

# Housing & Homelessness, Land Use & Economic Development

Oakland City Council Orientation  
January 12, 2023



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**OAKLAND**



# Agenda

- Housing & Community Development Department
- Human Services Department
- Housing and Homelessness Presentation
- Economic and Workforce Development Department
- Planning and Building Department
- Land Use and Economic Development

The background features a dark teal color with a subtle, abstract pattern of light teal, curved, parallel lines that create a sense of depth and movement, particularly on the right side of the frame.

# **Housing & Community Development Department**

# Housing and Community Development

Christina Mun, Interim Director  
December 2022



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# Contents

**Part 1:** HCD Mission & Values

**Part 2:** Structure & Services

**Part 3:** Key Activities & Performance

**Part 4:** Top Priorities for 2023

**Part 5:** Accessing HCD Services

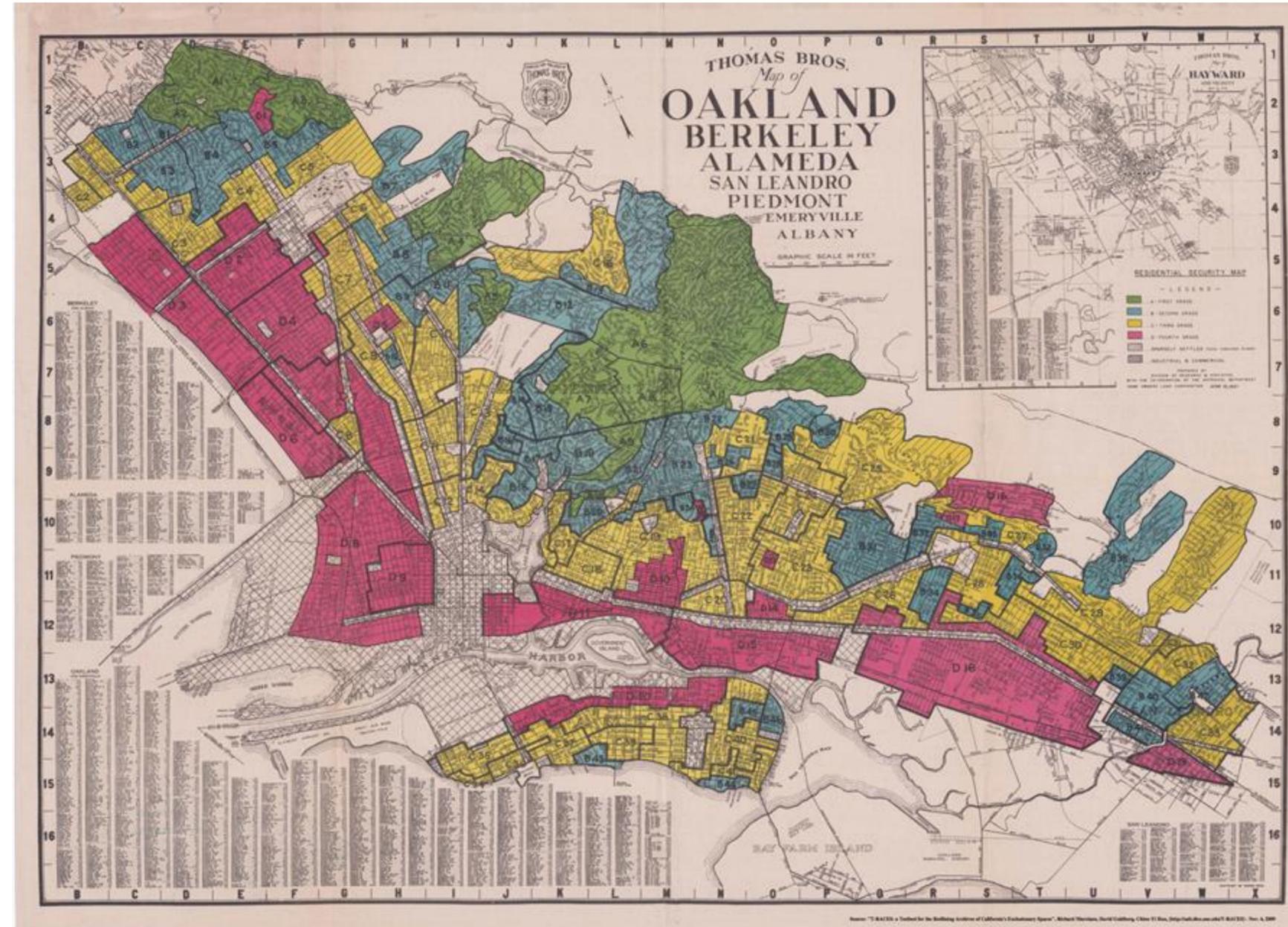
# Mission

The Housing and Community Development Department (HCD) is dedicated to improving Oakland's neighborhoods and to ensuring all Oaklanders have safe and affordable housing.



# Commitment to Racial Equity

- Disaggregate data by race & ethnicity whenever possible
- Target resources to Oakland's most vulnerable residents
- Identify & remove barriers for Black, Indigenous, and People of Color (BIPOC) Oaklanders



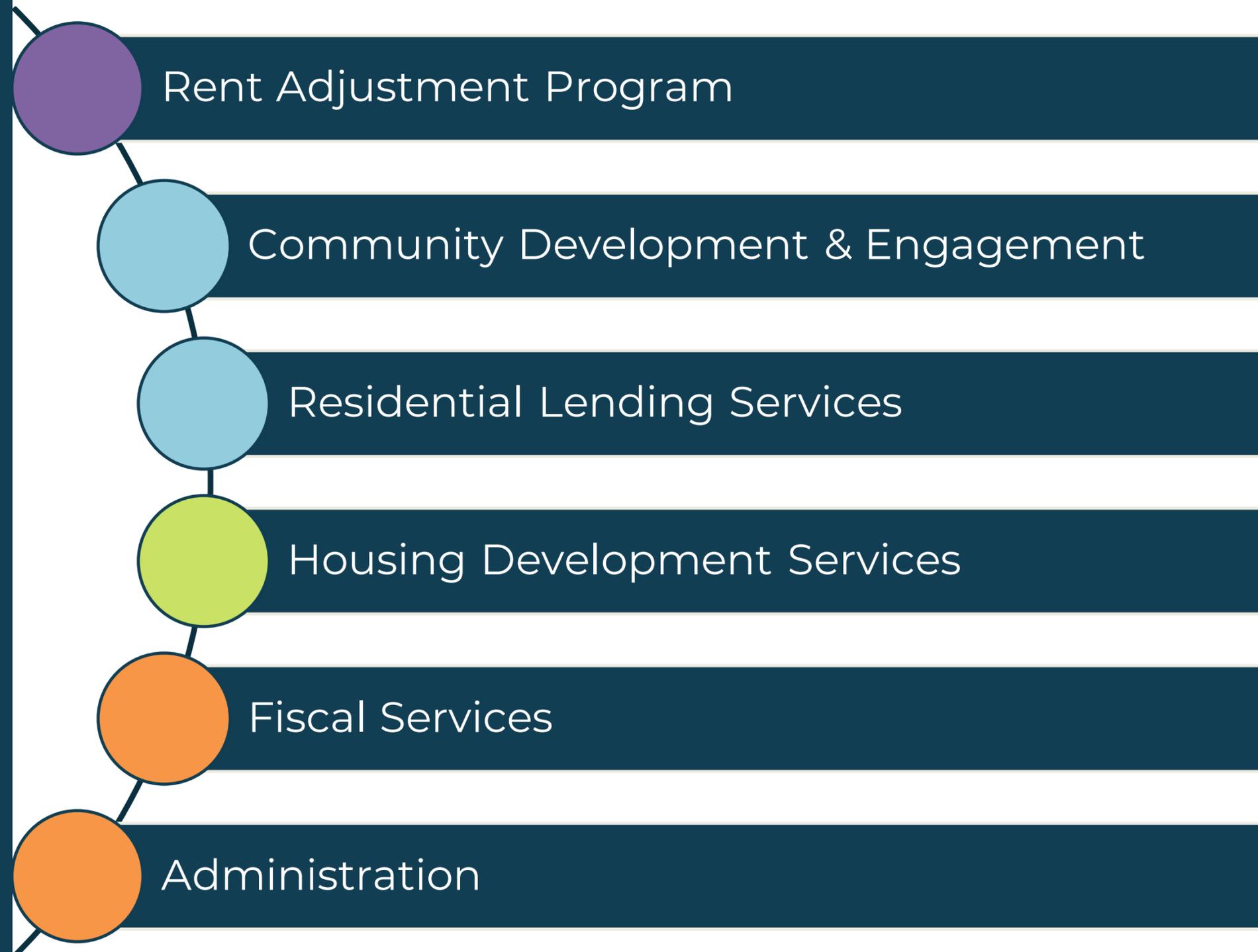
# HCD Structure and Services



# HCD Structure & Services

HCD develops and proposes programs, partnerships, and resources to further the “**3Ps**” of housing:

- **Protecting** Oaklanders from displacement
- **Preserving** the existing affordable housing stock
- **Producing** affordable housing.

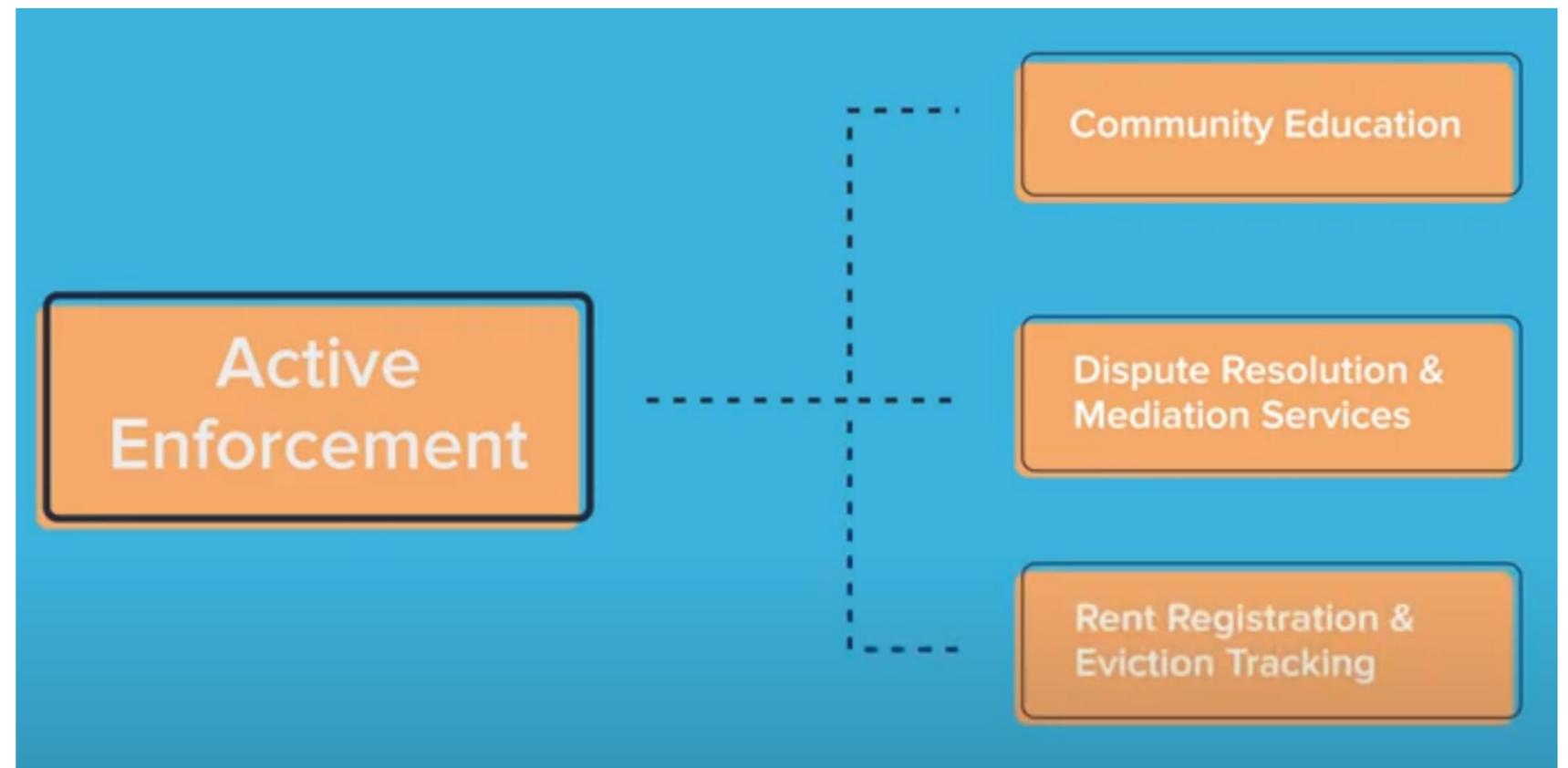


# Protection

## Rent Adjustment Program (RAP)

The RAP unit enforces the City of Oakland's Rent Adjustment and Just Cause for Eviction Ordinances and provides mediation, legal petition hearings, housing counseling and education to tenants and property owners.

## RAP's Active Enforcement Model



# Preservation

## Community Development & Engagement (CDE)

The CDE unit acts as a program administrator and grant manager for Community Development Block Grant (CDBG) and other U.S. Department of Housing and Urban Development (HUD) resources.

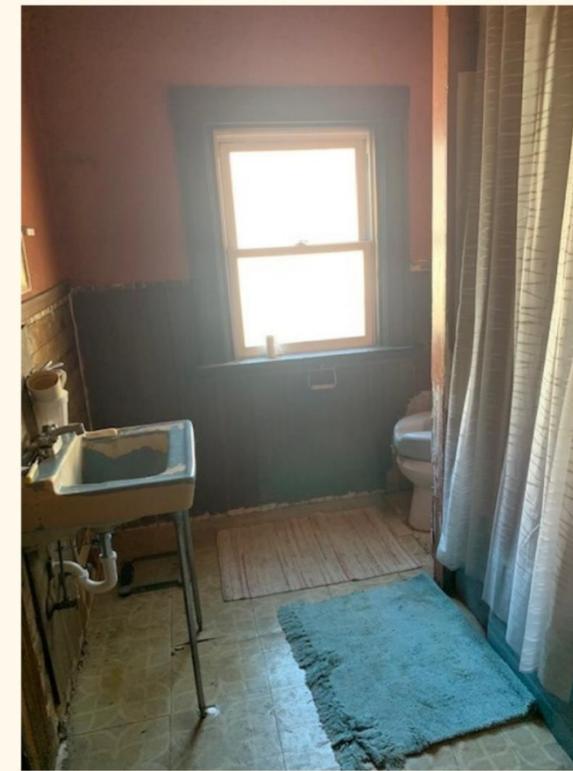
CDBG funds rebuild and revitalize depressed neighborhoods and target benefits to low- and moderate-income residents and areas of Oakland.



# Preservation

## Residential Lending Services (RLS)

RLS administers the CDBG-funded loan and grant programs for the major and minor repair and rehabilitation of owner-occupied and rental housing, vacant and blighted residential properties.



HMIP - BEFORE



HMIP - AFTER

# Production

## Housing Development Services (HDS)

HDS produces and preserves affordable units by funding the development, acquisition and rehabilitation of housing with long-term affordability restrictions, as well as through the opportunity to move into homeownership.



**Pictured: Affordable housing at Brooklyn Basin**

# Administration

## Fiscal Services

The Fiscal Unit ensures department-wide financial transparency and integrity by providing quality fiscal and loan management services to local communities.



HCD Total Sources: Fund and Description	Sum of FY22-23
1010 - General Fund: General Purpose	2,175,000
1870 - Affordable Housing Trust Fund	23,860,101
1885 - 2011A-T Subordinated Housing	748,351
2108 - HUD-CDBG	7,148,160
2109 - HUD-Home	3,124,987
2144 - California Housing and Community Development	19,464,475
2413 - Rent Adjustment Program Fund	8,512,281
2826 - Mortgage Revenue	89,492
<b>Total</b>	<b>65,122,847</b>

# Administration

## HCD Leadership Team

HCD leadership provides strategic direction, policy and analysis, external relations, fiscal stewardship and overall management of the department.



# HCD Key Activities & Performance



# Key Activities & Performance

PRODUCTION: Housing Production by Location

PRODUCTION: Housing Production by Income

PROTECTION: Housing Counseling & Issue-Tracking

PROTECTION: Resident Education and Outreach

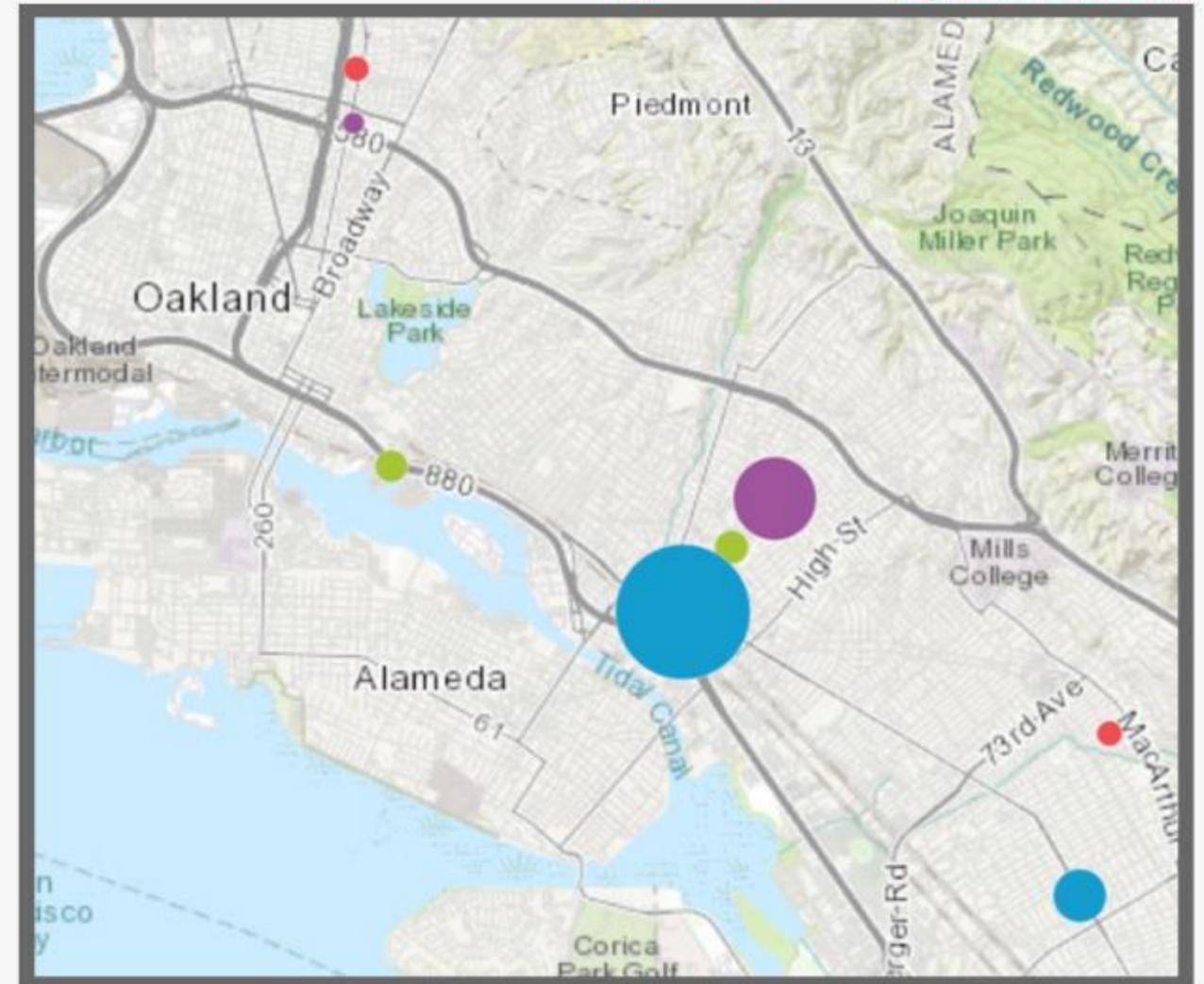
PRESERVATION: Residential Rehabilitation and Preservation

# Key Activities & Performance: Production

## Affordable Housing Production by Location & Type

In 2021, HCD invested over \$70 million in 727 units via new construction, rehabilitation, and acquisition/conversion to affordable housing.

2021 Affordable Housing Projects (by loans closed)



### Legend



# Key Activities & Performance:

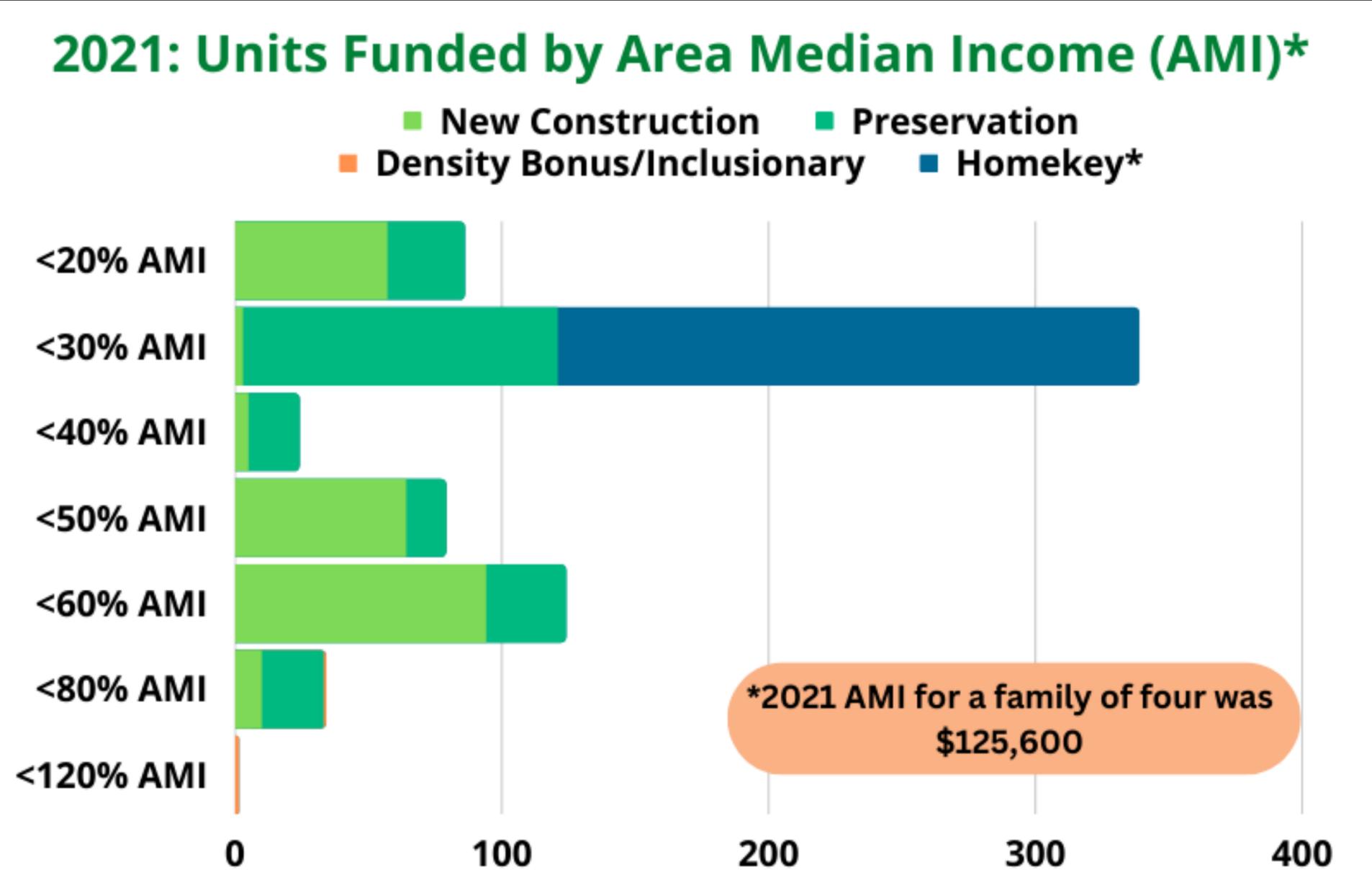
## Production

### Housing Production by Income

In 2021, HCD funded 727 units at varying levels of affordability, depicted to the right.

#### Housing Affordability Levels

Income Category	Percentages of AMI
Extremely low-income	0-30%
Very low-income	30-50%
Low-Income	50-80%
Moderate Income	0-120%



# Key Activities & Performance:

## Protection

### Oakland's Housing Concerns – Issue Tracking

RAP housing counselors connect with members of the public about housing issues and provide information and referrals.

RAP counselors had **4,150 total contacts in 2021.**



# Key Activities & Performance:

## Protection

### Education & Outreach

To address housing concerns, HCD coordinates workshops to educate the public on policies and ordinances.

In 2021 RAP staff **offered 15 workshops and had over 940 registrants.**

#### Workshop topics included\*:

- Eviction Moratorium for Tenants
- Eviction Moratorium for Property Owners
- Fair Chance Ordinance for Property Owners
- Small Property Ownership
- Tenant's Rights
- Tenant's Rights for Students
- Security Deposits
- (Spanish) Tenant's Rights
- (Cantonese) Rent Control and Evictions
- (Mandarin) Rent Control and Evictions

\*some workshops offered multiple times in the year

*Recent efforts in 2022 include expanded outreach around the upcoming Rental Registry*

# Key Activities & Performance:

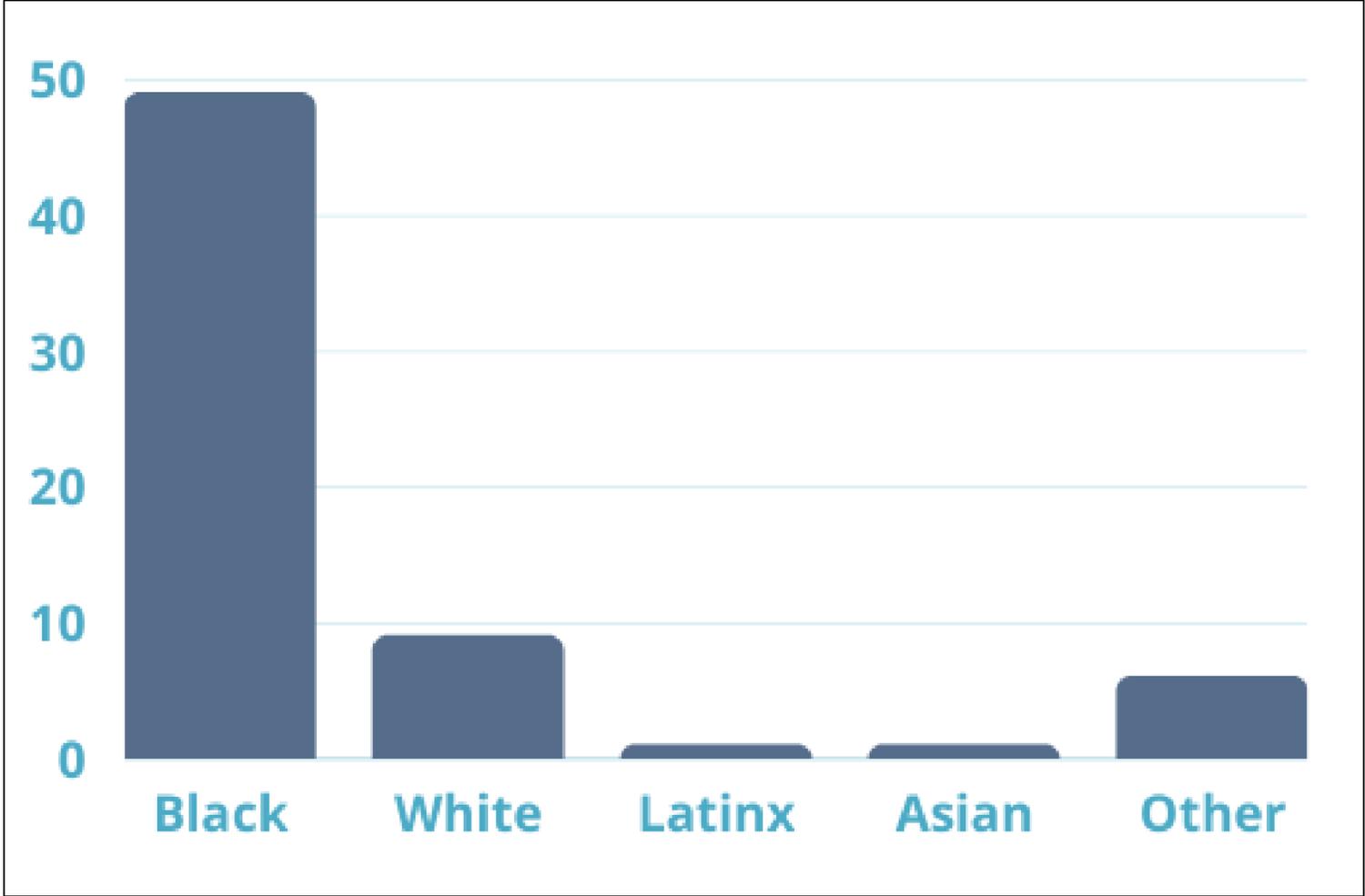
## Preservation

### Preservation - Rehabilitation

HCD provides grants and loans to low- and moderate-income property owners to improve their homes and meet access needs.

In 2021 HCD staff invested over **\$783,350 in 82 rehabilitation projects.**

There is another **\$5.1 million in the pipeline for 72 additional projects.**



**Rehabilitation Pipeline Projects:**  
Residents by Race/Ethnicity

# HCD 2023 Top Priorities



# Priority #1

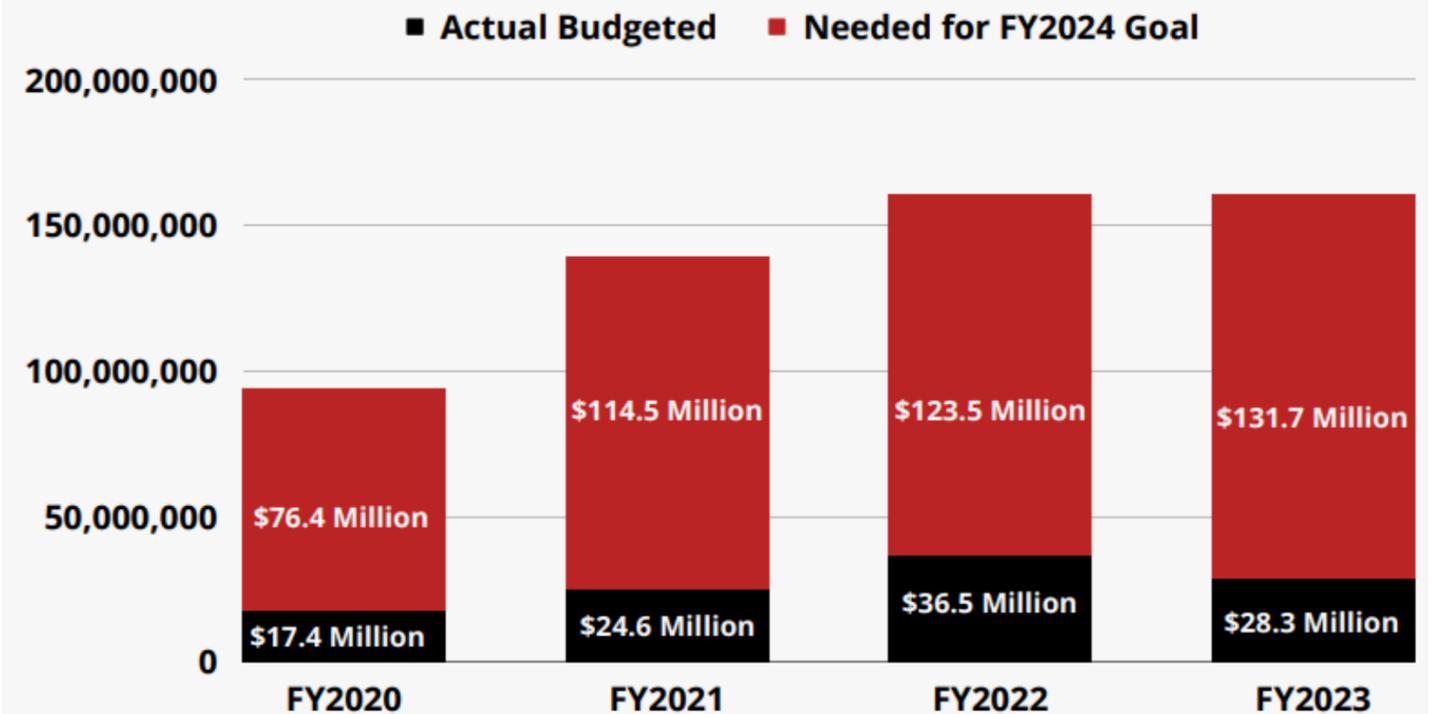
Increase Financial Resources  
and Streamline Housing  
Development

*Background and Challenges*

**Table 1-1: Oakland Regional Housing Needs Assessment, 2023-2031**

INCOME LEVEL <sup>1</sup>	INCOME RANGE	NEEDED UNITS
Very-Low-Income (0-50% AMI)	<\$46,287	6,511
<i>Extremely-Low-Income (&lt;30% AM part of Very-Low-Income in previous row)<sup>2</sup></i>	<\$27,772	3,256
Low-Income (51-80% AMI)	\$27,773-\$74,059	3,750
Moderate-Income (81-120% AMI)	\$74,059-111,089	4,457
Above-Moderate-Income (>120% AMI)	>\$111,090	11,533
<b>Total</b>		<b>26,251</b>

## HCD Annual Production Budget



source: HCD 2021-2023 Strategic Action Plan

# Priority #1

Increase Financial Resources  
for Housing Development

*Solutions and Opportunities*

## LOCAL STRATEGIES:



\$350M for affordable  
housing



## STATE/FEDERAL ADVOCACY:



# Priority #2

Address the Homelessness Crisis Through Homelessness Prevention

*Solutions and Opportunities*



COVID-19 RENT RELIEF

MAKING OAKLAND HOUSING SECURE

Keep Oakland HOUSED



**CITY OF OAKLAND**  
DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT

2022

**REQUEST FOR PROPOSALS**  
For  
**Homelessness Prevention Services**

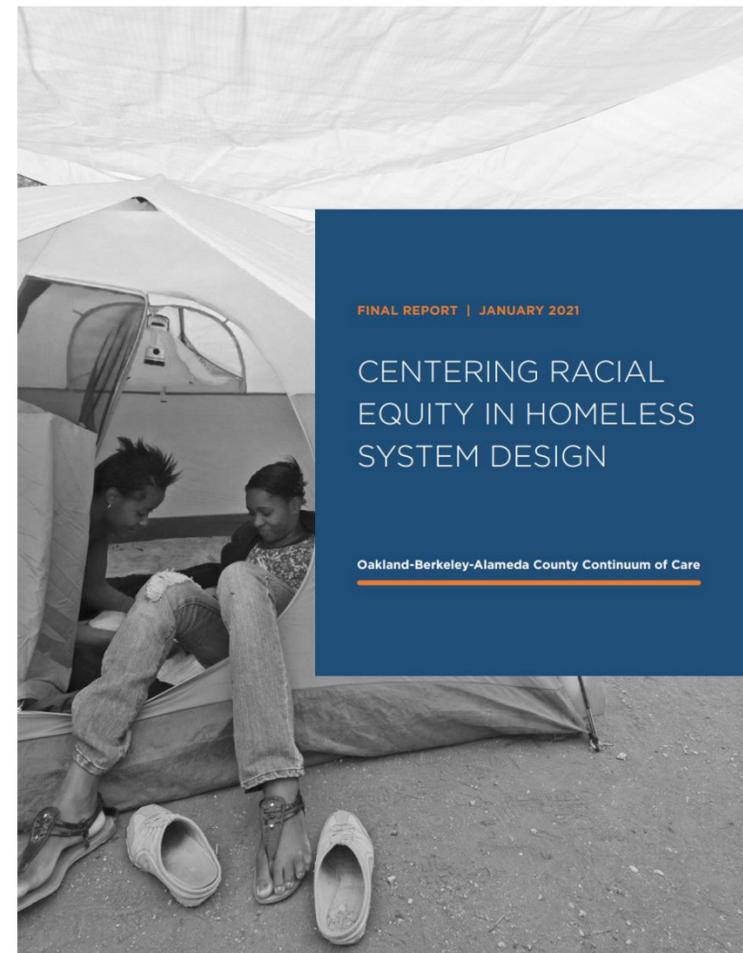
<https://www.oaklandca.gov/departments/department-of-housing-and-community-development>

**Due Date:**  
Monday, December 5, 2022 – 2:00 PM  
(Pacific Time) - [cde@oaklandca.gov](mailto:cde@oaklandca.gov)

# Priority #3

Address the Homelessness Crisis Through Exits to Permanent Housing

## *Background and Challenges*



## **HCD's Role in Increasing Racial Equity in the Homeless Response System Model:**

- PSH for people with extremely low incomes and high service needs.
- Dedicated ELI for people with extremely low incomes and low ongoing service needs
- Improve Communication

# Priority #3

Address the Homelessness Crisis Through Exits to Permanent Housing

## *Solutions and Opportunities*



Clifton Hall, Oakland's first Homekey project

### **HCD Strategies:**

- New Construction NOFA: 20%+ homeless set-aside
- Homekey: rapid creation of PSH and ELI housing
- Inter-agency coordination with CAO, HSD, PBD, EWD to hone homelessness response continuum, leverage resources, and streamline production of PSH and ELI housing
- Partner with OHA (operating subsidy), Alameda County (services funding and housing application portal), and BAHFA (funding and portal)
- Advocate for more regional, State, and Federal resources

# Priority #4

Promote Neighborhood  
and Housing Stability



## INTRODUCING THE CITY OF OAKLAND'S ACCESSORY DWELLING UNIT LOAN PROGRAM



**Legalizing Secondary Units on Owner Occupied Single Family Parcels**

~ Low-Interest Financing ~ No Monthly Payment ~

~ Design & Construction Guidance ~



- \*Rental Income
- \*Flexible Housing
- \*Increased Property Value
- \*Occupant Health & Safety
- \*Prevent Violation Penalties



[ADULP@OAKLANDCA.GOV](mailto:ADULP@OAKLANDCA.GOV)

**\* Income and Location Restrictions Apply \***

Take the Confidential Eligibility Survey to Request an Application:

<https://www.oaklandca.gov/ADULP>

Applications submitted by **December 1st, 2022** receive priority review.

Additional submissions will be waitlisted until February 2023.

## The City of Oakland Rent Adjustment Program

### Rent Registration in Oakland: Overview and Requirements

Attention Oakland property owners! The City Council recently approved the establishment of a rent registry in Oakland. As of **March 1, 2023**, owners of rental units subject to the Rent Program Fee will need to provide tenancy information for **each** covered unit on an annual basis. This workshop will provide an overview of the new law and help owners prepare to comply with rent registry requirements.

**Date: October 19, 2022**

**Time: 5:30 PM - 7:00 PM**

**TO REGISTER FOR THE WORKSHOP, PLEASE VISIT  
[TINUYURL.COM/22RAPWORKSHOP11](https://tinuyurl.com/22rapworkshop11)**

  
CITY OF OAKLAND  
Housing & Community Development Department  
Rent Adjustment Program  
250 Frank H. Ogawa Plaza Suite 5313  
Oakland, CA 94612  
(510) 238-3721  
[rap@oaklandca.gov](mailto:rap@oaklandca.gov)  
[www.oaklandca.gov/rap](http://www.oaklandca.gov/rap)



# Accessing HCD Services



# Accessing HCD Services

For more information on City of Oakland housing policies, programs, and procedures:

Email: [housingassistance@oaklandca.gov](mailto:housingassistance@oaklandca.gov)

Call: 1 (510) 238-3721

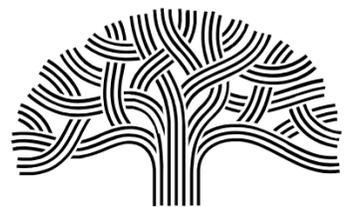
Or visit our website

[Oaklandca.gov/HCD](https://oaklandca.gov/HCD)

# Human Services Department

# Human Services Department

Estelle Clemons  
Interim Director  
Human Services Department



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# Mission Statement

The Human Services Department **promotes the health, education and well-being of Oakland families and adults** by providing free programs and building strong communities through grassroots leadership and civic engagement.

We collaborate with a diverse group of local organizations to help address inequities, eliminate racial disparities, and address the emerging needs of the community.



# HSD: 6 Divisions



**HUMAN SERVICES:  
244.16 FTE**



**ESTELLE CLEMONS**  
Interim Director



**MARTINA BOUEY**  
Assistant to the Director

**DESRALYNN COLE**  
SAMHSA Project Manager



**MELISSIA FRANCISCO**  
Executive Assistant



Fiscal & Budget  
7.0 FTE

Community Housing  
11.0 FTE

Aging & Adult Services  
43.38 FTE

Early Childhood & Family  
Services  
135.34 FTE

Childhood & Youth Services  
14.0 FTE

Community Action  
Partnership  
4.0 FTE

**ANNIE FRIBERG**  
Acting Agency Manager

**C'MONE FALLS**  
Acting HS Manager

**SCOTT MEANS**  
HS Manager

**DIVEENA COOPPAN**  
HS Manager

**SCOTT KIM**  
Acting HS Manager/Planner

**DWIGHT WILLIAMS**  
Acting HS Manager

# HSD Commissions

- Alameda County-Oakland Community Action Partnership (AC-OCAP)
- Head Start Advisory Commission
- Head Start Parent Oversight Council
- Mayor's Commission on Aging (MCOA)
- Oakland Fund for Children and Youth (OFCY)
- Planning and Oversight Committee
- Oakland Youth Commission



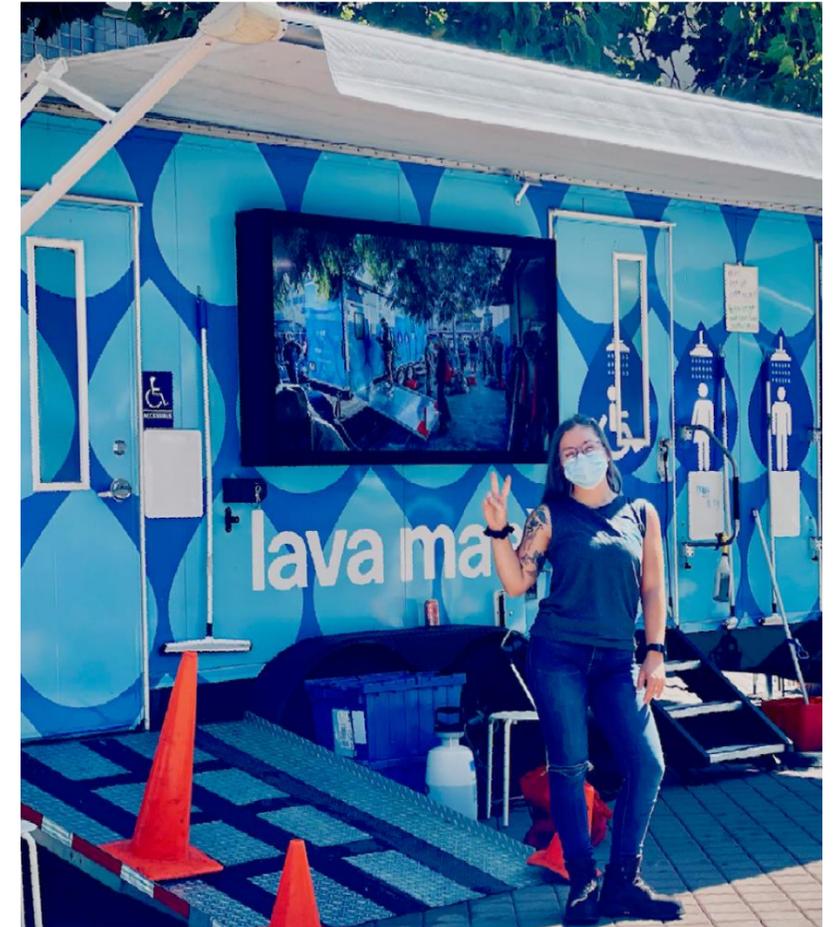
# HSD Business Goals

- Provide high quality support systems for children, youth, families, seniors and other adults through direct services, grant making, and close collaboration and coordination with public and community-based agencies.
- Develop new resources and leverage existing resources to maintain and expand strategies that address social and racial equity for Oakland residents.
- Identify, plan and recommend proactive policy and system responses to community needs and social issues that impact the health and well-being of Oakland residents.



# Business Goals Cont'd

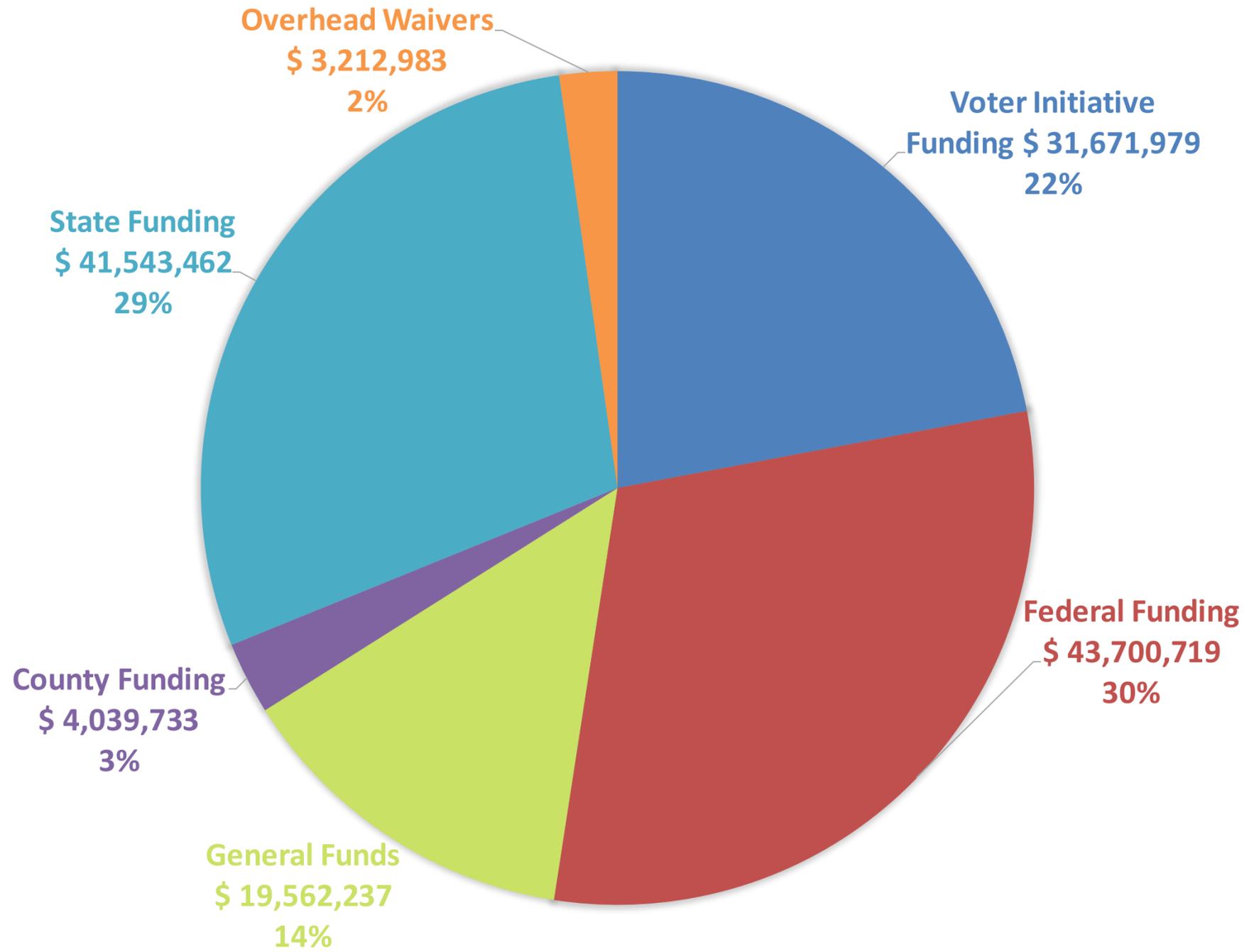
- Create opportunities for community engagement and voice through participatory planning and evaluation, and participation with Boards, Commissions and community groups.
- Sustain the Department's efficient fiscal and program operations and improve and enhance service accountability through expanded performance monitoring, evaluation and continuous quality improvement.
- Foster staff development and acknowledgement, create a trauma informed system of care and racial dialogue.



# HSD Service Summary

Division	Service/Function
HSD Administration	HR/ Payroll; Policy Development; Communications; Fund Development; Agenda Management; Support for Multi-Agency Initiatives; Liaison with Elected Officials & Legislative Advocacy; Resilience and Trauma Informed Systems Work
HSD Fiscal & Budget	Budgeting; Audits; Grants Monitoring & Accounting; Contracting; Purchasing; Payments
Community Housing Services	Shelters & Transitional Housing; Health & Hygiene Interventions; Permanent Housing Interventions; Street Outreach; Employment Programming; Crisis Response Beds/Spaces; Coordinated Entry Program; liaison with EMT.
Alameda County-Oakland Community Action Partnership	Housing and Food Security; EITC; Entrepreneurship/ Job Training & Employment; Community Development; Civic Engagement & Advocacy; Capacity Building; Board
Children & Youth Services - OFCY	Oakland Fund For Children & Youth; Summer Food Service Program; Youth Leadership & Development; Sugar Sweetened Beverage Tax Program; Planning and Oversight Commission; Youth Advisory Commission
Aging & Adult Services	Senior Centers; Multi-purpose Senior Services Program (Case Management); Oakland Paratransit (OPED); Senior Companion/ Foster Grandparent Program; Senior Employee Program (ASSETS); Information and Referral; Food Distribution; Commission on Aging
Early Childhood & Family Services	Early Childhood Education; Family Services; Health Services; Nutrition Services & Food Distribution; Disability Services; Advisory Board; Parent Policy Council
ReCAST	A project to promote resilience and equity in communities that have recently faced civil unrest through implementation of evidence-based violence prevention, and community youth engagement programs, as well as linkages to trauma-informed services.

# HSD Funding Sources FY 22-23



**Total Budget**  
**\$ 143,731,113**

# Snapshot of Achievements FY21-22

- 4 Senior Centers provided case management services, social activities, and food distribution to over 3,200 Seniors
- Information and Assistance programs for seniors provided information, referral and follow up services to support more than **4,000** vulnerable Oakland seniors during the pandemic
- AC-OCAP funding allowed for **17,680** individuals to receive food assistance
- **4,560** Oakland low-wage earners received free tax preparation services through AC-OCAP's signature
- Earned Income Tax Credit (EITC) Campaign resulting in **\$8,523,000** being returned into the pockets of Oakland's low-income households
- OFCY Request for Proposal for the FY2022-2025 grant cycle was released in January 2021 and resulted in **149** programs being funded for approximately **\$19M** for FY22-23
- The Head Start program is funded to serve **674** children 0-5 years of age and expectant parents

# Achievements Cont'd FY21-22

- MSSP supported more than **500** seniors that assisted with health and daily living activities that enabled them to continue living independent and dignified lives
- **2,339** clients were served in homeless & housing programs; 589 in Permanent Housing
- 258 AC-OCAP Families Received Transitional Housing/Emergency Shelter and 50 Families Obtained/Maintained Permanent Housing



# HSD: Challenges & Opportunities

## Challenges:

- CHS Funding Cliff
- Staffing
- Funding for building and maintenance (HS, Senior Centers, CHS buildings)

## Opportunities:

- CalAim Health Expansion
- Head Start Mobile Learning Unit
- Oakland HRA App



# Thank You



<https://www.oaklandca.gov/departments/human-services>

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# **Housing and Homelessness Presentation**

# Homelessness and Housing

Estelle Clemons, Interim Director, Oakland HSD

Christina Mun, Interim Director, Oakland HCD

LaTonda Simmons, Assistant City Administrator



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# Presentation Overview

## **1. Introductions**

## **2. Oakland's Unhoused Population**

- Racial Equity Imperative

## **3. Framing: Oakland's PIPP Approach**

- Prevention/Intervention/Permanent Placements

## **4. Prevention Overview**

## **5. Intervention Overview**

- Homelessness Administrator – encampment management
- Human Services Department – stabilization overview

## **6. Permanent Placement Overview**

## **7. City Council Engagement & Opportunities**

## **8. How to Access City Services**

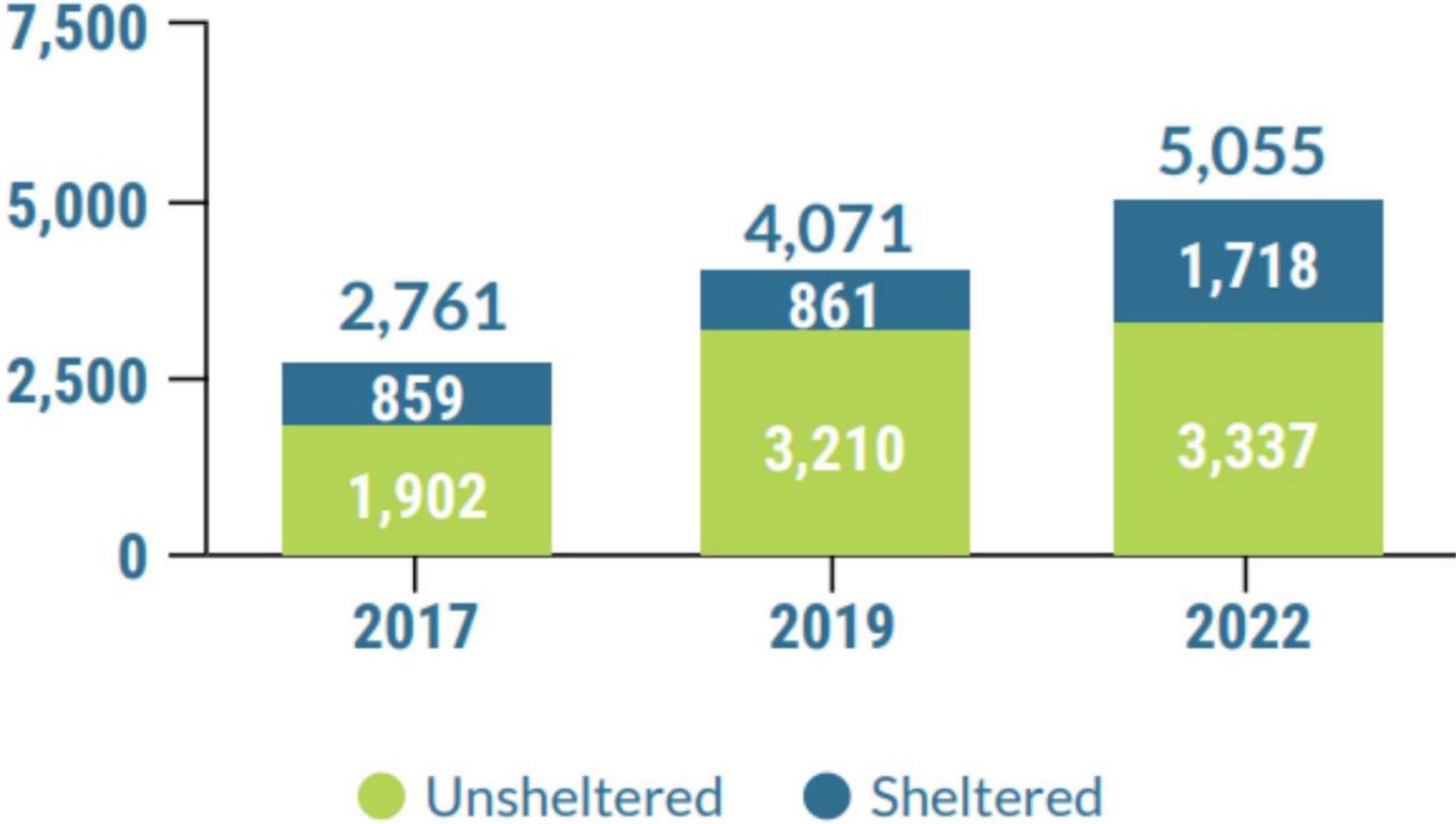
***"Homelessness is among the biggest issues facing Oakland."***

*- 2022 Homelessness Services  
Performance Audit*

# Oakland's Unhoused Population

Count of Unsheltered/Sheltered Individuals for Oakland

Source: 2022  
Point-In-Time Count,  
EveryOne Home



# Oakland's Unhoused Population

## Unsheltered Homelessness Data Summary



**3,337 Individuals**

Were observed as being unsheltered in Oakland.

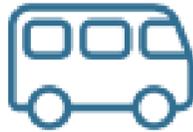


**7,135 Individuals**

Were observed as being unsheltered in Alameda County.

*47% of unsheltered Individuals in Alameda County Live in Oakland*

## Unsheltered Population by Location

					
	Tent	Car/Van	RV	Street/ Outside	Abandoned Building
<b>Oakland 2022</b>	1063 (32%)	1031 (31%)	907 (27%)	308 (9%)	28 (1%)
<b>Oakland 2019</b>	1320 (41%)	727 (23%)	703 (22%)	420 (13%)	40 (1%)
<b>Alameda County 2022</b>	2216 (31%)	2318 (32%)	1600 (22%)	958 (13%)	43 (1%)
<b>Alameda County 2019</b>	2172 (34%)	1431 (23%)	1386 (22%)	1239 (20%)	84 (1%)

# Oakland's Unhoused Population

## Sheltered Homelessness Data Summary



**1,718 Individuals**

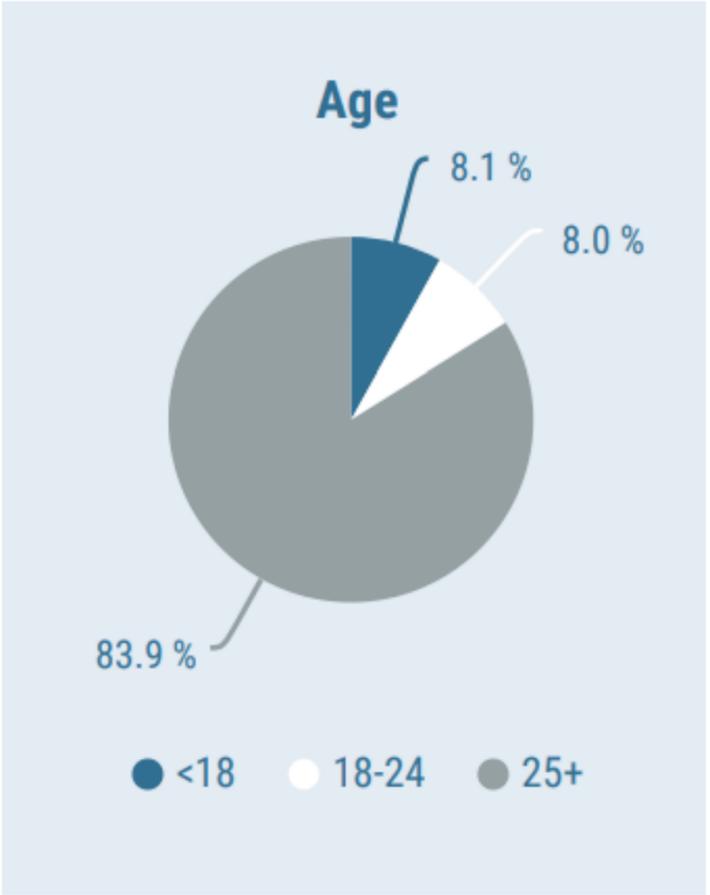
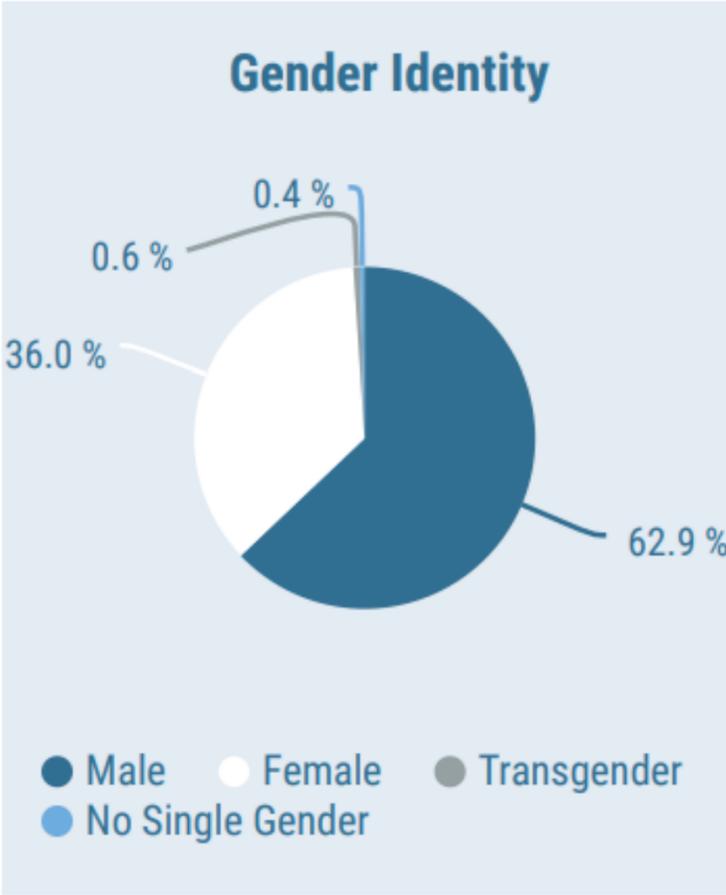
Were Enrolled in Sheltered Services in Oakland



**2,612 Individuals**

Were Enrolled in Sheltered Services in Alameda County

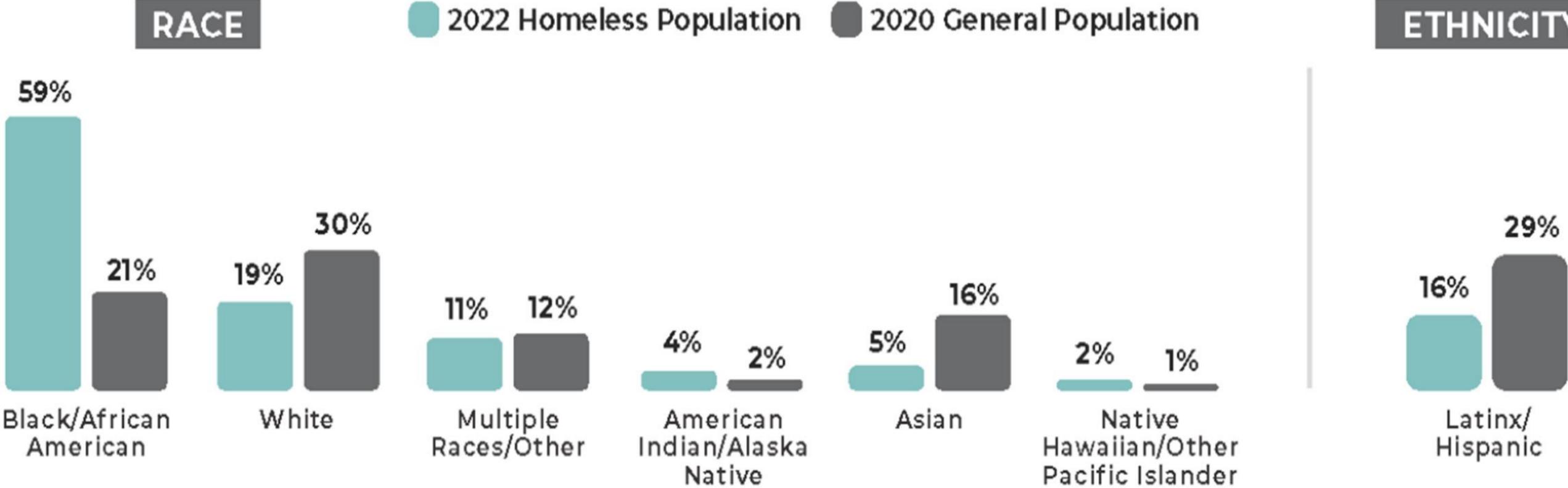
66% of sheltered individuals in Alameda County Live in Oakland



# Oakland's Unhoused Population

**Our collective equity goal:** reduce racial disparities in homelessness

## RACE AND ETHNICITY COMPARED TO GENERAL POPULATION



# Oakland's Homelessness Service Spectrum

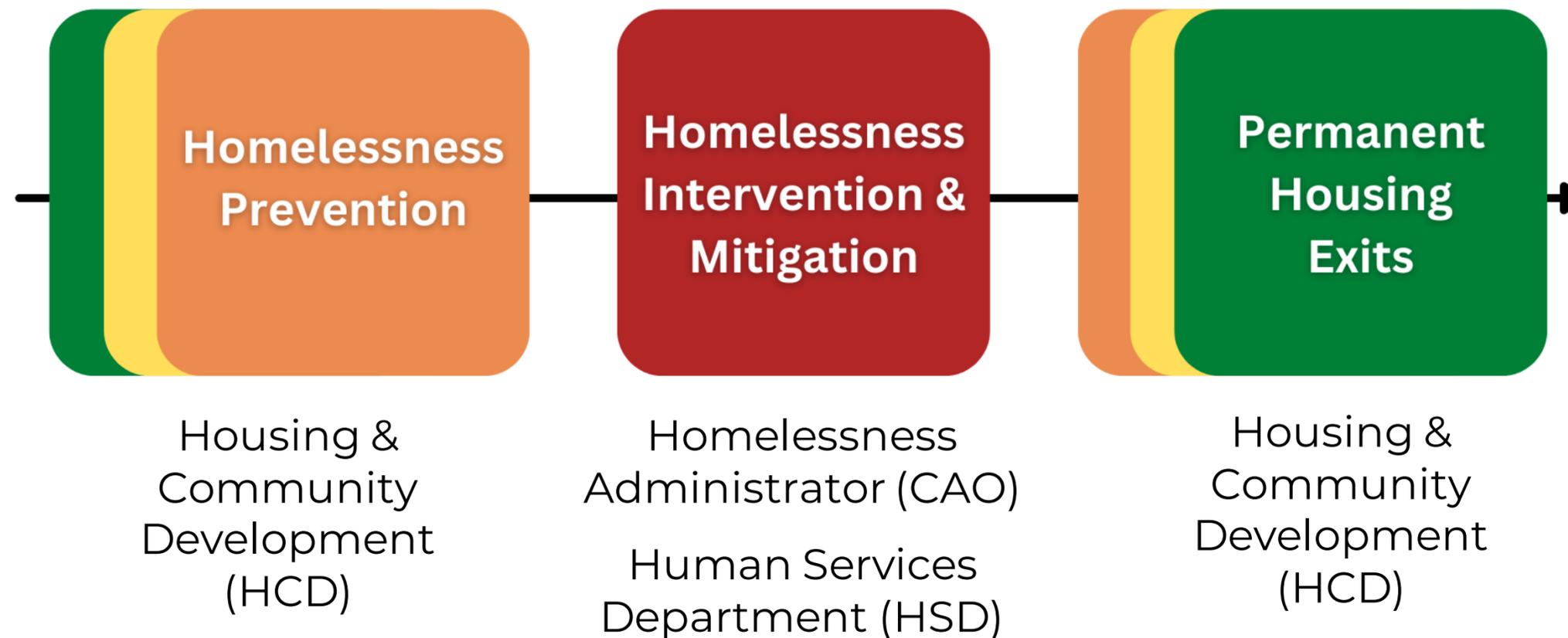
City of Oakland's 3-pronged "**PIPP**" approach:  
Prevention, Intervention, and Permanent Placement to reduce homelessness



# Oakland's Homelessness Service Spectrum

## Roles & Responsibilities

Which City agencies are involved in addressing homelessness?



# Homelessness and Housing

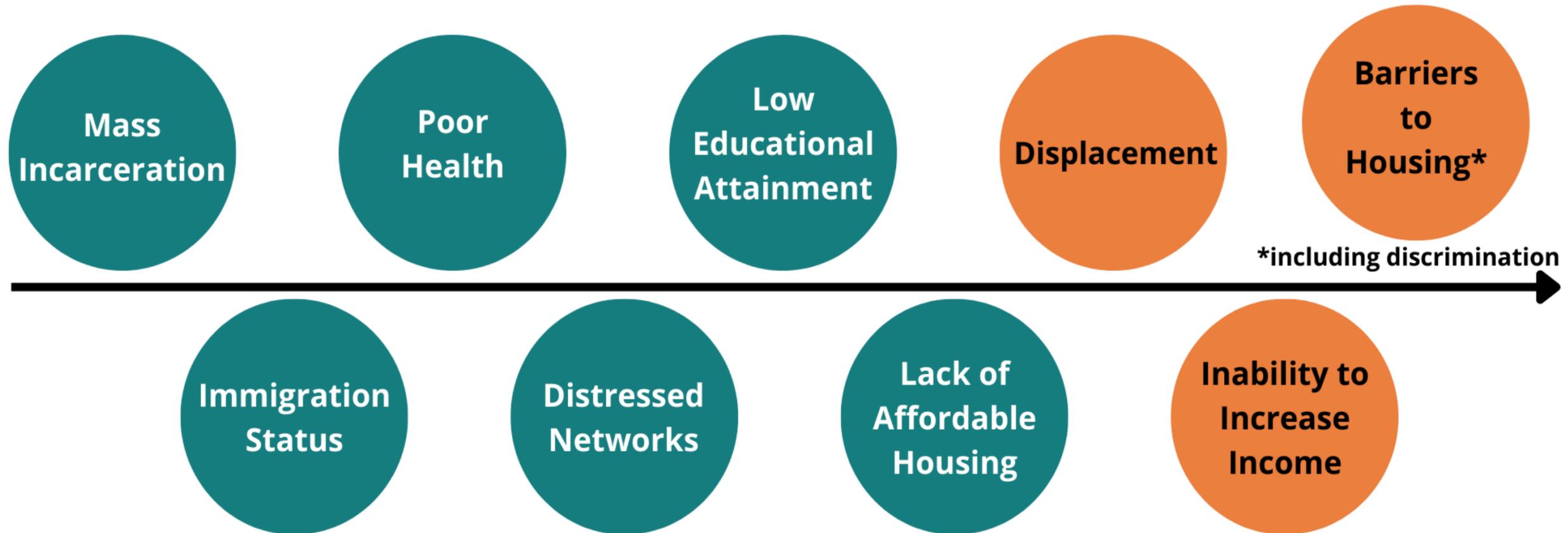
## Homelessness Prevention



# Oakland's Homelessness Services: Prevention

## Equity-Centered Design

The Oakland-Berkeley-Alameda County Continuum of Care's **Racial Equity Impact Analysis** highlighted the following as **root causes of homelessness** in Oakland:



Source: 2021 Centering Racial Equity in Homeless System Design

# Oakland's Homelessness Services: Prevention

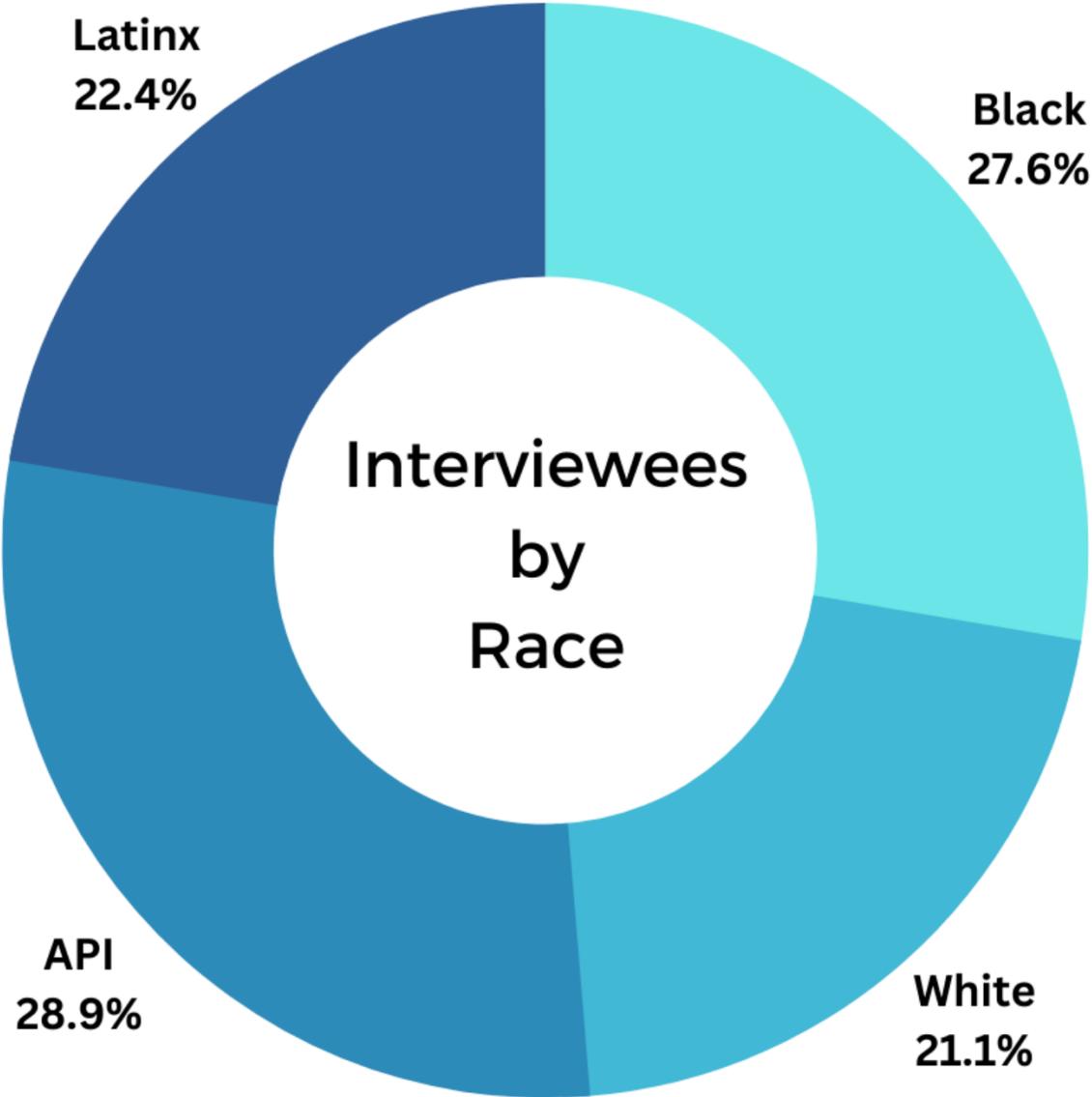
**Stanford  
Partnership**



**80 interviews**  
with extremely low- and very low-  
income Oakland renters

**Languages included:** English,  
Chinese, Spanish

**Focus:** Barriers to Accessing  
Programs & Finding Housing



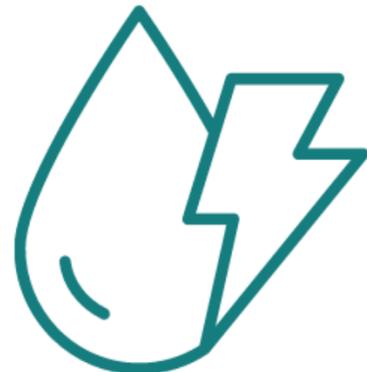
# Oakland's Homelessness Services: Prevention

## Proposed Activities

To address the root causes within HCD's sphere of influence, **AND** to meet our equity goals, we focus on the following services:



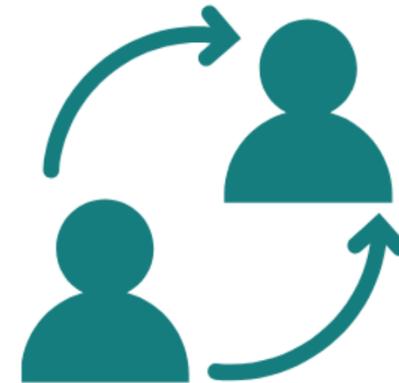
**Legal  
support**



**Flexible  
financial  
payments**



**Wrap-around  
services  
for  
barrier  
removal**



**Outreach  
& referral**

# Oakland's Homelessness Services: Prevention

## Building from previous initiatives...

- Oakland Housing Secure
- Keep Oakland Housed
- Emergency Rental Assistance Program (ERAP)

**HCD's goal** is to target Oakland residents most at-risk of becoming homeless through an upcoming RFP in 2023.

The image shows the cover of a Request for Proposals (RFP) document. At the top left is the City of Oakland logo, featuring a tree and the text 'CITY OF OAKLAND'. To the right of the logo is the year '2022' in a large, light green font. Below the logo is a black horizontal bar with the text 'CITY OF OAKLAND DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT' in white. Underneath this bar, the text 'REQUEST FOR PROPOSALS For Homelessness Prevention Services' is centered. A URL is provided below: <https://www.oaklandca.gov/departments/department-of-housing-and-community-development>. The central part of the cover features a photograph of a city street at night, with buildings lit up and a crowd of people. At the bottom, the 'Due Date' is listed as 'Monday, December 5, 2022 - 2:00 PM (Pacific Time) - [cde@oaklandca.gov](mailto:cde@oaklandca.gov)'.

# Homelessness and Housing

## Homelessness Intervention



# Oakland's Homelessness Services: Intervention



## **STABILIZE**

Oakland's proactive intervention strategy is moving people from the streets and encampments to innovative programs like community cabins and Safe RV parking sites, and from the traditional shelter model to rapid rehousing programs

- Encampment management (CAO)
- Services & stabilization (HSD)



# Oakland's Homelessness Services: Intervention



*Wood St. Encampment, courtesy of Monterey Herald*

## **ENCAMPMENT MANAGEMENT POLICY**

**The purpose of this policy is to assist all Oaklanders**, sheltered and unsheltered, and to manage the adverse impacts of homeless encampments by balancing the interests of all residents (i.e. unhoused, housed, business community), focusing encampment actions on mitigating negative outcomes related to public health and safety for those most harmed by these conditions. This includes implementing managed encampments, where possible, to better manage the conditions on the streets.

# Oakland's Homelessness Services: Intervention

## ENCAMPMENT MANAGEMENT POLICY -

### This policy aims to:

- 1. Designate** high-sensitivity areas, where unmanaged encampments cause unreasonably high levels of health and safety impacts due to the nature of the location;
- 2. Designate** low-sensitivity areas, where enforcement will not be prioritized.
- 3. Establish** findings that will prompt EMT intervention;
- 4. Provide** guidance on addressing unreasonable health and safety risks and promote voluntary compliance;
- 5. Serve** as a pathway to connect unhoused residents to shelter and services from the encampments prior and during actions;
- 6. Promote** strategies centered in principles of equity and harm reduction to address non-compliance.

# Encampment Management

## Structural Considerations for Moving Individuals into Housing

- **Increasing** the inventory of transitional and permanent supportive housing
- **Improving** both the levels of outreach, system navigation, and outcomes
- **Ensuring** individuals are connected to County, State, and Federal resources
- **Alignment and Tracking** System Performance Metrics (SPMs)



# Encampment Management

## Actions Taken Across the City

Under the 2020 Encampment Management Policy, **the City conducted over 7,361 interventions commencing January 2021 through September 2022.**

EMT Intervention	Jan 2021 through Sep 2022
Closures, partial, re-closures and cleanings	361
Regular Site Garbage Pick-ups and Containerized Garbage Runs and hygiene services	7,000 (approximately)*
Totals	7,361

\*In April 2021, the City's increased support of multi-departmental support which enabled OPW to increase garbage runs by over 100%. In addition, hygiene placements increased over 50% resulting in the maximum number of porta potty placements more than 60 encampments.

# Encampment Management

## Coordinated Entry System (CES)

A Coordinated Entry System (CES) is **an evidence-based strategy** that focuses on housing and service coordination designed to link homeless people to the **most appropriate housing solution based on their needs.**

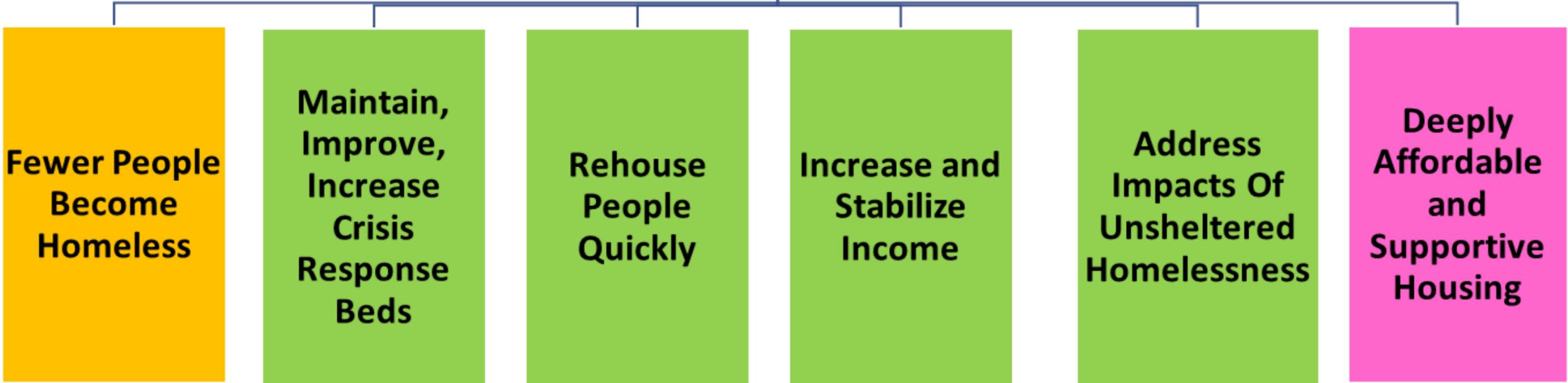
The U.S. Department of Housing and Urban Development requires **all projects funded under Continuums of Care (CoC) to utilize CES.**

The **goals** of an effective Coordinated Entry system are to:

- quickly identify homeless people,
- prevent homelessness whenever possible,
- appropriately assess the needs of consumers that request help, and
- connect them to housing and services quickly.

# Oakland's Homelessness Services: Intervention

**Close Racial Disparities in entries to and exits from homelessness**



**STABILIZATION INTERVENTIONS**

# Oakland's Homelessness Services: Intervention

Intervention Type	Description
<b>Coordinated Entry System</b>	Assessment for housing placement in Alameda County
<b>Crisis Response Beds</b>	Winter Shelters, COVID response trailers, Community Cabins, Safe RV Parking
<b>Emergency Shelter</b>	Homeless shelters, hotel/motel vouchers to provide temporary shelter
<b>Health &amp; Hygiene</b>	Portable toilets, wash stations, mobile showers
<b>Housing Navigation</b>	Housing support to get connected and remained housed
<b>Special Needs</b>	Oakland Path Re-entry Initiative (OPRI), Housing Opportunities for Persons Living with AIDS (HOPWA)
<b>Permanent Housing Interventions</b>	Permanent Supportive Housing, Rental Subsidies, Homeless Prevention
<b>Rapid Rehousing</b>	Rapidly connects families and individuals to permanent housing
<b>Homeless Mobile Outreach Program (HMOP)</b>	Encourages people in encampments to seek case management, income, health and housing assistance referrals
<b>Transitional Housing</b>	Housing with case management services for families, up to 24 months

# Homelessness Services: Programs & Partners

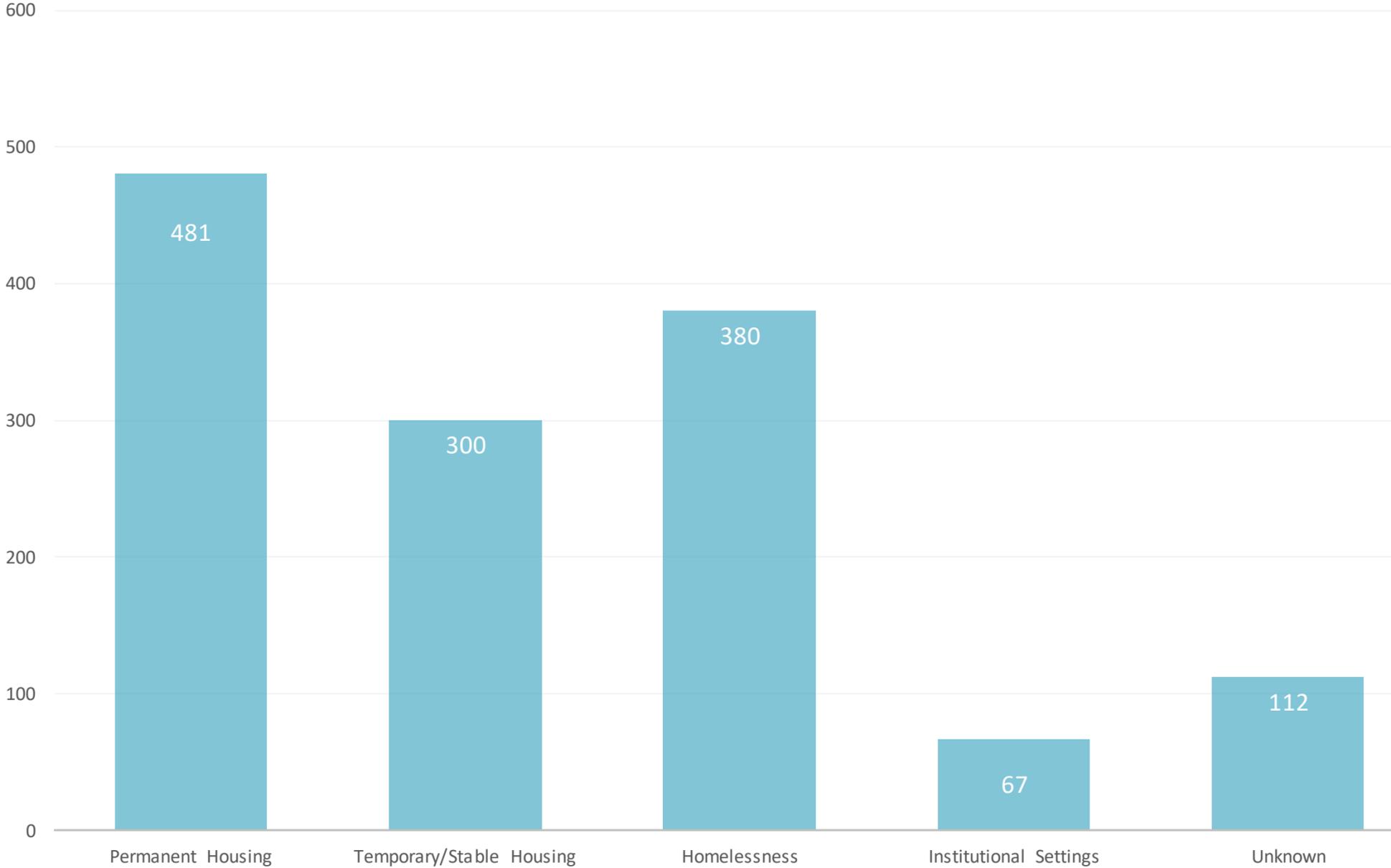
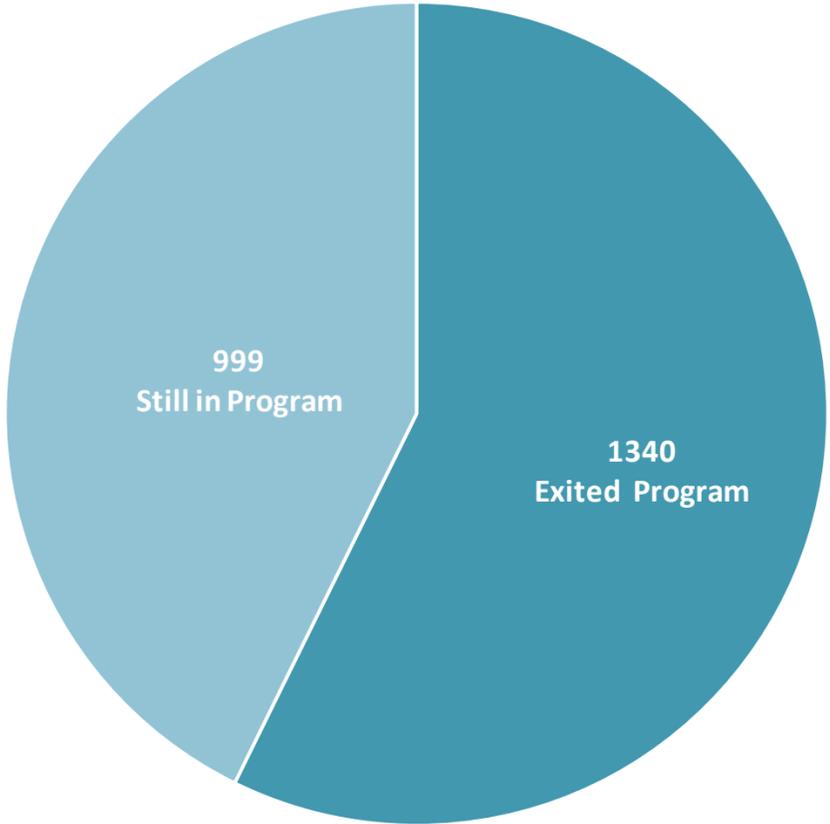
Intervention	Programs	Community Partners
Raid Rehousing	OPRI, PATH, North County	Abode Services, First Place for Youth, Building Futures for Women and Children, Roots Community Health Clinic, St. Mary's Center, Homeless Action Center, Covenant House of CA, East Oakland Community Project
Permanent Supportive Housing (PSH)	PATH/individuals with serious mental health issues	Lifelong Medical Care
Transitional Housing (TH)	Tiny House Village, OHYHC	Youth Spirit Artworks, Covenant House, East Oakland Community Project, Lao Community Development
Emergency Shelter (ES)	Family, PATH, CDBG, Seniors, TAY	East Oakland Community Project, Saint Vincent de Paul, Housing Consortium of the East Bay, Covenant House of CA
Crisis Response Beds	Winter Shelters, COVID response trailers, Community Cabins, Safe RV Parking	Housing Consortium of the East Bay, Root Community Health Clinic, Family Bridges, Operation Dignity, Building Opportunities for Self-Sufficiency
Health & Hygiene	Porta Potties, Mobile Showers	TBS Site Services, Clean Site Services, United, Roots Community Health Center, Urban Alchemy, WeHOPE (Dignity on Wheels)
Outreach	Housing Navigation	Eden I&R, Operation Dignity
Special Needs	Housing Opportunities for People With Aids (HOPWA)	Alameda County, Contra Costa County
TH/RRH Hybrid	HFSN, MCFIT, Families	Bay Area Community Services, East Oakland Community Project

# Homelessness Services: Program Impact & Outcomes

Program Exit Destinations

## Homelessness & Housing Programs

served 2,339 clients



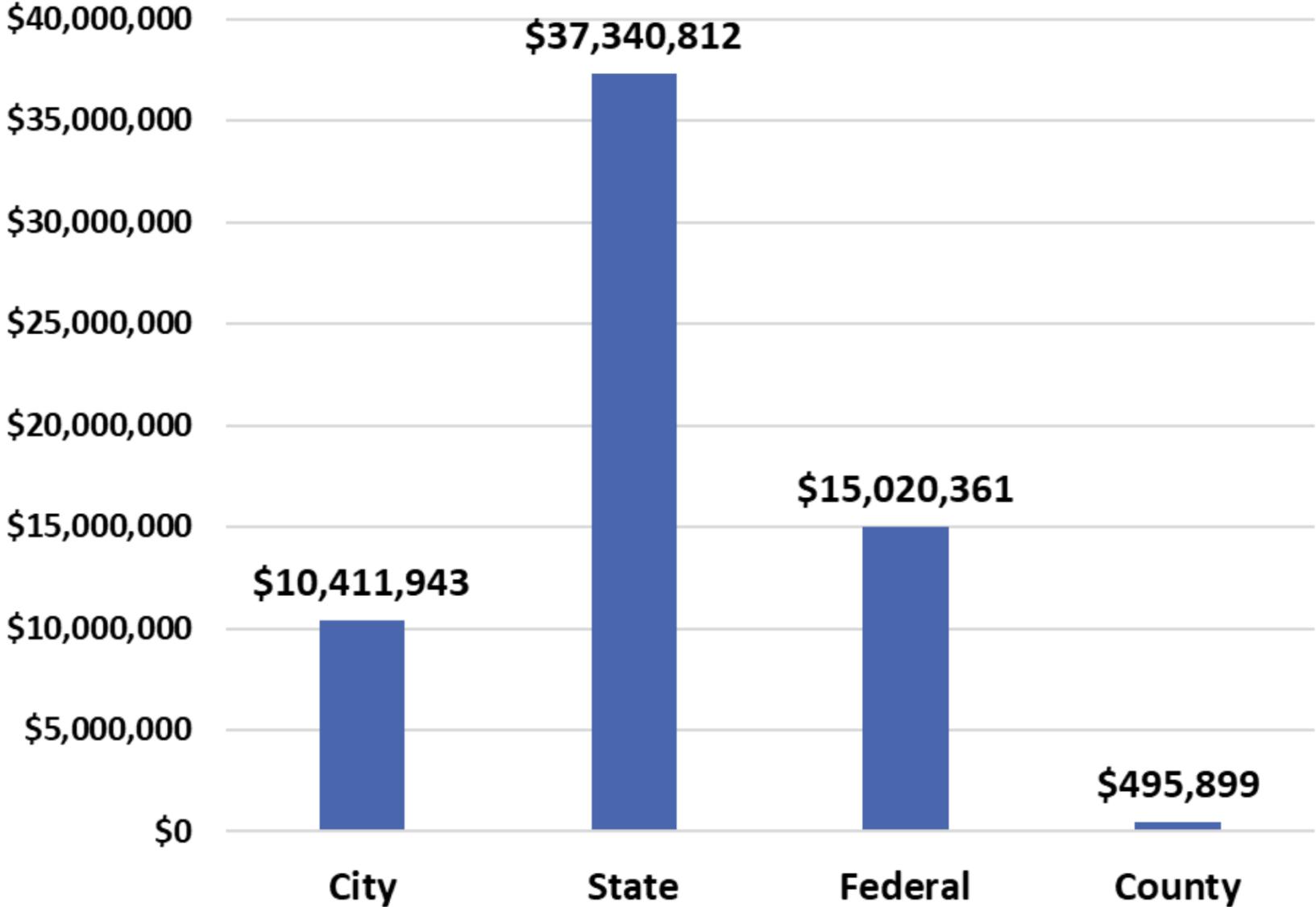
*Total year-round shelter capacity – 1,209 beds/units*

**Workforce Programs** enrolled 143 clients

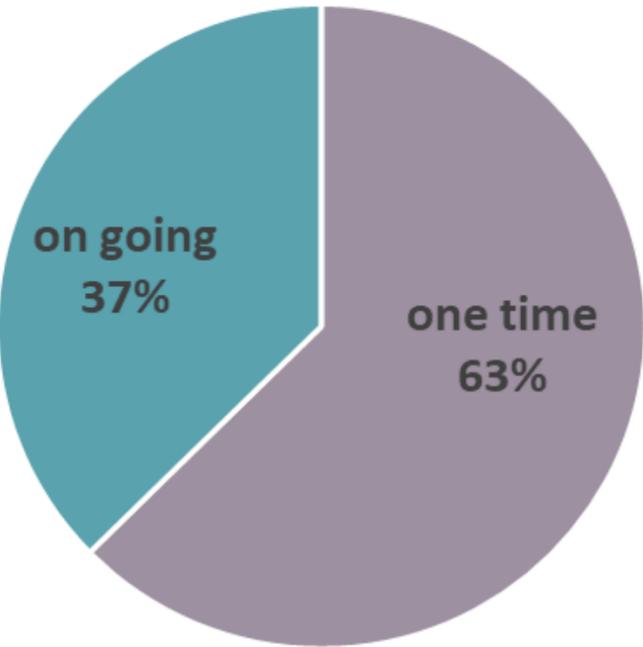
**Outreach & Engagement Services** provided services to 1,819 clients

# Oakland's Homelessness Services: Intervention

FY 22-23 Source of Funds



FY 22-23 One Time vs On-going Funds



\*Includes some funds appropriated in prior year, some funds that will be spent over multiple years

# Homelessness and Housing

## Permanent Placement



# Oakland's Homelessness Services:

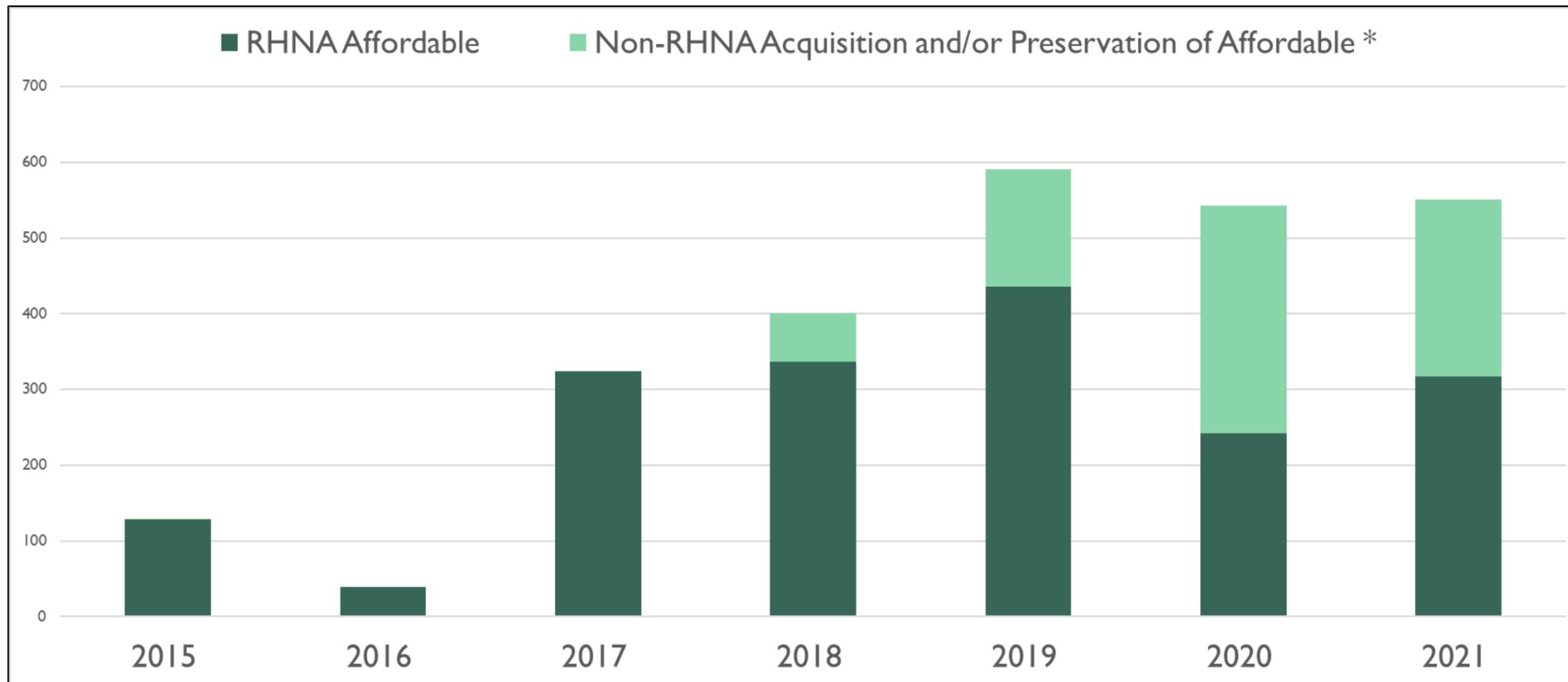
## Permanent Placement

**Permanent Placement relies on Coordinated Entry Systems** for targeted access to housing units.  
Current placement strategies include:

Strategy	Agency
Creation of new homeless set-aside units for Coordinated Entry referrals <ul style="list-style-type: none"><li>• Permanent Supportive Housing (PSH)</li><li>• Dedicated Extremely Low-Income (ELI) units with service connection</li></ul>	Housing & Community Development Department
Rapid Re-Housing	Human Services Department
Emergency Housing Vouchers, Section 8, and other rental subsidies	Oakland Housing Authority

# Permanent Placement: Housing Development Progress

## AFFORDABLE HOUSING PRODUCTION AND PRESERVATION PROGRESS, 2015-2021



### Guiding Plans and Studies:

- HCD Strategic Action Plan
- Housing Element
- PATH plan
- AllHome 1-2-4
- County homelessness studies and PIT count

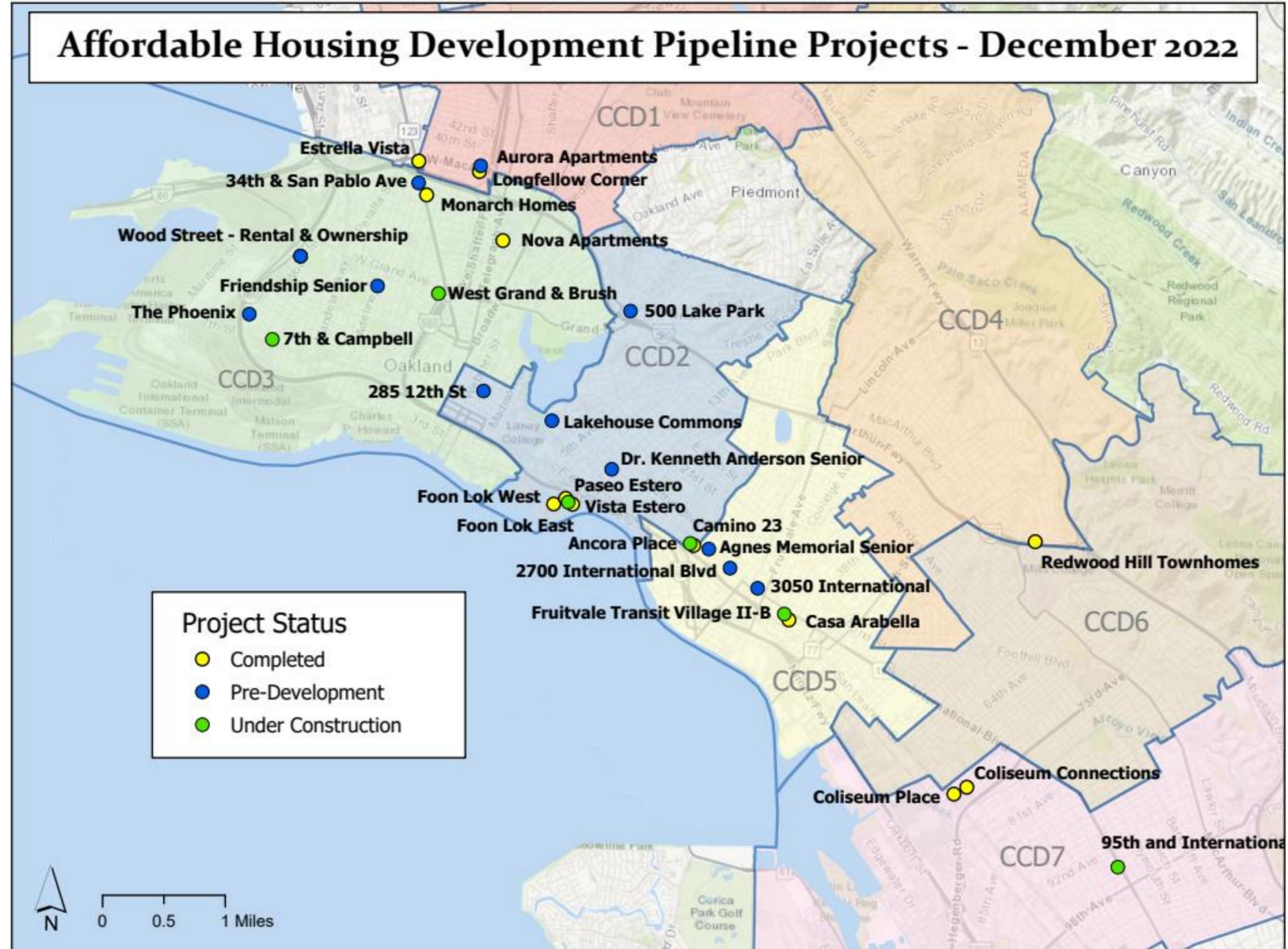
# Permanent Placement:

## HCD Permanent Housing Capital Sources

Capital Sources for AH Production	FY21-22 Budget	FY22-23 Budget
Affordable Housing Impact Fees (1870)	7,644,567	8,202,605
Jobs Housing Impact Fees (1870)	3,382,198	2,847,524
Boomerang (1870)	3,440,648	5,926,142
HOME and HOME-ARP (2109)	12,269,644	2,642,594
Excess Redevelopment Bond (5610)	3,900,000	0
Low-Mod Income Asset Fund (2830)	0	0
CalHOME Loan Repayments	0	0
Measure KK (5331 and 5333)	0	0
Local Housing Trust Fund (2144)	4,500,000	4,500,000
HODAG (2826)	1,577,870	0
Measure U (TBD)	0	0
<b>Total</b>	<b>36,714,927</b>	<b>24,118,865</b>

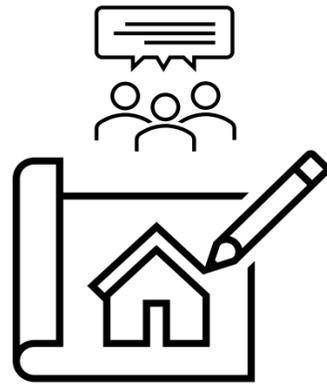
# Permanent Placement:

## Affordable Housing Pipeline



# Permanent Placement:

## Life of an Affordable Housing Project



Developer identifies and acquires site, engages community, and works with an architect to secure entitlements

NOFA process applies City priorities to award funds, e.g. depth of affordability, readiness, anti-displacement.

Council approves awards. NOFAs provide public with complete data and transparency. City is often the first public lender.

Developers compete for other public funds and secure private financing.

Developers secure building permits, enter into construction contracts.

Construction starts within 180 days of tax credit award from State.

Property manager coordinates lease up with City and County.

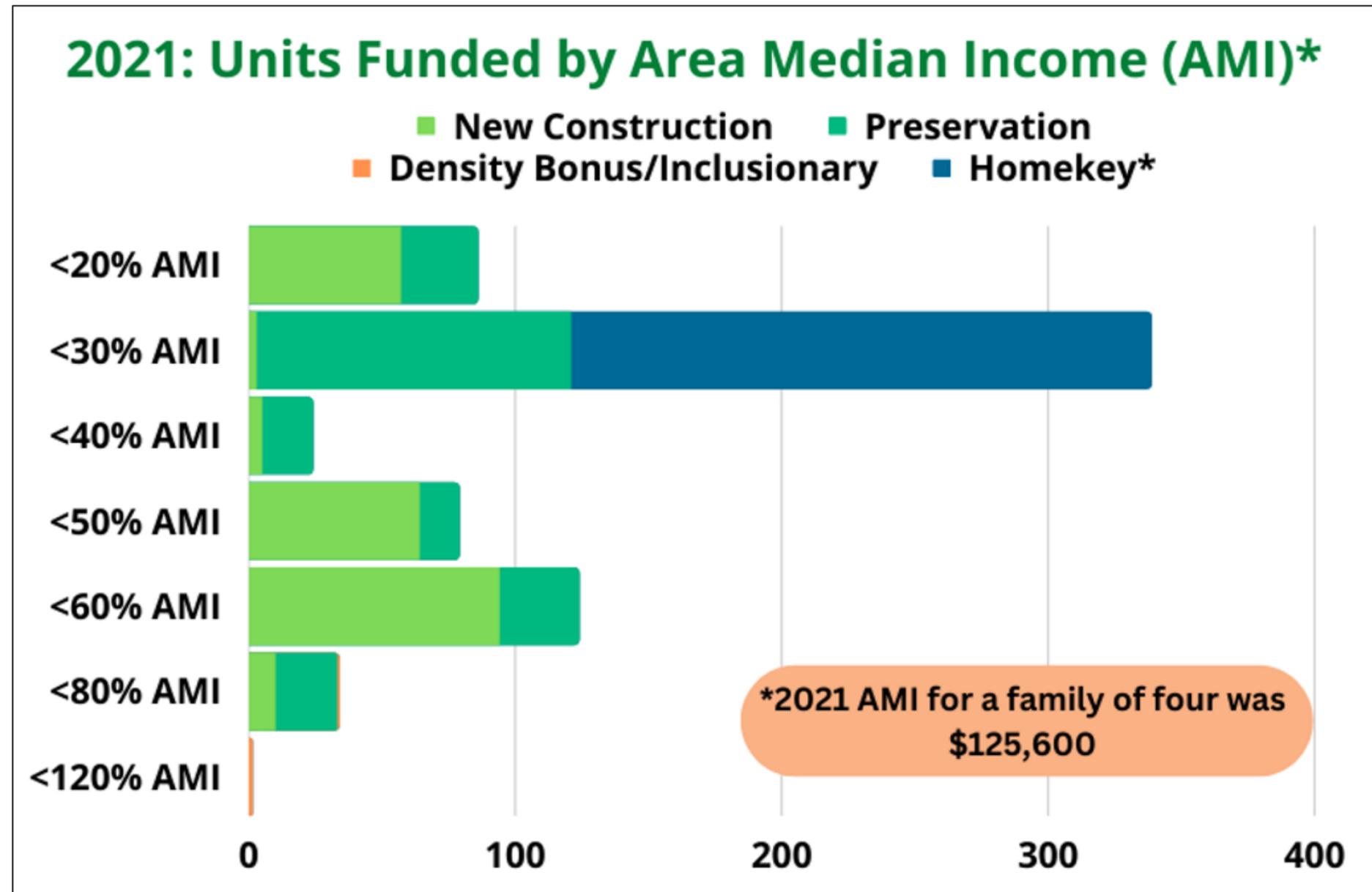
# Permanent Placement:

## HCD NOFAs for Permanent Housing

**Notices of Funding Availability (NOFAs)** are Oakland HCD's tool to administer funds for housing development.  
Current NOFAs include:

- **Homekey:** Rapid acquisition/conversion or new construction of homeless units
- **New Construction:** Creation of multifamily affordable rental
  - Scoring prioritizes projects with more dedicated ELI and PSH units, neighborhoods experiencing displacement, and emerging developers.
- **Acquisition & Conversion to Affordable Housing:** converts market rate rental to affordable, with set-aside for coops and land trusts
- **Preservation:** supports rehab needs of existing portfolio buildings

# Permanent Placement: HCD NOFAs for Permanent Housing



# Permanent Placement:

## Housing Project – Foon Lok West



### Development Timeline to Lease Up: 19 years

Stage	Date
Concept	2003
Land Use Approvals	2006
Site Control	2014-2016
City Development Funding Committed	2019
Full Funding Commitment	2020
Construction Start	August 2020
Construction Completion and Lease-up	August 2022

Address: 311 9<sup>th</sup> Avenue

Developed by MidPen Housing Corporation on land owned by City and Oakland Housing Authority (OHA)

- 130 affordable housing units, 26 PSH units
- OHA provided nearly \$10 million & 65 Project-Based Section 8 vouchers
- Subject land required remediation by master developer, and development timeline experienced significant delay due to CEQA lawsuit, 2008 recession and Redevelopment dissolution

# Permanent Placement:

## Housing Project – Aurora Apartments



Address: 3737 Martin Luther King Jr. Way

Developer: Affirmed Housing

- 44 housing units
- 43 PSH units, with 100% Project-Based Section 8 vouchers
- Received tax credit award before state tightened criteria for Bay Area developers

### Development Timeline to Lease Up: 4 years

Stage	Date
Site Control	2017
Land Use Approvals	2018
City Development Funding Committed	2019
Full Funding Commitments	2019
Construction Start	January 2020
Construction Completion and Lease-up	October 2021

# Permanent Placement: Housing Project – Homekey/Cliffton Hall



Address: 5268 Broadway

Developer: City (Operators are EOCP and SAHA)

- 61 housing units (20 family shelter units and 41 perm senior units)
- \$6.96M for Operating subsidy from City/State
- City direct acquisition of the former CCA dorm

## Development Timeline to Lease Up: 6 months

Stage	Date
Concept: State Homekey NOFA released	July 2020
Land Use Approvals	N/A
City Development Funding Commitment	August 2020
Site Control (acquisition)	November 2020
Full Funding Commitment	November 2020
Construction Start and Initial Occupancy	December 2020
Lease up	March 2021
Construction Completion	January 2023

# Permanent Placement:

## Housing Project – Acquisition /Conversion



Address: 1534 29<sup>th</sup> Avenue

Developer: Oakland Community Land Trust (OakCLT)

- 14 housing units
- Community land trust ownership – existing tenants worked with OCLT to organize purchase
- \$2.1 million of City Measure KK funds
- \$2.2 million from Local Initiative Support Corporation (LISC)

### Development Timeline to Completion: 3+ years

Stage	Date
Concept – Tenant Organizing	2020
Site Control	2021
Land Use Approvals (CEQA still required for ACAH)	April 2021
City Development Funding Committed	September 2021
Full Funding Commitment	2021
Closed Financing	June 2022
Rehabilitation Start - PROJECTED	February 2023
Rehabilitation Completion – PROJECTED	January 2024

# Permanent Placement:

## New Perm Housing Funding Strategies

**Economic conditions will require nimble, responsive, and strategic use of resources.**

### **Capital opportunities:**

- Secure competitive resources like LHTF and Homekey
- Establish a strategic Measure U bond spending plan that relies on data and community engagement
- Support developers pursuing competitive State funds like CCE, MHP, etc.
- Coordinate with EWD to leverage City-owned sites

### **Operating opportunities:**

- Create local operating subsidy (e.g. PLHA, Prohousing funds)
- Leverage partnerships: OHA, HSD, Alameda County HCD, HCSA, BAHFA
- State and federal advocacy

# Homelessness and Housing

Council Engagement &  
Opportunities



# City Council Engagement & Opportunities

City Council and administration must partner to further Oakland's housing goals

## Council and City engage with one another to:

- **INCREASE** deeply affordable housing
- **ADVOCATE** for funding focused on local homelessness programs
- **REDUCE** systematic racial barriers

# City Council Engagement & Opportunities

**City Council and administration must partner to further Oakland's housing goals**

## **Opportunities for Further Engagement**

- **Funding and guidance** for homelessness services
- **Explore** innovative funding mechanisms for permanent housing solutions
- **Advocate** at the County and regional levels
  - **Advocate** for local Oakland preference in coordinated entry systems
  - **Increase** services and other funding for operations
  - **Participate** in regional bodies like MTC/ABAG and BAHFA
  - **Bond Measure U** – HCD developing spending plan for \$350 million

# How to Access City Services

## To contact Human Services Department Community Homeless Services Division:

**Email:** [CFalls@oaklandca.gov](mailto:CFalls@oaklandca.gov)

**Call:** 1 (510) 986-2721

**Visit:** [oaklandca.gov/topics/community-housing-services](http://oaklandca.gov/topics/community-housing-services)

## For more information on the City of Oakland's Encampment Management Policy:

**Visit:** [oaklandca.gov/topics/encampment-management-team](http://oaklandca.gov/topics/encampment-management-team)

## To access Housing & Community Development services:

**Email:** [housingassistance@oaklandca.gov](mailto:housingassistance@oaklandca.gov)

**Call:** 1 (510) 238-3721

**Visit:** [oaklandca.gov/hcd](http://oaklandca.gov/hcd)

The background features a dark teal color with a complex, abstract pattern of light teal, curved lines that resemble a stylized, interconnected network or a series of overlapping, flowing paths. The lines are of varying thickness and curvature, creating a sense of movement and depth.

# **Economic and Workforce Development Department**

# Economic and Workforce Development Department Overview

**Alexa Jeffress**

Director

Economic and Workforce Development

January 2023



**CITY OF  
OAKLAND**



# EWD Department Responsibilities

- **Business Development** – sustain, attract and grow businesses; increase investment in Oakland
- **Workforce Development** – staffs the Oakland Workforce Development Board (OWDB) to oversee workforce investments in the City
- **Cultural Affairs** – manages the City’s cultural arts programming, including cultural grant-making and public art.

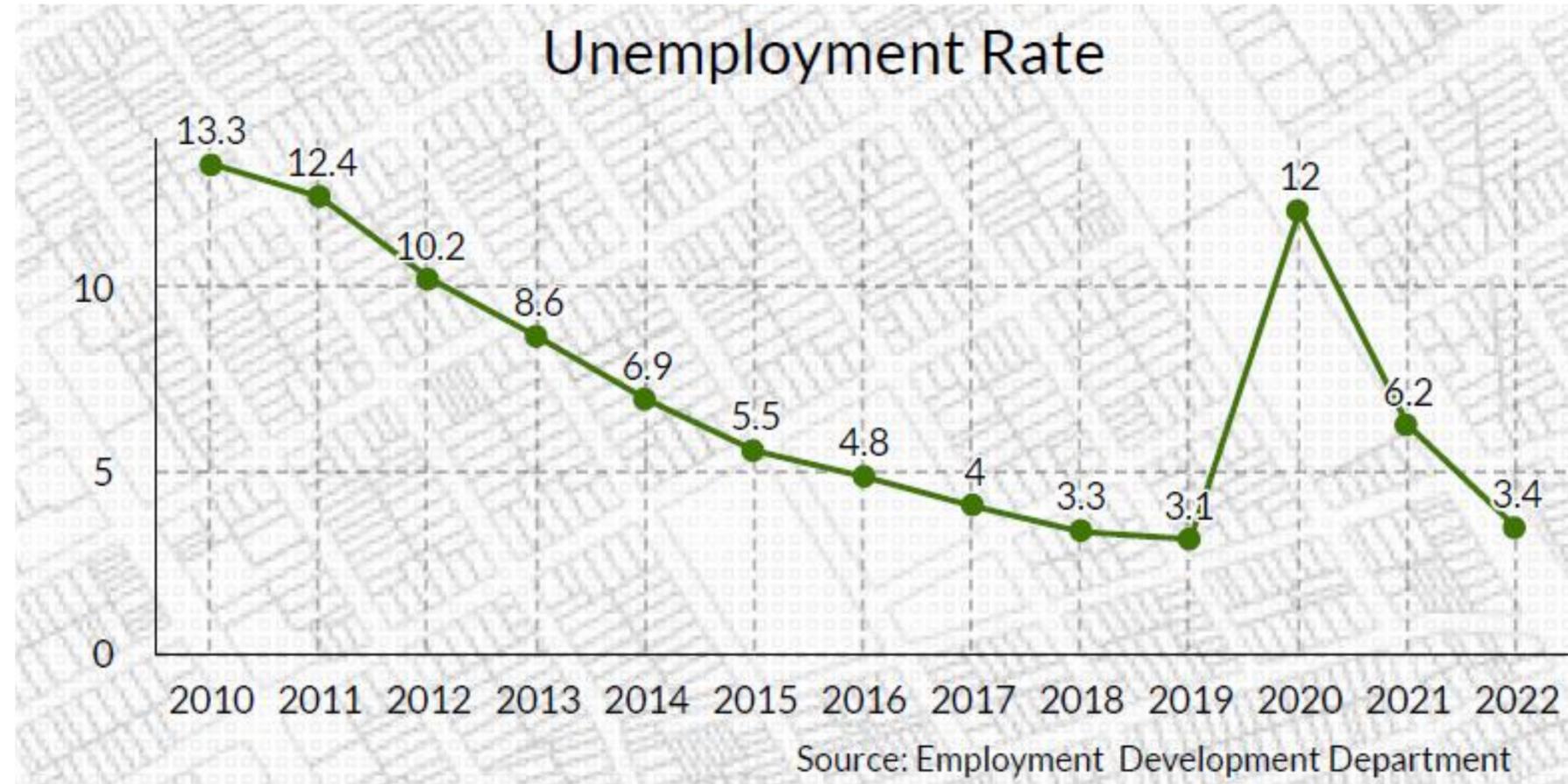
# EWD Department Responsibilities, cont.

- **Public/Private Development** – negotiates and implements development on City-owned land
- **Real Estate Asset Management** – provides leasing, asset management, appraisal, acquisition, and disposition for all City properties
- **Special Activity Permits Division** – promotes equitable ownership and employment opportunities within the cannabis industry; issues permits for special events and film production.

# Economic Updates

## COVID Impacts

- 2020 12% unemployment
- Unemployment now at 3.4%
- Low-wage industries –retail, restaurant and hospitality recovering more slowly
- Racial and geographic disparities in employment persist

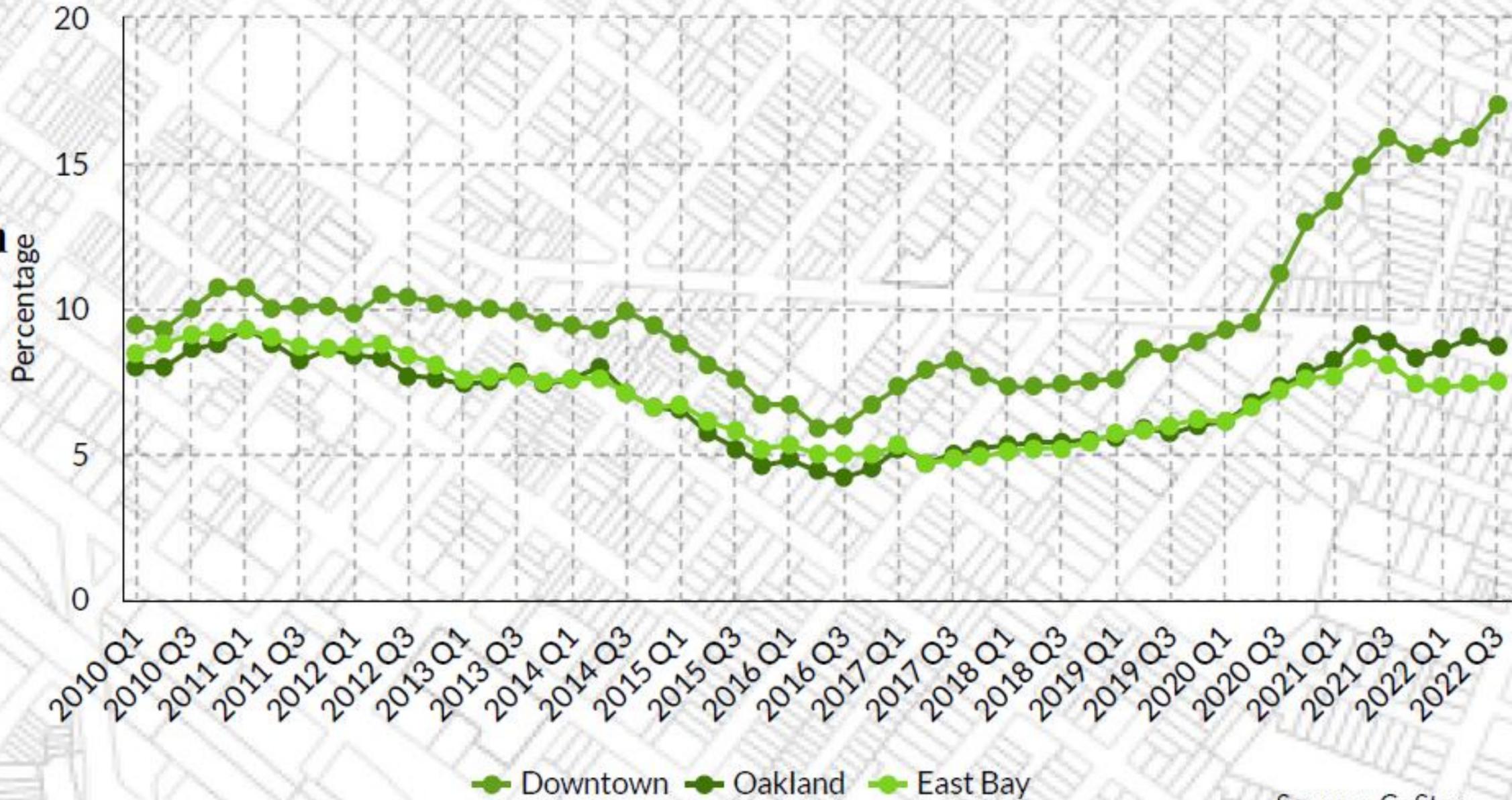


# Commercial Property 2010-2022

## Office

## Vacancy Rate

▲ 17%  
Downtown  
Oakland

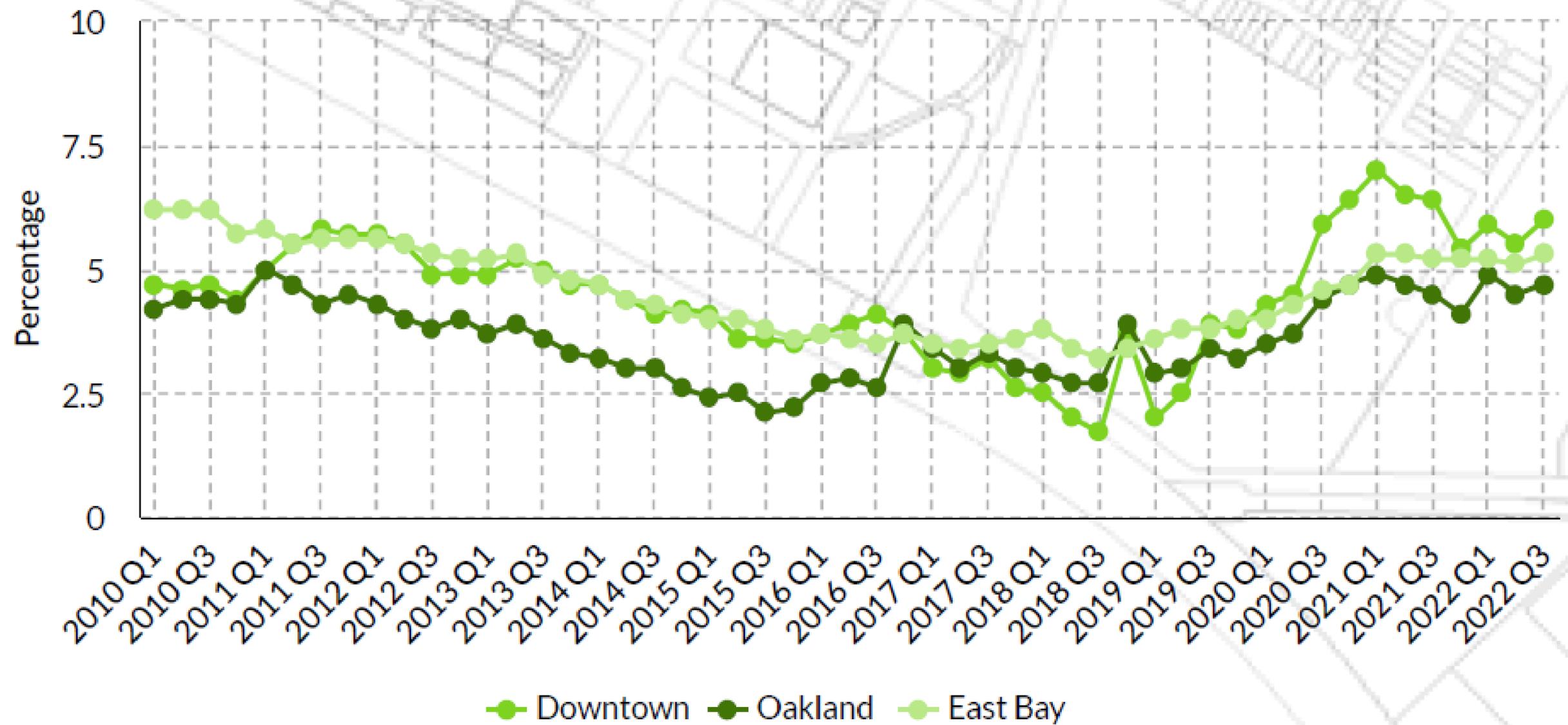


Source: CoStar

# Retail

## Vacancy Rate

▲ 4.7%  
Oakland

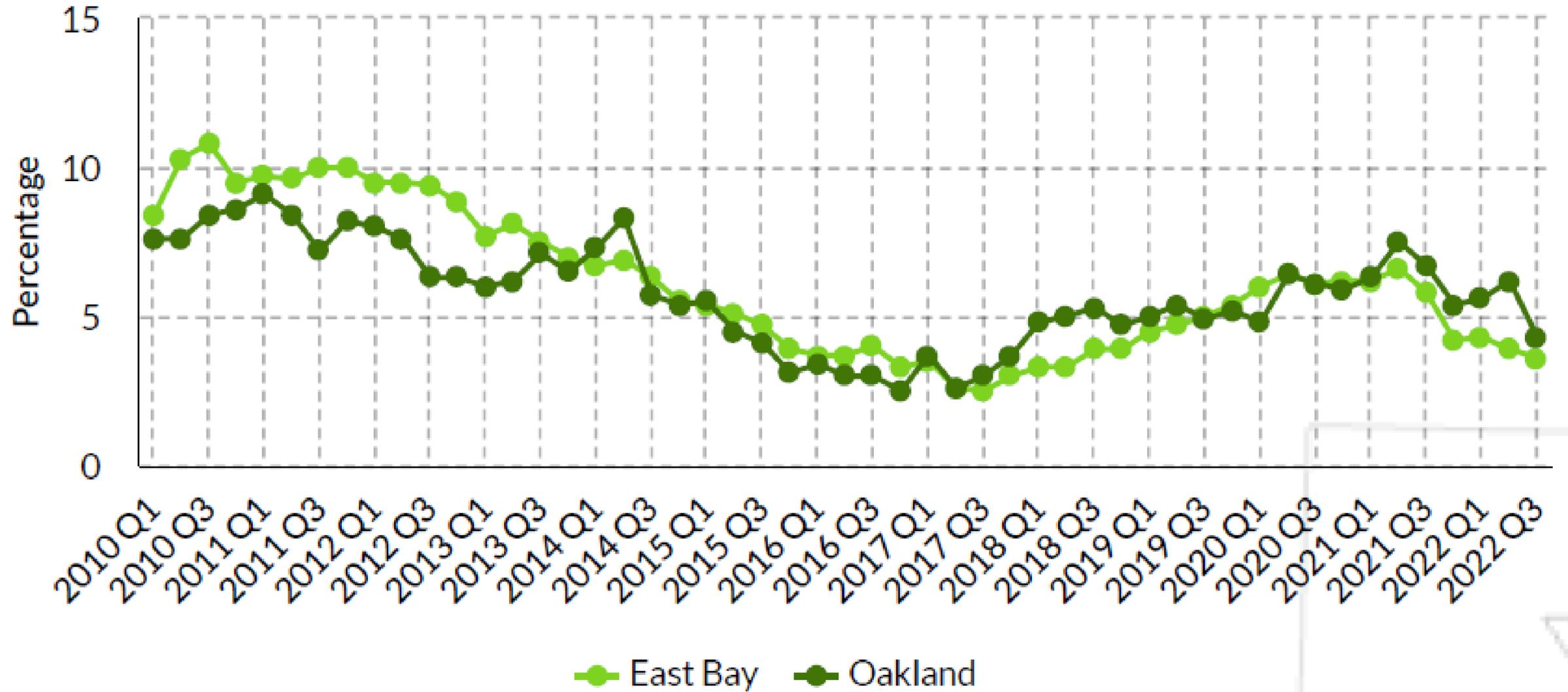


Source: CoStar

# Industrial

## Vacancy Rate

▼ 4.3%  
Oakland



Source: CoStar



**CITY OF OAKLAND**

# Hotel Development

- 2225 Telegraph (The Moxy)
- 1431 Jefferson (Marriott)
- 2401 Broadway (Kissel Uptown)



Marriott, 1431 Jefferson



Moxy, 2225 Telegraph



2401 Broadway

# More data at Quarterly Economic Dashboard

<https://www.oaklandca.gov/resources/quarterly-economic-dashboard>



# Business Development

- Business attraction, retention, expansion strategies
- Administer 11 Community Benefit and Business Improvement Districts (BIDs)
- Neighborhood Business Assistance Program [oaklandca.gov/BizHelp](http://oaklandca.gov/BizHelp)
- Façade and Tenant Improvement program
- Technical Assistance, Local Contractor Training Programs, and other small business support

## Improve the **Exterior** or **Interior** of **Your Business!**

Apply for a **GRANT** of up to **\$75,000\*** through **The Façade and Tenant Improvement Program**

\*Up to \$30,000 for exterior and up to \$45,000 for interior



Oasis Food Market  
3045 Telegraph Ave



BEFORE AFTER

Sweetfingers Restaurant  
5859 Foothill Blvd



BEFORE AFTER

**Example Projects:**

- Painting
- Signage
- Lighting
- Flooring
- Parklets



**Expanded and Improved Program:**

- Grants now available city-wide
- Projects up to **\$25,000** are fully reimbursable; additional costs reimbursed at 50%
- Emergency response grants of **\$2,500** available for window repair due to vandalism

**Application Open December 1 – January 31** | visit [oaklandca.gov/FTIP](http://oaklandca.gov/FTIP) | or call **510-238-3853**

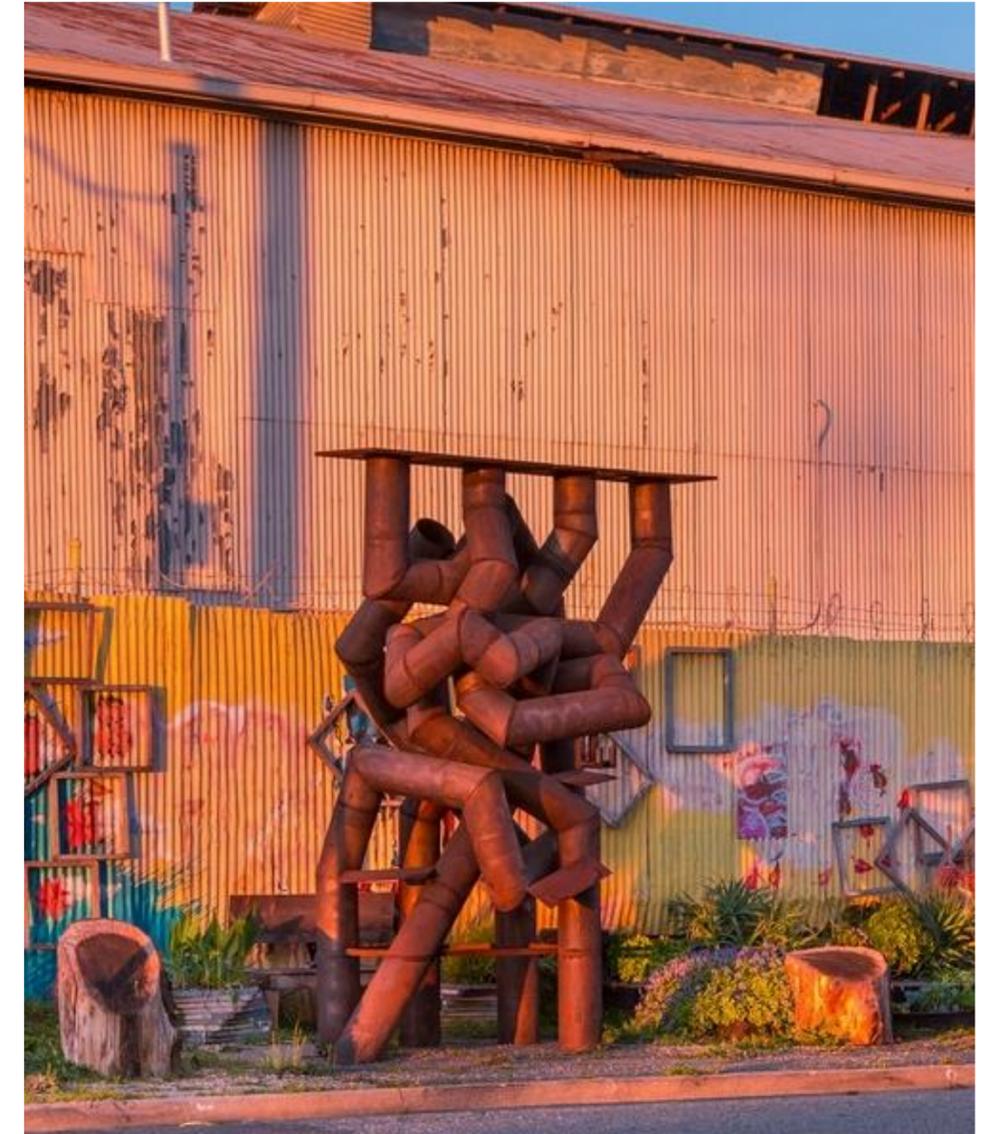
# Workforce Development

- Oversees City workforce investments, including approx. \$4M annually in Federal Workforce Innovation and Opportunity Act (WIOA) funds.
- Staffs the [Oakland Workforce Development Board](#) (OWDB)
- Coordinates and/or supports citywide job training initiatives, including the State-funded [Oakland Forward](#) youth workforce program, the Mayor's youth summer jobs program and the West Oakland Job Resource Center.



# Cultural Affairs

- Manages the [Cultural Funding Grant program](#) with over \$1.5M in annual grants to individual artists, arts organizations, and festivals
- Oversees Public Art in private development and capital improvement projects
- Staffs the Cultural Affairs Commission, the Public Art Advisory Committee, and the Funding Advisory Committee
- In 2021-2022 launched the Cultural Strategists program and [Creative Economies of Belonging](#) arts jobs program.



# Special Activity Permits

- Regulates cannabis businesses, cabarets, massage parlors, mobile food vending, second-hand dealers, sound amplification, special events and film production.
- Oakland was the first jurisdiction in the country to launch a Cannabis Equity Program in 2017, to support those impacted by the War on Drugs.
- In 2022 launched the first Equity Week celebration from November 14-18, in partnership with Visit Oakland and their [Cannabis Trail](#)



# Public/ Private Development

- 7 sites with active development agreements; 4 with exclusive negotiation agreements; 3 with proposals to be approved by Council.
- 16 sites declared as surplus land by the City Council for future development.
- Manages Oakland Renaissance New Markets Tax Credits.
- Responsible for winding down the Oakland Redevelopment Successor Agency (ORSA).



New Samuel Merritt University Campus  
at City Center – breaking ground 2023

# Real Estate

- Leasing, asset management, appraisal, acquisition, disposition, and commercial/ residential relocation services for all City properties.
- Oversees a City real estate portfolio of over 1,100 owned properties and approx. 170 leases.
- Manages complex real estate transactions, including leasing and acquiring land for homeless intervention programs, community serving programs, and permanent supportive housing.



**LEARN MORE**

**[BUSINESS2OAKLAND.COM](https://business2oakland.com)**

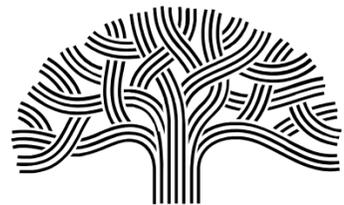
# Planning and Building Department

# Planning & Building Department

**William A. Gilchrist, FAIA**

Director

Planning and Building Department



**CITY OF  
OAKLAND**



# Department Responsibilities

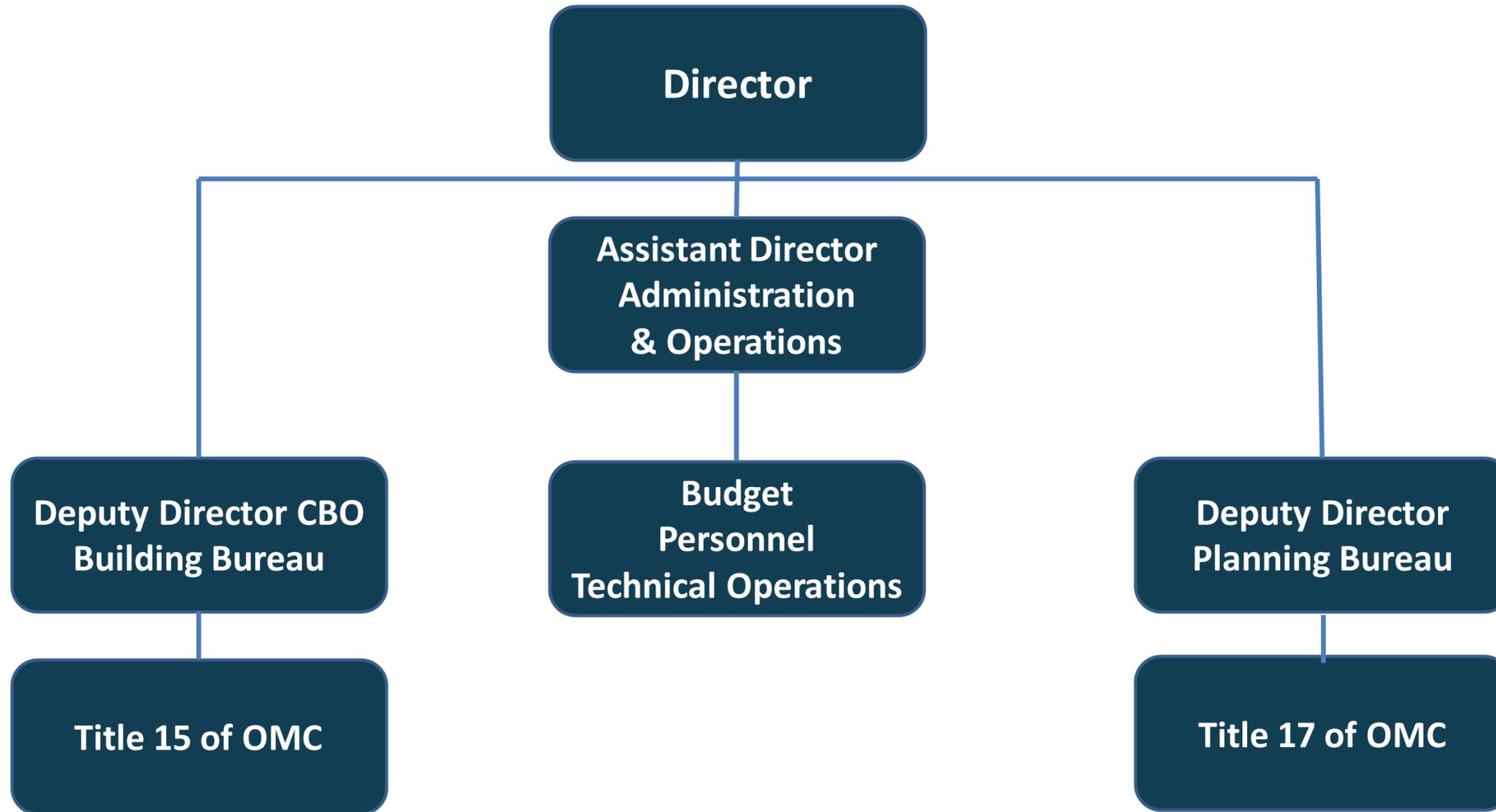
- Engage the Community to create a Vision Development
- Establish and Enforce Codes/Ordinances for Development
- Address Disparities in Development and Enforcement
- Process Applications and Permits
- Manage CEQA
- Process Applications and Coordinate Projects with other Departments and Agencies: OPW, OFD, EDWD, HCD, DOT, OPR, BART, Port, Alameda County, etc.



# Planning and Building Codes

- Oakland Planning Code (Title 17 of the Oakland Municipal Code)
- Oakland Building Codes (Title 15 of the Oakland Municipal Code)

# Department Organization



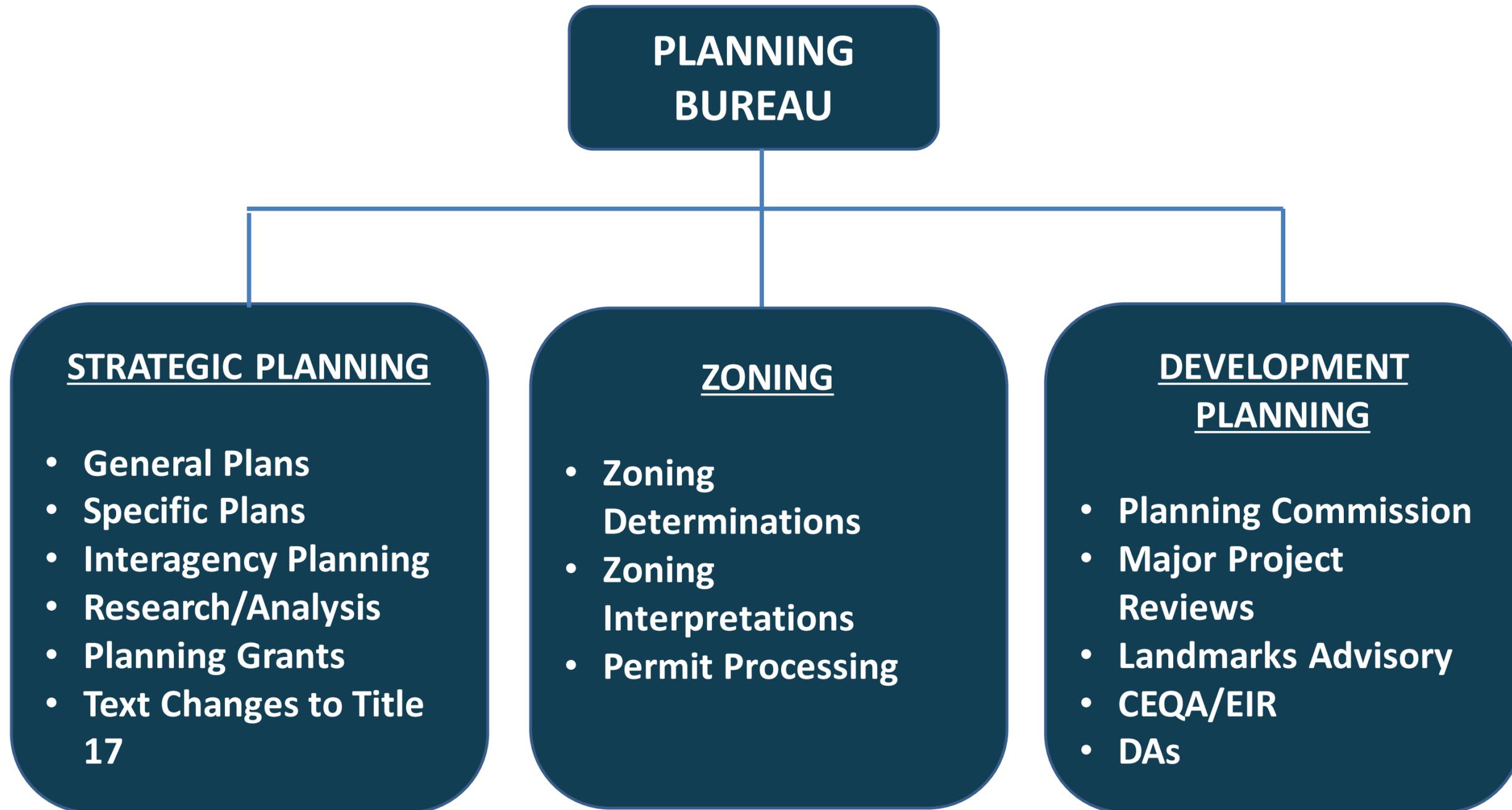
*213 Budgeted Positions; 150 Filled \**

# Planning Bureau

- Primary laws, codes and policies for Land-Use:
- General Plan
- Zoning and Application Review
- Specific and Area Plans
- Neighborhood Plans

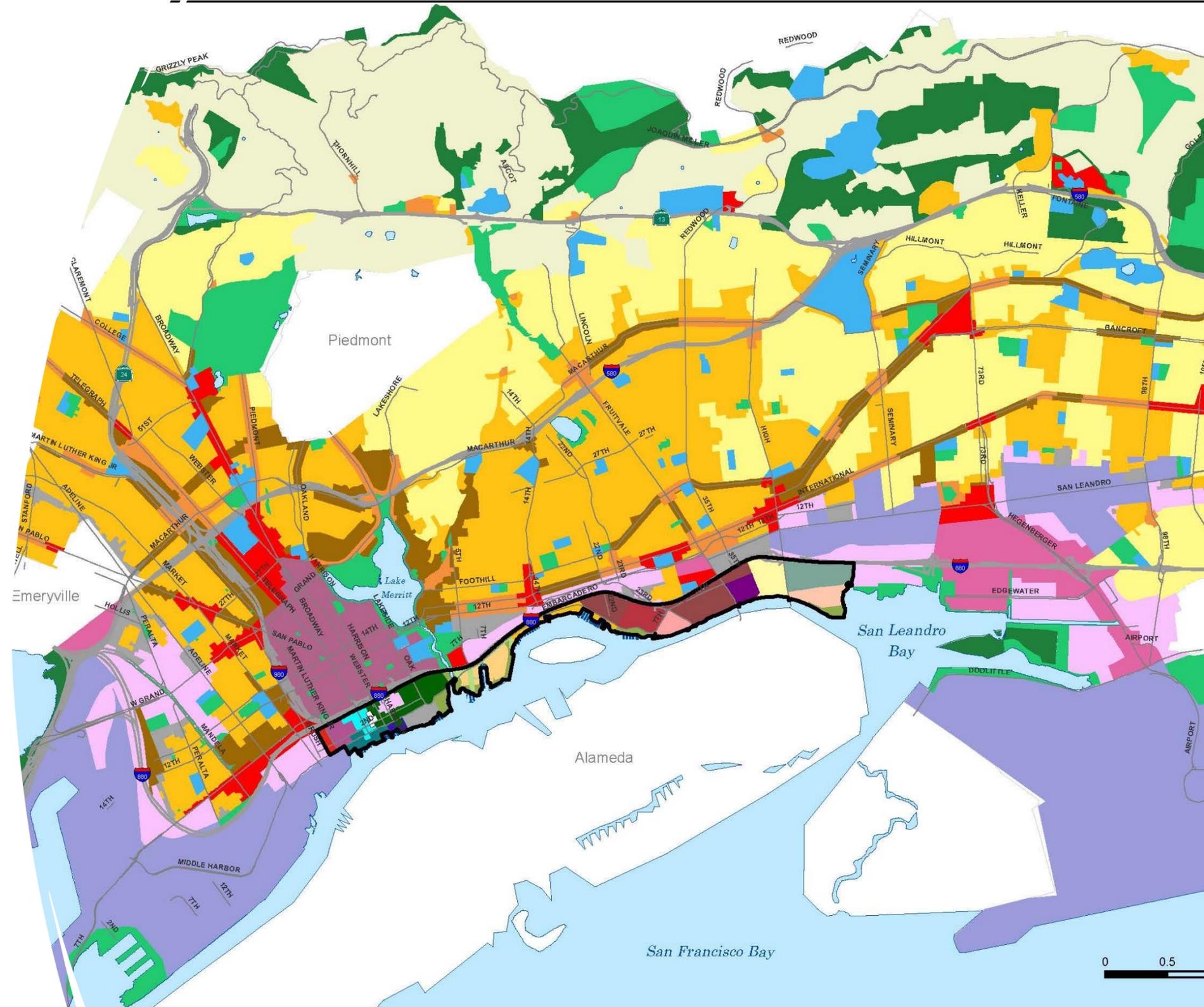


# Planning Bureau Organization



# General Plan

- State-mandated, long-range planning document
- Policies and maps provide general framework for development
- Not parcel-specific



# General Plan Policies

- Ensure community development is just and fair.
- Encourage high quality and high-density mixed-use growth along commercial corridors.
- Preserve and enhance existing residential neighborhoods.
- Develop the Waterfront for public use.
- Preserve industrial land to provide jobs for Oakland residents.
- Create a vibrant Downtown for all Oaklanders.



# Pending Updates to the General Plan

- The City of Oakland is updating its Housing Element for the next 8 years (2023-2031) as part of **Phase 1** of the 2045 General Plan Update process. The statutory deadline to adopt the Housing Element is **January 31, 2023**.
- Phase 1 of 2045 General Plan Update process also includes an update of the Safety Element and creation of city's first Environmental Justice Element.



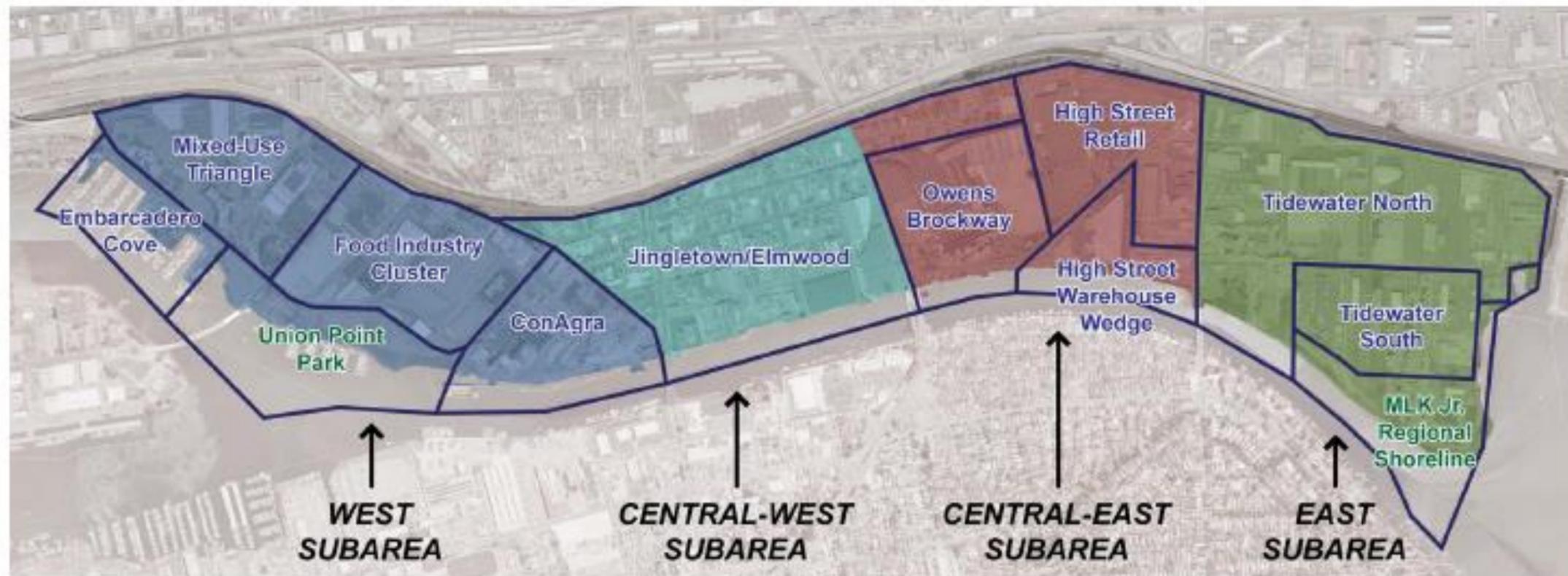
# Pending Updates to the General Plan

- **Phase 2** of 2045 General Plan Update process is anticipated to begin in Fall 2023 and includes the following:
  - Updates to the Land Use and Transportation Element (LUTE), Open Space, Conservation, and Recreation (OSCAR) Element, Noise Element
  - Creation of the City's first "Infrastructure and Capital Facilities" element to include policies for infrastructure and capital improvements in the other General Plan elements.
  - Updates to the Zoning Code

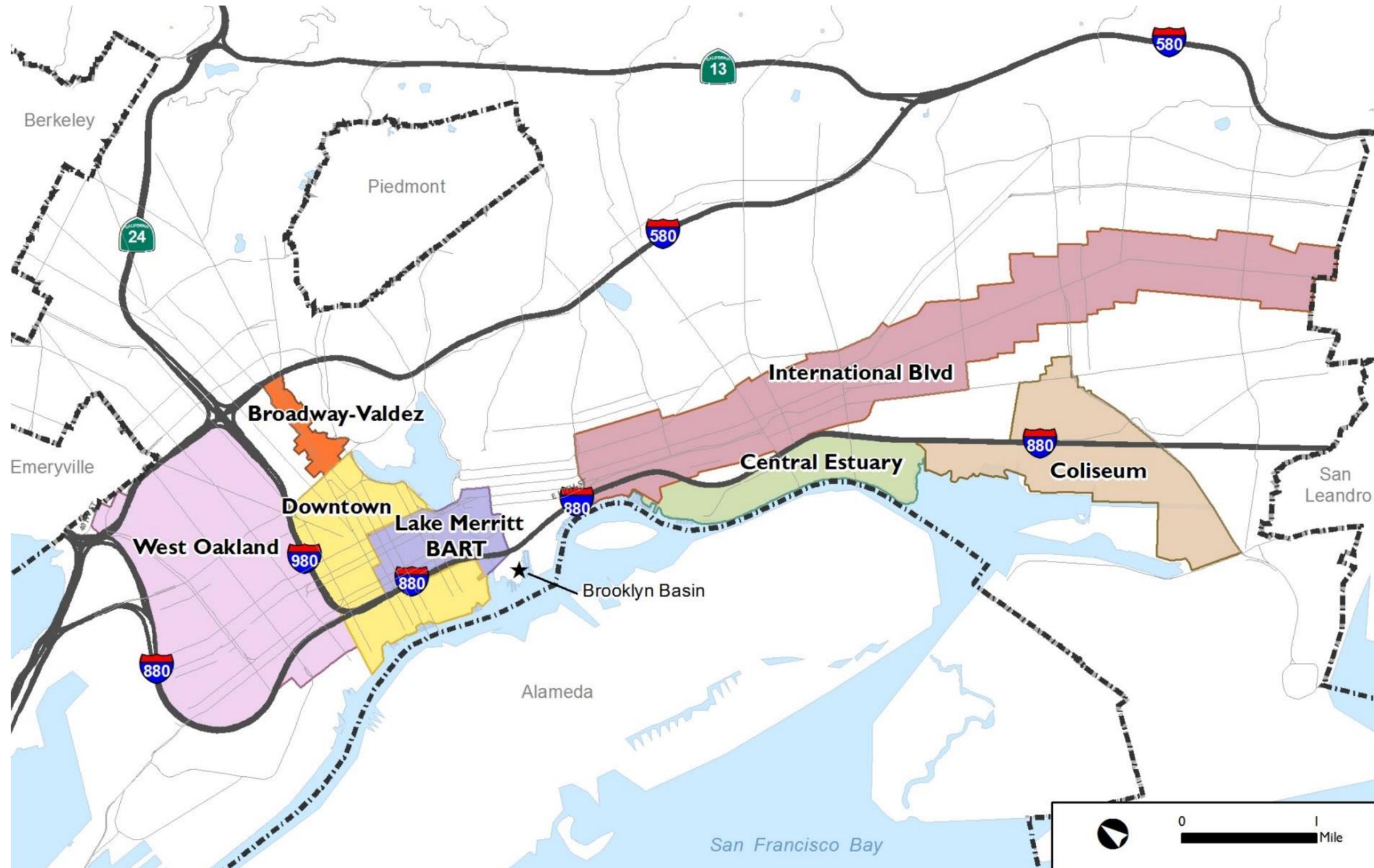


# Specific Plans

- Implement the General Plan and Specific Plans.
- Create parcel-specific regulations based on General Plan maps and policies.
- Refine General Plan to the specific character of an area.
- May be more restrictive than General Plan.

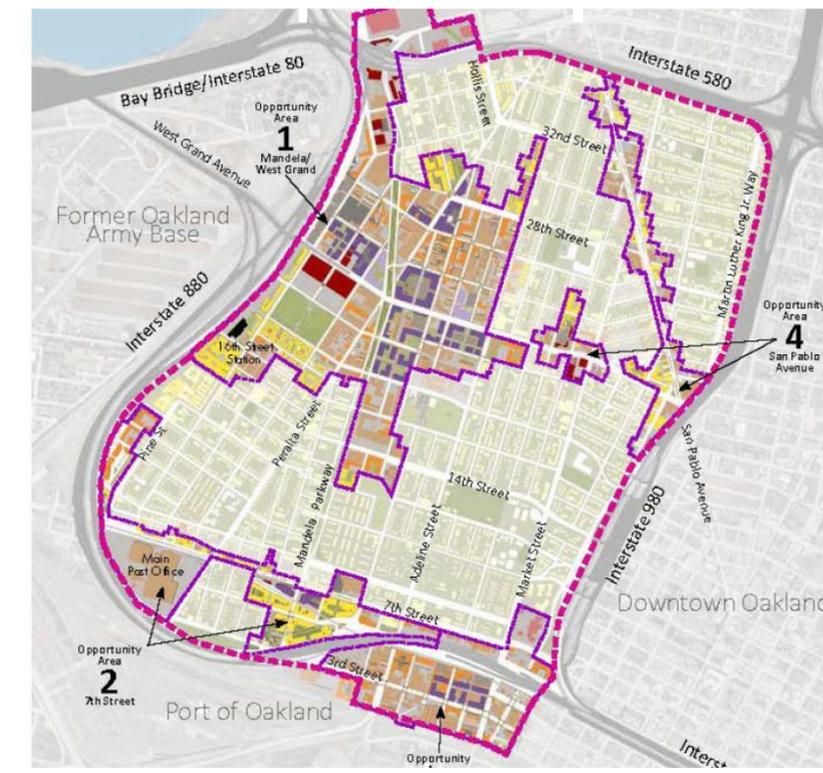
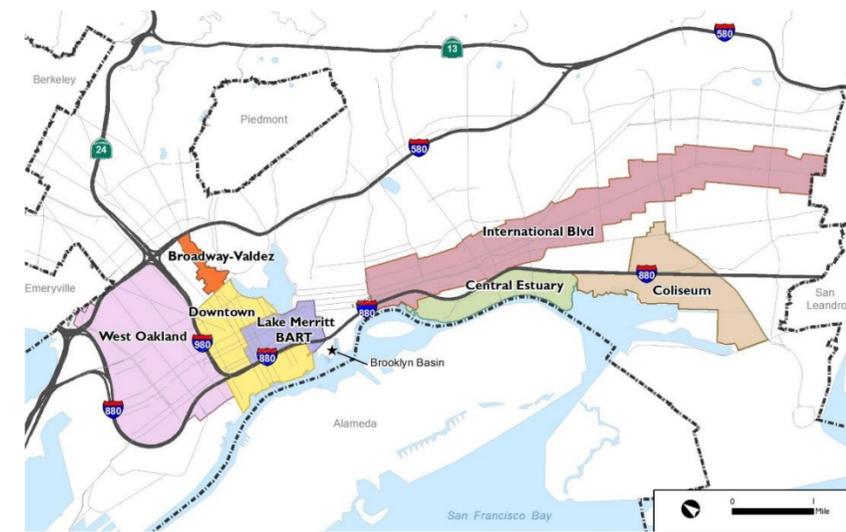


# Specific and Area Plans

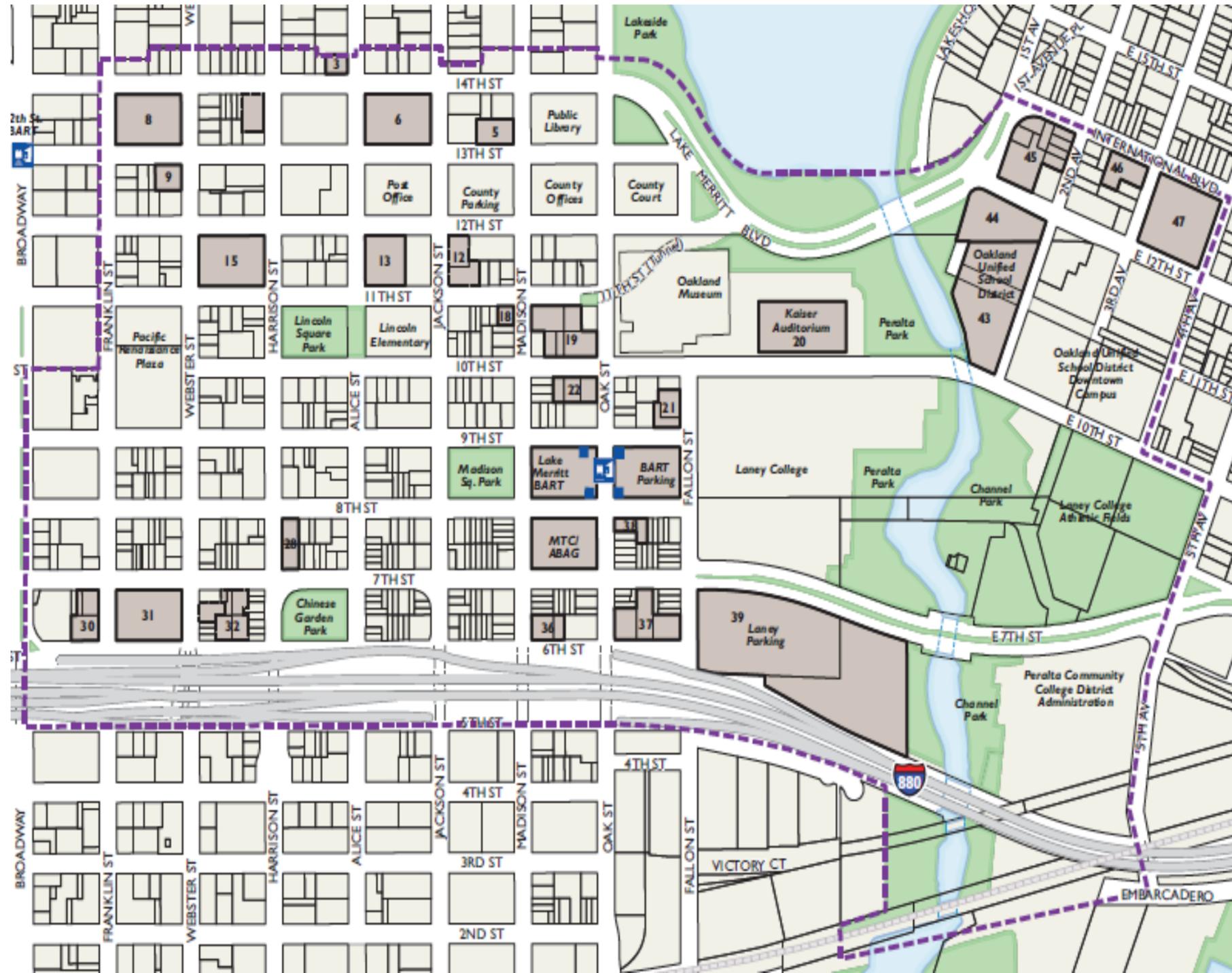


# Specific Plans Completed

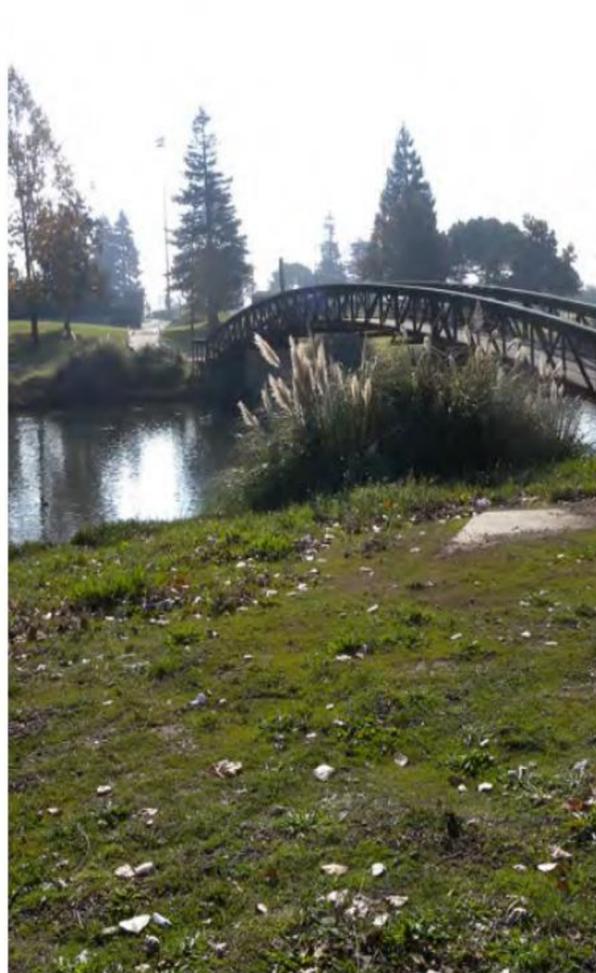
- Central Estuary Area Plan
- West Oakland Specific Plan
- Lake Merritt Station Area Plan
- Broadway Valdez District Specific Plan
- International Boulevard Transit Oriented Plan
- Coliseum Area Specific Plan



# Lake Merritt – Chinatown Specific Plan



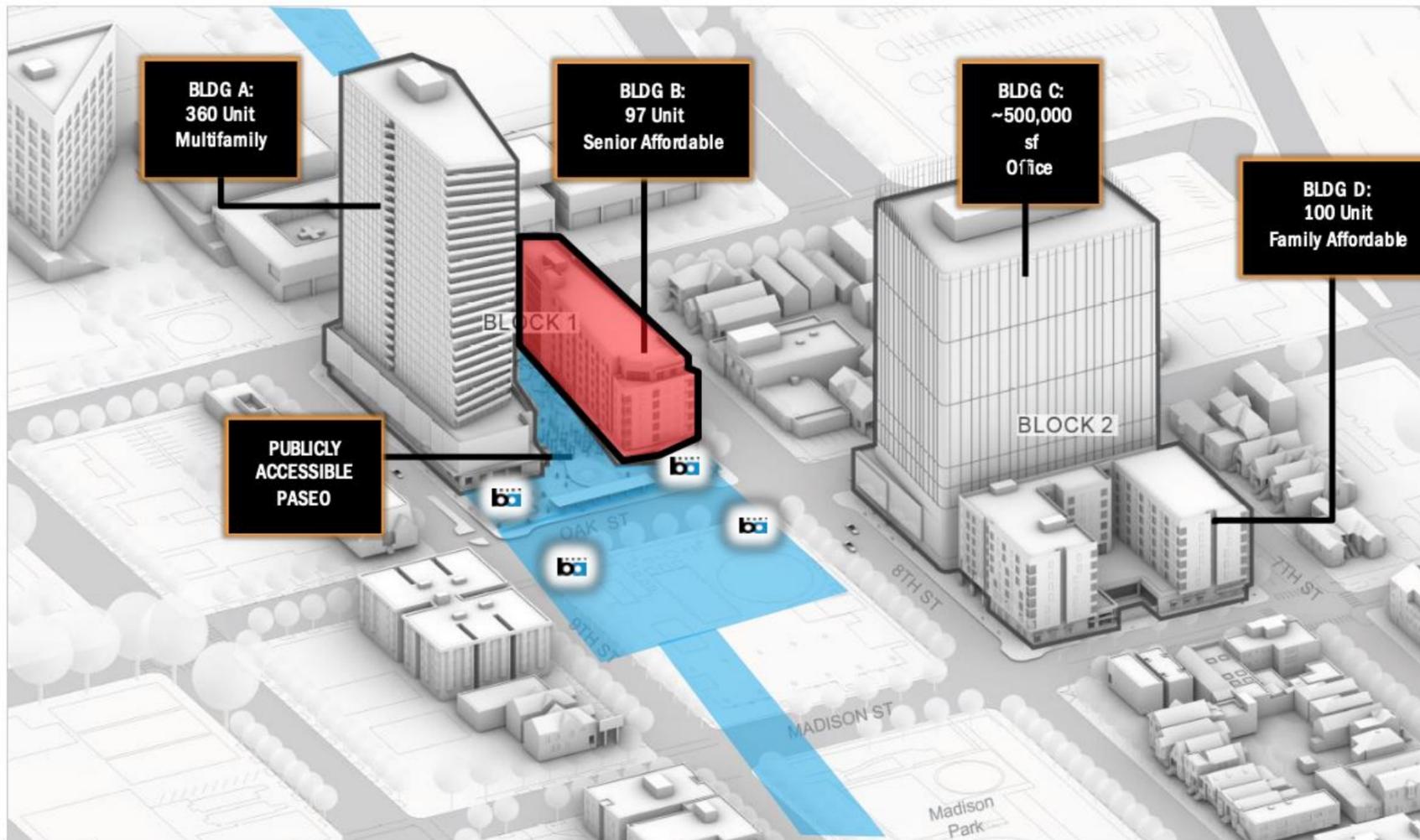
# Lake Merritt – Chinatown Specific Plan



A Specific Plan for the Area Around the Lake Merritt BART Station

# Lake Merritt Planned Unit Development

**MAY-2021 APPROVED**



## **APPROVED PLANNED UNIT DEVELOPMENT ('PUD')**

- **BUILDING A:** 360 DU - 10% Affordable
- **BUILDING B:** 97 DU - 100% Senior Affordable
- **BUILDING C:** ~500,000sf Office
- **BUILDING D:** 100 DU - 100% Family Affordable
- **Total: 557 DU, 500,000sf Office + Ground Floor Retail**
  
- **CEQA Review Complete**

## **Building B Senior Affordable Program**

- **DEEP AFFORDABILITY:** 30-60% Area Median Income (AMI); 25 Permanent Supportive Housing (PSH) Units
- **EXTENSIVE AMENITIES:** Two (2) Community Rooms, Roof Deck, Computer Lab, Services & Case Management Private Suites
- **COMMERCIAL SPACE:** ~3,200 SF of Ground Floor Retail
- **UPFRONT PUBLIC IMPROVEMENTS:** 80% of Block 1 Horizontal Improvements: 8<sup>th</sup> & Fallon street & sidewalk enhancements, initial Paseo buildout



The walkway between Building B and Building A is "The Paseo". Horizontal improvements linked to the construction of the affordable housing in Building B.



# Land Use Decision Making Process

- Projects requiring discretionary land use permits are submitted as an application to PBD and routed to Planning Bureau staff for review according to applicable zoning, subdivision and environmental review regulations.
- Projects subject to design review are also evaluated according to applicable design standards and guidelines.
- Depending on the size and type of land use project, decisions on discretionary land use permits are made by either the Planning Director, Zoning Manager, or Planning Commission.

# Environmental Protection

State of California law:

- California Environmental Quality Act (CEQA)

City of Oakland laws:

- Creek Protection/  
Water Quality
- Tree Protection
- Green Building



# California Environmental Quality Act (CEQA)

- Requires consideration of environmental consequences before approving plans, policies or projects.
- Under CEQA
  - Determine whether the project falls under a statutory or categorical exemption from CEQA; *or*
  - If not exempt, oversee preparation of a negative declaration, mitigated negative declaration, or Environmental Impact Report (EIR).



# Example of a Permitted Use Table

**Table 17.73.020: Permitted and Conditionally Permitted Uses and Facilities**

Uses	Zones				Additional Regulations	
	CIX-1	CIX-2	IG	IO		
<b>Residential Uses</b>	All residential uses prohibited in each zone					
<b>Commercial Uses</b>						
General Food Sales	P	C (L1)	C (L1)	P (L1)		
Alcoholic Beverage Sales	L2	C	--	--	See Section 17.102.210	
Medical Service	P	C	--	C		
Consumer Laundry and Repair Service	P	C	--	--		
Construction Sales and Service	L3	L3	--	--		
Automotive Sales, Rental, & Delivery	P	C	--	C		
Animal Care	L4	C	C	--		
<b>Industrial Uses</b>						
Custom Manufacturing	P	P	P	P		
Light Manufacturing	P	P	P	P		
General Manufacturing	L3	L3	P	--		
Heavy Manufacturing	--	--	C	--		
Trucking-related Activities:						
A.	Freight/Truck Terminal	L5	L3	P	--	If 150 feet of residential zone subject to design review Chapter 17.136.
B.	Truck Yard	L5	C	P	C	
C.	Truck Weigh Stations	--	P	P	--	

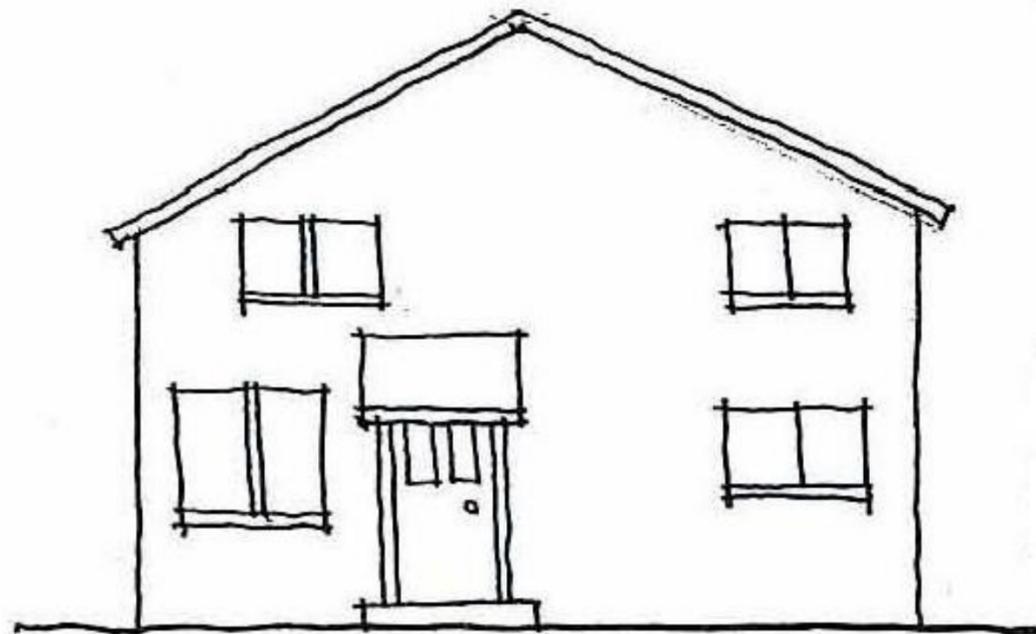
# Historic Preservation and Landmarks Advisory Board

- Historic Preservation
  - Oakland's historic buildings and neighborhoods among most notable in California.
  - Rich multicultural legacy provides opportunity for historic celebration across race and class
  - Department documents and tracks Designated Landmarks & Historic Properties
- The Landmarks Preservation Advisory Board
  - Identifies Historic Landmarks in Oakland, conducts design review hearings on historic properties, and advises the Planning Commission and City Council on preservation.

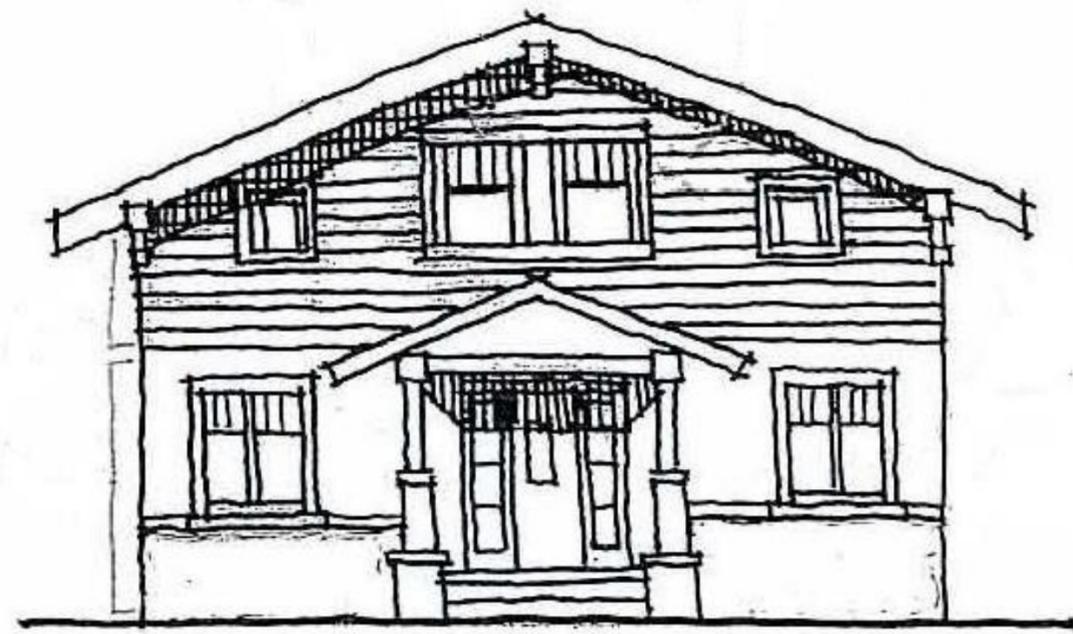


# Design Review

- Architectural Style
  - Window Style and Trim
  - Window Composition
  - Materials
  - Detailing (such as brackets)
  - Depth (with roof overhang and porch)

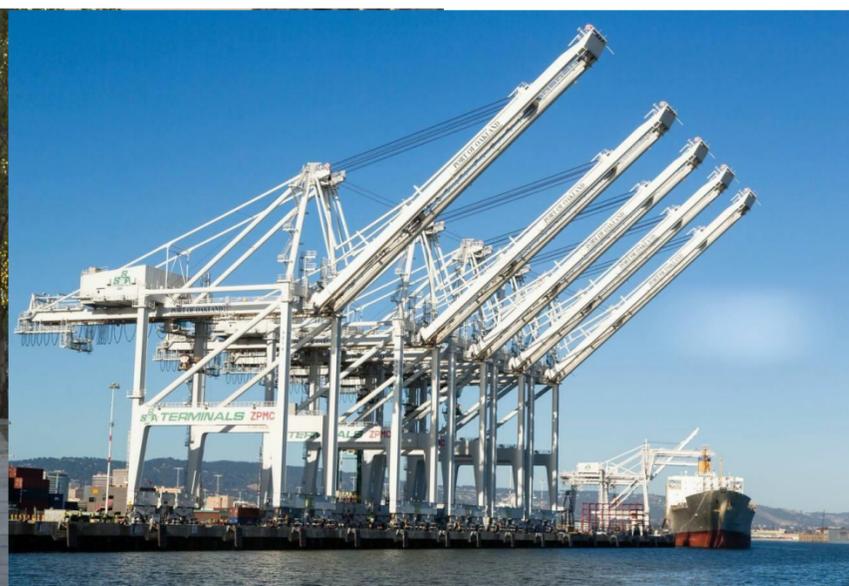
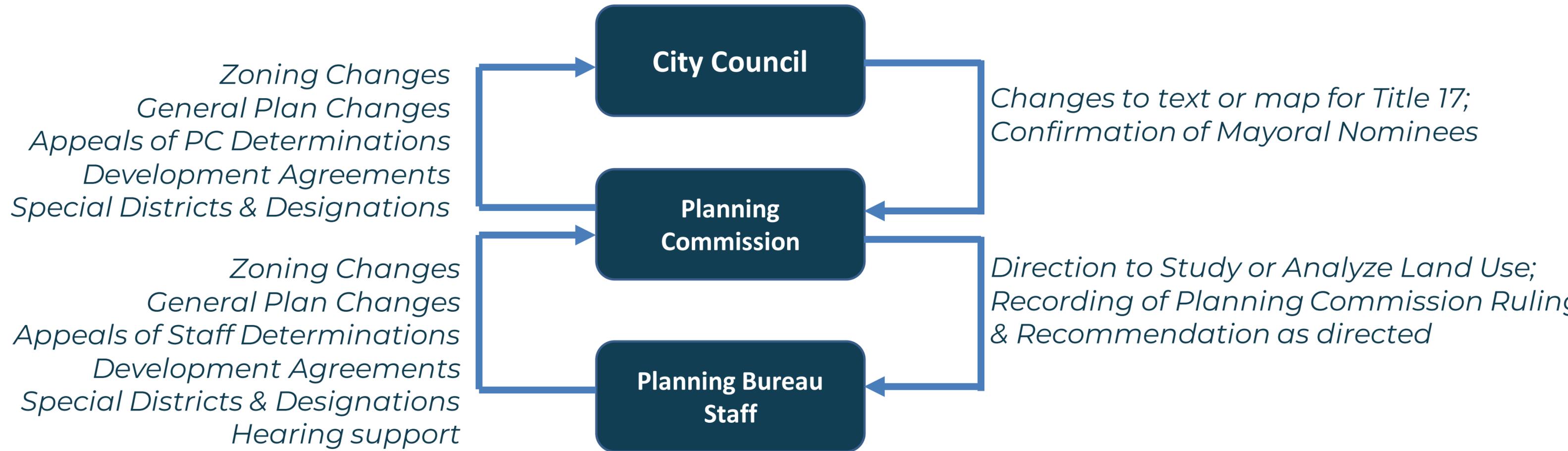


Before



After

# Council Role with Planning Commission

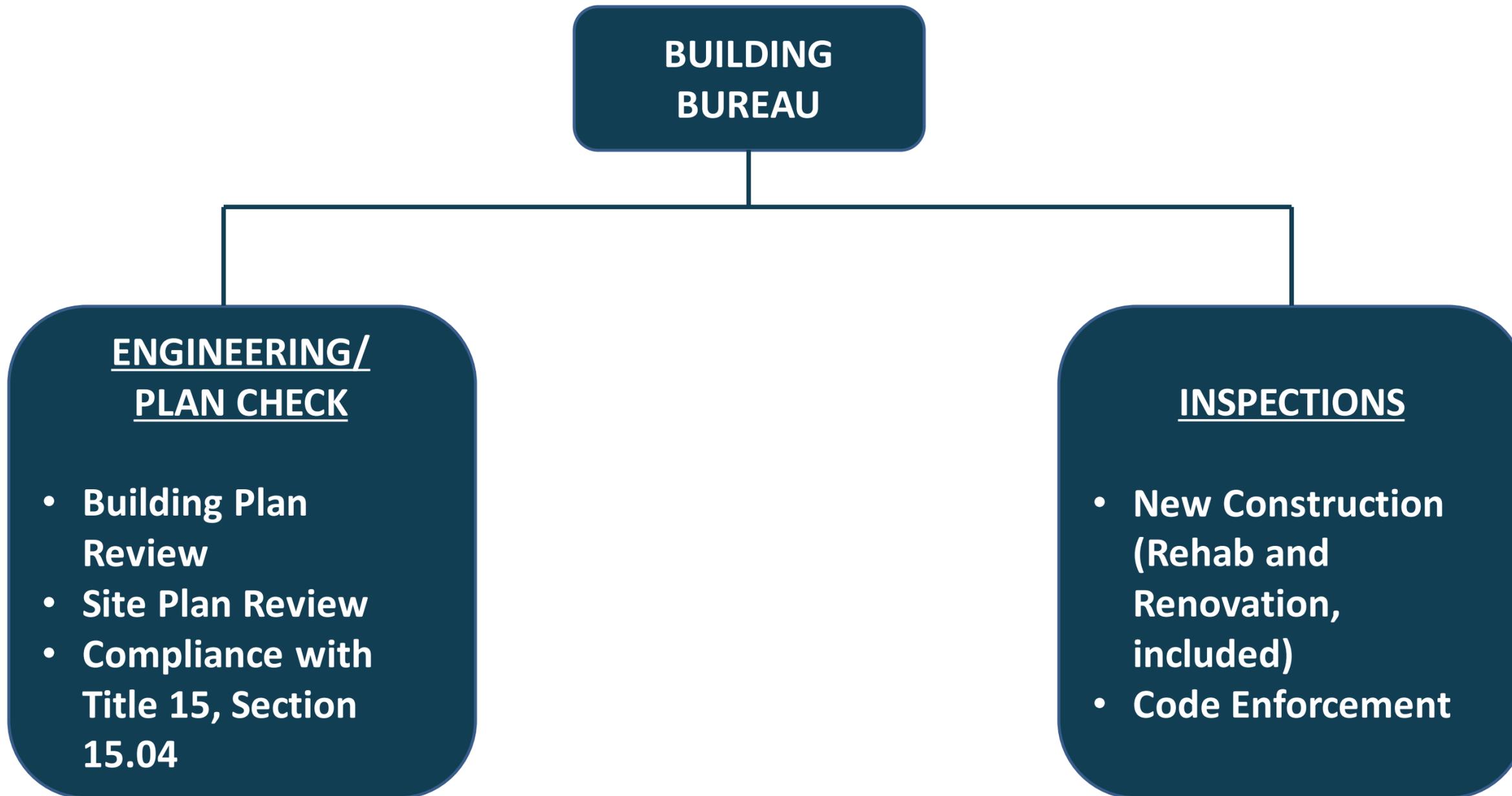


# Building Bureau Duties

- Plan Review staff review submitted plans and construction documents in order to verify the description of work, for which a permit will be issued, is in compliance with the adopted Building Codes.
- Inspection staff conduct site visits to confirm work is performed according to the approved plans and minimum code requirements.
- Code Enforcement staff enforces proper maintenance of private property, existing structures and buildings and that complaints and violations are documented and addressed.

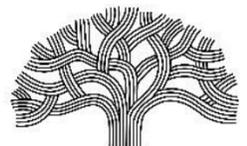


# Building Bureau Organization



# Building Bureau Operations

- The Building Bureau is in the process of improving several areas of service including:
  - Becoming fully staffed and preparing for several staff that will retire within the following year
  - Refining coordination with fellow Department Divisions and staff to more fully utilize technology and clear communications to enhance customer service and interaction with the general public.
  - Implementation of a Pro-active Rental Inspection Program and flexibility with Accessory Dwelling Units and Joint Live Work Quarters in order to ensure structures are safe to occupy and on a path towards full code compliance.



# Code Enforcement

- **Property Blight**

- It is unlawful for any person or corporation whether as owner or occupant in possession of the property to maintain any property in a blighted condition per OMC Chapter 8.24.
- A blighted property (i.e., residential, commercial, or industrial properties) is one that exhibits a **lack of maintenance, livability, and appearance that does not promote the health, safety, and general welfare of the community.**



# Code Enforcement

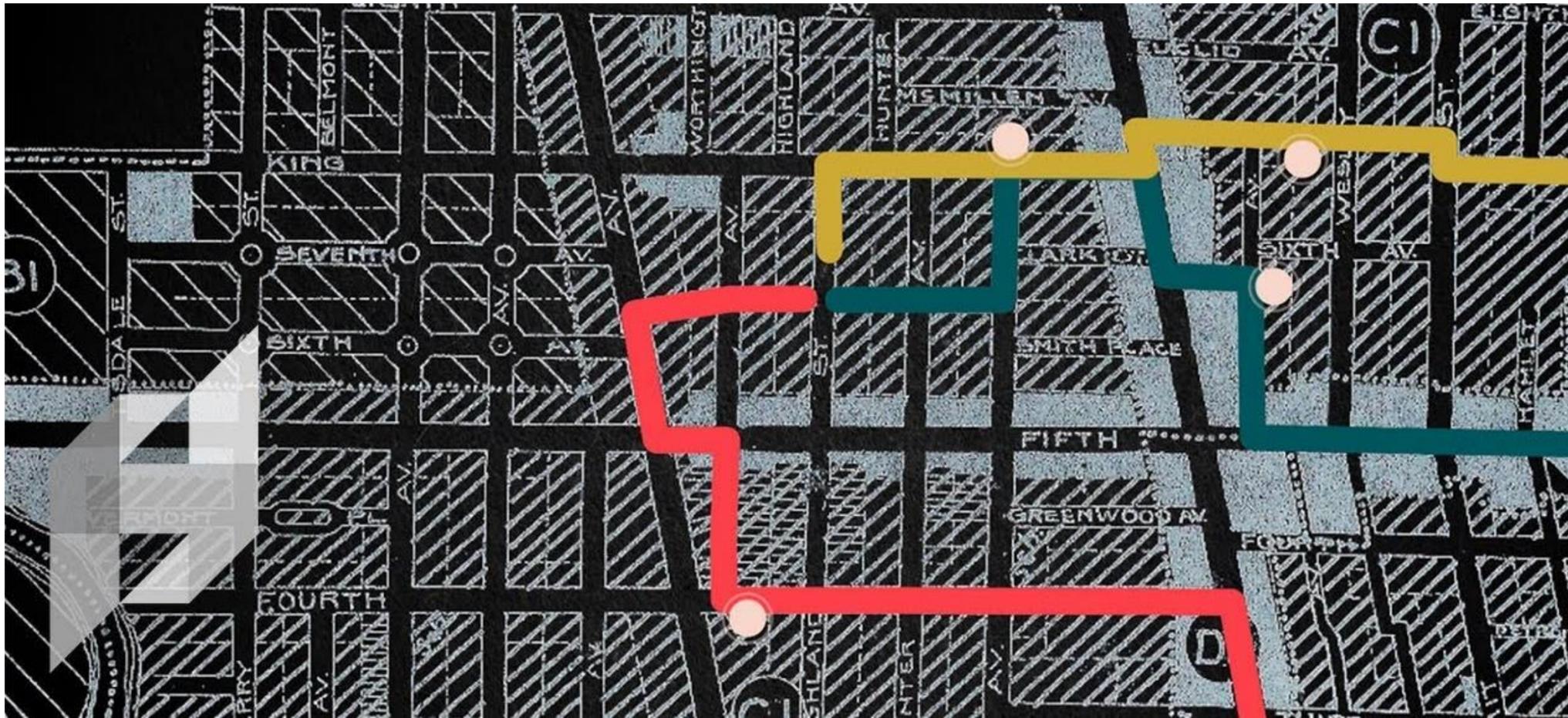
- **Building Maintenance**
  - It is unlawful for any person, firm, or corporation to **erect, construct, enlarge, alter, repair, move, improve, convert, demolish, equip, use, occupy or maintain any building, structure, portion thereof, or real property or cause or allow the same to be done in violation** of this Chapter 15.08 of the OMC.



# Code Enforcement

- **Zoning**

- It is unlawful to **establish, substitute, expand, construct, alter, move, paint, maintain or otherwise change** any structure, or create or change lot lines, except in conformity with the Oakland General Plan per Chapter 17 of the OMC Section 17.010.30.





# Code Enforcement

- **Graffiti**

– It is unlawful and a violation of the OMC Chapter 8.10 for any person owning property to permit **or allow any Graffiti to remain on any walls, temporary or permanent structures, places, or other surfaces located on such property** when the Graffiti is visible from the street or other public or private property.

# Administration and Operations

- Permit Application Intake
- Fee Collection
- Department Level IT Support and Management
- Budget Management
- Personnel Management

# Administrative & Operations Organization

## ADMINISTRATION & OPERATIONS

### PERMIT COUNTER

- Application Intake
- Public Guidance
- Application Routing
- Permit Issuance

### ADMINISTRATIVE

- HR Liaise
- Budget Liaise
- Fees and Cashier
- Records

### DIGITAL SERVICES

- Data Analytics
- Accela
- Website
- ITD Liaise
- Information Management

# Permitting Processes

- **In Person Permitting Services**  
Available for Walk Ins and By Appointment
- **Online Permitting Services**  
Available for Homeowners, Developers, and Business Owners, including for Green Infrastructure
  - Available in English, Spanish, and Chinese
- Engaged in **Reimagining One Stop Permitting (ROSP) Initiative** to improve overall customer experience in working with the City on permitting processes



**QUESTIONS?**

# LEARN MORE

Planning and Building webpage:

[OAKLANDCA.GOV/PLANNINGANDBUILDING](https://oaklandca.gov/planningandbuilding)

The background features a dark teal color with a complex, abstract pattern of light teal, curved lines that resemble a stylized, interlocking geometric or organic structure, possibly a map or a network diagram.

# **Land Use and Economic Development**

# Economic Development / Major Projects

**Bill Gilchrist**, Director

Planning & Building Department

**Alexa Jeffress**, Director

Economic & Workforce Development Department



CITY OF  
**OAKLAND**



# Citywide Goals

**Holistic  
Community  
Safety**

**Housing,  
Economic,  
and Cultural  
Security**

**Vibrant,  
Sustainable  
Infrastructure**

**Responsive,  
Trustworthy  
Government**

# Economic & Workforce Development – Role in Land Use and Major Projects

- **Business Development** – site location, permit navigation
- **Workforce Development** - community benefits agreements
- **Cultural Affairs** – public art in private development and capital improvement projects
- **Public/Private Development** - negotiates and implements major developments on City-owned land
- **Real Estate Asset Management** - provides leasing, asset management, appraisal, acquisition, and disposition for all City properties; manages interim uses of public land

# Planning & Building Department – What We Do

Primary laws, codes and policies that we create and use for Land-Use and Development:

- General Plan
- Zoning
- Specific and Area Plans
- Neighborhood Plans
- Building Codes: Plan Review, Inspection and Enforcement

# Planning Commission

The Oakland Planning Commission is charged to promote the orderly growth and development of the City through:

- Studies
- Decisions on Development Proposals
- Policy, Case and Text recommendations to the City Council

# City Council Role

## Building

- Amendment to the Oakland Municipal Code (Chapter 15)

## Planning

- Amendment to the Oakland Municipal Code (Chapter 17)
- Decisions on Development Proposals
- Receive Study, Case or Text recommendations from the Planning Commission for final determination

-Public/Private Development on City Land

-Approve ENAs and DDAs, Community Benefit Agreements

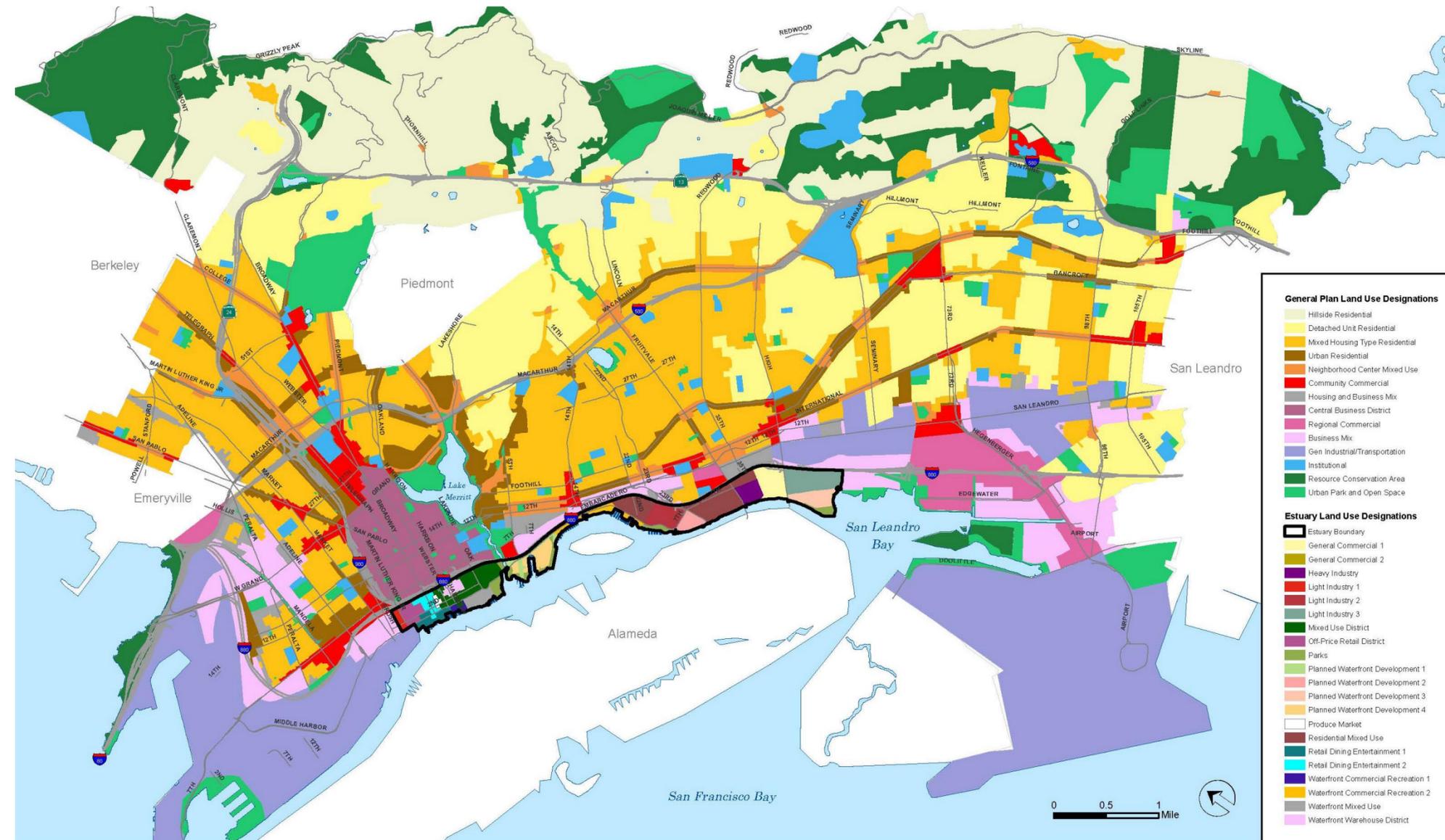
# Economic Development and Land Use

Three types of projects that drive Economic Development and Land Use:

- 1. Public** – City facilities, public infrastructure and capital improvement projects
- 2. Private** – Development on private land
- 3. Public/Private** – Partnerships between public agencies and private landowners/ developers to advance City priorities

# General Plan

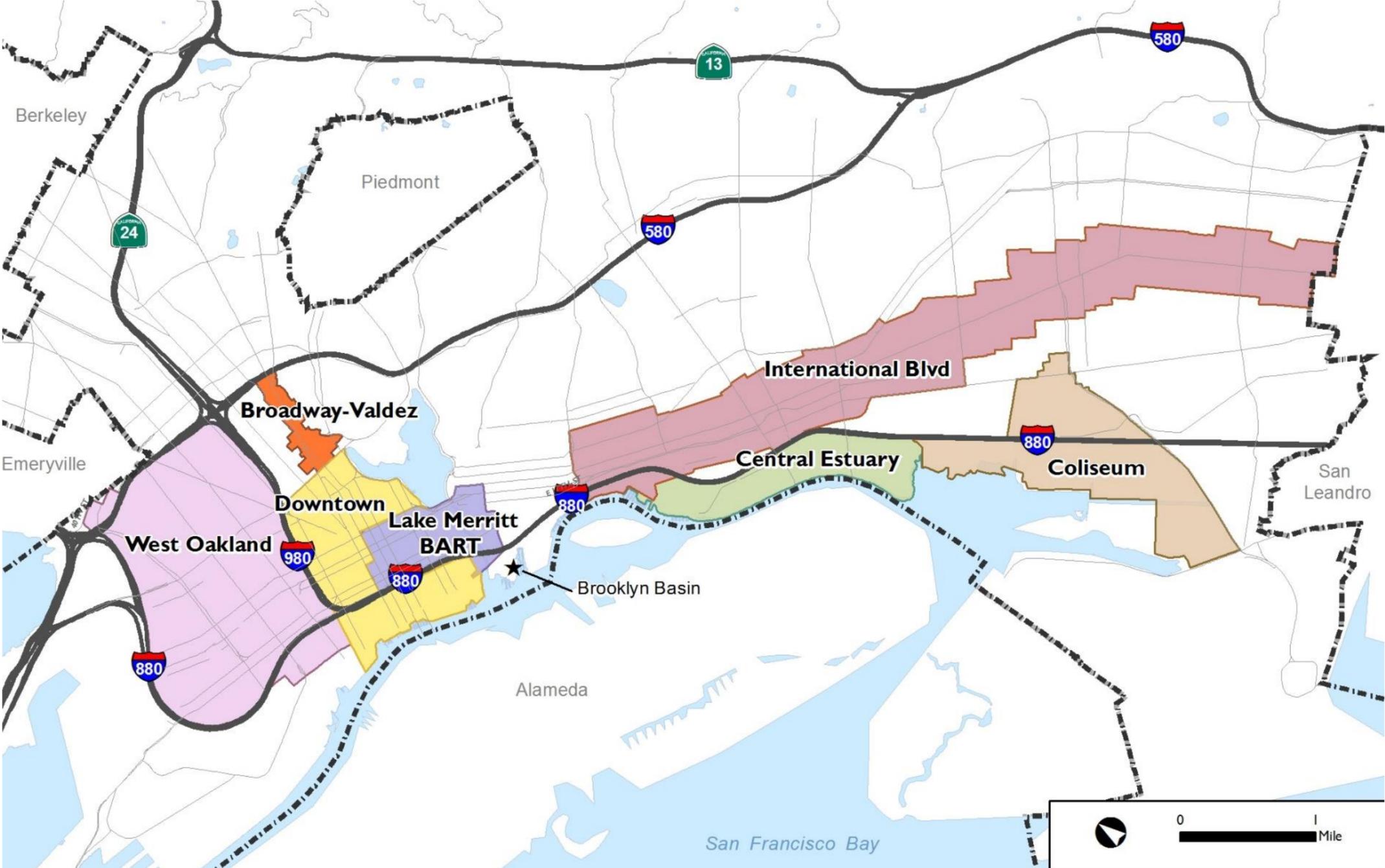
- State-mandated, long-range planning document
- Policies and maps provide general framework for development
- Not parcel-specific



# General Plan Policies – Economic Development Impacts

- Encourage high quality and high-density mixed-use growth along commercial corridors.
- Preserve and enhance existing residential neighborhoods.
- Develop the Waterfront for public use.
- Preserve industrial land to provide jobs for Oakland residents.
- Create a vibrant Downtown.

# Specific and Area Plans



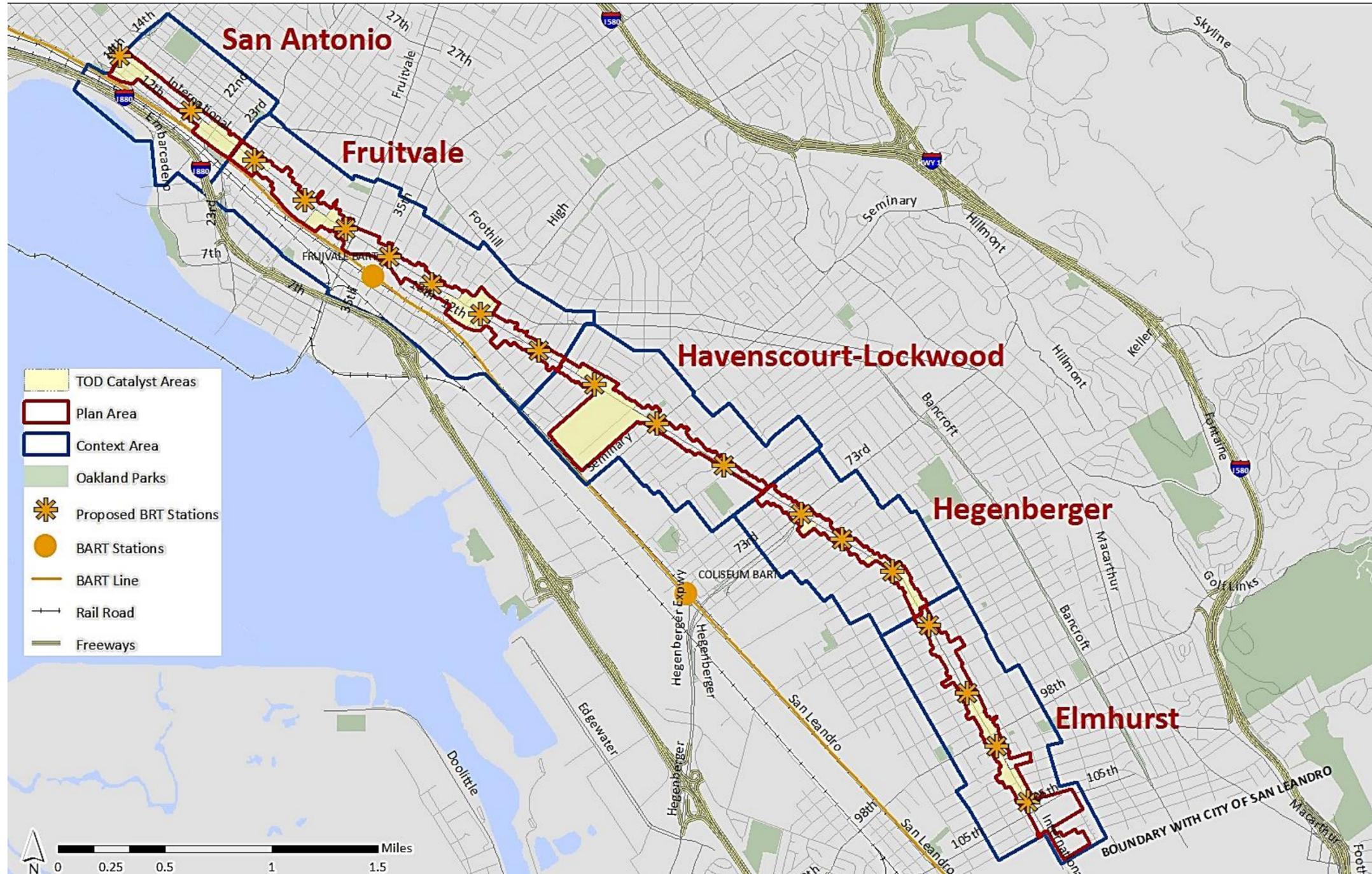
# Specific and Area Plans – Economic Development Impacts

- Define clear, place-based vision for development
- Allow streamlined entitlement process, relying on the Plans' approved Environmental Impact Reports (EIRs) for faster approval
- Provide a significant amount of certainty for developers

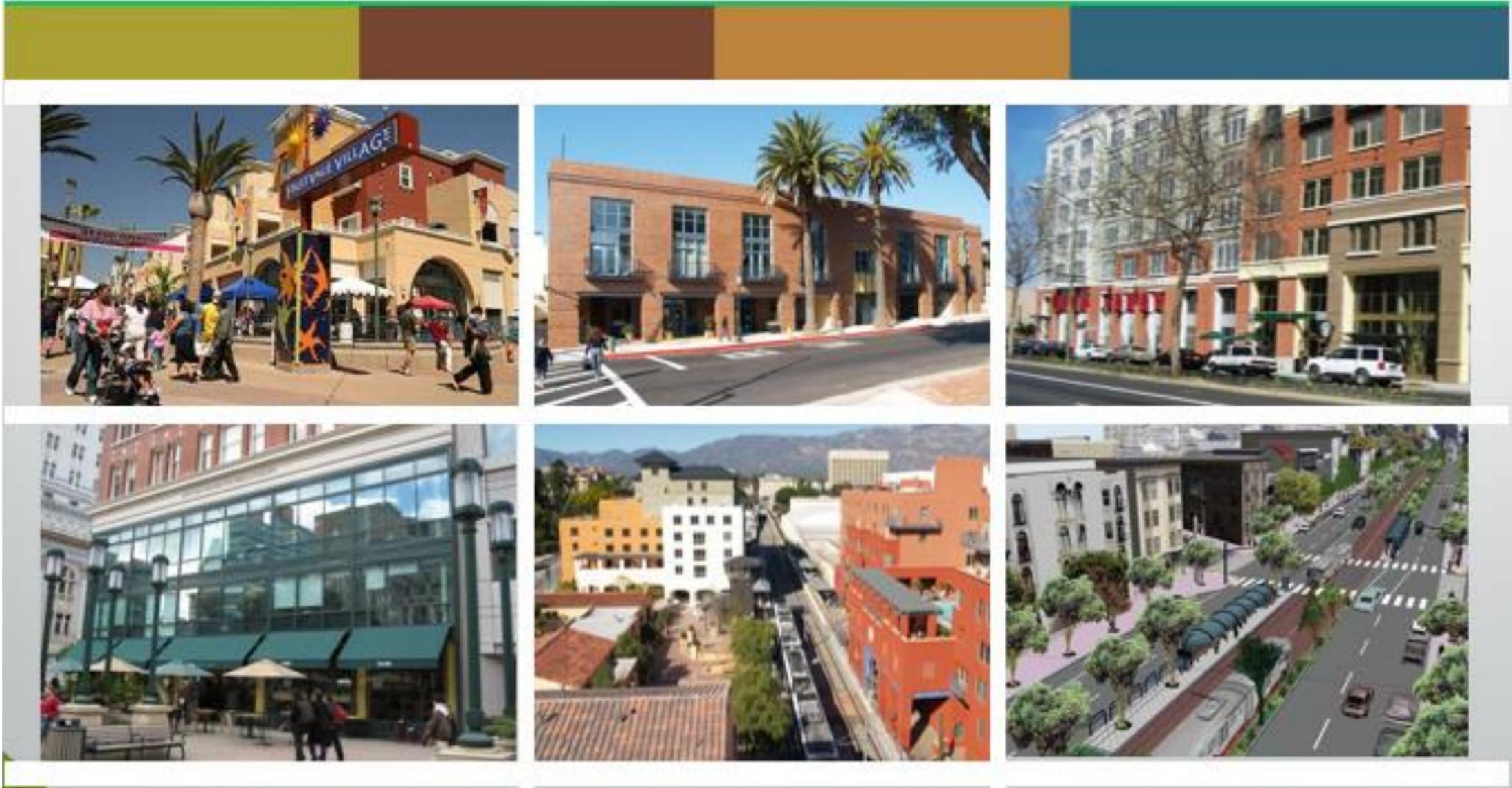
# Zoning Regulations

- Implement the General Plan and Specific Plans
- Create parcel-specific regulations based on General Plan maps and policies
- Refine General Plan to the specific character of an area
- May be more restrictive than General Plan

# Corridor and Sub-Area Plans



# International Blvd. Transit-Oriented-Development Plan



# International Blvd. Corridor – Economic Development Programs and Projects

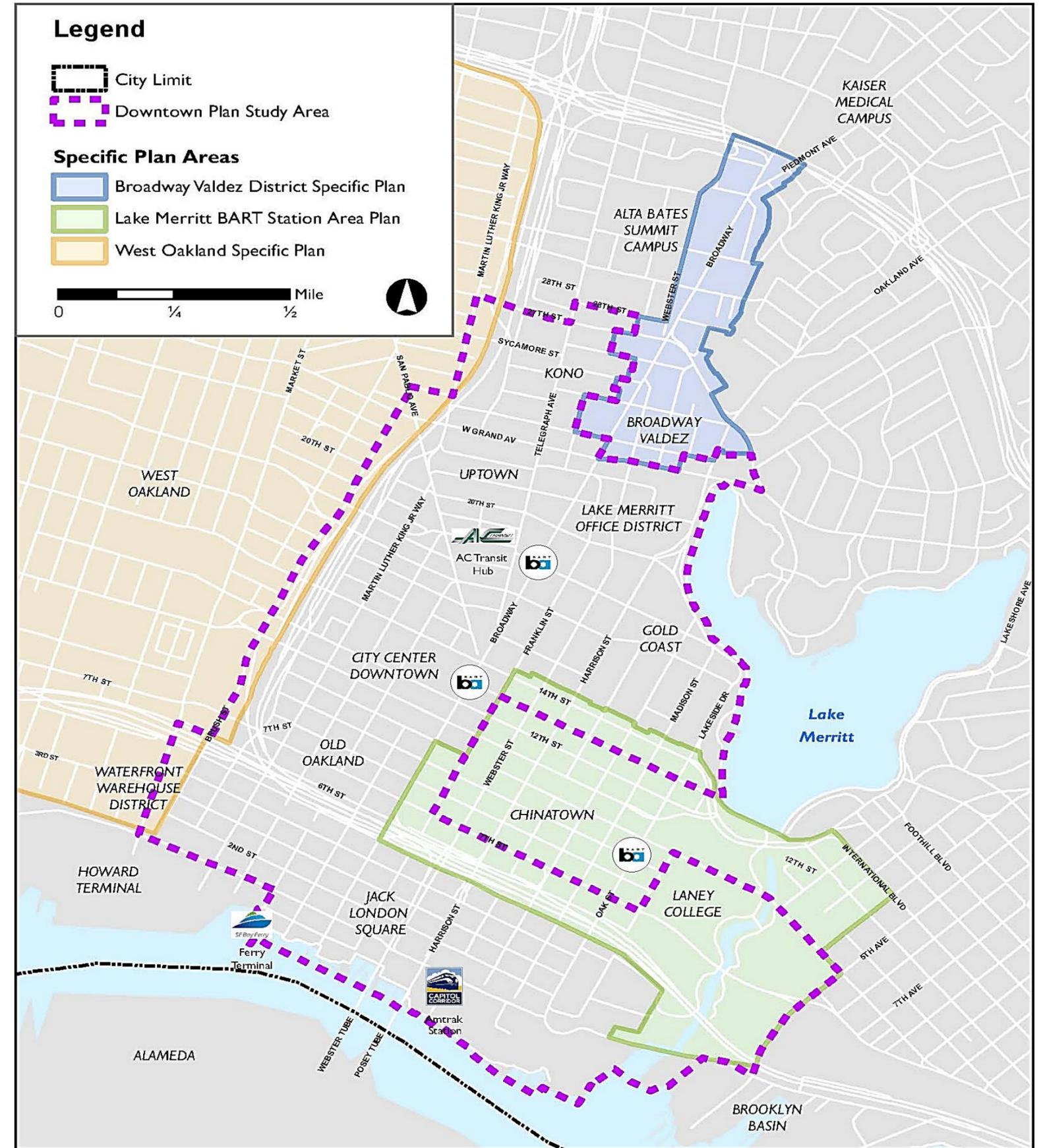
- Fruitvale Transit Village IIB – 100% Affordable Transit-Oriented Development Project at Fruitvale BART (complete in Fall 2023)
- Bus Rapid Transit (BRT) Business Assistance (BAF) Grants
- 3050 International – 100% Affordable Housing with Health Clinic (LDDA)



# Specific Plan in Progress



# Downtown & Adjacent Specific Plan Areas



# New Samuel Merritt University Campus



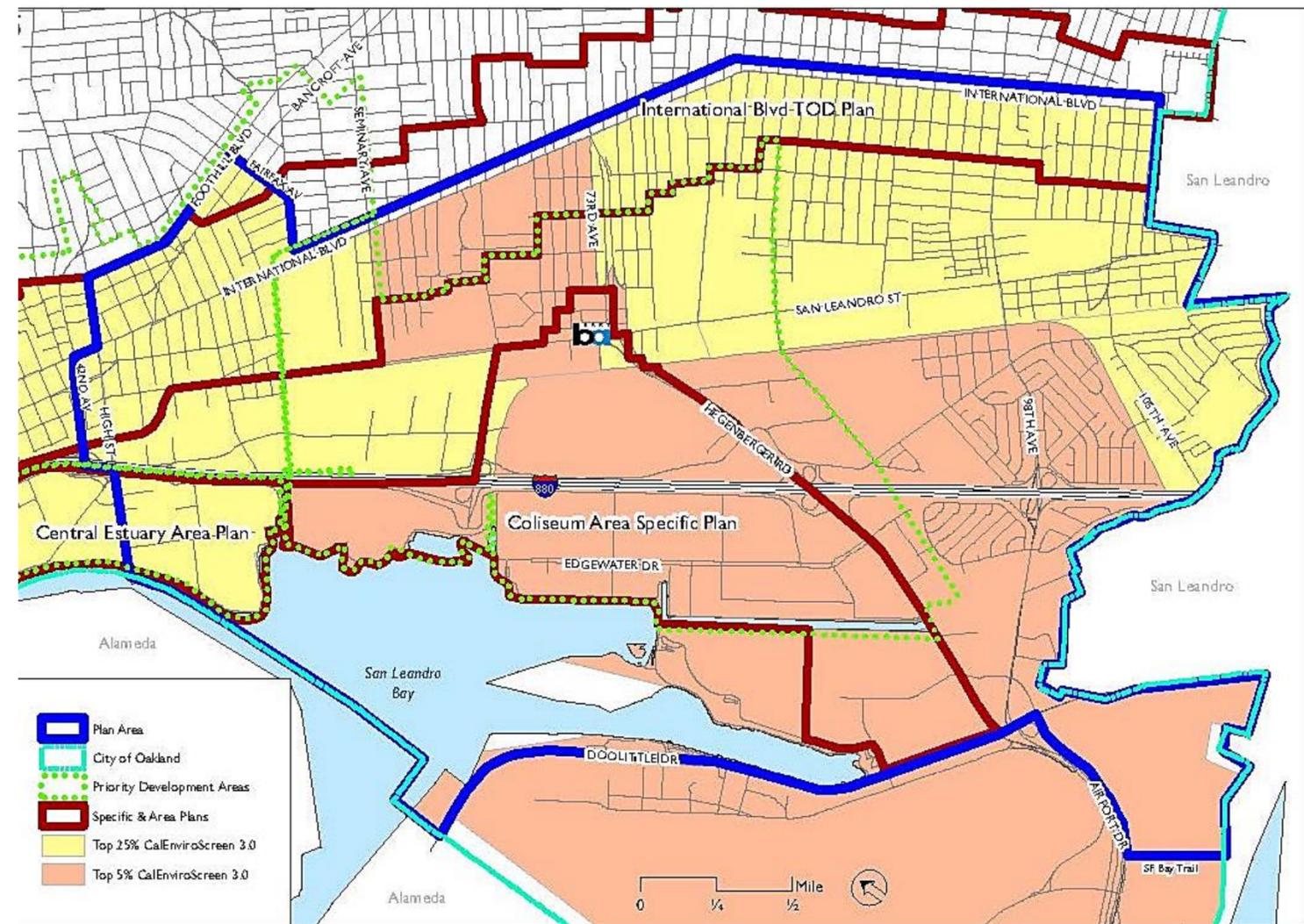
- Will serve approx. 1,300 students and employ 300 staff and teachers.
- New campus will include:
  - Center for Community Engagement
  - Publicly accessible plaza with programming and fitness area

# East Oakland Neighborhoods Initiative

*TCC grant to help East Oakland neighborhoods plan strategies to reduce carbon emissions, improve air quality, & build resiliency in the face of a changing climate.*

## Focus include:

- Equity
- Health
- Green infrastructure
- Urban greening Active transit
- Sustainable economic and workforce development
- Renewable energy, and
- Mitigation and resilience strategies.



# Transformative Climate Communities Grant- \$28.2M for East Oakland

- Five projects in a five-square-mile area in deep East Oakland.
- Community-led projects include tree planting, Scraper Bike clinic, Aquaponics Farm and food hub and more.
- 95<sup>th</sup> and Int'l (ACTS Cherry Hill Apartments) – 55 deeply affordable units with health clinic (under construction).



# EWD Public/Private Development (PPD) - Unwinding Redevelopment

- **Oakland Redevelopment Successor Agency (ORSA):**  
Redevelopment dissolution in 2012; led to creation of ORSA
- **Long Range Property Management Plan (LRPMP):** City retained sites for government use or development, including Oakland Army Base and Coliseum Area
- **Bond Spending Plan:** Authorizes the appropriation and allocation of former redevelopment bond funds and program revenue

# Public/Private Development Projects – Focus on Affordable Housing

Over **500 affordable units on City land** in the pipeline:

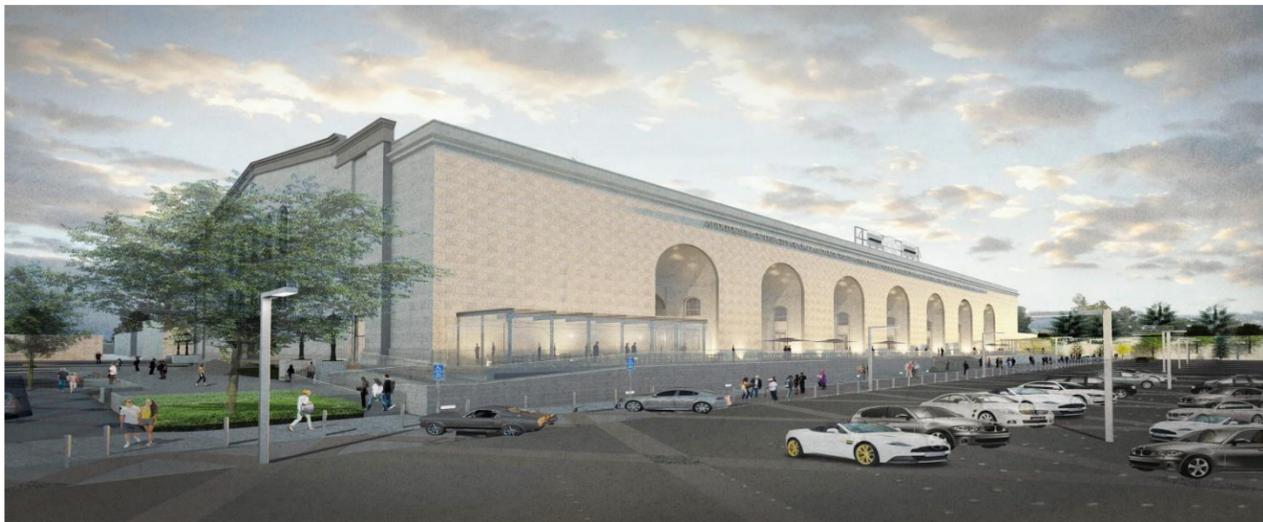
- 236 affordable units under construction at Fruitvale IIB and 95th and Int'l
- 76 affordable units under an active Lease Disposition and Development Agreement (LDDA) at 3050 International Blvd.
- 202 affordable and workforce housing units in the Exclusive Negotiation Agreement (ENA) phase at 12th Street Remainder (Parcel 1) and 73rd and Foothill (Black Cultural Zone Hub)



# Public/Private Development Projects – Other Major Projects

Other major real estate deals to advance cultural and economic development:

- Henry J Kaiser Convention Center under construction with opening expected in 2023.
- Proposed Museum of Jazz Arts on Fire Alarm Building site in ENA phase, with extension coming to Council in 2023



# Oakland Army Base Redevelopment

City owns ~130 acres of the former Oakland Army Base that was deeded to the City from the Army through an economic development conveyance.

## Redevelopment Status:

- 2012 Gateway Industrial District established
- 2019 City Completed Public Improvements
- 2022 Warehousing component fully built out by Prologis (World's largest industrial developer)
- 2022 City/CWS entered Disposition Development Agreement (DDA) for new recycling facility
- 2023 City/CASS to enter DDA to relocate recycling
- 2023 Implement Lease/DDA with OMSS for construction of truck services
- Ongoing litigation regarding bulk terminal



# Coliseum Complex Redevelopment

- City owned an undivided 50/50 interest with the County
- County sold their portion to Oakland A's
- City Council authorized Exclusive Negotiating Agreement (ENA) with AASEG in 2021 for the City's interest



# Surplus Land Disposition

- View interactive map of 1,100 City-owned sites at: <http://arcg.is/1nLvSu>
- 16 sites were declared as Surplus Land by City Council in 2020; two more (Police Administration Building and Clay Street Garage) in 2021
- Per State Surplus Land Act, sites will be prioritized for affordable housing development
- First 5 sites have already had Notices of Availability issued
- 5-7 years – Typical Development Schedule after project selection
- Working with HCD, HSD and City Administrator to lease vacant sites for interim uses to address homelessness

# Upcoming Council Actions – Spring 2023 Legislative Session

- General Plan – Housing Element
- Downtown Specific Plan
- Brooklyn Basin Development Agreement Amendment
- ENA Extension Museum of Jazz Arts/ Fire Alarm Building
- 12th St Remainder Parcel 1 - LDDA (100% Affordable Housing)
- 12th St Remainder Parcel 2- ENA (100% Affordable Housing)
- 1911 Telegraph – ENA (Mixed Use/ Mixed-Income Housing)
- Barcelona Parcel/ Oak Knoll – ENA (Workforce Housing)

**QUESTIONS?**

**LEARN MORE**

EWDD: **[WWW.BUSINESS2OAKLAND.COM](http://WWW.BUSINESS2OAKLAND.COM)**

PBD: **[OAKLANDCA.GOV/PLANNINGANDBUILDING](http://OAKLANDCA.GOV/PLANNINGANDBUILDING)**