



AGENDA REPORT

TO: Jestin D. Johnson
City Administrator

FROM: Monica Elise Davis
Deputy City Administrator

SUBJECT: Report On Status Of Implementing
Council Policy Directives

DATE: March 25, 2026

City Administrator Approval

Date:

RECOMMENDATION

Staff Recommends That The City Council Receive An Informational Report From The City Administrator On The Status Of Implementing Policy Directives Passed By The City Council.

EXECUTIVE SUMMARY

As a part of the City's Biannual or Midcycle Budgets, in addition to the adopted budget allocations, the City Council also directs staff to assess or implement specific policies, programs, or performance targets and report back at a future date with findings, recommendations, and/or a proposed implementation plan. The Policy Directives Tracking document includes tracks the progress of policy directives provided in the Fiscal Year 2021-23 Biennial Budget, Fiscal Year 2022-23 Midcycle Budget, Fiscal Year 2023-25 Biennial Budget, Fiscal Year 2024-25 Midcycle Budget, and FY 2025-27 Biennial Budget. These priorities are categorized based on the City Council's policy priorities of 1) Trustworthy/Responsive Government, 2) Improve Quality of Life, 3) Holistic Community Safety, and 4) Vibrant Sustainable Infrastructure.

The Policy Directives Tracking document (see ***Attachments A-E***) includes the purpose or topic of the directive, a summary description of the policy directive, the directive's current status, and the next steps. As directives are completed or accomplished by City staff, the status is updated from "open" to "closed." Many of the older Council Directives were previously closed during previous reports. Items that have updated information are noted with an asterisk (*) next to the number.

BACKGROUND / LEGISLATIVE HISTORY

On June 24, 2021, the Oakland City Council did adopt [Resolution 88717 C.M.S.](#), which adopted the City's Biennial Budget for fiscal years (FYs) 2021-2023 and appropriated funds to cover expenditures in the said budget, created the General Purpose Fund Emergency Reserve Fund (Fund 1011) as directed by the City Council in [Resolution No. 88574 C.M.S.](#): and authorized the City Administrator to transfer funds between departments, programs, and funds as necessary to support departmental reorganization as set forth in the adopted biennial budget for FYs 2021-23.

On June 30, 2022, the Oakland City Council did adopt [Resolution No. 89283 C.M.S.](#), which adopted the City of Oakland Midcycle Budget Policy Amendments for FY 2022-23.

On July 26, 2022, the Oakland City Council adopted [Resolution No. 89377 C.M.S.](#), which amended the FY 2022-23 Midcycle Adopted Policy Resolution adopted at the Council's Special Meeting on June 30, 2022.

On June 22, 2023, the Oakland City Council did adopt [Resolution No. 89803 C.M.S.](#), which adopted the City's Biennial Budget for fiscal years (FYs) 2023-25 and appropriated funds to cover expenditures by said budget.

On June 14, 2023, [an Informational report](#) was provided to the Oakland City Council on the status of implementing policy directives passed by the City Council. On September 24, 2024, another [informational report](#) was provided on the outstanding Council Directives, including from the FY 2023-25 Biennial Budget. The Oakland City Council provided additional [Council Directives for FY 2024-2025](#) on June 28, 2024.

On June 11, 2025, the Oakland City Council adopted [Resolution No 90827 C.M.S.](#) the 2025-2027 Biennial Budget, which adopted the biennial budget and outlined the Council Policy Directives.

The last informational report on Council Directives was provided on [April 14, 2026](#) at the Finance and Management Committee. This current report provides an update on the outstanding Council Policy Directives since that last informational report, along with the more recently added Council Policy Directives from the FY 2025-27 Biennial Budget.

ANALYSIS AND POLICY ALTERNATIVES

There are no policy alternatives associated with this item. **Attachment A** includes the Fiscal Year 2021-2023 Policy Directives, and their current status, **Attachment B** includes the Fiscal Year 2022-23 Policy Directives and their status, **Attachment C** includes the Fiscal Year 2023-25 Policy Directives and their status, and **Attachment D** includes the Fiscal Year 2024-25 Policy Directives and their status. **Attachment E** includes the Fiscal Year 2025-2027 Policy Directives and their status.

RELATED PLANNING EFFORTS

This agenda item is a routine item and does not relate to any Oakland strategic planning efforts. If specific Council Policy Directives are related to broader planning efforts, those details will be further expounded as they directly presented to the City Council for consideration and direction.

FISCAL IMPACT

This item is for informational purposes only and does not have a direct fiscal impact or cost. If specific Council Policy Directives have fiscal impacts, those details will be further expounded as they directly presented to the City Council for consideration and direction.

PUBLIC OUTREACH / INTEREST

No outreach was deemed necessary for the proposed policy action beyond the standard City Council agenda noticing procedures because this report is informational in nature. However, if

specific Council Policy Directives require public outreach, those efforts would be more detailed in a staff report directly presented to the City Council for consideration and direction.

COORDINATION

Production of this report was coordinated through the City Administrator's Office and engaged the key stakeholder departments in providing updates the Council Policy Directives.

RACE AND EQUITY

There are no known race and equity opportunities associated with the production of this informational report. However, there may be updates on specific policy directives that may directly or indirectly impact racial equity within the City.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Receive An Informational Report From The City Administrator On The Status Of Implementing Policy Directives Passed By The City Council.

For questions regarding this report, please contact Monica Elise Davis, Deputy City Administrator, at 510-495-4810 or at mdavis2@oaklandca.gov.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'ME Davis', written over a horizontal line.

Monica Elise Davis
Deputy City Administrator

Attachments (5):

- A. Fiscal Year 2021-23 Policy Directives
- B. Fiscal Year 2022-23 Policy Directives
- C. Fiscal Year 2023-25 Policy Directives
- D. Fiscal Year 2024-25 Policy Directives
- E. Fiscal Year 2025-27 Policy Directives

#	Policy Directive	Purpose	Goal	Department Responsible	Status	Status Detail
1	Instill Equity in the Budgeting Process	The City Administrator shall work with the Department of Race and Equity and the City Council to review past practices in creating budget documents and incorporate these goals into our next biennial budget processes. This includes addressing the distribution of city resources to flatlands neighborhoods in the Fruitvale, Central, East and West Oakland, as well as Central Oakland neighborhoods including Chinatown, Eastlake/ Little Saigon, San Antonio, Allendale, and Fairfax.	Responsive, Trustworthy Government	Finance	Completed	Budget coordinated with DRE and established new budgeting equity process. Budget & DRE staff initiated post-budget debrief meetings with Directors and Fiscal Staff.
2	Direct Community Grants	Direct City Administration to create a process for making direct community grants for Council consideration by April 2022. This process shall ensure alignment with Council priorities and evaluation for the allocation of future grant resources directly by Council.	Responsive, Trustworthy Government	Finance	Completed	Staff submitted an informational report on April 19, 2022 (https://oakland.legistar.com/LegislationDetail.aspx?ID=5537838&GUID=C667CF45-7C78-4CBB-8846-294F9B2346B8&Options=ID Text &Search=direct+community+grants). Staff is working on implementing the recommended process for the Fiscal Year 2023-2025 Biennial Budget.

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3	Prioritize State, Federal and Other Funding for Preservation and Development of Affordable Housing and Homelessness Solutions	<p>To the extent that additional federal and state funds becomes available for affordable housing and homelessness solutions, the City shall prioritize the following:</p> <p>Homekey - Acquisition and rehabilitation of buildings to be used to provide housing for Oakland's homeless population and those at risk of homelessness along with necessary services for those in need.</p> <p>Permanent Affordability Program - Replenish the Acquisition and Conversion to Affordable Housing (ACAH) Fund to \$12 Million to help with acquiring and rehabbing community land trust housing and limited equity coops as permanent affordable housing, as funding allows.</p> <p>Interim Housing Interventions - Capital and Operating funds for creating interim housing interventions for our homeless residents in each council district, prioritizing use of public land, along with necessary services for those in need.</p> <p>Affordable Housing Construction NOFAs - Additional funding to leverage available tax credits and help finance new affordable housing.</p>	Affordable Housing and Homelessness Solutions	Housing & Community Development	Completed	Per the 2021-2023 HCD Strategic Action Plan (https://cao-94612.s3.amazonaws.com/documents/HCD.final.21-21Strategic-Plan.pdf), accepted by Council on June 1, 2021, HCD has established a three-pronged approach to supporting the housing needs fo Oakland residents, focusing on 1) Protection for renters and homeowners, 2) Preservation of existing housing resources, and 3) Production of new affordable units. HCD's programs fall within this rubric, and are described in detail in the Plan.
4	Prioritize State Funding for Development of Housing for Transitional Aged Youth (TAY)	In coordination with the Oakland Unified School District, direct City Administration to allocate at least \$5 million of state affordable housing funding for the development of the Career Technical Education Hub at 1025 2nd Avenue, Oakland, for TAY Housing, which is a partnership with the Oakland Unified School District and will house approximately 100-150 TAY in this safe and neutral location.	Affordable Housing and Homelessness Solutions	HSD	Superseded	HHAP funds received; however, not an eligible use. Therefore, superseded by FY 22-23 item 10

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5	Policy Changes to Increase the Impact and Feasibility of Occupied Acquisition-Rehab	Direct City Administration to fund and identify staff to streamline funding, project approval, contract compliance, and operations for acquiring unsubsidized affordable housing occupied by low and moderate-income residents and preserving it as permanently affordable housing. This includes working with the support of the City Attorney, the Oakland Preservation Collaborative, a network of nonprofit affordable housing providers, tenant advocates and community land trusts, to develop an appropriate definition for what is considered "minor" and "major" rehab for acquisition-rehab and other systems improvements.	Affordable Housing and Homelessness Solutions	Housing & Community Development	Completed	Policy changes accomplished by having established the Acquisition and Conversion to Affordable Housing Program. See Resolution Nos. 87876 (http://oakland.legistar.com/gateway.aspx?M=F&ID=67e0f68d-3c66-4371-a5e0-1a4ea7b2d830.pdf), and 87981 (http://oakland.legistar.com/gateway.aspx?M=F&ID=4464de19-3a40-4058-950e-17bb6ae41707.pdf).
6	Rent Adjustment Program (RAP) and Rental Registry	Direct City Administration to present a staff report and ordinance to the Council for consideration no later than May 2022 to create a rental registry. Secondly, the City Administration shall also contract to complete an independent Master RAP fee analysis to determine the efficacy of a program fee increase by January 2023.	Affordable Housing and Homelessness Solutions	Housing & Community Development	Completed	Council passed Rent Registry Ordinance on 6/21/22 (https://oakland.legistar.com/LegislationDetail.aspx?ID=5640539&GUID=8BE40DF3-8E9B-4786-B540-B723946EF934&Options=&Search=). HCD RAP staff are working with IT consultant to create the registry platform, and conducting outreach.

#	Policy Directive	Purpose	Goal	Department Responsible	Status	Status Detail
7	Establishment of the Homelessness and Encampment Management Response Task Force	Direct City Administration to establish a Homelessness and Encampment Management Response Task Force, comprised of Human Services, Public Works, Transportation, Planning and Building, Fire, Police, Housing & Community Development, Animal Services, and other necessary external agencies and organizations, directed by the Homelessness Administrator, to develop comprehensive strategies, standardized operations, and services (including but not limited to established interventions providing outreach, human services, safety, sanitation, trash, traffic, infrastructure use, etc.) in response to the conditions of homelessness in the City rights of way.	Affordable Housing and Homelessness Solutions	City Administrator	Completed	Interdepartmental task force created per Council Direction.
8	Independent Audit of Police Department	Direct City Administration to work with the Council President and Public Safety Committee Chair to commission an independent, comprehensive audit of the Police Department, which would be overseen by the Police Commission's Inspector General for completion by December 2022.	Public Safety and Violence Prevention	Police Commission / Inspector General	Superseded	Superseded by FY22-23 Directive 17.

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9	Police Department Calls for Service	Direct City Administration to present recommendations and a work plan for Council consideration by April 2022 for the additional transfer of certain categories of non-violent, non-criminal calls for service from the Police Department to alternative first responders, including the Fire Department, Department of Transportation, Violence Prevention, Public Works, etc., for effectuation by July 2022. For the Dept. of Transportation, this should include an analysis of the towing contract currently administered by the Police Department and the nine (9) traffic-related calls in the following list provided to the Reimagining Public Safety Task Force. This should also include an interdepartmental Abandoned Auto strategy task force including the Oakland Police Department, the Department of Transportation, and other departments as appropriate, plus at least two City Council offices, to engage in community outreach and develop near-term and long-term strategies that can make a tangible difference for Oakland residents plagued with incessant abandoned autos and long wait times for abandoned auto removal.	Public Safety and Violence Prevention	City Administrator	Superseded	Superseded by FY22-23 Directive 18.
10	Police Department Academies	Receive an informational report by October 2021 including, but not limited to, demographics, graduation rates, retention rates, outreach efforts, and recommendations for improvement to address the 44.7% completion rate of the Police Department Academies. This may include Recommendation 37 from the Reimagining Public Safety Task Force, which creates a collaborative and multidisciplinary approach to crisis response using cross functional teams.	Public Safety and Violence Prevention	Police	Completed	Item heard at September 14, 2021 Public Safety Committee (https://oakland.legistar.com/LegislationDetail.aspx?ID=5014871&GUID=1C2B39CF-9018-43F4-824E-C08619F823FC).

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11	Second Phase of Reimagining Public Safety to Include Restructuring of Police Department to Focus on Serious and Violent Crime	Direct City Administration to work with the Council President and Public Safety Chair to hire a consultant with expertise on the criminal legal system, to facilitate the second phase of Reimagining Public Safety in Oakland, with the goal of restructuring the Police Department to focus on serious and violent crime by operationalizing the shifting of resources from enforcement and punishment to prevention, wellness and alternative responses for integration in the fiscal year 2023 2025 budget. This includes raising additional private funds if needed. The process shall be community-led, transparent, trauma-informed, and include the following priorities:	Public Safety and Violence Prevention	City Administrator	Superseded	Superseded by FY22-23 Directive 19.
11a	Increase Capacity to Investigate and Solve Crimes and Produce Higher Clearance Rates on Homicides, Missing Persons, and Other Serious Crimes by Restructuring Investigations Units	Analyze possible increase in civilian personnel assigned to investigations and other specialized units (including possible new classifications) and concomitant decrease in assigned sworn officers in the following units/positions for greater effectiveness and cost savings: Evidence Unit Property Evidence Specialist Unit Sex Registrants and ID Section Patrol Desk in the Police Administration Building Patrol Desk at the Eastmont Substation Supervision of the Homeless Outreach Unit Internal Affairs Division Transportation Lot 911 Call Center Traffic Enforcement	Public Safety and Violence Prevention	Police	Superseded	Superseded by FY22-23 Directive 18.

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11b	Remove Low Level and Non Violent Calls for Service from the Police Department	Provide detailed analysis and recommendations for operationalizing the removal of low-level, non-violent calls for service from the Police Department's responsibilities and options for an alternative response. Low-level, non-violent calls for service include what the Police Department classifies as "Administrative, Animal-related, Homeless, Mental Health, Noise-related, Ambulance Requested, and Other."	Public Safety and Violence Prevention	City Administrator	Superseded	Superseded by FY22-23 Directive 18.
12	Significantly Stand Up MACRO As An Effective Alternate Response System as First Responders to Non-Violent Calls for Service	Prioritize available state and other funding for alternative response systems, including funding through Assembly Bill 988, which creates a new three-digit phone line for suicide prevention and immediate, localized emergency response for individuals in mental health crisis by trained mental health professionals, as well as available federal matching, the CRISIS Act funding for community based organizations, and in partnership with Alameda County.	Public Safety and Violence Prevention	Fire	Completed	In March 2021, MACRO was established by Resolution No. 88553. (https://oakland.legistar.com/LegislationDetail.aspx?ID=4835421&GUID=E42DF8B5-6DF4-4FC9-A8E4-08A4FA35F62B&Options=&Search=) In February 2022, the City Council adopted Resoluitioun No. 89009, formally accepting a state grant of \$10,000,000 to go into the City of Oakland General Fund where it will be disbursed to the MACRO program. (https://oakland.legistar.com/LegislationDetail.aspx?ID=5378282&GUID=93CE043E-A92D-46A2-98D4-8DCDA4F78159&Options=&Search=) The Department continues to seek grant funding opportunities to support MACRO.

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12a	Advisory Board for MACRO	Direct City Administration to work with the City Council to develop the structure of a MACRO Advisory Board for the purpose of serving as an advisory partner to the Oakland Fire Department in developing the MACRO civilian crisis response.	Public Safety and Violence Prevention	Fire	Completed	The MACRO Advisory Board has been established. Please see this link with biographies of the selected members: https://www.oaklandca.gov/documents/community-advisory-board-biographies .
13	Department of Violence Prevention (DVP) Alternative Safety Plan and Community Violence Prevention Infrastructure	Direct DVP via the City Administration to return to Council with recommendations for an RFQ by October 30, 2021 with a proposed set of strategies and spending plan for the additional funds allocated to the DVP through this Budget that is sustainable for the 3 year spending cycle.	Public Safety and Violence Prevention	Violence Prevention	Completed	Approved by Council on 7/26/21. (https://oakland.legistar.com/LegislationDetail.aspx?ID=5065137&GUID=8AD0EFD8-048D-4348-BE6B-B5658AAE5071)

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14	Internal Affairs	Direct City Administration to work with an independent consultant, the Police Commission, and the Police Department to analyze options and timeline for moving most or all of the responsibilities of the Internal Affairs Division to the Community Police Review Agency (CPRA).	Public Safety and Violence Prevention	Police Commission / CPRA	Superseded	Superseded by FY22-23 Directive "Internal Affairs to CPRA".
15	Crime Prevention Through Environmental Design (CPTED)	Direct City Administration to prioritize implementation of recommendations from CPTED analysis, particularly in flatlands neighborhoods, business corridors and beats with high rates of serious and violent crimes, and provide an informational report to Council by December 2021 on these efforts. This is in alignment with Recommendations #78 and #79 from the Reimagining Public Safety Task Force. This includes improved lighting, traffic calming and other environmental design. Where these measures would help deter crime and promote community safety, they should be expedited. Examples of CPTED and traffic calming measures to analyze include, but are not limited to: (D7) intersection of 101st Ave and International Blvd and (D2) E 15th St between 15th Ave and 23rd Ave where human trafficking occurs.	Public Safety and Violence Prevention	City Administrator	Completed	The Neighborhood Services Division Staff continue to conduct CPTED studies at locations identified as priority and OakDOT is utilizing the Violence Prevention Traffic Fund to support CPTED Projects in priority NEST locations including International Blvd, East 15th Street, and in Downtown's entertainment district after a series of shootings in 2022. CPTED analysis continues and included traffic calming measures occurred at E 15th St between 15th Ave and 23rd Ave where human trafficking occurs.

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16	CERT/Emergency Preparedness	Direct City Administration to conduct extensive outreach and recruitment to residents in underrepresented communities and areas that are at high wildfire risk for Oakland’s Community Emergency Response Team (CERT) training program.	Public Safety and Violence Prevention	Fire	Completed	<p>EMSD developed and implemented the following training and exercise plans including at two (2) full-scale exercises, two (2) tabletop exercises, six (6) Emergency Operations Center Trainings, (10) CERT training events, (4) Personnel Emergency Preparedness Training Events, and (11) Emergency Respite Center Series trainings with at 398 members of the public participating, which included three (3) Adult CERT, one (1) CityCERT, one (1) CiviCorps two(2) instructor courses, and three (3) Teen CERT cohorts. This is the first time Oakland has offered TEEN CERT events.</p> <p>EMSD conducted 57 Community Outreach events with 947 direct engagements in underrepresented communities and areas that are at high wildfire risk. EMSD held community meetings/training with the a high volument of neighborhoods/organizations active in the Council Directed Area</p>
17*	Vegetation Management/Wildfire Prevention	Direct City Administration to work with City Council on preparing a Wildfire Assessment ballot measure for voter consideration to help ensure that the City of Oakland can be best prepared to reduce the risk of wildfires in our city.	Holistic Community Safety	City Administrator	Completed	<p>OFD expects the final Vegetation Managment Plan (VMP) to be presented to the City Council for adoption in May 2024 and staff are drafting a WPAD that will fund the annual cost of the VMP based on current expenditires and new costs identified in the VMP for the expanded work.</p>

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18*	Youth and Families Department	Direct City Administration to conduct an analysis and provide feasible options and timeline for the creation of a department dedicated to youth and families in a proposal for Council consideration by April 2023 that moves youth-focused funding primarily from the Police Department and Human Services Department, that aligns the Police Department, Youth Advisory Commission, Oakland Fund for Children and Youth, and Community Youth Leadership Council, to enable effective resourcing for centering youth leadership, empowerment, and opportunities at scale.	Public Safety and Violence Prevention	City Administrator	Superseded	This is no longer a priority.
19	Support Small Businesses with Re-Opening	Target Economic and Workforce Development support for facade improvements, repairs, flex streets support, including parklets, among other support, to small and disadvantaged businesses in flatland neighborhoods throughout our city with particular attention to commercial neighborhoods in the Fruitvale, Chinatown, East Oakland, and West Oakland. Include multilingual technical assistance, including Spanish, Chinese, and Vietnamese.	Good Jobs and Vibrant Community	Economic & Workforce Development	Completed	Revised criteria for Façade and Tenant Improvement Program (FTIP) approved by City Council on June 7, 2022 through Resolution 89239 CMS. Updated FTIP program application window launched December 1, 2022. https://oakland.legistar.com/LegislationDetail.aspx?ID=5538350&GUID=C65745F4-49BD-4F06-815C-79B98AF59580 .

#	Policy Directive	Purpose	Goal	Department Responsible	Status	Status Detail
20*	Department of Workplace and Employment Standards (DWES) Staffing to Enforce Worker Protections	Direct City Administration to present a staff report and ordinance to Council no later than May 2022 for consideration of the creation of new classifications, or amending existing classifications, for the positions tasked with enforcing the City's Minimum Wage Ordinance, Worker retention at Large-Scale Hospitality Ordinance, Hotel Minimum Wage and Working Conditions Ordinance, the Emergency Paid Sick Leave Ordinance, the Worker Retention Ordinance, Local Employment Program, 15% Apprenticeship Requirement, any other laws under the purview of the Workplace Standards Enforcement Division of DWES.	Good Jobs and Vibrant Community	Workplace and Employment Standards	Delayed	DWES and Human Resources are continuing to work on creating a new job classification that covers DWES's work enforcing Citywide labor laws with private sector employers that operate in the City. The Contract Compliance Officer series of job classifications that is used for enforcing the L/SLBE Program, the Local Employment/Apprenticeship Program, Living Wage, and Prevailing Wage is a mismatch with this work as there are no contracts to assess for compliance in a Citywide labor complaint investigation. The core competencies for investigations and building legal cases for prosecution include: investigative methods, assessing validity of document-based evidence and witness testimony, and ability to analyze large amounts of data. DWES is also working with Human Resources to modernize the Contract Compliance Officer series of job classifications that have not been updated in decades. There is no target date for finalizing the new job classification and updated Contract Compliance Officer job classification series.
21	Cultural Affairs programs	Direct Cultural Affairs Division via the City Administration to return to Council with recommendations for distribution of program funds by October 31, 2021 with engagement of the Cultural Affairs Commission and the division's Funding Advisory Committee and consideration of Council guidance to focus on flatlands neighborhoods below 580 (including East Oakland, West Oakland, Fruitvale, Chinatown, Little Saigon/Eastlake, San Antonio, Laurel, Brookdale) with equitable distribution across Council Districts.	Good Jobs and Vibrant Community	Economic & Workforce Development	Completed	Cultural Affairs launched a new category of cultural funding grants for Festivals in the fall of 2021, and expended all of the \$500k in new GPF funds allocated in the FY 21-22 budget with a focus on equitable distribution as approved by Council. (https://oakland.legistar.com/LegislationDetail.aspx?ID=5196416&GUID=29FA90D7-4BCF-43A0-B470-6DE08DEB7C72)

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22	Parks	Direct OPRYD via the City Administration to collaborate with neighborhood community groups to maximize programming to activate and utilize parks by creating community-based partnerships at Oakland's parks and rec centers. Prior to the re opening of the San Antonio and Brookdale Recreation Centers, OPRYD shall engage community groups in the neighborhood around programming.	Good Jobs and Vibrant Community	Parks, Recreation & Youth Development	Completed	Center Director hired at both San Antonio and Brookdale rec centers to coordinate with community groups. Extensive community engagement conducted during SAP Master Plan process. Collaborative presentation at Nov. 2022 PRAC-item passed; expected to Council 2023 (https://www.oaklandca.gov/projects/sanantoniopark) Brookdale community engagement led by Center Director to develop programs 2021-22. Brookdale center capital project includes Master Plan & community engagement process expected to begin 2023; constructions est 2027.
23	Infrastructure Bond Ballot Measure	Direct City Administration to conduct analysis and community engagement regarding a possible new Infrastructure Bond ballot measure in 2022 for public infrastructure and affordable housing.	Clean, Healthy, Sustainable Neighborhoods	City Administrator	Completed	Measure U passed. (https://oakland.legistar.com/LegislationDetail.aspx?ID=5702686&GUID=503A10B7-417B-44A6-9D8B-B57BDA7D5683&Options=ID Text &Search=infrastructure+bond)
24*	Lead Abatement and Other Programs to Promote Healthy Homes	In partnership with Alameda County, invest resources into healthier communities by supporting abatement of lead, asbestos, and other negative environmental factors in homes and neighborhoods.	Clean, Healthy, Sustainable Neighborhoods	City Administrator	In Progress	The ELHAP Working Group and GHFI have drafted the ELHAP program design. In early 2026, the ELHAP Working Group held community engagement sessions and stakeholder meetings to finalize the design. The program will be coming to Council in Spring, 2026 and launch at the end of 2026.

#	Policy Directive	Purpose	Goal	Department Responsible	Status	Status Detail
25	Lake Merritt and City Parks	Extend current Lake operations through November 28, 2021. Direct City Administrator to work with the interdepartmental Lake Working Group with stakeholder input, to develop a plan and timeline for phasing out City Department Teams and phasing in Parks Ambassadors and other alternatives to address safety and community at Lake Merritt. This plan shall also include follow up from the May 25, 2021 joint meeting of the Life Enrichment Committee, Parks & Recreation Advisory Commission and Cultural Affairs Commission to develop programming across the City in our parks and public spaces with accessible permitting and marketing, and to develop community agreements for our parks and public spaces with plans for implementation such as parks/community ambassadors and event monitors.	Clean, Healthy, Sustainable Neighborhoods	City Administrator	Completed	Additional funding was provided to cover lake operations through November 2022. Also, the Council adopted the Lake Merritt Parking Management Plan which will generate 1-1.5 million annually with portions allocated for ongoing lake management including the items identified by Council.
26	Impact Fees	Direct City Administration to present an analysis and options for consideration to pre-allocate a portion of assessed Affordable Housing and Jobs/Housing Impact Fees to pending affordable housing projects before the funds are collected by the City to help provide needed funds for affordable housing construction. This report shall be presented to the Council for consideration no later than September 2021.	Affordable Housing and Homelessness Solutions	Finance/ Planning & Building	Completed	Considered and discussed with the Impact Fees Phase 2: Development Feasibility Analysis And Housing Strategy Study, which was received and filed December 2024 (https://oakland.legistar.com/MeetingDetail.aspx?ID=1244590&GUID=451F42E1-22E8-4685-96C6-DC2A27C55DDC&Options=&Search=).

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27	Façade Improvement Programs	Because the current upfront payment structure inhibits participation by less capitalized businesses, the City Administration/Economic and Workforce Development Dept shall develop a plan to retool current and future Façade Improvement Programs to reduce or eliminate the burden of up-front payment for property owners and business owners.	Clean, Healthy, Sustainable Neighborhoods	Economic & Workforce Development	Completed	Revised criteria for Façade and Tenant Improvement Program (FTIP) approved by City Council on June 7, 2022 through Resolution 89239 CMS. Updated FTIP program application window launched December 1, 2022. (www.Oaklandca.gov/FTIP)
28	City Hall East	Directing The City Administrator To Develop Options For Establishing A City Hall East Program Whereby City Services Are Made Available To Oakland Residents From A Satellite Location Between High Street And The San Leandro Border And Return To Council With Recommendations For Implementation In November 2021 (resolution no. 88786)	Responsive, Trustworthy Government; Healthy Sustainable Neighborhoods	City Administration (lead), EWD, OPW, PBD, ITD	Completed	Heard by City Council on 12/6/22. (https://oakland.legistar.com/LegislationDetail.aspx?ID=5848056&GUID=E26A3C78-A545-4033-84F8-2F346D20A554). Community outreach with partners in the area yielded a mild response to the idea. This project is administratively canceled due to budgetary constraints.

*This item was updated in March 2026 since the last status provided to the Finance and Management Committee in April 2025.

#	Policy Directive	Summary Description	Goal	Department Responsible	Status	Status Detail
1	Lake Merritt Lodge (Bas/Kaplan)	Direct the City Administrator or his designee to take the necessary steps to purchase the "Lake Merritt Lodge" as a permanent "transitional housing" city-owned resource, and seek additional grants and funding.	Affordable Housing and Homelessness Solutions	HCD	Completed	HCD reviewed an application from the owners of the Lake Merritt Lodge (LML) as part of the City's Homekey 3.0 NOFA process. HCEB was not party to that application. The LML owner's application was deemed insufficient and the project did not advance for City or State Homekey funding. Since then, the owners of LML have not submitted a new application for review. However, HCEB has applied for CCE funds for a property located at 1888 MLK and applied to the City's R2H2/Homekey 4.0 NOFA which closed in February, 2024. The State recently notified the City that the CCE application for 1888 MLK was successful. HCD staff is reviewing HCEB's R2H2 application for underwriting that would close the financing gap and allow the acquisition of the project to be completed within the next 3-4 months.
2	Measure AA Implementation (Kaplan)	Directive to work together with Alameda County and service providers to make available childcare to every household who needs it including through the use of the forthcoming ballot measure money that Oakland will be receiving.	Good Jobs and Vibrant Economy	CAO	Completed	Alameda County partnership resolution with First 5 Alameda County and implementation resolution approved by City Council 12/6/22. (Alameda County Partnership Resolution - https://oakland.legistar.com/View.ashx?M=A&ID=1013549&GUID=5BC4482C-5BCE-4692-9B37-AE8D58705F56) and (Initial Draft Early Education Fund Implementation Plan - http://oakland.legistar.com/gateway.aspx?M=F&ID=ee7c006a-8512-42c6-9150-f18792f68d25.pdf); coordination with County ongoing
3	Care Campus (Kaplan)	Directive to work to identify additional funds to expand transitional homeless housing combined with services and job assistance, including pursuing a funding strategy with Lao Family Community Development CARE campus, and return to Council in September 2022 with funding options.	Affordable Housing and Homelessness Solutions	HSD	Completed	An informational memo was posted on 9/12/22. (https://cao-94612.s3.amazonaws.com/documents/Lao-Care-Campus-Info-Memo.pdf)
4	Care Campus (Bas)	Direct the City Administrator to investigate a \$5 million grant to Lao Family Community Development for the acquisition of the CARE Campus (former Motel 6 in East Oakland) property to set aside 100 fully furnished units annually for 30 years for Oakland's unsheltered	Affordable Housing and Homelessness Solutions	HSD	Completed	An informational memo was posted on 9/12/22. (https://cao-94612.s3.amazonaws.com/documents/Lao-Care-Campus-Info-Memo.pdf)

#	Policy Directive	Summary Description	Goal	Department Responsible	Status	Status Detail
5*	Discount Public Transit (Kaplan)	Directive to work with AC Transit to pursue the options of free BART on weekends, and the options for bulk discount transit passes for Oakland staff, and for program participants, such as DVP, and OFCY program participants; and report back to Oakland-AC Transit ILC, and Council in Fall 2022.	Clean Healthy Sustainable Neighborhoods and Good Jobs and Vibrant Economy	DOT	Completed	Funding from the Lake Merritt Parking Meter Program was originally designated for a discount transit program. These funds have since been withdrawn. AC Transit proposed to charge the City \$10,000 per weekend to provide Bus Rapid Transit (BRT) services at no cost to riders. Alternatively, Universal Basic Mobility (UBM) is a nationally-recognized program first initiated by OakDOT in 2017 with a grant from ACT that provides income-qualifying Oaklanders prepaid debit cards that can be used for transit, shared mobility, and other mobility-related services. The pilot program was rolled out in East Oakland and expanded into West Oakland in 2024.
6	Funding for Unfunded Items (Kaplan)	Directive to explore funding options and possible sources for remaining items listed on the Fund 1010 page of this submittal and return to Council in September 2022 with options.	Responsive, Trustworthy Government	Finance	Completed	This information was provided with the Q4 Revenue & Expenditure Report. https://cao-94612.s3.amazonaws.com/documents/Revenue-Expenditure-Report-FY21-22Q4-FY22-23Q1-Info-Memo-12.2.22.pdf
7	Citwide Recruitment (Kaplan)	Directive to return to Council by fall of 2022 with options for a citywide recruitment incentive funding program for job vacancies	Responsive, Trustworthy Government	HRM	Completed	Police recruitment incentive survey complete March 2022 and OPOA MOU extension complete July 2022.
8	Police Academy Reimbursement (Kaplan)	Directive to return to Council by fall of 2022 with a plan to recoup the cost of police academy training for those who take that training and then do not stay to work in Oakland, and an informational report on what has been recouped so far, and what is owed.	Public Safety and Violence Prevention	OPD	Completed	A report was prepared in response to this request (https://cao-94612.s3.amazonaws.com/documents/22-0719-OPD-Academy-Reimbursement-Memo.pdf)
9*	YSA Village (Kaplan)	Directive to pursue options for YSA village expansion and return to Council by fall 2022 with options.	Affordable Housing and Homelessness Solutions	HSD	Complete	The site YSA is on, 633 Hegenberger, is part of the greater Coliseum plan and may eventually be included in the AASEG development plans. HCD provided a list of suitable brick and mortar sites for the program to relocate to.

#	Policy Directive	Summary Description	Goal	Department Responsible	Status	Status Detail
10	Housing for Homeless LGBTQ Youth (Kaplan)	Directive to pursue options to purchase a hotel for housing LGBTQ TAY homeless youth	Affordable Housing and Homelessness Solutions	HCD	Completed	<p>HCD in its 2022 Homekey Round 3 City RFP created a preference for TAY housing proposals, setting aside 25% of available funding for projects that serve TAY homeless youth. The four top scoring proposals then applied to the Homekey Round 3 NOFA. Three of the proposals were awarded Homekey funding totaling 191 units. Of these 191 units, 26 (14%) are dedicated to TAY.</p> <p>Oakland HCD created the Rapid Response Homeless Housing (R2H2) program in fall 2023, a local version of Homekey that allows for improved vetting of projects. In November 2023, HCD released the R2H2 and Homekey Round 4 City RFP with applications due in February 2024. Nineteen applications were received and initial reviews have taken place. There are currently eight active pipeline projects totaling 435 units, of which 61 (14%) are dedicated to TAY. The remaining eleven proposed projects remain in the City's pipeline and are continuing to be reviewed for future viability.</p>
11*	Housing for Homeless LGBTQ Youth (Bas)	<p>Per City Policy, the following grants shall come to Council for review and programming and shall support, to the greatest extent possible, homeless Transition Aged Youth and homeless LGBTQ individuals.</p> <ul style="list-style-type: none"> ■ New \$1.1 M Grant from HUD-ESG/SHP/HOPWA ■ New \$9.4 M Grant from Cal HCD 	Affordable Housing and Homelessness Solutions	HCD	Complete	<p>Annual compliance report for all Federal Grants have gone to Council. HCD also reported on used of all HCD funding in June, 2025 including number of units for TAY.</p>
12	Community Grants (Bas)	Implement process for awarding direct grants	Responsive, Trustworthy Government	Finance	Completed	<p>-RFP Released - Responses due Mar 17, 2023 (Revised from Mar 1, 2023)</p> <p>-Direct Community Grant Eligibility List was released on 5/2/2023</p> <p>-Staff anticipates Resolution awarding the chosen organizations will be heard at the 7/18 City Council Meeting.</p>

#	Policy Directive	Summary Description	Goal	Department Responsible	Status	Status Detail
13	Early Childhood Development (Bas)	The city council encourages the Measure AA Implementation Partner and the Children's Initiative Citizens' Oversight Commission to allocate a \$2 million contingency from the initial allocation of Measure AA funds toward an emergency fund to support Early Childhood Education Providers, and to fund Head Start to ensure the effectiveness and sustainability of the program.	Clean Healthy Sustainable Neighborhoods and Good Jobs and Vibrant Economy	CAO	Completed	Contract with Alameda County First 5 Alameda County approved by Council on 12/6/22; Head Start funds provided in Implementation Plan approved by Council 12/6/22. (Alameda County Partnership Resolution - https://oakland.legistar.com/View.ashx?M=A&ID=1013549&GUID=5BC4482C-5BCE-4692-9B37-AE8D58705F56) and (Initial Draft Early Education Fund Implementation Plan - http://oakland.legistar.com/gateway.aspx?M=F&ID=ee7c006a-8512-42c6-9150-f18792f68d25.pdf)
14	Summer Food Program (Bas)	Direct the City Administrator to increase equitable access to nutritious meals by outreaching to, and supporting the capacity and participation of community based partner sites as well as by increasing the number of open sites through OPRYD and coordination with Head Start to ensure unhoused and housing insecure families are serviced.	Clean Healthy Sustainable Neighborhoods	CAO	Completed	An info report presented on 12/6 highlights the 2022 expansion in locations and providers and the plan to continue to expand in 2023. https://oakland.legistar.com/LegislationDetail.aspx?ID=5921566&GUID=5AEFCFCC-CE8E-4A6F-8112-616DDBB0C506
15*	Wilma Chan Park (Bas)	With the renaming of Madison Park in honor of the late Supervisor Wilma Chan, we encourage the City Administrator to collaborate with the community and ensure existing staff supports programming activities at the Park, in coordination with Lincoln Park and Rec Center staff, as the Park is publicly renamed this Fall and as Lincoln Rec undergoes future renovation.	Clean Healthy Sustainable Neighborhoods	OPRYD	Complete	The updated timeline has construction commencing in the summer of 2026. Consequently, the Lincoln Square summer camp will remain on-site til May/early June. OPRYD Administration is collaborating with the Lincoln Square Center Director and has identified and secure alternative program locations in the area for summer and fall programs and operations. Staff will be located at the Oakland Asian Culture Center and potentially Malonga to provide program space to accommodate some of the Lincoln programs.

#	Policy Directive	Summary Description	Goal	Department Responsible	Status	Status Detail
16	Arts and Culture (Bas)	We encourage the City Administrator to prioritize hiring open positions to ensure Cultural Affairs can achieve its goals and directives, and explore ways the Administration can subsidize artist performances across the city, for example by identifying what locations would be available for performances that the city owns or are available to rent.	Clean Healthy Sustainable Neighborhoods	EWD	Completed	Cultural affairs open position filled in 2024. Funding priorities superseded by 2024-25 budget
17*	Independent Audit of Police Department (From FY 2021-23 Budget)	Direct City Administration to work with the Council President and Public Safety Committee Chair to commission an independent, comprehensive audit of the Police Department, which would be overseen by the Police Commission's Inspector General for completion by December 2022.	Public Safety and Violence Prevention	Police Commission / Inspector General	Complete	This is complete
18	Police Department Calls for Service (From FY 2021-23 Budget)	Direct City Administration to present recommendations and a work plan for Council consideration by April 2022 for the additional transfer of certain categories of non-violent, non-criminal calls for service from the Police Department to alternative first responders, including the Fire Department, Department of Transportation, Violence Prevention, Public Works, etc., for effectuation by July 2022. For the Dept. of Transportation, this should include an analysis of the towing contract currently administered by the Police Department and the nine (9) traffic-related calls in the following list provided to the Reimagining Public Safety Task Force. This should also include an interdepartmental Abandoned Auto strategy task force including the Oakland Police Department, the Department of Transportation, and other departments as appropriate, plus at least two City Council offices, to engage in community outreach and develop near-term and long-term strategies that can make a tangible difference for Oakland residents plagued with incessant abandoned autos and long wait times for abandoned auto removal.	Public Safety and Violence Prevention	City Administrator	Completed	Transfer of vehicle enforcement functions from OPD to Oakland Department of Transportation (DOT) was completed in February 2023. OPD and Oakland Fire Department (OFD) working to increase call volume/types appropriate for transfer to MACRO. OPD reviewing other call types for possible alternative response (e.g., to OPD civilians, to other departments, or to let the public know the City won't be responding to those matters). A resolution was approved in March 2024 to appropriate funds to improve abandoned auto towing and clearing the public right of way of the blight and hazard of abandoned vehicles. An informational report related to the abandoned auto program status was provided at the March 19, 2024 City Council Meeting: https://oakland.legistar.com/LegislationDetail.aspx?ID=6558357&GUID=C89165BC-9BDD-46B7-8E4A-CE0DABCCDD2&Options=&Search=

#	Policy Directive	Summary Description	Goal	Department Responsible	Status	Status Detail
19*	Second Phase of Reimagining Public Safety to Include Restructuring of Police Department to Focus on Serious and Violent Crime (From FY 2021-23 Budget)	Direct City Administration to work with the Council President and Public Safety Chair to hire a consultant with expertise on the criminal legal system, to facilitate the second phase of Reimagining Public Safety in Oakland, with the goal of restructuring the Police Department to focus on serious and violent crime by operationalizing the shifting of resources from enforcement and punishment to prevention, wellness and alternative responses for integration in the fiscal year 2023 2025 budget. This includes raising additional private funds if needed. The process shall be community-led, transparent, trauma-informed, and include the following priorities:	Public Safety and Violence Prevention	City Administrator	Delayed	<p>The following units are staffed by non sworn professional staff members;</p> <p>Evidence Unit (that falls under a sworn supervisor who has multiple responsibilities) Sex Registrants and ID Section is all non sworn with the exception of a sworn officer to conduct follow up investigations</p> <p>Patrol Desk at PAB and Eastmont has sworn officers are utilized but supplemented with professional staff members. We need a sworn officer for security, investigative requirements, access to callouts, and data bases</p> <p>Supervision of the Homeless Outreach Unit has to be a sergeant because the officers assigned are subject to all policies and law. This supervisor has multiple roles.</p> <p>IAB - OPD is waiting for CPRA to initiate the process.</p> <p>911 call center is all professional staff members</p> <p>Traffic Enforcement is at the min. for sworn staff and utilizes professional staff members for many roles already.</p>
20*	Increase Capacity to Investigate and Solve Crimes and Produce Higher Clearance Rates on Homicides, Missing Persons, and Other Serious Crimes by Restructuring Investigations Units (From FY 2021-23 Budget)	Analyze possible increase in civilian personnel assigned to investigations and other specialized units (including possible new classifications) and concomitant decrease in assigned sworn officers in the following units/positions for greater effectiveness and cost savings: Evidence Unit Property Evidence Specialist Unit Sex Registrants and ID Section Patrol Desk in the Police Administration Building Patrol Desk at the Eastmont Substation Supervision of the Homeless Outreach Unit Internal Affairs Division Transportation Lot 911 Call Center Traffic Enforcement	Public Safety and Violence Prevention	Police	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.

#	Policy Directive	Summary Description	Goal	Department Responsible	Status	Status Detail
21	Remove Low Level and Non Violent Calls for Service from the Police Department (From FY 2021-23 Budget)	Provide detailed analysis and recommendations for operationalizing the removal of low-level, non-violent calls for service from the Police Department's responsibilities and options for an alternative response. Low-level, non-violent calls for service include what the Police Department classifies as "Administrative, Animal-related, Homeless, Mental Health, Noise-related, Ambulance Requested, and Other."	Public Safety and Violence Prevention	City Administrator	Superseded	Please see item 18, "Police Department Calls for Service (From FY 2021-23 Budget)" above.
22	Significantly Stand Up MACRO As An Effective Alternate Response System as First Responders to Non-Violent Calls for Service (From FY 2021-23 Budget)	Prioritize available state and other funding for alternative response systems, including funding through Assembly Bill 988, which creates a new three-digit phone line for suicide prevention and immediate, localized emergency response for individuals in mental health crisis by trained mental health professionals, as well as available federal matching, the CRISIS Act funding for community based organizations, and in partnership with Alameda County. [2022-23 Directives: <ul style="list-style-type: none"> o Begin the process of connecting dispatch to MACRO and directing some non-violent and non-criminal 911 calls to MACRO. o Secure the necessary funds (public and private) to make the program sustainable.] 	Public Safety and Violence Prevention	Fire	Completed	MACRO was formally launched on April 8, 2022 with crews heading into the pilot areas to conduct on view engagement with residents. As of August 9, 2022, MACRO crews began being dispatched via 911 on August 1, 2022.
23	Internal Affairs to CPRA (From FY 2021-23 Budget)	Direct City Administration to work with an independent consultant, the Police Commission, and the Police Department to analyze options and timeline for moving most or all of the responsibilities of the Internal Affairs Division to the Community Police Review Agency (CPRA).	Public Safety and Violence Prevention	Police Commission / CPRA	Completed	The Commission (via CPRA) has contracted with a consulting team to evaluate the measures and resources needed to transition the investigative responsibilities of IAD to CPRA, and to begin facilitating the transition to the extent practicable based on CPRA's budget. The consultants will be introducing themselves at the June 25th Police Commission.

#	Policy Directive	Summary Description	Goal	Department Responsible	Status	Status Detail
24*	Public Safety Policy Analyst (Bas)	The addition of a policy analyst who would work primarily with the Council Offices, as well as with the Budget Advisory Commission, aim to do this through implementing systems and policies that increase transparency and accountability in the Oakland Police Department. This analyst position will assist in gathering and publishing relevant datasets, including calls for service, as recommended by the OPD Budget/Staffing Workgroup from the Reimagining Public Safety Task Force and endorsed by the Budget Advisory Commission. We direct the City Administrator to establish regular performance metrics related to 911 response times for priority 1 calls and clearance rates, especially for violent and serious crimes; and regular reporting of information on the above to the Public Safety Committee and the full City Council.	Public Safety and Violence Prevention		Superseded	The position was not added by Council in the FY 2022-2023 midcycle budget process, the FY 2023-25 Biennial Budget, FY 2024-25 midcycle budget, nor the FY 2025-27 biennial budget. This item will not be implemented due to the changes in policy direction.
25	Department of Violence Prevention Support	We direct the City Administrator to: <ul style="list-style-type: none"> o Identify funding for the next bi-annual budget cycle. o Support community ambassadors, adding additional ambassadors throughout the City. 	Public Safety and Violence Prevention	CAO	Completed	During the FY 22-23 budget process, Councilmember Reid awarded a \$175,000 community grant to Black Cultural Zone to fund the credible messenger program in East Oakland (CMS 89376). CMS 89804 appropriated funds to EWD to manage the city wide community ambassador program.

*This item was updated in March 2026 since the last status provided to the Finance and Management Committee in April 2025.

#	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>

#	Policy Directive	Purpose	Department Responsible	Lead CAO Staff	Status	Status Detail
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.

#	Policy Directive	Purpose	Department Responsible	Lead CAO Staff	Status	Status Detail
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>

#	Policy Directive	Purpose	Department Responsible	Lead CAO Staff	Status	Status Detail
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>

#	Policy Directive	Purpose	Department Responsible	Lead CAO Staff	Status	Status Detail
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.

#	Policy Directive	Purpose	Department Responsible	Lead CAO Staff	Status	Status Detail
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	<p>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.</p>
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	<p>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.</p>
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	<p>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.</p>

#	Policy Directive	Purpose	Department Responsible	Lead CAO Staff	Status	Status Detail
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.						

#	Policy Directive	Goal'	Department Responsible	Status	Status Detail
1	Direct the City Administrator to explore a quarter and half-cent sales tax increase for either a special election or the 2026 general election, including the potential dollar amount such a tax could raise. The results of these findings should be presented at a Finance and Management Committee meeting no later than March 2025. (CM Jenkins)	Trustworthy/Responsive Government	CAO/Finance	Complete	The half-cent sales tax increase is on the April Special Election ballot.
2*	Direct the City Administrator to develop alternatives for the City Council to achieve full implementation of a fully funded Democracy Dollars program by 2028. The plan should include recommendations for a sustainable funding mechanism to ensure the program's ongoing success. If the analysis fails to identify a suitable funding formula, the City Administrator should present options to either scale back the Democracy Dollars program or propose an alternative program. (CM Jenkins)	Trustworthy/Responsive Government	CAO/Finance	In Progress	In February 2026 staff presented a multi-year plan as one option for Council to achieve compliance with vote-mandated requirements, including the Democracy Dollars program. Under this scenario, full funding for the program would be achieved by approximately FY 2032. However, the timing is not fixed and could be accelerated if City Council chooses to prioritize the program over other obligations, subject to available resources and tradeoffs through the budget process.
3*	Direct the City Administrator to conduct a 10-year Capital Plan and Asset Inventory – a centralized, comprehensive report of fixed assets, including buildings and facilities, and evaluation of costs associated with maintaining, repairing, or replacing each facility. This asset inventory should incorporate equity principles, align with the city's financial bonding capacity, and promote efficient delivery of capital improvement projects. (CP Bas)	Trustworthy/Responsive Government	CAO/OPW	In Progress	The FY 2026/2027 budget includes funded projects for facility condition assessments that will identify a comprehensive list of improvements required at our facilities and will incorporate equity principles, align with the City's bonding capacity, and promoted efficient delivery of capital projects.

4*	Direct the City Administrator to consider equitable senior services to the AAPI and Latinx communities as the City conducts its strategic planning. Evaluate grant outcomes and incorporate ongoing systems and collaborations to ensure culturally and linguistically accessible senior services for recent immigrant and refugee AAPI and Latinx communities, building on over 20-years of partnership with established institutions and providers with a proven track record of dedicated programming and services. Over the past two decades, these partnerships have supplemented the services of the City's four Senior Centers. (CP Bas)	Improve Quality of Life	HSD	In Progress	Conducted listening session with AAPI older adults at Family Bridges/Hong Fook with 90 people attendance. Conducted listening session with Latine older adults at Unity Council/Fruitvale Senior Center with 39 people in attendance. Thematic summaries of these meetings will be shared with City Administrator and Assistant City Administrator by the end of March. The results of all of the listening sessions will be provided at the Mayor's Commission on Aging meeting on April 2, 2025. UPDATE (3/23/2026): Working with the Mayor's Commission on Aging, HSD's Aging and Adult Services division has launched three subcommittees to address the areas of transportation, safety and violence prevention, and health and nutrition informed by the needs assessment and community listening sessions. Starting in April, 2026, these subcommittees will meet to develop specific, measurable, and equitable actions steps and projects to address these areas of need. The action and implementation planning process will involve senior center advisory councils and member of the public. Outreach with AAPI and Latinx communities, including representatives from Family Bridges/Hong Fook and Spanish-Speaking Unity Council, will be invited to serve on the subcommittees. Identified projects will commence in FY 2026-27 and will be evaluated after a full year of implementation.
5	Crime Lab positions which existed previously, but are not funded in this budget, will remain frozen instead of being deleted, to allow hiring in the future. (CM Kaplan)	Holistic Community Safety	OPD	Complete	The positions remain frozen with the option to fund them in the future when funding is available.
6*	(From June 2023 Budget) 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. (CM Kaplan)	Trustworthy/Responsive Government	OPW	Complete	Prior to 2023 the City of Oakland received approximately \$1,000,000 in grants to electrify the fleet. Since the Council adopted the following policies (Zero Emission Vehicle Action Plan; Equitable Climate Action Plan; and the Environmentally Preferable Purchasing Policy), the city has been awarded over \$5,000,000 in grants from local, state and federal governments for electric/alternative fuel vehicles and associated infrastructure.

7*	Direct the City Administration to collaborate with the Budget Advisory Commission, Finance Department, and Finance And Management Committee to increase the frequency of informational reports, including departmental staffing matrixes to the City Council, to ensure accountability and real-time reporting on departmental spending, maintaining a structurally balanced budget. These reports should update the public on the progression of the City's efforts to address our structural deficit for future years and provide insights into the impacts on staff and operations. (CM Ramachandran & Reid)	Trustworthy/Responsive Government	CAO/Finance	In Progress	Staff have provided regular reporting to the City Council, FMC and BAC, including quarterly R&E reports and other fiscal updates on the City's financial condition and structural deficit. In response to this directive, staff will evaluate enhancements to existing reporting, including potential incorporation of staffing metrics, which would require coordination with the Human Resources Department. Real-time reporting or dashboarding would require additional system development and is currently constrained by existing budget and financial system capabilities.
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*This item was updated in March 2026 since the last status provided to the Finance and Management Committee in April 2025.

#	Policy Directive	Department Responsible	Status	Status Detail
1*	<p>OPD Academy Recruitment: Direct the City Administrator to work with the Police Department and City Council to implement new strategies to recruit qualified applicants to future OPD Academies. Specifically, OPD should target an Academy size of 40 recruits; develop enhanced marketing and outreach strategies to reach potential applicants, with a focus on Oakland-based outreach and including contracting with recruitment entities and partnerships with young adult mentorship organizations; and contact past qualified applicants who might be interested in reapplying for a future Academy. Filling police academies is crucial for reaching the minimum sworn staffing level mandated by Measure NN. The administration should adhere to the existing proposed schedule of the 195th Academy beginning in July 2025, the 196th in November 2025, the 197th in March 2026, the 198th in July 2026, and the 199th in November 2026. The proposed budget amendments include funding to implement this directive.</p>	OPD	In Progress	<p>OPD has strengthened its marketing and outreach with a focus on diversity and Oakland-based recruitment. This includes partnerships with local colleges such as Merritt and Chabot, as well as organizations such as the NAACP, the National Organization of Black Law Enforcement Executives (NOBLE), and the Hispanic American Police Command Officers Association (HAPCOA). To broaden its community presence and better engage underrepresented groups, the Recruiting and Background Unit has participated in more than 40 community events since January 2026. The Department has also expanded its use of social media platforms, including Facebook and Instagram, which continue to be effective recruitment tools. In addition, OPD provides virtual and in-person workshops, including pre-background workshops, the practice physical ability test (PAT), and oral board interview prep workshops. These combined efforts have built a strong hiring pipeline, with 46 candidates in the final stages for the 197th academy scheduled to begin on April 27, 2026.</p> <p>With support from CPS HR Consulting, the Department has developed a recruitment landing page set to launch in April 2027 and is preparing to implement a data-driven, digital-first recruitment campaign. With most job searches now beginning online, this strategy will play a central role in expanding outreach, increasing applicant engagement, and strengthening the Department's overall recruitment efforts.</p> <p>Please note that the remaining academy start dates for fiscal year</p>
2*	<p>Civilianization of Eligible OPD Positions: Direct the City Administrator to work with the Police Department and Human Resources and return to City Council with a detailed plan, costing, and any necessary budget amendments to increase the number of OPD positions filled by qualified civilian staff. Every effort must be taken to ensure that as many sworn OPD officers as possible are available for patrol, special operations, or conducting criminal investigations. Shifting administrative and other non-law enforcement responsibilities to civilian staff will help to further this objective while increasing employment opportunities for qualified Oakland residents and ensuring greater cost savings for the City. Direct the City Administrator to form a task force to facilitate implementation of Council direction to transition the functions of OPD's Internal Affairs Division (IAD) to the Community Police Review Agency (CPRA) for investigations. The task force should include representatives from the City Council, City Attorney's Office, City Administration, Police Commission, OPD, CPRA, and the Inspector General. The task force should produce a plan and timeline for the implementation of this transition by June 30, 2026. In addition, transferring IAD functions to CPRA would remove any conflicts of interest (real or perceived) that might exist with OPD officers investigating their fellow officers.</p>	CAO, OPD, OCA, CPRA, HRM		<p>OPD remains committed to civilianizing key positions that can be performed by professional staff. These efforts include the Fleet Coordinator role, which is currently undergoing a revision of its job specifications, and a Public Information Officer position, which was frozen during the fiscal year 2025-27 biennial budget.</p> <p>Additionally, the Department 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.</p> <p>The Department has engaged with the City Administration regarding the civilianization of IAB. However, due to current staffing limitations and the structure of the CPRA, this change is not anticipated in the foreseeable future. The Department looks forward to working with the CPRA on this transition.</p>
3*	<p>Abandoned Auto Surge: Direct the City Administrator to implement a surge to conduct focused corridor work on removing abandoned automobiles, recreational vehicles, and related blight, thereby clearing public rights-of-way and supporting a clean, safe city. The proposed budget amendments include funding to implement this directive.</p>	OakDOT	Complete	<p>The surges were completed in 2025. The allocated funding for removal of vehicles from the right of way was subsequently deemed ineligible for that funding source.</p>

4*	Illegal Dumping: Direct the City Administrator to work collaboratively with the Alameda County District Attorney to ensure enforcement of illegal dumping violations in Oakland. Utilize relevant staff positions and contract services to ensure that evidence on illegal dumping violations and other environmental crimes can be gathered, including through the review of surveillance camera footage. Improve training for Environmental Enforcement Officers (EEOs) in order to more effectively carry out their duties and collect evidence on violators, including appropriate OSHA and HazMat training and technology. Implement more effective technology for monitoring illegal dumping hotspots and supporting appropriate enforcement actions, identify and utilize best practices from comparable jurisdictions, partner with community organizations, engage in meaningful community outreach and education, and develop workforce programs to train marginalized Oaklanders to gain meaningful employment with the City in this work. The proposed budget amendments include funding to implement this directive.	OPW	Complete	The Mayor and City Administrator have coordinated with the District Attorney on enforcement, while OPW strengthened its camera review, upgraded citation technology, and improved staffing and training. The department is advancing new tools like aerial imaging to better target hotspots, aligning with best practices from other cities, and expanding partnerships with community organizations to drive outreach and behavior change. Workforce development occurs through the department's <i>Training Academy</i> .
5*	External Funding for Homelessness Solutions: Direct the City Administrator to engage with Alameda County to expand efforts that will foster effective and sustainable collaboration around the provision of homelessness services in the City of Oakland. These coordinated efforts would ensure greater opportunities for funding, direct outreach and engagement, health and medical services, and potential housing placements. Additionally, this City-County collaboration would also engage with State and Federal stakeholders around opportunities for expanded coordination and additional funding sources to benefit Oakland's homeless population.	OHS/CAO	Complete	The City now coordinates with Alameda County in the following ways: (a) Continuum of Care committee meetings and Leadership Board; (b) Participation in the Technical Working Group with regard to long-term planning and policy); (c) Participation on the Home Together 2030 working groups and leadership Task Force; (d) Mayoral Leadership at the Alameda Council of Mayors; (e) Information sharing meetings between Oakland and various County staff/depts. Additionally, the Office of Homelessness Solutions has importantly expanded the City's ability to be organized and participate regularly in key informational and collaboration meetings with the County. Previously, short-staffing has resulted in inconsistent representation from Oakland at these critical meetings.
6*	Human Resources: Direct the City Administrator to create policies that address our staffing crisis and promote efficiency in hiring key positions citywide, including more effective marketing and proactive community engagement with Oakland residents to provide information about the availability of City positions, as well as increased strategic engagement with labor partners and department leadership to identify and close process gaps.	HRM, all Departments	In Progress	HRM has requested access to HubSpot. Once we're trained, we will creating marketing for our job announcements. The City-wide Staffing report addresses this Council Priority: https://oakland.legistar.com/LegislationDetail.aspx?ID=7926651&GUID=FB04CE81-90FD-4BF1-8EC8-32C0B7047CCB&Options=&Search=
7*	Salary Step Changes for New Hires: Direct the City Administrator to ensure that all classified employees are hired at the salary step that complies with the respective MOU. Direct the City Administrator to develop a policy to ensure that all exempt employees are hired at no higher than Step 3, subject to any legal requirements and with a waiver provision if a candidate presents exceptionally high qualifications.	CAO	Complete	The MOUs provide a process of approval for higher than step 1, and depending the qualifications, we may hire in someone at top of the range that requires a waiver process. Additionally, pursuant to a recommendation from the City Auditor in its report on Pay Equity (https://www.oaklandauditor.com/wp-content/uploads/2025/02/20250204_Pay-Equity-Audit-Update.pdf), the City includes standard lanuage in its job postings for unrepresented management employees to indicate that it is permissible to negotiate salary within the stated range for the position
8*	Economic Incentives for Small Business: Direct the City Administrator to schedule the informational report described in Resolution No. 90693 on limited tax abatements, fee and permit holidays, business expansion streamlining, and other mechanisms to encourage business to start up, relocate to, and expand in Oakland - including a strategy to match local businesses with available commercial spaces.	EWDD	Complete	The 2025-2029 Economic Development Action Plan includes business retention and expansion strategies, including site location services. The business development team is leading this effort in coordination with area brokers and property owners. Councilmembers Unger and Ramachandran are leading on an effort to modify the business tax structure to offer a tax holiday to businesses in certain sectors and to attract new businesses; requires voter approval.

9*	<p>Fiscal Contingencies: Direct the City Administrator to work with the Finance Department and City Council to proactively develop potential alternatives in FY 2026-2027 to address a revenue shortfall incurred if the proposed tax measure does not pass. Providing potential alternatives should occur well in advance of a measure being placed on the ballot.</p>	<p>CAO, Finance</p>	<p>In Progress</p>	<p>Staff are working with the City Administrator's Office to evaluate potential contingency strategies to address revenue uncertainty associated with a proposed ballot measure. Consistent with this directive, options will be incorporated into the FY 2026-27 Midcycle Budget development process and presented to the City Council for consideration.</p>
10*	<p>Human Trafficking: Direct the City Administrator to work with the Police Department, the Department of Violence Prevention, Human Services, and the Department of Transportation to develop an action plan and interdepartmental strategy focused on identifying and combating human trafficking in Oakland – including a focus on trafficking and commercial sexual exploitation occurring on International Blvd. City departments should work to expand street outreach teams that connect with victims of commercial sexual exploitation, expand ambassadors in affected areas, and reduce demand through environmental design infrastructure. City departments should collaborate with regional and federal law enforcement, nonprofits, faith organizations, and the Oakland community to identify potential exploitation, break up organized criminal efforts, and provide appropriate aid to survivors and victims of trauma.</p>	<p>OPD, DVP, OakDOT</p>	<p>Complete</p>	<p>OPD continues to conduct operations in collaboration with other city departments, outside law enforcement partners and non-governmental organizations. OPD, DVP and OakDOT participate in the DA's and CM Wang's Human Trafficking Task Force. OakDOT has designed barriers to deployment as needed/funded by the taskforce. The DVP currently funds hotlines, crisis navigation, life coaching/case management, therapeutic supports, legal services, emergency housing and transitional housing for survivors. We recently issued an RFP seeking new applications for GBV services and will allocate approximately \$5 million per year in supports to agencies who work w/ survivors of DV and HT. These new 3-year contracts will begin Oct 1, 2026. Additionally, the DVP is committed to working across sectors to strengthen our ability to prevent and intervene. We are seeking to hire 2 gender based violence specialists to create internal capacity to serve high-risk survivors.</p>