

Report Number	Report Title	Rec #	Department Responsibility	Recommendation	Current Implementation Status	Status Update as of December 31, 2025	Implementation Target Date
The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20							
2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	1	CAO	Implement an organizational structure for the EMT that includes defined roles, responsibilities and authority, including a clearly defined decision-making process.	Implemented	Staff created an Encampment Management Team (EMT) organizational chart which includes the responsibilities of the EMT.	
2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	2	CAO	Modify its encampment schedules to better document the types of interventions, the rationale for the intervention, the date of the intervention, the number of staff needed for the intervention, and the number of hours needed to complete the intervention.	Implemented	Encampment schedules document interventions, their type, and the date of the intervention. In addition to that, the number of staff needed for each intervention can be found in the EMT's agendas. Every Friday, Administrative staff sends each City Council office a weekly District Encampment Actions letter outlining planned operations that will take place in their district over the month. The letter also provides the rationale for each intervention. The number of hours is captured and tracked by individual departments that track hours in City Works or respective department management database or platform type receptacles.	

2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	3	CAO	Work with the EMT to develop a more user-friendly system for tracking encampment activities. This system should include drop-down menus to provide uniform naming conventions, as well as stronger controls to ensure that information on encampment activities are complete and consistently documented.	Implemented	Staff report they have an internal spreadsheet that tracks and documents activities while the public has access to a PDF with the tracked activities.	
2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	4	Multiple - CAO/HSD	Establish written criteria for determining which encampments should receive garbage services, portable toilets, and other hygiene services, and document which encampments are to receive these services based on these criteria.	Partially Implemented	The City Administrator's Office reports that the Office of Homelessness Solutions (OHS) and the Human Services (HSD) and Public Works (PW) departments will create a standard operating procedure to match the criteria for which encampments receive portable toilets and hygiene services. HSD tracks which encampments receive these services and Public Works emails a document daily to the Encampment Management Team indicating which encampments have received garbage services.	Dec-26

2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	5	Multiple - CAO/HSD	<p>Modify the Encampment Management Policy to address outreach strategies prior to interventions. The outreach strategies should include:</p> <ul style="list-style-type: none"> - Establishing specific outreach goals - Defining and expanding roles and responsibilities for all stakeholders involved, including City staff and contracted service providers - Ensuring adequate funding - Implementing monitoring and reporting protocols to ensure internal and external stakeholders can track the effectiveness of outreach strategies. 	Implemented	<p>The outreach team provides outreach and notification strategies consistent with the Miralle Settlement Agreement. Additionally, they track all offers and acceptance of services and/or shelter. In FY 2024–25, the contracted service provider added a Clinical Care Team to address ADA issues reported by encampment residents. The outreach team and the Homelessness Division (HD) track the effectiveness of the strategies. The information is documented and imported into a document that lives with HD. The outreach service provider has goals for noticing, outreach strategies, and tracking census numbers at encampments. The goal as cited in the EMP is to offer temporary housing and register people into the HMIS system.</p>	
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2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	6	Multiple - CAO/HSD	Develop policies and procedures to document the City's outreach efforts at encampments, including the outreach provided, the acceptance of services, and the alternative shelter offered.	Implemented	The outreach team provides outreach and notification strategies consistent with the Miralle Settlement Agreement. Additionally, they track all offers and acceptance of services and/or shelter. The outreach provider documents, tracks, and imports the information into a document that lives with Homelessness Division.	
2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	7	Multiple - CAO/HSD	Evaluate other cities' methods for informing encampment residents of impending interventions so that encampment residents are adequately notified of scheduled interventions.	Implemented	Staff has had meetings with other cities experiencing chronic homelessness in the region, attended weekly and monthly city, county and regional meetings, and attended conferences to share best practices and exchange ideas and strategies with other cities and jurisdictions. Staff also report to that they are complying through the Miralle Settlement Agreement.	

2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	8	Multiple - CAO/OPW	Take appropriate actions to ensure City staff comply with the Standard Operating Procedure for the bag-and-tag process.	Implemented	City staff follow the guidelines of the Encampment Management Policy and the Standard Operating Procedure. The Miralle Settlement established and outlines the Standard Operating Procedure for the bag-and-tag process. A flyer is provided to encampment residents which outlines the process and provides clear instruction for how to retrieve property after an intervention. City staff report that they comply with the SOP for the bag-and-tag process. Multiple departments are involved in the bag and-tag process to ensure compliance. During operations, the bag-and-tag process is under the direction of Public Work Supervisors in coordination with the Encampment Management Team. OPW is responsible for the storage of the property.	
2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	9	Multiple - CAO/HSD/OPW	Evaluate other cities' use of storage facilities to provide alternatives to the bag-and-tag process.	Closed	The City is under Miralle Settlement Agreement which requires it to have two locations for storing belongings. This cannot be modified as it is a court enforced legally binding	

2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	10	Multiple - CAO/HSD	Develop a clear, comprehensive policy for transportation assistance following an encampment closure or re-closure. The City contracts should align with any policy changes.	Implemented	Per its current transportation policy, the outreach team provides transportation assistance to clients prior to, during, and following encampment closure interventions. Staff report that this transportation policy will be incorporated into	
2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	11	Multiple - OPD/ITD	The Police Department should modify its call reports to identify when staff respond to encampment calls.	Implemented	The Police Department's Communications Division has a code for encampment related calls for service.	
2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	12	OFD - Fire Dispatch Center	Work with the records management software vendor and Fire Dispatch Center to establish a unique Incident Type that will allow the department to distinguish medical emergency calls at encampments from all other medical emergencies. Further, the Fire Department should ensure staff use the appropriate disposition code upon clearing the location.	Implemented	The Oakland Fire Dispatch Center created an Incident Type and a Disposition code for all medical calls at encampments.	

2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	13	Multiple - CAO/EMT	Evaluate both the integrity of the 311 Call Center data and the resolution of calls regarding encampments.	Implemented	Oak 311 generates a service request that is forwarded to the Homeless Division (HD), the Homeless Division triages the call to the appropriate department and confirms reports that are encampment related. Encampment-related service requests are confirmed by a site visit from the outreach team. The service requests are then available to be processed as a work order. The HD maintains service request data from 2021-2025.	
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2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	14	Multiple - CAO/HSD	Document the amount of time spent, and staff needed, on encampment interventions such as closures, re-closures, cleanings, and hygiene services.	Implemented	The amount of time spent and staff needed on encampment interventions can be found in the EMT agendas. Every Friday, Administrative staff sends each City Council office a weekly District Encampment Actions letter outlining planned operations that will take place in their district over the month. The Human Services Department (HSD) manages the hygiene stations assigned to encampments. If there are 10 or more people at a site, then that encampment is put on a prioritization list to be assigned a hygiene unit by HSD. The Homelessness Division contacts HSD to remove porta potties after an operation has occurred resulting in a closure.	
2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	15	CAO	Develop written goals and objectives for its encampment management activities. These goals and objectives should formally communicate what the City hopes to achieve with its encampment management activities.	Implemented	The goals and objectives for encampment management activities can be found within the Miralle Settlement Agreement, the Encampment Mangement Policy, and the Mayor's Executive Order 2024-1.	

2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	16	CAO	Develop a strategic plan that includes written strategies for achieving its encampment management goals and objectives and establish formal systems for assessing the City's progress in implementing these strategies	Partially Implemented	A draft of the Strategic Action Plan is complete and undergoing review.	Jun-26
2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	17	CAO	Develop annual work plans identifying goals and deadlines for the next year and the strategies for achieving them.	Partially Implemented	The annual work plan is included in the Strategic Action Plan which is complete in draft form and undergoing review.	Jun-26
2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	18	CAO	Develop a formal comprehensive budget for encampment management activities including all direct and indirect costs.	Implemented	A budget for encampment management activities has been included in the 2025-2027 biennial budget report and program codes have been set up to track and monitor encampment management costs.	
2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	19	CAO	Establish funding/project codes to track expenditures for encampment-related activities across City departments.	Implemented	Program codes have been set up in the financial system to track and monitor encampment management costs.	

2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	20	CAO	<p>Perform a staffing analysis to assess the City's staffing requirements for encampment management activities. The staffing analysis should not only address the number of staff needed to carry out encampment management activities, but should also address the appropriate mix and composition of staff needed to effectively administer the new encampment policy. This staffing analysis, at minimum, should assess the need for:</p> <ul style="list-style-type: none"> - Police officers providing the current level of security at encampment interventions - Staff resources needed to monitor and enforce the encampment policy - Administrative staff needed to improve recordkeeping. 	Partially Implemented	A staffing analysis is included in the Strategic Action Plan which is complete in draft form and undergoing review.	Jun-26
2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	21	CAO	Clearly define and document roles, responsibilities and authority of all staff working on encampment activities, to ensure all staff have a shared understanding of their respective roles, responsibilities, authority, and the expectations they hold for one another.	Implemented	Staff have meetings that help determine resources needed based, upon and at that time, assessments made about resources and the possible need to acquire additional internal and external resources. This is covered in EMT, monthly EMT leadership and policy and procedures meetings.	

2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	22	CAO	<p>Develop and implement written policies and procedures for carrying out all its encampment management activities. These policies and procedures should include the following:</p> <ul style="list-style-type: none"> - Establish a definition, including criteria, for the term "encampment" and thresholds for responding to and providing services to the various encampments - How the City will monitor encampments to ensure compliance with the new encampment management policy - How the City will enforce the new encampment policy when encampments are not complying with the new encampment management policy - How the City will conduct a racial equity analysis and the semi-annual review to ensure the desired outcomes are achieved. 	Partially Implemented	<p>The Encampment Management Policy is being revised/updated and will be brought before City Council for a vote in the coming months. If passed, this new policy, the Miralle Settlement Agreement, the Performance Measures, and the newly established Office of Homeless Services will help in the development and implementation of a comprehensive framework which will include updated written policies and procedures to carry out all encampment management activities. The Race and Equity Analysis is complete.</p>	Dec-26
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2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	23	CAO	<p>Develop data collection systems that include the following:</p> <ul style="list-style-type: none"> - Information needed to measure the City's progress in achieving its encampment management goals and objectives - Activity reports that provide information to management such as the number of interventions conducted by types, the number of encampments provided various hygiene services, the number of trash pickups, the amount of garbage removed from homeless encampments, the number of inspections conducted of encampments, condition reports on encampments, the number of complaints received from residents and businesses, the number of fire and medical emergencies at encampments, crime statistics, emergency response times to encampments, and the number of enforcement actions conducted - Demographic information on encampments to facilitate the racial equity review and 	Implemented	<p>The departments that make up the Encampment Management Team (EMT) collect data based upon the platforms and/or documenting systems they use within their respective departments to measure the City's progress in achieving its encampment management goals and objectives. Departments share and disperse the data among the departments of the EMT. The City's EMT and outreach team are beta testing ESRI, a GIS mapping software, and an additional cloud-based platform. The City was in conversation with the Race and Equity Team around the roll-out of the ESRI platform to ensure their needs for demographic data will be met for the racial equity analysis and the semi-annual reviews moving forward as well. Additionally, racial demographic data can be used for the analysis and semi-annual review and can be found in the Point-in-Time Count reports as well.</p>	
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2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	24	CAO	Assign responsibility for developing and maintaining a comprehensive master list of encampments, which maps the locations of encampments, both formal and informal encampments, including but not limited to, informal tent or small cabin encampments, formal encampments, areas where residents are living in parked vehicles, and safe parking areas. This master list should include the population and demographics of the encampments. The maps should also identify the locations of these encampments in relation to storm drain inlets and existing streams, rivers, and flood control channels, as well as other surface water bodies within the City to ensure compliance with federal, state, and regional permits.	Implemented	There are over 1,400 encampments and current staff priorities are to track encampments in high priority zones. They are tracked by type and impact to the community. Encampments in low sensitivity zones are normally not tracked unless they become problematic and turn into a high sensitivity zone encampment. Staff report that they will continue to provide analysis of encampments and track them on a quarterly basis and use GIS mapping that tracks and monitors critical infrastructure and life safety issues.	
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2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	25	Multiple - CAO/HSD	Develop formal training programs for City staff working on encampment activities. This training should include training on crisis interventions and understanding, recognizing, and interacting with encampment residents suffering from trauma.	Implemented	Training was provided to City Staff in 2025	
2021_02	The City of Oakland's Homeless Encampment Management Interventions and Activities for Fiscal Years 2018-19 and 2019-20	26	CAO	Use the "U.S. Substance Abuse and Mental Health Services" Trauma-Informed Toolkit for Homeless Services to evaluate how well trauma informed practices are incorporated into the City's encampment practices to identify areas for organizational growth, and make practical changes using their self-assessment tool-kit.	Implemented	The OHS does not work provide Homelessness Services	

The City of Oakland's Homelessness Services: Better Strategy and Data are Needed for More Effective and Accountable Service Delivery and Positive

2022_01	The City of Oakland's Homelessness Services: Better Strategy and Data are Needed for More Effective and Accountable Service Delivery and Positive Outcomes for Oakland's Homeless Residents	21	Multiple - HSD/CAO/HCD	In coordination with the Commission on Homelessness, develop a strategic plan that includes written strategies for achieving the City's homelessness services goals and objectives, and establish formal systems for assessing the City's progress in implementing these strategies.	Not Implemented	The City Administration has not provided us with information to assess whether this recommendation has been implemented.	
2022_01	The City of Oakland's Homelessness Services: Better Strategy and Data are Needed for More Effective and Accountable Service Delivery and Positive Outcomes for Oakland's Homeless Residents	24	Multiple - HSD/CAO/Finance	Consult with the City Council and the Commission on Homelessness to develop comprehensive financial reports on homelessness services funding that include funder, program type, and service provider. We recommend these financial reports be both retrospective and prospective, and cover	Not Implemented	The City Administration has not provided us with information to assess whether this recommendation has been implemented.	
2022_01	The City of Oakland's Homelessness Services: Better Strategy and Data are Needed for More Effective and Accountable Service Delivery and Positive Outcomes for Oakland's Homeless Residents	28	Multiple - City Council/CAO/HSD/HCD	We recommend the City Council designate the Commission on Homelessness as the entity to oversee the development of the initial strategic plan for the City's homelessness services, and its ongoing monitoring.	Not Implemented	As of December 2023, the City Council has not designated the Commission on Homelessness as the entity to oversee a strategic plan for the City's homelessness services and monitoring.	

2022_01	The City of Oakland's Homelessness Services: Better Strategy and Data are Needed for More Effective and Accountable Service Delivery and Positive Outcomes for Oakland's Homeless Residents	30	Multiple - CAO/HSD/HCD	We recommend the Commission on Homelessness determine and request the additional resources needed to develop and monitor the strategic plan for homelessness services.	Not Implemented	As of December 2023, the City Council has not designated the Commission on Homelessness as the entity to oversee a strategic plan for the City's homelessness services and monitoring.	
Measure Q - Budget Transparency, Performance Management, and Stronger Oversight Needed to Ensure Oaklanders Benefit from the 2020 Parks and							
2023_03	Measure Q - Budget Transparency, Performance Management, and Stronger Oversight Needed to Ensure Oaklanders Benefit from the 2020 Parks and Recreation Preservation, Litter Reduction, and Homelessness Support Act	6	Multiple - CAO/OPW/HSD	To track the effectiveness of Measure Q funds in reaching voter-approved objectives, we recommend the City Administrator's Office, in conjunction with the Public Works and Human Services departments, at a minimum, set a baseline for parks maintenance conditions and the number of people experiencing homelessness in or adjacent to City parks for measurement going forward.	Partially Implemented	OPW developed park assessments that address setting a baseline for parks maintenance conditions and shared with the Parks and Recreation Advisory Commission at its May 24, 2025 meeting. OPW states it will finalize it no later than September 2026. Future condition assessment reporting is likely to occur on a less frequent basis than annually, given existing resources.	Sep-26

2023_03	Measure Q - Budget Transparency, Performance Management, and Stronger Oversight Needed to Ensure Oaklanders Benefit from the 2020 Parks and Recreation Preservation, Litter Reduction, and Homelessness Support Act	10	Multiple - HSD/CAO	We recommend the Human Services Department, in conjunction with the City Administrator's Homelessness Division, develop performance measures, with an emphasis on reducing the number of people experiencing homelessness in or adjacent to City parks, and report on those measures to the Commission on Homelessness.	Not Implemented	Management reports that the City Administrator's Office will work with Oakland Public Works, Human Services Department and Oakland Police Department to implement and enforce a "no re-encampment policy" in City parks. To support this policy, the City Administrator and the other Departments will expand the Encampment Management Team to create another team that includes public outreach staff, a small illegal dumping removal team, and Police resources, to ensure compliance with the Encampment Management Policy if a park closed within the last 6 months is re-encamped so that people are removed within 72 hours, subject to availability of funding, shelter beds and in compliance with the law.	
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2023_03	Measure Q - Budget Transparency, Performance Management, and Stronger Oversight Needed to Ensure Oaklanders Benefit from the 2020 Parks and Recreation Preservation, Litter Reduction, and Homelessness Support Act	13	CAO	To facilitate citizen oversight of homelessness efforts, we recommend the City Administrator's Office bring regular operational and expenditure reports to the Commission on Homelessness, and that the Commission establish a regular agenda item for this purpose.	Implemented	The Finance Department now provides quarterly budget status, and Revenue and Expenditure reports to the Commission on Homelessness. It is a standing item on the agenda.	
2023_03	Measure Q - Budget Transparency, Performance Management, and Stronger Oversight Needed to Ensure Oaklanders Benefit from the 2020 Parks and Recreation Preservation, Litter Reduction, and Homelessness Support Act	14	Commission on Homelessness	We recommend the Commission on Homelessness fulfill its statutory obligation by publishing an annual report, pursuant to Oakland Municipal Code Section 4.56.060, including a section on Measure Q.	Partially Implemented	Staff is setting a date with the Commission for the annual report.	Jun-27