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Councilmember
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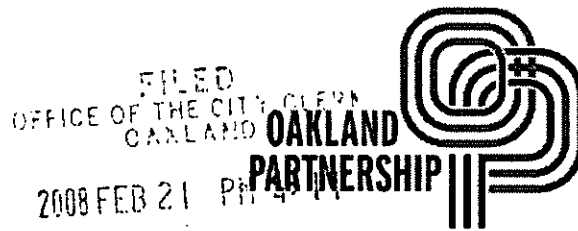
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TO: Members of the Community and Economic Development Committee
FROM: Committee Chair Jane Brunner
DATE: February 26, 2008
SUBJECT: Oakland Partnership Progress Report

Attached is a progress report from the Oakland Partnership. The Oakland Partnership is public-private collaborative economic development effort led by the Oakland Metropolitan Chamber of Commerce and Mayor Ron Dellums. Over the course of the last year, the Oakland Partnership has conducted an analysis of Oakland's economy, held industry cluster group meetings, and worked with Community and Economic Development Agency staff to develop a strategic work plan to improve Oakland's economy.

As Chair of the Community and Economic Development Committee, I share the Oakland Partnership's vision of a vibrant economy that benefits all Oakland residents. This hearing offers an opportunity for the Committee to ask questions, offer comments and partner with the Mayor's Office, the private sector and other community stakeholders to focus our efforts on the most promising economic development strategies.

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MEMORANDUM

TO: City Council Members, Community Economic Development Committee
FR: Joseph J. Haraburda, Oakland Metropolitan Chamber of Commerce
DT: February 26, 2008
RE: **A Progress Report from the Oakland Metropolitan Chamber of Commerce on the Oakland Partnership's Development of an Economic Strategy for the City of Oakland.**

SUMMARY

This is an informational report on the progress to date of the Oakland Partnership, a public-private collaborative economic development effort led by Mayor Ron Dellums and supported and facilitated by the Oakland Metropolitan Chamber of Commerce in addition to a broad range of stakeholders from business, education, labor, and the community at large. The material presented includes recommendations based on the work of the respective industry cluster groups. These will not necessarily be the final conclusions of the Oakland Partnership.

FISCAL IMPACT

This is an informational report. There is no fiscal impact on the City of Oakland at this time.

BACKGROUND

This Oakland Partnership effort has occurred in three phases: (1) analysis; (2) shaping a collaborative work plan; (3) implementation over a 2-3 year period, during which progress will be benchmarked and deliverables tracked every six months while new initiatives are planned.

Phase 1: Analysis

In the fall of 2006, the Oakland Metropolitan Chamber of Commerce (OMCC) commissioned a *pro bono* study from McKinsey & Company to look at Oakland's economy. This report, entitled *Taking Stock of Oakland's Economy* and released in April 2007, identified a number of important economic opportunities and challenges that Oakland faces. It summarized these opportunities in a number of key industry sectors:

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- International Trade & Logistics
- Healthcare
- Biotechnology
- Green Technology
- Arts, Design, and Digital Media
- Specialty Food Manufacturing
- Retail

It also identified a number of challenges that Oakland faces in terms of growing these industries and attracting new investment generally. The McKinsey team summarized these challenges to Oakland's "enabling" environment under four broad headings:

- Public Safety
- Education & Workforce Training
- Business Climate
- Land Use

At the same time, Oakland Mayor Ron Dellums had convened a number of citizen task forces to look at related issues including: planning and land use; small business; workforce development; the Port; Oakland's green economy; economic development and the arts, among others.

Phase 2: Shaping a Collaborative Work Plan

In May 2007, Oakland Mayor Ron Dellums launched *The Oakland Partnership*, a public-private collaborative effort focused on Oakland's economic development. The goal of the Oakland Partnership is to create a thriving, innovative, equitable, globally competitive regional economy that creates 10,000 new jobs in the next five years by tapping into the creativity and talent of all segments of the population and providing benefits to all Oakland residents and businesses. The analytical basis for the work of the Oakland Partnership was the *Taking Stock of Oakland's Economy* report as well as the recommendations made by the Mayor's economic development Task Forces. The work has been accomplished by two efforts working in concert: one focused on the needs of businesses in Oakland's key industries; the other focused on improving the "enabling" environment in Oakland.

Industry cluster development

Since June of 2007, the Oakland Metropolitan Chamber of Commerce has convened broad-based groups of companies, educational institutions, government representatives, labor leaders, and community members around five of the key industry clusters identified in the *Taking Stock of Oakland's Economy* report:

- International Trade & Logistics
- Healthcare & Life Sciences
- Biotechnology

- Green Technology
- Arts, Design & Digital Media

These cluster groups are business-driven and led by business leaders representing both large and small companies in each of these industries to ensure that the strategies put in place by the Oakland Partnership are informed by the market and are most likely to remove any obstacles to the growth and development of each industry (see Attachment A for a list of cluster co-chairs). As many of the obstacles and opportunities to growth involve issues related to workforce training, labor relations, or government regulations, the clusters also have involved representatives from educational institutions, labor unions, and various levels of government.

More than 500 business, education, labor, government, and community representatives have participated in the Oakland Partnership in some way (cluster groups, interviews, survey responses, attending Summits and other events).

During the latter half of 2007, the Oakland Metropolitan Chamber of Commerce and the Economic Competitiveness Group (ECG) facilitated a series of three meetings for each of the industry cluster groups (two in the case of Biotechnology). During these meetings, participants were taken through a series of exercises to help them identify:

- key constraints and opportunities;
- strategies for addressing those constraints and seizing opportunities; and
- specific action initiatives that will implement the strategies identified.

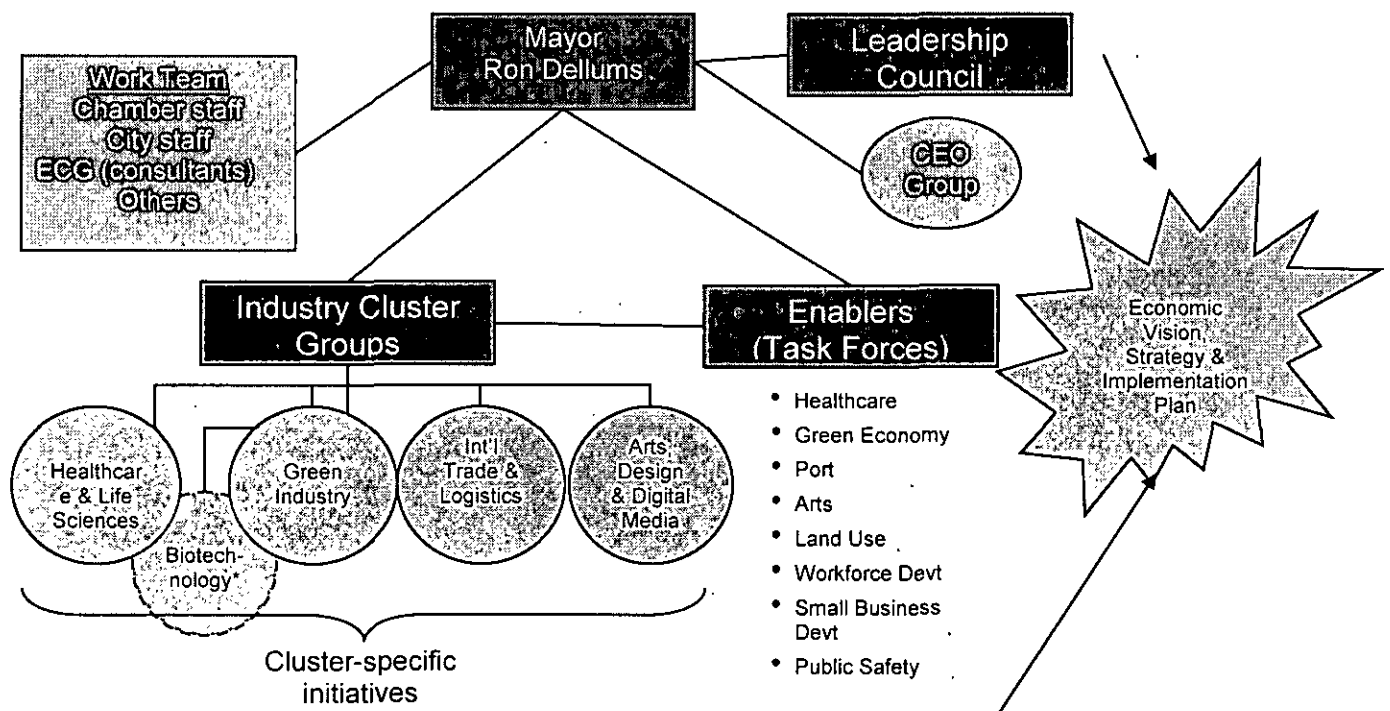
As initiatives emerged from this process, they were evaluated by the cluster groups in terms of their ability to meet the goals of the Oakland Partnership. In order to move forward and receive staff support from the Chamber, ECG, and others, initiatives had to have one or more “champions” who would volunteer to keep the effort moving forward. In all cases, the initiative champion has a vested interest in seeing the initiative come to fruition. In this way, the Oakland Partnership serves as a platform through which the energy and talent of many individuals can come together towards a set of common goals and work plans. It also serves as an organizational framework for a number of existing efforts to link together and leverage each other for funding or impact.

At this point, each cluster has identified and is working to implement between 3-10 action initiatives that will further the goals of the Oakland Partnership. A preliminary summary of cluster priorities and initiatives is included in the Key Issues and Impacts section of this report and will be presented more formally at the Oakland Partnership Economic Summit on May 2, 2008.

Improving economic foundations (or enablers)

In conjunction with the work of the industry clusters, the Mayor’s Office and various city departments have taken the lead in organizing, facilitating, and monitoring the implementation of public-sector led initiatives around the four enablers cited above as well as the continued work of other, related task forces:

- Workforce development
- Business climate
- Land use policy and planning
- Public safety



* Sector currently not well represented in Oakland.

During this process, the Mayor has met periodically with the cluster co-chairs as well as a broad-based group of business leaders (the CEO group); educational leaders (UC Berkeley, Cal State East Bay, the Peralta Community College District, Mills College, Holy Names, and many others); as well as leaders of organized labor to discuss the recommendations and required actions identified by the cluster groups.

At this point, the Oakland Partnership work team (City and Chamber staff, Task Force representatives, and others) are synthesizing the results of the cluster groups, the related task forces, and the City’s efforts to improve the enabling environment to shape a collaborative work plan that can serve as the Oakland Partnership’s Economic Development Strategy. Throughout

the Spring of 2008, the team will then work to refine and finalize the strategy with a view to presenting it at the Oakland Partnership Economic Summit on May 2, 2008.

Phase 3: Implementation

At this point in the process, dozens of initiatives have taken shape and are being implemented by partners from the cluster groups or the citizen task forces. Others are still being shaped. Again, the process is driven in large part by the ability of initiative “champions” to make progress over time with the assistance of the work team.

One reason for compiling an Economic Strategy (the need for which has been identified by many in the community including the citizen task forces and organized labor as well as the business community), is to focus the work of all of the partners in the Oakland Partnership on a number of priorities that can have a far-reaching impact on Oakland’s economy and achieve the goals of the Partnership.

KEY ISSUES AND IMPACTS

The 2007 *Taking Stock of Oakland* report highlighted a number of significant issues:

- Although there has been rapid growth in the healthcare sector of the economy nationally, **Oakland’s employment in the healthcare sector has been stagnant.**
- Despite rapid growth in global trade and Oakland’s status as the fourth largest container port in the country, **Oakland actually lost employment in the trade & logistics** (-2.1 percent annually since 2001).
- Despite billions of dollars of investment regionally in the bioscience industry, Oakland is the **only major city in the Bay Area without a significant life sciences sector.**
- There are significant opportunities in other, **emerging industries** such as green technology, art, design, and digital media and specialty food manufacturing that **Oakland will not capture if it does not act proactively** to attract and support this new investment.

To address these issues and to chart a course for the city’s economic growth generally, the Oakland Partnership convened a series of industry cluster-specific groups that identified key constraints and opportunities for growth. These are summarized, by cluster, below.

Cluster Priorities and Action Initiatives

Note: The following section describes the positions taken by the Cluster groups. Some, but not all, of these recommendations have been discussed with City staff and the Mayor's office.

INTERNATIONAL TRADE & LOGISTICS

To stem the loss in employment and enhance the economic position of the maritime Port and related trade & logistics companies, the Trade & Logistics (T&L) cluster group identified the following priorities:

T&L Top Priorities

- Make the Maritime Port more attractive to shippers and carriers as a First Port of Call by addressing infrastructure issues that constrain growth: (1) funding and building rail access improvements at Donner Pass (double tracking and raising tunnel clearances); the Tehachapi Pass (double tracking, adding sidings and eliminating tunnels); and the Martinez subdivision; (2) assist the Port in its effort to build an inter-modal terminal (OHIT). These will allow greater volumes of container traffic at the Port, making it a more desirable location for shippers and their customers.
- Facilitate the development and adoption of cutting-edge environmental and logistics technologies that will allow the Port and its tenants to address air quality concerns while improving price and service and the Port's overall ability to compete with other international Ports.
- Improve operations at the maritime Port to enhance efficiency, improve service, reduce wait times, and increase capacity and throughput.
- Address labor and workforce issues and build excellent relationships between employers and employees that result in greater economic benefits for everyone.

T&L Action Initiatives

1. *Upgrade the physical infrastructure of the maritime Port of Oakland in three ways:¹*

Make rail improvements

Concept: Work collaboratively to support the Port of Oakland, Union Pacific & BNSF and others in their lobbying efforts to have the California Transportation Commission (CTC) designate bond funds for improving bottlenecks at rail access improvements at Donner Pass; the Tehachapi Pass; and the Martinez subdivision.

Status: CTC has made its recommendation. Lobby efforts now focused on state legislature as decisions to allocate funding will take place Spring 2008.

¹ Infrastructure improvements and expanded service at the Oakland International Airport are also critical, but are proceeding apace and require less collaborative intervention.

Champions: Omar Benjamin and Eve Grossman-Bukowski, Port of Oakland; Juan Acosta, BNSF; Scott Peterson, Oakland Metropolitan Chamber of Commerce

Upgrade the maritime Port's inter-modal facilities

Concept: Port container volume is projected to at least double by 2020. Intermodal container movements to and from the Port will grow from the current 30% of container moves to 50% over the same period. This will result in a tripling of "lifts" of containers onto and off of railcars at the intermodal rail facilities at the Port. To meet this projected demand, the Port and the Union Pacific Railroad will expand the existing UP intermodal facility onto the former Oakland Army Base property. BNSF Railway has stated their intention to expand similarly as demand dictates.

Status: The Port is in an Exclusive Negotiating Agreement with the railroads for the OARB expansions. An application for state I-bond funding (TCIF) has been submitted to CTC. A decision from the state on funding is expected in March 2008.

Champions: Omar Benjamin, Executive Director, Port of Oakland.

Oakland Army Base to be used for trade & logistics uses

Concept: Allow a significant portion of the City of Oakland's portion of the old Oakland Army Base to be used for maritime trade and logistics uses. This will allow greater proximity to key customer support providers such as trans-shippers and cross-doc loaders. Proximity to the Port and better coordination of logistics service providers will allow for greater efficiencies, cost reductions, and more business flowing into the maritime Port. *Note: this is a T&L Cluster position. Army Base development plans are currently the subject of the Army Base RFQ/RFP process.*

Status: Cluster has submitted a letter to the Oakland City Council stating its position (above). City of Oakland staff has issued an RFQ for a master developer of the Army Base. Trade & Logistics uses has been designated as a desirable use. City staff will review and assess relative economic gains to the City of the various proposals that are due March 10, 2008. The issue of who will determine the final land use on the site and on what basis remains.

Champions: Scott Peterson, Oakland Metropolitan Chamber of Commerce, has coordinated this initiative on behalf of the cluster.

2. *Enhance the efficiency of maritime port operations by:*

Implement a Comprehensive Truck Management Program that adds values to truckers and shippers.

Concept: Create a plan that addresses the movement of trucks to, from and within the Port Area in order to address the complex issues related to port truck drayage activities.

Status: The Port launched this initiative in July 2007 and conducted bi-weekly meetings with various stakeholders throughout 2007. Port staff will now prepare a draft plan on the basis of past meetings and position papers from various stakeholder groups and present and discuss the plan with the groups to solicit feedback. The plan is meant to address customer service issues, productivity, port security & safety, public health, neighborhood impact, and financial impact. A draft plan is expected Spring 2008.

Champions: Steve Gregory, Port of Oakland.

Deploy truck and cargo tracking programs.

Concept: Outfit trucks doing business at the Port with GPS, RFID or other technology to monitor and meter truck flow and thus inform the design of the Comprehensive Truck Management Plan. The cargo tracking program allows a variety of users (logistics firms, truckers, public agencies) to track cargo more effectively. It is meant to allow truckers to streamline their dispatching processes and to inform the local community of truck movement in the area.

Status: Partners are working on garnering support in the trucking, air quality, and Port communities, through outreach. Truck tracking system alternatives are being evaluated by the Port in conjunction with truckers and marine terminal operators.

Champions: Steve Gregory, Port of Oakland.

Establish a Chassis Pool at the Port of Oakland

Concept: Organize a Chassis Pool between terminal operators and other trucking parties to make pool of specialized chasses available as needed.

Status: Conceptual discussions have taken place. Not plan has been developed yet.

Champions: Scott Smith, APL, and Richard Coyle, Devine Intermodal

Create a Staging Yard at the Port of Oakland

Concept: Create a Staging Yard where terminal operators would bring containers to a holding yard giving truckers better access to identify and inspect boxes

Status: Initiative Champions working with Shippers Transport and others to develop the concept.

Champions: Scott Smith, APL, and Richard Coyle, Devine Intermodal

3. Foster environmental innovations by the Port, its customers, and service providers such that the Port of Oakland is a world leader in logistics environmental technologies and practice.

Streamline the environmental activities at the Port of Oakland

Concept: Integrate the Port's on-going environmental efforts and incorporate sound environmental practices into all of the Port's businesses.

Status: The Port has created a new Environmental Division that will focus not only on mitigating environmental impacts (as in the past) but on serving in the proactive role of identifying, facilitating, and disseminating "best practices" technologies that improve the environmental impact of logistics operations across the board. A first step in this task is the completion of the Maritime Air Quality Improvement Plan (MAQIP) due to be completed in the Spring of 2008.

Champions: Richard Sinkoff, Port of Oakland Environmental Manager

Establish a Port Innovation Industry Advisory Group.

Concept: Convene a group of area companies who are involved in developing and implementing the latest logistics technologies that improve air quality and create other efficiencies in goods movement. This group will serve in an advisory capacity to Port staff.

Status: This group has been identified in will be convened for the first time in April, 2008.

Champions: Richard Sinkoff, Port of Oakland and Karen Engel, Oakland Metropolitan Chamber of Commerce.

Foster "pilot" projects and companies implementing new technologies

Concept: Support the growth of companies generating environmental technologies in trade and logistics and assist in the adoption of those technologies.

Status: (1) The biodiesel pilot project launched by BlueSky Biodiesel and AB Tucking has been a success. Cluster now needs to assist by expanding the network of trucks and logistics companies using biodiesel; (2) the initial pilot using the Wittmar Cold Ironing system of LNG mobile generators to reduce emissions from ocean carriers while they are at Port has been successful. Discussions between parent company Clean Air Logix, the Port, PG&E and other ocean carriers to implement this technology more broadly are underway.

Champions: Patrick MacIntyre, BlueSky Biofuels; Bill Aboudi, AB Trucking; and Steve Lautze, City of Oakland; re cold ironing initiative: Tim Leong, Port of Oakland

4. Improve the preparation and placement of the region's trade & logistics workforce.

Support and expand programs offered by the Peralta Community College District.

Concept: Launch the Alameda Transportation and Logistics Academic Support Initiative (ATLAS) to create a self-contained transportation, warehousing, and logistics training facility that will support multiple entry, mid, and higher end employment opportunities in this industry cluster. This is a new collaborative career path program with the College of Alameda, Oakland and Alameda Workforce Investment Boards, Alameda and North Cities One Stop Career Centers, Oakland Adult Career Education, Alameda Social Services Agency, Port of Oakland, International Teamsters, ILWU, the Oakland Metropolitan Chamber of Commerce and multiple large warehousing and transportation employers.

Status: The College of Alameda and its partners has submitted a \$2 million grant application to the Department of Labor to build capacity along 3 training tracks that will support the trade/logistics industry: 1) truck driving, 2) warehousing, and 3) inventory control. The College and its partners are also applying to the California Community College Chancellor's office for an Industry-Driven Regional Collaborative grant to expand this existing program. If successful, these new funding streams would allow this program to expand significantly in 2008.

Champions: Peter Simon, Dean, College of Alameda; John Brauer, Executive Director, The Workforce Collaborative.

Assist the Oakland Unified School District in launching an International Transportation and Logistics Academy.

Concept: Design, develop, and implement an Oakland Unified School District International Trade and Transportation (ITT) / Goods Movement (GM) Academy at the high school level. The Academy will offer a sequenced program of study that integrates academic and career technical education curriculum including workplace competencies that engages students in contextual learning so that they are able to complete a career major in high school that prepares

them for postsecondary study and employment. It will provide both K-12 and adult education services.

Status: The Academy will open its doors in 2009. The Academy will need formal and informal linkages with community stakeholders, i.e. employers, government, community-based organizations, labor unions to support the vision and the mission and will need 2-5 year projections on what hiring needs will be to help inform the design of the Academy's curriculum.

Champions: Garlin Cephus, Oakland Unified School District

Establish a "Workforce Intermediary"

Concept: A critical aspect of Oakland's workforce development system that needs more force and support is that of an individual or organization who can play an "intermediary" role: bringing employers and training providers together around sector initiatives, developing long-term relationships with employers so that training providers have access to those relationships as they shape and expand their programs, collect labor market information such that clear data exists regarding the number and types of jobs forecast by employers, disseminate that information on a regular basis and convene representatives of the workforce development system to ensure on-going coordination as all entities move towards a "career pathway" model.

Status: The Oakland Metropolitan Chamber of Commerce is seeking funding to hire a Workforce Director who could play this role. Other options are also being considered.

Champions: Karen Engel, Oakland Metropolitan Chamber of Commerce

5. Brand & Market Oakland as an International Gateway

Support the growth and development of the Bay Area World Trade Center (BAWTC)

Concept: Establish and grow the Bay Area World Trade Center in a marquee building that allows for greater visibility for the Center as well as additional meeting space than its current location.

Status: The BAWTC is working with Brandywine, on the one hand, and the Port of Oakland more broadly to identify a suitable location for a World Trade Center in Oakland.

Champions: Jose Duenas, Bay Area World Trade Center

Implement a Comprehensive International Trade Strategy

Concept: Capture additional international trade business by more effectively marketing the City as an international gateway.

Status: A 10 point draft action plan which CEDA will present to the City Council in the Spring of 2008 that, in part, would help to integrate government functions related to international trade.

Champion: Deborah Acosta, City of Oakland Community and Economic Development Agency

HEALTHCARE

To ensure that Oakland's hospitals and health providers can continue to be financially viable and provide high quality healthcare as well as quality job opportunities for Oakland and area residents, the Healthcare cluster group identified the following priorities:

Healthcare Top Priorities

- Improve the process required of Oakland's hospitals to make their mandated seismic improvements by 2013 and to access the financing necessary for those improvements (state and other funds require entitlements to be in place).
- Address the gap between the workforce needs of healthcare employers and the ability of educational institutions to meet those needs.
- Address the hospital financial crisis by convincing the state to adopt a statewide strategy that addresses the reimbursement needs of hospitals serving all demographics (e.g., a strategy for the provision of adequate funding for public mandates: MediCal reimbursements; care of the homeless and indigent).
- Improve public safety and the City's reputation generally so as to enhance the ability of hospitals to recruit employees and build a customer base.

Healthcare Action Initiatives

Rebuilding Oakland's Hospitals

Concept: Form a "red team" of representatives from each of the four hospitals as well as key public officials (CEDA Planning Director) to improve the process of planning and entitlements. The team will: set project timelines, streamline the process within CEDA by creating a new contracting mechanism so that senior consultants can be hired to work on special projects quickly and improving the Design Review process.

Status: The Mayor has declared hospital (re)construction a city priority and has assigned high-level city staff to work with hospital officials and community members to improve and expedite the planning, entitlement and approval processes. The "red team" has met three times and the Kaiser and Summit hospital projects are on track.

Champions: Pat Brietegam, Children's Hospital Oakland; Gary Patton, City of Oakland;

Allied Health Initiative

Concept: Expand the existing allied health training programs managed by the Unity Council and Merritt College.

Status: Merritt College and the Unity Council have submitted a grant application to the Department of Labor for funding to expand their existing, successful program to identify and train particularly non-native English speakers in the allied health professions.

Champions: Linda Berry, Merritt College; Marsha Murrington, The Unity Council

Establish a "Workforce Intermediary"

Concept: A critical aspect of Oakland’s workforce development system that needs more force and support is that of an individual or organization who can play an “intermediary” role: bringing employers and training providers together around sector initiatives, developing long-term relationships with employers so that training providers have access to those relationships as they shape and expand their programs, collect labor market information such that clear data exists regarding the number and types of jobs forecast by employers, disseminate that information on a regular basis and convene representatives of the workforce development system to ensure on-going coordination as all entities move towards a “career pathway” model.

Status: The Oakland Metropolitan Chamber of Commerce is seeking funding to hire a Workforce Director who could play this role. Other options are also being considered.

Champions: Karen Engel, Oakland Metropolitan Chamber of Commerce

Vital Sector

Concept: Enhance public understanding of the challenges and opportunities faced by Oakland’s healthcare institutions as they pursue the priorities listed above.

Status: The “red team” that has formed around the “Rebuilding Oakland’s Hospitals” initiative is also addressing this issue. The group is focused on being responsive to community concerns (addressing impacts of construction projects; working together to channel more construction jobs to Oakland residents, etc.); as well as how to get the message out: improving monitoring and reporting on measures taken to minimize impacts on neighborhoods, engaging City Council members and others, engaging with local communities pro-actively (before plans are ready for public comment).

Champions: Pat Brietegam, Children’s Hospital Oakland; Vic Meinke, Alta Bates Summit; Gary Patton, City of Oakland.

LIFE SCIENCES (BIOTECHNOLOGY)

To encourage the growth and development of science-based industry and translational research in Oakland and the East Bay, the biotechnology group identified the following priorities:

Life Sciences Top Priorities

- Recognize the importance of Children’s Hospital Oakland Research Institute (CHORI) and Children’s Hospital itself to the vitality of the life sciences industry in Oakland and the East Bay.
- Encourage and support CHORI and the hospital as well as any companies that are created on the basis of the research conducted there.

Life Sciences Action Initiatives

Assist Children’s Hospital and CHORI in community appropriate expansions (see Healthcare).

Bio-manufacturing certificate program

- Launched at Laney College in conjunction with area biotech employers and community based organizations on August 22, 2007. Recruit for this program in partnership with youth programs and other organizations that can identify, recruit, and support students from Oakland.

Coordinate with East Bay Green Tech Corridor Partner Cities

- Technology transfer, facilities preparation, and workforce development.
- Prepare now to capture the pipeline of companies emerging from the science based research that is and will be conducted at CHORI, UC Berkeley and Lawrence Berkeley National Laboratory. The emergence of the Joint BioEnergy Institute (JBEI), the BP-UC Berkeley collaborative Energy Biosciences Institute (EBI), and companies like Amyris Biotechnologies are clear indicators that this industry is poised to grow in the near and medium term.

Focus the development of science based industry in select areas of the city and zone those areas appropriately

- North Oakland, to the extent possible given that CHORI and Children's Hospital are already located in that area (but subject to community discussion and concerns), and West Oakland, where sites are available to pursue development of large, research and office related facilities that would also attract other, smaller businesses to support the companies and employees as well as residents in the area. Downtown is another possible area of focus for this industry.

Develop a plan for growth that addresses critical aspects of success for **companies** in this industry as well as for **residents** including:

- Connectivity to transit (and to the UC Berkeley Campus, LBNL, as well as San Francisco).
- A critical mass of similar companies, making it easier for each company to recruit (shared labor pool, professional development opportunities, and greater dynamism within the life sciences "cluster" in the East Bay).
- Supportive infrastructure and related amenities and additional services and retail provided in the areas in question.
- Access to employment and training opportunities related to this industry or its supporting industries.
- Increased public safety.

GREEN TECHNOLOGY

To effectively pursue the economic, social, and environmental promise of the emerging technologies, products, and services of the green tech industry, the green tech cluster group identified the following priorities:

Green Tech Top Priorities

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- “Growth through Green.” Expand economic opportunities in Oakland and the Greater East Bay by developing the Green Tech sector, or companies that provide products or services to reduce emissions, decrease energy consumption, and lessen our overall ecological impact.
- Help existing green tech companies to grow by creating new markets for their products and services through education and marketing within and outside the region.
- Attract new green tech companies and encourage spin-offs by partnering closely with local research institutions, universities, and innovative private sector companies.
- Turn the East Bay into a world-renowned hub of green industry expertise by educating *and training our workforce to contribute to the new green economy.*

Green Tech Action Initiatives

Oakland Green Finance Network

Concept: Create a network of local investors who meet regularly to identify new “green” investment opportunities, review and critique business plans, and invest in local companies pursuing environmentally sustainable products or services.

Status: Comprised of more than 40 Bay Area financial institutions and investment organizations, the Network launched on January 9, 2008, with four Oakland companies presenting their business plans for financing. All are in negotiations for funding with Network participants. Next meeting: May 29, 2008

Champions: James Nixon, Sustainable Systems, Inc. & Lyz Ferguson, Bay Area Council

East Bay Green Technology Corridor

Concept: Form a cooperative effort to make the East Bay a center of environmental innovation, emerging green business industry, green jobs, and renewable energy.

Status: Comprised of the Mayors of Berkeley, Richmond, and Emeryville, as well as the Chancellor of the University of California, Berkeley, and the Lawrence Berkeley National Laboratory, the East Bay Green Technology Corridor Partnership has met once and will focus on marketing for green business attraction & green jobs creation. The group is registering a website, seeking \$3 million in federal appropriations for start-up funding for the jobs component, and developing a regional asset map to avoid creating redundancy among the cities. They will also host a Green Corridor Summit in Fall 2008. The Directors of Economic Development and Intergovernmental Affairs for the four cities will work with the University, the Lab, and Oakland Partnership staff to implement this initiative.

Champions: Mayors’ Office Staff from Oakland, Berkeley, Richmond, & Emeryville, UC Berkeley & Lawrence Berkeley National Laboratory, Oakland Partnership staff

Greening Oakland Block by Block (Green Blocks)

Concept: Identify and facilitate the creation of full blocks in Oakland to showcase green building. These “green blocks” would provide visible, marketable examples that show Oakland is actually doing and supporting green projects, not just talking about it. The initiative would start

with commercial blocks, then expand to residential blocks, leading to entire green neighborhoods.

Status: As a pilot, Brandywine Realty Trust is exploring the possibility of developing the first “Green Block” in downtown Oakland, with a goal to make a replicable model that could be duplicated for other blocks throughout Oakland. The green block would combine Center 21’s new green building with a green retrofit of an existing commercial property and be a visible, iconic showcase of Oakland’s green building talent and commitment to sustainability. Local green building consultants have developed a proposal for a comprehensive study to assess what it would take to retrofit the existing 465,000 sq. foot office building and get the building certified LEED- EB. They hope to partner with PG&E to become the pilot for PG&E’s Sustainable Communities program.

Champions: Erick Mikiten, Mikiten Architecture; Dan Cushing, Brandywine Realty Trust

Solar Rooftops on Oakland Schools & Houses

Concept: Find opportunities to green Oakland schools and reduce emissions by covering Oakland school rooftops with solar panels.

Status: MMA Renewable Ventures, a third party financier for solar installations, has met with the Oakland Unified School District and will consider next steps for implementing energy efficiency measures in Oakland schools and putting photovoltaics (PV) on school rooftops. MMA was also recently awarded a New Markets Tax Credit and would like to use a portion of the allocation to finance solar installations on low-income housing in Oakland. MMA has had conversations with Peralta Community College and Mayor Dellums’ Office regarding potential opportunity sites.

Champion: Erika Shumate, MMA Renewable Ventures

Green Industry Attraction Strategy & Green Industry Park

Concept: Create a cohesive city attraction & recruitment strategy to retain and grow existing green businesses. Create a physical space where green industry and environmental organizations can co- locate. Synchronize city land use planning, transportation infrastructure, business attraction policy, and policy incentives/tax credits to encourage green building and green tech industry growth.

Status: The City’s RFQ for a Master Developer for the Oakland Army Base recognizes Green Tech as one emerging sector that could thrive on the Site (proposals due March 10). The City is proactively marketing its strengths with positive stories (eg. *SF Business Times* supplement), creating an opportunity site map, and conducting targeted outreach. On Jan.16 the Planning Commission submitted its Zoning recommendations to the Oakland City Council and we can expect resolution soon about the location of industrial sites. CEDA has allocated a modest pool of funds for business attraction (\$250K), including green tech and senior management positions will be added to CEDA in 2008.

Champions: Dan Lindheim & Steve Lautze, City of Oakland

Green Light on Green Building: Green Permit Streamlining

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Concept: Green Permit Streamlining. Create a “culture” of green building by establishing that the City of Oakland supports green building with information, programs, opportunities and incentives. Encourage existing building owners to “go green” by offering base line, technical assistance, tax breaks, etc.

Status: The City of Oakland has taken an inventory of its sustainable programs, policies, and incentives and presented it before the Planning Commission. They are now ramping up for a Communications campaign, in order to be able to tell Oakland’s story and highlight all their sustainability successes. A recent supplement in the *San Francisco Business Times* highlighted Oakland’s assets and progress to date. The City will enlist participants from the green tech cluster to be part of a team that reviews new policy decisions and marketing materials. The RFQ for the Oakland Army Base encourages developers to incorporate the highest standards for innovative green design and resource efficiency, including Leadership in Energy and Environmental Design (LEED) Certification for all appropriate structures and emphasized its commitment to “green” development principles – in construction, building materials, use of alternative energy sources, technology, and traffic management.

Champions: Susan Kattchee, City of Oakland

Green Academy

Concept: Bring together local workforce training providers and educational institutions to align their green tech training, resources, and curriculum to meet employer demand for the skills required in the new green economy. Create a virtual “Green Academy” that will provide opportunities for joint marketing and coordination, create career pathways toward green economy jobs, link students with employers, and brand the East Bay as a hub of green tech expertise.

Status: Current partners include: Peralta Community Colleges, Diablo Valley College, Ohlone College, UC Berkeley, Cal State East Bay, Build it Green, USGBC, AIA, the City of Berkeley, the Oakland Chamber, Youth Employment Partnership, Solar Schoolhouse, and the Ella Baker Center. The group has decided the effort should be regional and is exploring potential websites or information-sharing resources. The group is creating a pilot to show how Green Academy participants could collaborate to recruit, educate, train, and place students seeking green energy jobs.

Champions: Andrea Traber, Kema Green; Karina Garbesi, Cal State East Bay; Barbara Widhalm, Laney Community College; Robin Freeman, Merritt College; Ed Arens & Dan Kammen, UC Berkeley, & others

Green Jobs Corps

Concept: Identify entry-level employment opportunities for individuals with limited experience or barriers to employment and provide them with the skills necessary to find meaningful employment in the green economy.

Status: The Ella Baker Center has created an inventory of Oakland “green collar” jobs and created a Business Advisory Council comprised of solar installation companies and other green collar employers who are willing to help train and employ Oakland residents in “green jobs.”

The City will be issuing a \$250K RFP to find a workforce training provider to administer the Green Jobs Corps.

Champion: Ian Kim, Ella Baker Center for Human Rights

Oakland Sustainability Dashboard

Concept: Create an “Oakland Sustainability Dashboard,” or a real-time assessment of Oakland’s energy use, carbon emissions, environmental impact, and economic growth. The dashboard’s quantitative measures would show where Oakland could have the greatest impact on decreasing its environmental footprint and make sure that future sustainability investments are chosen strategically. The dashboard results would be disseminated through highly visible media and advertising outlets, such as radio broadcasts, television “tickers,” and billboards. Using novel technology developed by Berkeley-based Natural Logic, the dashboard would not only put Oakland on track to meet or exceed the requirements of AB 32, but also attract national attention. The City of Oakland, ICLEI, and PG&E would provide essential sources of data.

Status: The group is currently investigating funding mechanisms for this \$500-600K project. A pilot could be created for \$10-25K. The group is seeking letters of support from East Bay Mayors in order to solicit additional funding from local companies, foundations, or state agencies.

Champions: Gil Friend, Natural Logic & Joshua Bar-Lev, Bright Source Energy

Clean Energy Financing District

Concept: Enhance Oakland’s existing solar opportunity assessment tool into an easily accessible, user friendly and non-proprietary aid that shows businesses and residents how a solar power project will work on their own roof, and subsequently increases their confidence as they negotiate with prospective contractors. The Solar Oakland Initiative also aims to create an enduring outreach infrastructure to encourage solar power installation in Oakland by building on the 6 year-old East Bay Energy Watch partnership that Oakland shares with the City of Berkeley and by expanding the door-to-door outreach team that Berkeley has created under their 2007 Solar America grant.

Status: City & UC Berkeley preparing submission to the Department of Energy.

Champions: Scott Wentworth, City of Oakland & Dan Kammen, UC Berkeley

ART, DESIGN & DIGITAL MEDIA (CREATIVE ARTS)

To support and help grow the various components of the Creative Arts industry (digital arts, music and sound engineering, film production, design, commercial art, fine art, entertainment, and advertising), the Creative Arts cluster group identified the following priorities:

Creative Arts Top Priorities

- Expand the number of business opportunities and resources to arts businesses by improving access to information, networks, and business mentoring opportunities.

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- Make Oakland the “Creative Capital” of the regional economy, where innovative thinkers and creative talent reside, get trained, and become entrepreneurs and business people.
- Promote awareness of Oakland’s artistic assets
 - Throughout the Creative Arts industry (nationally & internationally) promote the fact that the City of Oakland is equipped with state of the art media and sound facilities as well as professional talent in areas of film and music production, digital arts, animation, photography, design, commercial art, fine art, printing etc. Let the world know that creative projects can be started and completed here.
 - Among consumers, tourists, residents, and the general public. Brand Oakland as a cool, arts city and market all arts venues and artists in the city.
 - Clearly communicate that the arts and artists are a valued part of the Oakland community and that city officials are supportive of their growth and development in Oakland and the region.
- Remove bureaucratic impediments to the film industry and to other arts-related efforts (e.g., Oaklandish). Preserve current film “cluster” of 31 companies currently located on the Oakland Army Base who will need a new home.

Creative Arts Action Initiatives

Oakland Digital Media Magnet (ODM²)

Concept:

- ODM² is a public/private initiative led by Incubate Group, a new Oakland-based digital media company. The initiative will focus on attracting and growing design and new media jobs in Oakland.
- ODM² will coordinate marketing and business attraction among a range of partners, including: chambers of commerce, Oakland city government, finance and venture capital, banking, building owners, real estate agents, building developers, community groups, foundations, existing businesses, neighborhood groups, non-profits, educational institutions and other local stakeholders.
- ODM² will serve as a clearing house/ombudsman to help reduce red tape and coordinate with key team members from the city, county, ABAG, state and federal resources to create a business-friendly environment.
- ODM² will encourage innovation by aggressively using the latest web technology to outreach, follow up and target the business audience. Blogs, social networking, automated marketing, email marketing, web video, lead capture, and generation will all be used.

Status: An ODM² website launched in February, 2008; recruitment of additional digital arts companies and investors at the annual Gaming Conference in San Francisco in February and on an on-going basis; marketing and branding efforts on-going with Incubate Group in the lead on creating and printing collateral materials.

Champion: Peter Leahy, Incubate Group.

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The Lobby—a “creative place”

Concept: The “Lobby” is a concept for a multi-purpose art and business development center, which will provide a centralized hub—a physical space—to convene the creative community, create a critical mass using the latest technologies and deliver a menu of virtual and real resources to help that industry grow and flourish. The lobby will also serve as a spoke of a decentralized network of resources for the creative community, providing a network map and system of referral.

Status: Developer Bill Lightner of the Lightner Property Group is considering possible sites for a “creative place” development similar to that proposed by the cluster. He is working to determine the market feasibility of such a center. The cluster is supportive of his efforts.

Champion: Spencer Nilsen, Ex’pression College for Digital Arts; Larry Batiste, local recording artist and producer; Randolph Belle, local artist and consultant, Urban Strategies Council.

Business Assistance Center

Concept: Launch a Business Assistance Center as called for by the Mayor’s Small Business Task Force and a number of the cluster groups – the Creative Arts cluster in particular. Such a center would serve as a central clearing house of information regarding the range of support services, counseling, mentoring, financial services, business plan assistance and other services provided by more than 40 organizations in the East Bay. Ideally, such a center would work closely with the virtual “lobby” initiative in that information and services available to artists in need of support would be available both on line and at the center.

Status: City staff is preparing a proposal for City Council requesting funding for such a center.

Champion: Michael McPherson, City of Oakland.

Arts Marketing Campaign

Concept: Implement a comprehensive Arts Marketing Campaign that showcases Oakland’s considerable artistic and cultural assets and promotes Oakland as a center for excellence in the creative arts. This effort includes the design and launch of an “Arts Oakland” website and a complete (real-time, refreshable) Arts Directory of arts venues and artists in the City.

Status: A grant application has been submitted requesting “seed” funding for this effort. The cluster initiative sub-group is trying to decide whether to buy an “off the shelf” website template such as *Artsopolis* or whether to create a custom template. The group is also looking for an institutional home for this effort that can maintain the website long term.

Champions: Lori Zook, Cultural Arts Commission of Oakland; Samee Roberts, City of Oakland

Reduce “Red Tape”

Concept: Create a more transparent and flexible City regulatory environment that takes into account the unique requirements and specific limitations of Arts-related enterprises and organizations, thereby support creativity and small business development.

Status: This initiative is seeking to create a permitting checklist/handbook that defines all of the permits required for arts-related activities and is recommending to the city that they designate a staff person who would serve as industry “ombudsman” and be able to shepherd artists and arts companies through the many city departments that regulate these activities.

Champions: Angela Tsay, Oaklandish; Ami Zins, City of Oakland

Improving Oakland's Economic Foundations (Enablers)

The ability for any economy to succeed in growing successful businesses that in turn employ workers who earn a living wage with benefits and who enjoy a higher quality of life is determined by the effectiveness of that economy's enabling environment. If the enabling environment is robust, investment can flow into the economy, nurturing companies and creating employment opportunities. If it is not, investment can skip over a city or community like Oakland. The key elements of Oakland's enabling environment identified in the *Taking Stock of Oakland's Economy* report include: workforce development; business climate; land use policy and planning; and public safety.

Workforce Development

To achieve its goals, the Oakland Partnership must actively pursue two work efforts: (1) encouraging new investment in Oakland and the region; and (2) enhancing education, workforce preparation, and job placement for Oakland and area residents. Without the latter, the former is impossible and vice versa. An effective workforce preparation system is vital to the health of Oakland as a community and to its economy.

In Oakland, the workforce development system includes a wide range of partners including the Oakland Unified School District, the Peralta Community College District, the California State University East Bay, the Oakland Workforce Investment Board, other post-secondary institutions (including Mills College, Holy Names University, Patten College, Samuel Merritt College), and a host of community-based organizations such as the Regional Technology Training Center (RTTC), the Oakland Private Industry Council (PIC), the Unity Council, other One Stop Career Centers, the Youth Employment Partnership (YEP), Biotech Partners, and many others.

The Oakland Partnership has sought to involve all of these partners in strengthening the region's workforce development system. For many years, the need for workforce preparation programs to be "industry driven," or informed by labor market demand, has been an accepted best practice. As a business-driven economic development effort, the Oakland Partnership is well-positioned to bring employers to the table to discuss, design, and implement innovative education and training programs that will ensure companies have a qualified workforce and from which area residents have the opportunity to benefit.

Through the cluster process, a number of initiatives to improve Oakland's workforce development system have been identified and are moving forward, including:

- *Expanding and strengthening industry-driven programs at the Peralta Community Colleges including:*
 - The Alameda Transportation and Logistics Support Initiative (ATLAS), a new collaborative career path program led by the College of Alameda, the Workforce Collaborative and other partners.

- The Allied Health training program led by Merritt College and the Unity Council;
- The Environmental Management Programs at Merritt College (with RTTC) and Laney College;
- The Biomanufacturing Certificate Program led by Laney College;
- The Arts and New Media Programs at Laney College and Berkeley City College.
- Courses of study in Fire Sciences and Administration of Justice, including the expansion of Oakland's Police Academies described later in this report.
- *Establishing more effective mechanisms of collaboration between OUSD, the Community Colleges, and CSU*, to ensure that credit earned by students in one institution can be positively translated into advancement at the next institution. This work has resulted in innovative partnerships between OUSD and Peralta (allowing students to complete their GED while earning college credits) and Peralta and CSU (CSU- Peralta 2+2 Fast Track programs for teachers, environmental management, and other disciplines).
- *Facilitating collaboration between community-based organizations, youth programs and social services with training providers and employers*. This model is being used in all of the Peralta programs listed above. Grant funds have expanded the ability of CBOs to identify, recruit, and support students from populations traditionally underserved by training programs. The RTTC has effectively done this in a number of programs including the new biotech program at Laney and the new environmental technician programs at Merritt. Both programs were fully enrolled at their launch. Many more resources are needed to do this more effectively and to reach a wider pool of potential students.

Despite the significant progress made by many of the partners listed above, several important pieces of work remain to be done:

- Continuing alignment of the work of the Oakland Workforce Investment Board with the Oakland Partnership's cluster efforts.
- The need for greater participation and effective representation on behalf of area employers was identified by a number of the cluster groups. To try to meet the need for a "workforce intermediary" who would effectively build long-term relations with key employers and engage them in the design of workforce programs and, ultimately, the mentoring and employment of students and graduates, the Oakland Metropolitan Chamber of Commerce plans to hire a Workforce Director. Additional resources for this work are needed.

The Oakland Partnership expects to continue to play a supporting role in convening and facilitating the work of all of the partners involved in Oakland's workforce development system as everyone works collaboratively to strengthen the system.

Business Climate

The Oakland Partnership cluster process has highlighted the importance of a number of elements of Oakland's business climate:

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- The need for clarity on the part of public officials as to the economic development goals of the City. In particular, the need for clearly articulated support for companies in key sectors as well as new and existing investors in Oakland's commercial and industrial real estate.
- The need for a policy framework (land use, zoning, incentives) that are consistent with the clear goals set above.
- The need for a much more strongly communicated public message that re-enforces both the goals and policy framework (e.g., better marketing of Oakland as a place to do business and invest money).

To improve the City's business climate and to address the issues raised above:

- Mayor Ron Dellums launched the Oakland Partnership and strongly supports its stated goals. He also is leading efforts to spur investment in the key industry clusters identified in the *Taking Stock of Oakland's Economy* report and supported by the Oakland Partnership cluster process.
- City staff are finalizing the City's commercial and industrial zoning code to bring it into conformity with the 1998 General Plan. The City Council will begin its review of the new zoning language in Spring 2008.
- City staff is developing a proposal for business location incentives to attract new companies and investment to Oakland. It is expected this proposal will come to City Council in Spring 2008.
- City staff is restructuring and streamlining the design review and entitlement processes in the engineering, building, and planning departments of CEDA. Staff has met with the business community to solicit input into this "streamlining" effort.
- City staff has developed a business attraction and retention marketing campaign in collaboration with the OMCC and other entities within the Oakland Partnership.
- City staff is preparing an "opportunity sites map" that will identify, much the way Mayor Brown's 10K project did in the downtown, areas across the city that are good opportunities for new investment in commercial and industrial real estate.
- City staff is bringing forward a proposal to launch a Business Assistance Center as called for by the Mayor's Small Business Task Force and a number of the cluster groups (Creative Arts in particular).
- City staff and the OMCC convened and facilitated the collaboration of the 40+ Business Service Organizations (BSOs) serving Oakland's business community and have shaped a number of initiatives that will better communicate the availability of these services and better leverage them so as to increase their impact on small businesses.
- City staff has convened and facilitated the formation of Industrial Business Districts and Business Improvement Districts throughout the city, raising millions of additional dollars to be spent on improving business conditions in these respective areas;
- City staff has received state re-authorization of the City's Enterprise Zone Program, the City's only existing business attraction and retention incentive.

While the progress made by City staff described above is noteworthy, there is still a great deal of work to do to genuinely improve the City's business climate. This work will require the continued leadership of the Mayor and the City Council, including:

- Ensuring that all of the City's commercially and industrially zoned areas are appropriately zoned to attract and foster developments in Oakland's key and emerging industries. This is essential to end the market speculation spurred by the project-based conversion of industrial land to residential uses in the past 5 years (see below).
- Clearly articulating the City's economic development goals and desired investments. This will be facilitated upon the adoption of the Oakland Partnership economic development strategy by designating areas within the City where investment in green technology, life sciences, logistics, custom manufacturing and other desired activities can safely occur.
- Enforcing deadlines for policy adoption on critical initiatives such as permit streamlining, incentives (tax or other), establishing a Business Assistance Center, and supporting the launch of a business attraction and investment marketing campaign in collaboration with the Oakland Partnership are also vital in the short term.
- One area not covered in detail by the Oakland Partnership but also vital to the City's business climate is the City's ability improve critical infrastructure (local streets and roads, sewer, airport BART connector with a stop at Airport Business Park, etc.).
- Finally, and perhaps most important, the Mayor and City Council must ensure city departments are staffed and organized to maximize the City's abilities to perform all of the activities listed above effectively and efficiently.

Again, the Oakland Partnership is an excellent vehicle where the imperatives of the market can inform the details of City staff efforts and City policy. Under the Mayor's leadership, the Partnership will continue to play this role.

Land Use Policy & Planning

As indicated above, the issue of creating certainty in the City's regulatory framework that is consistent with the city's economic development goals and objectives is extremely important. The Oakland Partnership effort has demonstrated the great potential for new investment in Oakland's commercial and industrial infrastructure. To capture this investment, the City must:

- Update commercial and industrial zoning to reflect the 1998 General Plan (due Spring 2008);
- Align the zoning codes to support the land use needs of companies in sectors key to Oakland's economic health (due Spring 2008);
- Identify opportunity sites and catalyst sites in the City's industrial areas where the City would like to see various types of investment (logistics, green tech, biotech, etc) (due Spring 2008);

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- Work proactively with developers and investors to identify and prepare key sites that will result in the revitalization of Oakland's commercial and industrial infrastructure (on-going).

Public Safety

The Mayor has put forward his proposal to address the City's public safety crisis. It includes:

- Getting More Police Officers on the Street: By providing additional incentives for senior officers to serve as Field Training Officers (FTO), new recruits can get on the street faster. OPD will also open more department jobs to civilians so more police can get out from behind the desks and onto the streets. The Chief and Mayor are also working with the police union to enhance the ability to more flexibly deploy police staffing.
 - Increase the number Recruits going through the Police Academy: The City will run concurrent academies and increase college and military recruitment drives.
 - Increase Success Rates at the Police Academy: With support from Peralta, staff will develop a new, intensive pre-academy program to ready potential applicants for success in the academy. A review is underway of the police department's hiring and training priorities, to augment opportunities for more applicants to succeed.
 - Grow the City's Own Pool of Applicants: Expand the police department's internship, cadet, and explorer programs to bring as many Oaklanders as possible onto the police force and, working with Peralta Colleges, launch a "police recruitment month" focused on Oaklanders.
 - Convene a Planning Summit for Oakland's Public Safety Departments: Together, partners involved in Oakland's public safety issues will review the City's current authorized strength to determine future policing needs and to be able to sustain our staffing levels. The Mayor's Office will also develop budgetary and programmatic priorities to achieve the highest level of effectiveness and efficiency possible.
- Getting guns off the street. Intensify efforts to stop the proliferations of guns. In 2008, the City must reverse this trend. The Mayor's Office will work with the Oakland Police Department to intensify efforts to stop gun trafficking, call on their partners at the federal level to crack down on illegal gun dealers, and build a local buy back program to encourage people to turn in their weapons.
- Increasing economic opportunity. To address the City's crime problem, partners within the Oakland Partnership must address the economic disparity and community instability facing so many residents. It must be unacceptable that so many families can't make it. It must be unacceptable that decades of social, educational, and economic neglect has made violence a regular – even entrenched – part of life for unstable communities.
 - In large part, the Oakland Partnership is the Mayor's major push to improve the number and quality of job opportunities for all of Oakland's residents and to enhance the supporting infrastructure that prepares them for work.

- Bring more jobs to at-risk youth and ex-offenders. To significantly expand the number of job placements available to our at-risk community members, the Mayor's Office will launch an initiative to pull together all city agencies to unify Oakland's existing job training and placement programs for at-risk youth and ex-offenders to ensure a expansion by year's end.
- Build "Safe and Strong Communities" The Mayor's Office has publicly spoken about launching three new "Public Safety Districts," aligned with the new police service areas, that would call on all City departments – not just police – to assign staff consistently focused on crime reduction strategies in the 3 city regions and collaborate with the neighborhood councils. This will result in true "community policing." Additionally, intensive neighborhood relief and public education campaign will bring opportunities and clean up efforts to the City's notorious hot spots and educate the public about the risk factors for violence.

PROGRAM DESCRIPTION

There are many programs, projects, and policies that are the result of the Oakland Partnership's efforts. Most will comprise the Economic Development Strategy. Some involve actions City staff can take immediately. Others require the deliberation and action of the Mayor and/or the City Council. A matrix of initiatives by cluster and enabler is included as Attachment B.

SUSTAINABLE OPPORTUNITIES

The goal of the Oakland Partnership is to create a thriving, innovative, equitable, globally competitive regional economy that creates 10,000 new jobs in the next five years by tapping into the creativity and talent of all segments of the population and providing benefits to all Oakland residents and businesses.

DISABILITY AND SENIOR CITIZEN ACCESS

Not applicable at this time.

RECOMMENDATION(S) AND RATIONALE

Accept this informational report.

ACTION REQUESTED OF THE CITY COUNCIL

Accept this informational report.

Respectfully submitted,

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Oakland Metropolitan Chamber of Commerce

Prepared by,

Karen Engel, Economic Development Director
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