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OAKLAND

CITY OF OAKLAND
AGENDA REPORT

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TO: Office of the City Administrator
ATTN: Dan Lindheim
FROM: Community & Economic Development Agency
DATE: April 7, 2009

RE: **An Informational Report from the Community and Economic Development Agency to Facilitate Discussion on Performance Measures and Budget Priorities for Fiscal Years 2009-2011**

SUMMARY

In preparation for the FY 2009-11 budget deliberations, Council requested to review performance measures in each committee for associated agencies. This report provides proposed performance measures (see *Attachment A*) and overarching goals for the Community & Economic Development Agency (CEDA) for the next two-year budget cycle.

FISCAL IMPACT

This is an informational report; there is no fiscal impact.

BACKGROUND

CEDA encompasses a wide array of activities, including Building Services, Planning & Zoning, Housing & Community Development, Economic Development, Redevelopment, and Engineering & Construction. The mission of CEDA is to:

“Produce sustainable development that embraces the three principles of environment, economy and equity to residents, workers, businesses and property owners through the implementation of projects, programs and the provision of services in order to improve the physical landscape and economic environment of the Oakland Community.”

For FY 2009-11, CEDA refined its performance measures and presents only those measures that demonstrate the performance and outcomes of CEDA’s mission and programs over a period of time. The definition of performance measure is “a quantifiable, enduring measure of outcomes, outputs, efficiency, or cost-effectiveness.” Measures should relate to the organization’s mission and goals, and should not be one-time or short-term activities.¹

¹ ASPA Center for Accountability & Performance; Performance Measurement Concepts & Techniques Workbook, 3rd Edition.

KEY ISSUES AND IMPACTS

The following provides CEDA's Strategic Goals for FY 2009-11:

1. Promote sustainable development that embraces the three principles of environment, economy and equity through green building practices, economic development strategies, education, community participation, smart growth, and recycling efforts.
2. Build on the recent residential housing successes by continuing to attract new residents, focusing efforts on retail and mixed use projects, as well as promote quality affordable housing citywide, including the completion of a citywide affordable housing strategy.
3. Leverage redevelopment and development activities in all of Oakland's distinct neighborhoods through coordination with other departments' programs and projects; facilitate redevelopment through strategic planning and public/private partnerships, while balancing competing demands for housing, industrial, and retail uses, including completing the revisions to the City's industrial lands policies.
4. Enable Oakland residents to live and work in the City through the delivery of business services that create and retain quality jobs and through the delivery of workforce development programs that improve the skills and employability of youths and adults.
5. Continue to increase the overall effectiveness of code enforcement by establishing clear priorities, fostering better coordination with City departments, and promoting high property maintenance standards with community partners.
6. Enhance existing revenue streams through economic development, better technology, information, and registration of vendors resulting in increased sales tax, property tax, collection of business licenses and building permit fees; supplement funds for capital projects and infrastructure through park and dedication fees, public service impact fees, and traffic impact fees on new development; leverage existing resources by seeking grants and enhancing volunteerism and sponsorship opportunities.
7. Provide internal and external customer service that is responsive, timely, and accurate; streamline processes to deliver results while including appropriate community involvement; improve communication with residential and business community to enhance knowledge of and access to services
8. Improve livability through clean, well-maintained and accessible streets, sidewalks, parks, facilities and tree; develop a strategic, well-planned and efficient capital improvement program to meet the current and future needs of our neighborhoods.

Additionally, the Redevelopment Agency expects to reach some significant milestones during the next two year cycle. These include starting construction on the MacArthur Transit Village in FY 2010-11, and several items within the Oakland Army Base, including:

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1. Executed Negotiated Agreement signed with Master Developer;
2. Resolution of CEQA issues;
3. Finalizing an agreement with CalTrans on land exchange;
4. Develop plans for utilities and roads for East and North Gateway Development Areas;
5. Funding commitments for construction of public infrastructure improvements; and
6. Feasibility study for restoration of baggage wing of 16th Street Train Station.

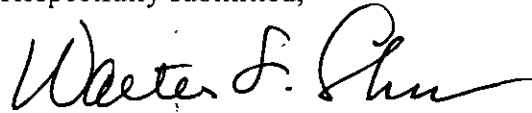
PROGRAM DESCRIPTIONS

Attachment B provides CEDA's FY 2009-11 budget programs (by division).

ACTION REQUESTED OF THE CITY COUNCIL

Staff requests that this informational report be accepted.

Respectfully submitted,



Walter Cohen

Community & Economic Development Agency

Prepared by:
Sarah Schlenk, Agency Administrative Manager
CEDA Administration

APPROVED AND FORWARDED TO THE
COMMUNITY & ECONOMIC DEVELOPMENT COMMITTEE:


Office of the City Administrator

Attachment A: CEDA's FY 2009-11 Proposed Performance Measures by Division/Program
Attachment B: CEDA's FY 2009-11 Program Descriptions

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Program Related Performance Measures - CEDA ADMINISTRATION						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actuals	Actuals	Target	Proposed Target	Proposed Target	
1 Agency-wide Customer Satisfaction Rating	N/A	N/A	N/A	85%	85%	Indicator of overall customer service provided by Agency.

Program Related Performance Measures - DEVELOPMENT ZONING REVIEW						
Measure	FY 2006-07 Actuals	FY 2007-08 Actuals	FY 2008-09 Target	FY 2009-10 Proposed Target	FY 2010-11 Proposed Target	Justification for reporting Performance Measure
1 Percentage of non-Planning Commission Conditional Use Permit Cases processed within 60 days	38%	42%	80%	80%	80%	Indicator of development vitality and staff workload.
2 Percentage of Small Project Design Review cases processed within 30 days	N/A	N/A	N/A	80%	80%	Indicator of staff efficiency.
3 Average monthly number of cases per assigned staff	N/A	N/A	N/A	15	15	Indicator of staff workload.
4 Percentage of Regular Design Review cases processed within 60 days from determination of completeness consistent with Permit Streamlining Act	N/A	N/A	N/A	80%	80%	Indicator of staff efficiency and workload.

Program Related Performance Measures - ENGINEERING, PLANNING & DESIGN						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actuals	Actuals	Target	Proposed Target	Proposed Target	
1 Engineering cost as a percentage of total construction cost below average benchmarked costs for major CA cities	14%	15%	18%	18%	18%	Indicator of cost effectiveness of engineering services.
2 Projects completed within schedule	86%	80%	80%	80%	80%	Indicator of timeliness of project delivery.
3 Minimize design-related (Type C) change orders for new construction	0.1%	0.7%	3%	3%	3%	Indicator of staff effectiveness and cost efficiency.
4 Clients rated our services satisfactory or better	N/A	N/A	80%	80%	80%	Indicator of customer service.

Program Related Performance Measures - PROJECT DELIVERY						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actuals	Actuals	Target	Proposed Target	Proposed Target	
1 Construction management cost as percentage of total construction cost	7%	7%	10%	10%	10%	Indicator of cost effectiveness of construction management.
2 Project management cost as percentage of total construction cost	6%	7%	7%	7%	7%	Indicator of cost effectiveness of project management.
3 Percentages of client rated our services satisfactory or better	N/A	N/A	80%	80%	80%	Indicator of customer service.

Program Related Performance Measures - TRANSPORTATION & PEDESTRIAN SAFETY						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actuals	Actuals	Target	Proposed Target	Proposed Target	
1 Percentage of damaged traffic signs replaced within two business days	N/A	90%	90%	90%	90%	Indicator of staff efficiency.
2 Traffic signal design cost as a percentage of total construction cost below average benchmarked costs for major CA cities	N/A	16%	18%	18%	18%	Indicator of cost effectiveness of traffic signal design.
3 Percentage of traffic safety requests responded to with staff contact information and estimated schedule for resolution, within three business days	N/A	N/A	90%	90%	90%	Indicator of staff efficiency and customer service.

Program Related Performance Measures - WATERSHED & STORMWATER MANAGEMENT						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actuals	Actuals	Target	Proposed Target	Proposed Target	
1 Percent of illicit discharge cases resolved each year	100%	99%	90%	95%	95%	Indicator of staff efficiency and program effectiveness.

Program Related Performance Measures - DEVELOPMENT PERMIT PROCESSING & ENGINEERING APPROVAL						
Measure	FY 2006-07 Actuals	FY 2007-08 Actuals	FY 2008-09 Target	FY 2009-10 Proposed Target	FY 2010-11 Proposed Target	Justification for reporting Performance Measure
1 Percentage of Permit Center customers served within 30 minutes	71%	70%	80%	80%	80%	Indicator of staff efficiency and effects of staff vacancies/reductions.
2 Number of Permit Center customers served annually	55,156	53,491	48,000	48,000	48,000	Indicator of development vitality and staff workload
3 Average plan check response time (working days) for commercial projects	22	20	21	21	21	Indicator of staff efficiency and effects of staff vacancies/reductions.
4 Average plan check response time (working days) for residential projects	16	18	14	14	14	Indicator of staff efficiency and effects of staff vacancies/reductions.
6 Number of permits processed annually	15,124	16,284	15,000	15,000	15,000	Indicator of development vitality and staff workload.

Program Related Performance Measures - DEVELOPMENT PERMIT & CODE ENFORCEMENT INSPECTIONS						
Measure	FY 2006-07 Actuals	FY 2007-08 Actuals	FY 2008-09 Target	FY 2009-10 Proposed Target	FY 2010-11 Proposed Target	Justification for reporting Performance Measure
1 Number of customer served annually by the call center, front desk and other administrative staff	31,107	31,006	28,000	28,000	28,000	Indicator of development vitality and administrative/support staff workload.
2 Number of permit inspections performed annually	45,603	41,116	35,000	35,000	35,000	Indicator of development vitality and staff workload.
3 Number of code enforcement inspections performed annually	31,563	32,814	35,000	35,000	35,000	Indicator of neighborhood vitality and staff workload.
4 Number of code enforcement cases resolved annually	6,623	6,945	6,000	6,000	6,000	Indicator of neighborhoods' enforcement emphasis and staff workload.
5 Average number of permit inspections performed annually per assigned staff	2,534	2,284	2,000	2,000	2,000	Indicator of staff efficiency and effects of staff vacancies/reductions.
6 Average number of code enforcement inspections performed annually per assigned staff	2,630	2,734	1,600	1,600	1,600	Indicator of staff efficiency and effects of staff vacancies/reductions.

Program Related Performance Measures - WORKFORCE DEVELOPMENT						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actuals	Actuals	Target	Proposed Target	Proposed Target	
1 Number of Enterprise Zone tax credit vouchers processed	4,559	3,626	3,500	3,500	3,500	Indicator of program effectiveness and staff efficiency; target reflects more restrictive State requirements and high unemployment.
2 Adult Employment Rates	78%	81%	77%	77%	77%	Outcome measure of program performance.
3 Youth Employment Rates	62%	74%	74%	74%	74%	Outcome measure of program performance.

Program Related Performance Measures - ECONOMIC DEVELOPMENT (Business Creation, Attraction, Retention & Expansion of Services)						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actual	Actual	Target	Proposed Target	Proposed Target	
1 Percentage of existing businesses assisted that chose to expand or continue operations in Oakland	98%	87%	85%	90%	90%	Outcome measurement of program performance.
2 Number of new to Oakland businesses that located to Oakland						Outcome measurement of program performance.
3 Percentage of jobs retained in Oakland	93%	84%	85%	85%	85%	Outcome measurement of program performance.

Program Related Performance Measures - COMMERCIAL LENDING						
Measure	FY 2006-07 Actuals	FY 2007-08 Actuals	FY 2008-09 Target	FY 2009-10 Proposed Target	FY 2010-11 Proposed Target	Justification for reporting Performance Measure
1 Number of commercial loans approved	24	20	25	25	25	Loan activity has gradually increased over the current year
2 Total dollar volume of all loans approved (in millions)	\$0.92	\$0.80	\$2.00	\$2.00	\$2.00	Loan activity has gradually increased over the current year
3 Total project investment dollars leveraged by City loans (in millions)	\$1.85	\$1.30	\$6.70	\$2.50	\$2.50	Loan activity has gradually increased over the current year
4 Number of jobs to be created as a result of lending activity	60	35	25	25	30	Loan activity has gradually increased over the current year

Program Related Performance Measures - REAL ESTATE						
Measure	FY 2006-07 Actuals	FY 2007-08 Actuals	FY 2008-09 Target	FY 2009-10 Proposed Target	FY 2010-11 Proposed Target	Justification for reporting Performance Measure
1 Value of actual rent collected annually (in millions)	\$1.68	\$1.31	\$0.68	\$0.90	\$0.95	Rental revenue supports City operations.
2 Number of surplus parcels sold annually	1	2	3	4	4	Land sale revenue critical to the City and reduces liability.

Program Related Performance Measures - BROADWAY, MACARTHUR, SAN PABLO						
Measure	FY 2006-07 Actuals	FY 2007-08 Actuals	FY 2008-09 Target	FY 2009-10 Proposed Target	FY 2010-11 Proposed Target	Justification for reporting Performance Measure
1 Number of Façade Improvement projects completed	N/A	8	8	8	8	Indicator of program outcome and effectiveness.
2 Number of Tenant Improvement projects completed	N/A	2	2	2	2	Indicator of program outcome and effectiveness.

Program Related Performance Measures - WEST OAKLAND						
Measure	FY 2006-07 Actuals	FY 2007-08 Actuals	FY 2008-09 Target	FY 2009-10 Proposed Target	FY 2010-11 Proposed Target	Justification for reporting Performance Measure
1 Number of Façade Improvement projects completed	3	5	4	4	4	Indicator of program outcome and effectiveness.
2 Number of Tenant Improvement projects completed	0	0	1	1	1	Indicator of program outcome and effectiveness.

Program Related Performance Measures - COLISEUM						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actuals	Actuals	Target	Proposed Target	Proposed Target	
1 Complete streetscape improvement projects	1	2	1	1	1	Indicator of program outcome.
2 Expend Façade & Tenant Improvement matching grants	N/A	\$40,000	\$300,000	\$350,000	\$350,000	Indicator of program effectiveness.
3 Acquire properties for development	N/A	N/A	N/A	3	3	Indicator of program outcome; property acquisition essential to redevelopment.
4 Proactive code enforcement sessions conducted with Building Services (Tough on Blight)	N/A	1	2	2	2	Indicator of staff proactive code enforcement efforts.
5 Implement housing development projects	N/A	N/A	N/A	1	2	Indicator of program outcome.

Program Related Performance Measures - DOWNTOWN DEVELOPMENT						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actuals	Actuals	Target	Proposed Target	Proposed Target	
1 Number of Façade Improvement projects completed	N/A	27	30	30	25	Indicator of program outcome and effectiveness.
2 Number of Tenant Improvement projects completed	N/A	16	20	20	15	Indicator of program outcome and effectiveness.

Program Related Performance Measures - CENTRAL CITY EAST (CCE)						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actuals	Actuals	Target	Proposed Target	Proposed Target	
1 Number of Façade Improvement projects completed	N/A	N/A	7	7	7	Indicator of program outcome and effectiveness.
2 Number of Tenant Improvement projects completed	N/A	N/A	2	2	2	Indicator of program outcome and effectiveness.
3 Complete construction of streetscape projects	N/A	N/A	0	2	2	Indicator of program outcome.
4 Complete purchase of properties	N/A	N/A	7	2	3	Indicator program outcome; property acquisition essential to redevelopment.

Program Related Performance Measures - HOMEOWNERSHIP & REHABILITATION						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actuals	Actuals	Target	Proposed Target	Proposed Target	
1 Number of down payment assistance loans to first-time homebuyers	48	59	50	50	50	Indicator of services provided to first time homebuyers.
2 Number of households provided financial assistance for home repair costs ranging from \$500 to \$75,000	188	234	240	245	250	Indicator of service and performance in preserving decent, safe and accessible housing.
3 Number of households provided financial and technical assistance for the acquisition and rehabilitation of foreclosed properties located in areas of high concentration	N/A	N/A	50	50	50	Indicator of service output and program performance.

Program Related Performance Measures - HOUSING DEVELOPMENT						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actuals	Actuals	Target	Proposed Target	Proposed Target	
1 Number of affordable housing units developed as a result of providing financial assistance to qualified developers	NA	210	200	200	200	Measures the services provided by the Housing Development Services unit to preserve decent, safe and affordable housing.

Program Related Performance Measures - RENT ARBITRATION ADJUSTMENT						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actuals	Actuals	Target	Proposed Target	Proposed Target	
1 Average number of days from petition filing to initial decision	66	71	75	75	75	Indicator of program effectiveness and operation.
2 Number of public contact complaints received	4	1	10	10	10	Indicator of customer service to public.
3 Average number of days from appeal filing to Board decision	150	210	200	200	200	Indicator of program effectiveness and operation.

Program Related Performance Measures - COMMUNITY DEVELOPMENT BLOCK GRANTS						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actuals	Actuals	Target	Proposed Target	Proposed Target	
1 Number of City Council approved contracts developed and implemented for Youth, Seniors, Housing and Economic Development	N/A	50	50	50	50	Measures the performance of services delivered by the CDBG Unit.

FY 2009-11 CEDA PROGRAMS BY DIVISION**1. CEDA ADMINISTRATION:****CEDA Director's Office (IP49)**

Provides agency oversight and support services for policy development; human resource planning; management and training; accounting; budget development; fiscal and grants management; information technology systems and support; agenda management and contract administration. Ensures that the Agency meets its obligations and complies with federal, state, and local laws including labor and public records laws, financial management, and auditing.

2. BUILDING SERVICES:**Development Permit and Code Enforcement Inspections (PS31)**

Proposal to merge code enforcement inspections (Program NB31) into this re-titled program that will combine all field inspections. This combined program assures conformance with the California Building, Electrical, Plumbing Mechanical Codes, and the Oakland Municipal Code in regulating the construction of residential and non-residential buildings and structures, public and private infrastructure, earthwork, and land use conditions. In addition, enforces the California Housing Law and the Oakland Municipal Code regulating the maintenance of buildings used for human occupancy and the surrounding property, remediation of geo-technical instabilities, land use activities on private property, and the vending of food and newspapers and the use of public telephones in the public right-of-way.

Development Permit Processing and Engineering Approval (PS30)

This program assists builders, property owners, architects, engineers, and realtors in understanding and processing appropriate construction permits related to buildings and infrastructure with applicable state health and safety codes, regional environmental regulations, and city development and land subdivision ordinances, and provides records cataloging, archive retrieval, and interpretation services.

3. PLANNING & ZONING:**Development Zoning Review/Zoning (SC10)**

Provides information on zoning regulations and reviews proposed development applications for approximately 20,000 people seeking information or application sign-offs at the Zoning Counter. Approximately 1,200 development applications are processed each year. Development applications have doubled over the past five years and fall into three main categories: 1) major cases, which are reviewed by the Planning Commission - 10%; 2) administrative cases decided by the Zoning Administrator after public notice and comments 40%; and 3) residential design review cases decided by staff - 50%.

Historic Preservation (IN08)

Fosters the economic vitality and quality of life in Oakland by means of education, regulations, and incentives. Activities include maintaining a library/archive and citywide database on historic properties; provide information to residents, real estate agents, developers, staff and environmental consultants about historic properties; conducts design reviews involving historic properties; and provide staff support to the Landmarks Preservation Advisory Board, which designates and reviews landmark projects. Over the past year, the program land marked two buildings; performed four major environmental reviews; completed research on 500 properties in the West Oakland Redevelopment area; and responded to over 3,000 calls, walk-ins, and e-mail inquiries about building and design.

Major Projects and Strategic Planning (SC09)

This program manages large development projects (over 50 units or 50,000 square feet). Performs complex environmental review [Environmental Impact Reports (EIRs)] including EIRs for new development areas of the Redevelopment Agency and comments on EIR for other public agencies' projects. Works closely with applicants to expedite projects to the maximum extent feasible while ensuring good quality development, sensitivity to community issues, and legal defensibility. Completes 5 to 8 new projects each year (pre-application review and full project review), with a full caseload of active projects in various stages of review. Some of the most notable major projects include Jack London Square, Leona Quarry, Wood Street, Uptown, Oak Knoll, MacArthur BART, and the Mandela/Grand Mixed Use Project.

Project Implementation (NB39)

The Implementation Program establishes Major Project and other program implementation, including administration of Development Agreements, Planned Unit Developments and Master Plans. Primary tasks include compliance with conditions of approval and mitigation monitoring and reporting programs, coordination of capital projects with required private improvements and other programs as assigned to ensure compliance with all conditions of project approval. Implementation staff takes the lead in coordinating developer compliance with all the requirements to guarantee projects under construction meet the standards and specifications required by Planning Commission and/or City Council approval of the project.

4. DEPARTMENT OF ENGINEERING & CONSTRUCTION:**Engineering, Planning and Design (IN05)**

This program facilitates programs, project management, engineering, and inspection services for City activities including the planning and design of capital improvements for sanitary sewers, storm drainage, major street improvements, pavement resurfacing, sidewalks, paths, stairways, and curb-ramps; provides inspection and enforcement of private work within City rights-of-way including utility, telecommunication, sidewalk and sewer construction; provides project management services on a wide variety of technical projects in support of Public Works Agency, City Administrator, City Attorney, City Council, Parks and Recreation, Redevelopment Agency and others.

Project Delivery (IN06)

This program manages and implements capital improvement projects in a professional, efficient, cost effective manner. These projects serve the community and city employees in the form of new facilities, expanded facilities, increase comfort, safety, and modernization of facilities, improved access for the disabled, improved storm and sewer services and long-term maintenance, street beautification, and improve traffic and pedestrian safety.

Transportation and Pedestrian Safety (NB33)

This program enhances pedestrian, bicycle and vehicular safety on city streets, around schools, parks and senior centers. Activities include designing, installing, and maintaining traffic signs, signals, audible pedestrian signal heads, pavement markings, residential blue zones, speed bumps, circles, barriers and other traffic calming devices. Planning and implementation of the City's Bicycle Master Plan are managed within the program, including grants writing and management. This program manages city-owned parking facilities assuring that clean, safe and affordable parking is available citywide. Review of development-related transportation and traffic impacts are part of this program. This program also promotes alternative modes of transportation such as walking and bicycling.

Watershed and Waterways (NB34)

This program provides a watershed-based planning and management approach for water quality improvements, habitat preservation, restoration, stormwater treatment, stormwater drainage planning and water resource protection for the City's 50 miles of open creeks and Lake Merritt. The program enforces stormwater regulations, implements capital projects including creek restoration projects, estuary and habitat improvement projects, water quality projects and storm drainage projects. Staff obtains and manages grant funding to supplement capital funding for creek preservation and restoration projects; and provides watershed related training and technical assistance for development projects and review of development permits. This program implements citywide activities and programs to meet State and Federal water quality regulations, improve water quality, habitat and neighborhood beauty, and improve storm water drainage.

5. HOUSING:**Community Development Block Grants (YS11)**

This program is responsible for the management and implementation of the City of Oakland's Community Development Block Grant (CDBG) program. The City utilizes CDBG funds to rebuild and revitalize depressed areas and sustain neighborhoods with full access to life enhancing services. CDBG program provides funding for housing, economic development and a variety of neighborhood improvement/public service projects for low and moderate income residents in the seven Community Development areas. Distribution of CDBG funds undergo an extensive citizen participation process resulting in approximately 50 contracts with non-profit organizations and several City departments for the provision of services. The CDBG program staff provides technical

assistance to the seven Community Development District Boards and monitors the contracts and programs funded with CDBG funds.

Home Ownership & Rehabilitation (NB32)

This program provides financial and technical assistance for the purchase of minor to substantial rehabilitation to, very-low, low and moderate income persons. Staff counsels and educates owners and first-time homebuyers about purchasing, refinancing and maintaining homes to promote safe, healthy and accessible neighborhoods, to identify and thwart predatory lending practices, as well as spot fraudulent home improvement contracting. Promotes collaboration with lenders, general contractors, code enforcement, citizens and other housing agencies to expand opportunities for all homebuyers and to provide rehabilitation and construction management services that identify and correct health and safety hazards and code violations in owner-occupied homes. Priority is given to assisting seniors and disabled persons to maintain the independence and security of homeownership.

Housing Development (SC14)

This program helps implement City and Redevelopment Agency affordable housing development programs. Staff works with for-profit and non-profit developers to revitalize neighborhoods and increase housing opportunities through new construction, substantial rehabilitation, and preservation of rental and ownership housing for very low, low, and moderate income households. Staff implements the City's annual Notice of Funding Availability (NOFA) process to make competitive funding awards for affordable housing project; and monitors the City and Agency portfolio of over 75 projects to ensure proper management, maintenance, and compliance with rent and income limits for these affordable projects

Rent Arbitration (SC15)

Maintains decent, safe, affordable, and sanitary residential rental housing in the City of Oakland by limiting rent increases, monitoring removal of rental units from the market, and limiting evictions. Administers the Rent Adjustment Ordinance, the Just Cause for Eviction Ordinance and the Ellis Act Tenant Protection Ordinance. Additional responsibilities include processing appeals of denials of relocation benefits for tenants of buildings vacated by the Code Compliance section of the Building Services Department.

6. ECONOMIC DEVELOPMENT:

Economic Development (Business Creation, Attraction, Retention, and Expansion of Services) (B-CARES) (SC11)

Comprehensive business development programs to attract, retain and expand businesses in Oakland. Services include site location assistance, permitting assistance, marketing, financing and commercial lending services, technical assistance, merchant organizing and the development of business improvement districts. These services benefit consumers, employers, workforce, owners, investors, commercial brokers, property owners and developers in retail, industrial, international businesses development, green industries and downtown office business. Key upcoming projects are the establishment of the Oakland

Business Access Center, the implementation of the Oakland Retail Enhancement Strategy, establishment of new Community Benefit Districts, and the implementation of the Oakland Industrial Districts Strategy.

Workforce Development (SC03)

Manage Workforce Investment Act funds, staff Oakland Workforce Investment Board, support business development through administration of Enterprise Zone program and other business services initiatives, monitor city-funded job training programs, develop city-wide job training initiatives, and coordinate and administer various other city-funded job training programs, such as the Mayor's Summer Jobs Program and the Oakland Green Jobs Corps.

7. REDEVELOPMENT:

Broadway / MacArthur / San Pablo (SC05)

This program manages projects for the Oakland Redevelopment Agency's Broadway/MacArthur/San Pablo Redevelopment Project Area. This project area was adopted in July 2000 and consists of two district sub-areas. The Broadway/MacArthur sub-area incorporates Auto Row on Broadway and Telegraph Avenue between 27th and 42nd Streets. The San Pablo sub-area incorporates the portion of San Pablo Avenue from 53rd to 67th Streets. The purpose of this redevelopment area is to eliminate blight, encourage in-fill development, and support key catalyst projects, including the MacArthur Transit Village.

Central City East (SC18)

The goal of the Central City East (CCE) Redevelopment Program is to revitalize the commercial, residential and waterfront areas in the CCE Redevelopment Project Area by eliminating blight, improving the physical and economic environment, and addressing the affordable housing goals of the CCE Project Area. These efforts are guided by the CCE Project Area Committee (PAC), an advisory body to the Agency. The CCE Redevelopment area was adopted on July 29, 2003 and the second Five-Year (2008-2013) Implementation Plan for CCE Project Area for was adopted in June 2008.

Coliseum (SC12)

The goal of this program is to catalyze development of underutilized properties through strategic investment in complementary transportation and infrastructure projects and through direct assistance with matching grant programs. Employing multiple approaches to abate physical and economic blight, the Agency has augmented leveraged private and public investment. By improving public facilities, increasing public safety and reducing blight, the Coliseum program encourages private development projects that create and sustain industrial, commercial, and residential communities.

Commercial Lending (SC04)

This program provides tools and resources for Oakland's business owners and entrepreneurs. These resources promote business attraction, retention and expansion leading to the creation of jobs and economic development primarily in Oakland's low and

moderate income communities. Programs contribute to Oakland's economic revitalization by expanding the City's tax base and by focusing lending activity in the City's economic development target industries; places low-moderate income Oakland residents into sustainable jobs created by loan recipients; leverages private investment through participation loans; and abates blight through financing commercial and mixed-used developments. This program awards professional services contracts to Oakland's small business community and administers several City funded loan programs, provides lending outreach, services the City's loan portfolio and recruits for job placement.

Downtown Development (SC13)

The Downtown Development Program manages projects in the Oakland Redevelopment Agency's Central District Redevelopment Project Area. Activities focus on attracting private investment to economically depressed areas, eliminating physical and economic blight conditions by redeveloping abandoned, unsafe or underutilized properties throughout the downtown, encouraging rehabilitation of historic buildings, building housing for all income levels, encouraging excellent urban design, investing in strategic public infrastructure projects to support existing or to attract new commercial real estate projects (office, retail/restaurants, hotels and entertainment venues). Other activities include completing residential projects, expanding public parking to replace surface parking lost as a result of redevelopment activities, implementing streetscape and public infrastructure projects, and continuing the Façade and Tenant Improvement Programs, which provides matching grant funding assistance to upgrade and/or reoccupy vacant and underutilized buildings and retail spaces. The program further includes implementation of the Broadway Retail Strategy. Operation and maintenance of the Agency-owned Oakland Ice Center, Franklin 88 garage, UCOP garage and City Center Garage West are also important program components.

Oak Knoll (SC25)

The Oak Knoll Redevelopment Project Area boundaries were selected to include all of the federal lands subject to closure as part of the former Naval Medical Center Oakland, consisting of 183 acres, of which approximately 135 acres are developable. The Redevelopment Agency was conveyed 5.45 acres from the Department of the Navy, on which are 18 abandoned duplex family housing units. In March, 2006, SunCal Oak Knoll, LLC purchased 167 acres of the site from the Department of the Navy for \$100,500,000. SunCal's master plan included 960 units of housing, including affordable and clusted apartments, single family units, and estate homes. The project also was to include up to 82,000 square feet of commercial retail. In October 2008, SunCal Oak Knoll, LLC filed for bankruptcy shortly following the collapse of the financial market and Lehman Brothers. Most of the more than 100 buildings on the site have been abated, but remain in place and blighted.

Oakland Army Base (SC07)

This program manages the development of the 165-acre Oakland Army Base Project Area, which is a subdistrict of the Oakland Army Base Redevelopment Area. The Redevelopment Agency owns the Project Area and identifies it as the "Gateway Development Area" of the former Oakland Army Base. The program manages the site

and conducts all site planning, environmental remediation, and engineering and construction of new infrastructure and public improvements; ensures compliance with all governmental obligations associated with a former military base; and negotiates and manages development agreements. It also coordinates the development of the Wood Street Zoning District, another subdistrict of the Oakland Army Base Redevelopment Area, including commercial, industrial, and residential development projects.

Real Estate (PS32)

This program provides acquisition, disposal, property management, commercial / residential relocation, and leasing for all City of Oakland and Redevelopment Agency property. It provides real estate consultation services; conducts real estate appraisals; and acquires, manages, and disposes of City and Redevelopment Agency property. In addition, this program negotiates and monitors lease agreements with renters of City / Agency-owned property, leases property on behalf of the City / Agency, facilitates the assemblage of parcels for City / Agency projects, and advises the City Council and Redevelopment Agency of real estate aspects of major development projects.

West Oakland Redevelopment (SC06)

This program manages projects for the West Oakland district including the West Oakland, Oak Center and Acorn Project Areas. It provides funding that aids the City's efforts to stimulate commercial revitalization and local economic development, increase housing resources, fund public infrastructure investments, and remove physical and economic blight throughout the district. Program funds allow the Redevelopment Agency to initiate various long-desired community revitalization activities in the West Oakland district.