

#	Policy Directive	Purpose	Department Responsible	Lead CAO Staff	Status	Status Detail
1	<p>Direct the City Administrator to develop a coordinated advocacy strategy with County, State & Federal Government for funding and policy that supports successfully exiting individuals from shelter into permanent housing.</p> <p>a. The Rapid Response Homeless Housing Acquisition Fund, created with these proposed budget amendments, sets aside \$8,871,364 to rapidly create housing to serve unhoused individuals, including funding capital and operating costs. This supplements millions from Measure U, as well as potential funds from State Homekey Grants. The Council President's budget team in collaboration with the City Administrator shall provide an informational report and recommendation to the Life Enrichment Committee before October 31, 2023 proposing the process for allocating these funds.</p> <p>b. This coordinated strategy includes seizing opportunities for housing by rapidly conducting appraisals for properties, including the Sage Motel located at 4844 MacArthur Blvd., the property located at 674 Sycamore Street, and the Welcome Inn Hotel located at 9920 MacArthur Blvd. for the purpose of acquisition for homeless housing; evaluating the feasibility of acquiring these three properties for homeless housing in partnership with Ruby's Place, the Oakland LGBTQ Community Center, and La Familia; and authorizing the City Administrator or their designee to pursue appraisals for other properties without returning to Council for the acquisition of transitional and homeless housing units.</p>	Affordable Housing	CAO/HSD/HCD /EWD	ACA LaTonda Simmons	Completed	<p>a. The Rapid Response Homeless Housing Program (R2H2) has been established and was launched in November, 2023 with a joint R2H2/Homekey 4.0 NOFA. Funding from Boomerange, Measure U and PLHA operating funds were included in the NOFA for allocation. Approximately 19 applications were received and HCD staff is reviewing the projects for immediate funding from the City or to be held in the pipeline to apply for State Homekey funds, if those funds become available.</p> <p>b. HCD Staff has been in touch with service providers, hotel owners and developers on the feasibility of acquiring the three properties as part of the R2H2/Homekey program. At this time, no project sponsor is at the point in their predevelopment and due diligence process when an appraisal is necessary for project acquisition.</p>
2	<p>Direct the City Administrator to designate future net proceeds generated from the sale or lease of City owned properties designated for affordable housing development to the Affordable Housing Trust Fund. Net proceeds is defined as "all sales/lease proceeds net of transaction costs." Net proceeds does not include any fees paid by developers intended to cover third-party expenses related to the negotiation of DDAs, LDDAs and Ground Leases or funds needed for interim property maintenance and other administrative costs.</p>	Affordable Housing	Finance/EWD	JJ/Betsy Lake/Finance	Superceded	<p>Consolidated Financial Policies being presented to Council Spring of 2024 and use of one-time revenues is included in that package for Council's consideration.</p>
3	<p>Direct the City Administrator to designate the East 12th parcel lease payments to the Affordable Housing Trust Fund.</p>	Affordable Housing	Finance/HCD/EWD	Jestin/Betsy	Superceded	<p>See response to item 2 above.</p>

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4*	Subject to funding availability for an additional Real Estate FTE, which is included in the Council President's budget amendments, direct the City Administrator to pursue a program to offer available, small properties (less than 5,000 sq ft) to abutting property owners for purchase (per Gov. Code § 54221 (f)(1)(B), excerpted below). a. (f) (1) Except as provided in paragraph (2), "exempt surplus land" means any of the following: (B) Surplus land that is (i) less than 5,000 square feet in area, (ii) less than the minimum legal residential building lot size for the jurisdiction in which the parcel is located, or 5,000 square feet in area, whichever is less, or (iii) has no record access and is less than 10,000 square feet in area; and is not contiguous to land owned by a state or local agency that is used for open-space or low- and moderate-income housing purposes. If the surplus land is not sold to an owner of contiguous land, it is not considered exempt surplus land and is subject to this article.	Affordable Housing	EWD	Chuck	Completed	EWD piloted this concept with the sale of two unusually valuable small parcels, including the sales of 3,074 square feet at the corner of 22nd & Telegraph for \$792,000 and 1,916 square feet on 51st & Clark St to PG&E for \$34,600.
5	Direct the City Administrator or their designee (Office of the Inspector General) to conduct a staffing study and resource analysis of the Oakland Police Department (OPD). This study would help to: a. Identify current resources b. Determine the number of officers needed in a particular geographic area c. Decide how staffing and operational resources should be allocated Calls for service audits and resource allocation reviews are best when tied to a staffing study. If the City of Oakland's objective is to determine if police are responding to calls for service in an efficient timeframe, it is critical to first know the number of available officers, target timeframes, and how alternate resources can be used to supplement services. \$200,000 shall be allocated for this study (\$100,000 designated in the FY 2021 - 2023 budget and \$100,000 designated in the proposed budget amendments).	Community Safety	OPD/HR	JJ/J.Devries	Completed	In December 2023, by resolution and direction from the City Council, the Office of the Inspector General (OIG) contracted with PFM Financial Advisors LLC to complete a staffing study of the Oakland Police Department (OPD). The OIG served as the project manager for this study. The purpose of the staffing study was to document OPD's staffing resources and assess necessary increases to enable effective utilization across all aspects of the department. Additionally, for an extra \$25,000, the study was amended to require PFM to "identify high-level opportunities to increase efficiency and effectiveness of personnel deployment and calls for service alternative response classifications." The total cost for the contract is \$310,000. The staffing study project began in January 2024. On October 15, 2024, PFM provided the OIG with a "work in progress" draft report that was missing data and required significant edits. Over the next few months, the OIG and OPD submitted questions and corrections to PFM regarding the information in the draft. After incorporating various edits, PFM submitted their final staffing study report to the OIG on February 21, 2025. OIG provided the Public Safety Committee with the final report for review. The Inspector General is pending the Committee's to advise on any comments or concerns.
6*	Direct the City Administrator or their designee to develop a new civilian investigative classification for a Police Services Technician position to manage traffic cases, replacing Police Officers who are currently performing these duties.	Community Safety	OPD/HR	J.Johnson	In Progress	OPD is actively collaborating with HRM to create a civilian investigator position to support the Criminal Investigation and Traffic Divisions. As of April 2026, the position is pending union review and input.

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7*	Direct the City Administrator to prioritize hiring, training and retaining 9-1-1 dispatchers to improve response time and address this critical function. Currently, calling 911 may or may not lead to a quick phone response in large part due to the lack of dispatchers. These positions are in the budget, however, the City must recruit for and fill these positions, and then retain those whom we do hire. The City Administrator should analyze the impacts of separating the police and fire/medical dispatch phone-in lines for the public.	Community Safety	HR	J.Johnson/HR	In Progress	<p>As part of OPD’s ongoing commitment to meeting state standards for 9-1-1 call answering times and enhancing emergency response, the Department continues to implement both operational and technological strategies. These efforts include exploring solutions such as artificial intelligence (AI) to manage and triage non-emergency calls, freeing dispatchers to focus on 9-111 emergencies. Additionally, the Department is advancing plans to upgrade its telephone infrastructure to Next Generation 911, which will provide more accurate caller location data, faster call routing, and fewer dropped calls. These strategies are designed to optimize call distribution, allowing dispatchers to focus on 9-1-1 call processing, while the Department maintains continuous recruitment efforts until all dispatcher vacancies are filled.</p> <p>The Department has demonstrated measurable progress toward state-mandated benchmarks. In 2024, 53% of all 9-1-1 calls were answered within 15 seconds. By 2025, that figure had increased to 72%, reflecting a significant improvement in call-answer performance.</p> <p>OPD remains actively engaged in recruitment to address staffing needs and maintain adequate service levels. Of the 78 authorized dispatcher positions, 65 are currently filled, leaving 13 vacancies. Of those filled positions, 8 are trainees who are progressing through various stages of phone, service, and radio training.</p>
8	Direct the City Administrator to prepare a Reorganization Plan and provide quarterly informational memos to the Council and Public, and schedule a report to City Council by March 30, 2024 for consideration during the mid-cycle budget process. a. The Plan should address questions that have arisen during the budget process and include information on efficiencies, costs savings and meeting goals and priorities for service delivery. b. The Plan shall also include a feasibility study regarding moving the 911 Call Center out of the Oakland Police Department (OPD) and into civilian administration.	Effective Government	CAO/HR	J. Johnson/S. Maher	Completed	<p>a. Complete; the preliminary assessment of a merger between PBD and EWD yielded a determination to not move forward; merger not proposed in 2024-25 budget.</p> <p>b. Fire has been consulting with other jurisdictions. This reorganization is not proposed in the 2024-25 budget.</p>

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

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13	<p>Direct the City Administrator to hire a Grant Writer under the City Administrator’s Office to support increased revenue generation and advancing the health & well-being of Oakland residents by:</p> <ul style="list-style-type: none"> a. coordinating applying for grants across departments, with a focus on raising revenue, b. seeking state and federal grants, collaborating with Oakland’s lobbyist, and c. partnering with the Oakland Fund for Public Innovation (OFPI) on private fundraising. OFPI already partners with DVP, Cultural Affairs, and EWD/Youth Summer Jobs. <p>This position would focus on seeking grants that address and advance holistic community safety, children, youth, families and parks (working with Department of Children, Youth & Families, DVP, OPD, OFD/MACRO, Neighborhood Services, OakDOT/Traffic Safety). The City Administrator shall provide an informational report to the Finance & Management Committee by October 31, 2023 detailing the position description, potential grants, and initial fundraising priorities; and the Committee shall receive quarterly reports to ensure alignment of priorities that advance holistic community safety, children, youth, families and parks, as well as transparency and accountability in fundraising and programming.</p>	Effective Government	CAO/HR	Winnie Woo	Completed	New candidate was onboarded in Spring 2024.

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14	<p>Direct the City Administrator to carry forward the following funds into the FY2023-2025 budget cycle:</p> <p>a. The Council President requests that all unexpended funds from prior budgets for the following are carried forward to the FY 2023-2025 budget cycle:</p> <p>i. Council Mural Funds</p> <p>ii. Council Traffic Safety Projects</p> <p>iii. Council Parks Improvement Projects</p> <p>iv. Council Direct Community Grants</p> <p>The Council President shall be available to meet with the City Administrator to review such unexpended funds.</p> <p>b. The District 3 office requests that all unexpended funds from prior budgets for the Black Arts Movement and Business District (BAMBD) are carried forward to the FY 2023-2025 budget cycle for the purposes stated in the FY 2021-2023 biennial budget policy directives, including program development for small business incubation, lease support, grants, and signage.</p> <p>c. The District 7 office requests that \$150,000 included in the FY 2021-2023 for public safety security cameras in commercial corridors in East Oakland Districts 6 and 7 are carried forward to the FY 2023-2025 budget cycle.</p> <p>d. The Council President requests that \$70,000 from FY 2021-2023 for the Office of the Inspector General (OIG) be encumbered for the purposes of covering Year 1 expenses for the OIG Audit Software. Audit Software will streamline reporting for the OIG and will also provide more transparency to stakeholders and members of the public.</p>	Effective Government	CAO-HA/		Completed	<p>a. Funds have carried forward for all of the items below and the respective carryforward amounts are provided for reference.</p> <p>i. \$650,680 (Fund 1010: \$1780,680, Fund 5505:\$480,000)</p> <p>ii. \$1,835,197 (Fund 2218)</p> <p>iii. \$1,813,185 (Fund 1010, Fund 1030 (SSBT), Fund 2244 (Measure Q), Fund 2421 (Capital Impact Fees)</p> <p>iv. \$380,110</p> <p>b. \$50,000 from FY22 into FY23 and \$250,000 from FY23 into FY24 have carried forward.</p> <p>c. \$150,000 has carried forward into FY24</p> <p>d. \$70,000 has been carried forward in FY24 for this purpose</p>
15*	<p>Direct the City Administrator to return to Council with a report to develop written policy frameworks for equitable service delivery in each department, beginning with foot patrol teams, illegal dumping crews, and "clean and clear" homeless encampment teams, that state how these services are deployed in the community, by geography, and include this as one of the Council's legislative priorities for the fall agenda.</p>	Effective Government		Betsy (HSO and OPW)/ J. Johnson (OPD)	In Progress	The Homelessness Division has completed a Racial Equity Impact Analysis (REIA) and presented its Homelessness Strategic Action Plan to Council; on consent for 4/11/26 City Council meeting. OPW will conduct a REIA for illegal dumping.
16	<p>Direct the City Administrator to return to Council with a report re: interagency working group that the CAO has to convene to implement air pollution related actions in the EJ Element</p>	Effective Government	PBD	William Gilchrist/Betsy	Completed	The City Administrator formed an interagency working group, including the Port of Oakland, to implement the air quality actions outlined in the EJ Element and identified a staff person to serve as the coordinator. A report back to the City Council was provided in 2024.
17	<p>A report no later than December 2023 that includes budget and staffing impacts and options for Council consideration to authorize and fund a lateral academy [23-0674]</p>	Effective Government	OPD	Kiona Suttle	Completed	Report 23-0674 examined funding a lateral police academy with appropriate safeguards regarding candidate selection. The approximate cost for the academy would be \$805,048 to \$1,610,096.

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18	Subject: Modernizing Commercial Loading From: Transportation Department Recommendation: Adopt An Ordinance Amending Ordinance No. 13654 C.M.S (Which Adopted The Fiscal Year 2022-23 Master Fee Schedule), As Amended, To Establish Fees For Commercial Vehicle Loading Zone Permits And Adopting Appropriate California Environmental Quality Act Findings 22-0770 View Report View Legislation View Exhibit A 12/8/20222 View Supplemental Notice and Digest - 1/11/2023 13722 CMS Attachments: Councilmember Kalb made a motion, seconded by Pro Tem Thao, to approve the recommendation of staff, and forward to the December 6, 2022 Regular City Council agenda as a Public hearing, with the request to return back to the committee at the end of the 1 year extension with a report on the programs success.	Effective Government	DOT	M. Wier	Completed	Following approval of this item, staff began contract negotiations with Populus Technologies, Inc. to create the new digital loading zone permit. A contract was completed with Populus in November 2023. City and Populus staff then began testing the new permit and integrating it with the City's existing mobile parking payment and parking citation systems. A website was created for the program (see here: https://www.oaklandca.gov/services/apply-for-a-commercial-vehicle-loading-zone-permit) and applications were made available in late 2023. Staff are currently doing outreach to large delivery providers such as UPS, FedEx, Amazon and others to get them enrolled in the system.
*This item was updated in March 2026 since the last status provided to the Finance and Management Committee in April 2025.						