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2023 – 2027 Strategic Action Plan

Oakland Housing and Community
Development Department



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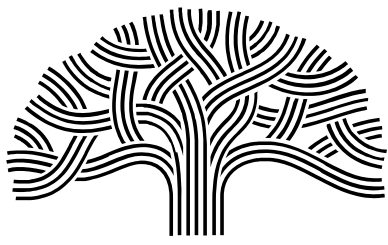
Implementation Strategies



Stakeholder Engagement Goals

- Develop guiding principles
- Identify budget priorities
- Create spending plan and strategies

Today's focus is primarily on **capital dollars** to build new housing and preserve existing units.



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Racial Equity & Data



Racial Equity Goal

Through its Measure U Bond Spending Plan (BSP), **Oakland HCD aims to equitably promote housing access for and stem the displacement of** Oaklanders most impacted by racial disparities.

Reflection:

- Does this goal resonate with you?
- What do you think the goals of affordable housing should be?

Grounding Data & Sources

#	Source	Grounding Data
1	2018 Equity Indicators Report	Key housing issues in Oakland
2	2023-2031 Regional Housing Needs Allocation (RHNA)	Eight-year goal to produce very- and extremely-low-income units
3	2022 Oakland Point-In-Time Count	5,055 unhoused residents in 2022*
4	2026 Home Together Plan	Plan to eliminate homelessness by 2026
5	2021 Centering Racial Equity in Homeless System Design	Identifies nine root causes of homelessness in Oakland*
6	Tax Credit Allocation Committee Oakland Opportunity Map	High/low-resource neighborhood map & state funding competitiveness
7	2021-2022 Oakland Residential Displacement Map	Displacement rates of very- and extremely-low-income Oakland households

* over ½ of Alameda County's unhoused population. Disproportionately Black.

**including displacement, lack of affordable housing, and barriers to accessing housing

Housing Data Overview

Source:
2018 City of Oakland
Equity Indicators Report

Topics	Scores	Indicators	Scores
Affordability	49.0	Homeownership	53
		Loan Denial	40
		Rent Burden	54
Displacement	29.0	Homelessness	1
		Homeownership with Mortgage	78
		Eviction Notices	8
Essential Services	36.0	Complete Plumbing Facilities	35
		Energy Cost Burden	38
		High Speed Internet Access	35
Housing Quality	33.0	Housing Habitability Complaints	40
		Complete Kitchen Facilities	37
		Overcrowding	22

Housing Data Overview

Oakland Regional Housing Needs Allocation, 2023-2031

Income Level	2023 Income Range For an individual	Units Needed	Percent of Total
Very-Low-Income (0-50% AMI)	<\$50,000	6,511	24.8
Extremely-Low-Income (<30% AMI , included in Very-Low-Income)	<\$30,000	3,256	12.4
Low-Income (51-80% AMI)	\$50,001-\$76,750	3,750	14.3
Moderate-Income (81-120% AMI)	\$76,751-\$119,950	4,457	17
Above-Moderate-Income (>120% AMI)	>\$119,950	11,533	44
Total		26,251	100

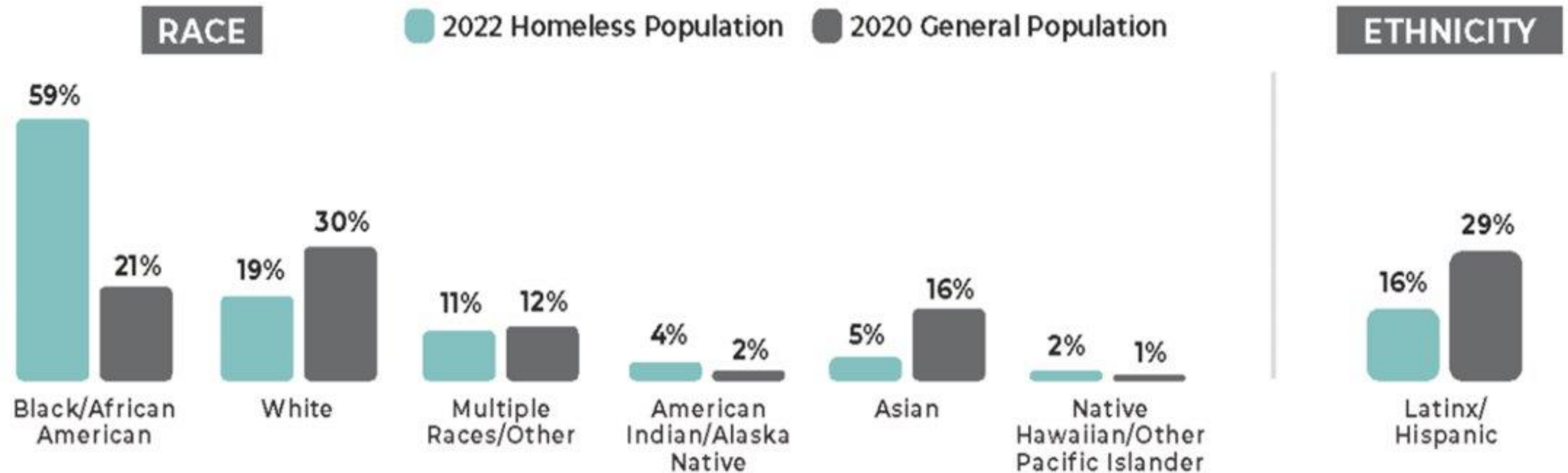
Housing Data Overview

Count of Unsheltered/Sheltered
Individuals for Oakland



Housing Data Overview

RACE AND ETHNICITY COMPARED TO GENERAL POPULATION



Home Together 2026

Five-year targets for the creation of significant quantities of new housing and shelter in order **to meet the unmet need of all people experiencing homelessness in Alameda County by 2026**

Housing Category	FY 23/24	FY 24/25	FY 25/26	FY 26/27	Total
Extremely-Low-Income (<30% AMI)*	1,774	1,774	1,774	1,774	7,097
Transitional Housing	61	70	99	88	318

Housing Data Overview

Equity-Centered Design

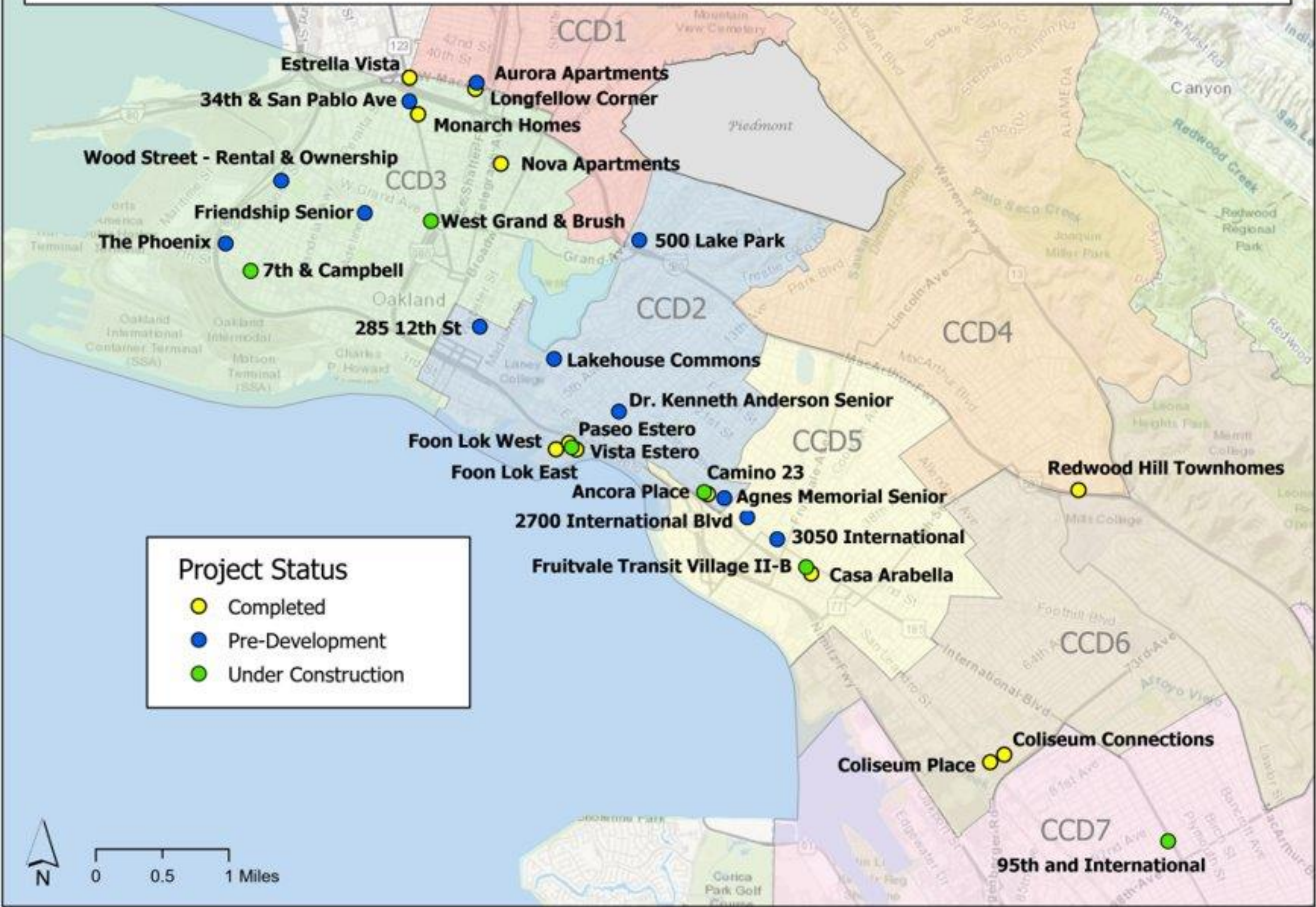
The Oakland-Berkeley-Alameda County Continuum of Care's **Racial Equity Impact Analysis** highlighted the following as **root causes of homelessness** in Oakland:



*including discrimination

Source: 2021 Centering Racial Equity in Homeless System Design

Affordable Housing Development Pipeline Projects - December 2022

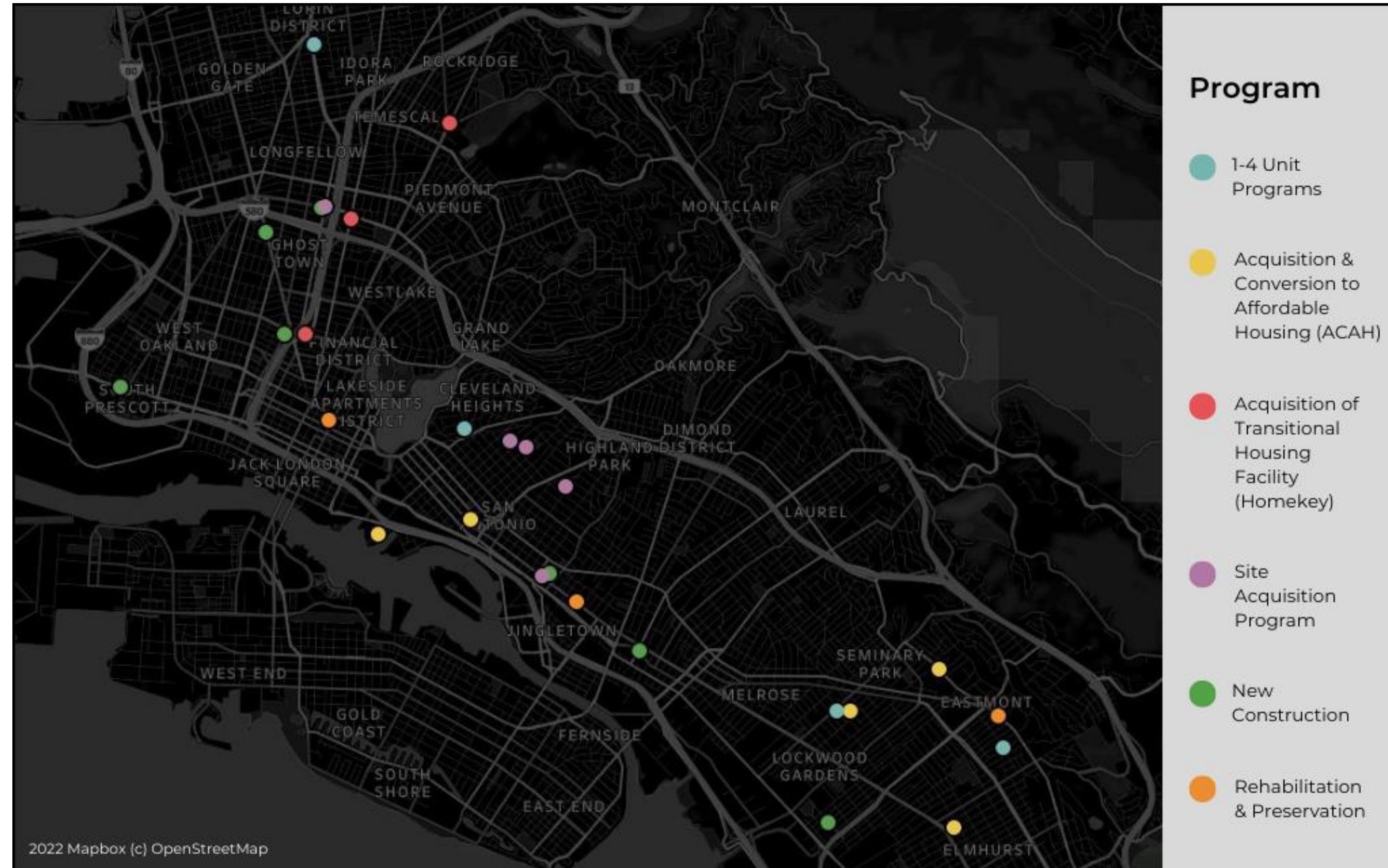


Affordable Housing - New Construction Pipeline

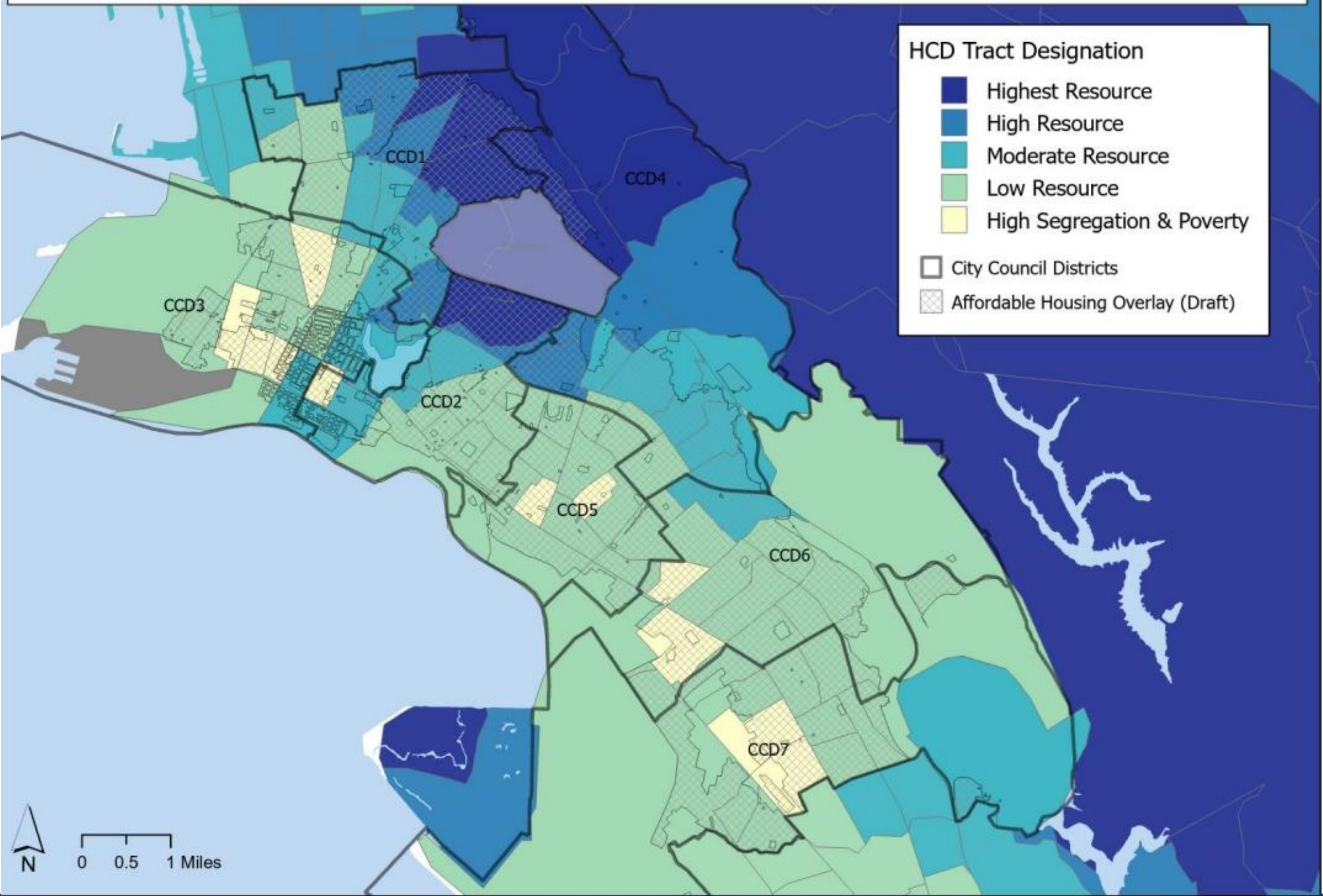
2016's Measure KK

\$100 Million for housing

- 721 new units
- 420 acquisition/conversion units



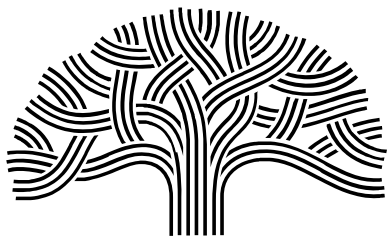
Oakland City Council Districts and TCAC Opportunity Map, 2022



Housing Data Overview

Reflection:

- What stands out to you?
- What questions do you have?
- Which other housing indicators or data sources should we consider?

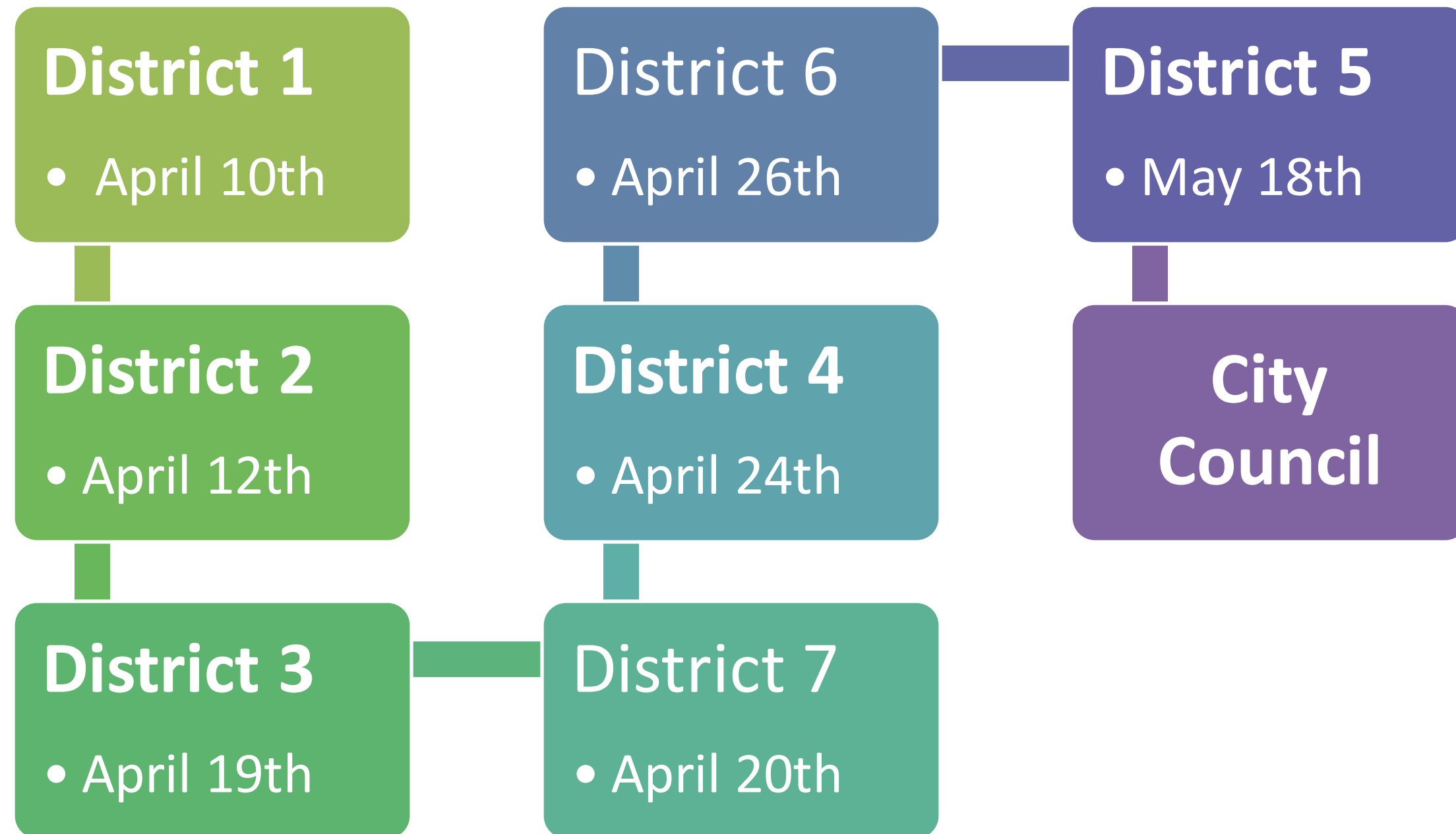


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Feedback & Guiding Principles



Council District Conversations



Stakeholder Engagement

Oakland Community Members

- City Council District Sessions
- East Bay Housing Organizations Membership (2 sessions)
- Developer Roundtable
- Non-Profit Housing Association Membership
 - 7 organizations represented
- Oakland Property Acquisition Collaborative & Bay Area 4 All (2 sessions):
 - 14 organizations represented

Funder Partners

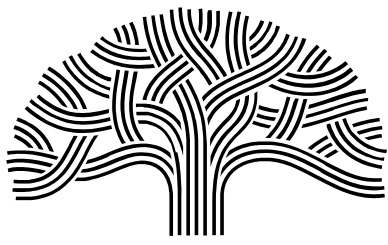
- Bay Area Housing Finance Authority
- Oakland Housing Authority
- Alameda County
- Enterprise
- LISC
- Housing Accelerator Fund

City Partners

- HCD Staff
- City Administrator
- Dept. of Race and Equity
- Planning and Building
- Human Services Agency
- Budget
- City Councilmembers

Proposed Guiding Principles

1. Base all decisions & processes in **equity** goals and priorities
2. Root our funding allocations and decision-making in **data**
3. Pursue all opportunities to **leverage funding** sources
4. Innovate to **reduce** development **costs and time**
5. Explore opportunities to expand **partnerships** & resources
6. Simultaneous investment and **advocacy for systems change**
7. Iterate & evaluate over time – **stay nimble!**



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Spending Priorities



Current HCD NOFAs



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

- **New Construction:** Creation of multifamily affordable rental
 - Current scoring prioritizes projects with more dedicated ELI and PSH units, neighborhoods experiencing displacement, and emerging developers.
 - **Homekey:** Rapid acquisition/conversion or new construction of homeless units
- **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

Current Housing Development:

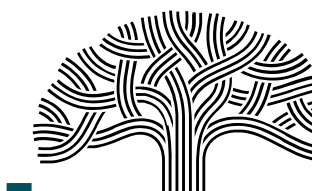
Costs & Timeline



Project Type	Avg. Total Cost Per Unit	Avg. City Capital Subsidy Per-Unit	Avg. City Operating Subsidy Per-PSH Unit	Completion Time
New Construction	\$800,000	\$150,000	\$200,000	3-4 years
Acquisition/Conversion	\$248,000	\$216,000*	0	2.5 years
Homekey	\$560,000	\$140,000	\$120,000	12 months

DRAFT

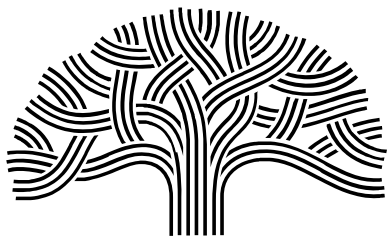




Affordable Housing Development

Projections by Source

Program Type	Measure U Funding	Local Capital Dollars	Local Operating Subsidy	Total Funding	%of Total	Number of Units
Permanent Homeless Units (0-30% AMI)	\$110,957,282	\$10,000,000	\$67,073,747	\$188,900,325	39%	806
Low-Income Units (30-80% AMI)	\$149,650,000	\$28,760,093	\$0	\$178,410,093	37%	1,189
Preservation via Acquisition/Conversion	\$46,550,000	\$22,390,000	\$0	\$68,940,000	14%	230
Preservation of Existing City Portfolio	\$25,342,718	\$10,000,000	\$0	\$35,342,718	7%	527
Other Housing Programs**	\$0	\$9,000,000	\$0	\$9,000,000	2%	0
Totals	\$332,500,000	\$80,150,093	\$67,943,043	\$480,593,136	100%	2,752

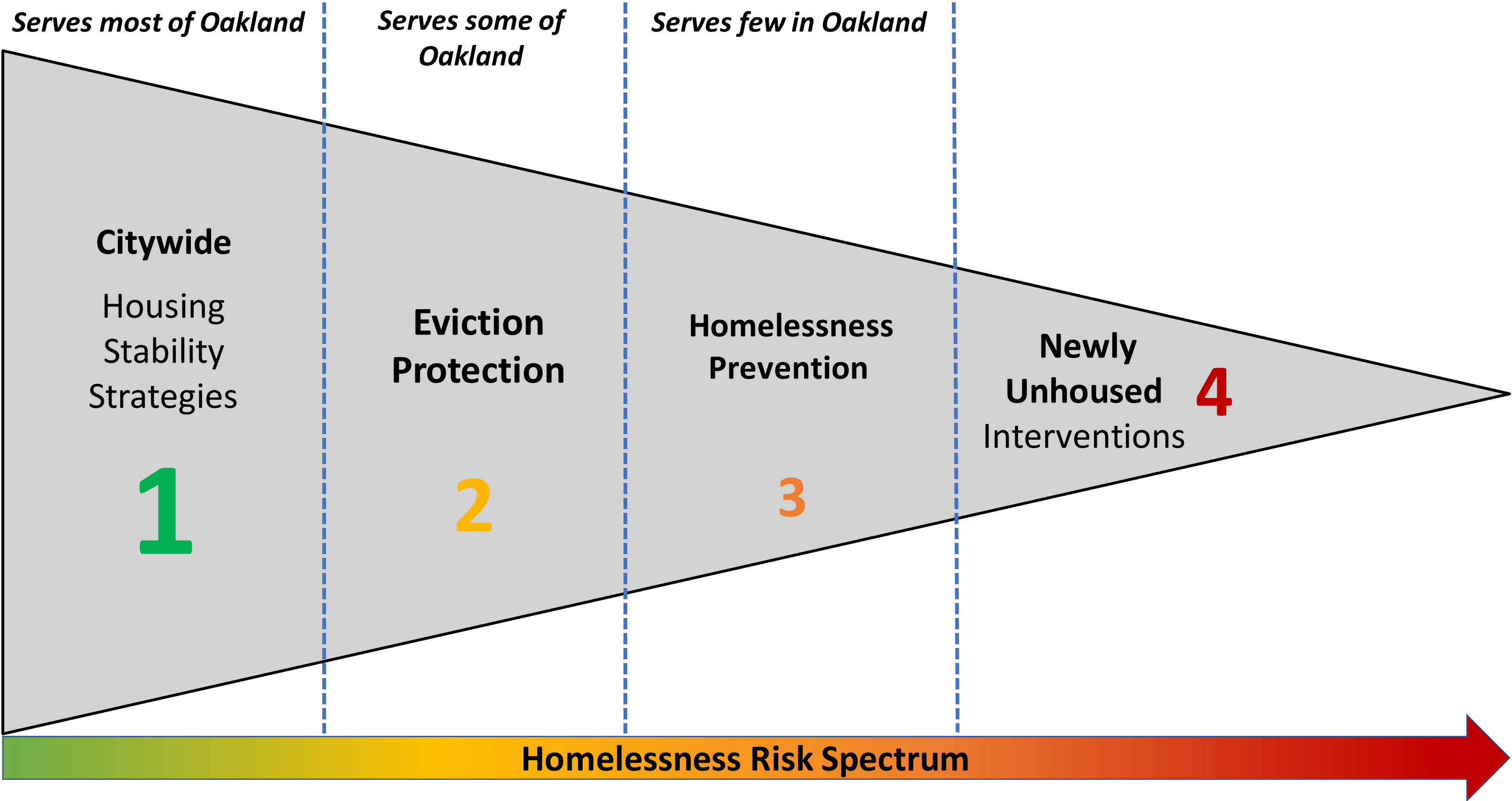


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Protection Service Priorities



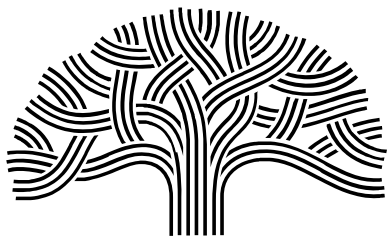
Homelessness Risk Spectrum



'22-'23 Prevention Services Budget

Housing Stability	Eviction Protection	Homeless Prevention
<ul style="list-style-type: none">• RAP (Approx \$8m—Fee Collection)• CCR (\$260k CDBG)	<ul style="list-style-type: none">• Oakland Housing Secure (\$1m-direct grant)• ERAP (Federal/State Funds Committed to existing waitlist)	<ul style="list-style-type: none">• Homeless Prevention Pilot (\$2.3m= \$1.5m CDBG, \$750k GF)• Fair Chance Housing (\$260k CDBG)





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Advocacy Agenda



Advocacy Agenda

Operating Subsidies

- Identify and advocate for the creation of new and expanded funding sources & partnerships to maximize affordable unit capacity. This is key to creating housing for people exiting homelessness.

TCAC/CDLAC Scoring

- Lobby at the state level with partners to adjust scoring criteria and allocation methods

Pursue Opportunities for Oakland Preferences

- Work with county leadership to ensure processes best meet Oaklanders' needs

Identify & Dedicate Funding for Housing Stability Services

- Strengthen investment in city eviction protection and homelessness prevention services

Bay Area Housing Finance Authority

- Align with upcoming funding opportunities to ensure competitiveness

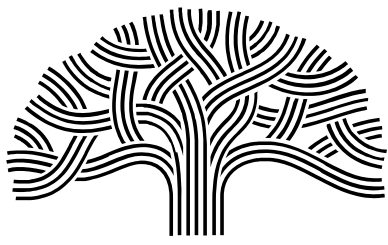
Bureaucratic Streamlining

- Identify opportunities in city processes to remove development barriers and improve efficiencies

Advocacy Agenda

Discussion Questions

- Are there other opportunities to highlight?
- Who should HCD partner with in its advocacy?
- How might we prioritize our agenda?



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Implementation Strategies



Implementation Strategies

Following HCD's 2023-2027 Strategic Action Plan, the department will create an implementation plan that will include financing tools, partnerships to reduce time and costs, opportunities to leverage public lands, and additional approaches to increase efficiency.

Internal Staffing and Structure Alignment

- Housing development + housing preservation units
- Department merger process

Financing and Resource Innovation

- Drawing from feedback, HCD will pursue partnerships to build housing faster and more affordably

Coordination with City of Oakland Partners

- Specifically, align with OPW and OakDOT to create intentional place-based investment strategies

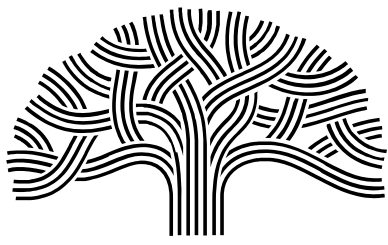
Impact and Evaluation

- HCD will continue to sharpen its Key Performance Metrics (KPMs) to better understand the impact of its investments over time

Implementation Strategies

Discussion Questions

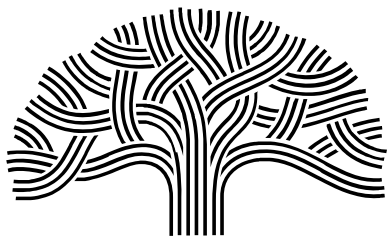
- Are there other opportunities to highlight?
- What else is key in ensuring successful implementation over the next 4-8 years?
- What do you think is the best way to measure success?



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Questions?

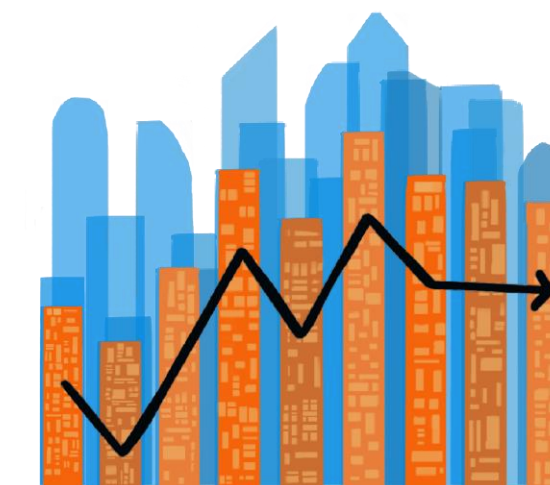




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Thank You!

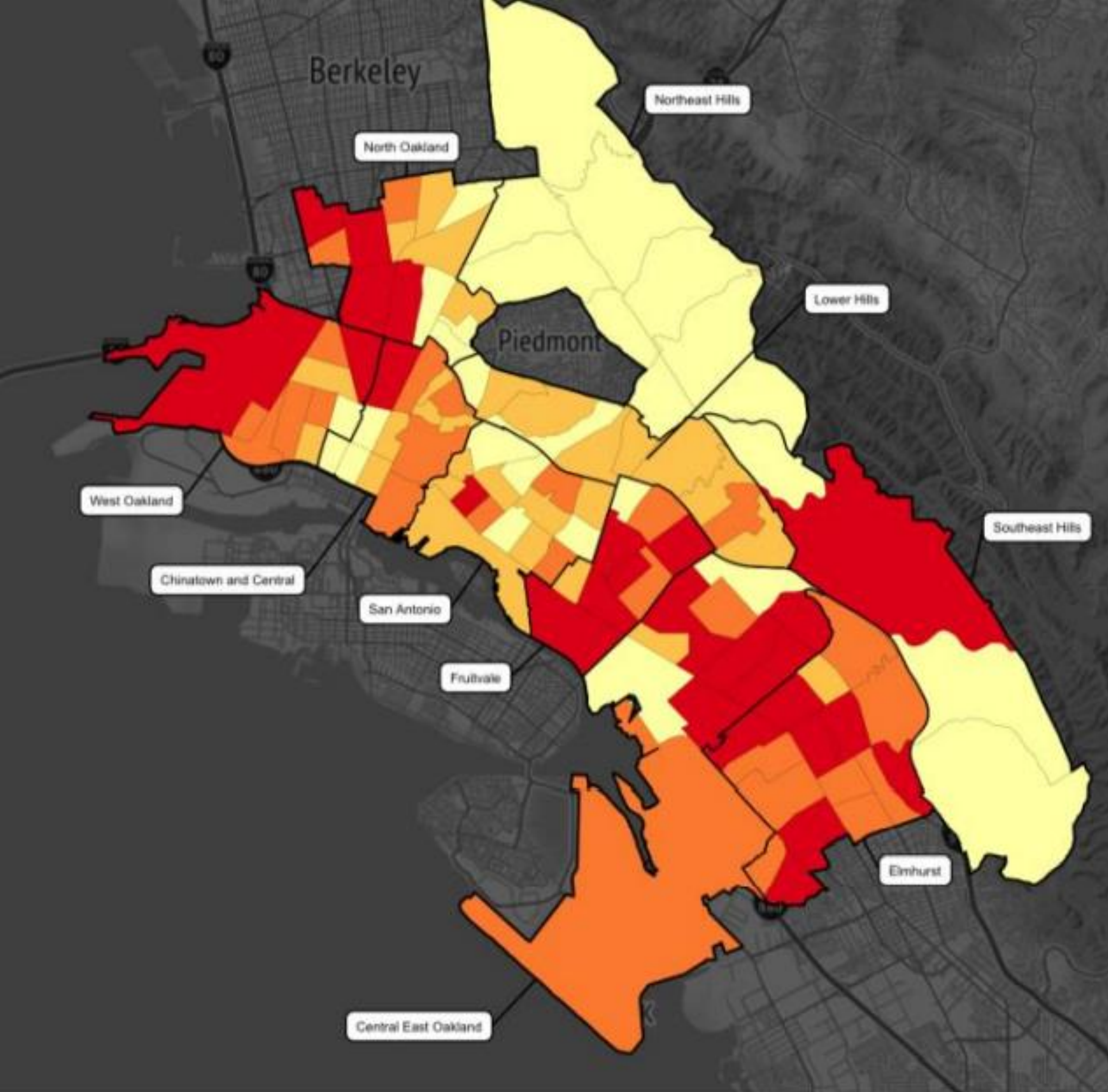




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Changing Cities Research Lab

Number of ELI and VLI households who moved
out of their neighborhoods between
September 2021 and September 2022

Source: Federal Reserve Bank of New York Consumer Credit Panel/Equifax Data



Quartiles

Color	Household Range
Light Yellow	<40 Households
Yellow	40-100 Households
Orange	100-160 Households
Red	160-460 Households