

Oakland At Home Update:

A Progress Report on Implementing *A Roadmap Toward Equity*
From the Oakland Housing Cabinet



July 2017



**What has been accomplished
in the first year?**





*Image is a portion of Strings Attached,
a mural by Cannon Dill at 530 18th Street*

Oakland At Home: Recommendations for Implementing A Roadmap
Toward Equity From the Oakland Housing Cabinet is available at:
<https://oakland-home.squarespace.com/>

This progress report will be available at:
<https://oakland-home.squarespace.com/>

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July 2016

Dear Housing Cabinet and Work Group contributors,

It has been a year since we released the Housing Cabinet recommendations. Since that time, we've made solid progress towards achieving our shared housing goals for Oakland! Right after last November's elections, we celebrated the passage of all three local ballot measures—Measures JJ, KK, and A1—expanding renters' rights and significantly increasing funds for preserving and building affordable homes. All in all, *two thirds of your recommended actions are complete or underway.*

However, despite this progress, Oakland is still in the grips of this housing crisis. Alameda County recently reported that there are 1,902 people, including children, living on our streets; 40 people tragically died and 80 individuals were displaced in the devastating Ghost Ship and San Pablo Avenue fires; and we have even had new housing projects burned in suspicious manners—all while Oaklanders' vulnerability to displacement in the regional housing market has dramatically worsened. These are stark examples of both inadequate options for a decent, safe and affordable place to live as well as how hard it is to bring new homes all the way to fruition.

According to RentJungle, today's average one-bedroom apartment in Oakland is listing at \$2,400 per month while a two-bedroom apartment is listing at \$3,225 per month. According to Zillow, the median home value in Oakland is \$676,900, up 9.6% from a year ago. Hence, our focus remains on reducing displacement and protecting renters. This data is a sharp reminder that we must first protect Oaklanders—as you recommended—so that the boom economy doesn't push out or price out our long-term residents, but instead lifts them up. Hence, our focus remains on reducing displacement and protecting renters, especially low-income households who are hurt the most.

As you can see in the following pages, we are proud that we are on track to at *least* protect the existing affordability of 17,000 units and build 17,000 new homes. We are also painfully aware that we still face significant challenges with respect to homelessness, housing insecurity and making necessary improvements to code compliance processes. Let's push onward with more and broader actions that will have the greatest impact.

Like jazz improvisation, in achieving our shared housing goals, everyone has a role, affects each other, and creates the music together. Thank you for all that you are doing and for keeping the pace, as there's plenty more to do.

We are in the process of reconstituting the Housing Cabinet for this next phase of work. The ability to be nimble and participate as you can are key components. Please reach out to us if you've got ideas, instruments or skills to bring to our collective work.

Respectfully,



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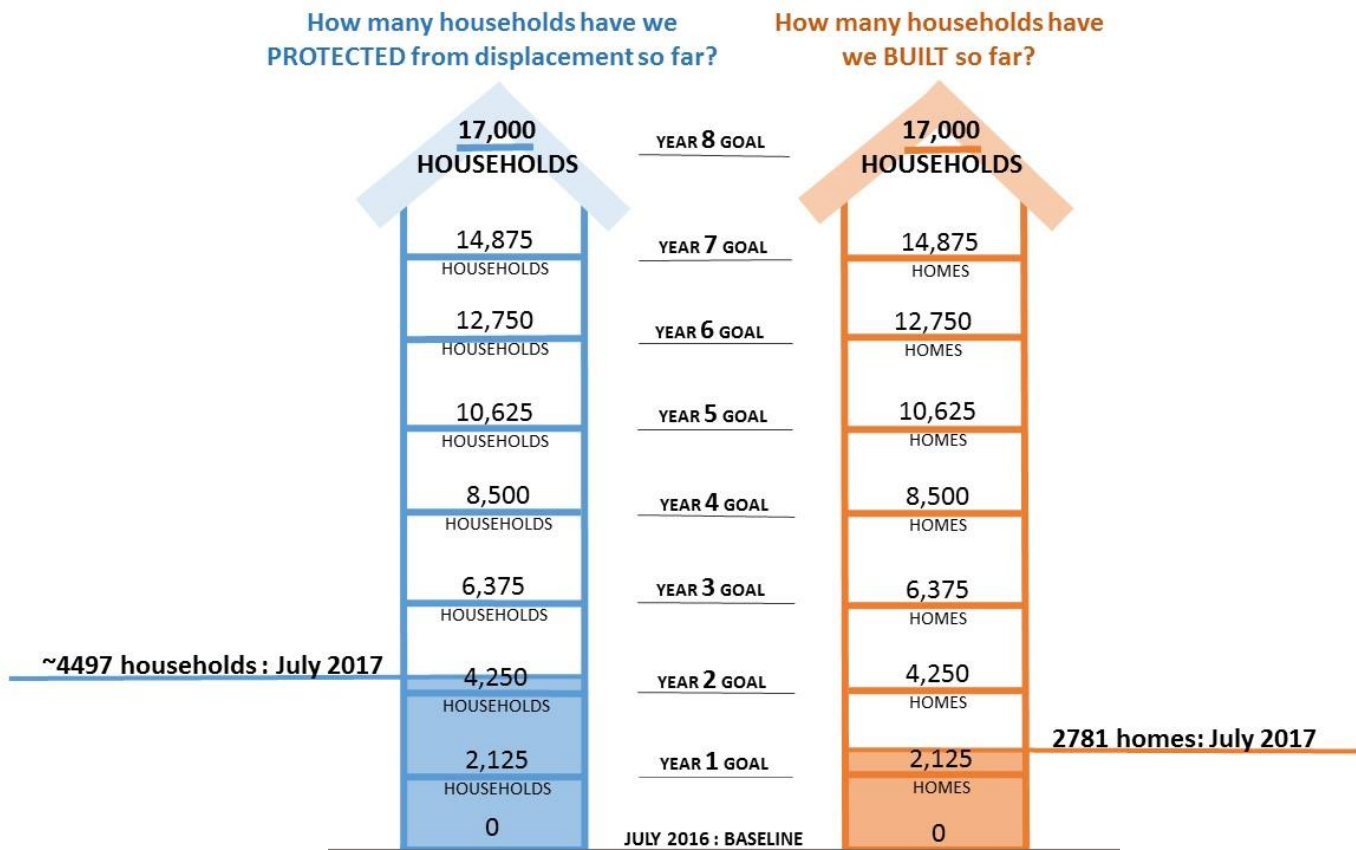


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UPDATE ON PROGRESS IMPLEMENTING OAKLAND HOUSING CABINET'S 17K/17K RECOMMENDATIONS BY 2024 AS OF JULY 2017



INTRODUCTION

In September 2015, the Oakland City Council adopted *A Roadmap Toward Equity: Housing Solutions for Oakland, California (Roadmap)*¹ as a framework for addressing the housing crisis. Developed by PolicyLink and the City’s Department of Housing and Community Development, the *Roadmap* provided specific policy objectives the City of Oakland could implement in order to address the housing crisis. This framework was a call to action and, as a result, Mayor Libby Schaaf established a Housing Cabinet was established to further investigate the policy objectives and craft a practical set of actions to implement them.

The initial Housing Cabinet was made up of Councilmembers, City of Oakland staff, finance experts, mission-oriented developers, market-rate developers, advocates, and housing attorneys. They volunteered to work intensively during an eight-month period with nine working groups and over 100 participants to figure out how to protect the affordability of 17,000 homes and build 17,000 new homes. The Housing Cabinet’s full set of recommendations was detailed in *Oakland At Home: Recommendations for Implementing A Roadmap Toward Equity from the Oakland Housing Cabinet*.² Soon after the release of the

¹ See: <http://www.policylink.org/sites/default/files/pl-report-oak-housing-070715.pdf>

² See: <https://oakland-home.squarespace.com/about/>

recommendations, results began to take shape. A summary of these efforts can be found in the recent SPUR blog post, “How Is Oakland Doing In Its Affordable Housing Goals?”³

This report summarizes the first year’s progress in implementing the Housing Cabinet’s recommendations. We’re excited to report that we are on track to achieve the Cabinet’s eight-year goal of at least 17,000 affordable homes protected and 17,000 new homes built. As Mayor Schaaf said at a press conference when the Cabinet initially released its recommendations, “This is the ongoing work we have to do, as the people who love this city, believe in its future and are committed to preserving its essence, while allowing it to grow in a way that benefits us all.”



CABINET 2.0

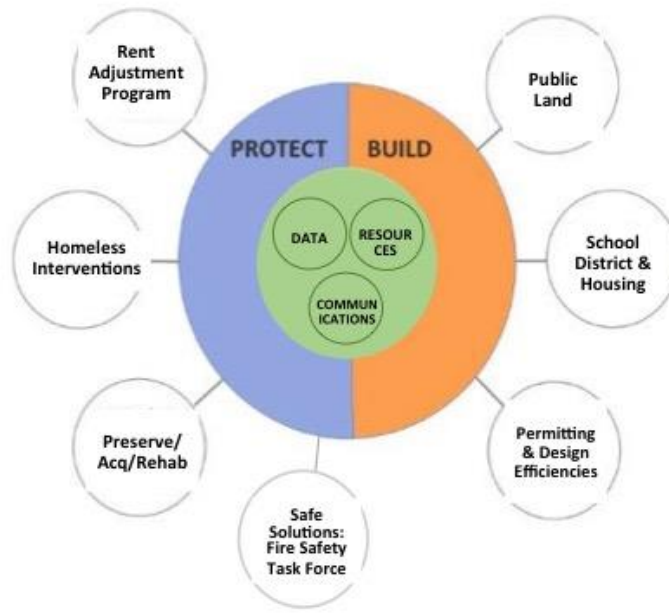
After a brief hiatus, the Housing Cabinet is being rebooted and its shape is evolving to respond to current realities and opportunities. While an internal working group with staff from the Mayor’s Office, City Councilmembers’ offices and the relevant administrative departments has been monitoring implementation, it’s time to expand the table to have cross-sector task forces focused on implementing specific solutions. Many former Cabinet members have stepped up to continue their efforts, including expanding community participation. Please let us know if you’re interested in a task force.

This year, we were asked for the Housing Cabinet to join the collective impact effort spearheaded by the Youth Ventures Joint Powers Authority⁴ and its Oakland Thrives Leadership Council. The JPA and Council have established five impact tables: Health, Wealth, Education, Safety and Housing. They asked for the Housing Cabinet to serve as their Housing Impact Table and participate in cross-table collaboration, data collection and information-sharing. In the work of the Housing Impact Cabinet task forces, we are creating a structure that will allow the Cabinet to take on additional issues and solutions, and productively weave together many aspects of this work, including Homeless Solutions and Safe Solutions for Fire Safety.

³ See: <http://www.spur.org/news/2017-04-26/how-oakland-doing-its-affordable-housing-goals>

⁴ See: <http://Youthventuresjpa.org>. The Youth Ventures JPA includes Alameda County, City of Oakland, OUSD, Peralta Community Colleges, First 5 Alameda County and Alameda County Office of Education, with a mission to “advocate for children, youth and families in the City of Oakland with a special emphasis on vulnerable populations.”

HOUSING IMPACT CABINET TASK FORCES



PROTECT: Top Strategies to Protect Affordability for Oakland Residents

Oakland's housing crisis is most severely impacting our communities of color and our low-income families. If the City is to maintain its current racial and economic diversity, we must find ways to preserve housing that is affordable for those most in need.

1, 2, 3. Improve Renter Services, Protections, and Enforcement:

Last summer, tenant rights and community advocates focused on stabilizing renters through a 90-day Moratorium on rent increases. With leadership from then Council President Lynette Gibson McElhaney and Councilmembers Dan Kalb, Abel Guillen, Annie Campbell-Washington and Rebecca Kaplan, the City Council worked to accomplish the following actions during this moratorium:

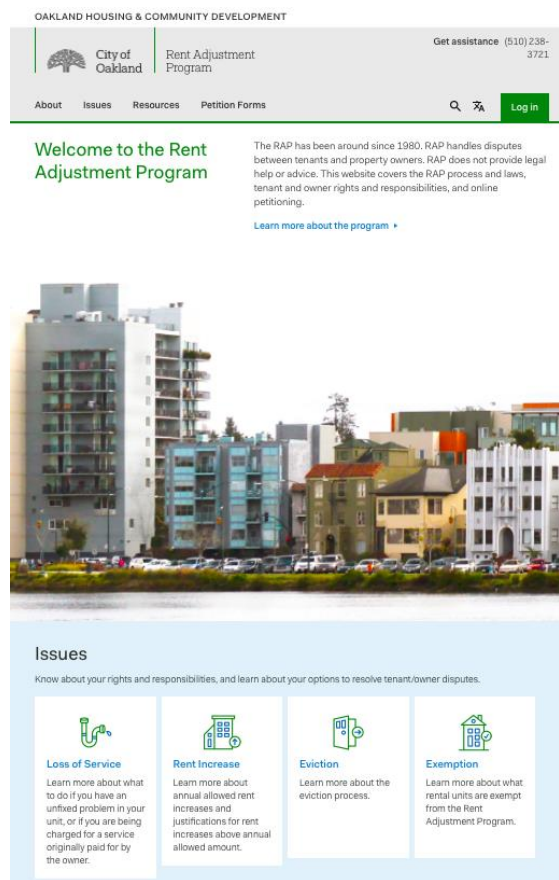
- **Advanced the Just Cause Eviction Ordinance (Measure JJ) to the November ballot with successful passage** which expanded Just Cause Protections to cover buildings constructed before 1995, thus extending protections to additional homes beyond the original 1980 provision. Thanks to a successful campaign by the [Committee to Protect Oakland Renters](#), Measure JJ passed with 75% voter approval.
- **Amended the Tenant Protection Ordinance in July 2016** to require that landlords file for rent increases above the allowable amount, to cap the amount of pass-through costs to tenants, and to increase landlords' application fees, enabling the City to provide better housing services.
- **Increased the Rental Assistance Program fees** from \$30 to \$68 per unit annually to defray some program costs. This increase, still well under what comparable cities charge per unit, enables the City to increase staffing for the Housing Assistance Center and expand the contract for outreach and legal aid.

In addition, the City Auditor completed an audit⁵ and provided a set of specific recommendations to improve the performance of the Rent Adjustment Program (RAP). As a response to both the City Council initiatives and the City Auditor's Report, staff immediately undertook efforts to improve communications

⁵ Rent Adjustment Program Audit:

<http://www.oaklandauditor.com/images/oakland/auditreports/rent%20adjustment%20program%20audit%20final.pdf>

and transparency between RAP staff and the public. Between October 2016 and March 2017, Kiran Jain, Oakland’s Chief Resilience Officer, oversaw the implementation of a completely redesigned RAP website and the development of an online petitioning system. These efforts utilized a human-centered design process emphasizing extensive community input and user testing. The new user-friendly website was developed to provide clear and accessible information, lowering the site’s average reading level from post-graduate to an 8th grade average. The new online case management system allows the public to file and manage RAP petitions digitally, substantially increasing access for the public and for advocates who support their cases. The Housing Assistance Center at 250 Frank Ogawa Plaza will be open on the evenings City Council meets –the first and third Tuesdays of each month– from 5:30-8:30pm for tenants to obtain counseling and legal services. These improvements begin to address how the community interacts with the RAP staff, reducing the amount of staff time required to handle administrative matters and increasing the ability of RAP staff to provide direct services.⁶ Additional improvements to the RAP are anticipated to be in place by Spring, 2018.



See the new Rent Adjustment Program website for more information about tenant and landlord questions at <http://rapwp.oaklandnet.com/>

In addition to the new online services, the City expanded its contracts with local groups to conduct outreach and counsel tenants regarding housing issues. These groups are reporting a record 2,400 counseling requests since last fall. The Housing Assistance Center hired two additional staff to help with the increased caseload. To better measure outcomes of these efforts, during the next phase of the department’s and service contractors’ outreach work will focus on data capture regarding the program providers’ rate of success in retaining housing for those who are served. This will include the implementation of a new intake and case management system.

⁶ New user-friendly Rent Adjustment Program website: <http://rapwp.oaklandnet.com/>

In February, the City Council increased the relocation fees that owners must provide tenants who are evicted as a result of code enforcement action, including actions in non-conforming housing. The relocation fees now more closely match the actual cost that a tenant would incur when securing new housing in the current rental market. The City is establishing new communication protocols for informing tenants of code compliance violations on properties, including notifying both the property owners and by posting notice of violations at the actual building, ensuring tenants can view notice of any violations on record at the City.

Finally, the Mayor has recommended and in the FY17-19 budget that City Council approved, approximately \$500,000 was allocated towards a Healthy Homes Inspection Program (proactive building inspection for multi-family buildings). While details on these policies are still under development, updates on their progress will be available over the next few months.

Plans To Increase Safety

In light of the Ghost Ship fire, the City has also taken action to protect tenants of non-conforming housing and to mitigate the impacts of displacement. The City Attorney's Office issued clear Frequently-Asked-Questions (FAQs) making explicit the protections afforded to tenants who live in non-conforming housing, including industrial warehouses and other commercial spaces. The City Attorney's Office has begun a "train the trainers" series of workshops for staff from the Building Department, including code enforcement staff, as well as staff from the Housing Assistance Center. Training is also being scheduled for City-contracted service providers who provide housing advice, eviction defense and work with tenants who may be facing improper evictions or displacement from permitted or unpermitted housing.

4. Acquire and Rehabilitate Existing Unsubsidized Affordable Housing On the Market:

The Acquisition-Rehabilitation Working Group that was initially convened for the Housing Cabinet has expanded to include more developers, a community land trust, advocates, City agency staff, and Community Development Financial Institutions (CDFIs). This Working Group has come together to shape a new acquisition, finance and real estate strategy for stabilizing properties in Oakland's neighborhoods. Its goal is to work collaboratively, share expertise, and create nimble and practical strategies to purchase unrestricted housing that is currently affordable – and then rehabilitate and preserve it for long-term affordability. Under their plan, rents should remain reasonable for the current residents and for residents earning under 80% of the area's median income (AMI).

Oakland Housing Authority (OHA) recently took actions that will ensure existing residents can remain in their homes and in Oakland. OHA issued two Requests for Qualifications (RFQ) designed to lock in affordability on existing units, preserve properties, and allow vouchers for eligible families for approximately 700 existing homes. The first RFQ will award project-based vouchers to existing units, and allows for vouchers to be used by existing eligible low-income families to remain in place. The second RFQ awards an operating agreement through OHA's Move to Work (MTW) Program, rather than Section 8 resources, to single room occupancy properties. Through the latter RFQ, the City of Oakland's Human Services Department was awarded subsidies for its transitional housing units at the Henry Robinson apartments, Matilda Cleveland homes and other scattered site family homes. This award allowed for reinvestment of current funding into expanded housing for people who are homeless.

Last November, Oakland voters passed Measure KK, the \$600 million Infrastructure Bond, with 82 percent of the vote. The Acquisition-Rehabilitation Working Group helped create the framework for the \$100 million housing component of the Infrastructure Bond, targeting anti-displacement housing strategies. This framework was a part of the companion Infrastructure Bond ordinance approved by City Council last year.⁷ The Ordinance defines how the funds will be spent in terms of eligible uses, programs, and target incomes. Currently, the Working Group is developing complementary financing tools and building partnerships with

⁷ More details about Measure KK, the Oakland Infrastructure Bond: <http://www.yesonkkforoakland.com/about.php>

other stakeholders engaged in preservation efforts such as community-based groups that work directly with tenants. The first issuance of the Infrastructure Bond is expected to occur over the summer. Meanwhile, to jumpstart the process for developers to stabilize Oaklanders, the City Acquisition Program has been released and can be found online.⁸

A summary of the Acquisition-Rehabilitation Working Group’s additional individual and collective progress made outside of the City-led efforts is below:

- The Working Group took a close look and catalogued the size and types of existing unsubsidized affordable housing, their ownership (county tax default, small mom and pop, corporate, etc.), as well as a variety of finance structures.
- The City has awarded almost \$17,000,000 in Measure KK funds for the acquisition of 6 properties with a total of 238 homes that, once acquisitions are complete, will be permanently affordable. Recipients of these funds include OakCLT, Rseources for Community Development, SAHA and EBALDC.
- The Oakland Community Land Trust is working on acquiring an Oakland Housing Authority property; EBALDC has bought two buildings with 85 units and is in Exclusive Negotiating Agreements for two more; and Hello Housing is in pursuit of small properties, including some Alameda County tax default properties.
- The Metropolitan Transportation Commission has seed-funded \$10 million toward an additional financial tool –designed by Enterprise Community Loan Fund and the Low Income Investment Fund– that will assist developers in acquiring and rehabilitating existing unsubsidized homes throughout the region. Measure KK and MTC resources can work in tandem for Oakland’s communities.
- The Kenneth Rainin Foundation has provided seed money to the Community Arts Stabilization Trust (CAST) to create a real estate acquisition fund to create permanently affordable arts spaces. CAST is currently exploring the feasibility of acquiring live/work spaces for artists as part of the organization’ efforts in Oakland.



This project is one of two homes brought into the Oakland Community Land Trust in a collaboration with Youth Employment Partnership (YEP). Young adults in YEP’s Building Futures program completely rehabilitated this home in the San Antonio district, utilizing the property as a living classroom, while also working on their GED/high school credentials, soft skills, and other vocational training. Once the rehab was complete, the home was sold to an income-qualified individual and the land transferred to OakCLT to steward in perpetuity and ensure permanent affordability. The project was made possible through donations and in-kind resources from the Oakland Housing Authority and the OaklandCLT and YEP.

Lastly, the Working Group is exploring ways to work with the Bay Area for All (BA4A) coalition. This coalition was created by the Great Communities Collaborative housed at The San Francisco Foundation, Six

⁸ Link to City NOFA for acquisition of properties is here:
<http://www2.oaklandnet.com/government/o/hcd/s/AffordableHousing/index.htm>

Wins for Social Equity Network, and the Bay Area Regional Health Inequities Initiative. BA4A has recently been awarded a Sustainable Prosperous and Resilient Communities (SPARCC)⁹ grant that will advance a shared vision of community-driven development in targeted, transit-rich neighborhoods across the Bay Area. SPARCC is a three-year, \$90 million initiative in six regions across the country to amplify locally driven efforts to ensure that major new infrastructure investments lead to equitable, healthy opportunities for everyone. SPARCC is investing in the ideas, energy, and momentum of local networks to positively shape our cities and regions for generations. One project of BA4A is to engage more deeply on acquiring and protecting homes that are currently affordable on the speculative market and ensuring these homes remain permanently affordable and healthy without displacing residents.

Homelessness

While homelessness was not directly addressed in the Cabinet’s initial work, given the humanitarian crisis growing on throughout the City, in addition to proactive strategies designed to prevent displacement and homelessness, we must focus on strategies to address the needs of people who no longer have any place to call home. City and County efforts are underway to address this increasingly challenging issue, affecting more individuals and families. While we know that homelessness is a societal problem that the City cannot solve alone; we must work with partners at every level of government to bring all our resources to the best and highest use.

Last fall, the County and City undertook a pilot program spearheaded by Supervisor Carson and Councilwoman Gibson-McElhaney called Compassionate Communities. Sheltered and unsheltered neighbors helped design the pilot. Intensive services were provided to one encampment of about 40 people, along with sanitary facilities and garbage pick-up. The primary intent of this program was to find shelter for the encampment’s residents. This provided valuable lessons regarding readiness of campers to be housed, the importance of coordinated cross-departmental city teams, the bounty of community spirit between the sheltered and unsheltered neighbors, and the need for site management to reduce the size of any given encampment. Based on these learnings, the City is working with Alameda County to explore a variety of immediate encampment strategies as well as to expand successful interim housing models.

To expand its work, the City was awarded an Alameda County grant to provide Coordinated Entry Housing Resource Centers for Oakland’s chronically homeless residents. These centers will expand outreach and housing navigation services, streamline the use of resources, and ensure the most intensive services are matched to the most vulnerable residents.

Following a series of recommendations from the Department of Human Services, the City Council adopted a budget that funds several near-term and medium-term strategies until more permanently affordable housing becomes available for unsheltered residents. These funded recommendations include Health and Hygiene interventions at existing encampments and a “Safe Haven” site that will include on-site security and intensive case management services to move people off the street into transitional and permanent housing.

Additionally, the budget included Measure KK bond funding for the acquisition and rehabilitation of an existing SRO building to create another transitional housing facility with supportive services, to double the number of units that currently exist at the successful model of the Henry Robinson Multi-service Center. The Henry Robinson currently serves 300 individuals annually, with more than 80% remaining permanently housed after exiting. City staff are in active discussions with County partners to develop a blended funding stream that will make these types of services possible.

⁹ See more about SPARCC at: <http://www.sparcchub.org/communities/san-francisco-bay-area/>



Mobile wash stations used during a pilot to serve people living in encampments.

The City has updated its Zoning Code to comply with the State of California’s SB 2, which requires cities to approve emergency shelters in at least one zoning district without a conditional use permit or other discretionary action. Finally, the City and community stakeholders are exploring possible amendments to the building code to create safe shared living, working, and assembly spaces in buildings that previously may not have allowed residential occupancy. These changes would be made in concert with placing affordability controls on the properties to protect existing tenants from displacement as formally non-conforming housing is improved and made legal.

5. Secure Single Family Homes in Distress

Included within the successful [Alameda County Housing Bond \(Measure A1\)](#) and the Oakland Infrastructure Bond (Measure KK) are components for rehabilitation and mortgage relief for low-income homeowners. The Alameda County Bond includes a \$45 million Home Preservation Loan Program to assist low-income seniors, people with disabilities, and other low-income homeowners to remain safely in their homes. The program will provide loans for accessibility improvements (such as ramps and grab bars) and housing rehabilitation improvements (such as roof repairs and electrical and plumbing systems improvements), allowing Oaklanders and other county residents to remain in their homes and not be displaced due to deteriorated conditions or a lack of accessibility.

Additional work needs to be done to ensure that struggling Oakland homeowners can take advantage of [Keep Your Home California](#), a state program that helps with mortgage reinstatement, principal reduction, reverse mortgage assistance for seniors, and one-time assistance. Significantly more focus and energy needs to be spent on this issue and we welcome ideas about how to do so effectively.

BUILD: Top Strategies to Create New Homes

Over eight years, we need to build an annual average of 2,125 homes throughout the City to keep pace with demand. We need more homes of all types and for all incomes to keep up with population and employment growth. While Oakland’s housing crisis is part of a larger regional dynamic, the City must focus on elements that it can readily influence while maintaining a keen focus on equity, race and income.

6. Build Existing Pipeline of Affordable Homes and Add New Ones

Currently, there are 2,781 homes under construction throughout Oakland and 18,793 approved or in the entitlement process. This includes **170 affordable homes** under construction and **1,348 affordable homes** approved or in the entitlement process.

Oakland is rich in sophisticated mission-oriented developers as well as infill development opportunities to continue creating high quality affordable homes. However, much of this sector depends on Low Income Housing Tax Credits for the tens of millions of dollars that it takes to construct new multi-family apartments. Unfortunately, the tax credit market has been volatile due to pending tax reform efforts since

the change in national leadership. The value of credits is decreasing, thereby creating a financing gap. Projects slated for development need to fill this gap in order to proceed. Developers have secured \$18 million of Alameda County's new A1 bond funds from a base allocation for Oakland be committed so that these projects can move forward as scheduled.

The Cabinet focused on increasing resources and thus far, the plans have come to fruition. More must be done at the state and regional level while the City and partners need to stay as coordinated as possible to build new affordable homes. For perspective, the City's Housing Trust Fund previously included only roughly \$7 million per two-year cycle (compared to San Francisco's ~\$44 million for two years). The new Housing Impact Fee (described below) will help grow this resource somewhat, and some state funds are available, but it will take a while for there to be a noticeable effect in our neighborhoods. Hence, this work must be done with the long view.

The bolder efforts to grow resources for new affordable housing development are going well. Partners and departments must remain diligent to see them through to their full promise to reach our goal of building *at least* 600 affordable homes by 2024. Below is an update on advancing the Cabinet's recommendations to increase resources:

- **City Council adopted an Affordable Housing Impact Fee program** requiring developers of market rate housing to pay a fee into the City's Housing Trust Fund or construct affordable units onsite within the project.¹⁰
- **Revising a Public Lands Policy with City officials and community members.** A memo to City Council regarding the Cabinet's recommendations for a new Public Lands Policy was reviewed by the City Council in June, 2016. The City began codifying the Cabinet's recommendations for the City's public land last spring, but public and Council comments signaled further community engagement was needed. With Councilmember Guillen's leadership, city leaders are now working with the Oakland Citywide Network, in a deliberative process supported by Enterprise Community Partners and UC Berkeley's Institute of Urban and Regional Development to revise the policy so that is strategic, creates a system for the use of city land that meets community needs and accounts for affordable housing, and in so doing, establishes a more predictable disposition and development process. Hopefully, a new policy will be in place by mid-fall 2017.¹¹
- **City officials and School District started discussing ways which to optimize OUSD's land to meet some of the housing needs of its staff and potentially youth-serving spaces.** Under the leadership of Councilmember Annie Campbell-Washington, School Superintendent Jody London, and the Mayor's Director of Youth and Education David Silver, a Task Force was formed to see how the City and Oakland Unified School District (OUSD) can work together to attract and retain teachers and other school employees through a variety of mechanisms –including the creation of new affordable housing and the reuse of existing underutilized buildings for affordable housing. This work will now be even more of a focus through the JPA.
- **Alameda County voters approved a significant affordable housing bond:** After careful analysis and a thorough public process led by the County Housing Department, the Alameda County Board of Supervisors voted unanimously to advance a \$580 million Alameda Housing Bond to the November, 2016 Ballot. A successful campaign for Measure A1 was led by East Bay Housing Organizations (EBHO) and the Nonprofit Housing Association of Northern California (NPH), wherein 73% of voters approved the bond. These new resources open enormous opportunities for safeguarding affordability throughout the county.¹²

¹⁰ Details about the Impact Fee and on-site mitigation choice:

<http://www2.oaklandnet.com/government/o/PBN/OurOrganization/PlanningZoning/s/ImpactFee/index.htm>

¹¹ Public Land process information and materials: <http://www.publicadvocates.org/oakland-public-lands-policy/>

¹² More information about the bond can be found at: <http://www.affordablealameda.com/>.

The City and its partners keep securing State Affordable Housing and Sustainable Communities (AHSC) funding. The state’s cap and trade auctions took a dip this year. So while the City and partners – SAHA, EBALDC, and Resources for Community Development, BART and AC Transit– were successful in obtaining almost \$50 million in 2016 for affordable housing and transportation infrastructure, there isn’t as big an opportunity to be as successful competing for the 2017 AHSC funds. Currently, the City, transit agencies and Enterprise are working closely with ten mission-oriented developers to position a few projects for success this and next year while looking at how the City’s project pipeline could be staged to successfully compete for other county and state funds. In addition, Mayor Schaaf has joined with mayors from the 11 biggest cities in California to support the Governor's mission to extend the program both for its critical support for affordable housing and its important environmental benefits.



28 new affordable homes on Martin Luther King downtown by Resources for Community Devt.



71 new affordable homes and Asian Health Services dental clinic at 11th & Jackson Streets by East Bay Asian Local Devt. Corporation

7. Build Existing Pipeline of Market Rate Homes and Add New Ones

There are currently **2,611 market rate homes under construction** and **17,445** market rate homes approved or in the entitlement process. Some progress has been made with improving process and design efficiencies to support the design of housing that is more efficient to construct.

- In 2016, not only were requirements for building setbacks relaxed and parking options for Accessory Dwelling Units (ADUs) established, but also Oakland’s code was synchronized with the state’s new ADU law. This should help spur the development of the 1,500 Accessory Dwelling Units aspired to in the Cabinet’s recommendations.
- Also in 2016, the City’s off-street parking requirements for new development were updated to align parking standards with City housing and development goals. This eliminated minimum parking requirements in Downtown Oakland and reduced parking requirements along major corridors.



New backyard ‘accessory dwelling unit’ with bathroom and kitchenette



13 new market-rate infill homes on Piedmont Ave. by Bitzer Banker Development.

ENSURE: Steady Progress for Oaklanders

The City's housing functions live in various departments throughout the administration, and policy is crafted by City Council. Hence, it is more efficient to remain in close interdepartmental and stakeholder coordination while executing these strategies. In many ways, we are all in the early stages of working in a collective impact model rather than a traditional 'inside-outside game' with siloed branches of government and the community in a review mode, not a creative mode.

8. Set up internal working group

Significant coordination is required to carry out the Cabinet recommendations and remain in tune with elected officials and community members. We are building that capacity in a few ways. First, a group of people from three City Councilmembers' staff, the Mayor's Office, the Housing and Community Development Department, the Bureau of Planning and Zoning and Enterprise Community Partners meet on a monthly basis to coordinate efforts.

Second, more staffing is currently being added. To start, Ethan Guy, who worked closely with the Cabinet as recommendations were formed, was hired last fall in the City Administrator's Office as an Analyst to help implement the City's Resilience Strategy. To date, this work has focused on a few distinct projects such as the redesign of RAP, design of a Proactive Rental Inspection Program and helping to streamline the planning and building permitting process. Thanks to the Kaiser Foundation, Kevin Jenkins has been hired as a Project Manager for the JPA to coordinate aspects of the Housing Impact Cabinet, track indicators, work closely with select Task Forces, and coordinate with other JPA Impact Tables to maintain focus on outcomes for youth and families. And, thanks to Citi Foundation, Enterprise hired a Program Fellow, James Yelen, for one year to work on some of the technical aspects of a few Task Forces and improving communications with stakeholders in the community.

9. Ensure Oaklanders have preferences in new affordable housing

Last summer, the City Council unanimously voted on an updated preferences policy introduced by Councilmember Gibson-McElhaney. Oakland residents and workers will now be given first priority in the city's first-time homebuyer mortgage assistance program and for living in affordable apartment projects funded with City funds. With this unanimous vote, Oakland gave top priority to those displaced by city development projects or code enforcement. The new regulations also add people displaced by no-fault evictions in the past two years. Moreover, for the initial renting of newly constructed affordable housing, people who live in the same Council district or within a mile of the housing development would be granted priority after displaced residents for up to 30 percent of the rental homes.

10. Raise Funds from Philanthropy

We have seen new funding for advocacy groups, nonprofit developers, the bonds and pro-tenant ballot campaigns, and even some additional staffing capacity for the City and Enterprise. These philanthropic entities include: The San Francisco Foundation, The Kenneth Rainin Foundation, the Kaiser Foundation, Citi Foundation, The California Endowment and Y and H Soda Foundation. Thanks to the persistence of Jose Corona, the Mayor's Director of Equity and Strategic Partnerships, other funder commitments are in the works.

Progress of Recommended Strategies to Ensure Oaklanders Are At Home

		MAY 2017	
		YEAR 1	2024
		PROGRES	GOAL:
		S BY # OF	BY # OF
		HOMES	HOMES
PROTECT	1	Improve Renter's Services	~3400 OF 5,000
		✓ A Complete audit and redesign Renter Assistance Program	
		○ B Modernize the Housing Services System	
		✓ C Expand contracts w/ local groups to outreach & counsel tenants	
		○ D Create a larger more sustainable funding source	
		○ E Improve Data Collection	
		F Developing an emergency bridge fund	
	2	Strengthen Renter's Protections	~2500 OF 5,000
		✓ A Improve Just Cause Eviction Ordinance	
		○ B Revise Condo Conversion Ordinance	
		✓ C Propose Amendments to Tenant Protection Ordinance	
		✓ D Revise Ellis Act Eviction Ordinance	
		✓ E Revise Code Enforcement Relocation Program	
		F Explore a new Neighborhood Stabilization Ordinance	
	3	Strengthen Enforcement of Renter's Protections	5,000
	✓ A Increase Rental Assistance Program Fees		
	B Add further legal safeguards for vulnerable communities		
	C Public lands sales proceeds to increased renters enforcement		
	○ D Develop a Proactive Rental Inspection Program		
4	Acquire Properties to Make Them Permanently Affordable Housing	85 OF 2,000	
	✓ A Establish Acquisition & Rehab. Collab. called 'Oakland Property Acquisition Collab.')		
	✓ B Pursue a City Infrastructure Bond that includes NOAH rehab. \$		
	○ C Explore NOAH Fund w/ Metropolitan Transportation Comm.		
	D Set up a Transfer Tax Rebate for renovation of NOAHs		
	○ E Increase capacity for Small Site Acquisition & Management		
	F Deepen capacity of local organizations to execute		
5	Secure single family homes in financial distress	2,000	
	A Secure single family homes in financial distress		
	○ B Expand existing org.'s capacity to operate community land trusts		
BUILD	6	Build Existing Pipeline of Affordable Homes & Add New Ones	295 OF 2,200
		✓ A Establish an Impact Fee program	
		✓ B Dev. on-site mitigation choice (commensurate w impact fee)	
		✓ C Create a Public Land policy -uses and proceeds	
		✓ D Pursue a County Bond measure for affordable housing	
		E Explore Enhanced Infrastructure Finance District(s)	
		✓ F Compete for State Affordable Hsg. & Sustainable Communities \$	
		○ G Incorporate Process-Oriented efficiencies	
		○ H Incorporate Design-Oriented efficiencies	
	7	Build Existing Pipeline of Market Rate Homes & Add New Ones	1,876 OF 14,800
	○ A Incorporate Process-Oriented efficiencies		
	○ B Pilot Design-Oriented efficiencies		
ENSURE	8	Set up internal working group to ensure steady progress	
		○ A Ensure coordination as policies and practices are refined	
		○ B Ensure Oakland's most vulnerable communities benefit	
		○ C Staff a small Advisory Committee	
		○ D Set up & manage a website for community to track progress	
	9	Ensure Oaklanders have preference in new affordable housing	
		✓ A Legal counsel to clarify parameters	
		✓ B Craft language & work with state to change parameters	
	10	Raise funds from philanthropy & others to support the work	

** Progress will soon be tracked for efforts regarding homelessness, short term rental policy, SRO conversions & compassionate compliance for makeshift housing.

NEXT STEPS: A Hundred Things to Get Right

We want to thank all of the individuals and groups that have contributed to this process. These advances would not have been possible without the support, input, guidance, critiques and collaboration of a diverse collection of individuals and groups committed to serving Oakland's housing needs. While this work is deserving of deep appreciation, the list on the following pages show that there is plenty more hard work to do. In the year ahead, we expect the Housing Impact Cabinet and Task Forces to be focused on a handful of key next steps to PROTECT and BUILD, including:

1. **Mitigate the human impacts of the homelessness crisis**, including adding more services on the street and interim solutions (e.g. outdoor navigation centers and transitional housing with service) until more permanently affordable housing is constructed throughout the city;
2. **Ensure the Housing Assistance Center and RAP program are structured and improved** to meet the needs of people seeking responses to questions about rights under Oakland's housing-related laws;
3. **Do more outreach to tenants to explain their rights** – and equip them with the tools to exercise these rights;
4. **Acquire and rehabilitate homes** so they become permanently affordable and healthy, including doing more to get Alameda County Tax Default properties into the hands of mission-oriented developers who can make them permanently affordable;
5. **Implement a new Healthy Homes Inspection program** (e.g. proactive rental building inspection) and **make unpermitted homes safe**;
6. **Implement the three successful Ballot Measures: JJ, KK, and A1**;
7. **Position Oakland's pipeline of affordable housing projects for successfully obtaining the county, state and federal funding** they require to proceed;
8. **Creating a new public lands policy** to prioritize use of City lands in a manner that accounts for affordable housing and other public uses that reflect community needs;
9. **Streamline and enhance the City's permitting process** for the smallest to the tallest new homes.