

# Model City Progress Report: City of Oakland 2008 Review

Mayor Ronald V. Dellums

# Model City Defined

- Succinctly, a Model City is a coherent, cohesive city, anchored in a vibrant economy, where its citizenry is healthy, well-educated, well-trained, well-informed, and capable of effective interactions with the civic, economic, social, and cultural institutions of our community. It is a city that works, it has a logic, it has a rationale - it's open; it's aboveboard and transparent. It is a city where we respect human life, where we respect human dignity. Striving to achieve the model city, further requires innovative ideas, strengthened community engagement, a multi-jurisdictional collaboration, and sustained commitment to the vision of a Model City. Oakland's transformation into the Model City will not be easy and will take effort on all of our part to succeed.

# Understanding the Model City Goals as a Call to Action

- Oakland will become a Model City when we:
  - Provide safe communities throughout our City
  - Nurture sustainable economic development rooted in green economy principles benefiting businesses, a skilled-workforce, customers and the environment.
  - Implement policies and programs that foster attainment of vital resources by underserved communities to thrive with healthy citizenry, financial stability and quality housing
  - Enhance residents quality of life by coordinating wrap-around services and programming supporting education, arts, cultural enrichment and recreation

# Mayor's Special Initiatives

## Providing Leadership to Meet Oakland's Challenges:

- I understand that the people of Oakland elected me to provide leadership, implement our blueprint for the Model City, and most importantly to leverage my relationships at the Federal, State and Local levels to bring resources Oakland needs to meet its challenges and realize its potential in the green economy. Never before has there been such an effort to develop a creative and effective Public to Public Partnership. This past year we have partnered with the Federal, State, and Local governments to bring the attention and resources Oakland deserves. Here are some highlights of our key initiatives under my leadership at Federal level:
  - My role as the Chair of the Community Development and Housing Committee with the US Conference of Mayors provides the City of Oakland with valuable access to President Obama's administration in the formulation of the "main street" investment strategies contained in the proposed Stimulus Package.
  - In collaboration with our Federal representatives and President Obama, we are working to get many critical infrastructure projects funded that will create jobs immediately and strengthen vital resources for Oakland's current and future needs.
  - In partnership with Congresswoman Barbara Lee, we were able to draft and introduce H.R. 6815 – the Metro Economies Green Act (MEGA). The bill establishes grant programs to encourage green job training and creation, as well as energy-efficient economic development. MEGA will provide targeted federal funding to support communities that have demonstrated a capacity and commitment to pursue low-carbon economic development and energy efficient job creation. MEGA will help meet emerging energy challenges and create opportunities through the revitalization of metropolitan economies by employing historically hard-to-serve and economically marginalized populations.

# Mayor's Special Initiatives

## Providing Leadership to Meet Oakland's Challenges (cont.):

- **State:** Our policy initiatives and advocacy at the State level have been particularly effective. In 2008, we developed and advocated for several major City initiatives through legislation, grants and the State budget.
  - We advocated for and successfully secured over \$62 million for the City of Oakland including:
    - \$33,000,000: Prop 1C: Transit Oriented Development (TOD) Housing Program, CA Department of Housing and Community Development
    - \$27,200,000: Prop 1C: Infill Infrastructure Grant (IIG) Program, CA Department of Housing and Community Development
    - \$803,700: Safe Routes to School Program, CA Department of Transportation
    - \$600,000: Recreation Trails Program, CA Department of Parks and Recreation
    - \$400,000: CalGRIP Program, CA Office of Emergency Services
    - In collaboration with the League of CA Cities, fought to ensure that the local revenues of the City of Oakland, including Prop 1a and Prop 42, were not utilized to balance the state budget. Additionally, worked to protect the COPS and Booking Fees of which the City of Oakland receives on an annual basis.
  - Three Oakland-sponsored bills that were sent to the Governor for signature:
    - AB 2001 (Swanson) Whistleblower protection for municipal employees
    - AB 499 (Swanson) Commercially sexually exploited minors
    - AB 681 (Carter) A pilot program for children to reduce obesity and diabetes
- **Local Collaboration:** My office and the various City administrative offices have worked in collaboration with Alameda County and Oakland Unified School District to implement healthcare and wrap-around support services initiatives to Oakland residents. These Public-to-Public initiatives complement our Public Private Partnership strategies for meeting Oakland's challenges.

# Public Private Partnerships: The Vehicle for Building Oakland as a Model City

- This past year we have created the Office of Public Private Partnership to help us fill the gaps that have been created by a challenging economy, resources that are stretched beyond their capacity, and an increasing demand for city services. Through this Office we have brought government and private resources as well as a new commitment to collaboration to Oakland and its residents.
- Like many cities we have had to look beyond our own resources to meet the needs of our citizenry. Partnership is the key driver for meeting the comprehensive needs of all our residents. By leveraging the time, talents, and dollars that business, nonprofits, philanthropy, state and federal government we are today able to meet the needs of Oakland and pursue the goals of the Model City.
- Our leadership in Public Private Partnerships has been the engine that has brought business, philanthropy, state and federal bureaucracies to Oakland to address issues facing Oakland and garnering both the financial and human resources to address them.
- To date hundreds of millions of dollars have been secured to help Oakland meet its infrastructure, public safety, workforce development, systems, and human service demands, including \$90 million in competitive grants. In addition, our partnership with the State through the California Collaborative Urban Communities (CCUC) will allow us to leverage and deliver vital services and resources to underserved communities throughout Oakland.
- This work is unprecedented in that few other cities have been able to formalize these relationships as we have in Oakland. The accomplishments we list below are attributed to the dynamic work of the Public Private Partnership model and the commitment of the citizens of Oakland to create the Model City.

# Model City Action Plan:

## “Together We Can Do Great Things”

- Creating the Model City takes involvement, dedication, and commitment from all sectors of our community. Government cannot do it alone, especially in these difficult economic times.
- In 2008 we formed collaborations with philanthropic, nonprofit, corporate, and public sector agencies to secure more resources to address the complex issues facing Oakland during this unprecedented economic downturn.
- In 2009 we will strengthen these collaborations through the Office of Public Private Partnership, which will provide a vehicle for engaging stakeholders on an on-going basis with targeted strategies for investments in Oakland.
- Our call to action invites private citizens to participate in our neighborhood improvement initiatives, community policing and other volunteer service opportunities because “together we can do great things.”

# Prevention, Intervention, Enforcement and Sustainability (PIES): A More Dynamic Understanding of Public Safety

- Towards this Model City vision, we have engaged in a multi-pronged public safety strategy of Prevention, Intervention, Enforcement, and Sustainability (PIES), which incorporates quality of life issues such as education, health and economic development.
- The essential component of realizing the model city vision in Oakland is rooted in our ability to provide the fundamental resources for citizens to be successful from an early age. If we are to realize the Model City, we must ensure that our children receive the highest quality instruction possible. Providing a high quality education for all Oakland students is both a moral imperative and essential to the city's economic future. Raising the quality of education in our schools will require a collaborative and cohesive action from all governmental bodies, the Oakland Unified School District, Peralta Colleges, City of Oakland, County of Alameda, State of California, and the Federal government. We must work together to address the multidimensional and systemic problems with an approach that is comprehensive and sustainable.
- In a collaboration with the entities mentioned above, we have launched many programs and lobbying initiatives directed towards: 1) wrap around service to ensure that the needs of our students are met; 2) recruitment and retention of qualified, diverse, permanent and local teachers; 3) a root cause approach to reducing dropout rate by addressing policies that force kids out of schools; and 3) achieving local control of the school district. We need to let our youth know that we support and encourage their pursuit of academic excellence because we know that an educated community is a healthy and vibrant community.

## Prevention, Intervention, Enforcement and Sustainability (PIES): A More Dynamic Understanding of Public Safety (2 of 2)

- Oakland must continue with an economic development strategy that is coherent, cohesive and collaborative. In the Model City, economic opportunities must be afforded to everyone. An inclusive vibrant economy is the most effective public safety strategy any community can engage in. Public Safety is not only about enforcement, but the ultimately, creation of economic opportunities.
- Accordingly, we have aligned economic development with workforce development strategies so that local residents can better access employment opportunities in Oakland. Intervention and prevention have been and will continue to be prioritized to break the cycle of violence in our communities. We are providing street outreach services to high risk youth and developing a special program to help formerly incarcerated residents access employment opportunities and support services.
- We know that strategic investments in our youth through education, quality summer youth jobs, funding for school-based health centers and wrap-around services, as well as initiatives to reduce the school drop-out rate will ensure continued crime reduction and maintain healthy safe communities throughout our City.

# Public Safety Improvements: --2008 Accomplishments:

- PIES embodies the Model City action plan for creating and maintaining safe communities throughout Oakland. But, it also requires a sea change in the relationships between the Oakland Police Department (OPD) and the communities it serves and protects.
- We reorganized the OPD to provide for geographic accountability and greatly enhanced community policing. For the first time, all 57 police beats in Oakland have a problem solving officer. These accountability measures and community responsive policing initiatives will dramatically improve our Prevention and Intervention efforts.
- On the enforcement front, we have fulfilled an ambitious pledge I made in January 2008 that the Oakland Police Department (OPD) would reach 803 police officers. I am proud to announce that we have surpassed that numerical goal and fully funded and staffed the OPD.
- During my service as Mayor, homicides have decreased 15% and violent crimes have declined 21% since 2006. Every life lost to violence is tragic. **But we must build as a community on this significant progress, and further reduce all violent crimes by an additional 10% in 2009.**

# Public Safety Improvements: --2008 Accomplishments (cont.):

- Implemented the violence prevention program component of Measure Y (The Violence Prevention and Public Safety Act of 2004), the Department of Human Services provided approximately \$7.9 million in violence prevention programming, focusing on four broad areas: Family Violence Intervention, Youth and Adult Reentry, Incident/Crisis Response, and Youth Outreach and Comprehensive Services.
- Reached close to 2,000 individuals through our Family Violence Intervention programs.
- Youth and Adult Reentry programs served more than 600 individuals with more than 8,000 hours of case management and nearly 54,000 hours of outreach, group counseling, employment training and work experience.
- Aligned economic development with workforce development strategies so that local residents can better access employment opportunities in Oakland.
- Launched the Mayor's Street Outreach initiative, training Street Outreach Workers who have spent more than 2,000 hours on Oakland's most crime impacted street corners, engaging more than 12,000 individuals. Street Outreach Workers provided referrals to employment and employment training, substance use and mental health treatment programs. Street Outreach Workers accumulated more than 1,200 instances of providing an on-the-scene presence promoting non-violent life style options.

# Public Safety Improvements:

## Partnering to Reduce Crime and Change Communities (--2008 Accomplishments continued):

- In partnership with the Oakland City Attorney's Office, successfully created the Community Prosecution Program. For the first time, the City Attorney's Office will be authorized to charge misdemeanor crimes that contribute to longstanding problems of blight in our neighborhoods.
- OPD and Mayor Dellums have partnered with Alameda County and State Senator Don Perata's Office to launch PeaceMaking, a street outreach and conflict mediation program in Oakland that provides conflict resolution services to prevent disputes from escalating to violent acts and even homicide. Youth and Family Services Division participated in the FBI's Operation Cross Country, a multi-agency collaborative focused on rescuing exploited minors and the arrest and prosecution of people responsible for this exploitation. The FBI modeled this successful program after OPD's Operation Strike Out, which was implemented in 2008.
- Successful prevention and enforcement collaboration between California Highway Patrol and OPD deploying additional enforcement officers in critical locations within Oakland.
- The City of Oakland and the Oakland Police Department have formed a partnership with the national O.K. Mentorship Program, a law-enforcement-based mentoring program that fosters partnerships between police agencies, schools, students, community members, and the faith community to provide positive guidance and support for youth who are at risk for incarceration and homicide (intense focus on African-American males between 12-18 years old).
- In partnership with Alameda County Probation, Alameda County District Attorney's Office and the Presiding Judge of the Juvenile Court, OPD implemented a Restorative Justice pilot program, a diversion program for first-time juvenile offenders. Victims, offenders and community members all participate in the program to make the community whole.

# Sustainable Economic Development:

## --Key Components Explained:

- In a time of unprecedented economic downturn, we must work collaboratively to avoid the race to the bottom. Oakland must continue with an economic development strategy that is coherent, cohesive and collaborative. To that end, I have engaged leaders from business, labor, philanthropy, academic and non-profit communities in Oakland to form the Oakland Partnership and is comprised of leaders from business, labor, philanthropy, academic and non-profit communities. The goal is to create a thriving, innovative, equitable, globally competitive regional economy that creates 10,000 new jobs in the next five years by tapping into the creativity and talent of all segments of the population and providing benefits to all Oakland residents and businesses.
- Oakland will rebuild its economy by; 1) creating an environment where businesses can thrive 2) retrofitting and rebuilding Oakland's aging infrastructure, including roads, buildings, and sewers, 3) focusing on industry clusters, including green and biotech sectors, 4) developing a vibrant retail sector that will provide jobs and improve the quality of life in Oakland, 5) engaging in a renewed effort to modernize Oakland's workforce development systems.
- To that end, I have engaged leaders from business, labor, philanthropy, academic and non-profit communities in Oakland to form the Oakland Partnership which is comprised of leaders from business, labor, philanthropy, academic and non-profit communities. My office will continue to collaborate with these leaders to achieve our 10,000 new jobs goal.

# Sustainable Economic Development:

## --Key Components Explained:

- Utilizing the Oakland Partnership, a collaboration between City, business, community, and labor leaders formed under the leadership of the Mayor, to develop a city-wide business attraction, retention and economic development plan.
- Positioning Oakland as a leader in the sustainability movement by developing a green jobs corp to train Oakland residents for employment in the new green economy.
- Establishing an industrial lands policy to preserve land for business and economic development needs.
- Aligning Oakland's economic development strategies with workforce development programs, re-establish the Workforce Investment Board, and prioritize initiatives to develop residents with employment barriers for jobs in Oakland's new economy.
- Securing more funding resources to develop workforce and low-income quality and affordable housing.

# Sustainable Economic Development:

## 2008 Economic Development Accomplishments:

- We continued to leverage the resources and partnerships we need to thrive. What will continue to drive that reality will be the challenges of global warming and all of the challenges that bring forward fuel efficiency, transportation efficiency, smart planning and sustainable growth. In 2008, eight (8) housing development projects within the city of Oakland were awarded funding under the first round of the California Infill Infrastructure Grant Program and the Transit Oriented Development (TOD) Grant Program, both administered by the State of California Department of Housing and Community Development. The total funding award for the eight projects totals \$71.5 million. The primary objective of both the Infill Infrastructure and the TOD programs is to increase the supply of infill housing, increase the supply of affordable housing, increase public transit ridership, and minimize automobile trips.
- Completed a year-long, \$200,000 Industrial District Strategy project, funded with a \$100,000 grant from the U.S. Department of Commerce, Economic Development Administration to assess infrastructure in three industrial areas. The study will produce a technical analysis and recommendations for new specific infrastructure improvements, analysis of commercial truck and vehicle circulation.
- The Oakland Business Improvement District (BID) Program has proven to be a successful mechanism for economic revitalization. Nine Community Benefit Districts (CBDs) will generate approximately \$3.3 million in special assessments annually. BID revenues pay for enhanced cleaning, security, streetscape improvements, marketing and economic development activities. Oakland's nine BIDs represent approximately 1,900 business and property owners located in Rockridge, Montclair, Lakeshore/Lake Park, Temescal/Telegraph, Lake Merritt/Uptown, Downtown Oakland, Laurel, Koreatown/Northgate, Fruitvale. This year, assisted the establishment of the Downtown Oakland and Lake Merritt/Uptown Community Benefit Districts.

# Sustainable Economic Development:

## 2008 Workforce Development Accomplishments:

- Launched the Oakland Green Jobs Corps by providing \$250,000 to partners Laney College , Cypress Mandela Training Center and Growth Sector Inc. Together this landmark partnership will provide world-class job training, environmental education, and connections to green jobs to a minimum of 40 Oakland residents with employment barriers. Students will learn green construction skills, solar installation, energy efficiency techniques and more. This first in the nation initiative was developed in partnership with PGE, Yahoo, Ella Baker Center, Dr. Pinderhughes, and the State CALGRIP. A Green Employer Council was also formed. On the federal level, I have worked with Congresswoman Barbara Lee and Senator Boxer to craft legislation to develop a model for Green Job Corps in Oakland. The success of this program will be replicated throughout the different cities in America.
- 503 companies generated 3,600 hiring tax credit vouchers through November 2008. Each hiring tax voucher represents an Oakland job. Tax credits saved Oakland businesses approximately \$7.0 million per year in State income taxes.
- Moving forward, there will be greater alignment between the City's workforce development and economic development strategies. A key component to a successful economy is a skilled and educated workforce to fuel the economy. At the center of it all, will be the Oakland Workforce Investment Board (WIB), which will be the body where economic and workforce development strategy happens. The WIB will continue to provide valuable training and other services to the community, but it will also begin to re-engage the different sectors to create an innovative strategy for developing a competitive workforce.
- Through the WIB, the Mayor's Summer Job Program will continue to provide valuable work experience for Oakland's youth. Young people remains to be our smartest investment for the future. This partnership with the Youth Employment Partnership (YEP), Scotlan Center and Youth UpRising will make an investment in Oakland's future workforce by providing opportunities for youth in the city's job market. To expand on the summer opportunities, the City launched a new partnership with two local non-profit agencies to hire and train teams of young adults to abate graffiti along key corridors in the City's redevelopment areas.

# Sustainable Economic Development:

## 2008 Housing and Economic Development Accomplishments:

- In 2008 Oakland continued to leverage State and Private resources and partnerships we need to thrive. What will continue to drive that reality will be the challenges of global warming and all of the opportunities that bring forward fuel efficiency, transportation efficiency, smart planning and sustainable growth. This year, eight housing development projects within the city of Oakland were awarded funding under the first round of the California Infill Infrastructure Grant Program and the Transit Oriented Development (TOD) Grant Program, both administered by the State of California Department of Housing and Community Development. The total funding award for the eight projects totals \$71.5 million. The primary objective of both the Infill Infrastructure and the TOD programs is to increase the supply of infill housing, increase the supply of affordable housing, increase public transit ridership, and minimize automobile trips.
- Phase 1 of Uptown Project: Completed construction, including: 665 rental units with 20% (133 units) affordable to households earning 50 percent or less of the area's median income (AMI) for a period of 55 years and 5% (33 units) affordable to households earning incomes not exceeding 120 percent of AMI for a period of 55 years; 9,000 square feet of retail; and 25,000 square foot public park.
- With the Oakland Army Base, we Initiated a comprehensive Master Developer selection process that resulted in identifying four teams which were invited to submit detailed proposals for how they would develop at least 108 acres of land within the East, Central and West Gateway Development Areas.
- Executed a loan agreement with Restoration Association for Improving the Landmark 16th Street Train Station (RAILS) for the pre-development of the historic structure to serve as a center for community development, including green workforce development opportunities for local residents.
- Completed construction of 392 affordable housing units within the Wood Street Zoning District.

# Sustainable Economic Development:

## 2008 Housing and Economic Development Accomplishments:

- Provided \$5,414,464 in financial assistance to 71 first-time buyers that leveraged over \$14.9 million dollars in 30 year, fixed, affordable loans, while also providing homebuyer education classes to over 700 families interested in buying a home in Oakland. Additionally, provided nearly \$4 million in rehabilitation loans and grants to 200 families to preserve and or rehabilitate homes for extremely low and low income Oakland families and provided youth, senior, substance abuse, childcare and public services to 20,567 residents of Oakland with \$1,977,864 of Community Development Block Grant funds.
- Completed 309 units of new and affordable rental and ownership housing while working with developers to undertake an additional 735 units of new, affordable housing. The Agency awarded \$22.4 million this year that has leveraged nearly \$150 million in state, federal, and other funds.
- Working with non-profit and for-profit developers, secured nearly \$100 million in State Proposition IC funding for affordable housing and housing-related infrastructure development. This commitment will leverage over \$300 million in additional investment of public and private funds; create new construction and permanent jobs; provided improved housing quality and enhanced affordability for low income Oakland residents, provided a catalyst for other neighborhood revitalization efforts.
- Established a Social Equity Division with a focus on local business participation and resident employment. Policies such as Living Wage, Equal Benefits, Prompt Payment, Local Employment and 15% Apprenticeship Programs are monitored and enforced by this division. As a result, millions of the efforts of the Social Equity Division, millions of dollars were circulated back into the community.
- Continued working with Financial Institutions and community based organizations in collaboration with local, state and federal legislators and other key stake holders to efficiently coordinate all public services and resources to discuss the mortgage crisis and find real solutions for how we address the challenge here locally. Those solutions including a continuum ranging education to policy - providing Financial Literacy and Asset building services for local residents, providing Bridge loans and aggressing working on Housing policy at the State and Federal level.
- Mortgage Town Hall - Hosted event in collaboration with Governor's Office, Business Transportation and Housing Agency, local State/Federal legislators, City Council and CEDA; Provided one-one mortgage counseling services and workshops for residents and families facing the dilemma. Over 500 families were serviced.

# Sustainable Economic Development:

## 2008 Business Development Accomplishments:

- Completed Industrial Land Use Policy. The land use policy increases the ability of the City of Oakland to compete for job creating business by setting aside lands for industrial and manufacturing uses.
- Adopted new, business friendly Industrial Zoning code. The new zoning districts for the Industrial areas allow greater flexibility in attracting modern clean, green and biotech business by updating an older set of regulations that was not business friendly.
- Received over \$1.5 million in grant funds for planning projects in Oakland, including the Broadway Retail Corridor Specific Plan, the Lake Merritt Specific Plan and urban infill along International Avenue Planning grant.
- Funded two commercial loans totaling \$420,000 to Revolution Foods Incorporated. This business attraction effort led by the Economic Development unit represents additional jobs for Oakland residents, the filling of 20,000 square feet of vacant food manufacturing space and will leverage an additional \$6,000,000 of private capital investment.
- Funded two commercial loans totaling \$249,500 to Mandela Foods, Cooperative, Inc. (MFC). MFC's mission is to bring healthy and affordable food choices to West Oakland where 61% of families are considered low to moderate income. The present undersupply of food retail in West Oakland represents an opportunity to leverage untapped local buying power into new business and employment opportunities in healthy eating options for West Oakland residents. This loan will create jobs and ownership for a minimum of 10 low to moderate income residents primarily from the West Oakland EEC area.

# Health and Education Investments and Partnerships: 2008 Accomplishments:

- **Expanded School based Health**
- In partnership with Alameda Health Care Services Agency and the Oakland Unified School District, received a \$3.0 million grant from the Kaiser Northern California Community Benefit Foundation to expand school based health clinics in Oakland middle schools integrating family support, extended day learning, health and dental services, and youth development to improve the academic, health, well-being, and development outcomes for middle school youth at 10 Oakland public schools. This grant provides a match to the Atlantic Philanthropies grant for \$15 million, which builds out this model of school based health centers.
- **HIV/AIDS Awareness**
- Expanded the *Get Screened Oakland*, a citywide HIV screening program initiated by the mayor's office and several community sponsors to ensure every Oakland resident knows their HIV status and has the opportunity to connect to care. Today, we continue our efforts to test and prevent the spread of HIV in Oakland. To sustain an initiative of this kind, we must continue to effectively coordinate both our medical and community resources. AIDS Awareness efforts and strong strategic testing campaigns serve as an ideal opportunity for people to engage in a dialogue on this critical issue. The expansion and normalization of HIV screening has been a great success, to date, and we have expanded to thirteen testing centers. Oakland is only the second City in this nation to institute a city-wide HIV screening program.
- **Creating a Diverse, Permanent, Effective Local Teaching Force**
- • Collaborated with the Oakland Unified School District, the Task Forces on Education, the Oakland Education Association, and other community members to sponsor two Teacher Recruitment Summits at City Hall attended by 350 Oakland residents. Dozens of new local teachers and substitutes were recruited immediately and another 50 entered programs leading to degrees and credentials
- • Collaborated with the task forces and the school district to develop "Teach Tomorrow in Oakland" a program which supports Oakland college graduates, high school students, and career changes in becoming teachers. Assisted these programs in obtaining funding for items such as test preparation, fees, and tutoring.
- • Created a new web page honoring Oakland teachers on the City's website.
- • Developed an Anti-Drop-Out Initiative with support from Colin and Alma Powell and America's Promise.

# Health and Education Investments and Partnerships: 2008 Accomplishments (cont.):

- **Expanding Early Childhood Education Opportunities**
- Oakland Head Start served more than 1,500 low-income children and families throughout Oakland. The program provides quality early childhood education services, along with health, nutrition, disabilities, mental health, and family services. Received \$50,000 from the California Department of Education state Pre-Kindergarten Family Literacy Program for facilities renovation and repair, and 2,000 books for 42 classroom libraries from the Bring Me A Book organization in partnership with the HEDCO foundation.
- **Citywide After School and Summer Enrichment**
- Through the Oakland Fund for Children and Youth (OFCY) \$8.3 million in City matching dollars, leveraged state funds to support community non-profit agency services at school sites during the after school hours and summer months. Provided tutoring, homework help and a variety of cultural and recreation activities at 73 school sites and 32 community sites and now reaches over 12,000 Oakland youth ages 10-15 years of age.
- **Reaching Older Youth**
- Provided \$2,600,000 to support career and college readiness, opportunities for youth leadership and engaging activities for over 9,500 young people in Oakland, including over 700 paid internships and stipend opportunities.

# Energy and the Environment:

## 2008 Accomplishments in Sustainability

- Sustainable City Awards - Oakland was once again named one of America's "Top Ten Sustainable Cities" in 2008 (after receiving the same honor in 2005 and 2006) by SustainLane. Oakland was also ranked as one of the "Twenty Best Towns in America" by Outside Magazine (July 2008). In addition, Mayor Dellums was one of only a handful of mayors to be recognized by the US Conference of Mayors 2008 Mayors' Climate Protection Awards for Oakland's innovative food scraps recycling program which will help curb global warming.
- On the Path to Zero Waste - Added plastic food tubs and household batteries to the curbside recycling collection program, providing an easy and environmentally safe way to recycle these items for the City's 152,000 residential households. Kicked off the BYOB (Bring Your Own Bag) campaign at the 2008 EarthEXPO where hundreds of cloth shopping bags were distributed. Residents and businesses in Oakland are using cloth shopping bags to reduce waste and conserve natural resources. Supported Oakland Merchant Leadership Forum in switching to cloth shopping bags for their annual Shop Oakland campaign. Oakland businesses who voluntarily decrease or discontinue disposable bag use will receive the benefit of advertising and marketing support in partnership with the City's Shop Oakland campaign.
- Tools for Apartment Recycling - launched a recycling campaign targeting underserved residents in apartments, condos, and townhomes. A recycling "caddy" with instructional door-hanger was provided to 2,242 apartment residents to use in their home; signage and recycling program guides were provided to 2,129 apartment managers to assist them with sustaining recycling in their complexes. A media campaign, sponsored by the State Division of Recycling, supported the City's efforts to increase the opportunity for apartment residents to participate in recycling.
- Food Scraps and Recycling --operated the "Make It Second Nature" Campaign, providing green waste carts citywide. Over 30,000 tons of yard trimmings and food scraps were recycled by Oakland residents this year and converted to compost and soil amendment products that are used by California's agricultural and horticultural businesses.
- Reuse: Adding Value--assisted the Port of Oakland with the deconstruction of Building 802 -- a 265,000 square foot warehouse built in 1940 on the Oakland Army Base (OAB). The culturally significant building was disassembled and the high quality Douglas fir wood was salvaged and sold for reuse. This pilot reuse project showed that over 1,000 tons of high grade wood could be recovered for reuse. The City now has the reuse experience which it can replicate in preparing to take down six similar size buildings on the OAB as it prepares to turn this land back into an economic engine for the City.
- Saving Energy and Money--retrofitted 102 of the City's 115 largest facilities, creating savings of over \$1 million per year to the City's budget. Upgrades have included lighting, heating, and ventilation equipment as well as enhanced energy management software to power down individual computers and improve energy efficiency at the Oakland Museum. The City is committed to creating additional energy savings in the future, as evidenced by its civic green building ordinance requiring all major City projects to save energy and go green (LEED Silver).

# Support Services and Financial Stability

## 2008 Accomplishments

- **Support for Seniors and Disabled**
- Operated four multipurpose senior centers with an annual membership of more than 3,000 local seniors and provided funding to local non-profit organizations for four other senior centers that meet the needs of Oakland's diverse senior residents.
- Provided over 33,000 one-way paratransit trips for over 1,000 frail Oakland residents. Contracted with Bay Area Community Services to provided over 15,000 senior shuttle trips and group trips for over 400 residents in senior housing to shopping and group activities.
- The Oakland Senior Companion Program's Taxi UP & GO! Project in partnership with the Oakland Paratransit for the Elderly and Disabled (OPED), received a two-year GAP grant from the Alameda County Transportation Improvement Authority (ACTIA) to enhance and expand paratransit services to Senior Companion clients who are mono-lingual, frail and /or socially isolated with limited access to health care and daily activities.
- The Multipurpose Senior Services Program (MSSP) provided care management and other essential direct services to 457 frail elderly clients who are certified for nursing home placement, but are able to live at home with MSSP support.
- The Linkages Program served 290 adults with disabilities throughout Oakland by providing care management to arrange needed services.

# Support Services and Financial Stability

## 2008 Accomplishments (cont.)

- **Financial Stability**
- Provided free tax assistance to over 7,452 tax filers resulting in over \$5.9 Million in federal tax return dollars back to the Oakland community.
- Received a five year federal grant for \$250,000 to pilot Individual Development Accounts (IDAs) to match savings accounts for low-income families to save for homeownership, post-secondary education and small business enterprises.
- The ASSETS Program helped to train and prepare 350 limited-income older adults for entry or reentry into the competitive labor market.
- **Helping Fight Homelessness**
- Provided shelter to over 6,000 clients, rental assistance to hundreds more and transitional housing to over 250 families & youth. Over 459 households obtained permanent housing, 69 households received Housing Assistance, and 28 HIV/AIDS Housing Units are in development. Developed a roadmap for a multi-year strategy known as Permanent Access to Housing Strategy (PATH) to end homelessness in Oakland over the next fifteen years, a companion to EveryOne Home, Alameda Countywide Homeless and Special Needs Housing Plan.
- Implemented a pilot employment program where eligible homeless are hired and trained by Goodwill Industries and Operation Dignity to clean up the various encampment sites around the city.

# Arts, Culture, Entertainment and Recreation: 2008 Accomplishments (1 of 2)

- Provided life-line support to nearly 70 local arts organizations and individual artists through \$1.1 million in cultural arts grants that brought enrichment to an audience of 957,000 people. These highly sought-after arts grants generated nearly \$10 million private-sector spending on the arts – which represents a 9 to 1 leverage on the City’s investment. In addition, 10,604 hours of hands-on arts instruction was provided to 6,273 children in the Oakland public schools, in most cases representing the only arts education offered during the school day.
- Enriched public spaces, showcased local artists, and improved communities through completion of key public art installations at 66th Avenue Gateway, a new destination park on the Oakland Estuary; Children’s Fairyland by Lake Merritt; and Mandela Gateway Housing in West Oakland.
- Continued supporting revitalization in the re-emerging Uptown area by partnering with local developers to present The Great Wall of Oakland, a monthly screening of contemporary media works in an outdoor setting in conjunction with the popular First Fridays “Art Murmur” gallery openings.

# Arts, Culture, Entertainment and Recreation: 2008 Accomplishments (cont.)

- Through the 8th Annual Art & Soul Festival, fueled downtown revitalization, provided cultural enrichment and showcased Oakland to more than 60,000 attendees from all over the city, Northern California and the Central Valley. Succeeded in generating more than \$1.0 million in corporate and media sponsors, and \$800,000 in free positive publicity for Oakland.
- Facilitated 130 days of film projects, including commercials, television, feature films, shorts, music videos, print advertisements and student films, with an estimated economic impact of over \$6 million. Hosted the feature film Raspberry Magic, which was set and filmed entirely in Oakland, including Joaquin Miller Park and Oakland public school sites. The Oakland Film office is also working closely with University for Production Assistants (UPA), a new Oakland based non-profit that will train and guarantee employment in the film industry for Oakland youth, with an emphasis on attracting West Oakland residents into the program.
- Through the Oakland Partnership, Cultural Arts & Marketing is leading efforts for the summer 2009 launch of a comprehensive business attraction marketing campaign promoting Oakland as a regional center for business and the arts. The campaign will be implemented through a series of public-private partnerships aimed at improving the city's image, engaging local residents as ambassadors, showcasing Oakland's dynamic arts scene and fueling the Mayor's goal of generating 10,000 new jobs in five years.
- Completed "KTOP on AT&T" project, which allows KTOP programs to be broadcast on all AT&T cable systems serving the East Bay. AT&T cable subscribers are now able to view City of Oakland programming throughout the East Bay region. Completed installation of satellite download system which allows KTOP to retrieve and telecast international television programs via satellite.