployment

OPD and our sworn officer staff play a vital role in Oakland and the number of sworn officers is an important parameter. However, based on BAC's coordination with the City Auditor, we have identified areas for improvement in the deployment of officers. Using the City of San Jose as a basis for comparison, San Jose has less officers per capital and less officers per square mile,

Comparing Number of Officers and Crime Rate Oakland and San Jose

	Oakland	San Jose	SJ/OAK
Population	443,554	997,368	225%
Square Mileage	56	178	318%
Sworn Full Time Staff	678	1,172	173%
Officers/1000 Residents	1.53	1.18	
Officers/Square Mile	12.1	6.6	
Property Crime Rate	7,230	2,572	36%
Violent Crime Rate	1,925	519	27%

-It's not just # officers, but
of **deployment**
effectiveness that matters

-Economic Conditions also
matter



A 2025 Study by Smart Asset
named San Jose the safest big
city in America

<https://smartasset.com/data.../americas-safest-cities-2025>

18

than Oakland. Yet San Jose has far less crime than Oakland- in fact several times lower than Oakland. San Jose was named the "Safest Big City in America" in a 2025 study by Smart Asset. This shows that it's not just the number of officers, but also the effectiveness of deployment that matters. While some might say that the comparison is not fair because San Jose may have better economic conditions, that is the point of the previous recommendations that our investment in economic development factors also impacts crime in Oakland.

Though the number of sworn officers is vital to Oakland, we must also confront the trade off's recognizing the public safety benefit of other investments as well. Measure NN calls for 700 officers. The current budget provides for 678 a 3 % difference. However the number of vacant positions is 9%. Of those on payroll, 17% are non deployable, according the February 2026 report by the Chief of Police to council leaving us with 508 deployable officers. This is an important issue to address. The cost of these non-deployable officers is an a par with the entire workforce and economic development budget.

Other qualitative factors impact the effectiveness of deployment as well. The City Auditor's 911 report also shows that an outdated bureau structure impacts 911 response times and may be able to be addressed administratively through a "meet and confer" process. In addition, through an unusual process called "Patrol Draw", officers assign themselves to patrols based on their seniority rather than being assigned to patrols by the Chief of Police. There is no public data on how this impacts effectiveness of deployment, but it may be that the most experienced officers are not in the most demanding patrols.

Also, there are many cases where more expensive sworn officers are filling defined civilian positions and a further opportunity for some defined sworn positions to be filled by less expensive civilians. The city council has asked for over a year for an update from OPD on these issues.

Recommendations: 1. Confront the tradeoffs

2. Focus on not just on number of officers but also on effectiveness of deployment, recognizing finite resources, and benefit of all approaches

Some OPD Challenges

Officers	Issue	Source: Feb 26 OPD OT Report
700	Measure NN	
	Sworn Authorized (3% less than NN)	
678		
	Sworn Filled (9% Vacant- even with vacancies still higher than San Jose)	
617		
	Deployable (17% on payroll, but non deployable)	
508		
Qualitative	> Outdated Bureau Structure Impacts Response times (see Auditor's 911 Report)	
Qualitative	>"Patrol Draw" -Officers assign themselves to Patrols by seniority	
	>Sworn Officers are now filling civilian positions- more cost effective civilian positions could be defined	

Work Force and Economic Development Budget since Cut 60% since 2023

- FY 2023/24 \$62 million
 - FY 2024-25 \$35.2 million
 - FY 2025-26 \$24.9 million
 - FY 2026-27 \$24.2 million
- 17% Non deployable = is roughly the size of the entire economic development budget \$24 million
 - We want sworn officers to be well compensated, but we also need to ask for performance accountability

While many of these issues are vitally important, BAC does not have access to the complete data to make an assessment, so we have suggested the following topics to be taken on by the city auditor recognizing the many priorities on his plate.

Suggested Follow up Topics in Collaboration with City Auditor

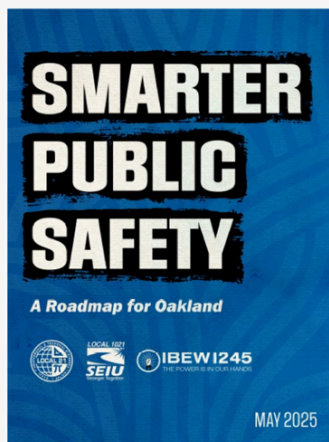
- Understanding 17% Officers on payroll but not deployable, causes and scope
 - Paid Admin leave during duplicate investigations (would ending oversight help?)
 - Workman's comp as compared to other cities
- Understand how "Patrol Draw" (officers assigning themselves to Patrols based on seniority) is impacting deployment of the right skills to the right places
- Macro Dispatch Protocols- Understand how restrictions on response to street addresses is impacting effectiveness
- Understand Sworn officers filling civilian positions
 - Sworn Officers now filling defined civilian desk jobs
 - Potential to convert existing sworn officers to civilian where appropriate
- Update of 2019 Police Overtime Audit to reflect new trends and 2025 Report by SEIU
- Follow up on Action items for 911 and Police Overtime Audit Recommendations

21

While the City Auditor did an overtime audit in 2019, and there are still many open action items, SEIU did a more recent report in 2025, [SEIU "Smarter Public Safety: A Roadmap for Oakland" Report \(2025\)](#)

indicating that overtime exceeded budget in 16 of the prior 18 years and was over budget regardless of approved budget or on board sworn staffing levels, or crime rate. This is complicated by the fact that at least some of the overtime is making up for vacant positions. An updated audit may be appropriate.

Follow up Study is Needed!



Overtime Hours Do Not Decrease as Officer Staffing Improves or as Crime Rates Decline

Regardless of Budgeted or Actual Officer Staffing Levels, OPD has Spent Over Budget for 16 of the Last 18 Years.



21

Recommendation to Improve deployment of Sworn Officers

Use “meet and confer” to address issues of sworn officer deployment efficiency as detailed in this report.

Advance Community Education.

Community Education is vitally important to these recommendations. Though many of these recommendations are vitally important to the Oakland community, many community members may not be aware of their interrelation. Understandably, the first thing that comes to mind for many when they think of public safety is the number of sworn officers which is one vitally important variable, but as shown above many other factors impact both public safety and economic development.

But as we look at the scale of the problems we need an “all hands on deck” approach that looks at all aspects of the problem including root causes and repeating cycles.

BAC has the opportunity to not only gather information from the public, but also to provide education. BAC is planning remote meetings that could provide

“before” and “after” surveys to give council information on the public’s understanding and support for these approaches.

As BAC noted in its 2023 Report on the Budget Process

Especially of concern was that during the past fiscal year, city leadership chose to reopen the OPOA contract to give wage increases to police and fire when the contracts were nowhere near expiration. This was done in a way that both

Recommendation: Advance Community Training to increase understanding of Interrelation of Public Safety and Economic Development

1. Conduct
“Before Survey”

2. Conduct “Community Training and Engagement”

3. Conduct
“After” Survey



How Could BAC Play a Role?

avoided public input and impacted the City budget for future years, including the FY 23-25 cycle. The BAC recommends that all summaries of tentative agreements be publicly posted in advance of a vote by City Council.

The result was that the projected revenues were fully committed to long term expenses before the budget process started. We recognise the importance of collective bargaining, but hope that the city will take a more holistic approach in the future cycle.

Recommendation: Convene Public Forums for Education and Discussion on these issues well in advance of these next Budget Cycle.

Links for further information

[SEIU "Smarter Public Safety: A Roadmap for Oakland" Report \(2025\)](#)

[The Economics of Crime: Identifying the Causal Effect of Unemployment](#)

[BAC Memo on Budget Process \(2023\)](#)

[Approach to Public Safety and Economic Development](#)

Appendix A Examples of Cities Reducing Crime Through Workforce Development

City	Workforce Initiative / Program	Primary Target Demographic	Key Outcomes & Crime Reduction Metrics
Chicago, IL	One Summer Chicago Plus (OSC+)	Opportunity youth and justice-involved young adults.	Rigorous studies (such as those by the University of Pennsylvania) found that providing summer jobs and behavioral mentoring led to a 35% to 43% reduction in violent and property-related arrests that sustained long after the summer ended.
New York City, NY	CEO (Center for Employment Opportunities)	Formerly incarcerated individuals transitioning back into the community.	A multi-city evaluation highlighted by the Brennan Center showed that comprehensive workforce integration reduced overall recidivism. Communities with strong nonprofit workforce presence saw up to a 10% decline in property crime rates per added nonprofit organization per 100,000 residents.
Philadelphia, PA	PowerCorpsPHL	Unemployed or underemployed young adults (ages 18–26) and justice-involved individuals.	By pairing environmental and public works training with career placement, the program achieved a recidivism rate of under 10% (compared to the state average of nearly 50%). Decreased recidivism directly correlated with localized drops in neighborhood property and theft offenses.
Los Angeles, CA	Los Angeles Regional Reentry Partnership (LARRP) & Clean Streets	Formerly incarcerated individuals and those experiencing housing insecurity.	Transitioning individuals into city-funded maintenance, sanitation, and technical roles resulted in notable drops in property-related crimes (such as vandalism, burglary, and vehicle break-ins) in targeted high-risk zones where the workforce was actively deployed.

Boston, MA	Youth Jobs Boston & Alternative Education Pathways	At-risk youth and out-of-school young adults.	Providing year-round and summer employment tracks, paired with soft-skills training, helped reduce property crime, shoplifting, and juvenile delinquency by creating structured economic incentives and financial stability during high-risk hours.
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Key Mechanisms Behind the Data

Economic Substitution: Property crime is frequently driven by economic scarcity. Increasing a person's earning potential and providing an immediate, steady legal income directly substitutes the financial "need" to commit property crimes.

The "Soft Skills" Spillover: As evidenced by studies on summer youth employment, the benefits of workforce training persist long after the program ends. Participants internalize conflict resolution, self-regulation, and accountability, which drastically lowers the probability of future criminal justice system involvement.

Appendix B Global Cities Leading Post-COVID Economic Recovery

The table below highlights cities that implemented standout recovery strategies, along with the metrics that proved their plans worked.

City & Country	Primary Recovery Strategy / Focus	Key Success Metrics & Outcomes
Miami, USA	Fast-tracked the digitization of city services , leveraged data-driven reopenings, and aggressively courted tech/finance migration.	Achieved a record-low unemployment rate of 1.4% , alongside top-tier national job growth.
Singapore	Leveraged robust, pre-existing post-SARS health infrastructure to reopen safely, while pouring massive funding into sustainable tech and green infrastructure .	Ranked globally as one of the fastest and most stable post-pandemic economic turnarounds.
Houston, USA	Focused on structural evolution by investing in light rail to connect major employment hubs (like the Texas Medical Center) to downtown, while incentivizing high-rise residential cores .	Led major U.S. metro areas in post-pandemic job growth, significantly outperforming historic trends.
Denver, USA	Intentionally reconfigured the relationship between downtown and the suburbs, heavily investing in urban hub revitalization (like Union Station) to keep foot traffic local.	Accelerated employment recovery well ahead of the national baseline, insulating its hospitality and retail sectors.
Oslo, Norway	Launched a targeted \$380M+ stimulus package aimed exclusively at green energy infrastructure and boosting localized industrial productivity.	Maintained a highly resilient GDP and achieved a faster, more robust economic rebound than initial European forecasts predicted.
Helsinki, Finland	Decentralized municipal decision-making and created direct financial lifelines tailored specifically to protect the creative and cultural industries from collapse.	Successfully mitigated systemic small-business closures and preserved the city's vital cultural economy.

The Recovery Blueprint

The common denominator among these cities wasn't just a desire to return to "normal." The most successful regions used the crisis as a catalyst to reinvent

themselves—whether through aggressive digital transformation, green energy investments, or changing how people live, commute, and work in urban centers.

Appendix C The table below highlights several notable cities that have successfully deployed these Public Safety Ambassadors programs in their business districts:

City	Program Name	Primary Target Districts	Key Roles & Responsibilities	Reported Impact / Success Metric
San Francisco, CA	Market Street Safe Corridor / Heart Ambassador Program	Downtown, Union Square, Yerba Buena, Mid-Market	24/7 street patrols, tourist assistance, welfare checks, de-escalation, and administering Narcan.	Private-public funding expansion cited a 53% drop in safety-related 911 calls in pilot zones.
San Diego, CA	Clean & Safe Program	Downtown San Diego (280 blocks)	Visible foot/bike patrols, safe-walk escorts, business check-ins, reporting illegal activity, and unhoused outreach.	Operates 7 days a week, highly regarded for bridging the gap between local businesses and police.
St. Louis, MO	Downtown Public Safety Ambassador Program	Downtown & Downtown West	Unarmed, uniformed patrols (foot, bike, vehicle), business checks, pedestrian escorts, and minor ordinance reporting.	Backed by a \$5 million multi-year investment; works alongside St. Louis Metropolitan Police to layer visible safety.
Oakland, CA	Community Ambassador Program	Downtown, Uptown, Chinatown, Jack London Square	Pedestrian/umbrella escorts, business engagement, graffiti/litter removal, and quick reporting of suspicious behavior.	Local merchants report increased foot traffic and a higher sense of safety; serves as a vital tool during police staffing shortages.
Minneapolis, MN	Uptown Safety Ambassador s	Uptown Business District	High-visibility patrols, late-night/weekend presence, de-escalation, and connecting people to resources.	Launched to specifically combat post-pandemic property crime and revitalize nightlife foot traffic.

Common Features of These Programs

- **Unarmed and De-escalation Focused:** Ambassadors are almost never armed law enforcement. They are trained in conflict resolution, mental health awareness, and first aid.
- **The "Eyes and Ears" Model:** Instead of making arrests, they serve as a visible deterrent and maintain direct lines of communication with local police to report active crimes. Greater St. Louis, Inc.
- **Dual Focus on Safety and Cleanliness:** Most programs recognize that a clean environment (free of graffiti, broken glass, and litter) naturally improves the public perception of safety and deters crime.

Appendix D Using violence de-escalation, conflict resolution, and restorative practices in schools has become a prominent strategy for cities aiming to lower both in-school incidents and community-level youth violence.

Appendix XYZ The following table highlights several U.S. cities that have implemented targeted de-escalation and violence intervention training programs in their school systems, along with their tracked outcomes.

City	Program / Initiative Name	Core Implementation & Focus	Reported Impact / Key Outcome
Chicago, IL	Becoming a Man (BAM) & Restorative Practices	Uses Cognitive Behavioral Therapy (CBT) and de-escalation training to help male students navigate high-stakes, high-conflict situations.	A University of Chicago Crime Lab study found a 45–50% reduction in violent crime arrests among participants, alongside significantly improved graduation rates.
San Francisco, CA	School Crisis Support Initiative (SCSI)	Places trained School Violence Interrupters in public schools to use de-escalation and conflict resolution techniques, diffusing tensions before they spill over into the community.	Successfully interrupted and resolved multi-student threats and fights; provided direct behavioral intervention pathways to reduce repeat offenses.
Albuquerque, NM	School-Based Violence Intervention Program (SBVIP)	Combines de-escalation workshops, safe-passage routing, and on-site mentors (Intervention Specialists) to support students with high exposure to gun violence and trauma.	Resulted in a 40% drop in school suspensions at flagship campuses and decreased community-level youth violence risk.
Seattle, WA	Seattle Social Development Project (SSDP) / Restorative Interventions	Universal school-based program focused on teaching emotional self-awareness, communication skills, and conflict de-escalation to students and staff.	Long-term tracking showed an average 13% decrease in community crime outcomes and a substantial net financial savings in justice-system costs.

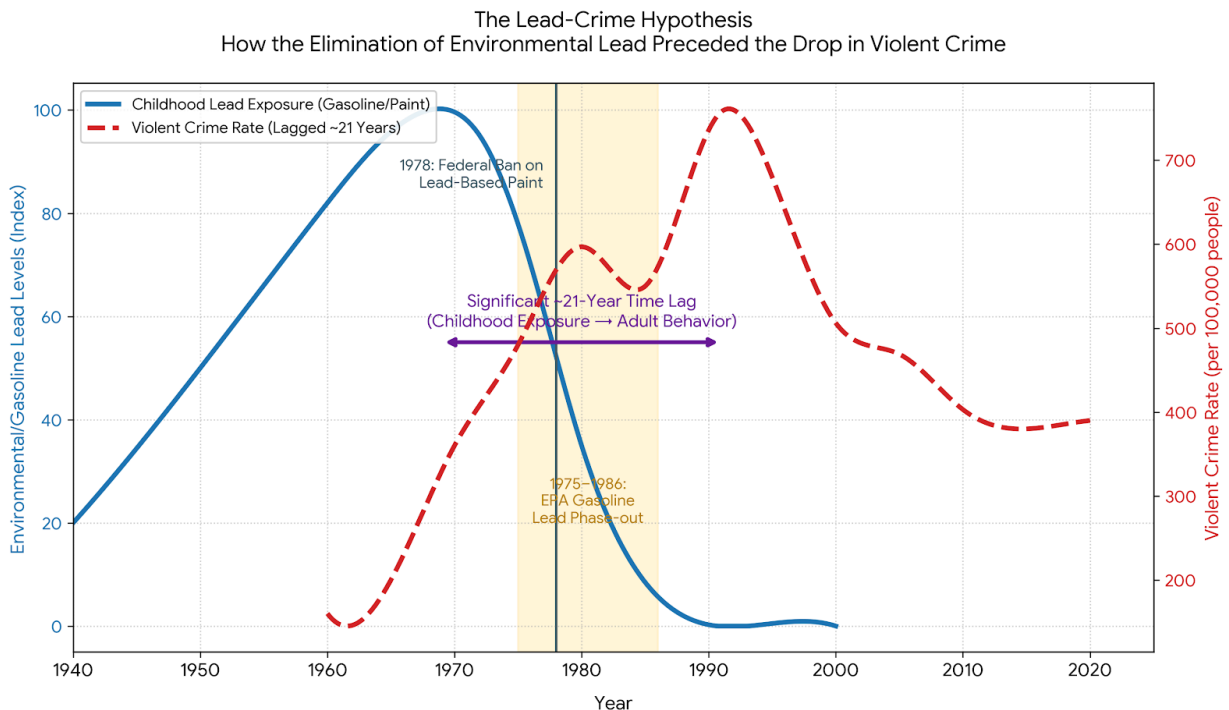
Los Angeles, CA	School Climate & Restorative Justice Policy	Shifted funding away from traditional school policing to train all campus staff and safety advocates in de-escalation and restorative diversion tactics.	Led to a dramatic reduction in school-based arrests and citations , successfully lowering the "school-to-prison pipeline" trajectory for high-risk youth.
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Key Takeaways from These Programs

- **Community Spillover:** Data from organizations like the Centers for Disease Control (CDC) and the Community Preventive Services Task Force shows that when students learn to de-escalate conflicts inside the classroom, those behaviors carry over into their neighborhoods, leading to a measurable drop in community-level violent crime.
- **Proactive vs. Reactive:** Rather than relying on physical restraint or immediate law enforcement intervention, these programs emphasize identifying the early warning signs of distress and agitation to neutralize a crisis before it turns physical.

Many cities utilize public safety and hospitality ambassador programs—often funded through Business Improvement Districts (BIDs) or public-private partnerships—to deter low-level crime, assist visitors, and boost the overall perception of safety in commercial areas.

Appendix E Lead Based Paint Abatement



The graph visualizing the relationship between environmental lead exposure and violent crime rates has been generated, illustrating the well-known **Lead-Crime Hypothesis**.

Understanding the Graph and the Lead-Crime Hypothesis

The **Lead-Crime Hypothesis** suggests that a substantial portion of the dramatic rise and subsequent fall in violent crime rates during the mid-to-late 20th century can be explained by childhood lead exposure. Lead is a potent neurotoxin that severely impairs brain development, particularly affecting areas responsible for impulse control, emotional regulation, and executive functioning.

1. **The Lead Curve (Solid Blue Line):** * Environmental lead levels rose steadily from the 1940s through the 1960s as a result of the widespread use of leaded gasoline and lead-based paint.
 - a. It peaked around **1968–1970**.
2. **The Crime Curve (Dashed Red Line):** * The U.S. violent crime rate tracked the exact same trajectory but with a **significant ~21-year time lag**.
 - a. Violent crime rose drastically in the late 1960s and 1970s, reaching an all-time peak in **1991** before plunging dramatically throughout the 1990s and 2000s.

b. Why the Time Lag Exists:

- i. The 21-year lag corresponds precisely to the time it takes for a toddler exposed to environmental lead to reach young adulthood (ages 18–24)—the demographic cohort statistically responsible for the peak volume of violent crime. When the heavily lead-exposed cohorts of the late 1960s reached adulthood in the early 1990s, violent crime peaked. Conversely, when the cohorts born after lead mitigation efforts grew up, crime dropped sharply.

3. Policy Interventions Indicated:

- a. **EPA Gasoline Lead Phase-Out (1975–1986):** Highlighted by the yellow block, this phased elimination forced automotive manufacturers to transition to unleaded fuel catalytic converters, causing a rapid collapse in atmospheric lead levels.
- b. **Federal Ban on Lead-Based Paint (1978):** Indicated by the solid grey line, this policy intervention dramatically curtailed the secondary major source of residential childhood lead poisoning.

Health & Safety Impacts of the Dry Goods Distribution System on Nutrition

Treating fresh food like dry goods diminishes its nutritional value. Dry goods distribution favors "junk food" – high in salt and carbohydrates with empty calories but strong shelf appeal – while supply chain complexity disfavors fresh food. Omega-3 fatty acids illustrate this gap.

Human Health Benefits

- **Cardiovascular:** Lowers triglycerides and blood pressure; reduces fatal arrhythmia risk.
- **Brain & Mental Health:** Low levels linked to depression and anxiety; supports memory and may lower Alzheimer's risk.
- **Anti-Inflammatory:** Alleviates autoimmune conditions, particularly rheumatoid arthritis.
- **Eye Health:** DHA protects against dry eye and macular degeneration, a leading cause of vision loss.

Public Safety Implications

The brain is nearly **60% fat** and relies on omega-3s to regulate emotion and impulse control. When deficient, aggression rises – research shows omega-3s reduce violence across populations.

28%

Reduction in Aggression

2024 meta-analysis (29 trials, ~4,000 participants) across all ages.

37%

Drop in Prison Violence

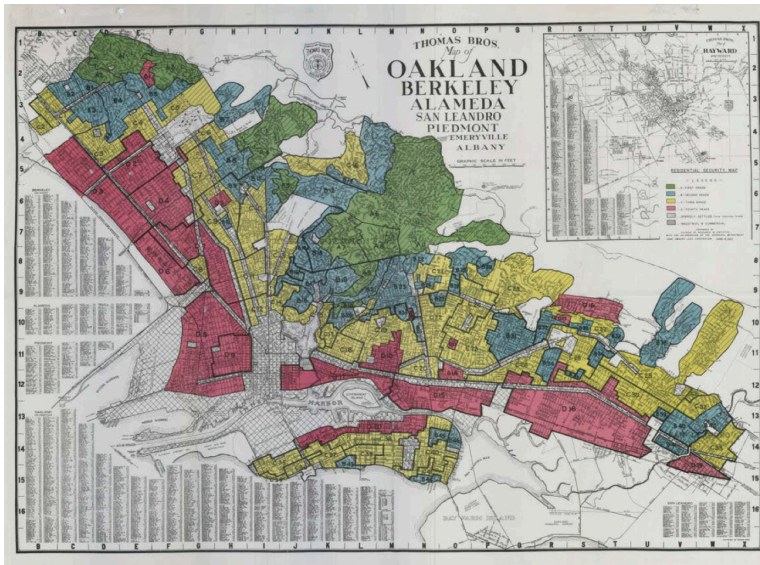
Oxford study (2002): Young offenders given omega-3s saw violent offenses fall.

34%

Dutch Replication

2010 Dutch Ministry of Justice study with young inmates replicated similar results.

Appendix G- Redline Map showing historic genesis of community challenges



A report by the Oakland Department of Race and Equity demonstrates the connection to “Redlining” with this "Residential security map" created by the Home Owners' Loan Corporation (1937) (City of Oakland (2021) *Racial equity impact analysis: Eliminating lead paint hazards in Oakland & Alameda County*)

https://www.oaklandca.gov/files/assets/city/v/1/housing-comm-dev/documents/lead/lead-paint-re-ia_9-23-21_final.pdf

A Practical First Step Toward an Oakland TAY Baseline

Proposed limited feasibility review of existing City expenditure and outcome data for transitional-age youth ages 16-24

To: Members, Oakland Budget Advisory Commission

Through: Mike Peterhoff, Chair Budget Advisory Commission

From: TAY Ad Hoc Subcommittee

Date: August 2026

Action: Discussion and possible authorization of a limited feasibility review

Decision Requested

Authorize the TAY Ad Hoc Subcommittee to conduct a limited feasibility review, with appropriate staff assistance, to determine whether existing Kids First/OFCY and Measure NN reports and data can separately identify expenditures and outcomes for Oakland youth ages 16-24.

Executive Summary

Oakland invests in young people through multiple programs and departments, but current public reporting does not consistently isolate what is spent on transitional-age youth ages 16-24 or what outcomes those investments produce. The long-term policy direction is a clear TAY budget baseline: an annual, transparent accounting of relevant investments and results. Before recommending that larger step, BAC should determine what the City can already report and what additional work would be required.

The proposed action is deliberately narrow and reversible. It asks for a fact-finding review of existing information, beginning where structured reporting already exists. The review would allow BAC to assess feasibility, administrative burden, and the value of a limited pilot before making any broader recommendation.

The Problem BAC Is Trying to Solve

Programs often serve broad age ranges. As a result, the needs and outcomes of youth ages 16-24 may be combined with those of younger children or with all program participants.

Without age-specific visibility, BAC cannot readily assess total investment, alignment with need, program overlap, service gaps, or cross-department coordination for TAY.

The issue is not whether Oakland supports TAY. It does. The issue is whether existing budget and performance information makes that support visible enough for informed oversight and policy decisions.

Scope of the Limited Feasibility Review

Budget staff, working with the appropriate program staff, would help determine what age-level expenditure and outcome information is already collected; whether existing data can separately identify youth ages 16-24; what additional work, cost, data limitations, or administrative burden would be involved; and whether a limited reporting pilot would be useful and practical.

A Practical First Step Toward an Oakland TAY Baseline

Proposed limited feasibility review of existing City expenditure and outcome data for transitional-age youth ages 16-24

Recommended Starting Points

Kids First/Oakland Fund for Children and Youth

OFCY is the logical first case because it already has established grantmaking, evaluation, participant-demographic, performance, and public-reporting processes. Its FY 2024-25 evaluation reports age information for participants, including an 18-and-older category.

The feasibility question is whether the underlying information can support a consistent 16-24 view and whether expenditures and outcomes can be linked to that age group without disproportionate new work.

Existing Measure NN Reporting

Measure NN provides a second, distinct test in the public-safety context. The review would examine current reports and available data-not create a new reporting structure-to determine whether TAY expenditures and outcomes can be identified.

Coordination With OPSPOC

The Oakland Public Safety Planning and Oversight Commission's draft evaluation scope calls for mapping Oakland's public-safety investments by age, with particular attention to TAY, and identifying gaps, funding sources, and coordination opportunities beyond Measure NN.

Although that evaluation has not begun, it shows that another City oversight body has recognized the value of age-based investment visibility. BAC should avoid duplicating that work and coordinate where practical.

Roles and Responsibilities

The full BAC would authorize the limited review, receive and discuss the findings at a publicly noticed meeting, and decide whether to make any recommendation.

The TAY Ad Hoc would frame the questions, review the information provided, coordinate with relevant bodies, and return with its findings and any proposed recommendations.

Budget and program staff would provide reasonable assistance to identify existing reports and data, clarify limitations, and estimate additional effort or cost.

City departments would respond through the appropriate staff process. The proposal does not direct departments or impose new reporting requirements.

Why a TAY Baseline Is a Sound Direction

A baseline would not simply produce another report. Properly designed, it would create a recurring view of which City resources reach TAY, through which programs, and with what results. That visibility could

A Practical First Step Toward an Oakland TAY Baseline

Proposed limited feasibility review of existing City expenditure and outcome data for transitional-age youth ages 16-24

support better coordination, identify gaps and duplication, and help policymakers protect effective investments during difficult budget cycles.

San Francisco offers a tested governance example. Its Charter establishes a Disconnected Transitional-Aged Youth Baseline for ages 18-24, tracked separately for reporting purposes and reviewed through the budget process. Oakland need not copy San Francisco's funding formula. The relevant lesson is that a city can identify age-specific investments and make them visible as part of fiscal oversight.

San Francisco's recently opened 730 Stanyan development in the Haight-Ashbury neighborhood also illustrates intentional TAY investment. The 160-unit affordable-housing development includes 20 permanent supportive-housing units for TAY experiencing homelessness.

The project should not be presented as an outcome caused by the baseline. Rather, it is a concrete example of the kind of TAY-specific investment that clear public accounting can make easier to see and assess.

What This Proposal Is-and Is Not

This proposal is a limited review of existing information, a test of feasibility and administrative burden, a first step toward an evidence-based recommendation, and a request for appropriate staff assistance.

This proposal is not a request for new funding, a TAY funding set-aside, a directive to City departments, a BAC-managed reporting system, or a commitment to adopt a baseline or pilot.

Expected Product

The TAY Ad Hoc would return to the full Commission at a subsequent publicly noticed meeting with a short findings report. The report would summarize available data, limitations, estimated additional work or cost, and coordination opportunities.

Only if supported by the evidence would the report include options for a limited reporting pilot or a future TAY baseline recommendation. The review schedule should be established in consultation with staff based on available capacity.

Proposed Motion

I move that the Budget Advisory Commission authorize the TAY Ad Hoc Subcommittee to conduct a limited feasibility review, with appropriate assistance from Budget staff and relevant program staff, to determine whether existing Kids First/OFCY and Measure NN reports and data can separately identify expenditures and outcomes for transitional-age youth ages 16-24; assess any additional work, cost, data limitations, or administrative burden; consider whether a limited reporting pilot would be useful and practical; coordinate with related OPSPOC work to avoid duplication; and return to the full Commission at a publicly noticed meeting with its findings and any proposed recommendations.

A practical first step toward a TAY baseline

A limited feasibility review of existing
expenditure and outcome data for ages 16–24

Karen Roye and Stephisha Ycoy-Walton •
TAY Ad Hoc Subcommittee

OAKLAND BUDGET ADVISORY COMMISSION • AUGUST 2026



The question is simple



Can Oakland clearly see what it spends—and what results it achieves—for young people ages 16–24?

If the information already exists, the first step is to determine whether data for ages 16–24 can be separately identified and used to inform budget decisions.

A limited review would answer four questions

- 1 What age-level spending and outcome data are already collected?
- 2 **Can existing data separately identify ages 16–24?**
- 3 What additional work, cost or burden would be involved?
- 4 Would a limited reporting pilot be useful and practical?

Start with existing reports. Measure effort before recommending change.

Begin where reporting already exists



Kids First / OFCY

Review existing expenditure and outcome reports for age-level visibility.

Measure NN reporting

Test the same question in an established public-safety reporting context.

OPSPOC's proposed mapping work shows this need is shared across City oversight—not confined to one program.

San Francisco shows the direction is workable



A protected TAY baseline

The City Charter includes spending for disconnected TAY ages 18–24 in the Children and Youth Baseline.

Annual public accounting

The Controller must publish eligible City appropriations after each fiscal year.

Policy made visible

730 Stanyan opened in the Haight with 160 affordable homes, including housing for TAY who have experienced homelessness.

Oakland need not copy San Francisco—but it should be able to see whom its investments serve and what they achieve.

This is fact-finding—not a new mandate

NOT

- New funding
- A TAY set-aside
- A reporting system managed by BAC

THE WORK

Budget and program staff

Identify existing data and estimate effort.

TAY Ad Hoc

Frame questions, review findings and return to the full Commission.

BAC requests staff assistance; it does not direct City departments.

Requested Commission action

I move that the Budget Advisory Commission authorize the TAY Ad Hoc Subcommittee to work with Budget staff and appropriate program staff on a limited feasibility review of existing Kids First/OFCY and Measure NN reports and data, to determine whether expenditures and outcomes for transitional-age youth ages 16–24 can be separately identified; to assess the additional work, cost and administrative burden involved; and to return to the full Commission with findings and any proposed recommendations.

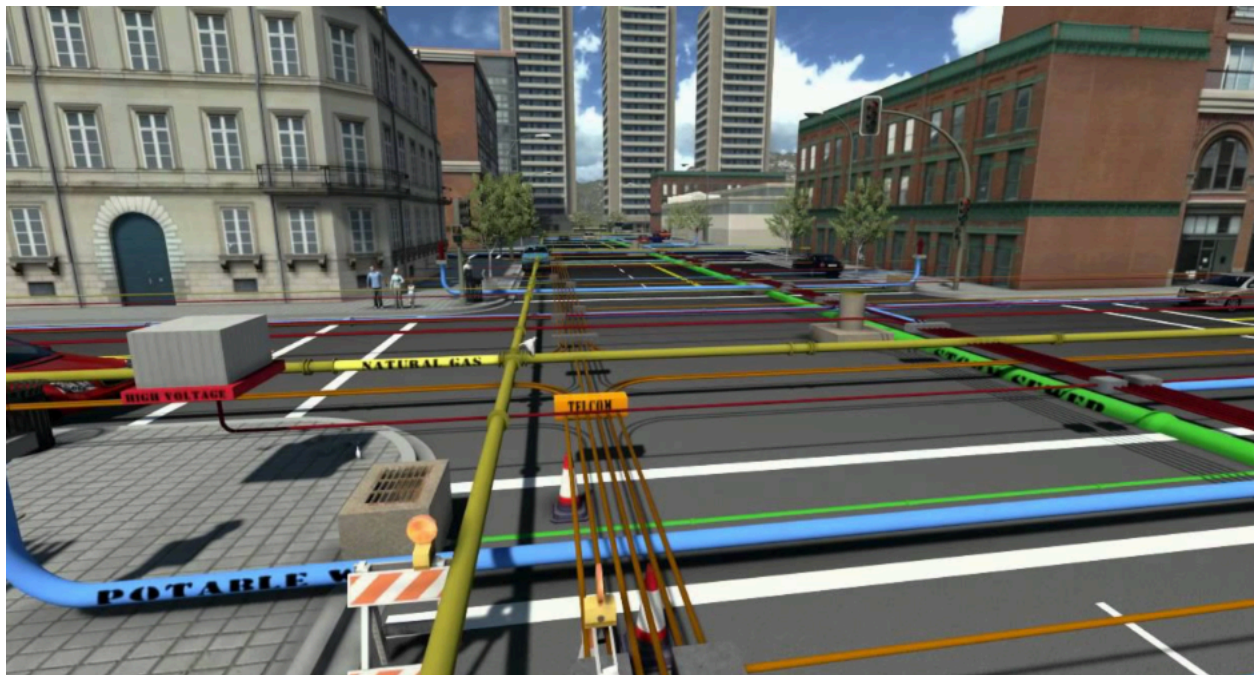
A small, reversible step toward better budget visibility.

BAC Recommendation on Trenching Standards in City Streets to Make our paving dollars go farther

This is a recommendation from the Budget Advisory Commission, (to be coordinated with the I-Bond Oversight Committee) for the city to create a standard for trenching and other work that disrupts the Oakland public streets and a method of financial assurance of repairs as is done by other cities.

Background:

Our Streets are actually utility corridors as well. Trenching in Oakland's Streets is often



necessary for a variety of reasons. Reasons for trenching and excavating existing roads include: installation or repair cable services, water, sewer and electrical lines, undergrounding of existing overhead utilities, and emergency repairs, for example of water leaks. The entities doing trenching may range from EBMUD, to contractors for PG&E or cable companies. Though these may be necessary actions, the trenching needs to be repaired correctly. Trench failures include subsidence of the trench and can also include mottling of the adjacent pavement as well.

There are three impacts of the current approach, which negatively affects the value citizens receive from our precious paving funds.

- 1) Oakland City staff is spending funds to repair trench failures by others, estimated at \$6 Million per year

- 2) Trench failures can disrupt existing pavement, making the need for repaving sooner
- 3) Trench failures in newly re-paved roads can make the new pavement not last as long.



Trench failures can happen for a variety of reasons, but one of the most common is failure to compact backfill material sufficiently, which causes subsidence of the trench. This can break the pavement surface allowing water intrusion and erosion of the adjacent subbase materials. The trenched area itself may have subsidence and adjacent pavement may have mottling. Examples of a trench failure and mottling are shown above.

Other cities have trenching standards in place and financial mechanisms in place to ensure proper repair. These mechanisms, even if they are not utilized, create an incentive for trenching agencies- or their private contractors to meet the city standards to avoid enforcement activities.

Recommendations:

- Create City Wide Trenching Technical Standard including requirements for compaction and inspection and require acknowledgment before an encroachment permit is issued
- Create Requirement for Financial Assurance of Repair- as other cities have done- before an encroachment permit is issued.
- That DOT have flexibility to coordinate paving plans around utility undergrounding and trenching plans that may change over time.
- That City Council request DOT provide a report to council summarizing similar programs in place by other cities and a recommended approach for Oakland for follow up action by the City Council. Examples of trenching requirements for the Cities of Freemont and Emeryville are in Appendix A and B. DOT analysis should include assessment of impact on staff time.

Appendix A

City of Fremont Trenching Requirements

For any requirements to cut into the pavement or execute trench repairs within the public right-of-way (PROW) in **Fremont, CA**, the city strictly regulates these activities to safeguard its infrastructure. (source Fremont.gov)

Under the Fremont Municipal Code, you cannot dig without securing an **Encroachment Permit (ENC)**, and a core component of getting that permit approved is establishing financial assurance. This serves as a guarantee that the street, curb, or sidewalk will be safely backfilled, paved, and restored to standard city specifications.

Financial Assurance Requirements

Per **Fremont Municipal Code Section 12.05.300**, the City Engineer requires permittees to deposit a security fund before any encroachment permit becomes effective. This financial assurance protects taxpayers in case a contractor leaves a trench incomplete or fails to meet restoration standards.

Acceptable Forms of Security

The City of Fremont allows applicants to satisfy this requirement in a few ways:

Form of Security	Description / Key Requirements
Surety Bond	An <i>Encroachment Permit Annual Performance Bond</i> issued by a licensed surety company. The city requires original "wet" signatures from both the contractor and the surety—photocopies will be rejected.
Certificate of Deposit (CD)	An automatically renewable CD issued by a local Bay Area financial institution, legally assigned to the City of Fremont.
Cash/Cashier's Check	A direct payment into the city's designated security fund, which is held until the engineering inspector signs off on the final repair.

The Baseline Cost: The exact dollar amount of the financial assurance is determined by the Engineering Division based on the estimated cost of restoring the specific right-of-way impact, but it carries a **strict minimum of \$1,000**.

The Encroachment Permit Submittal Checklist

When you log onto the city's online portal (**Fremont.gov/CitizenAccess**) to submit your application, you must provide the financial assurance alongside several other mandatory items:

- **Completed Application Form:** Outlining the applicant, contractor, and specific location.
- **Site Plans/Sketches:** At least two copies of engineering drawings detailing the trench dimensions and exact location relative to property lines and utility lines.
Fremont.gov
- **Traffic Control Plan (TCP):** If the trenching impacts vehicle, bicycle, or pedestrian lanes, a professional traffic management sketch is required.
CCIS Bonds
- **Evidence of Insurance:** Liability insurance certificates matching city requirements must be on file with the Engineering Department.
CCIS Bonds
- **USA North 811 Ticket:** You must notify Underground Service Alert at least two business days prior to digging, and notify your assigned city inspector at least 24 hours before starting work.

Appendix B:

Example Trenching Requirement for City of Emeryville

To prevent the City from incurring costs due to improper street restoration, the City of Emeryville enforces strict **financial assurance and performance security mechanisms** for all trenching and right-of-way excavations. These mandates ensure that if a contractor or utility company fails to properly repair a roadway, the City has immediate access to funds to correct the defect.

Under **Emeryville Municipal Code (EMC) Title 7, Chapter 2**, and the City's *Standard Provisions to Encroachment Permits*, the financial assurance framework operates under the following guidelines:

1. Performance Security & Deposit Requirements

Before any encroachment or excavation permit is formally issued, the applicant must provide financial guarantees directly to the Public Works Department:

- **Performance Security/Deposit:** Permittees must post a performance security or cash deposit (per EMC § 7-2.04[m]). The exact value of this deposit is determined by the Public Works Department and is typically based on the estimated value and geographic footprint of the proposed trenching work.
eCode360
- **Administrative & Inspection Deposits:** Separate upfront fees must be deposited to cover City engineering reviews and field inspections during the trenching and backfilling process.

2. Pavement Failure & The "48-Hour" Repair Rule

If a trench begins to fail—such as the subsurface material shifting or the asphalt pavement becoming depressed, cracked, or broken—the City places the financial liability entirely on the permittee:

- **Written Notice:** The Public Works Director will notify the permittee in writing of any structural or aesthetic deficiencies in the trench restoration.
- **48-Hour Deadline:** Upon receiving written notice, the permittee has exactly **48 hours** to mobilize, backfill, or repave the area to meet City specifications.
- **Emergency Intervention:** If the City determines that a failing trench constitutes an immediate safety hazard, public nuisance, or emergency, Public Works reserves the right to skip the notice period and perform repairs immediately at the permittee's expense.

3. Tapping the Financial Assurance

If the permittee fails to repair the trench within the 48-hour window, or fails to pay the City back for emergency repairs, the City activates its financial recovery safeguards:

- **The 5-Day Payback Window:** The permittee has **5 business days** from the date of City invoice notification to pay for any repair costs incurred by Public Works.
- **Withholding Deposit Funds:** If payment is not received within those 5 days, the City will automatically deduct the full cost of the repair, plus administrative overhead, directly from the contractor's **Performance Security Deposit**.
- **Withholding Future Permits:** The City may also freeze any remaining administrative balances and deny future encroachment permits to the contractor or property owner until all financial accounts are settled.

4. Liability Insurance Mandates

In tandem with the performance security deposit, the applicant or their contractor must submit **Evidence of Liability Insurance** prior to pulling the permit.

Standard Requirement: This insurance must explicitly name the *City of Emeryville* as an additional insured party. It protects the municipality from third-party property damage or personal injury claims resulting from open trenches, improper steel plating, or subsequent pavement failures.

Date: July 31, 2026
To: Budget Advisory Commission
From: BAC Community Education & Engagement Ad Hoc Committee
Re: BAC Budget Priority Survey

BAC Draft Survey Update - The draft survey is coming along. It's fairly long, partly because we've included some "educational" paragraphs about the city budget, along with an introductory paragraph explaining the BAC and the survey's purpose.

Survey Order - The survey opens with demographic questions, split into two parts. The information we most need, such as race, age, voter status, and City Council district comes first. Demographic information that's helpful but perhaps not essential, income, renter/homeowner status, and education level, has been moved toward the end, since it's fine if some residents skip it.

I carried over three questions from the previous survey cycle (#2, #3, and the first question under "Priorities"). These are the same three questions we added from the 2023–2025 survey to the 2025–2027 survey, to maintain continuity across cycles.

The "Life in Oakland" section is designed to show how residents experience programs and services funded by the budget, and to gauge how well the city is delivering in these areas — essentially, how well the money is being spent. The "Your Priorities" section then asks residents to rank their priorities based on that reflection.

What We Need From You - The ad hoc committee welcomes any and all edits, suggestions, or questions. Since we only have 30 minutes allocated at our next meeting, we're asking you to do the following beforehand:

- **Take the survey and time yourself.** How long did it take?
- **Jot down your reactions.** What questions did not make sense/felt out of place? What was missing or out of order? Would a resident be able to finish the survey or would it be too long? Too confusing? Bring your notes to the meeting — Larisa will be collecting them — but before then, review your notes and pull out the **big themes to share at our meeting.**

Next Steps - We'll incorporate your edits and suggestions, then share an updated draft with the same group who helped us get here. We'll also expand our outreach to content experts, including other commissioners. Our goal is to have a finished draft by October, ready for translation.

#

Budget Advisory Commission – DRAFT SURVEY

The Oakland [Budget Advisory Commission](#) (BAC) is a group of volunteer residents who meet monthly to make budget policy and process recommendations to the Oakland City Council.

Under the City of Oakland's [Consolidated Fiscal Policy \(CFP\)](#), the BAC is required to survey Oakland residents about their budget priorities at the start of each two-year budget cycle. The results are then reported to City Council members to help inform their own budget priorities.

Due to budget constraints, the BAC will administer this survey directly. Our process for the 2027–2029 cycle includes:

- **July–September:** Soliciting feedback on survey questions from community groups and community and city leaders, as part of our community education and engagement work
- **October:** Finalizing the survey
- **November 4–December 5:** Administering the survey

Per the CFP, we will share final results with the City Council no later than three weeks after the survey closes, or during the first week Council returns from Winter Break — whichever is later.

TELL US ABOUT YOU, THE OAKLAND RESIDENT

1. Are you a resident of the city of Oakland? *Required question; if No, end survey*
2. Generally speaking, how would you rate Oakland as a place to live?
 - a. Excellent
 - b. Good
 - c. Fair
 - d. Poor
3. Do you approve or disapprove of the overall job being done by Oakland City government in providing services to the people who live here?
 - a. Approve
 - b. Disapprove

4. Did you take this survey last year?
 - a. Yes
 - b. No
5. How did you hear about the survey last year?
 - a. My council member
 - b. Member of the BAC
 - c. A community organization
 - d. Other
 - e. Don't remember
6. How did you hear about this survey this year?
 - a. My council member
 - b. Member of the BAC
 - c. A community organization
 - d. Other
 - e. Don't remember
7. Council members hosted Community education budget presentations. Did you attend any?
 - a. Yes
 - b. No
8. Did you attend any public meetings for the 2025 budget cycle?
 - a. Yes
 - b. No

DEMOGRAPHIC INFORMATION

9. Gender
 - a. Female
 - b. Male
 - c. Nonbinary
 - d. Prefer not to say
10. Age
 - a. 14-18
 - b. 19-25
 - c. 26-30
 - d. 31-39
 - e. 40-49
 - f. 50-59

- g. 60-69
- h. 70-79
- i. 80-89
- j. 90-99

11. Race

- a. American Indian or Alaska Native
- b. Asian
- c. Black or African American
- d. Hispanic, Latino, or Spanish Origin
- e. Middle Eastern or North African (MENA)
- f. Native Hawaiian or Pacific Islander
- g. European/White
- h. Mixed race
- i. Prefer not to say

12. City council district or zip code

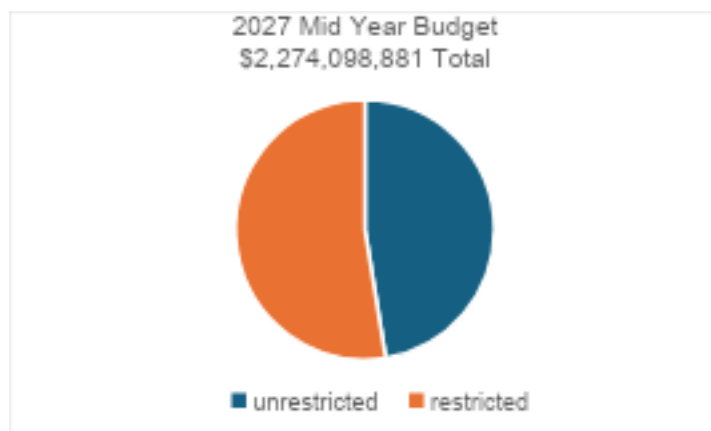
- a. (write in)

13. Registered to vote in Oakland

- a. Yes
- b. No

ABOUT THE CITY'S BUDGET

In 2025, the city adopted a two-year budget after having hosted two informational budget sessions and seven budget forums – one in each city council district. In 2026, the city reviewed the budget, and made necessary adjustments based on revenue and expenditures.



The BAC will work to create opportunities for the public to be involved with the budget process in 2027. We believe that the city budget should reflect your values and your priorities. Stay tuned!

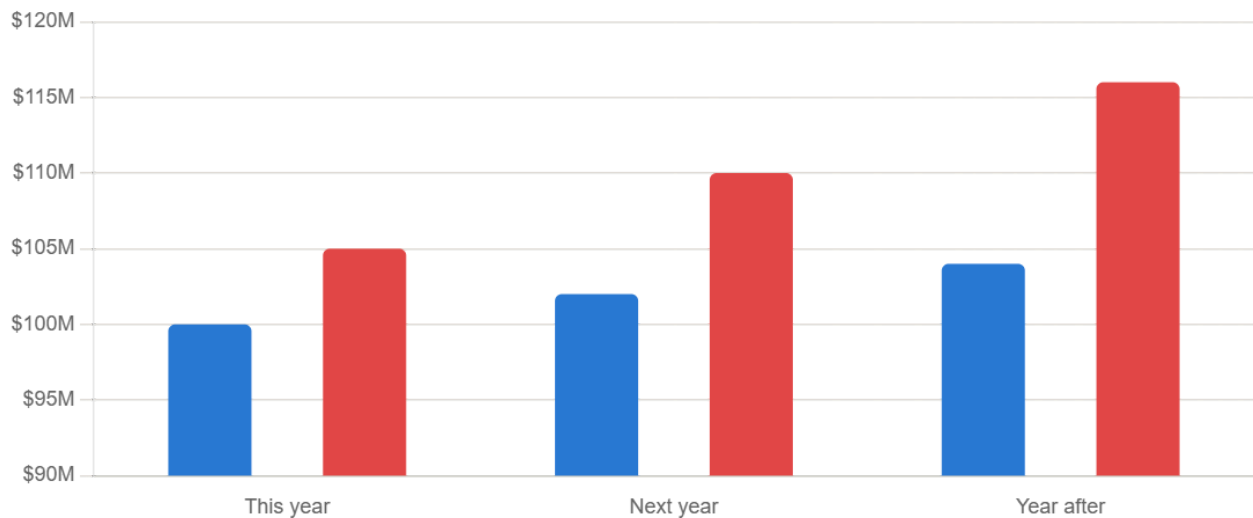
The Mid-Year Budget

Oakland's 2026-2027 mid-year budget was \$2,274,098,881. More than half of the budget – 52.6% (\$1,195,364,242) is restricted - meaning that those funds must be

used for a specific purpose. If the city said it would use those monies to build new housing, it cannot use the funds to pave sidewalks. Unrestricted funds are more flexible. In the mid-year budget, 47.4% or \$1,078,734,639, was unrestricted.

Budget Structural Deficit

The city has been experiencing a budget structural deficit. A structural deficit happens when a city's ongoing costs consistently grow faster than its ongoing revenue — meaning the city spends more than it brings in, every year, even when the economy is doing well. Unlike a one-time budget gap caused by an emergency or economic downturn, a structural deficit doesn't fix itself over time. Without action — through spending cuts, new revenue, or both — the gap tends to grow larger each year.



Choices and Costs

We make daily choices that have costs. For example, an extra ten minutes of sleep could cost someone to be 30-minutes late for work, or a \$75 cab ride instead of a \$7.50 bus fare. When it comes to the budget, Oakland residents could say that they want the city to house more of its unhoused neighbors, and city leaders could decide to move forward with this demand by using unrestricted monies. The cost for this choice might be less maintained parks and sidewalks, which are paid for by unrestricted funds.

LIFE IN OAKLAND

As residents, we don't always make the connection between our daily lives and the city budget — but we experience budget decisions every day through services and programs, infrastructure, and even the culture that surrounds us. Think about your daily life in Oakland. Think about your neighborhood. How do you experience Oakland?

Streets & Sidewalks

1. Your streets are paved and free of potholes.
Strongly Agree — Agree — Disagree — Strongly Disagree
2. Your sidewalks are in good repair — easy to walk on, with little risk of tripping or falling.
Strongly Agree — Agree — Disagree — Strongly Disagree
3. Your streets and sidewalks are clean and free of litter.
Strongly Agree — Agree — Disagree — Strongly Disagree
4. Your street is well-lit at night.
Strongly Agree — Agree — Disagree — Strongly Disagree

Traffic & Pedestrian Safety

5. Stop signs in your neighborhood make it feel safe to cross the street.
Strongly Agree — Agree — Disagree — Strongly Disagree
6. Crosswalks in your neighborhood are visible and make it safe to cross the street.
Strongly Agree — Agree — Disagree — Strongly Disagree
7. Street signs and signals are working and help keep intersections safe.
Strongly Agree — Agree — Disagree — Strongly Disagree
8. Traffic speeds in your neighborhood feel safe for pedestrians, kids, and cyclists.
Strongly Agree — Agree — Disagree — Strongly Disagree

Food & Parks

9. You can walk or drive less than a mile to a grocery store with healthy food.
Strongly Agree — Agree — Disagree — Strongly Disagree
10. There are shops in your neighborhood that sell vegetables and fruits.
Strongly Agree — Agree — Disagree — Strongly Disagree
11. You can walk about ten minutes to a park.
Strongly Agree — Agree — Disagree — Strongly Disagree
12. Your park is clean, well-lit, and well-maintained.
Strongly Agree — Agree — Disagree — Strongly Disagree
13. Children and youth in your neighborhood have a park where they can safely play.
Strongly Agree — Agree — Disagree — Strongly Disagree

14. There are enough trees and green space in your neighborhood.

Strongly Agree — Agree — Disagree — Strongly Disagree

15. On a hot day, there is enough shade in your neighborhood to keep cool.

Strongly Agree — Agree — Disagree — Strongly Disagree

Community & Belonging

16. You know your neighbors.

Strongly Agree — Agree — Disagree — Strongly Disagree

17. Community events in the city make you feel a sense of belonging.

Strongly Agree — Agree — Disagree — Strongly Disagree

Arts & Culture

18. You have heard about Oakland's art and music scene.

Strongly Agree — Agree — Disagree — Strongly Disagree

19. Oakland has a strong cultural and arts legacy.

Strongly Agree — Agree — Disagree — Strongly Disagree

20. You have attended an art or cultural event in the last 12 months.

Strongly Agree — Agree — Strongly Disagree

Library

21. Do you have a library branch in or near your neighborhood?

Yes / No

22. *(If yes)* You like your neighborhood library.

Strongly Agree — Agree — Disagree — Strongly Disagree

23. *(If yes)* Your library feels like a hub for the neighborhood — a place people gather, not just check out books.

Strongly Agree — Agree — Disagree — Strongly Disagree

24. What else would you like the city council to know about libraries in your neighborhood?

Senior Services

25. Is there a senior center in your neighborhood?
Yes / No
26. *(If yes)* The senior center is an important part of the neighborhood.
Strongly Agree — Agree — Disagree — Strongly Disagree
27. What else would you like the city council to know about senior services in your neighborhood?

Transition-Age Youth (16-25)

28. Transition-age youth (16–25), including those exiting foster care, need more visible support in Oakland.
Strongly Agree — Agree — Disagree — Strongly Disagree
29. The city should track how well it's serving this group so we know what is working.
Strongly Agree — Agree — Disagree — Strongly Disagree

Safety

30. You feel safe in your neighborhood.
Strongly Agree — Agree — Disagree — Strongly Disagree
31. You feel safe in Oakland.
Strongly Agree — Agree — Disagree — Strongly Disagree
32. If you disagree or strongly disagree, what would make you feel safer?
- a. More police
 - b. The same amount of police
 - c. Less police
 - d. More non-police safety options (like ambassadors or outreach workers)
 - e. Not sure
33. Thinking about safety in your neighborhood, would you like to see:
- a. More police
 - b. The same amount of police
 - c. Less police
 - d. More non-police safety options (like ambassadors or outreach workers)

e. Not sure

Housing

34. You can afford to live in your neighborhood.

Strongly Agree — Agree — Neutral — Disagree — Strongly Disagree

35. There is a range of housing options available for people at different income levels in your neighborhood.

Strongly Agree — Agree — Neutral — Disagree — Strongly Disagree

36. You worry that you or your neighbors could be priced out of the neighborhood.

Strongly Agree — Agree — Neutral — Disagree — Strongly Disagree

Homelessness/Encampments

37. How much of a priority is it for the city to address unsheltered homelessness and encampments?

Not a priority—Low priority—Medium priority—High priority

38. How well is the city currently meeting the needs of unhoused residents (e.g., outreach, shelter, sanitation, mental health/substance use services)?

Very poorly—Poorly—Adequately—Well—Very well

Graffiti and Cleanliness

39. How satisfied are you with the city's current response time and effectiveness in removing graffiti in your neighborhood?

Very dissatisfied – Dissatisfied – Neutral – Satisfied – Very satisfied

40. How much of a priority should graffiti removal and abatement be in the city's budget?

Not a priority – Low priority – Medium priority – High priority

Business & Shopping

41. Is there a business district (shops, restaurants, services) close to your neighborhood?
Yes / No
42. *(If yes)* Your business district feels vibrant, and you shop there frequently.
Strongly Agree — Agree — Neutral — Disagree — Strongly Disagree
43. You shop in Oakland frequently, even outside your own neighborhood.
Strongly Agree — Agree — Neutral — Disagree — Strongly Disagree
44. Oakland should invest more in workforce development/job creation.
Strongly Agree — Agree — Neutral — Disagree — Strongly Disagree
45. You leave Oakland frequently to shop.
Strongly Agree — Agree — Neutral — Disagree — Strongly Disagree

To consider: What factors important to you when making the decision to dine or shop in Oakland or in surrounding cities

Pls indicate Most Important/less important/not important

1. I don't feel safe in Oakland and I feel safer in adjacent cities to shop or dine
2. Availability of brands that I want to shop for in Oakland
3. Availability of Parking
4. Availability of Brands I prefer
5. Blight or homeless shelters in business district
6. My local Business District offers a vibrant environment

Trust and Transparency

46. City spending reflects the priorities of my neighborhood
Strongly Agree — Agree — Neutral — Disagree — Strongly Disagree
47. How informed do you feel about how the city spends its budget?
Very informed -- Somewhat informed -- Not very informed -- Not at all informed
48. What would increase your trust in how the city manages its budget?

49. What process or engagement would you like to see implemented to ensure that the city's decisions best reflect your needs and values?

YOUR PRIORITIES

In the next two years, what are the two most important issues facing Oakland residents that you would like to see prioritized in the City government budget? Please only share TWO.

Please review the following list of programs and services. If Oakland could only **increase** funding for **three areas** next year, which would you choose?

- Street & sidewalk repair
- Public safety (police)
 - More police officers
 - More MACRO staff (to respond to quality of life calls, such as mental health crisis calls, overdoses)
 - More ambassadors
 - More community police officers walking the streets, not in their cars
 - More violence prevention officers
- Violence prevention programs, such as community ambassadors, community outreach, programs with at-risk youth,
- Parks & recreation – more programs, more maintenance
- Libraries
- Senior services
 - Longer hours
 - More programming at senior centers
 - More programming through contracts to non profits
- Youth programs
 - Longer hours at recreation centers
 - Job training through non profits
 - More programming through parks and recreation centers or through contracts with non profits
- Small business support – unrestricted/restricted?
- Housing for very low income residents (increase, improve, preserve - list examples)
- Illegal dumping & cleanliness (list examples)

Which homelessness-related services do you think the city should prioritize funding?
(Select all that apply):

- Outreach and case management
- Shelter and transitional housing
- Sanitation and encampment cleanup
- Mental health and substance use services
- Permanent supportive housing
- Other:

Open-ended Questions

What else would you like City Council members to consider as they develop the 2027-2029 budget for the City of Oakland?

Ongoing communication

What is the best way for you to receive information on the city's budget?

- Regular town halls
- Emails from city council member
- Emails from Mayor's office
- Email updates from BAC or Budget Department (add space for email)
- Online dashboards
- Other:

Please share your email with us to stay in touch:

Demographic information

14. Homeowner/renter

- a. Homeowner
- b. Renter

15. Married/single/domestic partner

- a. Married
- b. Single
- c. Domestic partner
- d. Other:

16. Level of education

- a. Completed high school
- b. Completed 2-year college
- c. Completed 4-year college

- d. Completed some college
- e. Completed graduate school (MA/MS)
- f. Completed some graduate school
- g. Completed post-graduate (PhD, JD, MD)
- h. Completed some post-graduate

17. What is your total household income?

- a. \$0 to \$19,999
- b. \$20,000-\$49,999
- c. \$50,000-\$89,999
- d. \$90,000-\$129,999
- e. \$130,000-\$149,000
- f. \$150,000+
- g. Prefer not to answer

18. How long have you lived in Oakland?

- a. 0-5 years
- b. 6-10 years
- c. 10-15 years
- d. 15-20 years
- e. 20-25 years
- f. 25-30 years
- g. 30-plus years

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 Dougherty, 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 Dougherty, 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 Dougherty

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

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:**

- 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.

- 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.

CITY OF OAKLAND

BUDGET ADVISORY COMMISSION

Meeting of the City of Oakland Budget Advisory Commission (BAC) held **Wednesday, June 10th, 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, Jane Yang, Stephisha Ycoy-Walton, Karen Roye, Vanessa Zamora, Rana Bader Matly

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: Jane Yang, Ben Gould, Mike Petouhoff, Karen Roye, Stephisha Ycoy-Walton, Mandela Bliss, Mike Forbes, Vanessa Zamora
- Absent: Rana Bader Matly, Larisa Casillas
- Quorum was established with 8 out of 10 commissioners present.

2. Council Updates (20 minutes)

- Finance & Management Committee (FMC) Updates
 - FMC recently held a meeting discussing Oakland's prompt payment policy and community fiber internet initiatives.
 - The prompt payment policy mandates payments on proper invoices within 20 business days, with the city achieving a 93-95% compliance rate. Issues persist in capital improvement projects and incomplete or no-contract invoices delaying payments. Despite delays, interest payments due to late payments remain low. Discussions highlighted a gap between public perception of payment delays and actual data.
 - Fiber Internet update: The Oak Wi-Fi system is damaged and cannot be repaired due to shallow fiber placement beneath roads. The city is pursuing a separate partnership with local providers Sonic and Monkey Brains to create new community Wi-Fi, primarily aimed at affordable housing projects in East Oakland.

- Results of Measure E vote and implications on the budget
 - Measure E failed narrowly by about 6,000 votes with roughly 54% voting no. Historically, Oakland tax measures pass by large margins, making this result significant.
 - Key reasons for failure include public distrust in city adherence to maintenance of effort requirements and perceptions of high taxes with subpar service delivery. The BAC highlighted the need for the city to fully fund maintenance of effort requirements and improve financial efficiency
 - The expiration of an existing tax at the end of the year will reduce the ad valorem property tax rate, potentially easing future tax measure considerations.
 - BAC members emphasized the importance of accountability, transparency, and exploring long-term structural deficit solutions, including procurement policy improvements aimed at cost savings and increased market competition. One example given was a procurement policy reform related to curb cuts in sidewalks that resulted in lower bid costs without reducing quality.
- Report out of June 1 presentation of BAC mid-cycle budget recommendations to Council
 - BAC presented mid-cycle budget recommendations to City Council on June 1st. Short-term and long-term strategies were well received, followed by robust Q&A. The Mayor requested further dialogue on future budget cycles.
 - Public commenters, including representatives from labor unions, highlighted contrasts in various audit reports and requested some items be agendaized for future consideration.
 - Council expressed interest in receiving ongoing updates, especially with changing BAC leadership upcoming.
 - BAC members praised their collaborative internal work process, deep research, and constructive challenge of ideas, which resulted in stronger messaging.
 - Public comment specifically raised concerns around unpermitted construction ("house flippers") leading to substantial financial loss and unsafe building practices, highlighting poor enforcement and systemic city oversight issues.

3. FY 27-29 Resident Survey Big Picture (55 minutes)

- BAC conducts a community budget survey every two years to gather public input on budget priorities. This year's survey is in early development stages, with previous surveys reviewed and updated questions related to trust, revenue, and budget priorities discussed. [00:21:10 – 00:23:59]
- Key Survey Design Considerations:
 - The survey is currently quite long, risking respondent fatigue; prioritization of questions that yield the most useful insights is crucial.
 - Avoid leading questions; some existing questions were critiqued as negative or inaccurate, such as those implying Oakland consistently spends more than it takes in, which is not factually correct.

- Given the recent failure of Measure E, there was consensus to be cautious about revenue-raising questions, particularly those framed around new taxes. Instead, framing questions around service trade-offs and priorities was encouraged to help understand community willingness to accept cuts or shifts in spending
- Survey questions should be articulated in clear, jargon-free language avoiding acronyms or providing explanations to maximize accessibility and engagement. Survey outreach must be inclusive of diverse populations and languages, knowing that some communities speak languages without written forms (such as Mōm), complicating accessibility.
- The survey must be conducted after the November election and before December 5, offering about a 32-day window for data collection. Timing and logistics of conducting community outreach meetings during this period were discussed
- Outreach should focus on underrepresented districts by strategically engaging local organizations and council offices to boost participation, especially targeting youth, unhoused populations, and communities who face barriers to participation.
- Consideration was made for conducting interviews or engagement sessions before and after surveys to gather qualitative feedback and test educational outreach effects on survey responses.
- Translating surveys into Spanish and Mandarin is planned, though Mandarin translations have historically seen low uptake. Additional outreach strategies are needed for other widely spoken, primarily oral languages.
- Funding options to conduct a professional poll, including possible collaboration with East Bay organizations or donors, were discussed; a professional survey could mitigate biases and increase reliability but may require significant resources.

Public Comment:

- Public commenters raised concerns about the representativeness of survey responses and called attention to regressive tax impacts in Oakland, emphasizing the need for addressing tax exemptions and enforcement issues impacting city revenue.
- Concerns about consistent enforcement of vacant property and business license taxes tying into problems with house flippers were echoed as critical budget issues

4. Staff Updates and Commissioner's Protocol (10 minutes)

- New BAC appointment and review of open seats
 - Updates were given on commissioner appointments and vacancies, noting possible three new commissioners soon joining, but open seats remain for districts 3, 6, and 7.
 - With the chair stepping down, the vice chair will serve as acting chair, with plans for a special chair election in July
- Standard language and labels for presentations, draft documents

- The need for clear guidelines on communication and the presentation of official BAC positions was presented through proposed policies for document labeling and speaking protocols:
- Use of consistent headers/footers to indicate ****preliminary/pre-decisional drafts****, ****final adopted documents with dates****, and ****informational materials****.
- Commissioners should clarify when speaking on behalf of BAC versus personal capacity to avoid misrepresentations.
- Suggestions included aligning format with existing city document standards and city attorney review prior to adoption. Discussion will continue at the next meeting
- City Clerk's Office: reminder on communication protocols for staff outreach
 - Commissioners were reminded to complete required Sunshine Act and Ethics Disclosure Form 700 training via the city's NEOGOV platform and provided instructions for account access and troubleshooting
 - The city clerk will attend the next meeting to provide an update on communication protocols for staff outreach and engagement.

Public Comment:

- A public commenter noted that vacant property taxes exist but enforcement is weak; coordinating enforcement with building inspectors may improve revenue capture related to underutilized properties.

5. Approval of Prior Meeting Minutes (5 minutes)

- Minutes from February 11, March 11, and May 27 were reviewed with a correction to one commissioner's name spelling in March's minutes
- After a roll call vote, the corrected minutes were unanimously approved with 8 votes

6. Special Election for Chair (10 minutes)

- Election scheduled for July meeting

7. Open Forum (5 minutes)

- The transitional age youth (TAY, ages 16-24) ad hoc completed research and recommendations to improve budget transparency and accountability on city investments for this population. The proposal focuses on leveraging existing data for clearer visibility, minimizing additional reporting burdens.
 - The item will be brought back for full commission discussion and action in July. The Youth Advisory Commission is expected to participate in upcoming meetings.
 - Expressions of gratitude and enthusiasm were shared among commissioners for collaborative ad hoc work.

- Discussions centered on planning community meetings to coincide with survey outreach, with logistical challenges including staff availability, KTOP media support absence, and advance notice requirements (10 days).
 - Zoom participation options can complement in-person gatherings to improve accessibility, especially for populations that avoid City Hall due to barriers such as security screening or transportation.
 - Suggestions included scheduling community-specific meetings separate from regular BAC meetings, allowing multiple sessions across different neighborhoods and coordinating with local council offices and organizations for better turnout.
- The Public Safety and Economic Development ad hoc groups aim to have reports ready for July or August, potentially shaping agenda planning for community engagement events in late summer or early fall.

8. Adjournment

- Meeting adjourned at 8:00 PM.