

#	Policy Directive	Purpose	Department Responsible	Status	Status Detail
1	<p>Direct the City Administrator to develop a coordinated advocacy strategy with County, State & Federal Government for funding and policy that supports successfully exiting individuals from shelter into permanent housing.</p> <p>a. The Rapid Response Homeless Housing Acquisition Fund, created with these proposed budget amendments, sets aside \$8,871,364 to rapidly create housing to serve unhoused individuals, including funding capital and operating costs. This supplements millions from Measure U, as well as potential funds from State Homekey Grants. The Council President’s budget team in collaboration with the City Administrator shall provide an informational report and recommendation to the Life Enrichment Committee before October 31, 2023 proposing the process for allocating these funds.</p> <p>b. This coordinated strategy includes seizing opportunities for housing by rapidly conducting appraisals for properties, including the Sage Motel located at 4844 MacArthur Blvd., the property located at 674 Sycamore Street, and the Welcome Inn Hotel located at 9920 MacArthur Blvd. for the purpose of acquisition for homeless housing; evaluating the feasibility of acquiring these three properties for homeless housing in partnership with Ruby’s Place, the Oakland LGBTQ Community Center, and La Familia; and authorizing the City</p>	Affordable Housing	CAO/HSD/HCD /EWD	Completed	<p>a. The Rapid Response Homeless Housing Program (R2H2) has been established and was launched in November, 2023 with a joint R2H2/Homekey 4.0 NOFA. Funding from Boomerange, Measure U and PLHA operating funds were included in the NOFA for allocation. Approximately 19 applications were received and HCD staff is reviewing the projects for immediate funding from the City or to be held in the pipeline to apply for State Homekey funds, if those funds become available.</p> <p>b. HCD Staff has been in touch with service providers, hotel owners and developers on the feasibility of acquiring the three properties as part of the R2H2/Homekey program. At this time, no project sponsor is at the point in their predevelopment and due diligence process when an appraisal is necessary for project acquisition.</p>
2	<p>Direct the City Administrator to designate future net proceeds generated from the sale or lease of City owned properties designated for affordable housing development to the Affordable Housing Trust Fund. Net proceeds is defined as "all sales/lease proceeds net of transaction costs." Net proceeds does not include any fees paid by developers intended to cover third-party expenses related to the negotiation of DDAs, LDDAs and Ground Leases or funds needed for interim property maintenance and other administrative costs.</p>	Affordable Housing	Finance/EWD	Superseded	<p>Consolidated Financial Policies being presented to Council Spring of 2024 and use of one-time revenues is included in that package for Council's consideration.</p>
3	<p>Direct the City Administrator to designate the East 12th parcel lease payments to the Affordable Housing Trust Fund.</p>	Affordable Housing	Finance/HCD/EWD	Superseded	<p>See response to item 2 above.</p>

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4*	Subject to funding availability for an additional Real Estate FTE, which is included in the Council President’s budget amendments, direct the City Administrator to pursue a program to offer available, small properties (less than 5,000 sq ft) to abutting property owners for purchase (per Gov. Code § 54221 (f)(1)(B), excerpted below). a. (f) (1) Except as provided in paragraph (2), “exempt surplus land” means any of the following: (B) Surplus land that is (i) less than 5,000 square feet in area, (ii) less than the minimum legal residential building lot size for the jurisdiction in which the parcel is located, or 5,000 square feet in area, whichever is less, or (iii) has no record access and is less than 10,000 square feet in area; and is not contiguous to land owned by a state or local agency that is used for	Affordable Housing	EWD	In Progress	EWD piloted this concept with the sale of two unusually valuable small parcels, including the sales of 3,074 square feet at the corner of 22nd & Telegraph for \$792,000 and 1,916 square feet on 51st & Clark St to PG&E for \$34,600. The program will be described in a informational memorandum Q2 2025.
5*	Direct the City Administrator or their designee (Office of the Inspector General) to conduct a staffing study and resource analysis of the Oakland Police Department (OPD). This study would help to: a. Identify current resources b. Determine the number of officers needed in a particular geographic area c. Decide how staffing and operational resources should be allocated Calls for service audits and resource allocation reviews are best when tied to a staffing study. If the City of Oakland’s objective is to determine if police are responding to calls for service in an efficient timeframe, it is critical to first know the number of available officers, target timeframes, and how alternate resources can be used to supplement services. \$200,000 shall be allocated for this study (\$100,000 designated in the FY 2021 - 2023 budget and \$100,000 designated in the proposed budget amendments).	Community Safety	OPD/HR	Completed	<p>In December 2023, by resolution and direction from the City Council, the Office of the Inspector General (OIG) contracted with PFM Financial Advisors LLC to complete a staffing study of the Oakland Police Department (OPD). The OIG served as the project manager for this study. The purpose of the staffing study was to document OPD's staffing resources and assess necessary increases to enable effective utilization across all aspects of the department. Additionally, for an extra \$25,000, the study was amended to require PFM to "identify high-level opportunities to increase efficiency and effectiveness of personnel deployment and calls for service alternative response classifications." The total cost for the contract is \$310,000.</p> <p>The staffing study project began in January 2024. On October 15, 2024, PFM provided the OIG with a "work in progress" draft report that was missing data and required significant edits. Over the next few months, the OIG and OPD submitted questions and corrections to PFM regarding the information in the draft. After incorporating various edits, PFM submitted their final staffing study report to the OIG on February 21, 2025.</p> <p>OIG provided the Public Safety Committee with the final report for review. The Inspector General is pending the Committee's to advise on any comments or concerns.</p>
6*	Direct the City Administrator or their designee to develop a new civilian investigative classification for a Police Services Technician position to manage traffic cases, replacing Police Officers who are currently performing these duties.	Community Safety	OPD/HR	In Progress	OPD is collaborating with the HRM team to establish the civilian investigator position. HRM is preparing to engage with OPD Subject Matter Experts to define the duties and responsibilities associated with this role. The position will be assigned to the Criminal Investigation Division and Traffic Division. HRM is in process of providing an initial draft to OPD for their input.

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7*	Direct the City Administrator to prioritize hiring, training and retaining 9-1-1 dispatchers to improve response time and address this critical function. Currently, calling 911 may or may not lead to a quick phone response in large part due to the lack of dispatchers. These positions are in the budget, however, the City must recruit for and fill these positions, and then retain those whom we do hire. The City Administrator should analyze the impacts of separating the police and fire/medical dispatch phone-in lines for the public.	Community Safety	HR	In Progress	<p>As part of OPD’s ongoing commitment to meeting state standards for 9-1-1 call answering speeds and improving emergency response, the Department implemented an auto attendant system in February 2024 to enhance call-handling efficiency.</p> <p>In February 2024, 54% of all 9-1-1 calls were answered within 15 seconds, and 57% were answered within 20 seconds. By comparison, in February 2025, 75% of all 9-1-1 calls were answered within 15 seconds, and 78% were answered within 20 seconds, demonstrating continued progress toward meeting state-mandated response benchmarks.</p> <p>OPD remains actively engaged in recruiting to fill dispatcher vacancies and ensure adequate staffing levels. Of the 78 authorized dispatcher positions, 66 are currently filled, leaving 12 vacancies. Among the 66 filled positions, 17 are trainees progressing through various phases of phone, service, and radio.</p> <p>The Department explored integrating artificial intelligence (AI) into call routing systems to further optimize call distribution and ensure that callers receive the most appropriate services with minimal delay. However, there is no established guideline or policy addressing the legality, liability, or associated costs of implementing artificial intelligence within the City’s operations.</p>
8	<p>Direct the City Administrator to prepare a Reorganization Plan and provide quarterly informational memos to the Council and Public, and schedule a report to City Council by March 30, 2024 for consideration during the mid-cycle budget process.</p> <p>a. The Plan should address questions that have arisen during the budget process and include information on efficiencies, costs savings and meeting goals and priorities for service delivery.</p> <p>b. The Plan shall also include a feasibility study regarding moving the</p>	Effective Government	CAO/HR	Completed	<p>a. Complete; the preliminary assessment of a merger between PBD and EWD yielded a determination to not move forward; merger not proposed in 2024-25 budget.</p> <p>b. Fire has been consulting with other jurisdictions. This reorganization is not proposed in the 2024-25 budget.</p>

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9	<p>Direct the City Administrator to provide an update via an informational report on the “Vacancy Strikeforce ... filling the over 340 vacant positions in Oakland Public Works, Housing and Community Development, Planning and Building, and the Department of Transportation.”</p> <p>a. The update should also include information on creating a more robust pipeline into City jobs from local schools and community colleges and focused outreach to populations who have historically been economically marginalized such as formerly incarcerated individuals.</p>	Effective Government	CAO/HR	Completed	<p>Director M. Hao provided following update at 3/12/24 FMC meeting, comparing the October 1, 2023 data with the Position Control Report run as of 2.21.24:</p> <ul style="list-style-type: none"> o The Department of Housing and Community Development’s vacancy rate dropped from 27.71% to 24.10%. o The Planning & Building Department’s vacancy rate dropped from 26.70% to 23.79%. o The Public Works Department’s vacancy rate dropped from 19.62% to 17.95%. o The Department of Transportation’s vacancy rate dropped from 28.54% to 22.70%. o The Citywide vacancy rate dropped from 18.42% to 17.88%. <p>HRM continues to work with departments and their community partners to market Oakland jobs. HRM is completed its first "Career & Resource Expo" on 3/22/24. However, there is a current administrative memo in place related to freezing new hiring to control expenditures.</p>
10	<p>Direct the City Administrator to provide an update via an informational report on the “study of salaries and compensation for all City workers to assess if the City is competitive with other</p>	Effective Government	HR	Completed	The RFP was published vendors responded. This project is administratively canceled due to budgetary constraints. [Canceled]
11	<p>Direct the City Administrator to research and apply for local, state, and federal grants/programs that accelerate the City’s efforts to procure, operate, and manage a zero-emission vehicle fleet and build out the City’s zero-emission charging and fueling infrastructure as outlined in the City’s Zero Emission Vehicle Action Plan, Action CL-8 – Accelerate City Fleet Vehicle Replacement.</p>	Effective Government	OPW	Completed	CAO executed grant writing contract with Townsend; in addition, OPW filled a grant position internally,so the grant infrastructure is in place. OPW and Sustainability Division have achieved over \$1.4M in grants for electric infrastructure since 2023. Under the grant writing contract and interdepartmental group grant applications are ongoing.
12*	<p>Direct the City Administrator to create a plan for increased revenue generation, that includes but is not limited to:</p> <p>a. An economic development strategy to grow the tax base, currently underway and anticipated for completion in the second half of 2024,</p> <p>b. Development of a new ballot measure to replace Measure Z, the Oakland Public Safety and Services Violence Prevention Act, which expires in 2024, including polling,</p> <p>c. Partnering with the Association of Bay Area Governments to place a regional affordable housing bond measure on the 2024 ballot, and</p> <p>d. Partnering with the Oakland Fund for Public Innovation to develop</p>	Effective Government	5.a EWD/CAO b. Finance c. Finance d. CAO	In Progress	<p>a. EWDD 5 year Economic Development Action Plan will be delivered as a Draft to CED by the end of the FY 2024/25 and then as Final to Council early in FY 2025/26</p> <p>b. Complete; Measure NN passed</p> <p>c. Complete; ballot measure unsuccessful</p> <p>d. Complete; unable to secure a mutual agreement</p>

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13	<p>Direct the City Administrator to hire a Grant Writer under the City Administrator’s Office to support increased revenue generation and advancing the health & well-being of Oakland residents by:</p> <ul style="list-style-type: none"> a. coordinating applying for grants across departments, with a focus on raising revenue, b. seeking state and federal grants, collaborating with Oakland’s lobbyist, and c. partnering with the Oakland Fund for Public Innovation (OFPI) on private fundraising. OFPI already partners with DVP, Cultural Affairs, and EWD/Youth Summer Jobs. <p>This position would focus on seeking grants that address and advance holistic community safety, children, youth, families and parks (working with Department of Children, Youth & Families, DVP, OPD, OFD/MACRO, Neighborhood Services, OakDOT/Traffic Safety). The City Administrator shall provide an informational report to the Finance & Management Committee by October 31, 2023 detailing the position description, potential grants, and initial fundraising priorities; and the Committee shall receive quarterly reports to ensure alignment of priorities that advance holistic community safety, children, youth, families and parks, as well as</p>	Effective Government	CAO/HR	Completed	New candidate was onboarded in Spring 2024.
14	<p>Direct the City Administrator to carry forward the following funds into the FY2023-2025 budget cycle:</p> <ul style="list-style-type: none"> a. The Council President requests that all unexpended funds from prior budgets for the following are carried forward to the FY 2023-2025 budget cycle: <ul style="list-style-type: none"> i. Council Mural Funds ii. Council Traffic Safety Projects iii. Council Parks Improvement Projects iv. Council Direct Community Grants <p>The Council President shall be available to meet with the City Administrator to review such unexpended funds.</p> b. The District 3 office requests that all unexpended funds from prior budgets for theBlack Arts Movement and Business District (BAMBD) are carried forward to the FY 2023-2025 budget cycle for the purposes stated in the FY 2021-2023 biennial budget policy directives, including program development for small business incubation, lease support, grants, and signage. c. The District 7 office requests that \$150,000 included in the FY 2021-2023 for public safety security cameras in commercial corridors in East Oakland Districts 6 and 7 are carried forward to the FY 2023-2025 budget cycle. d. The Council President requests that \$70,000 from FY 2021-2023 for 	Effective Government	CAO-HA/	Completed	<ul style="list-style-type: none"> a. Funds have carried forward for all of the items below and the respective carryforward amounts are provided for reference. <ul style="list-style-type: none"> i. \$650,680 (Fund 1010: \$1780,680, Fund 5505:\$480,000) ii. \$1,835,197 (Fund 2218) iii. \$1,813,185 (Fund 1010, Fund 1030 (SSBT), Fund 2244 (Measure Q), Fund 2421 (Capital Impact Fees) iv. \$380,110 b. \$50,000 from FY22 into FY23 and \$250,000 from FY23 into FY24 have carried forward. c. \$150,000 has carried forward into FY24 d. \$70,000 has been carried forward in FY24 for this purpose

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15*	Direct the City Administrator to return to Council with a report to develop written policy frameworks for equitable service delivery in each department, beginning with foot patrol teams, illegal dumping crews, and “clean and clear” homeless encampment teams, that state how these services are deployed in the community, by geography, and include this as one of the Council’s legislative priorities for the fall agenda.	Effective Government		In Progress	The Homelessness Division has engaged HUD Technical Assistance designated for the review of the adopted Encampment Management Policy. The preliminary findings of the report are anticipated to be completed May 2024 with review by the City Attorney for final distribution June 2024. ACA Simmons delivered Part I of the analysis of Operations May 2024 to the LEC. Part II of the report is anticipated to be delivered Fall 2024. ACA Duffey will facilitated HUD TA, EMT, OCA will review for recommendations for Equity based operations. Homelessness Division was transferred to Harold Duffey May 2024. Oakland Public Works Continues to collect illegal dumping via the service request system in Oak311, with a goal to remove illegally dumped material within 72 hours after it was reported. In addition, OPW is modifying its blitz crews (hot spots- collection of material without work orders) to a zone based system, focusing in on illegal dumping occurring within Oakland Priority Neighborhoods (which includes Council Districts with the highest tonnage of illegal dumping). Staff continues to work with HUD Technical Assistance Team to review the adopted Encampment Management Plan of 2020 and discuss its ability to address the unhoused via Trauma Informed Healing centers and a way to maximize existing resources for street to shelter programs. The HUD TA program will help city staff to work with the county to lower barriers for entry into the Continuum of Care resources which is focused on connecting vulnerable individuals and families to housing healthcare and supportive services. Staff anticipates presenting results of HUD TA part II to the Homelessness Commission in fall of 2025.
16*	Direct the City Administrator to return to Council with a report re: interagency working group that the CAO has to convene to implement air pollution related actions in the EJ Element	Effective Government	PBD	Completed	The City Administrator formed an interagency working group, including the Port of Oakland, to implement the air quality actions outlined in the EJ Element and identified a staff person to serve as the coordinator. A report back to the City Council was provided in 2024.
17	A report no later than December 2023 that includes budget and staffing impacts and options for Council consideration to authorize and fund a lateral academy [23-0674]	Effective Government	OPD	Completed	Report 23-0674 examined funding a lateral police academy with appropriate safeguards regarding candidate selection. The approximate cost for the academy would be \$805,048 to \$1,610,096.
18	Subject: Modernizing Commercial Loading From: Transportation Department Recommendation: Adopt An Ordinance Amending Ordinance No. 13654 C.M.S (Which Adopted The Fiscal Year 2022-23 Master Fee Schedule), As Amended, To Establish Fees For Commercial Vehicle Loading Zone Permits And Adopting Appropriate California Environmental Quality Act Findings 22-0770 View Report View Legislation View Exhibit A 12/8/20222 View Supplemental Notice and Digest - 1/11/2023 13722 CMS Attachments: Councilmember Kalb made a motion, seconded by Pro Tem Thao, to approve the recommendation of staff, and forward to the December 6, 2022 Regular City Council agenda as a Public hearing, with the request to return back to the committee at the end of the 1 year extension with	Effective Government	DOT	Completed	Following approval of this item, staff began contract negotiations with Populus Technologies, Inc. to create the new digital loading zone permit. A contract was completed with Populus in November 2023. City and Populus staff then began testing the new permit and integrating it with the City’s existing mobile parking payment and parking citation systems. A website was created for the program (see here: https://www.oaklandca.gov/services/apply-for-a-commercial-vehicle-loading-zone-permit) and applications were made available in late 2023. Staff are currently doing outreach to large delivery providers such as UPS, FedEx, Amazon and others to get them enrolled in the system.
*This item was updated in March 2025 since the last status provided to the Finance and Management Committee in September 2024.					