

CITY OF OAKLAND

BUDGET ADVISORY COMMISSION

Notice is hereby given that a **regular meeting** of the City of Oakland Budget Advisory Commission (BAC) is scheduled for **Wednesday, March 8, 2017** at **6:00 pm**
In **Hearing Room 4, City Hall, 2nd Floor**, at 1 Frank Ogawa Plaza.

Committee Members:

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

City's Representative:

Brad Johnson– *City Administrator's Office*

Meeting Agenda:

1. Administrative Matters
 - Welcome & Attendance
 - Approval of Draft Min - February 8th 2016
2. Information: BAC Chair Report [10 min]
3. Possible Action: I-Bond Recommendations [30min] See Agenda Materials
4. Discussion: BAC Timeline & Deliverables [5min] See Agenda Materials
5. Possible Action: BAC Prior Recommendation Tracking [20min] See Agenda Materials
6. Possible Action: Community Budget Meeting Template [20min] See Agenda Materials
7. Discussion: Enhancing BAC Meeting Productivity [20min]
8. Information: Second Quarter Revenue & Expenditure Report and Five-Year Financial Forecast Report [30min] See links below
 - Second Quarter Revenue & Expenditure Report:
<https://oakland.legistar.com/LegislationDetail.aspx?ID=2963372&GUID=FE3C94FB-1DDF-46F8-A615-CB6E913ADFB7&Options=&Search=>
 - Five-Year Financial Forecast Report:<https://beta.oaklandca.gov/documents/five-year-financial-forecast>
9. Open Forum
10. Adjournment - Future Meeting Date - April 12th

CITY OF OAKLAND

BUDGET ADVISORY COMMISSION

Draft Minutes

Special Meeting, Wednesday, January 18, 2016
6:00 pm in the Hearing Room 4,
City Hall, 2nd Floor, 1 Frank Ogawa Plaza.

Commission Members Present (11):

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

Commission Members Absent(4):

, Lori Andrus, Brandon Baranco, Robin Raveneau

City's Representatives:

Brad Johnson– *City Administrator's Office*

Meeting Agenda:

1. Administrative Matters
 - a. Welcome – 6:00pm Meeting Called to Order
 - b. Attendance Quorum Confirmed
 - c. Approval of Draft Minutes Unanimous
 - January 18th 2016
2. Informational Update on the City's Budget Process and Timeline

BAC members decided to use an electronic tool to sign up to attend Community Budget Meetings. The BAC agreed to create a template for analyzing the outcomes of each meeting.
3. Update topics and items related to the Infrastructure Working Group, and issues related to the implementation of recently approved Infrastructure Bond.

BAC members discussed the Infrastructure Working group process. Members agreed that the BAC should be the oversight body for the I-Bond. And that the initial projects should be selected in manner to make tangible notable progress, and with an eye toward equity.

4. Discussion of the BAC's desire to study issues related to fire prevention and inspections. BAC members decided not to pursue this topic of study as they lack the specific expertise for proper execution. BAC members strongly agreed that the topic was important and that there should be a related public process.
5. Open Forum
6. Future Meeting Dates - March 8th, and April 12th
7. Adjournment

Budget Advisory Commission Mandates
Per the Consolidated Fiscal Policy of the City of Oakland

Mandate	Consolidated Fiscal Policy Section	Budget Adoption Year Deadline (odd numbered years)	Mid-Cycle Year Deadline (even numbered years)
<p>1) Review of public survey developed by the City Administrator's Office</p> <p>Questions to be reviewed for bias, relevance, consistency in administration, inclusion of benchmark questions and ability to assess concerns needs and priorities.</p>	Section 3.3	<p>- Survey completion by Feb. 15 (does this mean completion of survey design or completion of survey response period?)</p> <p>- Release of results within 2 weeks of survey close</p>	
2) Attend at least one of three Community Budget Forums	Section 3.7	- Forums held between May 1 and June 10 (in budget adoption year only?)	
3) Submission of written report to City Council regarding the proposed budget and any suggested amendments	Section 3.8	<p>- Required no later than June 1</p> <p>- Encouraged upon other significant budget actions</p>	<p>- Encouraged but not required no later than June 1</p> <p>- Encouraged upon other significant budget actions</p>
<p>4) Submission of Informational Report to the City Council's Finance & Management Committee with analysis of the budget adoption process</p> <p>(See Section 3.11 of the CFP for specific content and consideration guidelines)</p>	Section 3.11	- September 30 following adoption of the budget	

Item	Responsible Party	When Due	Status / Date Completed
BAC Memo to Council 5/26/15			
Goal #1: Strengthening Our City's Fiscal Health			
Prioritize Public Safety	Mayor and Council		
Prioritize Racial Justice and Equity	Mayor and Council		
Invest in Other Priorities for Oakland	Mayor and Council		
Fund Enacted Policies	Mayor and Council		
Restore Support for Public Boards, Commissions, & Related Compliance	Mayor and Council		
Address Unfunded Liabilities	Mayor and Council		
Address Negative Funds Balances	Mayor and Council		
Review Revenue Estimations	Mayor and Council		
Consider New Revenues if Needed for Enhanced Services	Mayor and Council		
Separate Budget from Employee Bargaining	Mayor and Council		

Item	Responsible Party	When Due	Status / Date Completed
Goal #2: Increasing Public Engagement in the Budget Process			
Expanded Professional Survey of Public Priorities	Mayor and Council		
Distinct Mayor's Survey	Mayor		
Continued Variety of Format and Location of Budget Forums	Mayor and Council		
Even More Outreach and Communication on the Budget Forums	Administrator		
Continued Support of Translation of Public Documents and Interpreters at Public Events	Administrator		

Item	Responsible Party	When Due	Status / Date Completed
Goal #3 Improving Fiscal Transparency & Accountability			
Continued Commitment to Open Data	Mayor and Administrator		
Consistent Use of Standardized Templates by Council	Council		
More Metrics on Outcomes	Administrator		
More Context	Administrator		
More Trend Data	Administrator		
More Percent Changes	Administrator		
Detailed List of Vacant Positions Proposed for Elimination	Administrator		
More Definitions	Administrator		
Easier Navigation	Administrator		
Greater Accessibility of the Source Budget Documents	Administrator		

Item	Responsible Party	When Due	Status / Date Completed
Consolidated Fiscal Policy			
Section 3, Budget Process, etc. (during budget development years only)			
1. Council Initial Budget Briefing and Priorities Discussion	Mayor and Council	January	
2. Five Year Forecast	City Administrator	2nd February Finance Committee Meeting	
3. Assessment of Stakeholder Needs, Concerns and Priorities	BAC	by February 15th	
4. Statement of Councilmember Priorities	Council	by March 15th	
5. Adminsitration's Budget Outlook Message & Calendar Report	City Administrator	by April 15th	
6. Release of Mayor & Administrator's Proposed Budget & Fact Sheet	Mayor and City Adminstrator	by May 1st	
7. Community Budget Forums	Administration and Council	May - June 10th	
8. Budget Advisory Commission's Report	BAC	by June 1st	
9. Council President's Proposed Budget	Council President	June 17th	
10. Council Budget Amendments	Council		
11. Process Feedback & Continual Improvement	BAC	by September 30th	



DISTRIBUTION DATE: 5/29/2015

MEMORANDUM

TO: HONORABLE MAYOR &
CITY COUNCIL

FROM: The Budget Advisory
Committee

SUBJECT: Report on the Mayor's Proposed
FY 2015-17 Budget

DATE: May 26, 2015

City Administrator
Approval

Date

The purpose of this memorandum is to transmit to the full City Council, Mayor, and public, the Budget Advisory Committee's (BAC) Report on the Mayor's Proposed FY 2015-17 Budget. The Report is submitted in accordance with the City's Consolidated Fiscal Policy (13279 C.M.S.); and was unanimously approved at the BAC's May 26th special meeting.

BUDGET ADVISORY COMMITTEE REPORT

In accordance with the Consolidated Fiscal Policy the Budget Advisory Committee submits to the City Council this response to the Mayor's proposed FY 2015-17 budget: This Policy states the Budget Advisory Committee (BAC) "shall be requested to submit a published, written report to the full City Council regarding the proposed budget with any suggested amendments no later than June 1 in the budget adoption years."

We understand from the Mayor's April 29 letter presenting the FY 2015-17 proposed budget that the primary goal this cycle is to "build a solid financial foundation for a vibrant, equitable Oakland that grows responsibly." The budget, in the Mayor's words, will:

- "Close an estimated \$18 million annual funding gap...";
- "Address unfunded liabilities...";
- "Restore compensation to our workers..."; and
- "Preserve and start to enhance the delivery of services...."

The BAC provides comments and recommendations to the proposed budget as relates to our three areas of focus for Oakland: 1) strengthening our City's fiscal health; 2) increasing public engagement in the budget process; and 3) improving fiscal transparency and accountability.

Goal #1: Strengthening Our City's Fiscal Health

It is our understanding that the Proposed FY 15-17 budget is submitted by the Mayor as a transitional budget to stabilize city finances, build public confidence and move Oakland towards long term financial stability.

A. Services

- *Prioritize Public Safety.* Improving public safety was the number one concern of the recent public opinion survey (discussed in section 2) and the proposed budget clearly reflects this priority. The proposed budget takes a “holistic” approach to public safety funding: “more police officers, better community policing, violence intervention and prevention programs, as well as addressing the root causes of crime, starting with better jobs and education.” The BAC supports the proposed budget’s comprehensive investments in public safety and, specifically, in more police academies and officers, a pipeline program for Oakland youth to enter the Police Academy, the Ceasefire Violence Prevention Strategy, and new positions to support police reforms.
- *Prioritize Racial Justice and Equity.* We recognize the existence of significant racial disparities and inequities within our City, with real and painful impacts on Oakland's people and neighborhoods. We support the Mayor's proposed Race and Equity Initiative as a starting point and a minimum investment. We further support efforts of the Council to determine an appropriate, effective, and strategic response, commensurate with the need."
- *Invest in Other Priorities for Oakland.* Other priority areas reported in the public opinion survey include, in order of support: housing, streets, jobs, youth activities, homelessness and public transportation. The Mayor’s proposed budget reflects most of those priorities to a certain degree: it provides additional investment in housing and transportation (the latter with a new department) and makes no cuts to youth and senior services, recreation programs, libraries, and Head Start. We support these actions.
- *Fund Enacted Policies:* The BAC supports the proposed budget’s inclusion of money for enforcement of the new minimum wage and sick leave laws, and recommends additional enforcement monies be included for enforcement of other new laws like tenant protections.
- *Restore Support for Public Boards, Commissions, & Related Compliance.* Finally, we support the restoration of modest support for Commissions, to make the work of resident and stakeholder participation more effective and efficient. Practices needing additional support include: the on boarding of new commissioners, the City’s annual boards & commissions directory, and fair political practices compliance support for commission members.

B. Debt & Long Term Obligations

- *Address Unfunded Liabilities.* The five-year forecast makes it very clear that our City has significant unfunded liabilities. We support efforts during the biennium to begin to address these liabilities, as well as to plan to fully meet them.
- *Address Negative Funds Balances.* We support the proposal to reduce negative fund balances. We believe this action improves the long-term financial health of the City by reducing the need in the future to use current funds to pay interest on these negative funds.

C. Revenues

- *Review Revenue Estimations.* Often missed in the budget process is the fact that estimated revenues are as critical as estimated expenditures. Revenue presentations are often presented in summary charts with a limited discussion of the underlying basis for the estimates. We believe the budget process would be improved by much greater attention paid to explaining and understanding the current and potential sources of revenue in our City. Some sources state that the Mayor's budget estimates of revenue *may* be conservative and thus understate available funds, but we are not able to definitively reach that conclusion.]
- *Consider New Revenues if Needed for Enhanced Services.* The public opinion survey indicated that voters would rather see a budget shortfall addressed by raising revenue, rather than cutting services. The Mayor has prioritized "being responsive to requests for services" in every neighborhood but is targeting most funds on public safety and debts. Potential new revenue sources to consider, if needed to provide enhanced services, are: development impact fees short-term residential rentals; and transportation network companies.

D. Employee Compensation

- *Separate Budget from Employee Bargaining.* In our report of June 10, 2013 we recommended separating the budget and employee bargaining processes to "improve openness, stability, and transparency." We support the proposed budget's inclusion of a lump sum amount for employee-compensation increases as a move in this direction and we look forward to seeing how the new approach works to accomplish our recommended objective.

Goal #2: Increasing Public Engagement in the Budget Process

Efforts to engage the public with the budget process this year are both deeper and wider than in recent budgets and can grow further in future cycles with continued, strategic efforts. The recommendations in this report are intended to further increase the ability of residents and stakeholders of Oakland to have meaningful participation in helping to shape the budget.

- Expanded Professional Survey of Public Priorities. During this FY 2015-17 budget process, the City conducted a professional public opinion poll (also known as the community survey). This was an item that was promoted and developed by the BAC and was included in the City's Consolidated Fiscal Policy. Feedback from the Council and the public has been favorable on the integrity and completeness of the survey. The most often heard feedback is that, in the future, all Oakland residents should be included in the survey, rather than just registered voters. We support such an expansion. The City should also consider whether the survey was offered in enough languages and whether this should be expanded. We strongly support the Mayor's inclusion in the proposed budget of modest funding \$90,000 for a more inclusive survey.
- Distinct Mayor's Survey. In addition, the Mayor conducted her own budget survey this year. While we appreciate the creative and robust efforts of the Mayor to get community feedback on her proposal, we recommend that in the future there be a clear distinction between 1) the public opinion poll and 2) the community survey outlined in the Consolidated Fiscal Policy and 3) a survey coming from an elected representative. As noted above, the public opinion poll (run by a professional) and the community survey (the same questions promoted by BAC and others for community engagement) should remain objective and trusted, for maximum public education and engagement.
- Continued Variety of Format and Location of Budget Forums, including educational, town hall, and "straight talk" formats, among others.
- Even More Outreach and Communication on the Budget Forums, involving extensive social media outreach and a network of partner organizations with bases, to help spread the word about the range of opportunities to participate.
- Continued Support for Translation of Public Documents and Interpreters at Public Events. We are pleased that the public summary documents are translated into Chinese and Spanish -- namely, the Budget Fact Sheet, 5 Year Forecast, and Town Hall flyers -- and recommend that additional languages (and, per below, budget documents) be provided in future years. We also request shorter RSVP time for interpreters at public events, whenever possible.

Goal 3: Improving Fiscal Transparency & Accountability

Overall, the proposed budget and the accompanying process –to date- represent a significant improvement in transparency and public accessibility. Organization of budget documents on the City’s website, as well as the ease of reading materials and organization of budget web pages have also improved. As more people become interested in the budget process and accessing materials on-line, it is important to continue this trajectory.

The BAC is also requested to submit, by September 30th following budget adoption, an Informational Report to the Council’s Finance and Management Committee containing an analysis of the budget adoption process. Many of the items contained in this report address these issues and it is our intention is to more fully develop these ideas at that time.

The BAC recommends:

- Continued Commitment to Open Data. The Mayor’s budget was posted online in an open-data format and has been accessed by the members of the public to have a more informed budget debate. More guidance is needed to decipher raw budget data and the open data portal data.oaklandnet.com will need continuous improvement each budget cycle.
- Consistent Use of Standardized Templates by Council. Council members have access to a standardized template to indicate priorities and amendments to the Mayor. Only five of eight council members submitted publicly available priorities and, to our disappointment, only two of those used the standardized template, neither of which was available except as a PDF. We urge all Council members to begin using the standardized template, in the interest of transparency and better public engagement.
- More Metrics on Outcomes. We believe that the entire budget process would be greatly strengthened if it contained metrics for each of the City Departments and their principal operating units indicating a) measurable activities and accomplishments in the prior budget and b) anticipated outcomes for the proposed budget. A clear description of activities and outcomes would provide needed information for the Mayor in preparing the proposed budget, the Council in evaluating it, and the public in understanding the accomplishments of our City government.
- More Context. This budget states that it maintains service levels, but is that in comparison to the previous biennial budget or other benchmark? What were service levels before the great recession? A generation ago? The BAC would like comparative analytics to better understand what the historic service levels were – not just comparing money spent, but other metrics as well, perhaps full time equivalent employees, percent of budget, and more.
- More Trend Data*. While Revenue and Expenditure summary tables in the Financial Summaries (starting on page E-65 and E-91, respectively) show four years of data (prior year actuals, current year budget, and the two years of the proposed budget),

Departmental Summaries do not show prior year actual financial data. Consider showing this information at the Departmental level so the public can compare spending within departments to past trends.

- More Percent Changes*. Include year-over-year percent changes in charts. To enhance the value of the trend data presented in revenue and expenditure Financial Summaries, consider including the percentage increase or decrease for each line item and the totals from the current year budget to the first year of the proposed budget and from the first year of the proposed budget to the second year.
- Detailed List of Vacant Positions Proposed for Elimination. The BAC recommends that this list should be made available, either in the proposed budget or as an additional resource. This cycle, the Mayor has provided this list, subsequent to the release of the proposed budget, in response to a Council request.
- More Definitions*. Central terms like “structurally balanced budget,” “balanced budget,” and “negative funds” require clear, up-front explanations, in addition to the more detailed discussion in the complete budget documents.
- Easier Navigation*. A budget document is a very large set of information to read and process. The public is greatly aided by a Table of Contents that is comprehensive and designed to help readers locate information. The use of a letter-number system for paginating the document hinders readers’ ability to quickly assess how far into the document a particular section is as listed in the table of contents (example: how far into the document is page E-89?). Consider using a standard pagination format that starts with the number 1 and proceeds upwards from there until the end of the document. Especially as more of the public switches to reading documents on-line, being able to enter a page number from the Table of Contents into a page finder is helpful, and also helps readers who still use printed documents. Also, pdf files should not be scanned documents, as those lack searchability.
- Greater Accessibility of the Source Budget Documents: We recommend that the source budget documents be translated into in at least Spanish and Chinese and also made accessible for those with disabilities.

Several of these recommendations (*) are included in the Government Finance Officers Association recommendations for building a better budget document for all public agency budget documents.

Conclusion

The BAC welcomes the opportunity to offer these recommendations to the Council, as they work with the Mayor to finalize the budget for FY 2015-17. We look forward to further discussion and debate as we all work towards greater fiscal health, transparency, and public engagement in Oakland.

Community Engagement and Meeting template for BAC

Budget Process 2017 (February – June)

Date of the meeting: _____ February 18, 2017 _____ Time of the meeting: _1:00 – 4:00 pm_____

Location: _____ MLK Senior Center, 5714 MLK Jr. Way _____

Person filling out this form: _____ Jennifer West _____

Presenters at the meeting: __No presentation, participatory budgeting vote _____

Number of attendees (approximate): __Approx 70 people came through during the time _____

Notes on who attended the meeting: ____Observed only a few during my time there – hard to say _____

Please check all that apply:

☒ Council member was present

☐ Mayor was present

☐ Presenters were introduced by name (staff and elected)

☐ Power point on budget was presented

☒ Paper and pencils were provided

☒ Adequate time allocated to questions and comments

☐ Someone from the City was taking notes on comments

☐ Staff was responding to comments directly

☐ Information on how to submit additional comments was shared

☐ Everyone was able to sit down

☐ Everyone could hear

Please write additional notes that show how well the public was able to participate for this budget meeting. These notes will help with the BAC report:

____This was a drop-in voting time, so no presentation. The info I needed was there, but not found by me right away, so I asked lots of questions of Dan Kalb about the process. He was very knowledgeable and able to tell me what I needed to know. I wished there had been more of a context of the budget, not just the CDBG funds. The public was asked to vote for three project ideas out of 8 possible projects. There were not amounts associated with each project as third party organizations can bid for the contracts (homeless services, foreclosure and tenant right support, capital projects to support bike/ped infrastructure). It was a new pilot project method in Dist 1 and 2, administered by the Participatory Budget Project. There was also online voting. I would be interested to find out how many people were involved. The CDBG committee will decide on the funds with the public input, I believe.

Community Engagement and Meeting template for BAC – Save this form with this protocol:

YYYYMMDD_name_of_meeting

Budget Process 2017 (February – June)

Date of the meeting: _____ Time of the meeting: _____

Location: _____

Person filling out this form: _____

Presenters at the meeting: _____

Number of attendees (approximate): _____

Notes on who attended the meeting: _____

Please check all that apply:

- | | | |
|---|---|--|
| <input type="checkbox"/> Council member was present | <input type="checkbox"/> Paper and pencils were provided | <input type="checkbox"/> Staff was responding to comments directly |
| <input type="checkbox"/> Mayor was present | <input type="checkbox"/> Adequate time allocated to questions and comments | <input type="checkbox"/> Information on how to submit additional comments was shared |
| <input type="checkbox"/> Presenters were introduced by name (staff and elected) | <input type="checkbox"/> Someone from the City was taking notes on comments | <input type="checkbox"/> Everyone was able to sit down |
| <input type="checkbox"/> Power point on budget was presented | | <input type="checkbox"/> Everyone could hear |

Please write additional notes that show how well the public was able to participate for this budget meeting. These notes will help with the BAC report:



MEMORANDUM

TO: HONORABLE MAYOR &
CITY COUNCIL

FROM: The Budget Advisory
Commission

SUBJECT: Eleven Recommendations on
Implementation of the Infrastructure Bond
and Establishing a Capital Planning
Working Group

DATE: March 8, 2017

City Administrator Approval

Date:

On May 19, 2016 the Budget Advisory Commission (BAC) submitted a Memorandum (attached) including eleven recommendations regarding the placement of an infrastructure bond on the November 2016 ballot. We would like to commend the City for adopting three of our four pre-ballot recommendations in that Memorandum and congratulate you for winning 82% support for Measure KK from Oakland voters last year.

As you begin the process of adopting the City's FY2017/18-FY2018-19 budget, we would like to remind you of the remaining recommendations in our original Memorandum as well as offer ten new recommendations as you begin the work of ensuring effective implementation of the infrastructure bond.

In May 2016, the BAC recommended that the City "*bring an equity perspective to bear on the selection of capital projects*" (Recommendation 5) and "*give additional consideration to projects that reduce energy needs expand mobility or increase resiliency*" (Rec 7).

The BAC commends City staff for their tremendous progress in this regard, including: (a) convening three public meetings of an Infrastructure Working Group, (b) creating three new filters since voter approval – Equity, Resilience and Mobility – to add to all bond categories, (c) developing an interactive geocoded map that uses available data to analyze them and (d) assigning points to each category.

BAC Recommendation #1: Explicitly define Equity not as simple geographic dollar allocations but rather as a means of serving populations or geographies with acute public service needs (high public transit or park utilization, for example), that have suffered historic disinvestment in infrastructure and/or have average incomes below City of Oakland levels.

BAC Recommendation #2: Weight the new Equity, Resilience and Mobility categories in such a way that they collectively account for a meaningful portion of the total CIP score but do not displace the preservation of life safety as the City's paramount concern.

BAC Recommendation #3: Consider a programmatic approach to project selection so that projects taken as a whole or by category (Housing, Facilities or Streets) can meet the City's goals even if not every individual project does.

The BAC also recommended in May 2016 that the City "*prioritize projects that Fix it First*" (Rec 6). After years of historic disinvestment, Oakland's infrastructure is in a dire state of need and it is important that we begin to immediately address the problem.

BAC Recommendation #4: Utilize the first tranche of bond funds to complete existing designed and Council-approved project lists – such as the remaining approximately \$23 million in projects from the City's 2014 5-year paving plan – to demonstrate early progress, save on cost escalation, clear backlogs of designed and approved projects and highlight any existing contracting or project management bottlenecks. This should include strong communication with the public on the value of initiating projects without further delay even as the City finalizes any additional processes regarding project selection.

Communication leads us to transparency, accountability and efficient implementation which are always critical components of effective public project delivery (Rec 8). Two specific steps the Council can take now include:

BAC Recommendation #5: Identify, fund and budget for key staff in project management, contracting, engineering or design in the current budget process to ensure smooth project delivery throughout the life of the bond's implementation.

BAC Recommendation #6: Direct City staff to sequence bond issuances and project start dates to align with the capacity of this increased staffing level.

The BAC was pleased to see the inclusion of language in the ballot argument to "*Establish the required citizen oversight body*" (Rec 9). Now is the time to designate that body and ensure they are a part of the planning for delivery of bond projects and proceeds.

BAC Recommendation #7: Designate the BAC as the citizen bond oversight committee to ensure funds are spent in accordance with the law and the intent of Measure KK.

Finally, the City of Oakland needs to look beyond the infrastructure bond to "*develop a more robust long-range capital improvement plan*" (Rec 10) and "*adopt a policy goal to minimize fluctuations in the city's share of the property tax rate from year to year*" (Rec 11). Given available resources and timing, this can be implemented incrementally as follows:

BAC Recommendation #8: Form a Capital Planning Working Group with representatives from all relevant departments which may include, but are not limited to, the City Administrator's Office, Planning Department, Finance and Budget, Mayor's Office, and the Departments of Transportation, Public Works, Fire, Office of Parks and Recreation and the Library.

BAC Recommendation #9: Task the Capital Planning Working Group with:

- Scoring projects in the CIP by the metrics adopted by Council and mentioned above;
- Leveraging available matching funding sources;
- Planning for and delivering an aggressive but attainable set of annual projects given existing staff constraints and the availability of shovel-ready projects;
- Projecting anticipated funding needs and using it to determine the issuance of bonds and limit the impact on the property tax rate; and,
- Resolving areas of conflict and uncertainty.

BAC Recommendation #10: Beginning in the Fall of 2017, the Capital Planning Committee's mission should grow to include developing a fiscally constrained ten year capital plan for Council consideration in advance of the 2019-20 and 2020-21 budget cycle.

BAC Recommendation #11: Also beginning in the Fall of 2017 and in advance of future budget discussions, the Capital Planning Committee should develop a policy that caps the property tax rate, such that debt issuances do not exceed impacts to the property tax rate as of a future date.

Thank you for the opportunity to comment, congratulations again on the passage of Measure KK and we look forward to working closely with City staff to efficiently manage the delivery of bond funds and to making a visible improvement to the quality of Oakland's infrastructure.