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OAKLAND

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AGENDA REPORT

TO: HONORABLE CITY COUNCIL

FROM: Deanna J Santana
City Administrator

SUBJECT: 100 Resilient Cities Award

DATE: January 23, 2014

RECOMMENDATION

Staff recommends that the Council adopt

A RESOLUTION ACCEPTING AND APPROPRIATING GRANT FUNDS FROM THE ROCKEFELLER FOUNDATION'S 100 RESILIENT CITIES PROGRAM FOR UP TO \$1.2 MILLION TO CREATE THE NEW POSITION OF CHIEF STRATEGIST AND RESILIENCE OFFICER (CSRO) TO OVERSEE PLANNING AND IMPLEMENTATION EFFORTS TO ADAPT AND THRIVE IN THE AFTERMATH OF NATURAL AND MAN-MADE DISASTERS, AS REQUIRED BY GRANT PROVISIONS, AND ALLOCATING SUCH FUNDS TO THE NEW POSITION OF CSRO

EXECUTIVE SUMMARY

The Rockefeller Foundation recently selected the City of Oakland as one of thirty-three (33) inaugural cities for its global 100 Resilient Cities challenge. The grant award requires that funds can only be used to hire a Chief Resilience Officer, or in Oakland's case a Chief Strategist & Resilience Officer, who would oversee the development and implementation of Oakland's Resilience Action Plan to address the City's pressing seismic and climate change priorities. The award would also enable Oakland to receive technical assistance and help with securing funds for capital development priorities, as well as participate in an international learning network. Oakland would be part of a regional resilience planning effort with the other Bay Area cities also selected—San Francisco, Berkeley, and Alameda.

In addition, the City Administration's vision is to utilize this funding opportunity from Rockefeller Foundation to combine top level and city-wide strategic planning and implementation with resilience planning in order to engage in strategic long-term planning for Oakland's economic, environmental, and social equity systems. While a beginning trend in municipal governmental agencies, the private sector and nonprofit industries have been creating Chief Strategist positions within their organizations in order to prioritize strategic planning and evaluation to ensure the long-term success of their organizations.

Item _____
CED Committee
February 11, 2014

The new position of Chief Strategist & Resilience Officer (CSRO) would be funded by 100 Resilient Cities for at least two years, anticipated to be between \$237,610 to \$356,417 per year for salary and benefits costs. There is a possibility that 100 Resilient Cities would continue funding the staffing costs of the CSRO for the third year¹

OUTCOME

The City's acceptance of the Rockefeller Foundation's 100 Resilient Cities grant award would enable it to hire a dedicated high-level professional to oversee planning and implementation of seismic and climate change priorities for the City of Oakland. The following outcomes are anticipated in three years:

1. Formation of a public/private collaboration and City inter-departmental committee to develop and implement the City of Oakland's Resilience Action Plan
2. The development and implementation of the Oakland Resilience Action Plan which would include key policy and program strategies to address seismic, sea-level rise, extreme weather fluctuations, and other potential disasters in ways that prioritize the needs of Oakland's vulnerable residents and plan for the City's ability to adapt and thrive in the aftermath of disasters
3. Long range planning efforts to optimize existing and new opportunities and resources to address the City's community and economic development priorities, such as preparing residents, especially youth, for employment in a new economy and environment
4. Enhance resilience planning, strategic problem-solving, and innovation in City departmental efforts

BACKGROUND/LEGISLATIVE HISTORY

The City of Oakland has been recently honored as the recipient of the Rockefeller Foundation's 100 Resilient Cities grant award. An initial thirty-three (33) cities were selected from nearly 400 cities across six continents that applied for the 100 Resilient Cities Challenge, all of which were required to submit their visions, needs and plans to make their city more resilient. These thirty-three (33) cities, including Oakland, San Francisco, Berkeley, and Alameda, were chosen by seven distinguished leaders from around the world, including former President Bill Clinton. Selections were based on how the city planned to approach and build greater resilience at city-scale, planning and implementation tactics – from civil society and business to academia -- and

¹ The \$1.2 million grant award figure assumes potential funding for 3 years from Rockefeller Foundation

how their resilience activities will address the needs of the poor or vulnerable. For more information, see website link to the 100 Resilient Cities Initiative, <http://100resilientcities.rockefellerfoundation.org/>

Rockefeller Foundation developed the new Initiative in response to lessons learned from recent disasters such as Hurricanes Katrina and Sandy. The Initiative seeks to help cities plan and implement strategies to adapt and thrive in the aftermath of disasters. The Foundation defines resilience as the ability of people, communities, and systems to be better prepared to withstand catastrophic events—both natural and manmade—and better able to bounce back more quickly and emerge stronger from these shocks and stresses.²

As part of the 100 Resilient Cities network, the selected cities are required to use the funds for a Chief Resilience Officer,³ create a resilience strategy, and receive access to tools, technical support, and resources for implementing comprehensive resilience plans. Partners including Swiss Re, Palantir, the World Bank, the American Institute of Architects, and Architecture for Humanity, united at the Clinton Global Initiative, and committed to providing additional design, planning, and service support as part of this program. See *Attachment A*. Additional cities will be named to join the 100 Resilient Cities Network in subsequent years.

The City's application identified Oakland's most pressing resilience priorities as: 1) Initiate 21st century upgrades and improve planning strategies for pre-disaster seismic mitigation including soft-story building retrofits, 2) Protect Oakland's residents and infrastructure from rising seas, extreme heat and precipitation events, 3) Implement Oakland's Climate Action Plan and further evaluate impacts of climate change on utility and food costs, especially for low-income residents, 4) Develop a comprehensive Resiliency Action Plan and widely share it, and 5) Establish a collaboration of partner agencies to further develop Oakland's initiative. See *Attachment A* for the City's Application.

Anticipated Outcomes:

Some of the anticipated policy, program, and organizational change outcomes from the three-year initiative include the following City priorities:

- 1) The development, passage, and implementation of a model seismic retrofit requirement for Oakland's 24,000 multi-family soft story housing units that have been recently identified by an Association of Bay Area Governments (ABAG) study as being at-risk in the case of a seismic disaster. See website link to study: http://quake.abag.ca.gov/wp-content/documents/OaklandSoftStoryReport_061113.pdf

² <http://100resilientcities.rockefellerfoundation.org/resilience>

³ See Attachment A, *Rockefeller Foundation's 100 Resilient Cities Welcome Packet to Selected Cities*, page 3

- 2 The development of and securing new funds for a seismic retrofit loan fund assistance program available to property owners subject to the City's new seismic retrofit requirements, utilizing available and new public and private funds
- 3 Implementation of key strategies from the Oakland Energy Climate Action Plan identified by a recent Pacific Institute study on adaptation strategies for Oakland's vulnerable populations, such as the creation of cooling and warming centers to address extreme weather fluctuations, or financial assistance plans for anticipated rising utility and food costs See website link to study [www http //www pacinst org/wp-content/uploads/2013/02/full_report37.pdf](http://www.pacinst.org/wp-content/uploads/2013/02/full_report37.pdf)
- 4 The study, development, passage, and implementation of possible zoning or building policy changes in Oakland's at-risk flood zones to prevent the loss of human life and property damage
- 5 Learning from the experiences of other cities around the world and sharing Oakland's information
- 6 The receipt of technical assistance, such as financial modeling for a new seismic retrofit loan fund, and help to secure capital development funds for Oakland's Resilience Action Plan implementation priorities
- 7 Refreshing City organizational capacity to innovate, collaborate, and approach the delivery of public services through the lens of resilience and strategic problem-solving For example, the following questions would get integrated into department planning and operations what are key service gaps and best practice solutions, who are strategic partners to enhance services, what kind of services are needed in a post-disaster economy and environment and how do we begin to plan towards that future, how do we operate our services more strategically with shrinking public resources (rather than trying to do more with less)

Chief Strategist & Resilience Officer Responsibilities

This international honor and grant award presents the City and Oakland community with many unique opportunities The City Administrator's vision is to position Oakland as a leader in the emerging global economy and environment where cities are the sources of innovation and solutions ⁴ The position of Chief Strategist & Resilience Officer (CSRO) is key to helping to realize this vision The new CSRO would have the primary responsibilities

⁴ See e g , Bruce Katz, *The Metropolitan Revolution How Cities and Metros Are Fixing Our Broken Politics and Fragile Economy*, Brookmgs Focus Book, 2013

- Oversee the creation and implementation of the Oakland Resilience Action Plan including strategic goals and viable strategies that promote municipal, community, and business resilience in the face of natural and man-made disasters, including managing an inter-departmental team of City staff and local public/private collaboration, as well as participating in regional efforts
- Collaborate with community partners, including the Oakland Climate Action Coalition (OCAC) Adaptation and Resilience Committee, to train city senior staff on climate resilience, social equity, and public health in Oakland
- Coordinate a steering committee made up of representatives from each stakeholder organization, including the OCAC, to develop and implement best practices of asset-based resilience planning with low-income communities, including community leadership roles
- Serve as the relationship lead with Rockefeller Foundation and network members, as well as responsible for effective communication with and garnering support from political and community stakeholders
- Secure new funding and other resources to implement the Resilience Action Plan
- Develop the vision and strategy plan for Oakland's vibrant and resilient future and overseeing its implementation and continuous assessment
- Establish a compelling vision and drive the resilience conversation in Oakland, including building excitement about creating a resilient city, ensure active and inclusive public engagement, and serve as the City's expert on resilience
- Work to create a long-term strategy that fosters balanced and sustainable economic growth and development for Oakland businesses, workforce, and community
- Work with the City Administrator and her senior team on City priorities, including economic development, public safety, and resilience

See *Attachment B* for the CSRO Job Announcement.

100 Resilient Cities Grant Terms

The following are the main terms of the Rockefeller Foundation's 100 Resilient Cities grant award

- 1 The City is required to hire a Chief Resilience Officer (or for Oakland—Rockefeller has approved the hiring of a Chief Strategist and Resilience Officer (CSRO)) that is a high-level professional who reports directly to the City Administrator
- 2 The 100 Resilient Cities will provide the City with funds for the salary and benefits costs of the CSRO for at least two years. There is a possibility that funds for the third year will also be provided should funds be available and the Oakland program is on track
- 3 The City must participate in the development of a regional resilience plan along with the cities of San Francisco, Berkeley, and Alameda
- 4 The City must develop and implement the Oakland Resilience Action Plan which focuses on seismic and climate change adaptation strategies including impacts on Oakland's vulnerable residents

ANALYSIS

Why Receiving the Grant Award is Recommended

Staff recommends the acceptance of the 100 Resilient Cities grant award for the Oakland Resilience Action Plan Initiative in order to accomplish actual implementation outcomes that benefit Oakland residents, as well as engage in documentation of the efforts including evaluation results. Priorities for the new Initiative include addressing Oakland's seismic and climate change forecasted disasters.

Oakland has one of the highest regional poverty levels with over 19.6% of residents and 1 in 4 children living in poverty. Social vulnerability is correlated with persistent poverty, few resources and little capacity to improve. In Oakland, poverty and vulnerability are most prevalent in our low-lying flatland neighborhoods where our low-income residents of color reside. Based upon recent studies, these residents and neighborhoods will feel the first and worst impacts from climate disruptions and natural disasters.

A recent ABAG study found that over 24,000 of Oakland's multi-family housing units were at risk in the event of an earthquake⁵. The majority of these vulnerable housing units are in low-income flatland neighborhoods. Due to the soaring cost of housing and displacement from the

⁵ http://quake.abag.ca.gov/wp-content/documents/OaklandSoftStoryReport_061113.pdf

foreclosure crisis, many low-income families are already living in overcrowded housing, compromising their ability to secure even temporary shelter. Tenants in at-risk buildings have little ability to structurally protect their own housing. After an earthquake, multi-family housing will return slowly and, in areas attractive to new investment, might be converted to unaffordable rents or condos, reducing affordable housing and further displacing low-income residents.

This Initiative would develop a thoughtful and viable seismic retrofit policy based upon best practice outcomes in other jurisdictions and analysis of Oakland specific issues, as well as secure new funding resources to assist property owners with retrofit projects. In addition, these new projects provide an employment opportunity for Oakland residents through pipelines to existing job training programs, as well as an opportunity to engage in energy retrofits at the same time as the seismic retrofits. The City can save lives, meet environmental goals, help property owners decrease energy and possibly insurance costs, and create job opportunities for low-income residents through a comprehensive approach and new leadership provided through this 100 Resilient Cities grant award.

A recent analysis found that 90% of residents living in Oakland's 100-year flood zone have high social vulnerability. Similarly, rising utility/food costs and worsened air quality impact Oakland's low-income residents. They spend a greater percentage of scarce household resources on food/utility costs and suffer more respiratory illnesses exacerbated by extreme heat and air pollutants, especially diesel particulates from local freeways and seaport. Resident exposure levels are compounded by limited mobility and poor health, while low income and limited English proficiency contribute to greater difficulty addressing immediate resilience needs (e.g., accessing a cooling or food center), and longer term needs (e.g., rebuilding).

This Initiative would enable the City and its partners to develop policies and programs to mitigate against the forecasted climate changes and prepare impacted residents to adapt in a new physical and economic environment. For example, analysis and possible development of new building and zoning provisions would occur to address the threats from rising sea-levels, as well as partnership efforts with utility companies and social service providers to address rising food and utility costs. Community organizing efforts would be coordinated to educate and prepare residents.

The following summarizes the main activities over the three years:

- **Year 1 Development of Action Plan**—form collaboration including structure, roles, decision-making processes, public accountability and transparency, and continuous feedback loops, identify policy and program priorities and develop proposed solutions, determine research gaps and workplan, identify and secure resources, engage in community outreach and participation, develop implementation workplan including specific roles and reporting.

- **Year 2 Implement Action Plan Priorities**—pass and implement legislative policies and track outcomes, i.e. seismic retrofit requirements for soft story multi-family housing, implement programs such as strategies for utility and food costs, continue community engagement and communication strategies
- **Year 3 Refine Implementation, Evaluation & Sustainability Plan**—continue implementation efforts, assess implementation results and engage in improvement needs, evaluate and communicate outcomes, develop strategies to sustain efforts within City organization, community groups, and other public agencies

Similar major efforts generally require three years of time, including grant funded initiatives such as the Oakland Sustainable Neighborhoods Initiative to improve housing, economic development, transportation, public safety, and health along the International Boulevard Corridor. The City's federal stimulus efforts was also a three-year effort that resulted in securing over \$280 million for public safety, transportation and public works infrastructure projects, housing and economic development, education and family support programs, and workforce development efforts⁶

Why a Chief Strategist & Resilience Officer is Recommended and Required Position Functions Are Not Available in Existing City Positions

Major cities such as New York, San Francisco, Chicago, Los Angeles, and others have or are in the process of creating Chief Resilience Officer positions, city-wide resilience initiatives, and/or Chief Strategist positions in order to integrate long-range strategic planning and resilience efforts in all levels of government operations. A major lesson from natural disasters such as Hurricane Sandy or the recent Colorado flooding emphasized the strategic value of having a high level official dedicated to resilience planning efforts that would enable municipal government operations and local communities to better withstand disasters and bounce back quicker and more effectively⁷. Motivations for such initiatives include the growing population moving to cities, with more than 75% of the world's population expected to live in cities by 2050. Concurrent with this population expansion is increasing natural and man-made disasters⁸. As seen with Hurricane Sandy's recent example, cities have "become complex entities requiring more robust strategies to cope with a broad range of crises"⁹.

In addition, larger cities are adopting executive-level management positions that focus on innovation and strategies to advance improved results in key focus areas. For example, San Jose has a Chief Strategist/Economic Development Director and the cities of San Francisco and San

⁶ <http://www2.oaklandnet.com/Government/o/CityAdministration/DOWD005832>

⁷ Judith Rodin, "Urban Resilience for a New Century," Huffington Post, 5/14/13

⁸ Tod Newcombe, "Do Cities Need Chief Resilience Officers," Emergency Management, 6/13/13

⁹ <http://www.emergencymgmt.com/disaster/Cities-Need-Chief-Resilience-Officers.html>

⁹ Neil Pierce, Citewire.net

Leandro have Chief Innovation Officers. This trend follows private sector and nonprofit efforts to incorporate a Chief Strategist into top management who is focused on long-range planning for new strategic initiatives, assessing the entity's ability to maintain its competitive edge and unique brand.¹⁰ In a public sector world, the Chief Strategist would be essential to assessing service gaps, evaluating long-term needs and opportunities within the City organization and community, and identifying a roadmap for government to plan for changing economic, social, and environmental landscapes. This city-wide strategic planning position also builds upon current City departmental positions created to focus on assessing current demographic, market and other trends, forecasting future needs and opportunities, and proposing new programs or policies to enable the City to be proactive rather than reactive.¹¹ Given past budget conditions, existing staffing levels have not fully enabled visioning and strategizing for Oakland's future. The focus has been on stabilizing the organization through various challenges and sustaining operations. This critical resource allows for improved strategies and plans for future initiatives.

The new CSRO would lead City inter-departmental staff and community partners to identify city-wide policies and other strategies that are critical to defining Oakland's future. An example of what the CSRO would oversee, in addition to the Oakland Resilience Action Plan, would be to address the current market forces in Oakland that have resulted in Oakland's distinction as the second city in the nation with the highest level of rising rents through organizing city-wide efforts that cut across department silos and incorporate the expertise and resources of private sector and community organizations. The CSRO would oversee citywide efforts to prevent the market force displacement of long-time residents and small businesses that represent Oakland's great diversity, or strategies to prepare and secure employment for Oakland's youth in the new industries coming to Oakland.

100 Resilient Cities has provided the following *required* guidelines for the CRO position:

1. A leader who is dedicated full-time to driving the development and implementation of the city's resilience strategy.
2. A leader empowered by the Mayor or highest city leader to convene and coordinate resources.
3. A leader whose title explicitly includes "Resilience" and is a full-time city employee.
4. A leader who drives the focus and attention of other city leaders to the importance of achieving resilience. Where he/she is located within the city structure must enable this.
5. A leader who must be able to achieve outcomes across departments. This includes the ability to coordinate across issues as diverse as health, transportation, housing, sanitation, education, economic development, and more. Where he/she is located within the city structure must enable this.

¹⁰ Breene, Nunes & Shill, "The Chief Strategy Officer", Harvard Business Review, Oct. 2007.

¹¹ For example, the Department of Planning and Building has the Strategic Planning division and the Department of Housing and Community Development recently created the Strategic Initiatives unit to address the foreclosure crisis, as well as housing and community development impacts, needs and conditions post-foreclosure recovery.

See **Attachment D**, Rockefeller Foundation’s Chief Resilience Officer, Overview and Guidelines, page 7

None of the City’s existing positions fulfill the above requirements. As with other city governments and organizations, existing City top management positions are focused on maintaining current operations and services. In addition, current positions in the Fire Department’s Emergency Management and the Public Works Department’s Sustainability Program are focused on other critical City priorities and are not city-wide top management positions. In response to the Council Rules Committee’s request for explicit clarification, 100 Resilient Cities has stated that the “grant award is not intended to fund—nor will we fund—the selected city’s Emergency Services Manager or Sustainability Director.” See **Attachment E**. To accomplish Oakland’s resilience planning goals and optimize the opportunities to simultaneously achieve multiple economic, environmental, and social equity goals while also proactively shaping Oakland’s future, the City needs a top organizational and thought leader with national expertise in community development, urban planning, and climate change.

This grant award presents Oakland with an incredible opportunity to plan for a future city that remains diverse, addresses social vulnerability and equity priorities, and attracts new investments that are aligned with the City’s social equity, environmental, and economic values.

PUBLIC OUTREACH/INTEREST

The following organizations participated in the development and/or review of the City’s application: the Oakland Climate Action Coalition member groups including Pacific Institute, West Oakland Environmental Indicators Project, Bay Localize, Rose Foundation, and Urban Biofilter, ABAG, Enterprise Community Partners, and Policy Link.

COORDINATION

The following City departments contributed to the City’s application: Housing & Community Development, Public Work’s Sustainability Program, Fire’s Emergency Services Program, Planning and Building, Human Services, and Police. This report has also been reviewed by the City Attorney’s Office and the Budget Office.

COST SUMMARY/IMPLICATIONS

The total costs for the new CSRO are

	Salary & Benefits ¹²	Funding Source
Year 1	\$237,610 to \$356,417	100 Resilient Cities
Year 2	\$237,610 to \$356,417	100 Resilient Cities
Year 3	\$237,610 to \$356,417	100 Resilient Cities or Other Funding Source
Total	\$712,830 to \$1,069,252	

100 Resilient Cities has committed to providing funding support for the first two years with the possibility of funds for the third year. Staff believes that the achievements accomplished in the first two years will enable the City to generate funds for Year 3 from Rockefeller Foundation, other private foundation funders, or perhaps the City as part of its regular budget process. Staff also requests that Council contribute from the General Purpose Fund an amount equivalent to the program's Central Services Overhead charges as 100 Resilient Cities cannot pay for administrative costs as part of its grant agreement.

SUSTAINABLE OPPORTUNITIES

Economic The inclusion of Oakland in the 100 Resilient Cities network will help secure additional financial resources needed for seismic and climate change projects and other priorities. The position of Chief Strategist and Resilience Officer will be instrumental in the development of employment opportunities for Oakland's economically disenfranchised residents, especially youth.


Environmental This grant award will enable the City to implement its climate change priorities.

Social Equity This grant award is focused on the development and implementation of Oakland's Resilience Action Plan which prioritizes adaptation strategies for vulnerable residents regarding seismic and climate change disasters.

¹² The CSRO is equivalent to the Assistant City Administrator position which under the City's salary schedule has the range of \$144,444 to \$216,667. In addition, the City's benefits is about 64.5%.

For questions regarding this report, please contact Margareta Lin, Department of Housing & Community Development's Strategic Initiatives, 510-238-6314

Respectfully submitted,



Deanna J Santana
City Administrator

Prepared by
Margareta Lin, Strategic Initiatives
Dept of Housing & Community Development

Attachments

- A: Rockefeller Foundation's 100 Resilient Cities Welcome Packet to Selected Cities***
- B: City of Oakland's Application to Rockefeller Foundation's 100 Resilient Cities Challenge***
- C: Job Announcement for Oakland's Chief Strategist & Resilience Officer***
- D: Rockefeller Foundation's Chief Resilience Officer, Overview and Guidelines***
- E: Clarification Email from 100 Resilient Cities' Vice President, Relationships***

100 RESILIENT CITIES

PIONEERED BY THE ROCKEFELLER FOUNDATION

WELCOME PACKET

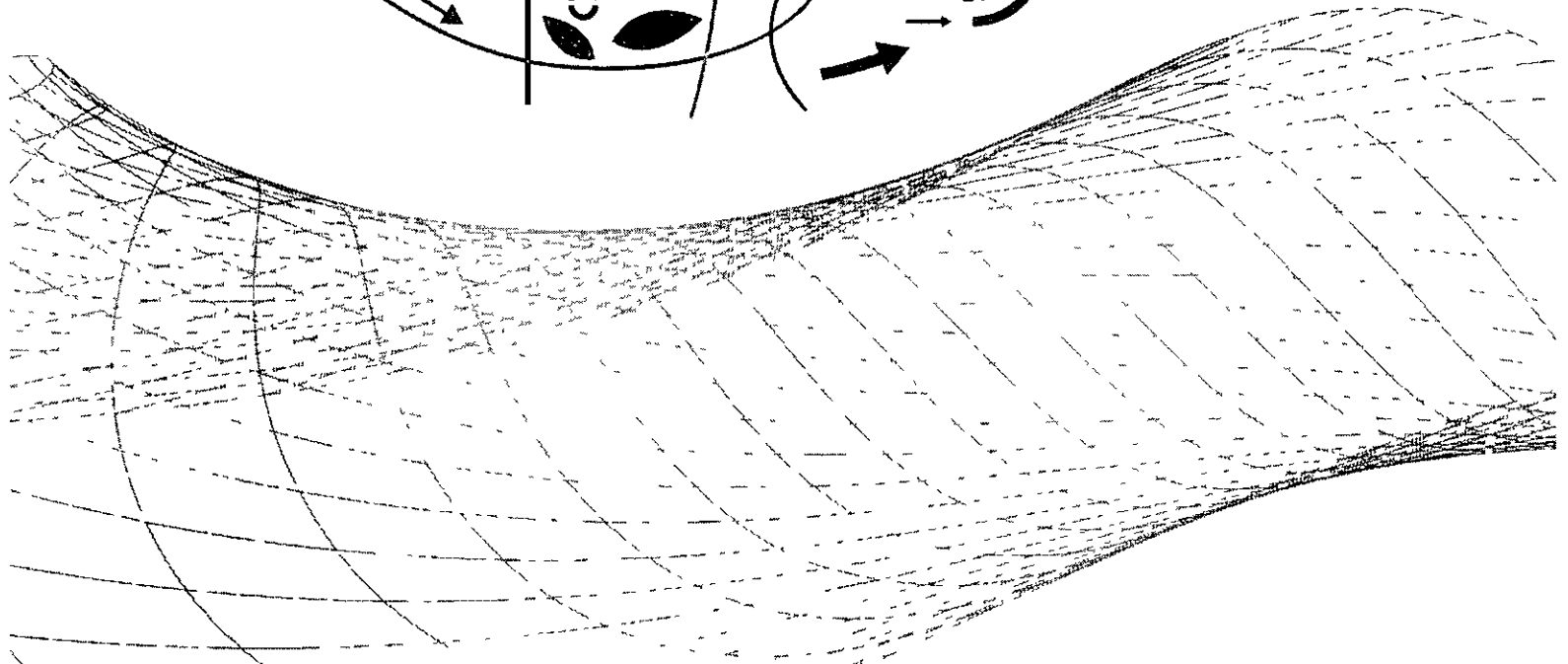


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Inaugural Member Cities Announced December 2013

Ashkelon (Israel)

Melbourne (Australia)

Bangkok (Thailand)

Mexico City (Mexico)

Boulder (United States of America)

New Orleans (United States of America)

Bristol (United Kingdom)

New York City (United States of America)

Byblos (Lebanon)

Norfolk (United States of America)

Christchurch (New Zealand)

Porto-Alegre (Brazil)

Da Nang (Vietnam)

Quito (Ecuador)

Dakar (Senegal)

Ramallah (Palestine)

Durban (South Africa)

Rio de Janeiro (Brazil)

El Paso (United States of America)

Rome (Italy)

Glasgow (United Kingdom)

Rotterdam (Netherlands)

Jacksonville (United States of America)

**San Francisco Bay Area – Alameda,
Berkeley, Oakland, San Francisco**
(United States of America)

Los Angeles (United States of America)

Semarang (Indonesia)

Mandalay (Myanmar)

Surat (India)

Medellín (Columbia)

Veje (Denmark)

COMMITMENT ACKNOWLEDGEMENT



Understanding of Mutual Commitment

The Rockefeller Foundation and the 100 Resilient Cities team believes strongly that our success is bound to our shared commitments with each member city. We designed this program to support your resilience goals and vision, and are dedicated to delivering you some of the world's best resources so that you can accomplish it. Your application to the 100 Resilient Cities Centennial Challenge indicated strong dedication to collaboration and public engagement, providing access and executive support to the Chief Resilience Officer and creation of an integrated resilience strategy, and participating actively in a peer network. We selected your city in part because of these common values. We have summarized below the principal commitments between 100 Resilient Cities (100 RC) and each member city that are essential for our joint success.

100 Resilient Cities Will

- 1 Provide funding to the City or a 100 RC approved organization to retain a Chief Resilience Officer (CRO) for no less than two years
- 2 Through technical and capacity building services, support the process and creation of a Resilience Strategy/Plan for the City in cooperation with the community, various stakeholders, and municipal officials
- 3 Assign a dedicated 100 RC Relationship Manager to the City who will work closely with the CRO and other designees to assist with timely execution of milestones and help reduce barriers wherever possible
- 4 Create and facilitate a robust 100 RC peer-to-peer and learning network among member cities, creating opportunities for shared experiences, successful practices, and transferring innovative resilience strategies among CROs and other city officials
- 5 Provide access to a platform of resilience strategy and implementation resources including finance, technology, infrastructure and land use, building and design, communications, and community and social tools

The City Will

- 1 Ensure substantial Mayoral and municipal governmental involvement in the 100 RC program, particularly
- 2 Mayoral participation in major 100 RC related programs within my city, specifically the Agenda Workshop and Resilience Strategy Launch
- 3 Other key senior officials will participate in major 100 RC programs such as the Agenda Workshop and Resilience Strategy Launch, and will consider other 100 RC activities as scheduling priorities (for example transportation officials will participate in transit-focused strategy sessions in order to develop an integrated resilience plan)
- 4 Engage in and contribute to the 100 RC Network focused on building a professional field of resilience practitioners, sharing of lessons and practices, and wherever possible acting as an advocate and liaison to non-100 RC members in your region interested in learning how to create resilience strategies
- 5 Leverage applicable tools and services from the 100 RC Platform as your city develops and implements its resilience plan and strategy
- 6 Ensure cooperation and data sharing across municipal functions and authorities for the purpose of developing a comprehensive resilience plan that responds to the goals in your submission
- 7 Provide timely reports, evaluations, and grant monitoring to 100 RC

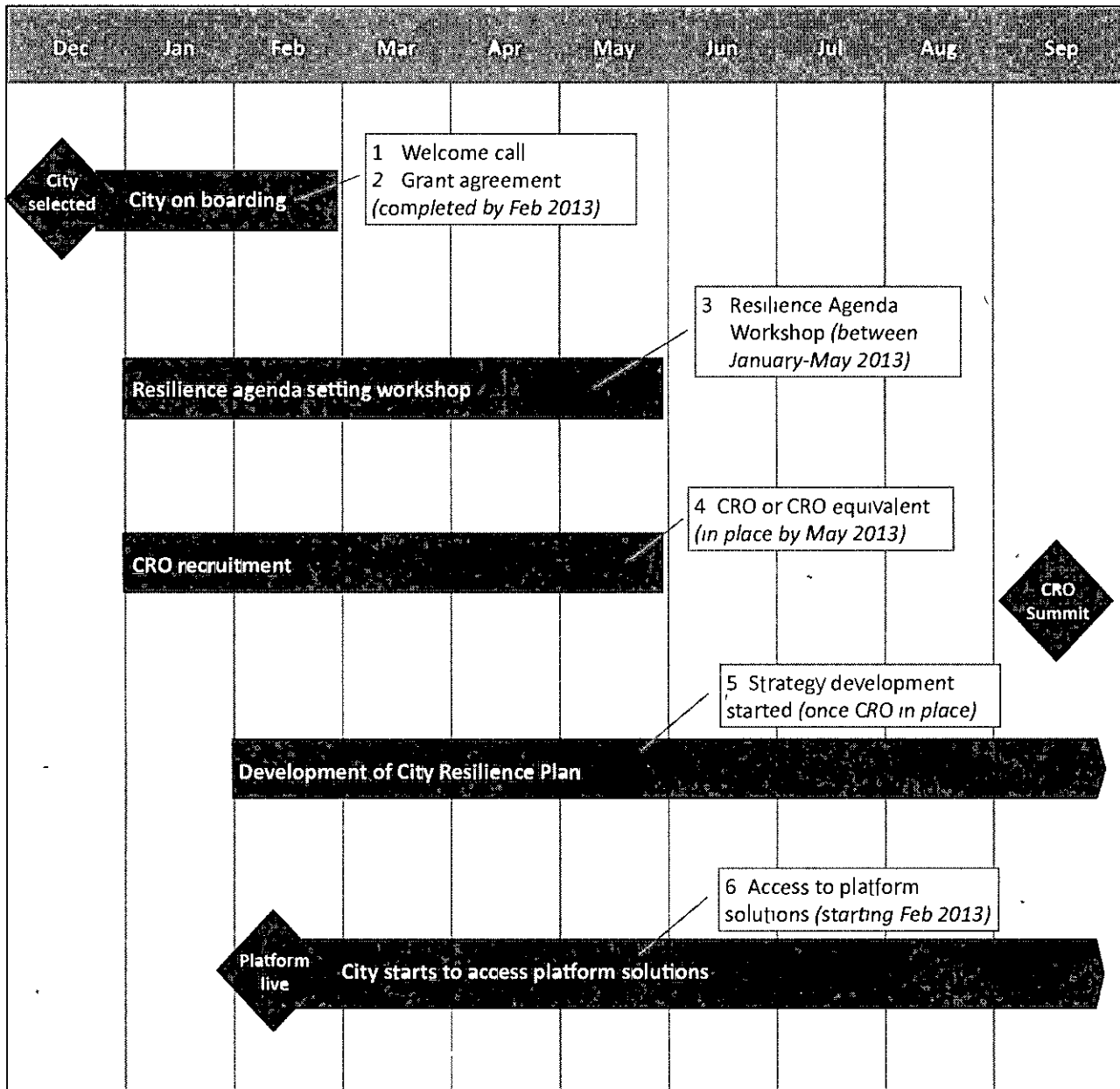
On behalf of 100 Resilient Cities, I understand the above commitments are central to success of each member city of the network, and confirm that we will put forth every effort to fulfill each.

Michael Berkowitz
CEO 100 Resilient Cities

TIMELINE



100RC City Timeline



This timeline highlights the major milestones on the 100RC journey. Specific dates for your city will be determined by representatives within your City working closely with the 100RC team. During the welcome call, we will discuss considerations that will influence the start dates for the agenda setting workshop, CRO recruitment and strategy development. These could include events such as elections, the launch of other major initiatives, capacity within the government etc. Your city will have a dedicated Relationship Manager throughout the process to guide you, answer questions and support you as you progress toward each of these milestones.



1 Welcome call with 100RC – By December 20th, 2013

This call is intended to welcome you, introduce you to the 100RC team including your dedicated Relationship Manager, and start discussing specific next steps

Scheduling the call

- a We have set up an online scheduling poll to organize call times with each city. This tool can be accessed at <http://www.doodle.com/dastbid6bu4vydx1>. If you have any technical difficulties, please contact your relationship manager right away.
- b Please select the time slots that would work for you based on the available options. Note all time slots are listed in Eastern Standard Time (GMT – 05 00).
- c Once you have selected your time slots and submitted your choices through the online tool, please send an email to members@100resilientcities.org with the subject line “<Your City Name> Welcome Call” and indicate the following information -
 - (i) Your preferred language for the welcome call and any need for translation services. 100RC will aim to provide translation services wherever possible. If your city has existing translation services you would prefer to use, please indicate that in the email.
 - (ii) Your preferred method for the call – Phone conference call, Video conference call or Skype video call.
 - (iii) Anticipated list of participants including full name, department and position.

Preparing for the call

- d Please establish who should be present for the welcome call and invite them.
- e In particular, please identify (i) the focal point of contact for 100RC and (ii) the person/s who will lead the grant agreement process (see below for guidelines on these roles).
- f Your relationship manager will coordinate the technical aspects of the call such as securing a teleconference number and distributing the information to the participants. We request that the city ensure the proper equipment and facilities locally such as speakerphones, monitors, and reliable connectivity.

2 Identify 100RC Points of Contact – By December 31st, 2013

Throughout our partnership, we anticipate engaging with several stakeholders within our member cities. Please help us to identify a few key points of contact as soon as possible to ensure we can quickly begin the 100 RC Journey. Where possible, please identify these initial points of contact and invite them to the welcome call. In case this person isn't available please have their contact information available.

- a Primary point of contact between City and 100RC* – this person will be responsible for day-to-day engagement and communication between the city and 100RC.
- b Lead for grant agreement (procurement/contracts)* – this/these person/s should currently be responsible for contracting between the City and other entities and will be required to get approval for and finalize legal contracts. In case the city is unable to directly sign a grant agreement, please identify an alternative entity/organization.
- c Communications / Press / Media – this/these person/s should currently be responsible for all City related communications and press and would support similar activities in connection with 100RC.

NEXT STEPS (CONTINUED)



d CRO – Chief Resilience Officer – if your city has a CRO or equivalent, please identify this person

* Please identify these positions in time for our welcome call

3. Start cataloging information to build our working relationship – ongoing

As a starting point, we recommend gathering information that will allow us to set up an efficient working relationship and gain a better understanding of your City's unique context

Areas within which to start cataloging and gathering information

Though this information does not have to be formally reported on any call, it may help us more easily navigate the process with you. We recommend the city's focal point gather this information and work with the 100RC Relationship Manager to share with the relevant insights during our call, and thereafter with other stakeholders as needed.

- a Major upcoming events (e.g., elections, national holidays, etc.)
- b Existing/ongoing activities that we should coordinate with or would be relevant to our efforts
- c Any status changes or progress since your application was submitted (e.g., resilience, priorities, etc.)
- d Current networks, stakeholders, partners, and collaborators you work with
- e Any existing city plans, from any department, you think potentially relevant



Shocks and stresses are growing in frequency, impact and scale, with the ability to ripple across systems and geographies. But cities are largely unprepared to respond, withstand, and rebound when disaster strikes. The greatest burden of these increasing shocks, such as the impacts of climate change or public health threats, often falls on poor and vulnerable people who have limited resources to cope with disaster and who take longer to recover from it, disrupting livelihoods and increasing inequality.

To help cities better prepare for and respond to these 21st century challenges, The Rockefeller Foundation has made a \$100 million commitment to building urban resilience in cities around the world. Through the 100 Resilient Cities Centennial Challenge, in the coming years 100 cities will be selected across the globe to receive technical support and resources for developing and implementing plans for urban resilience, and receive assistance in leveraging billions of additional dollars in financing and services.

These cities will come together through the coordination of a newly created organization, 100 Resilient Cities – Pioneered by The Rockefeller Foundation – which will also provide a platform of innovative services to cities.

Each city will receive

1. Membership in a new network. The 100 Resilient Cities Network will provide support to member cities, share new knowledge and resilience best practices and foster new connections and partnerships.
2. Support to hire or fund a Chief Resilience Officer (CRO). The creation of this innovative new role will help ensure resilience building and coordination is the specific responsibility of one person in a city government. The CROs will also oversee the development of a resilience plan for the city and be part of a learning network of other CROs as representatives to the 100 Resilient Cities Network.
3. Support to create a resilience plan that reflects each city's distinct needs.
4. An innovative platform to provide tools and resources for implementation of the plan focused on four areas: innovative finance, innovative technology, infrastructure and land use, and community and social resilience from partners such as Swiss Re, Palantir, the American Institute of Architects, Architecture for Humanity, and the World Bank.

ABOUT 100RC – FREQUENTLY ASKED QUESTIONS



What is resilience?

Resilience is the ability of a system, entity, community or person to withstand shocks while still maintaining its essential functions. Resilience also refers to the ability to recover quickly and effectively from catastrophe and the capability to endure greater stress.

Therefore, building resilience is about making people, communities, and systems better prepared to withstand catastrophic events – both natural and manmade – and more able to bounce back quickly and stronger. Humans are not born with resilience – we learn it, adapt it, and improve upon it. The same is true for organizations, systems, and societies.

What is the 100 Resilient Cities Centennial Challenge?

In May 2013, on its Centennial, The Rockefeller Foundation announced a \$100 million commitment to build urban resilience in cities around the world. Through 100 Resilient Cities, in the coming years 100 cities will join the new 100 Resilient Cities Network, including the first group of 33 that includes our city. Each city will receive financial and technical support to develop and implement city-wide plans for building resilience. This year, nearly 400 cities across six continents applied for the challenge, and were selected based on the recommendations of a panel of eight esteemed judges that included former U.S. President Bill Clinton, and former Nigerian President Obasanjo.

What were the judges looking for?

First and foremost, cities needed to demonstrate an understanding of and commitment to building urban resilience. They also needed to demonstrate how multiple stakeholder groups – city leadership, civil society, the private sector to name a few – will be actively engaged in building urban resilience. Lastly, applicants needed to explain how their efforts to build resilience will positively impact the lives of poor or vulnerable residents.

What is a Chief Resilience Officer? Why do we need to hire one? How will we pay for it?

Why a Chief Resilience Officer?

While some cities may have Chief Sustainability Officers, or city managers, or officials tasked with responsibilities that build resilience, currently virtually no city has a Chief Resilience Officer, making this a unique and innovative feature of the 100 Resilient Cities.

The Rockefeller Foundation and 100 Resilient Cities wants cities to dedicate focused attention on resilience building. By creating the position of Chief Resilience Officer, who will serve at a very high level in the city government, the seriousness of this work is elevated to top city leadership, giving a voice to resilience at the highest levels within local government. Yet an important role for the Chief Resilience Officer will be to engage all critical actors in a city, and to incorporate their views and needs into their resilience planning, particularly poor and vulnerable citizens. Chief Resilience Officers will also become representatives to the 100 Resilient Cities network, and be able to rely on each other as expert resources as they move the resilience agenda forward in their respective cities.

Our city will be receiving grant money to hire a new Chief Resilience Officer.

ABOUT 100RC – FREQUENTLY ASKED QUESTIONS



How much money is The Rockefeller Foundation giving our city? \$1,000,000?

Through 100 Resilient Cities, we are receiving membership in the new 100 Resilient Cities Network, support to hire a Chief Resilience Officer, and support to create a resilience plan along with the tools and resources for implementation, helping us leverage additional billions through innovative finance. There is not a set amount of money that each city will receive since the cost of the benefits – like the CRO – will vary from city to city. Therefore, it is important to note that we are not receiving a check for \$1 million. But obviously, the benefit of being one of the 100 city members of a \$100 million effort will be substantial.

The resources available through the 100 Resilient Cities Network will make it easier for us to secure significant additional financing for our bold vision for a better future.

If your city belongs to C40 We are a C40 city. How is this different? Why do we need another network? The C40 focuses on finding better ways to measure climate risks that cities face, so that cities can make decisions on building resilience in light of those risks and be better positioned to finance the investments that need to be made. This is complementary to 100 Resilient Cities because it helps cities identify vulnerabilities in their systems and start a process of long-term improvements. Addressing climate risks is one part – but only one part – of a holistic approach to building urban resilience, and through access to the 100 Resilient Cities network we will have the chance to learn from cities with which we have not yet engaged, who are grappling with similar issues.

It's great that we've been selected for the 100 Resilient Cities Network. What happens next?

As part of our selection to the Network we have been appointed a 100 Resilient Cities Relationship Manager, and together we will work closely in the coming days and weeks to plan for a Resilience Planning Workshop, which all cities will hold as an initial step in our multiyear relationship. The Relationship Manager will also work with us to make funds available for us to hire a Chief Resilience Officer.



What Is Urban Resilience?

100 Resilient Cities – Pioneered by The Rockefeller Foundation (100RC), is the product of a century of the Foundation's leadership and innovation. Indeed The Rockefeller Foundation's mission, since 1913, has been to promote the well-being of humanity throughout the world. It was the great brilliance of founder John D. Rockefeller to give his foundation a mission broad enough in scope to enable future generations of leaders to define for themselves what the greatest threats to well-being may be – and the approaches best taken to address them.

Now that we are more than a decade into the 21st century, it is clear that we are facing unprecedented shocks and disruptions to our systems and ways of life – some of which we cannot yet predict, but which we know will continue to come at us with increasing force and frequency. To prepare for, withstand, and emerge stronger from acute shocks and stresses of our rapidly-changing, complex, and dynamic world requires resilience. And it is with this imperative that 100 Resilient Cities was started.

A Resilience Framework

When we talk about shocks and stresses, we are referring to many and varied events. Some are caused by climate change (heat waves, droughts, flooding), some by seismic activity (earthquakes, tsunamis), while others are human-made catastrophes (terrorist attacks, economic meltdowns) and disease epidemics or pandemics. But while the shocks are different in scope, there are shared strategies that will help communities cope with their impacts, all of which fall under a resilience framework.

A Universal Understanding

Resilience, as a concept, has roots in many fields including psychology, ecology, and engineering. The concept has also been put to use in other fields such as political science, sociology, disaster planning, and international development. Across the academic disciplines, and indeed in common parlance, there is a universal meaning of resilience that speaks to abilities and adaptive capacities.

100 Resilient Cities views resilience as “the ability of a system, entity, community, or person to withstand shocks while still maintaining its essential functions and to recover quickly and effectively.” Simply put, resilience is what enables people to survive, adapt, and thrive in the face of acute shocks and chronic stresses.

Resilience is a trait that can be learned – and a muscle that must be exercised. Individuals, communities, and institutions can learn the skill of resilience and increase their flexibility, strength, and resourcefulness, within and across a variety of domains, including economic, ecological, social and institutional, and built infrastructure systems.

Characteristics of Resilience

Both in good times and in times of stress, resilient systems share and demonstrate certain core characteristics:

- 1 Spare capacity, which ensures that there is a back-up or alternative available when a vital component of a system fails.
- 2 Flexibility - the ability to change, evolve, and adapt to alternative strategies in the face of disaster.



- 3 Limited or “safe” failure, which prevents failures from npping across systems
- 4 Rapid rebound - the capacity to re-establish function, re-organize, and avoid long-term disruptions
- 5 Constant learning - the ability to internalize past experiences linked with robust feedback loops that sense, provide foresight, and allow new solutions as conditions change

Resilience Goes Beyond Risk Management

Risk management is an element of building resilience, an analytical-to-application process that can be integrated and leveraged to help achieve resilience. But resilience goes further than risk management – it is more than coping or short-term survival. Rather, resilience is aimed at sustaining and enhancing the capacities to adapt to uncertainty and surprise. Resilience-thinking challenges the widely held notions about stability and resistance to change implicit in risk and hazard management. Over time, more and more companies and governments have been embracing this difference.

Resilience Is About More Than Climate Change

Cities need to build their resilience to withstand the new pressures wrought by climate change, including but not limited to rising waters and more frequent and violent storms. But resilience is about being prepared for a host of unforeseen shocks and stresses, far beyond those attributable to climate change.

Resilience Enhances Sustainability

Resilience and sustainability both require that we see the world as a complex system and demand a fundamental change in the way people think about how we depend on it. Managing for resilience – building the adaptive capacities to withstand and recover quickly from shocks and stresses – enhances the likelihood of sustainable development in changing environments where the future is unpredictable.

Resilience Enables Disaster Response

Most often resilience makes its way into our daily discourse following a catastrophe – the resilience of the citizens of Boston after the marathon bombings, the resilience of Budapest after floods. Because of this trend, resilience-building is seen as a post-disaster activity – to build back better, for example, after the Haiti earthquake. While resilience enables a community or a business’s ability to bounce back, we must not be lured into thinking of resilience only after disaster strikes. It’s quite frankly too late. Rather, we must view resilience as what we pursue in those stretches between disaster and catastrophe to ensure that while disaster response is ready to go, we are not only solving for the last problem. While the shocks may not decrease over time, the time it takes for us to recover in between them should.

Resilient Cities

Based on the above framework, a resilient city is not one that never experiences a shock or a trauma. In a 21st century world, with once-in-a-lifetime storms seemingly occurring every other year and our connective tissue more intertwined than ever before, that just isn’t an option. One way to measure a city’s resilience is by applying the characteristics above. Does your city have smart electric grids that prevent failure in one part of the system from knocking out power city-wide? Does your city have the capacity to collect,



analyze, and make necessary changes based on big data? Does your city have strong social networks and cohesion that allow for aid to reach the poorest and the most vulnerable in times of crisis?

These are just some of the ways to measure the resilience of your city. But in general, a resilient city is marked by its capacity to prepare for, withstand, and emerge strong from whatever shock comes its way.

Why Urban Resilience?

A strong argument can be made that it's not only cities that must become more resilient – we would agree. In fact, the Rockefeller Foundation has been working in rural Africa to help communities, particularly smallholder farmers, build up their resilience to climate change.

But we are putting a particular focus on building urban resilience for two reasons. For one, our future is increasingly urban. By 2050, more than 75 percent of the world will live in urban areas, and so our efforts to promote the well-being of humanity must take this concentration of population into account, particularly as urban population growth will stretch urban resources, such as infrastructure and food chains, to capacity. Because of urbanization coupled with globalization, what happens in cities impacts everywhere else. We saw this after the Bangkok floods in 2011 took down entire value chains – disrupting manufacturing in rural areas of the Midwestern United States.

A Shared Responsibility

Building resilience is not the task of a single actor or a single sector, no matter how innovative or passionate. Rather, building resilience requires partners from every sector: governments who must create the right policies, plans and infrastructure investment; businesses who ensure the functioning of our economic systems; communities and civic institutions who must organize to be more flexible, responsive and robust; and organizations and individuals who have the core skills required to adapt and cope.

A Way of Operating

Ultimately, urban resilience will enable poor and vulnerable people to become better protected against these catastrophic events, for which they are often less prepared than people with greater access to safety nets. For example, insurance products that shift the burden of risk from the homeowner are one way resilience strategies can make meaningful improvements in peoples' lives, both after tragedy and in daily life. Another example might be a bus-rapid transit system (BRT) that ensures low-income workers are able to make it to work, even if the subway system in a city faces failure. Not only does BRT provide a back-up or alternative – one of the key characteristics of a resilient system – but it also makes it easier for people to get to work all year long.

As such, resilient strategies, particularly in urban areas, are best considered as an integrated part of a city's transformation. Resilience is not just for times of stress, it's for a better, more vibrant, thriving city, in good times and in bad.

COMMUNICATIONS AND MEDIA TOOLKIT



Congratulations on being selected to join the 100 Resilient Cities Network. This is a landmark effort that will help enhance the resilience of your city, and we look forward to your engagement in the Network.

We encourage you to proactively share the news of your selection after **midnight GMT, December 3, 2013**. We are therefore providing you with tools and resources to help proactively share your selection to the network as well as respond to questions on what it will mean to be a part of the 100 Resilient Cities Network, and what your city residents can expect as a result. The Rockefeller Foundation will be issuing a global press release on December 3 announcing the cities selected for the 100 Resilient Cities Network. You are encouraged to conduct media outreach (such as a press conference, media interviews and editorial board meetings) in your city and we are providing you with the following tools which we hope will be helpful in your efforts:

- 1 Guidelines for brand and name use
- 2 **Draft** Press release announcing your selection that you can tailor as needed
- 3 Sample Pitch to local reporters regarding announcement
- 4 Social media content
- 5 Video footage of global leaders talking about 100 Resilient Cities

(All materials are available at <http://100resilientcities.rockefellerfoundation.org/pages/packet>)

While this is not an exhaustive list of what you may need, it should act as a helpful guide to the types of materials needed to garner media attention around your city's participation in the 100 Resilient Cities network. If you have additional questions please feel free to contact your city relationship manager (contact information is included in your welcome letter).

Please note that you are not to reach out to the media or otherwise inform anyone of your selection to the Network until midnight GMT, December 3, 2013.

Congratulations again on your selection.

ALL MATERIALS ARE EMBARGOED UNTIL MIDNIGHT GMT, DECEMBER 3, 2013

ATTACHMENT B: City of Oakland's Application to the Rockefeller Foundation's 100 Resilient Cities Challenge

- 1. The Rockefeller Foundation defines resilience as the ability of a system, entity, community, or person to withstand shocks while still maintaining its essential functions and to recover quickly and effectively. How does this definition of resilience resonate with your city? What are the five most pressing resilience-building priorities for your city? (2,000 characters max) 1969 characters (with spaces)**

Oakland's history embodies resilience. When disaster strikes, our community bands together to rebuild and address pressing needs. This history of resiliency began with the 1906 earthquake, when refugees from a devastated San Francisco transformed small-town Oakland into a bustling city. Today, Oakland is one of the most culturally, ethnically, and economically diverse cities in the United States. Oakland houses the nation's 5th busiest port, is a terminus for three major railways, and a crossroad for the Bay Bridge and several major freeways. Thus, our capacity to respond to crisis has deep implications for our community and others who rely on our services and infrastructure.

Our geography and climate make Oakland far too familiar with disaster. Oakland sits "on shaky ground" between the Hayward and San Andreas faults. In 1989, this situation caused the Loma Prieta earthquake that collapsed the double-deck freeway and many unreinforced masonry buildings, separated West Oakland communities from the rest of the City, and rendered 5,000 residents of single occupancy buildings homeless. In 1991, the Oakland Firestorm killed 25 residents and destroyed over 3,200 homes.

Given this history, the scientific likelihood of future earthquakes, and more hot, dry water-scarce seasons, Oakland's most pressing resilience priorities are: 1) Initiating 21st century upgrades and improving planning strategies for pre-disaster seismic mitigation including soft-story building retrofits, 2) Protecting Oakland's residents and infrastructure from rising seas, extreme heat and precipitation events, 3) Implementing Oakland's Climate Action Plan and further evaluating impacts of climate change on utility and food costs, especially for low-income residents, 4) Developing a comprehensive Resiliency Action Plan and widely sharing it, and 5) Establishing a collaboration of partner agencies to further develop **Rockefeller's Resilient Oakland Community (ROC) Initiative**.

- 2. Do you have any related formal risk assessment for your city/department regarding potential natural or human-caused disasters? What are the most significant hazards, shocks, and stresses that your city faces and how do they affect the ability of your city to function? (2,000 characters max) 1996 characters (with spaces)**

The City of Oakland has conducted several formal risk assessments and devised mitigation plans and programs. After the Loma Prieta Earthquake, the City completed a Hazard Mitigation Plan and enacted seismic safety building regulations. In 2008, Association of Bay Area Governments conducted safety assessments in 24,000 at-risk unreinforced multi-family residential units in

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Oakland, predominately in low-income neighborhoods. The City's Multi-Hazard Mitigation Plan was recently updated.

After the 1991 Firestorm assessment, Oakland created a Wildfire Prevention District applying best practices in fuel reduction, evacuation and access, and educational programs.

The Adapting to Rising Tides (ART) Project analyzed existing climate conditions and environmental stressors, developing a vulnerability/risk analysis with adaptive strategies. Investigated topics include air-sea port, contaminated lands, energy infrastructure, transit, and storm and wastewater. One significant stressor is the impact to low lying communities caused by flooding and sea level rise. These areas' disparity in economic status, education, health and mobility, and homeownership make resiliency more challenging, as well as an imperative to achieve. Assessments have also been completed on the lack of healthy food and poor air quality in many of Oakland's low-income neighborhoods.

Major seismic events and climate change are the largest long-term threat to Oakland's ability to function. They will result in a myriad of stresses that disproportionately impact low-income residents, such as death, unavailable or unaffordable housing, higher food costs, and poorer air quality (leading to greater illness). City financial and operational capacities are under siege after the Great Recession and recent loss of state redevelopment funds. While the City is in economic recovery, without support to create a plan to mitigate these hazards, Oakland's ability to quickly recover from a major disaster would be limited.

3 Many cities already have some activities that are directly relevant to building resilience. What specific current or recent project(s), urban plan(s) or policy(ies) has made the most significant positive contribution to the resilience of your city efforts? Were there innovations that you can describe? (2,000 characters max) 1,976 characters (with spaces)

In 2012, Oakland adopted its Energy and Climate Action Plan (ECAP) with one of the most ambitious greenhouse gas reduction goals in the nation. It identifies and prioritizes actions to reduce energy consumption and greenhouse gas emissions by using both adaptive and mitigation strategies, providing a high-level climate resilience strategy, and addressing sea level rise, flooding, extreme heat events, fire, water availability, and price inflation. The plan enumerates priority actions supported by existing resources and actions that will require new resources. In 2010, Oakland and the Association of Bay Area Governments (ABAG) developed the Local Term Disaster Recovery Plan, a Model Plan for Local Governments.

Several Oakland-based organizations lead resilience efforts that create tools useful for the nation. Oakland's Bay Localize produced a Climate Resilient Communities Toolkit, and the Pacific Institute completed a social vulnerability to climate impacts study mapping sea level rise, flood risks, and extreme heat events, and developed local climate resilience handouts. The ART Project, a public private partnership, has been operating for 2 years to identify adaptation strategies.

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Oakland's pioneering efforts and ongoing contributions to resiliency led to designation as a model city for Federal Emergency Management Agency's (FEMA) Project Impact and as the local model for FEMA's national Community Emergency Response Teams. Its CORE program has trained over 20,000 residents in self-reliance skills and established neighborhood response teams. Also through City Outreach efforts, participation has grown in National Night Out from 65 to 560 neighborhoods, a major milestone in community engagement, a true indicator of post-disaster recovery capacity.

Oakland will work to reduce the number of housing units that will be uninhabitable after a major seismic event since recently it has identified its stock of multi-unit wood-framed soft-story residential buildings.

- 4. How do the hazards, shocks and stresses that you've articulated impact your city's poor and vulnerable residents? How do you define poverty and vulnerability within the context of your city? (2,000 characters max) 1890 characters (with spaces)**

The City of Oakland defines poverty using specified federal guidelines. Oakland has one of the highest regional poverty levels with 19.6% of residents and 1 in 4 children living in poverty. Social vulnerability is correlated with persistent poverty, few resources and little capacity to improve. In Oakland, poverty and vulnerability are most prevalent in our low-lying flatlands where low-income people of color live. These communities will feel the first and worst impacts from climate disruptions and natural disasters.

A recent analysis found that 90% of residents living in the 100-year flood zone have high social vulnerability. Similarly, rising utility/food costs and worsened air quality impact poor residents. They spend a greater percentage of scarce household resources on food/utility costs and suffer more respiratory illnesses exacerbated by extreme heat and air pollutants, especially diesel particulates from local freeways and seaport. Resident exposure levels are compounded by limited mobility and poor health, while low income and limited English proficiency contribute to greater difficulty addressing immediate resilience needs (e.g., accessing a cooling or food center), and longer term needs (e.g., rebuilding).

Primarily renters of old or non-retrofitted housing, low-income residents will also be most impacted by death, injury and damage from a major seismic event. Due to the soaring cost of housing and displacement from the foreclosure crisis, many poor families are already overcrowded, compromising their ability to secure even temporary shelter. Tenants in at-risk buildings have little ability to structurally protect their own housing. After an earthquake, multi-family housing will return slowly and, in areas attractive for new investment, might be converted to condos, reducing affordable housing and prompting a possible exodus of poor residents.

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- 5. Describe how you will bring multiple stakeholders, including the private sector and other levels of government (e.g., state and or national) together in developing and executing a plan to build resilience. Please give examples of key stakeholders. Which stakeholders do you think are the most relevant and most critical to success? (2,000 characters max) 1998 characters (with spaces)**

The ROC Initiative will build on existing Oakland efforts and key partnerships to best address climate change, resilience planning, emergency services, and business resiliency. When convening stakeholders, we will replicate prior city strategies, such as those done with federal stimulus funds that organized a city inter-departmental committee and a public agency and community collaboration. The operational structure enabled Oakland to coordinate 40 key stakeholder groups to ensure low-income and vulnerable communities were prioritized for resources and meaningful community participation, develop implementation plans, secure over \$280 million in new funding resources, monitor and publicly communicate program performance, and create 140 full-time and 3,000 temporary or part-time new jobs.

Partners in the ART Project will be a great resource, since they include public and community organizations including County Public Health, Port of Oakland, regional transit authorities, utility companies, hospitals, public air and water quality regulatory agencies, Bay Conservation and Development Commission, and the Oakland Climate Action Coalition (OCAC). Key community groups are already organized in the OCAC, including the Pacific Institute, West Oakland Environmental Indicators Project, Bay Localize, and New Voices Are Rising.

Oakland's Emergency Management Council is comprised of local, county, regional public safety, residents and vulnerable population groups. Recently launched is the Business Resiliency Program, with business and merchant associations to support business preparedness and resiliency working with the California Resiliency Alliance.

California Office of Emergency Services and ABAG are among more than 12 key partners that will join Oakland on this initiative.

The City's inter-departmental Sustainability Team with senior staff from every department will serve as the internal infrastructure to collaborate with partners, develop, and implement the Oakland Plan.

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- 6 What specific technical support would you seek for the development of a resilience plan (such as financing mechanisms, technology and data analytics, land-use planning, infrastructure, and community/social resilience capacity building)? What specific technical support would you seek for implementing a resilience plan? Are there solutions or solution providers/companies with which your city has already worked with or would like to work? (2,000 characters max) 1964 characters (with spaces)**

Building on Oakland's climate change action efforts and seismic pre-disaster mitigation efforts, we would require technical assistance for 1) financing mechanisms for critical implementation such as the seismic retrofitting of soft-story buildings, 2) technology and data analytics to ensure effective resilience measures, 3) assistance with land-use planning and capacity building to enhance community/social resilience and protect low-income residents from displacement, and 4) strategic marketing to broadly communicate with diverse stakeholders, from the business community to low-income, non-English speaking residents

For example, with Oakland's recent completion of a sea level rise and flooding vulnerability assessment and preliminary identification of implementation strategies, we need technical data such as costs, effectiveness, and durability to develop scenario analyses to support decision-making goals. We would like to leverage knowledge from cities and other network partners able to provide data based on their empirical findings, help us with analysis, and create visualizations to enable community residents to participate in considering options. We need to identify financing options for sea level rise adaptation strategies, i.e. who should pay—the whole community or just affected properties and how would those costs be applied.

Through Oakland's broad collaboration, we will convene community partners to help define priorities and assist with the technical analysis and planning. This way, local knowledge and the residents' own assessments of the particular needs of low income communities are reflected in and integrated into the deliverables, and community buy-in will be there for implementation.

A coordinated strategy with the above elements through Rockefeller's technical assistance will help us address challenging barriers at the city administrative or legislative levels that can sometimes impede implementation of vital plans.

- 7. What is the desired impact you want your resilience plan to have in terms of success? How might the plan impact various communities, especially poor or vulnerable residents? (2,000 characters max) 1992 characters (with spaces)**

The first measure of our success will be our work to organize four key existing coalitions (ART Project, OCAC, Emergency Council, and Business Resiliency) into a unified collaboration focused on developing a climate change and resiliency implementation plan—the Oakland Resiliency Action Plan. The Plan will 1) identify priority policy changes, such as seismic retrofit requirements and incentives for soft-story buildings, zoning and building code changes to limit flood plain and shoreline development where these areas are subject to inundation and

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storm surge, and a prohibition on utility shut-offs during extreme heat, 2) include an implementation plan with specific roles, e.g., opening and providing transportation to cooling centers, inter-agency coordination to transport necessities to house-bound residents, strategic tree-planting efforts and early warning systems for flooding, 3) identify funding gaps and resources, including program and capital development funds from different public and private entities, 4) institute continuous feedback loops with stakeholders—especially vulnerable residents, to coordinate and maximize effectiveness of improvements, and 5) build community capacity including through training community outreach workers to engage in door to door and other strategic outreach strategies

Together, these components will ensure Oakland residents, especially the most vulnerable, are as protected as possible against loss of life, health, property and economic/social instability resulting from climate and seismic impacts. The OCAC recently received an award from the Local Sustainability Matching Funds to conduct community engagement as part of implementing the Oakland Energy and Climate Action Plan. This complementary effort will help us ensure the prioritization of the needs of the most vulnerable. We will also seek additional funding resources to support other work required, such as culturally and linguistically appropriate outreach workers

8 How do you envision the role of a Chief Resilience Officer? Beyond salary support, what structure would be established to enable the CRO to succeed in building your city's resilience? We recommend that the CRO would have a direct reporting line to the mayor or a senior official. If you already have someone in a similar function/role, what duties and powers is he or she currently vested with? (2,000 characters max) 2000 characters (with spaces)

The Chief Resiliency Officer (CRO) will serve as the City lead on the development of the Oakland Resiliency Action Plan, convening both the City's inter-departmental committee and the public/private collaboration. The Action Plan, to be completed in year one, will use priority policy and program strategies from existing relevant plans, such as the ECAP and Pacific Institute's adaptation strategies to address climate change impacts on Oakland's vulnerable residents, Emergency Services' Recovery and Resiliency Plan for natural disasters, and ABAG's Soft Story Housing Improvement Plan for seismic safety priorities. The CRO will manage city staff to implement the Action Plan's policies and programs, such as the passage of expanded seismic retrofit requirements or the integration of Action Plan elements into related city land use plans or the Local Hazard Mitigation Plan. The CRO will also oversee the public/private collaboration and coordinate the implementation work of partner agencies. In addition, given limited local government resources after the great recession and losing state redevelopment funds, the CRO will work with local philanthropic leaders to convene a funder's network of foundations, banks, and public agencies to raise funds to implement the Action Plan.

The CRO will directly report to the City Administrator on department operations. In order to facilitate participation from the political and legislative bodies, the Mayor and City Council offices are key to the collaboration. This reporting structure was used for the City's director of federal stimulus affairs and was effective in ensuring City department cooperation and

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prioritization, as well as addressing community relations, policy and political advocacy. An advisory committee comprised of the key partners will help us identify and select a CRO who has both substantive area expertise and a track record of successfully managing public/private collaborations.

- 9. One key element to 100RC is the creation of the 100 Resilient Cities Network to facilitate sharing of best practices and lessons learned as well as become a source of knowledge on urban resilience building. What are the things your city would like to gain from the network and what are three things your city would contribute to the network? (2,000 characters max) 1999 characters (with spaces)**

Oakland looks forward to gaining a new perspective on the challenges we share with the other 99 cities in the Rockefeller Resilient Cities Network. Sharing each city's unique cultural viewpoints and implementation philosophies will help inform our planning and policy execution. We want to know what innovations/ implementation strategies have been used by cities facing similar challenges (e.g., hillside coastal area, fault lines near major transportation hubs) and limited financial resources at their disposal. We want to know about invaluable mistakes made and lessons learned, how to develop unified, cohesive implementable plans given the diversity of population, needs, and perspectives. We want to work with other cities to collectively mobilize our associated local governments and institutions to bring pressure on national and international government agencies and financial institutions to support climate change and resiliency priorities and funding. If possible, network the Clinton Global Initiative efforts on resiliency.

Oakland brings a proven track record of being a pioneer in the fields of climate change, disaster preparedness, resiliency, policy planning, and implementation in the aftermath of catastrophic events. Oakland's diverse demographics will provide others in the network with a microcosm of the challenge-response to the issues our City has faced and allow others to learn from our best practices, avoid our missteps and mistakes, as well as more efficiently replicate sound solutions. Oakland's contributions will include facilitating introductions to Oakland-based private and non-profit businesses that are leading the way on tomorrow's resilience and sustainability priorities.

Cities are the living and learning real-time laboratories where cutting edge resilience strategies are being tried. Oakland is ready to join the broad-based, collaborative 100 Resilient Cities Network and pledges to fully participate in all aspects of this purpose-driven alliance.

- 10. Are you currently a participant in or have you participated in other networks? Which ones? (Max of 500 characters). 492 characters (with spaces)**

Collaborating to share, learn and lead has been Oakland's long-standing best practice. We are active members and leaders in OCAC, the ART Project, Urban Sustainability Directors Network (USDN), Green Cities California, ICLEI (the global network of local cities for sustainability), ICMA (international network of local government officials), National League of Cities, Bay Area Urban Area Security Initiative, Oakland Emergency Management Council, State, FEMA and ABAG Resiliency Work Groups.

ATTACHMENT B: City of Oakland's Application to the Rockefeller Foundation's 100 Resilient Cities Challenge

- 11. What about your city in particular makes you a good candidate for 100 RC? What unique perspective, knowledge, or capability do you bring? What essential problem must be addressed whose solution can also be replicable for other cities? (2,000 characters max) 1,999 characters (with spaces)**

Oakland leads the nation in developing, implementing, and sharing community engagement models for community and resilience planning, enhanced by a well-organized, robust network of resilience-minded community organizations closely partnering with the City. The Pacific Institute and Bay Localize have developed community engagement strategies and materials, such as hazard mapping and outreach tools that have received national acclaim. OCAC, a network of around 40 local groups, led by and for diverse, low-income communities of color, serves as a replicable model for effective community-based climate resilience planning. USDN recently highlighted Oakland's model, which received a Local Sustainability Matching Fund award, to take our groundbreaking community engagement to the next level. As a testament to Oakland's unprecedented level of community engagement, over half the ideas in the ECAP, one of the most progressive in the nation came from the OCAC.

Oakland's multiple detailed studies of impacts and vulnerability related to sea level rise and flooding and its completed initial analysis of seismic hazards in soft-story housing provides a solid foundation for the next phase: examining specific strategies and conducting a deeper analysis of the most vulnerable neighborhoods in the City through the lens of social and economic equity.

An active member of ICLEI and USDN as well as a leader in the Bay Area's regional governance body, Oakland is perfectly positioned to drive innovation by modeling effective strategies while sharing international lessons learned through the Rockefeller network. Oakland's leadership in resilience planning at a state and national level are evidenced by our early signature on ICLEI's Resilient Communities for America Agreement, our participation in the Institute for Sustainable Communities' resilience-focused Leadership Academy, and our leadership in the Green Cities California network to convene peer-exchange workshops on climate resilience.

- 12. Include a link to a map of your city in which you highlight and annotate areas and features of particular importance to your application responses:**

<http://www.pacinst.org/wp-content/uploads/2013/10/oakland-sea-level-rise-induced-flooding-poverty.pdf>

13.

- 📎 City of Oakland, California, Mayor Quan Letter of Support Attached as PDF file.**

CITY OF OAKLAND



1 FRANK H OGAWA PLAZA · 3RD FLOOR · OAKLAND, CALIFORNIA 94612

Office of the Mayor
Jean Quan
Mayor

(510) 238-3141
FAX (510) 238-4731
TDD (510) 238-3254

October 10, 2013

Michael Berkowitz
Managing Director
100 Resilient Cities Initiative
The Rockefeller Foundation
420 Fifth Avenue
New York, NY 10018

RE 100 Resilient Cities Centennial Challenge

Dear Mr Berkowitz

It is a great privilege for me to submit the City of Oakland's application to the 100 Resilient Cities Centennial Challenge. We are grateful that the Rockefeller Foundation is preparing cities to not only survive, but recover from major disasters in ways that put the needs of its vulnerable residents front and center. We would be extremely honored to participate in the inaugural Resilient Cities Network in order to both learn from the experiences of other cities, as well as to share Oakland's struggles, innovation, and results. As one of the nation's most culturally, ethnically, and economically diverse cities, we believe that Oakland's initiatives would be of interest to other cities around the world. In recent years we have exchanged ideas with cities like New Orleans and Kobe, Japan.

The history of Oakland California is a story of resiliency beginning with the 1906 earthquake when thousands of refugees from San Francisco, many like my great-grandfather with nothing but what they could carry onto the ferry, transformed small-town Oakland into a vibrant city. In recent history, we have resiliently weathered other major natural and human-made disasters including the 1989 Loma Prieta earthquake, the 1991 Oakland Hills Firestorm, the Great Recession, serial municipal budget cuts, and the loss of state redevelopment funds.

Today, we confront major seismic events, climate change, rising oceans, and urban wildfires as long-term threats to the lives of Oakland's residents, infrastructure, and regional/state/and national economic and transportation operations with the nation's 5th largest port and major railways and freeways housed in Oakland

Oakland is well-positioned to plan, prepare, and implement critical adaptive and prevention strategies with the recent adoption of the Oakland Energy and Climate Action Plan, new Improvement Plan from the Association of Bay Area Governments to address Oakland's 24,000 seismically unreinforced multi-family housing units, and our Long Term Disaster Recovery Plan. In addition, Oakland has a long history of effective partnerships on climate change and emergency management with other public agencies, private industry, and community based organizations such as the Oakland Climate Action Coalition

I am very proud that Oakland has risen and improved in the face of every disaster we confront and rebuilds with our unique Oakland spirit that combines innovation, social justice principles, and a little bit of grit. We look forward to working with the Rockefeller Foundation and its partners in creating a network of resilient cities. Please do not hesitate to contact me or the Oakland City Administrator Deanna Santana to discuss the City of Oakland's application. Deanna can be reached at dsantana@oaklandnet.com or 510-238-3302

Sincerely yours,

A handwritten signature in black ink that reads "Jean Quan". The signature is written in a cursive, flowing style.

Mayor Jean Quan

CITY OF OAKLAND CHIEF STRATEGIST & RESILIENCE OFFICER RECRUITMENT

Celebrating a rich history of innovation and entrepreneurial spirit, Oakland, California is on the move as an international destination city that values the great diversity and strengths of the Oakland community. To sustain the path that Oakland is on and ensure a future Oakland that is strong, resilient, innovative, and equitable, the City of Oakland is recruiting for its first Chief Strategist & Resilience Officer (CSRO) whose primary responsibility will be to dream and plan for Oakland's future. The CSRO will oversee the City of Oakland's local and regional planning and implementation efforts as part of the Rockefeller Foundation's Resilient Cities Network—the Oakland Resilience Action Plan. While Oakland's Plan is a preliminary three-year initiative, the CSRO position is intended to be a permanent position within the City of Oakland.

Oakland, California is one of the most diverse cities in the nation, with an abundance of intellectual, social, creative, and community capital. What long-term residents have long loved about Oakland—its cultural vibrancy, perseverance, and innovative and pioneering approach to solving both local and world problems—is now receiving national recognition. Among the many innovations that have recently come out of Oakland include the development of the first Green Jobs Corp which connects jobs for trained low-income residents in the emerging green industry, incubation of Pandora Music and other new technology start-up companies, and First Fridays, a monthly immersive arts and community experience. Recent accolades about Oakland include the following: *Most Exciting City in America* by Movoto, *Top 1 Turnaround City in the Nation* by the California Realtors' Association, *Top 5 Place to Visit in the World* by the NY Times, and the *4th Greenest City* by Mother Nature Network.

REPORTS TO:

The CSRO position is equivalent to an Assistant City Administrator and reports directly to the Oakland City Administrator.

RESPONSIBILITIES:

The CSRO is responsible for developing and implementing the City of Oakland's Resilience Action Plan, addressing seismic and climate change priorities. The CSRO is responsible for ensuring that Resilience becomes a cornerstone of programming in all City agencies/departments, fosters cooperative working relationships with civic groups, inter-governmental agencies, City staff, cities within the SF Bay Area region especially San Francisco, Berkeley and Alameda, as well as other cities as part of the 100 Rockefeller Resilient Cities, and serves as the City's point of contact with Rockefeller Foundation.

The CSRO is also responsible for ensuring that City policies and operations are strategically aligned to realize the full potential of Oakland as an economically vibrant, socio-economically

Attachment C: Job Announcement for Chief Strategist & Resilience Officer

and culturally diverse, and innovative metropolitan center, as well as prepare for and adapt to new stressors or risks, including economic and climate change factors. The role of the CSRO includes continuously assessing the Oakland landscape and trends, including business development and community priorities, and evaluating the development of City policies and delivery of services in that context. Questions to be asked and answered include: How do residents rate our customer service? What priority areas require City improvement? Should we be developing new policies or instituting new programs? What innovations are occurring elsewhere that Oakland could benefit from?

The key factor in all of these questions is alignment with City strategy, especially its Resilience Action Plan. The CSRO must intimately understand what makes the City of Oakland successful and how it will continue to be successful in the future. The CSRO must translate that knowledge into the ability to judge specific activities the City is undertaking, and ensure all of those activities are helping the City be successful and resilient.

The CSRO is specifically responsible for the following areas as well as to-be-determined areas established by the City Administrator:

- Oversee the creation of the Oakland Resilience Action Plan including strategic goals and viable strategies that promote municipal, community, and business resilience in the face of natural and man-made disasters
- Oversee the implementation and monitoring of the Oakland Resilience Action Plan, including managing an inter-departmental team of City staff and a local public/private collaboration, as well as participating in regional efforts
- Collaborate with community partners, including the Oakland Climate Action Coalition (OCAC) Adaptation and Resilience Committee, to train city senior staff on climate resilience, social equity, and public health in Oakland
- Coordinate a steering committee made up of City officials and representatives from stakeholder organizations that will oversee the implementation of the Oakland Resilience Action Plan. This steering committee will develop and implement best practices of community-led, asset-based resilience planning with low-income communities
- Serve as the relationship lead with Rockefeller Foundation and network members, as well as responsible for effective communication with and garnering support from political and community stakeholders
- Secure new funding and other resources needed to implement the Oakland Resilience Action Plan

Attachment C: Job Announcement for Chief Strategist & Resilience Officer

- Develop the vision and strategy plan for Oakland's vibrant and resilient future and overseeing its implementation and continuous assessment
- Establish a compelling vision and drive the resilience conversation in Oakland, including building excitement about creating a resilient city, ensure active and inclusive public engagement, and serve as the City's expert on resilience
- Work to create a long-term strategy that fosters balanced and sustainable economic growth and development for Oakland businesses, workforce, and community
- Work with the City Administrator and her senior team on City priorities, including economic development, public safety, and resilience

QUALIFICATIONS:

Prior Experience:

- Served for at least seven years as a senior executive in a large, diverse, and complex public agency, academic or policy institution, corporate, or nonprofit organization
- Led strategic planning and operations in the areas of public policy, urban planning and/or economic or community development and a track record of strategic success
- Demonstrated national or international leader, including writing or speaking portfolio, in the area of climate change and implications for urban planning, public policy, or community or economic development
- Experience with the Oakland local community and demonstrated ability to establish and maintain relations with local government and community leaders
- Proven track record of working well with other people and organizations, including developing alliances with "unatural allies"
- Successfully led one or more major initiative, from design to implementation and evaluation
- Successfully implemented a major project that required coordinating with and executing across multiple sectors or disciplines
- Led public/private collaborative efforts, including authentic partnership with diverse community based organizations
- Proven track record as an effective and principled community or organizational leader

Attachment C. Job Announcement for Chief Strategist & Resilience Officer

- Proven track record of successfully engaging economically and ethnically diverse communities in planning and decision-making
- Proven track record of fund development and grants management from philanthropic and private investments

Proven Skills:

- Exceptional strategic thinking and problem solving skills, keeping the granular and big picture in mind at all times
- Resourceful in delivering results, willing to take risks and be creative, without compromising important processes
- Principled leader who inspires people to participate and engage
- Excellent oral and written communication skills, including the ability to communicate effectively with different stakeholder groups such as local community groups and residents, elected officials, public agency staff, media, as well as international leaders
- Strong project management, prioritization, and multi-tasking skills, including ability to organize multiple sectors and people into a unified workplan
- Ability to work well with others, including utilizing a collaborative approach
- Outstanding conflict resolution skills, including managing group and inter-personal conflicts
- Exceptional listener with ability to synthesize a wide range of information
- Ability to draw from data and prior knowledge to develop insightful proposals and strategic scenarios
- Ability to produce effective results on short deadlines
- Ability to lead in a principled, supportive, and effective way while also serving as a good team member
- Ability to select and develop highly talented and qualified staff

Attachment C: Job Announcement for Chief Strategist & Resilience Officer

Educational Background:

- Masters or PhD in urban planning, public policy, business, or related fields or equivalent experience

Work Demands:

- Attend community meetings, including evening or weekend meetings
- National, and perhaps international, travel, as part of the Rockefeller Foundation's Resilient Cities Network

COMPENSATION:

The position range is \$144,444 00 - \$216,666 96 annual salary with generous health and other benefits

HOW TO APPLY:

Interested applicants should submit a cover letter and a resume, in confidence, through **TO BE DETERMINED**

Attachment C: Job Announcement for Chief Strategist & Resilience Officer

BACKGROUND:

Oakland, California was recently selected by Rockefeller Foundation as one of thirty-three inaugural cities for its international Resilient Cities Network, which will support both local and regional development and implementation of Resilience Action Plans over the next three years

Oakland's history embodies resilience. When disaster strikes, our community bands together to rebuild and address pressing needs. This history of resilience began with the 1906 earthquake, when refugees from a devastated San Francisco transformed small-town Oakland into a bustling city. Today, Oakland is one of the most culturally, ethnically, and economically diverse cities in the United States. Oakland houses the nation's 5th busiest port, is a terminus for three major railways, and a crossroad for the Bay Bridge and several major freeways. Thus, our capacity to respond to crisis has deep implications for our community and others who rely on our services and infrastructure.

Oakland also leads the nation in developing, implementing, and sharing community engagement models for resilience planning. The Pacific Institute and Bay Localize have developed community engagement strategies and materials, such as hazard mapping and outreach tools that have received national acclaim. The Oakland Climate Action Coalition, a network of around 40 local groups, led by and for diverse, low-income communities of color, serves as a replicable model for effective community-based climate resilience planning.

Recent reports, including the City of Oakland Energy and Climate Action Plan (OECAP), the Pacific Institute's recent report addressing climate change impact vulnerabilities and adaptation planning strategies¹, and the Association of Bay Area Government's recent soft-story housing plan for Oakland, have identified Oakland's key vulnerabilities in the wake of climate change and seismic disasters. These disasters will be especially devastating to Oakland given the socio-economic fault lines with more than half of Oakland's population as very low or low income and about 20% as limited English speaking. Oakland's major resilience challenges are:

- **Earthquake** impacts, especially to more than 24,000 identified soft-story² housing units which pose a safety risk to occupants, financial risk to owners, and risk the recovery of the City of Oakland and the region.
- **Flooding** from sea level rise affecting low-income residents and neighborhoods in low-lying areas and the Port of Oakland, a major economic engine in the region.
- **Extreme heat** events with associated health risks especially for vulnerable Oakland residents currently disproportionately compromised by asthma and other health ailments.

¹ Pacific Institute, Community-Based Climate Adaptation Planning: Case Study of Oakland, California (Sept 2012)

² Association of Bay Area Governments, Soft-Story Housing Improvement Plan for the City of Oakland (2013). Soft-story buildings are multi-unit wood-frame residential buildings with a first story that lack adequate strength or stiffness to prevent leaning or collapse in an earthquake.

Attachment C: Job Announcement for Chief Strategist & Resilience Officer

- **Rising utility** and food costs which are already burdens for more than half of Oakland's residents who are low or very-low income³
- **Worsening air quality** especially in parts of Oakland's low-income neighborhoods that have been disproportionately impacted by diesel and other pollutants
- **Wildfires** in the Oakland hills which can produce significant air quality impacts to surrounding areas

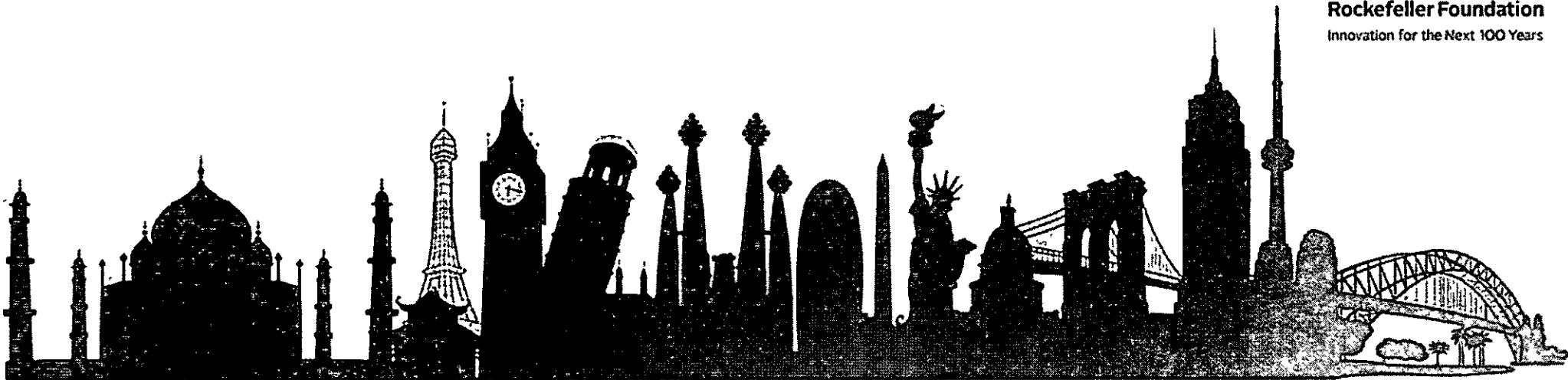
The Oakland Resilience Action Plan will include the following components

- 1 **Convene stakeholders** in a multi-year collaborative planning AND implementation effort, building upon the existing Oakland Climate Action Coalition⁴
- 2 **Identify priority policy changes**, such as the consideration of seismic retrofit requirements for soft-story buildings coupled with financial incentives or resources, zoning and building code changes to limit flood plain development, an emissions reduction plan, or prohibition of utility shut-offs due to nonpayment during extreme heat
- 3 **Develop an implementation plan** with specific roles, accountability, and follow through on actionable items, such as opening and providing transportation to cooling centers during extreme heat events, inter-agency coordination system to transport water, essential medicines, and food to house-bound residents, strategic tree-planting efforts, and early warning systems for flooding

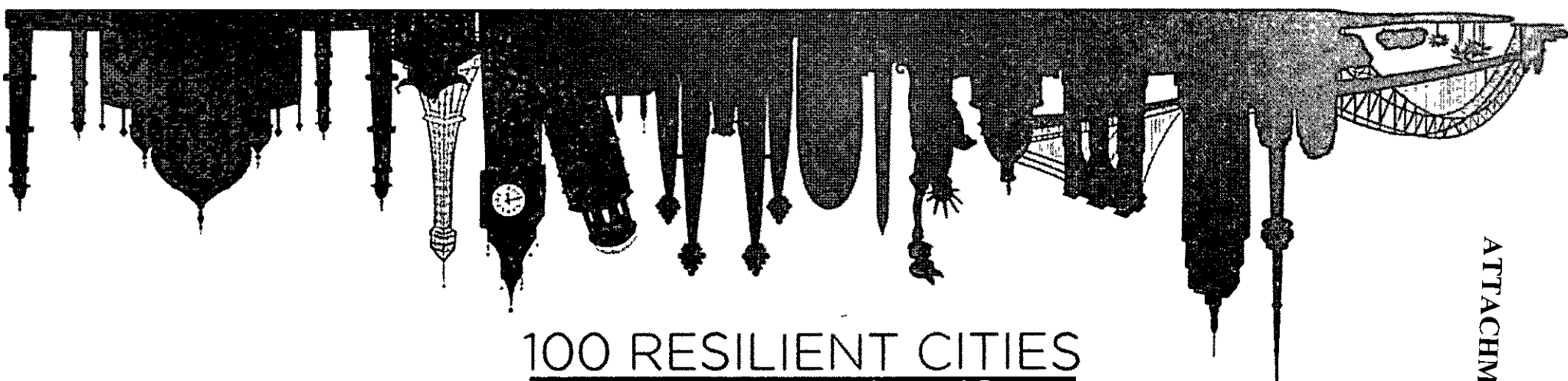
An active member of ICLEI and USDN as well as a leader in the Bay Area's regional governance body, Oakland is perfectly positioned to drive innovation by modeling effective strategies while sharing international lessons learned through the Rockefeller Network. Oakland's leadership in resilience planning at a state and national level are evidenced by our early signature on ICLEI's Resilient Communities for America Agreement, our participation in the Institute for Sustainable Communities' resilience-focused Leadership Academy, and our leadership in the Green Cities California network to convene peer-exchange workshops on climate resilience.

³ 2000 US Census

⁴ Members include Pacific Institute, West Oakland Environmental Indicators Project, Communities for a Better Environment, TransForm, Bay Localize, California Food & Justice Coalition, Asian Pacific Environmental Network, Environmental Defense Fund, International Longshore and Warehouse Union Local 6, Urban Habitat, Kehilla Community Synagogue, Causa Justa - Just Cause



Chief Resilience Officer



100 RESILIENT CITIES
CENTENNIAL CHALLENGE

Overview and Guidelines

December 12, 2013

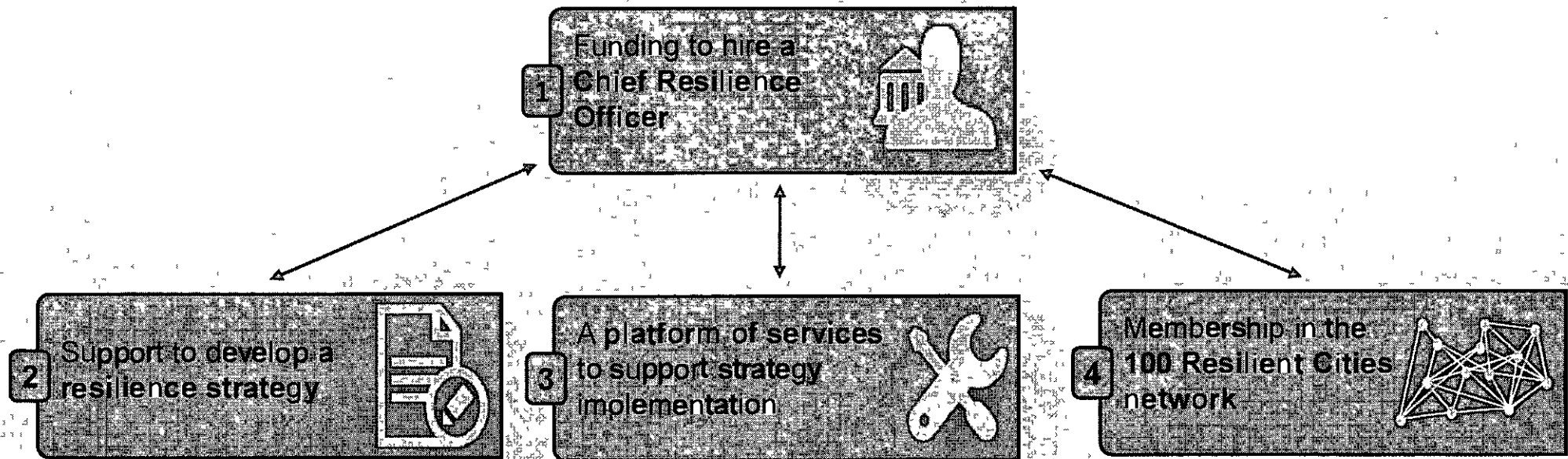
ATTACHMENT D

The Chief Resilience Officer is at the center of the 100 Resilient Cities vision for urban resilience

The Chief Resilience Officer (CRO) is the centerpiece of the 100 Resilient Cities vision for transforming urban resilience worldwide. The CRO will provide the essential central point of focus within member cities for establishing a compelling resilience vision, driving the conversation about resilience, building and implementing effective resilience strategies, and leveraging the benefits and services of the 100RC network and platform.

100RC also seeks to build a long-lasting global community of practice around urban resilience. The CROs in the inaugural cohort of 100RC cities will be the founding members of that new community and can shape how it evolves over time.

100 Resilient Cities support for member cities:



The following pages outline 100RC's perspective on and guidelines for the Chief Resilience Officer. This document is intended to help 100RC Relationship Managers and city contacts to think through the following areas.

1. **What are the responsibilities of a Chief Resilience Officer and who are ideal candidates?**
2. **What are the key enablers that this person will need to be successful?**
3. **How will this all work administratively? (how to hire a CRO, grant disbursement etc.)**

Overview of Chief Resilience Officer responsibilities

The Chief Resilience Officer (CRO) is responsible for ensuring that the following responsibilities are carried out. In cases where the CRO does not have the personal bandwidth or skills to directly deliver on one of these objectives, it is his/her responsibility to ensure that team members and other collaborators carry out these responsibilities.

- Serve as primary point of contact for the **100 Resilient Cities** membership
 - Serve as primary city representative to the 100RC Network (coordinate with 100RC Relationship Manager, participate in all 100RC Network calls, conferences, etc)
 - Serve as initial point of contact for 100RC Platform partners
 - Monitor and report to 100RC on progress toward key milestones
 - Be available for technical training and learning opportunities

- Create the city resilience strategy
 - Facilitate / participate in city agenda-setting workshop (*if CRO in place by time of workshop*)
 - Drive resilience strategy development (lead Resilience Strategy Launch and Process, drive data collection and analysis, stakeholder engagement, prioritization, and documentation)
 - Refresh strategy and identify new initiatives
 - Catalogue lessons learned

- Establish a compelling vision and drive the resilience conversation in the city
 - Build excitement about creating a resilient city
 - Ensure active and inclusive public engagement throughout the process
 - Serve as senior advisor / expert on resilience in the city

- Drive Implementation of the city resilience strategy
 - Secure funding needed to implement priority resilience initiatives
 - Directly oversee implementation of initiatives within their purview
 - Influence other stakeholders to implement other initiatives
 - Closely monitor implementation progress



Cannot be delegated; must be personally carried out by the CRO

Desired CRO capabilities

Below are the key capabilities that the “office of the CRO” will need to have. One single individual, the CRO himself or herself, may not personally have every single one of these capabilities in equal measure, but in that case, the CRO should work closely with a team member(s) with complementary skills, as all of these will be key capabilities for carrying out the CRO’s responsibilities.

Leadership

- CRO must be able to inspire, influence, and enlist others to drive development and implementation of the city’s resilience strategy

Ability to engage locally

- CRO must understand the local setting and be able to establish and maintain strong engagement from the highest municipal leader and other key local influencers
- Must also be able to effectively coordinate to get things done in the local setting

Ability to engage globally

- CRO must be able to represent the city within the 100RC network and in other global forums

Ability to function across disciplines

- CRO must be able to communicate with and be effective within multiple sectors and disciplines (for example, transportation, energy, healthcare, housing, education, community engagement)
- CRO should also be comfortable navigating and learning new unfamiliar disciplines quickly

Enterprising spirit

- Resilience thinking is a nascent discipline
- CRO must be resourceful and willing to experiment, pursue new ideas and take risks

Effective communicator

- Storytelling and other forms of communication will be critical for driving the resilience conversation in the city and engaging stakeholder support
- CRO needs to see the importance of this and play a key role in driving communication strategies

Project management

- CRO must be able to manage multiple streams of work and multiple relationships in an effective and efficient manner

Desired CRO experience / backgrounds

An ideal CRO candidate will have at least some and ideally all of following experiences. The CRO should work closely with team member(s) as needed to supplement his/her own experiences

End-to-end program design and delivery

- Has successfully led one or more major initiatives from end to end, from design through execution and evaluation

Cross-sector project implementation

- Has successfully implemented a major project that required coordinating with and executing across multiple sectors or disciplines

City government experience

- Has experience working in city government, and preferably strong background in at least one key governance domain (e.g. transportation, health, social services, economic development)
- Has successfully delivered on a substantial initiative within this city (proving understanding of local context and ability to navigate local relationships and dynamics)

Team management

- Has successfully managed a team including both direct reports and peers, as well as consultants or contractors

Participation in learning forums

- Has served as a representative in learning and discussion forums – ideally in an multi-cultural setting or at least a cross-sectoral setting

1. What are the responsibilities of a Chief Resilience Officer and who are ideal candidates?
2. What are the key enablers that this person will need to be successful?
3. How will this all work administratively? (how to hire a CRO, grant disbursement etc.)

Enablers that position the CRO for success

For the CRO to be successful, strong individual capabilities are not sufficient alone. The CRO also needs to be enabled with:

- A clear mandate from and empowerment by the Mayor (or highest city leader)
- An appropriate role and title within local government
- Adequate resources
- Support and collaboration from other key leaders and departments

Below are guidelines from 100RC that represent our view of the enablers that will make the CRO most effective. Requirements for receiving grant funding are described with the word “must”.

CRO role and title

- There must be a leader who is dedicated full-time to driving the development and implementation of the city’s resilience strategy
 - This person must be empowered by the Mayor* to convene and coordinate resources
 - This person’s title must explicitly include “Resilience”
 - This person should be a full-time city employee
 - This person should report directly to the Mayor (or highest city leader) or to someone else who reports directly to the Mayor

Role of the Mayor (or highest city leader)

- Mayor must be aware of and supportive of his/her city’s engagement in the 100RC program, and should stay involved and informed as the city goes through its resilience-building journey
- Mayor must empower the CRO to convene and coordinate resources to build resilience
- 100RC strongly recommends that the city’s Mayor release an official announcement and endorsement upon the designation of the CRO and launch of the strategy development process

Department / organizational location

- The CRO must drive the focus and attention of other city leaders to the importance of achieving resilience. Where he/she is located within the city structure must enable this.
- The CRO must be able to achieve outcomes across departments. This includes the ability to coordinate across issues as diverse as health, transportation, housing, sanitation, education, economic development, and more. Where the CRO is located within the city structure must enable this.

* Or equivalent (the highest city leader)

1. What are the responsibilities of a Chief Resilience Officer and who are ideal candidates?
2. What are the key enablers that this person will need to be successful?
3. How will this all work administratively? (how to hire a CRO, grant disbursement etc.)

Administrative details

Hiring process

- **Timing for CRO hiring:** The CRO must be in place before a member city can start the strategy development process. However, some cities may choose to select their CRO after the agenda-setting workshop (using the workshop as a time to define the needs and opportunities in that city in more detail). If your city would like help (e.g. a professional search firm) with identifying the best possible candidates for your CRO role, please discuss with your Relationship Manager.
- **100RC approval of CRO hire:** 100RC must approve both the selected CRO candidate and the proposed salary level before grant funds can be disbursed. The city will be asked to share both a job description for the CRO and the rationale and supporting data for proposed salary levels.

Resources for the CRO

- 100RC will pay for the salary of one new full-time employee, including standard fringe benefits.
- In the spirit of partnership, the member city is expected to cost-share and pay for all other costs of the new CRO employee, including (but not limited to)
 - Setup: office, desk, computer, phone, email account, etc
 - Support team as needed (e.g. executive assistant or junior team members where appropriate)
 - Reimbursement of local travel expenses etc

Grant funding for CRO salary

- **CRO salary level:** The member city must recommend the appropriate salary level for the new employee for which the 100RC grant will be used. The city will need to show evidence that this is the appropriate salary level for the role and skill/experience level of the candidate (based on appropriate local comparative data points).
- **Grant agreements:** The grant agreement will not be ready for review by cities until during January 2014.
- **Fund disbursement timing:** 100RC will not release the grant funds for the CRO salary until after a formal grant agreement has been signed and after approval by 100RC of the selected CRO, job description, and salary level. Funds will be released for the first year's salary only, to start (with later additional disbursements to follow later).
- **Currency:** Grant funding will be disbursed in local currency.
- **Timing:** 100RC will pay for the CRO's salary for two years as part of membership in the 100RC network.

Lin, Margaretta

From Bryna Lipper <blipper@100resilientcities.org>
Sent Thursday, January 30, 2014 12:04 PM
To Lin, Margaretta
Cc Amy Armstrong, Santana, Deanna, Domingo, Renee
Subject Re: TIME URGENT
Attachments image001.jpg

Margaretta

Per your request I confirm and assert that the grant award from 100 Resilient Cities is not intended to fund--nor will we fund--the selected city's Emergency Services Manager or Sustainability Director. Please contact us if you require further clarification.

Sincerely,

Bryna Lipper
Vice President, Relationships
100 Resilient Cities

Sent from my iPhone. please pardon typos and brevity

On Jan 30, 2014, at 2:58 PM, "Lin, Margaretta" <MLin@oaklandnet.com> wrote

The issue can be simply and effectively addressed by an email from you or Bryna clarifying that "The grant award from 100 Resilient Cities is not intended to fund the selected city's Emergency Services Manager or Sustainability Director."

OAKLAND CITY COUNCIL

RESOLUTION NO. _____ C.M.S.

A RESOLUTION ACCEPTING AND APPROPRIATING GRANT FUNDS FROM THE ROCKEFELLER FOUNDATION'S 100 RESILIENT CITIES PROGRAM FOR UP TO \$1.2 MILLION TO CREATE THE NEW POSITION OF CHIEF STRATEGIST AND RESILIENCE OFFICER (CSRO) TO OVERSEE PLANNING AND IMPLEMENTATION EFFORTS TO ADAPT AND THRIVE IN THE AFTERMATH OF NATURAL AND MAN-MADE DISASTERS, AS REQUIRED BY GRANT PROVISIONS, AND ALLOCATING SUCH FUNDS TO THE NEW POSITION OF CSRO

WHEREAS, the City of Oakland has been selected as one of the inaugural cities for the Rockefeller Foundation's 100 Resilient Cities program to support the development and implementation of Oakland's Resilience Action Plan, and

WHEREAS, the City of Oakland confronts the grave threats of seismic and climate change disasters including rising sea-levels, extreme weather fluctuations, and other potential disasters, and

WHEREAS, these natural and human-made disasters have disproportionate impact on Oakland's vulnerable residents and low to moderate-income flatland neighborhoods, and

WHEREAS, a recent Association of Bay Area Governments study found that over 24,000 of Oakland's multi-family housing units were at risk in the event of an earthquake with the majority of these vulnerable housing units in Oakland's low to moderate-income flatland neighborhoods, and

WHEREAS, a recent analysis found that 90% of residents living in Oakland's 100-year flood zone have high social vulnerability, and

WHEREAS, a recent analysis found that climate change related rising utility/food costs and worsened air quality disproportionately impact Oakland's low-income residents, and

WHEREAS, the Oakland Resilience Action Plan Initiative supported by 100 Resilient Cities is anticipated to result in the following outcomes: 1) the development, passage, and

implementation of a model seismic retrofit requirement for the over 24,000 housing units at risk in a seismic disaster, 2) the development of and securing new funds for a seismic retrofit and possibly energy retrofit loan fund assistance program available to property owners subject to the City's new seismic retrofit requirements, 3) implementation of key strategies from the Oakland Energy Climate Action Plan identified by a recent Pacific Institute study on adaptation strategies for Oakland's vulnerable populations, 4) the study, development, passage, and implementation of possible zoning or building policy changes in Oakland's at-risk flood zones to prevent the loss of human life and property damage, 5) learning from the experiences of other cities around the world and sharing Oakland's information, 6) the receipt of technical assistance, such as financial modeling for a new seismic retrofit loan fund, and help to secure capital development funds for Oakland's Resilience Action Plan implementation priorities, and 7) refreshing City organizational capacity to innovate, collaborate, and approach the delivery of public services through the lens of resilience and strategic problem-solving, and

WHEREAS, the Rockefeller Foundation's 100 Resilient Cities program will fund the salary and benefits of a new position of Chief Strategist and Resilience Officer (CSRO), for at least two years, to oversee the development and implementation of the Oakland Resilience Action Plan to address adaptation strategies for Oakland's seismic, climate change, and other threats, and

WHEREAS, the 100 Resilient Cities grant terms require that funds can only be used to fund a new Chief Resilience Officer position who reports directly to the top City operating official, and

WHEREAS, the CSRO will oversee the following efforts 1) the creation and implementation of the Oakland Resilience Action Plan including strategic goals and viable strategies that promote municipal, community, and business resilience in the face of natural and man-made disasters, including managing an inter-departmental team of City staff and local public/private collaboration, as well as participating in regional efforts, 2) collaborate with community partners, including the Oakland Climate Action Coalition (OCAC) Adaptation and Resilience Committee, to train city senior staff on climate resilience, social equity, and public health in Oakland, 3) coordinate a steering committee made up of representatives from each stakeholder organization, including the OCAC, to develop and implement best practices of asset-based resilience planning with low-income communities, including community leadership roles, 4) serve as the relationship lead with Rockefeller Foundation and network members, as well as responsibility for effective communication with and garnering support from political and community stakeholders, 5) secure new funds and other resources needed to implement the Oakland Resilience Action Plan, 6) develop the vision and strategy plan for Oakland's vibrant and resilient future and overseeing its implementation and continuous assessment, 7) establish a compelling vision and drive the resilience conversation in Oakland, including building excitement about creating a resilient city, ensure active and inclusive public engagement, and serve as the City's expert on resilience, 8) create a long-term strategy that fosters balanced and sustainable economic growth and development for Oakland businesses, workforce, and community, and 9) work with the City Administrator and her senior team on City priorities, including economic development, public safety, and resilience, and

WHEREAS, the new Oakland Resilience Action Plan Initiative requires a three-year timeframe to develop, implement, and evaluate the resilience strategies, and

WHEREAS, the annual salary and benefits costs of the CSRO is \$237,610 to \$356,417, and

WHEREAS, the 100 Resilient Cities grant terms do not allow for the payment of City administrative or central services overhead costs, now, therefore, be it

RESOLVED: That the City Council hereby accepts, appropriates and allocates up to \$1.2 million from the Rockefeller Foundation's 100 Resilient Cities program to fund salary and benefits costs of the Oakland Chief Strategist and Resilience Officer for potentially three years, and be it

FURTHER RESOLVED: That, should additional funds be received for Oakland's Resilience Action Plan or related efforts from the Rockefeller Foundation's 100 Resilient Cities program, the City Administrator, or her designee, is hereby authorized to accept, appropriate and allocate the same for the purposes described above, and be it

FURTHER RESOLVED: That the City Administrator or her designee is authorized to negotiate and execute such documents and take any other actions with respect to funds from the Rockefeller Foundation's 100 Resilient Cities program to support efforts consistent with this Resolution and its basic purpose, and be it

FURTHER RESOLVED: That a contribution from the General Purpose Fund in an amount equivalent to the program's Central Services Overhead charges will be made in connection with the Rockefeller Foundation's 100 Resilient Cities program, and be it

FURTHER RESOLVED: That prior to execution, all contract and agreements and amendments thereto shall be reviewed and approved for form and legality by the Office of the City Attorney and a final copy shall be placed on file in the Office of the City Clerk

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE

AYES - BROOKS, GALLO, GIBSON McELHANEY, KALB, KAPLAN , REID, SCHAAF, and PRESIDENT KERNIGHAN

NOES -

ABSENT -

ABSTENTION -

ATTEST _____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California