RESILIENT OAKLAND

It takes a town to thrive

Collaborative.

Data-driven.

Equitable.

About 100 Resilient Cities

Pioneered by the Rockefeller Foundation, 100 Resilient Cities (100RC) is dedicated to helping cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century. 100RC supports the adoption and incorporation of a view of resilience that includes not just the shocks—earthquakes, fires, floods, etc.—but also the stresses that weaken the fabric of a city on a day to day or cyclical basis. By addressing both the shocks and the stresses, a city becomes more able to respond to adverse events, and overall, is better able to deliver basic functions in both good times and bad, to all populations. Oakland was accepted into the first wave of cities in the 100RC network, alongside Berkeley and San Francisco in the Bay Area. The three cities, led by their respective Chief Resilience Officers, have been collaborating to leverage regional efficiencies for their strategy development processes, where possible, and will continue to collaborate on implementing their resilience strategies.

PIONEERED BY THE ROCKEFELLER FOUNDATION

100 RESILIENT CITIES

The Fox Theater originally opened its doors in 1928 as an elaborate movie palace, and serves as a symbol of resilience. It shuttered in 1966 and remained closed for 40 years, surviving a fire and an earthquake, and escaping the wrecking ball before being restored to its former splendor, reopening in 2009 as part of the renewal of the Uptown theater and arts district.

Photo by Greg Linhares, City of Oakland

Photo by Greg Linhares, City of Oakland

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LETTER FROM THE MAYOR

October 10, 2016

Oakland has a rich tradition of social innovation and a strong legacy of resilience. Resilience in Oakland means tackling systemic, interdependent challenges, such as equitable access to quality education and jobs, housing security, community safety and vibrant infrastructure to better prepare us for shocks like earthquakes and stresses like climate change. To achieve this, we need to leverage our collective resources by fostering a culture of responsive and trustworthy government, data-driven decisions centered around residents' needs and robust, smart infrastructure development.

Oakland has the physical and human resources to be a thriving and connected 21st century global city. As the birthplace of the women's suffrage movement and the Black Panther Party, Oakland has long been an innovative, mission-driven city committed to economic and social justice and equitable growth. Our town attracts renowned activists, artists, makers, and other risk-takers within its 78 square miles addressing the serious issues of our day. Oakland's current resilience challenges are an opportunity to do what Oakland has always done: rethink old paradigms and balance the equation of access to opportunity while building more creative and vibrant infrastructure to support our promising future.

We know today's greatest challenges, such as rising income inequality, which impacts our most vulnerable communities, cannot be solved by one of our agencies, organizations or communities alone. This Resilient Oakland playbook centers on increasing collaboration inside our City government through the launch of our new Civic Design Lab, building new and innovative partnerships among regional governments and co-designing community engagement processes with those who live and work in Oakland.

A resilient Oakland manifests through robust community organizations, engaged residents and a City government opening itself up to the idea that change is inevitable —we must now harness it for the benefit of our growing town.

Sincerely,

Libby Schaaf,
Mayor of Oakland

Photo by Greg Linhares, City of Oakland

LETTER FROM 100 RESILIENT CITIES

October 10, 2016

On behalf of the entire 100 Resilient Cities team, I want to congratulate the City of Oakland on the release of Resilient Oakland. This bold strategy will drive innovation in City government, promote economic security for residents and strengthen Oakland's neighborhoods and physical infrastructure.

Recognizing that Oakland is best positioned to thrive when residents, community organizations, local businesses and government come together, this strategy represents a call to action for all Oaklanders. Resilient Oakland outlines concrete actions that will address current and future shocks and stresses, ranging from economic inequality to insufficient affordable housing to sea level rise to earthquakes—reflecting the holistic urban resilience approach that 100RC seeks to spread throughout our network of 100 member cities and beyond.

Mayor Libby Schaaf's leadership and support were critical in the development of this strategy, and I want to thank her for her partnership and commitment. I also want to thank Oakland's Chief Resilience Officer, Kiran Jain, for her tireless dedication and for the innovative vision that has shaped Resilient Oakland.

While the release of this document marks an important milestone, our work is far from over. It will take continued commitment and action to ensure that this strategy has an impact. This is why we are excited to continue our partnership as Oakland embarks upon implementation—the work of making the actions described in this strategy a reality. Actions such as improving affordable housing access by redesigning the City's Rent Adjustment Program website; retrofitting homes so they produce their own energy and conserve water through the EcoBlock pilot; and preparing vulnerable communities more effectively for disasters through "Neighbors Helping Neighbors" are just some of the initiatives that will lead to a more secure and vibrant future for Oakland residents.

These and other initiatives are making Oakland a leader in the urban resilience movement—and we anticipate that many will become best practices that other cities within the 100RC Network will emulate. We are thrilled to recognize and celebrate Oakland's achievement in releasing Resilient Oakland, and look forward to our continued partnership as Oakland helps to spread urban resilience to cities across the United States and the world.

Sincerely,

Michael Berkowitz
President, 100 Resilient Cities

Photo by Greg Linhares, City of Oakland

This playbook provides an opportunity to honor and scale our existing achievements and rethink old paradigms, so we can increase access to opportunity for all Oaklanders and build more vibrant infrastructure to support our thriving future.

RESILIENT OAKLAND: THE OPPORTUNITY

Oakland is one of the most diverse, creative and progressive urban coastal cities in the United States. As a major city in the Bay Area, Oakland also sits within one of the most prosperous economic growth engines in the world. The benefits of this growth, as acutely felt in Oakland, are not equitably distributed. Today, particularly among low-income neighborhoods and communities of color, Oakland faces rapidly rising income inequality and housing displacement, disparate unemployment and education rates, and chronic violence. A person living just one mile from a fellow Oaklander may be nearly twice as likely to be unemployed, and live 15 years less. Aging housing stock and public infrastructure challenged by seismic and climate risk further threaten Oakland residents, particularly our most vulnerable communities.

In this time of hyper-prosperity brought on, in part, by the technology and real estate booms in the San Francisco Bay Area, Oakland is uniquely positioned to take advantage of its growth while remaining true to its roots and sense of self. Resilient Oakland embraces Oakland's strengths while tackling the daily and chronic stresses facing Oaklanders today and better preparing for tomorrow's challenges.

Though comprehensive in scope, Resilient Oakland is not a finished product or a plan in the traditional sense. Rather, this playbook is a call to action. Resilient Oakland sets forth the work we need to do to begin modernizing our City by integrating processes, policies and programs that achieve greater impact. Resilient Oakland illuminates what is possible, whether it is breaking down workforce data by demographic population to better address the needs of our underserved residents or inviting our Human Services, Housing & Community Development, and Economic & Workforce Development departments to work together on leveraging economic and housing security strategies. Through this work, we are changing the way we do government. And in the process, we are making our institutions—both local and regional—more resilient and responsive to whatever may come our way.

Photo by Greg Linares, City of Oakland

THE RESILIENT OAKLAND PLAYBOOK

The Resilient Oakland playbook is a holistic set of strategies and actions to tackle systemic, interdependent challenges. This includes equitable access to quality education and jobs, housing security, community safety and vibrant infrastructure, which will better prepare us for shocks like earthquakes and climate change impacts.

We begin with a timeline highlighting a century of resilience in Oakland followed by a history of resilient actions the City has taken over the last 20 years to further social, economic and physical development. We then outline 15 major resilience challenges facing our town, which are then addressed by three key themes and 10 main goals accomplished through nearly 40 resilient actions.

The three key themes for advancing resilience in Oakland are: (1) build a more trustworthy and responsive government, (2) stay rooted and thrive in our town, and (3) build a more vibrant and connected Oakland. Some of the actions outlined under these three key themes were already underway (such the Mayor's Community Safety Plan) and are included here due to their clear resilience value, some have been adapted with a resilience lens in mind, some have been fast tracked due to the resources available through the 100 Resilient Cities program (such as digital improvements to the Rent Adjustment Program, the City's green infrastructure plan or sea level rise roadmap), and others have come about as a result of stakeholder engagement through Resilient Oakland's two-year process.

Under the leadership of our **Chief Resilience Officer**, **Kiran Jain**, the Resilient Oakland playbook is designed to set forth strategies that will deliver more effective governance and ways to solve complex multi-stakeholder challenges. Resilient Oakland recognizes government simply cannot spend its way out of challenges, such as housing displacement or climate adaptation. We need to approach our work differently and rethink how we maximize resources to benefit our residents and businesses. By taking a continuous build, measure, learn approach to resiliency from 'little bets'[1] to 'moonshots'[2], we honor the work that has been done and how we build on it today while setting forth bold actions that accelerate our ability to meet these challenges.

The Resilient Oakland playbook celebrates a City government opening itself up to the idea that change is inevitable—we must now harness it for the benefit of our growing town.

THEME 1: BUILD A MORE TRUSTWORTHY AND RESPONSIVE GOVERNMENT

GOALS:

- Design equitable and measurable community engagement
- Create more opportunities for collaborative government
- Apply data-driven principles to inform decision-making
- Engage youth in shaping the future of Oakland

THEME 2: STAY ROOTED AND THRIVE IN OUR TOWN

GOALS:

- Increase economic security
- Promote safe and healthy neighborhoods
- Increase affordable housing stock

THEME 3: BUILD A MORE VIBRANT AND CONNECTED OAKLAND

GOALS:

- Reduce current and future climate and seismic risks
- Promote urban greening for neighborhoods most in need
- Maximize value of collective infrastructure investments

A CENTURY OF RESILIENCE

1906
Earthquake

Photo: Earthquake damage, Washington Street, west side, April 1906.

WWII
Wartime Boom
Photo: Aerial view of the Oakland Naval Supply Center under construction, June 11, 1942.

1920–1950
Era of 7th Street jazz corridor

1800s | 1900s | 1910s | 1930s | 1930s | 1940s | 1950s

1852
Oakland founded

1850s
Development of Oakland's Chinatown

1908
Nation's first women's suffrage parade held in Oakland

Photo: March of 300 women of the California Equal Suffrage Association in Oakland, August 27, 1908.

1946
Oakland General Strike

Photo: Protestors surround a mail truck at the Oakland General Strike of 1946.

Photos, clockwise from top left: Photo by unkown, courtesy of Online Archive of California; Photo by unknown, courtesy of the Library of Congress; Photo by unknown, courtesy of https://localwiki.org/oakland; Photo by unknown, courtesy of https://localwiki.org/oakland

1991
Oakland Hills Firestorm

1989
Loma Prieta Earthquake

1960s
Growth of Chicano movement in Fruitvale

2007–2012
Lasting impacts of Great Recession on Oakland

2012
Start of severe California drought

2013–Present
Deepening housing affordability crisis

1960s | 1970s | 1980s | 1990s | 2000s | 2010s

1972
BART Service begins

1966
Black Panther Party founded

1999–2000
Army Base closes, Oakland designates redevelopment Project Area

Photo: A 1950 aerial view of the Oakland Army Base.

2012
Start of Black Lives Matter movement

2011–12
Occupy Oakland

2011
California cities, including Oakland, mandated to dissolve redevelopment agencies

2010–Present
High levels of population and job growth

Photos, clockwise: Photo by Dave Hector; Photo by Unknown, courtesy of the Port of Oakland Archives-Pacific Gateway Collection

RECENT RESILIENCE ACTIONS

1990s | 2000s | 2010s

1996–1998
General Plan—Open Space, Conservation and Recreation Element; Land Use And Transportation; Historic Preservation Elements

These General Plan elements designate land uses, zoning controls, management of open spaces, and preservation of historic properties to foster economic vitality.

2002
Measure DD

Over 80% of Oakland voters pass this $198.25 million bond measure focused on waterfront improvements at Lake Merritt and the Estuary.

2003
Oakland bans gender identity discrimination in housing, employment, public accommodation, and City services

2009
Central Estuary Plan

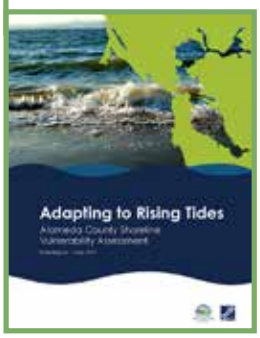
A companion to the 1999 Estuary Policy Plan, this plan establishes the land uses, open spaces, shoreline access, as well as neighborhood revitalization and industrial economic needs for the Estuary Area.

2012
Energy and Climate Action Plan

This plan identifies actions to reduce greenhouse gas emissions and outlines potential impacts due to climate change and the need to address those vulnerabilities.

2013
Adapting to Rising Tides Alameda County Pilot Project

This project assesses the vulnerability of a wide range of assets along the Alameda County shoreline, including in Oakland, to 16 and 55 inches of sea level rise.

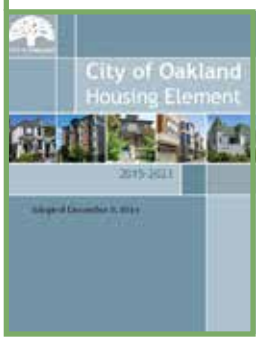


2014–2015
Specific Plans for West Oakland, Lake Merritt Station, Broadway Valdez District, and Coliseum Area

These plans identify context specific strategies for each neighborhood to provide inclusion, affordable housing, transportation connectivity, and jobs.

2014
(Adopted)
2015-2023 General Plan Housing Element

This plan contains policy goals to provide equal housing opportunities for all incomes, promote development of housing for low and moderate incomes, and provide affordable rental housing.



2014
Measure FF

Voters approve to raise the Oakland minimum wage to $12.25/hour.

2015
Principled Policing Report

Mayor Libby Schaaf releases inaugural report on police discipline to be released bi-annually.

2016
Oakland Promise

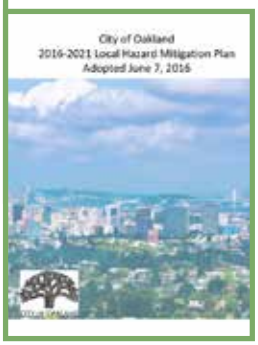
Mayor Libby Schaaf and Oakland Unified School District Superintendent Antwan Wilson launch a ten year cradle-to-career initiative that will triple the number of low-income Oakland public school graduates who complete a post-secondary education.

2016
Oakland at Home: Recommendations for Implementing a Road Map Toward Equity

This document provides practical and actionable solutions to address the affordability crisis.

2016
Local Hazard Mitigation Plan

This plan identifies the hazards Oakland faces, the populations that are especially vulnerable to these hazards, and provides actions to reduce risk from the outlined hazards.



2016
New Department of Transportation

Oakland establishes a Department of Transportation (DOT), a key milestone to more equitably bring greater safety and accessibility to Oakland's streets for the benefit of all city residents.

2016
Successful "No to Coal"

Oakland City Council votes to confirm an ordinance banning coal from being handled and stored in the City of Oakland.

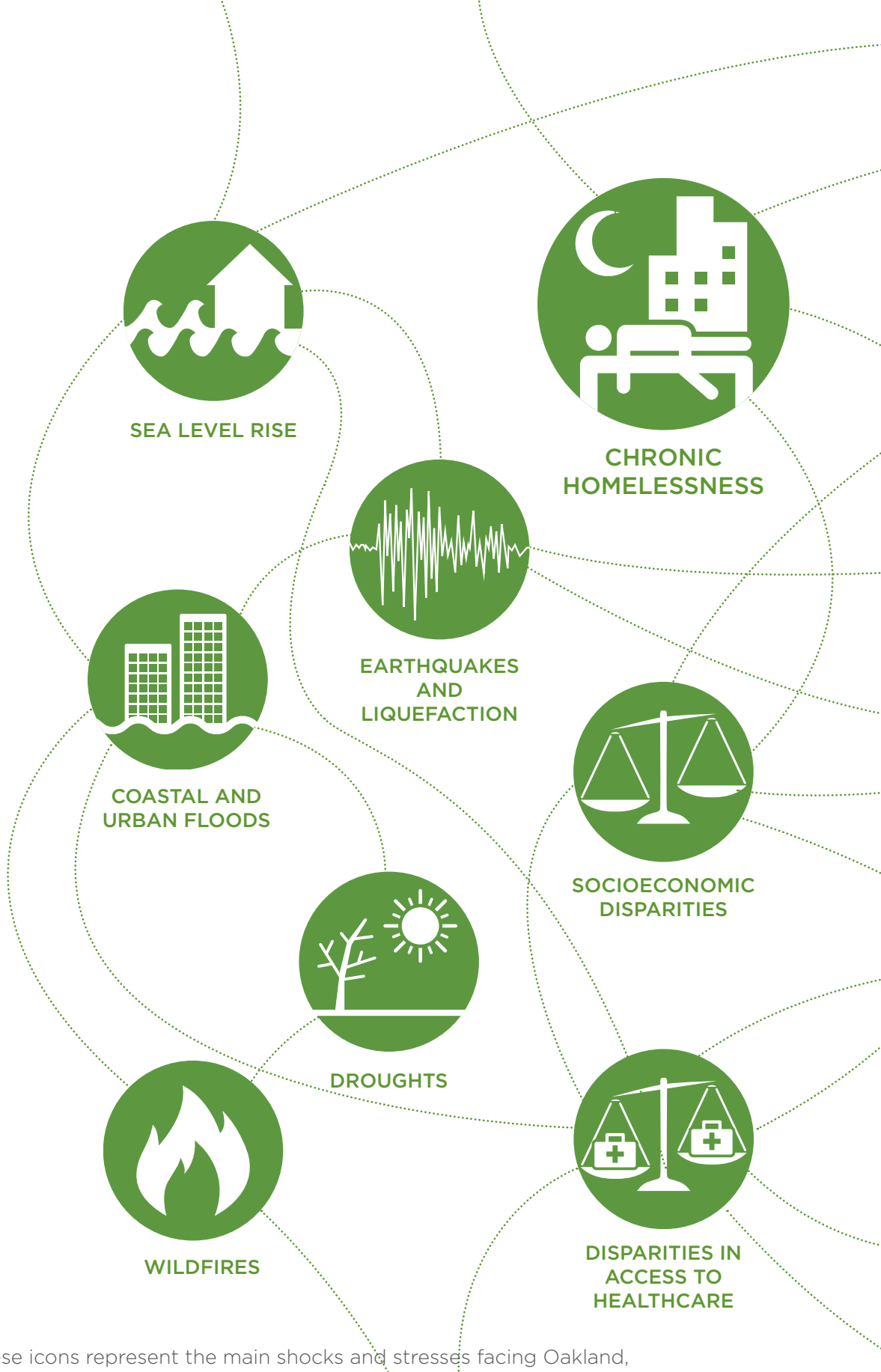
2016
Measure AA

Voters in the Bay Area approve a new $12-per-parcel tax that will raise $500M over 20 years for habitat restoration, improve water quality and flood protection across the Bay Area.

2016
Measure KK

Council places $600M bond measure on November ballot for streets/sidewalk repair, city facilities, anti-displacement and affordable housing.

RESILIENCE CHALLENGES AT-A-GLANCE



These icons represent the main shocks and stresses facing Oakland, identified as part of the Preliminary Resilience Assessment. Each one is described more in the following pages. The effects of the shocks such as earthquakes or wildfires are often exacerbated by long-term stresses, such as wealth disparities and limited city resources. The dashed lines represent these interconnections between the shocks and stresses.

HIGH CRIME RATE
WEALTH DISPARITIES
LIMITED CITY RESOURCES
AGING INFRASTRUCTURE
TRUST IN GOVERNMENT
EXTERNAL ECONOMIC CRISES
INSUFFICIENT AFFORDABLE HOUSING
EDUCATION DISPARITIES
DISPARITIES IN ACCESS TO JOBS

Equity is critical to Oakland's resilience. According to a recent report by the Public Policy Institute of California, the State's per capita gross domestic product has increased by more than 30 percent since 1997. Over this same period, top incomes have grown at more than double the rate of low and middle incomes. These trends seem contrary to the idea that "a rising tide lifts all boats."[3] This statewide occurrence is acutely felt in Oakland where a tale of two cities, one of hyper-prosperity and the other of deep poverty, informs how resilience challenges are addressed and tackled.

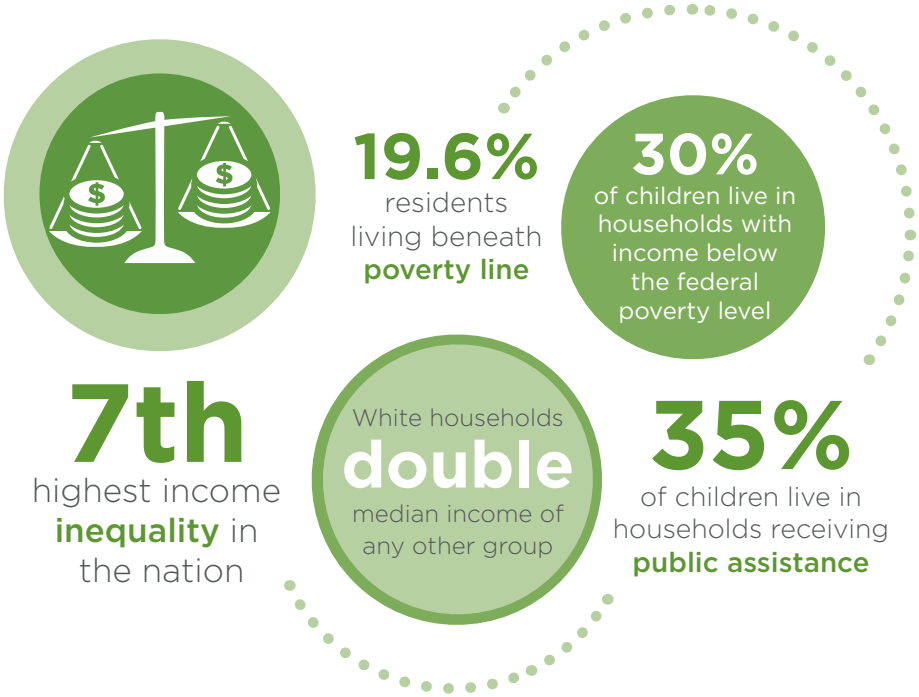
Many Oaklanders experience chronic social stresses like poverty, unemployment, and violence. Wide disparities exist in employment and wages, educational attainment, and health outcomes. These social stresses are correlated with a greater vulnerability to physical shocks: low-income households in Oakland are more likely to be located in areas at greater risk of sea level rise, seismic instability, and liquefaction. These chronic stresses compound the risks of intermittent shocks, leaving our communities that already experience inequity further exposed to risk, which further weakens our resilience as a city.

Stresses

Socioeconomic Disparities—A Tale of Two Cities

From 2015 to 2016, Oakland's rental housing market saw a 15 percent increase in median rents, which is more than 5 times the national rate of increase.[4] In the same time period, Oakland's office rents increased 35 percent, making it the world's fastest-growing office rental market.[5] But economic growth has been unequal across the city. Technology workers are finding Oakland an increasingly attractive place in which to live and do business. Yet, this influx of wealth is placing stress on many existing residents and less-skilled workers at a time when the manufacturing industry that was once a mainstay of the Oakland economy is shrinking. Consequently, Oakland's current story is a tale of two cities. The first city is a more global Oakland, rebounded from a deep recession where citywide statistics are improving each year. The second city is the one seen by low-income neighborhoods and communities of color, where the effects of these improving statistics have yet to be seen and the recovery has been painstakingly slow.

Wealth Disparities



[6,7]

Educational Disparities

Oakland exceeds national levels both for the number of adults with college and post-graduate degrees and for the number of adults who did not complete high school. In the past decade, Oakland's public schools have made important gains in student achievement. Today, the Oakland Unified School District stands as California's most-improved urban school district.[8] However, only a minority of Oakland's children are meeting key educational milestones.

On most metrics, the achievement gap persists when comparing African American and Latino students to White and Asian students. A majority of Oakland's public schools struggle to serve students, particularly students of color and those from socioeconomically disadvantaged or language minority backgrounds. Although Oakland's graduation rate has improved in recent years to 63 percent, it still lags behind the average graduation rate of 80 percent for Alameda County and California.[9] Too many Oakland students are not gaining the skills needed for successful employment.

Access to Good Jobs

Since the Great Recession, Oakland has seen unemployment decrease consistently. After reaching a ten-year high of 16.9 percent for 2010, Oakland's currently unemployment rate has dropped to 6.0 percent. While Oakland's unemployment rate has decreased during this period, it remains higher than current the National (4.9 percent), State (5.9 percent), and Alameda County (4.8 percent) averages.[10] It is important to note that these statistics fail to capture people who are disconnected from the local economy and who have stopped searching for jobs.

Between July 2015 and July 2016, 29,500 new jobs were added in the East Bay. But, this job growth has not impacted all communities equally. According to the

Oakland's current **unemployment rate** has dropped to

6%

143,000 more jobs forecasted by **2020**

Among **Hispanic** and **Latinos**, the unemployment rate is

11.3%

29,500 **new jobs** were added in the East Bay from 2015—2016

Among **African Americans**, the unemployment rate is

20.2%

American Community Survey 2015 one year estimates, the unemployment rate among African Americans was 20.2 percent and Hispanic or Latinos it was 11.3 percent. The unemployment rate among communities of color during this period is in stark contrast to an unemployment rate of 6.3 percent among Whites.

While the current economic conditions in Oakland have improved since 2014, these racial disparities still persist. Increasing access to good jobs means also making sure access is equitable.

High Crime Rate

Between 2013 and 2015 Oakland had on average 84 murders per year. Although more of the shootings that occurred in 2015 were fatal, 2015 marks the third consecutive year of double-digit reductions in shootings in Oakland.[11] To put this 3-year trend into perspective, nearly 250 fewer Oakland residents were injured or killed by gun violence in 2015 than in 2012, and over 1,100 fewer people were victims of violent crime in 2015 than in 2012.[12] Despite progress, Oakland exceeds statewide and national trends for violent crime. Gun violence is of particular concern, with 341 reports of aggravated assaults with a firearm in 2015.

411 reported **shootings** in Oakland in 2014

2013 and 2014 had the **lowest** homicide numbers in more than a **decade**

250 fewer Oakland residents were injured or killed by gun violence in **2015** than in **2012**

Serious violence is most concentrated among individuals (mostly young men) 18 to 34 years old, and the highest percentage of victims and suspects are men between the ages of 18 and 24, followed by men between the ages of 25 and 34.

Violence is disproportionately concentrated in specific parts of the city, particularly in East and West Oakland. According to law enforcement data, the individuals engaged in a majority of the robberies throughout the city are the same as those engaged in violent crime in East and West Oakland. This geographic distribution correlates closely with the concentration of stressors that can increase the risk of violence like rates of arrest, crime incidence, food stamp participation rates, youth incarceration and probation rates, rates of violent suspensions, and chronic student absences.[13]

Insufficient Affordable Housing

Oakland is in the midst of a housing affordability crisis. Between 2012 and 2015, median market rate rental prices citywide increased substantially while the supply of housing decreased. The biggest changes occurred in rental rates for two-bedroom apartments, where market rate rents increased by 111 percent citywide while supply fell by 59 percent during this period. The second largest change in this period occurred in rental rates for one-bedroom apartments, where the rent increased by 76 percent while supply decreased by 13 percent.[14] Increases in market rate rental prices at this scale mean that residents will be forced to pay a larger percentage of their household income on rent.[15]

According to the Mayor's Housing Report, Oakland at Home,[16] the estimated shortfall of homes affordable to Extremely Low, Very Low, and Low Income renters in Oakland grew by an average of 1,035 homes per year from the 2000 U.S. Census and the 2008 to 2012 American Community Survey. There are over 26,000 severely cost-burdened, low-income renters and nearly

9,000 severely cost-burdened, low-income owners in Oakland—renters or owners paying over 50 percent of their household income on rent.

Furthermore, this housing crisis is disproportionately impacting low-income community and communities of color. African Americans represent 35 percent—17,125 households—of homeowners that are severely cost burdened. For renters, African Americans comprise 45 percent—11,645 households—of severely rent-burdened households.

Chronic Homelessness

Chronic homelessness is most commonly defined as a person experiencing homelessness for more than a year, or an unaccompanied individual with a disabling condition who has had at least four episodes of homelessness in the past three years.

While only

13%

of Alameda County's population is **African American**....

In **2015**, there were

4,040

individuals experiencing **homelessness** in Alameda County

...**African Americans** represent

54%

of the individuals experiencing

homelessness

Every two years Alameda County conducts a Point In Time Count (PITC) of persons experiencing homelessness on a single night in January. According to the 2015 PITC, there were an estimated 4,040 individuals experiencing homelessness in Alameda County.[17] While only 13 percent of Alameda County's population is African American, African Americans represent 54 percent of the individuals experiencing homelessness. According to the City's Department of Human Services, in the last PITC, on any given night in Oakland, there are 2,191 homeless people, and 63 percent of them (1,384) are unsheltered—living on the streets or in places not meant for habitation. While data is limited, that number appears to be growing as housing prices rise and traditional housing for very low income residents such as single-room occupancy hotels are being converted to other purposes.

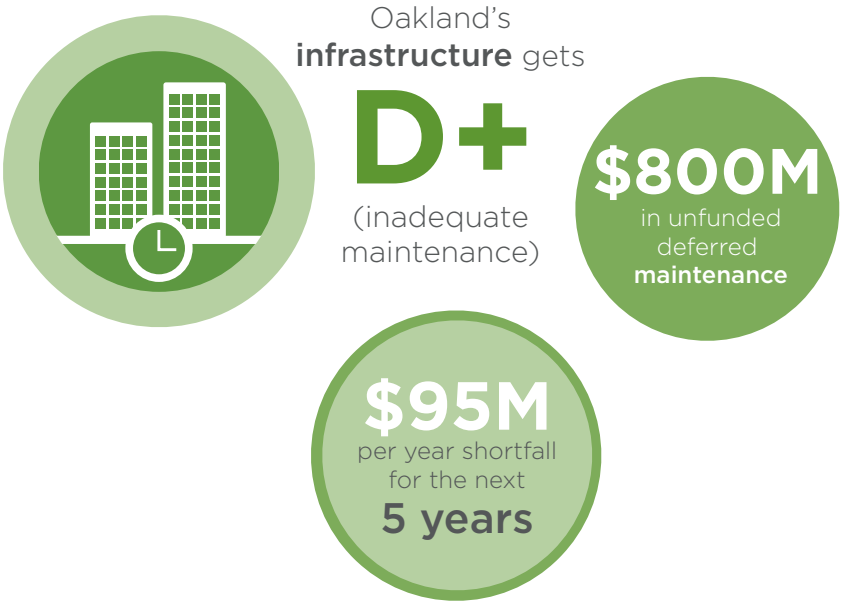
Oakland provides resources for rapid re-housing, including rent subsidies, case management, and services to address root causes of homelessness. However, the supply and access to affordable housing is severely limited. The City collaborates closely with housing and service providers as well as mainstream agencies in Alameda County and the Oakland Housing Authority on issues related to chronic homelessness, including winter-relief shelter efforts and housing subsidy programs for interim and permanent supportive housing. In order to provide adequate shelter for all residents, both appropriate locations and funding for additional winter shelter beds for the more difficult, colder months of the year are needed.

Trust in Government

While many American cities have seen a drop in crime this past decade, trust in local law enforcement is at the center of a national debate. Recent police misconduct in the Oakland Police Department and high crime rates have diminished trust in local police. As a result, the City government has tackled these issues by expanding its engagement efforts in recruiting a new police chief, releasing public safety data, and partnering with institutions like Stanford University to study and mitigate racial profiling. The City's holistic approach to community safety focuses on helping families thrive, neighborhoods becoming safer, and communities healing from trauma and restoring their trust in the police.

Additionally, ethical conduct among City staff and officials continues to be an important issue among the community. Residents at public meetings, the press, and a few public institutions have expressed concern around government transparency, including City compliance with open meeting policies or public records laws. In 2013, the Alameda County Grand Jury identified 29 instances in which City Council members interfered with the administrative functions of the City. In November 2014, the residents of Oakland voted to amend the City Charter in favor of increasing the Public Ethics Commission's strength, independence, and staffing. The City Council also approved the Government Ethics Act in December 2014 to provide a clear, comprehensive, and enforceable framework of ethics rules in Oakland.

Aging Infrastructure



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Limited City Resources

Despite prudent and conservative fiscal policies established since the last economic downturn and robust economic growth, over the long term, without intervention, the City's expenditures are projected to grow faster than revenues. The growth rate in revenues from taxes and fees is slower than the growth rate of personnel, utility, fuel, and other costs. Simultaneously, the City will require significant new investments in capital and services to maintain current infrastructure and quality of life. These trends, when coupled with limitations on the ability of local governments in California to generate new sources of revenue, create continual pressure to reduce government services or continue deferring capital investments. In times of economic downturn, these limitations can lead to dramatic reductions in government services at precisely the times those services are most needed by residents.

Droughts

California has historically experienced cyclical periods of extreme drought, including the present period which has lasted four years and is ongoing. These droughts lead to significant mandatory conservation requirements. A changing climate is expected to bring deeper, longer droughts and more days of extreme heat. During a drought, Oakland experiences higher water prices, decreased cooling options during extreme-heat days, loss of shade trees and plants and open space values, and higher risk of wildfires. Extreme heat disproportionately affects the health of vulnerable populations.

Sea Level Rise

Oakland is expected to experience **12–24** inches of **sea level rise** by **2050**

Oakland is expected to experience **36–66** inches of **sea level rise** by **2100**

As the elevation of San Francisco Bay rises in response to warming oceans and melting ice sheets, coastal floods will only increase in frequency and severity.[16] Low-lying coastal residential areas, the Port of Oakland, the former Oakland Army Base, and a variety of low-lying areas near the Coliseum, Oakland International Airport, and Interstate 880 are most at risk. According to the Bay Conservation and Development Commission, Oakland is expected to experience 12 to 24 inches of sea level rise by 2050 and 36 to 66 inches of sea level rise by the year 2100. Adapting to Rising Tides (ART) is a regional program addressing sea level rise risk in the San Francisco Bay Area. Within Oakland, the ART Subregional Pilot

Project estimated that 6,000 of Oakland's residents would be at risk from 16 inches of sea level rise, with 9,000 at risk from 55 inches of related flooding.[19]

Sea level rise will not impact all Oakland residents in the same way, as some are more vulnerable than others. Some communities lack access to preparedness information, transportation options, healthcare, and insurance, which increase their vulnerability to the adverse impacts of a flood event. Communities of color and low-income communities are over represented in the most vulnerable segments of the population.[20]

Adaptation to sea level rise may also impact Oakland residents in different ways. Adapting will require significant public investment. Without proactive consideration of environmental justice concerns, adaptation decisions about what is protected and how it is paid for may have a disproportionate impact on low-income neighborhoods and communities of color.[21]

Shocks

Many of the acute shocks facing Oakland are well known. Earthquakes and wildfires have severely damaged the City in the past. The effects of such shocks are exacerbated by long-term social stresses, such as violent crime and economic, health, and educational disparities outlined previously. Now, climate change threatens the City, with impacts that are felt as both discrete shocks (coastal floods and increased wildfire risks) and continual or periodic stresses (rising seas and droughts). As the climate warms, droughts, extreme-heat days, and large rain storms are expected to occur more frequently and with greater intensity. Oakland's vulnerable residents, including the elderly, children, and communities of color, may be at a disproportionate disadvantage to these increasing threats.

Earthquakes & Liquefaction

The **Hayward Fault** has a

31%

chance of producing a **large earthquake** within 30 years

Seven major fault systems capable of earthquakes of magnitude

6.7

or larger

Shaking from the **Hayward fault** could be

3 to 10

times **stronger** than the 1989 **Loma Prieta** earthquake

There are more than

22,000

apartment units in **soft-story buildings** in Oakland

In Northern California, seven major fault systems are considered capable of rupturing in earthquakes of magnitude 6.7 or larger.[22] The Hayward Fault, located at the base of the hills on the eastern edge of the City, has a 31 percent chance of producing such an earthquake within the next 30 years. An earthquake of this magnitude would cause significant damage in Oakland; shaking from the Hayward fault could be 3 to 10 times stronger than the shaking experienced in the 1989 Loma Prieta earthquake. Soft-story apartment buildings are particularly at risk; there are more than 22,000 apartment units in soft-story buildings in Oakland.[23] Earthquakes also cause liquefaction, a phenomenon in which soil loses its strength, stiffness, and ability to support buildings. The U.S. Geological Survey has mapped the likelihood of liquefaction of soils in Oakland in the event of a major earthquake along the Hayward Fault.[24] The flat-land areas of Oakland are at the highest risk, and these areas overlap with the locations of much of the critical transportation infrastructure and emergency operations facilities for the City. These areas are also home to many low-income and vulnerable residents.

Coastal (Bay) and Urban Floods

The intensity and frequency of precipitation events are expected to increase due to climate change.[25] The combination of higher tides due to sea level rise and larger storms with Oakland's aging stormwater drainage systems may lead to significant increases in both coastal and urban flooding and flood damage. Low-lying areas, such as the Coliseum and West Oakland neighborhood, are particularly vulnerable to coastal (Bay) and urban floods.[26] In December 2014, a combination of coastal and urban flooding closed roads, businesses, and schools throughout the City, impacting public safety, education, and Oakland's economy.

Wildfires

The Oakland Hills Firestorm of 1991 was the most destructive fire in State history.[27] Although wildfires may occur at any time of year and in any climate, the risk of fire increases greatly with increased drought and heat. California's future climate of frequent drought and higher heat leaves Oakland at extreme risk for wildfires.

External Economic Crises

The City of Oakland is part of the San Francisco Bay Area regional economy, which, like most local economies in the U.S., is prone to occasional recessions and contractions. The regional economy is particularly dependent on the technology and real estate sectors, which are prone to particularly dramatic boom-bust cycles. Given large income disparities and the City's revenue structure, these economic crises have a tendency to impact the most vulnerable residents while simultaneously reducing City resources to serve those residents. The City and region are also vulnerable to shocks related to international trade, travel, tourism, logistics, and manufacturing. Analysis from the National Bureau of Economic Research suggests that national economic contractions recur on approximately 7-year cycles.[28] During the prior economic recession, the City's discretionary revenues were reduced by nearly 12 percent, while the demands for City services dramatically increased.

OAKLAND'S YOUTH POET LAUREATE

What I've Learned Since Finding My Voice

By Azariah Cole-Shephard

Ms. Cole-Shephard is 18 years old and attends Charles W. Davidson College of Engineering at San José State University, where she majors in Electrical Engineering. She is a 2016 graduate of Lionel Wilson Preparatory Academy.

All lives didn't matter to you before black lives mattered to us.
Let's think back to why rosa sat on that bus
Why when we are in stores racism follows us
Why tamir was shot faster than the pen crossed the first T on the trust
Why sandra bland was my friend and I didn't even know her.
Why she was already dead and y'all didn't even have to shoot her.
Why her name goes unuttered when you claim you spitting truth.
Don't know why y'all refuse to invest in the futures of the youth beyond the school to prison pipeline and our successes don't fit your timeline but we still thrive

You see I will never be ready for the lynching that awaits me.
The day I say the revolution is now,
they will realize that we are coming
and there is no way out and they will kill me.
But this time not emotionally
no this time physically
but the one thing they can't touch is my spirituality
because the reality of it all is that...
Lynching won't kill my soul
even if it does snatch my last breath
and crush my vocal chords.

The legacy of the ancestors breathes through me
and I put their strength upon my back
Lifting one griot at a time
so I can remain steady...
in my work to liberate my people
and to deconstruct the noose
I am breaking down this institution,

but what will you do?

Photo by Ed Ritger

NEIGHBORHOOD RESILIENCE

[In]City is a summer program at University of California, Berkeley that introduces students to the study and practice of urban planning. The 2016 class project focused on applying an ethnographic methodology to investigate assets and vulnerability in four Oakland neighborhoods: Castlemont/Eastmont, Chinatown, Fruitvale, and Golden Gate. Each of these neighborhoods has different socio-economic characteristics, diverse community cultures, and unique challenges.

The student researchers used an interview-based approach and conducted 13 condensed and 6 in-depth interviews with community leaders, residents, and business owners representing 14 organizations. They also distributed an online survey. These methods demonstrated the need for a human-scale approach to resilience and led to insights on personal resilience and the different ways Oakland residents understand and experience resilience in their lives.

The following pages illustrate some of the key findings from the 2016 [In]City Project and are organized by the four neighborhoods studied. They provide the strategy with a small sense of how neighborhoods express resilience in Oakland, with a brief history of each neighborhood, a summary of assets and vulnerabilities, and direct quotes from residents, business owners, and community leaders.

Photo by Greg Linhares, City of Oakland

OAKLAND'S ROAD TO RESILIENCE
CASTLEMONT/EASTMONT

HISTORY OF OVERCOMING

From the 1950s through the present, **Castlemont** and **Eastmont** have struggled with limited city resources, gang violence, and drug use.

The community's perseverence is a testament to resident resilience, different in nature than that of other neighborhoods.

ASSETS

- Public Space
- Social Services

VULNERABILITIES

- Safety & Policing
- Wealth & Education Disparities

"**Crime**. Selling **drugs**. It's a big source of **income for youth**; it's a big source of income for anybody."

"We're not really worried about the climate... The weather is not an issue; **where I'm going to sleep** tomorrow night is."

"There are **80-year-old homeless grandmothers** living on the street."

"Get the city some **hope**."

"We need to **end the violence**."

"We need a better **relationship with the police**."

"**Resilience**, to me, is to make it through almost everything and **bounce back**."

"I live in **the ghetto** but the house across the street would **cost a million**."

Jasmine C. Humphries, Karen Limón Corrales, Nicole Manz, Patrick Pelegri-O'Day, Andrew Trillo
INCITY 2016 Instructors: Ginette Wessel, Rick Kos, Alison Ecker, Aaron Welch, Eric Anderson, Dave Koo

OAKLAND'S ROAD TO RESILIENCE
CHINATOWN

HISTORY OF COHESION

Since the mid-1800s, **Chinatown**'s organizations and churches have provided social services for residents when the city government neglected to do so.

Today Chinatown is a bustling cultural hub that provides authentic shops and essential services for Oakland's Asian communities.

ASSETS

- Culture & Community
- Public Space

VULNERABILITIES

- Lack of Investment
- Age & Language Disparities

"The **protests** that cut through here are **bad for business.**"

"The library's **patrons** are from all **throughout the Bay Area**."

"I think the new **minimum wage** is making it hard for **family businesses** to stay open."

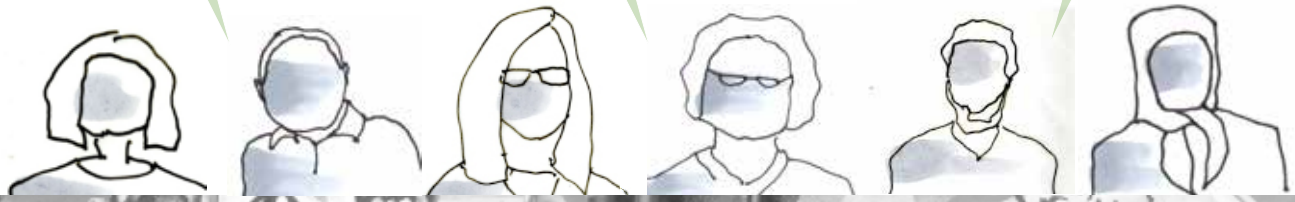
"The park located at the heart of Chinatown promotes **social activity** and **programming**."

"In the past two years there has been much **more graffiti** and many more **homeless encampments** under the freeway."

"I come here just for the **pork buns**!"

"Oakland's Chinatown **doesn't cater to tourists** the way San Francisco's does."

"**New immigrants** come straight to Chinatown to get **library cards** using their passports."



Jasmine C. Humphries, Karen Limón Corrales, Nicole Manz, Patrick Pelegri-O'Day, Andrew Trillo
INCITY 2016 Instructors: Ginette Wessel, Rick Kos, Alison Ecker, Aaron Welch, Eric Anderson, Dave Koo

OAKLAND'S ROAD TO RESILIENCE
FRUITVALE

HISTORY OF STRENGTH

Fruitvale's history of community building began in the 1960s, when the neighborhood was a hub of the Chicano Movement.

Though crime and police tension put strain on the neighborhood, Fruitvale's community pride and cohesion are evident in its many neighborhood celebrations.

ASSETS

- Culture & Community
- Economic Investment

VULNERABILITIES

- Health
- Safety & Policing

"I feel like they're trying to **push us all out** and **replace us** with new people to create this '**Resilient City**.'"

"I think it would be interesting to have ways for **people to be heard**, especially in **Spanish**."

"¡Necesitamos **más policia**, y **más vigilencia**!"

"We could use a **good bar** but then again, we **don't need** a good bar."

"My students tend to eat junk food and **affordable, unhealthy options.**"

"Folks aren't afraid to **hustle,** if you have to braid hair, **you braid hair .**"

"I always find a **sense of community** here… there's a **sense of ownership** as well."

"There's not a lot of **communication** between the **police** and the **community**."

Jasmine C. Humphries, Karen Limón Corrales, Nicole Manz, Patrick Pelegri-O'Day, Andrew Trillo
INCITY 2016 Instructors: Ginette Wessel, Rick Kos, Alison Ecker, Aaron Welch, Eric Anderson, Dave Koo

OAKLAND'S ROAD TO RESILIENCE
GOLDEN GATE

HISTORY OF TRANSITION

Golden Gate, nestled between Emeryville and West Berkeley, has been in a process of self-redefinition since its birth in the late 1800s.

An incredibly diverse and well-loved neighborhood, Golden Gate is negotiating multiple forces in its search for a stable identity.

ASSETS

- Organization & Resources
- Economic Investment

VULNERABILITIES

- Housing
- Crime

"The face of Golden Gate has **changed**."

"We know all of our **neighbors**."

"If I didn't have **rent control**, I wouldn't be able to live here anymore."

"When you pass by every day the block on which someone you knew was **murdered**, it **changes your neighborhood.**"

"We have a map of who will need the most help in case of a **natural disaster**."

"We are considered the **gentrifiers**."

"Twenty years ago there was **nothing here**."

"The neighborhood is **getting better** for **small business** owners."

Jasmine C. Humphries, Karen Limón Corrales, Nicole Manz, Patrick Pelegri-O'Day, Andrew Trillo
INCITY 2016 Instructors: Ginette Wessel, Rick Kos, Alison Ecker, Aaron Welch, Eric Anderson, Dave Koo

BUILD A MORE TRUSTWORTHY AND RESPONSIVE GOVERNMENT

A main principle of Resilient Oakland is approaching City work differently to better serve Oakland residents and businesses, while maximizing the benefits we provide them. To do so, we need to shift old paradigms and adopt new ways of doing the business of government.

The City of Oakland will focus on modernizing City processes by growing and supporting a culture of civic innovation built on data analysis, iterative processes, and human-centered service design. These methodologies ensure City programs and policies are designed around the needs and aspirations of Oakland residents, and are continuously optimized. Better data collection and analysis will foster improved evidence-based decision making. Human-centered, iterative design will help break down government silos, ensure that services are understandable and easy to use, and promote continuous process refinement to serve Oaklanders more effectively.

To achieve a more trustworthy and responsive government, we also need to empower our "entrepreneurial bureaucrats" to think outside the box while collaborating closely with community stakeholders. The City of Oakland boasts a passionate and mission-driven staff. Resilient Oakland engaged staff from nearly all City departments, led by a team of doers and innovators, to address interdisciplinary issues. To deepen resilience in their own work, City staff developed the following guiding principles during this process:

> "We believe that success will come from the freedom to try new things in a culture that is not guided by apprehension, but rather allows us to pursue new opportunities and partnerships in nimble, flexible ways. Our work must be multidisciplinary and multilevel, engaging all facets of our organization working across agencies. We must accept and harness changes that are inevitable. We will use change as an opportunity to creatively adapt and better serve all residents. We will be responsive to the community and engage in two-way dialogue, which includes setting honest expectations and following through on commitments."

These principles provide a framework to move the City forward faster, in a more collaborative way, so we can tackle our resilience challenges quickly and more effectively.

Photo by Greg Linhares, City of Oakland

BUILD A MORE TRUSTWORTHY AND RESPONSIVE GOVERNMENT

GOAL: DESIGN EQUITABLE AND MEASURABLE COMMUNITY ENGAGEMENT

The City of Oakland will strengthen local democracy and governance by working on developing an inclusive, collaborative, and effective relationship built on trust between residents and government.

Action: Develop principles for community engagement in Oakland

Action: Pursue Partners for Places Equity Pilot to support ongoing collaborative engagement

Action: Improve use of metrics to promote equitable outcomes

GOAL: CREATE MORE OPPORTUNITIES FOR COLLABORATIVE GOVERNMENT

The City of Oakland will foster an enterprise-wide movement towards continuous learning and improvement by developing repeatable, collaborative processes that transform the institution at its core, while leveraging regional resources for the benefit of Oakland residents.

Action: Open a Civic Design Lab for problem solving across City departments in collaboration with partners

Action: Implement integrated actions through Resilience Delivery Teams

Action: Strengthen regional resilience through partnerships, programs, and pilots

Action: Design a digital service center focused on public needs

GOAL: APPLY DATA-DRIVEN PRINCIPLES TO INFORM DECISION-MAKING

The City of Oakland will work on transforming City government to a high-performing, continually improving, data-informed organization.

Action: Measure performance to improve the City's resilience decision-making

Action: Identify Key Performance Indicators for digital services, such as the Rent Adjustment Program

GOAL: ENGAGE YOUTH IN SHAPING OAKLAND'S FUTURE

The City of Oakland will engage youth to ensure they benefit from and shape the change and resilience they want to see in their communities.

Action: Launch Y-PLAN Resiliency Challenge to support engagement with Oakland youth

Action: Grow and support resilience internships through the Mayor's Classrooms2Careers Program

Action: Educate Oakland youth about resilience issues and the future of Oakland through arts and storytelling

FLAGSHIP ACTION

GOAL: DESIGN EQUITABLE AND MEASURABLE COMMUNITY ENGAGEMENT

DEVELOP PRINCIPLES FOR COMMUNITY ENGAGEMENT IN OAKLAND

Description

The City of Oakland in partnership with Rebuild by Design, West Oakland Environmental Indicators Project, and Streetwyze is developing new principles for community engagement to identify and address the needs of residents and communities. These principles are being developed through a collaborative process with City staff and community leaders in a series of workshops that examine the range of engagement strategies used, evaluate their effectiveness and limitations, and incorporate community-relevant metrics and benchmarks to measure the outcomes of community outreach and engagement tools and practices.

These workshops are being developed using a co-designed engagement process that will give the City the tools and relationships it needs to conduct better outreach, lead to an improved understanding of how the City can conduct more effective engagement in person and online, identify oppor-

Photo by Ayushi Ray, City of Oakland

tunities and practices to include the community in the decision-making process, and establish applicable frameworks for discrete issues that can be iterated and replicated.

The four-workshop series is being co-designed and co-led by City staff and community partners, to focus on the following:

Workshop 1: Create a collective understanding of successful and unsuccessful engagement methods

Workshop 2: Understand common themes and create engagement principles

Workshop 3: Co-design an engagement strategy around an upcoming City project

Workshop 4: Evaluate and iterate the engagement strategy

The City of Oakland seeks to shift from a traditional, top-down "input and feedback" model of community engagement to a collaborative, problem-solving process through which residents are partners in making policy and implementing programs that address their needs. Applying community-identified principles of engagement and collaborative problem solving will cultivate trust among and between community and City staff. The principles can be applied to future offline and online engagement efforts, improve the relevance and effectiveness of City policies, and enable more responsive government.

Benefits to Oakland Residents

- Expands and deepens community engagement—already underway in various efforts throughout the City of Oakland—in terms of resiliency, climate action, land use, transportation, economic development, housing, public spaces, cultural arts, and social equity.
- Supports workshops/trainings that help develop a framework for equitable engagement among City staff and equitable action plans between the City and the community.
- Builds civic capacity by using both digital and in-person community engagement tools, such as surveys or participatory budgeting.

Ultimately, the goal is to better answer the question: *How can we most smoothly create a positive feedback loop between community input and service delivery, particularly in communities that are traditionally less engaged than others?*

Lead: City Administrator's Office

Partners: Rebuild By Design, West Oakland Environmental Indicators Project, Streetwyze

Timeframe: Fall 2016

Related goals: Create more opportunities for collaborative government; Engage youth in shaping the future of Oakland; Promote safe and healthy neighborhoods.

Challenges Addressed:

GOAL: DESIGN EQUITABLE AND MEASURABLE COMMUNITY ENGAGEMENT

PURSUE PARTNERS FOR PLACES EQUITY PILOT GRANT TO SUPPORT ONGOING COLLABORATIVE ENGAGEMENT

Description

The City of Oakland is a member of the Urban Sustainability Directors' Network, which supports local sustainability and resilience efforts through networking, training, information sharing, and funding. The Partners for Places Equity Pilot grant (P4P-E) is a competitive funding opportunity designed to bolster collaboration between municipal sustainability staff and community leaders, and to increase equity throughout communities. The City and its community partners, though the Oakland Climate Action Coalition, have successfully won P4P-E grants in the past.

Benefits to Oakland Residents

- Will have the potential to not only mitigate the effects of climate change, but to also reduce pollution, improve public health and well-being, create local jobs, and reduce living expenses. These impacts are of utmost importance to many communities in Oakland: those most exposed to pollution from vehicular traffic or industrial waste, those paying a higher portion of their wages for electricity and gas, those in need of stable jobs, and many other disadvantaged communities.
- Benefits disadvantaged communities, respond to environmental justice needs, and build on local strengths.

Lead: City of Oakland Public Works Department

Photo by Greg Linhares, City of Oakland

Partners: Oakland Climate Action Coalition and other community organizations

Timeframe: Near-term (1 to 2 years)

Funding: Funding needed

Related goals: Create more opportunities for collaborative government; Promote safe and healthy neighborhoods; Apply data-driven principles to inform decision-making; Maximize the impact of collective infrastructure investment; Provide urban greening for neighborhoods most in need.

Challenges Addressed:

IMPROVE USE OF METRICS TO PROMOTE EQUITABLE OUTCOMES

Description

The City will explore working with the Equality Indicators Project (EIP) to develop a framework to promote equitable outcomes for Oakland residents. This framework could include collecting key metrics that can be used to track progress in improving outcomes for Oakland's most vulnerable residents. These metrics could include data across priority domains, such as Economy, Education, Health, Housing, Justice, and Services. EIP could then help the City establish baseline metrics and track changes annually. The City would be able to use data to understand which policies and programs are most effective in improving outcomes for disadvantaged Oakland residents and should therefore be expanded, and where new initiatives are most needed.

Benefits to Oakland Residents

- Helps the City identify and prioritize the areas in which the City's efforts to tackle inequity have been successful and where additional initiatives are needed to address inequalities among specific disadvantaged populations.

Lead: City Administrator's Office

Partners: Institute for State and Local Governance at the City University of New York, Rockefeller Foundation, 100 Resilient Cities

Timeframe: Near-term (1 to 2 years)

Funding: Rockefeller Foundation

Related goals: Promote safe and healthy neighborhoods; Increase economic security.

Challenges Addressed:

Photo by AECOM

GOAL: CREATE MORE OPPORTUNITIES FOR COLLABORATIVE GOVERNMENT

OPEN A CIVIC DESIGN LAB FOR PROBLEM SOLVING ACROSS CITY DEPARTMENTS AND IN COLLABORATION WITH PARTNERS

Description

The City of Oakland will launch the Civic Design Lab (CDL) on the 9th floor of City Hall, where resilience, digital services, and the arts converge. CDL will be a space for government innovation based on human-centered design. Human-centered design is a creative approach to problem solving that focuses on involving the community in creating solutions tailored specifically to their needs. CDL will bring individuals and teams from multiple departments together, including Resilience Delivery Teams, to engage in the following activities:

- Public Feedback Sessions (i.e., user testing). CDL will invite the public into the space to give the City feedback about tools, programs, and processes.
- Project-Based Fellowship. CDL will host City employees to engage in project-based work and frame the right questions for collaborative solution making.
- Workshops or "Labs" for City staff. Labs will be designed to enable City staff to better build and implement digital services focused on user research, process design, and content development.
- Engagement Events. As a gathering place, CDL will be used to host small public events to foster engagement, convene like-minded innovators and technologists, and train City residents on how to access government services using online tools, foster engagement, and train residents on how to access government services using online tools.

Benefits to Oakland Residents:

- Cultivates meaningful engagement and trust among and between community and City staff by creating a space of facilitated conversations and continuous learning.
- Improves the public experience with government services.
- Deepens internal capacity building for problem solving and collective engagement.
- Increases collaboration throughout City Departments and increases efficiencies.
- Strengthens relationships between public servants and community members.

Lead: City Administrator's Office

Partners: California College of the Arts, frog design inc., Code for America, Open Architecture Collaborative, blink!LAB, Courtenay Skott

Timeframe: Fall 2016

Funding: Open Architecture Collaborative, blink!LAB, Courtenay Skott

Related goals: Design equitable and measurable community engagement; Apply data-driven principles to inform decision-making.

Challenges Addressed:

Photo by Ethan Guy, City of Oakland, Graphic adapted from Legal Design Lab

1 DISCOVER

What is the landscape?
Understand the challenge, the situation and the stakeholders.

2 SYNTHESIZE

What is your mission?
Define and map the users and problem statement you'll be designing for.

3 BUILD

What ideas may work?
Generate possible solutions for the problem and prototype them.

4 TEST

Are the ideas worthwhile?
Test promising possible solutions with your users and in live situations.

5 EVOLVE

How to move forward?
Process the feedback, edit your prototypes, and vet them.

GOAL: CREATE MORE OPPORTUNITIES FOR COLLABORATIVE GOVERNMENT

IMPLEMENT INTEGRATED ACTIONS THROUGH RESILIENCE DELIVERY TEAMS

Description

The City will set up "Resilience Delivery Teams," internal working groups that will ensure coordination and accountability in resilience strategy refinement and implementing innovative solutions. These teams will be interdepartmental, with members from relevant agencies, and can include community stakeholders. Resilience Delivery Teams will be responsible for direct implementation, working with senior staff, City units, and departments, but will remain outside the regular organizational hierarchy. These teams will be uniquely positioned to coordinate across departments and functions, leveraging City talent and commitment to achieve concrete results.

For example, with regards to implementing the green infrastructure plan, the Resilience Delivery Team will leverage interagency partnerships with Public Works, Transportation, and Planning & Building to develop:

- A plan of action that is anchored in evidence;
- A clear path to successful implementation of the plan;
- The ability to track progress and jointly solve problems along the way;
- An annual report or data dashboard on progress; and
- An in-depth review that offers opportunities for the Resilience Delivery Team to carefully examine what has been achieved and what may need to change.

Photo by Greg Linhares, City of Oakland

Benefits to Oakland Residents

- Expands the City of Oakland's capacity to address resilience challenges and implement timely solutions.

Lead: City Administrator's Office, Chief Resilience Officer

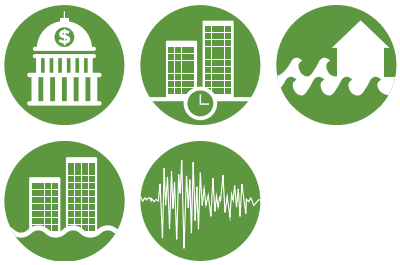
Partners: Various City departments

Timeframe: Winter 2016

Funding: N/A

Related goals: All

Challenges Addressed:



STRENGTHEN REGIONAL RESILIENCE THROUGH INNOVATIVE PARTNERSHIPS, PROGRAMS, AND PILOTS

Description

The City of Oakland will participate in regional resilience partnerships with organizations including the Bay Area Regional Collective (BARC), Coastal Hazards Adaptation Resiliency Group (CHARG), and SuperPublic. BARC, with support from a Caltrans Regional Planning Grant, will coordinate planning efforts to ensure the Bay Area transportation system is more resilient to increased flooding and sea level rise, while also improving the safety and sustainability of our communities, particularly our most vulnerable and disadvantaged communities.

The City will also participate in regional pilots and programs. For example, the City of Oakland serves on the executive board of the Bay Area Resilient by Design challenge, a unique nine-county pilot to co-create a vision for vibrant climate adaptation along our shoreline as the rate of sea level rise, extreme storms, and urban flooding accelerates.

Benefits to Oakland Residents:

- Leads to more creative, effective, and efficient approaches to addressing resilience challenges.
- Creates more opportunities for Oakland residents and community organizations to assess the potential risks and consequences, and observe, support, and participate in resilience efforts.

Lead: Chief Resilience Officer

Partners: Regional partners, such as BARC, CHARG and SuperPublic. Bay

Area Resilient by Design Challenge, Bay Conservation Development Commission, City and County of San Francisco, City of Berkeley, City of Richmond, City of San Jose

Timeframe: Ongoing

Funding: N/A

Related goals: Design equitable and measurable community engagement; Maximize value of collective infrastructure investments; Reduce current and future climate and seismic risk; Increase affordable housing stock; Promote safe and healthy neighborhoods.

Challenges Addressed:

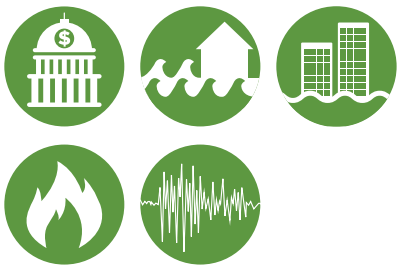


Photo by Greg Linhares, City of Oakland

GOAL: CREATE MORE OPPORTUNITIES FOR COLLABORATIVE GOVERNMENT

DESIGN A DIGITAL SERVICE CENTER FOCUSED ON PUBLIC NEEDS

Description

The City of Oakland, in partnership with Code for America, has developed a foundational approach to digital service delivery. The main website aims to centralize and restructure digital communications and service delivery by implementing a more user-centric narrative that ties together information, service applications, and City data to inform and engage members of the Oakland community. The goal: to convey simplicity, trust and equity to the public in our visual and written communications. The digital services strategy will be used to establish a baseline of user research, visual design standards, and a content strategy that improves the way we deliver information and services online.

Benefits to Oakland Residents:

- Makes information more accessible.
- Delivers information equitably to residents on both sides of the digital divide, regardless of device model/age or preference for mobile or desktop tools.
- The design will be clean and easy to read, using plain language so it is both readable and easy to translate into multiple languages.
- Residents are more likely to find the information they need and trust the information they find, creating a more collaborative relationship between City government and the people we serve.

Photo by Ethan Guy, City of Oakland

Lead: City Administrator's Office

Partners: Code for America

Rollout Timeframe: Winter 2017

Funding: Phases I and II funded; ongoing funding needed

Related goals: Apply data-driven principles to inform decision making; Design measurable and equitable community engagement; Maximize value of collective infrastructure investment.

Challenges Addressed:

MEASURE PERFORMANCE TO IMPROVE THE CITY'S RESILIENCE DECISION-MAKING

Description

The City of Oakland will seek to couple its Open Data Policy with a Data Governance Plan to increase data accessibility and centralize information. The City of Oakland, with pro bono support from Data Eaters (a team of data analysts), researched current database integrities and discrepancies, as well as principles of data analysis methods used in the field of resilience building. This research revealed the need for a Data Governance Plan to assist in the development and maturity of data programs, including systems that reside on City-owned servers managed by Information Technology Division staff, as well as systems hosted by external entities.

Oakland's Data Governance Plan aims to:

- Enable better decision making;
- Reduce operational friction;
- Protect the needs of data stakeholders;
- Train management and staff to adopt common approaches to data issues;
- Build standard, repeatable processes;
- Reduce costs and increase effectiveness through coordination of efforts; and
- Ensure transparency of processes.

Benefits to Oakland Residents:

- Increased awareness of the data programs and the type of data collected.
- Improved data system documentation that accurately captures the extent and type of data collected.
- Improvements in data consistency and quality.
- Clear set of definitions, policies, and procedures designed to streamline the management of the data systems and address redundant and inconsistent data.

Lead: City Administrator's Office

Partners: Data Eaters

Timeframe: Spring 2017

Funding: Pro bono support from Data Eaters

Related goals: Design equitable and measurable community engagement; Increase economic security; Reduce current future climate and seismic risks; Provide urban greening for neighborhoods most in need; Maximize value of collective infrastructure investments

Challenges Addressed:

GOAL: APPLY DATA-DRIVEN PRINCIPLES TO INFORM DECISION-MAKING

IDENTIFY KEY PERFORMANCE INDICATORS FOR DIGITAL SERVICES, SUCH AS THE RENT ADJUSTMENT PROGRAM

Description

Measuring performance is key to meeting service delivery goals. For instance, as part of the digital work supporting the Rent Adjustment Program, we will start to create a performance framework (e.g., guidelines that outline the service's objectives and explain what data our team should gather to meet them); estimate the number of people you expect to use the service; determine the analytics tools already in use and whether they are suitable for the type and volume of data we're expecting; determine where existing data is kept and how to access it, aggregate it, and make it usable to measure our Key Performance Indicators (KPIs).

By identifying a KPI for the digital service improvement for the Rent Adjustment Program, we seek to ensure that:

- The service is meeting residents' needs;
- The service allows residents to easily complete the task;
- There are enough people using the service to make it cost-efficient; and
- People know about the service and choose to use it.

Photo by Ethan Guy, City of Oakland

Benefits to Oakland Residents:

- Helps to ensure City services are meeting residents' needs.

Lead: City Administrator's Office, Chief Resilience Officer

Partners: TBD

Timeframe: Spring 2017

Funding: N/A

Related goals: Use data to drive decisions

Challenges Addressed:

LAUNCH Y-PLAN RESILIENCY CHALLENGE TO SUPPORT ENGAGEMENT WITH OAKLAND YOUTH

Description

The City will launch the Youth–Plan, Learn, Act, Now! (Y-PLAN) initiative to partner with schools to engage students in research, data collection and analysis so our youth can prepare and present recommendations for healthier, more equitable, and more joyful cities to their city leaders. Given the disparate impacts of climate change, such as the impacts of sea level rise on communities of color, and the unequal distribution of climate risk throughout our communities, the City will implement the Y-PLAN, an award-winning initiative from UC Berkeley's Center for Cities + Schools that empowers young people to tackle real-world problems in their communities through project-based civic learning experiences. As an essential component in the Oakland Resilience Challenge, Oakland is asking students to work with their Oakland public high school classes to answer the question: "What can the City of Oakland do to make targeted sites more socially and physically resilient to sea level rise?"

Benefits to Oakland Residents:

- Help youth develop their critical thinking, communication, collaboration, and creativity skills as they gain understanding and awareness of the issues surrounding both physical and personal resilience to sea level rise.
- Empower the students to work alongside the City to contribute important and tangible improvements in the lives of people in their community.

Lead: Y-PLAN, UC Berkeley's Center for Cities + Schools

Partners: Chief Resilience Officer; Oakland Unified School District, students from Environmental Sciences and African American Male Achievement Initiative classes at an Oakland public high school

Timeframe: Spring 2017

Funding: Haas Fund, The California Endowment

Related goals: Create more opportunities for collaborative government; Design equitable and measurable community engagement; Reduce current and future climate and seismic risks

Challenges Addressed:

Photo by Greg Linhares, City of Oakland

Photo by Shirl Buss

Case Study: Y-PLAN Japan TOMODACHI Softbank Youth Leadership Program at UC Berkeley's Center for Cities + Schools

The Center for Cities + Schools at UC Berkeley hosted a series of events to celebrate the 5-year anniversary and 700+ participants of the Y-PLAN Japan TOMODACHI Softbank Youth Leadership program.This leadership program, funded by SoftBank, is part of a larger effort in Japan and the US-Japan Council to strengthen cultural and economic ties between the two countries after the March 2011 triple disaster in Japan (earthquake, tsunami, and nuclear accident). Since the onset of the program, students from the Tohoku region affected by the events of March 2011 are selected each year to participate and focus on an urban planning and community development class.

For the 2016 summer program, the students focused on analyses and proposals for revitalization and disaster preparedness of Oakland's Howard Terminal along the waterfront. In support of this effort, Chief Resilience Officer Kiran Jain participated alongside other local professionals in a final student project panel and discussion to provide feedback, exchange ideas, and learn from the Tohoku student's experiences on resilience from the events of March 2011. Student proposals ranged from visions of a more connected Oakland to the ways in which technology could empower local culture, community centers, and place-making.

GROW AND SUPPORT RESILIENCE INTERNSHIPS AND APPRENTICESHIPS THROUGH THE MAYOR'S NEW CLASSROOMS2CAREERS PROGRAM

Description

Oakland will launch a Classrooms2Careers Program (formerly known as the Mayor's Summer Job Program) that combines a career-oriented academic curriculum, relevant work experience, and student financial assistance in a year-round program. Equity in resilience also means exposing and preparing Oakland's diverse youth for careers and apprenticeships in resilience. Classrooms2Careers will:

- Provide the flexibility students need to acquire the knowledge and skills and earn a living at the same time;
- Teach students the work ethic and communications skills needed to make the transition into the workforce; and
- Give employers that participate in the program the edge they need to find qualified job candidates.

Classrooms2Careers Program will launch at the National Linked Learning Conference in January 2017. Oakland will explore creating and launching a "Hire a Youth" campaign for businesses highlighting how we are working to better prepare talent for the businesses in Oakland. Oakland will also set a baseline by identifying how many work-eligible youth are in Oakland, then set goals and targets prioritizing young men and women of color, and consider out-of-school youth.

Benefits to Oakland Residents:

- Invests in Oakland youth, preparing them for college, community college, and/or a variety of professional careers in resilience and sustainability.
- Offers meaningful opportunities for Oakland youth to gain real-world skills and experience, such as data analytics, GIS mapping, and planning related to complex problem solving.
- Connects Oakland youth with industry professionals to prepare them for the future.
- Increases local talent pipeline for local jobs.

Lead: Office of the Mayor, Chief Resilience Officer

Partners: Oakland Unified School District, Oakland Thrives

Timeframe: Winter 2017

Funding: Corporate sponsorships and other funding sources

Related goals: Increase economic security; Create more opportunities for collaborative government

Challenges Addressed:

GOAL: ENGAGE YOUTH IN SHAPING THE FUTURE OF OAKLAND

EDUCATE OAKLAND YOUTH ABOUT RESILIENCE ISSUES AND THE FUTURE OF OAKLAND THROUGH ARTS AND STORYTELLING

Description

Combining science, technology, engineering, arts and math with creative storytelling, we will launch the Resilient Oakland coloring book and future city design challenges to empower Oakland youth to learn about community and physical resiliency. The purpose is for youth to discover what they can do to become the architects of their own futures. The Resilient Oakland coloring book aims to grow connections and resilience planning between and among residents of all ages, languages, cultures, and perspectives. Each chapter is comprised of snapshots in time from Oakland's past, present, and future so people can connect on local history, envision present projects, and understand that what we imagine can become a vibrant, sustainable reality when we work together to create connected communities.

Benefits to Oakland Residents:

- Empowers Oakland youth to imagine, describe, and illustrate what they want and need to do to recover quickly from adversity, and have an impact in creating safer neighborhoods and prosperous communities.

Lead: Vision Architecture, Inc., Chief Resilience Officer

Partners: 100 Resilient Cities

Timeframe: Fall 2016

Funding: Pro bono support by Vision Architecture, Inc.; funding by 100RC; ongoing funding needed

Related goals: Design equitable and measurable community engagement; Create more opportunities for collaborative government; Promote safe and healthy neighborhoods

Challenges Addressed:

Photo by Doug Oakley, volunteer

Photo by Morgan Bellinger of Move Photography

STAY ROOTED AND THRIVE IN OUR TOWN

The 'secret sauce' of Oakland is rooted in our people and the 75 neighborhoods they shape. The City is one of the most diverse major cities in the nation, with significant representation from Hispanic and Latino, Asian, and African American residents, as well as one of the country's largest lesbian, gay, bisexual, transgender, and queer (LGBTQ) communities.[29]

Diversity is also a source of economic vitality for many Oakland businesses. Small businesses represent the foundation of Oakland's local economy, with 90 percent of businesses in Oakland employing less than 20 people. These businesses face challenges, such as rising commercial rents, increasing gentrification, and recent overall economic stagnation. Given that many of the City's small businesses are also located in low-income, minority-based neighborhoods, protecting the viability of these businesses is also a matter of equity and social justice.

On the housing side, a majority of Oakland's housing stock is in older, pre-World War II buildings. Property owners with limited means, especially seniors and households still recovering from the economic recession, experience difficulty supporting home repairs, property taxes, and insurance. Oakland's neighborhoods that continue to be hardest hit by foreclosures are in low- to moderate-income flatland neighborhoods, including those with historically high rates of African American homeownership. These same neighborhoods are also disproportionately impacted by vacant and abandoned properties, which attract vandalism and dumping, drain City resources, decrease tax revenues, and depress both property values and community vitality. At the same time, Oakland is experiencing an unprecedented need for new affordable housing.

Economic and housing security is key to a thriving town that protects our diversity. Oakland will build and finance affordable housing to support long-term residents' ability to stay and accommodate our growing population. Oakland will enhance the quality of life in its neighborhoods through cross-cutting and integrated initiatives that improve safety, health, and the economic assets and security of its low-income residents and people of color, so that they are not only able to weather shocks and stresses, but with quality housing, educational opportunities, and jobs. Oakland will also explore 21st century business models, such as the 'circular economy,' that support restorative and regenerative businesses by design.

"The diversity of Oakland's entrepreneurs as well as their business ideas is pretty breathtaking."

"We are fierce localists here in Oakland. That means we care about where we buy our things."

"Oakland is the heart and soul of the sustainable economy movement."

"Oakland is the hottest residential real estate market in the Bay Area right now."

"Oakland is a melting pot, but it won't continue to be if rent keeps rising and long-term residents continue to leave."

Photo by Greg Lindares, courtesy Oakland

GOAL: INCREASE ECONOMIC SECURITY

Oakland will enable all residents to be economically secure, build wealth, and achieve their full potential, regardless of race or means. Oakland seeks to build a model of responsible economic growth and business attraction, in concert with a commitment to building economic security, especially for those who have historically had limited access to opportunity.

Action: Support asset building for low-income parents and children through Oakland Promise College Savings Initiatives

Action: Create pathways to career success for young men and women of color

Action: Design a suite of inclusive economic development services to help entrepreneurs of color gain equal footing in Oakland's economy

Action: Align economic resilience goals with the Oakland Thrives wealth impact table

GOAL: PROMOTE SAFE AND HEALTHY NEIGHBORHOODS

Oakland's neighborhoods will be made safer through implementating programs that improve the health, well-being, and safety of our families. The City's holistic approach to community safety focuses on helping families thrive, neighborhoods becoming safer, and communities healing from trauma and restoring their trust in the police.

Action: Redesign digital service for Oakland's Rent Adjustment Program to mitigate displacement

Action: Implement the 2016 Oakland Comprehensive Community Safety Plan

Action: Promote resilience and equity for Oakland's high-risk youth and adults most affected by trauma and violence

Action: Advance the health and well-being of Oakland youth and families

Action: Launch Neighbors Helping Neighbors initiative to expand the reach of emergency preparedness and response training in underserved neighborhoods

GOAL: INCREASE AFFORDABLE HOUSING STOCK

As the regional economy has boomed, Oakland's housing stock has not kept pace with the number of people who want to live in Oakland. As a result, home prices and rents have become out of reach for many of Oakland's long-time residents. Oakland will seek to improve access to affordable housing by creating new affordable homes.

Action: Provide gap financing for affordable housing in transit-accessible neighborhoods

Action: Acquire and rehabilitate vacant, abandoned and blighted properties into green, healthy, and permanently affordable homes

GOAL: INCREASE ECONOMIC SECURITY

SUPPORT ASSET BUILDING FOR LOW-INCOME PARENTS AND CHILDREN THROUGH OAKLAND PROMISE COLLEGE SAVINGS INITIATIVES

Description

Our vision is that all children of Oakland graduate high school with the expectation, resources, and skills to complete college and succeed in the career of their choice. Oakland Promise is an innovative and comprehensive initiative launched in January 2016. Two programs of the Oakland Promise, Brilliant Baby and Kindergarten to College (K2C), will establish college savings accounts and an early expectation of academic and college success for young children. Brilliant Baby is beginning as a three-year demonstration project, that will open college savings accounts seeded with $500 for 1,500 of Oakland's most economically vulnerable and under-resourced families. Parents will be recruited to also participate in a program of financial coaching and parenting support designed to reduce stressors in the household and promote effective early parenting.

(K2C) is being launched in partnership with Oakland Unified School District with the goal of creating a college-going culture in our public schools and within our children beginning in elementary school. A cornerstone of the K2C program is establishing a college savings account seeded with $100 for each child as they enroll in kindergarten, with the common experience of owning a college savings account as a concrete tool for each child and family in the process. Parents will also be encouraged to begin saving their own funds towards their child's college.

Benefits to Oakland Residents

- Improves the early childhood development outcomes for infants, economic well-being of families and academic success of children.
- Increases opportunities for individuals and families of color to build wealth through college savings and access to a college education.
- Supports neighborhood stability as youth and families gain more wealth-building opportunities.

Lead: Office of the Mayor, Director of Education, Project Director for Oakland Promise College Savings Initiatives

Partners: City of Oakland, Oakland Unified School District, Alameda County Department of Public Health, UCSF Benioff Children's Hospital, Early Head Start Providers: City of Oakland, Brighter Beginnings, the Unity Council

Timeframe: Anticipate program launch early 2017

Funding: City of Oakland, philanthropy, corporate sponsorships

Related goals: Engage youth in shaping Oakland's future; Promote safe and healthy neighborhoods.

Challenges Addressed:

CREATE PATHWAYS TO CAREER SUCCESS FOR YOUNG MEN AND WOMEN OF COLOR

Description

Oakland will advance the My Brother's Keeper Local Action Plan, a coordinated national initiative launched by the White House to improve long-term outcomes of men and boys of color. The Local Action Plan provides strategies to help ensure children enter kindergarten ready to learn, all students graduate from high school ready for college and career, and students have access to higher education or job training.

As part of Oakland Promise, Oakland will launch Future Centers, which are college and career hubs on middle-school and high-school campuses. Future Centers will provide support to these students to develop college and career plans. Future Centers will also help connect students with financial aid, scholarships, and internships.

The Classroom2Careers program will also offer meaningful opportunities for Oakland youth to gain real-world internship experience. Further, the City is developing a strategy for an inclusive technology ecosystem referred to as 'tech-quity' that paves the path for preparing Oaklanders for entrepreneurial and employment opportunities within the technology industry.

Benefits to Oakland Residents

- Increases access to quality educational and career opportunities for Oakland youth.
- Increases opportunities for individuals and families of color to build wealth through quality careers.

- Supports neighborhood stability as youth and families gain more wealth-building opportunities.

Lead: Office of the Mayor, City of Oakland Director of Equity and Strategic Partnerships, City of Oakland Economic and Workforce Development Office

Partners: East Bay Community Foundation, Oakland Unified School District, local colleges and universities, local employers, Urban Strategies Council, PolicyLink, Bay Area Council, Oakland Thrives

Launch Timeframe: Fall 2016

Related goals: Engage youth in shaping Oakland's future; Promote safe and healthy neighborhoods.

Challenges Addressed:

Photo by Greg Linhares, City of Oakland

GOAL: INCREASE ECONOMIC SECURITY

DESIGN A SUITE OF INCLUSIVE ECONOMIC DEVELOPMENT SERVICES TO HELP ENTREPRENEURS OF COLOR GAIN EQUAL FOOTING IN OAKLAND'S ECONOMY

Description

The City will expand programs to benefit lower-income and minority entrepreneurs, including the Kiva loan program and an Online Business Portal (December 2016), to help small business start, scale their operations and increase jobs. Comparable community efforts include the one-stop center. These efforts should be integrated into an inclusive suite of services that help local businesses to expand, including referrals to service providers, location assistance, mentoring, and hiring assistance. In the 2012 U.S. Census survey of business owners, 51 percent of Oakland businesses are owned by people of color, but they generally have lower sales and fewer employees than white-owned businesses.

Under the Kiva Oakland partnership, over the next three years, Kiva will:

- Fund over 600 entrepreneurs endorsed by over 50 Trustees;
- Generate $3M of loan volume by Year 3;
- Generate $6M in incremental economic impact;
- Maintain repayment rate of over 90 percent; and
- Establish over 20,000 connections between borrowers and lenders; many local lenders will become customers.
- Launch OakTEN (Tech Entrepreneurs Network) with the Kapor Center for Social Impact and DevLabs to support entrepreneurs of color by reducing the time and costs associated with starting a business.

Benefits to Oakland Residents

- Creates a diverse and thriving job base that supports communities of color.
- Builds assets for communities of color.

Lead: Office of the Mayor, Department of Economic & Workforce Development

Partners: Kiva U.S., Oakland Emerging 100 Initiative

Timeframe: Winter 2017

Funding: Philanthropy, savings from prioritizing and leveraging resources

Related goals: Apply data driven principles in decision-making; Promote safe and healthy neighborhoods.

Challenges Addressed:

Photo courtesy of San Francisco Foundation

ALIGN ECONOMIC RESILIENCE GOALS WITH THE OAKLAND THRIVES WEALTH IMPACT TABLE

Description

Through the Oakland Thrives wealth impact table, the City and its partners will implement the Mayor's economic resilience and security goals to reduce the asset poverty rate, unemployment rate and increase living wage jobs in Oakland, including the following 10-year goals:

- Reduce the asset poverty rate of African Americans (63 percent) and Latinos (69 percent) by half.
- Reduce the unemployment rate of African Americans (14 percent) and Latinos (9.7 percent) by half.
- Increase the percentage of Oaklanders that have living wages by 50 percent.

In addition, the City will also explore building upon the Oakland Housing Authority pilot "Promise Plus" project that aligns housing, jobs, financial services, and education to increase financial self sufficiency; and develop a centralized platform that links residents seeking financial security with access to capital, financial education, and credit repair to remove barriers to employment, housing and wealth building.

Benefits to Oakland Residents

- Builds an economically and culturally diverse city where all people are economically secure, build wealth, and are able to achieve their full potential regardless of race or means.

Lead: Office of the Mayor, Director of Equity and Strategic Partnerships

Partners: City of Oakland Housing and Community Development Department, City of Oakland Economic and Workforce Development Office, City of Oakland Human Services Department, Chief Resilience Officer, IHS Markit, Oakland Housing Authority, Oakland Thrives

Timeframe: Fall 2016

Related goals: Apply data-driven principles to decision-making; Promote safe and healthy neighborhoods

Challenges Addressed:

Photo courtesy of Kiva, https://www-kiva-org.global.ssl.fastly.net/cms/sites/default/files/kivablog/2521376226_a29a0ac491_k.jpg

FLAGSHIP ACTION

GOAL: PROMOTE SAFE AND HEALTHY NEIGHBORHOODS

REDESIGN DIGITAL SERVICE FOR OAKLAND'S RENT ADJUSTMENT PROGRAM TO MITIGATE DISPLACEMENT

Description

The City will redesign the Rent Adjustment Program (RAP) website in order to more effectively provide services, which include contesting actions such as illegal rent increases, improper noticing, and decreased housing services or living conditions. To achieve this, the City has undertaken a human-centered design approach to determine how best to redesign the RAP website and database to increase access, while also rethinking program service-delivery processes. The RAP is the City of Oakland's main mechanism for resolving disputes between property owners and renters. Approximately 70 percent of Oakland's estimated 100,000 rental units are currently covered under the RAP. Improvements are focused on:

- Replacing the existing paper filing system with an electronic case management system;
- Improving the existing database; and

Photo by Morgan Bellinger of Move Photography

- Upgrading or replacing the RAP website to make it easier for the public to access information on RAP, existing ordinances, and other housing services.

Other governments' guidelines, such as the United Kingdom's Government Service Design Manual, are also inspiring Oakland's work on these improvements.

Benefits to Oakland Residents.

Lead: Housing and Community Development Department, City Administrator's Office

Partners: frog design inc.

Timeframe: Winter 2017

Funding: One-time development funding of $365,000 provided through Fiscal Year 2016/2017 General Fund; Ongoing funding provided through RAP fee.

Related goals: Apply data-driven principles to inform decision making; Create more opportunities for collaborative government; Increase affordable housing stock

Challenges Addressed:

GOAL: PROMOTE SAFE AND HEALTHY NEIGHBORHOODS

IMPLEMENT THE 2016 OAKLAND COMPREHENSIVE COMMUNITY SAFETY PLAN

Description

The Mayor's Comprehensive Community Safety Plan guides the City's overall efforts towards increasing safety through engaging the entire community. The Plan's theory of change presents community violence as a public health challenge. To fulfill the vision of Oakland as one of the healthiest and safest cities in the United States, the Plan focuses on three goals: 1) thriving youth and families, 2) safe neighborhoods, and 3) restorative city. These goals range from providing educational, employment, and cultural opportunities for youth most vulnerable to becoming victims or perpetrators of violence, to accounting for historical inequities and injustices that have led to current conditions of violence and trauma. The Plan will create a common framework for collective accountability, aligning the resources of the City, Oakland Unified School District and Alameda County with other government agencies, community-based organizations and philanthropy. For each goal developed, the City will explore setting Key Performance Indicators to track progress using open data, and will collaborate with City and County stakeholders, community partners, and other members to discuss intent, additional opportunities, and implementation.

Photo by Greg Linhares, City of Oakland

Benefits to Oakland Residents

- Increases pathways to success for all young people in Oakland.
- Improves housing stability and increases economic stability for families.
- Leads to improved response times and ratings for police services through community and resident surveys.

Lead: Office of the Mayor

Partners: Alameda County, Oakland Unified School District

Timeframe: Fall 2016

Funding: Fully funded

Related goals: Increase economic security; Engage youth in shaping Oakland's future

Challenges Addressed:

PROMOTE RESILIENCE AND EQUITY FOR OAKLAND'S HIGH-RISK YOUTH AND ADULTS MOST AFFECTED BY TRAUMA AND VIOLENCE

Description

Oakland's Resiliency in Communities After Stress and Trauma (ReCAST) program seeks to promote resiliency and equity for Oakland's high-risk youth and adults most affected by trauma and violence. In partnership with a multi-sector coalition of stakeholders, the City will work to improve behavioral health outcomes and reduce trauma among the highest-risk young people and their families, empower community residents, and improve community-police relations. Oakland ReCAST will build on three City divisions that serve Oakland's most marginalized, at-risk populations in need of trauma-informed behavioral health supports: Head Start, Oakland Fund for Children & Youth, and Oakland Unite, Oakland's violence intervention initiative. Together, these divisions reach over 50,000 young people and families through a network of local service providers.

The goals of Oakland ReCAST include:

- Expanding access to trauma-informed behavioral health services by enhancing use of evidence-based models among City-funded human service programs and developing a service pipeline to County-funded services;
- Providing coordinated training to community-based social service providers and law enforcement entities to increase use of trauma-informed practices; and
- Supporting the work of community partners to address tensions in law enforcement-community relations and to promote community resiliency and healing.

Benefits to Oakland Residents

- Helps to ensure that City services are meeting residents' needs.
- Reduces taxpayer costs by reducing the unnecessary use of emergency services and jails.
- Improves health outcomes and job prospects for individuals and reduces disruption to families.

Lead: City of Oakland Human Services Department

Partners: SAMHSA; Alameda County Behavioral Health Care Agency and its contracted providers, Oakland Unified School District, Oakland Police Department, East Bay Agency for Children, Office of the Mayor, Chief Resilience Officer, Alameda Alliance for Health, and Prevention Institute.

Timeframe: Fall 2016

Funding: The SAMHSA ReCAST award amount of $5,000,000 from September 30, 2016 to September 29, 2021

Related goals: Responsive government; Prosperous residents and families

Challenges Addressed:

ADVANCE THE HEALTH AND WELL-BEING OF OAKLAND YOUTH AND FAMILIES

Description

Oakland Thrives is a citywide effort with the goal of making Oakland the healthiest city in the country. The co-chairs of the Youth Ventures Joint Powers Authority and leadership of Kaiser Permanente are partnering with leaders from the public, business, and non-profit sectors, the faith community, and Oakland neighborhoods to take a cross-sector collaborative approach to improve health and social determinants of health. The initiative spans five main focus areas—health, education, wealth/income, safety, and housing—all critical to the long-term well-being of Oakland's children, youth, and their families.

The initiative is in its initial phase, and has established the Oakland Thrives Leadership Council, identifying short-term actions to produce results and yield longer-term opportunities, creating a common agenda to guide the longer-term effort, and launching Impact Tables to coordinate ongoing action. The City will continue to participate in this group to enhance coordination between collaborative efforts already underway in Oakland and to implement new cross-sectoral strategies to achieve impact.

Benefits to Oakland Residents

- Provides increased access to school-based health care, early childhood screening, and services informed by research on youth trauma.
- Provides improved access to career pathways, wealth savings, meaningful employment, and financial tools for families.

Lead: Office of the Mayor

Partners: Alameda County, Oakland Unified School District, Kaiser Permanente, FSG

Timeframe: Launched July

Funding: Fully-funded

Related goals: Increase economic security; Engage youth in shaping Oakland's future

Challenges Addressed:

Photo by Greg Linhares, City of Oakland

LAUNCH NEIGHBORS HELPING NEIGHBORS INITIATIVE TO EXPAND THE REACH OF EMERGENCY PREPAREDNESS AND RESPONSE TRAINING IN UNDERSERVED NEIGHBORHOODS

Description

The City will launch the Neighbors Helping Neighbors Love Your Block Program to bolster community preparedness. This program is an innovative partnership with Communities of Oakland Respond to Emergencies (CORE), the Office of the Mayor, and the Oakland Fire Department Emergency Management Services Division.

CORE will deepen engagement in vulnerable communities by conducting community outreach events in each City Council district in Oakland. The events will include a basic preparedness workshop followed by a build-a-kit session where participants will have the opportunity to assemble their own emergency starter kits with supplies. The outreach associated with "Neighbors Helping Neighbors Love Your Block" will reach lower-income, multi-lingual residents, persons with disabilities, and others with access and functional needs. The program will help engage and recruit community members to take CORE training, establish CORE neighborhood groups, or join existing CORE groups.

Oakland will also collaborate with other 100RC network cities, San Francisco and Berkeley, and other Cities of Service Bay Area Volunteerism Initiative members to share best practices around expanding the reach of their emergency preparedness programs. CORE will also explore ways to expand the curriculum of the CORE training to increase the awareness of climate change-related risks that Oaklanders face, including extreme heat and sea level rise.

Benefits to Oakland Residents

- Improves access to disaster response training, materials, and services.
- Increases awareness of community resources, response networks, and protocol following a disaster event.
- Enhances neighborhood self-reliance following a major disaster.

Lead: Fire Department, Emergency Management Services Division

Partners: Cities of Service, Office of the Mayor, Chief Resilience Officer

Timeframe: Neighbors Helping Neighbors will be launched in September 2016. Outreach events will be conducted through April 2017.

Funding: Neighbors helping Neighbors is funded by a grant from Cities of Service. Funding for further outreach and program sustainability will be sought.

Related goals: Reduce current and future climate and seismic risks

Challenges Addressed:

GOAL: INCREASE AFFORDABLE HOUSING STOCK

PROVIDE GAP FINANCING FOR AFFORDABLE HOUSING IN TRANSIT-ACCESSIBLE NEIGHBORHOODS

Description

As part of the State of California's "Cap and Trade" program, revenue is allocated to the Affordable Housing and Sustainable Communities (AHSC) program. AHSC funds land-use, housing, transportation, and land preservation to support infill and compact developments that reduce greenhouse gas emissions.

For the first round of AHSC funding, based upon an annual Notice of Funding Availability (NOFA) process, Oakland has applied to fund seven compact transit-oriented development-related affordable housing projects to help increase the affordable housing pipeline. These funds would be crucial to providing gap financing for affordable housing units in transit-accessible neighborhoods.

Moving forward, the City is in the process of developing a system to identify and provide commitments towards projects that would be competitive for the future AHSC NOFA applications. By maintaining a steady supply of competitive AHSC applications, the City would be able to both address the need for affordable housing and also achieve a triple bottom line approach (economic, social and environmental benefits) to new developments.

Photo by Greg Linhares, City of Oakland

Benefits to Oakland Residents

- Provides financing for affordable housing while mitigating the impact of new developments.

Lead: Housing and Community Development Department

Partners: Enterprise Community Partners

Timeframe: Fall 2016

Funding: AHSC funding TBD

Related goals: Promote safe and healthy neighborhoods; Maximize value of collective infrastructure investment

Challenges Addressed:

ACQUIRE AND REHABILITATE VACANT, ABANDONED AND BLIGHTED PROPERTIES INTO GREEN, HEALTHY, AND PERMANENTLY AFFORDABLE HOMES

Description

The City is exploring several innovative funding mechanisms and approaches that realize the triple bottom line of preserving existing housing stock, transforming blighted and vacant properties into productive reuse, and bringing new affordable units online.

The City is developing opportunities to support nonprofit organizations to buy and rehabilitate existing buildings that house lower-income Oaklanders—and making them permanently affordable to current and future residents. Utilizing funding from Measure KK (potential infrastructure bond), the City is pursuing a gap funding subsidy for developers to maintain these properties as permanently affordable.

In addition, the City has also launched From Blight to Homes, an innovative pilot partnership with the Alameda County Tax Collector and affordable housing developers to turn tax-defaulted, abandoned lots into scattered-site, affordable rental and ownership housing for low-income households.

Additionally, the City and County are working on providing property tax reductions and relief from outstanding fees and fines—such as fines associated with code violations—to make financial assistance to owners of these properties more effective.

Photo by Laney College Carpentry Department

Benefits to Oakland Residents

- Provides a mechanism to keep Oaklanders in their homes, while increasing the affordable housing stock in a cost-effective manner and addressing the twin problems of deteriorating housing conditions and vacant/abandoned properties.

Lead: Housing and Community Development Department, Planning and Building Department

Partners: Affordable Housing Developers, Alameda County Tax Collector's Office, California Strategic Growth Council, Community Development Financial Institutions (CDFIs)

Timeframe: Pending successful passage of Measure KK

Related goals: Engage youth in shaping Oakland's future; Promote safe and healthy neighborhoods.

Challenges Addressed:

BUILD A MORE VIBRANT AND CONNECTED OAKLAND

Oakland's transportation network, utilities, and housing stock have helped it achieve a diverse and booming economy. Yet infrastructure, such as the storm drainage system and streets, is under strain and not keeping pace with the changes and challenges of the 21st century.

Oakland needs to rethink its traditional approach to infrastructure, especially given the City's strong commitment to renewable energy and efficiency goals, as well as green infrastructure projects. Though not addressed in this playbook, Oakland also needs to think about digital infrastructure and how that relates to smart cities, the "internet of things," and greater data collection through sensors, which can also help prioritize limited capital improvement dollars. Oakland envisions a transformative approach to creating vibrant, sustainable, and resilient infrastructure.

Oakland will proactively prepare its infrastructure and communities for climate and seismic risks through physical retrofits, planning, and robust community engagement. Oakland will use green infrastructure to manage stormwater, so that while also reducing flood risks, we are also providing urban greening benefits, such as improved air quality and reduced urban heat island effects, especially for neighborhoods that have limited access to parks and green space. Bringing Oakland into the 21st century will require a significant amount of investment that will need to be generated in new and creative ways. Oakland will explore piloting new financing opportunities and seek to replicate the most promising methods.

Photo by Greg Linares, City of Oakland

GOAL: REDUCE CURRENT AND FUTURE CLIMATE AND SEISMIC RISKS

Oakland is planning for a future where climate-related hazards are more frequent and intense, including coastal flooding, watershed flooding, extreme heat, and drought. In addition, Oakland is preparing for the risk of an earthquake on the Hayward fault and will continue its efforts to retrofit homes to reduce the loss of life and property. Some Oakland residents are more vulnerable to climate and seismic disasters than others, particularly low-income neighborhoods and communities of color. The City will continue to seek to partner with, and build the resilience of, those communities.

Action: Demonstrate the retrofit of a city block using Ecoblock principles

Action: Implement the 2016 Update to the Energy and Climate Action Plan

Action: Design and implement a soft-story retrofit program

Action: Implement the Preliminary Sea Level Rise Road Map

Action: Implement high-priority actions from the Local Hazard Mitigation Plan

Action: Assess equity impacts and feasibility of 100-percent clean and renewable energy

Action: Improve community resilience through risk modeling

GOAL: PROVIDE URBAN GREENING FOR NEIGHBORHOODS MOST IN NEED

Green infrastructure can bring many benefits to communities—beyond protecting and improving water quality entering storm drains, and providing compliance with Federal and State regulations. Oakland is eager to increase the use of green infrastructure to provide additional benefits, such as improved air quality, reduced urban heat island effect, creating habitat, and improving the experience of the public realm. These are especially important benefits for neighborhoods that have historically lacked access to parks, creeks, and street trees.

Action: Identify and leverage funding opportunities for Priority Conservation Areas

Action: Update the Storm Drainage Master Plan to guide future investment in stormwater management

Action: Prioritize parks and open spaces using resilience-related criteria

Action: Develop a Green Infrastructure Plan to improve social, environmental, and economic resilience outcomes

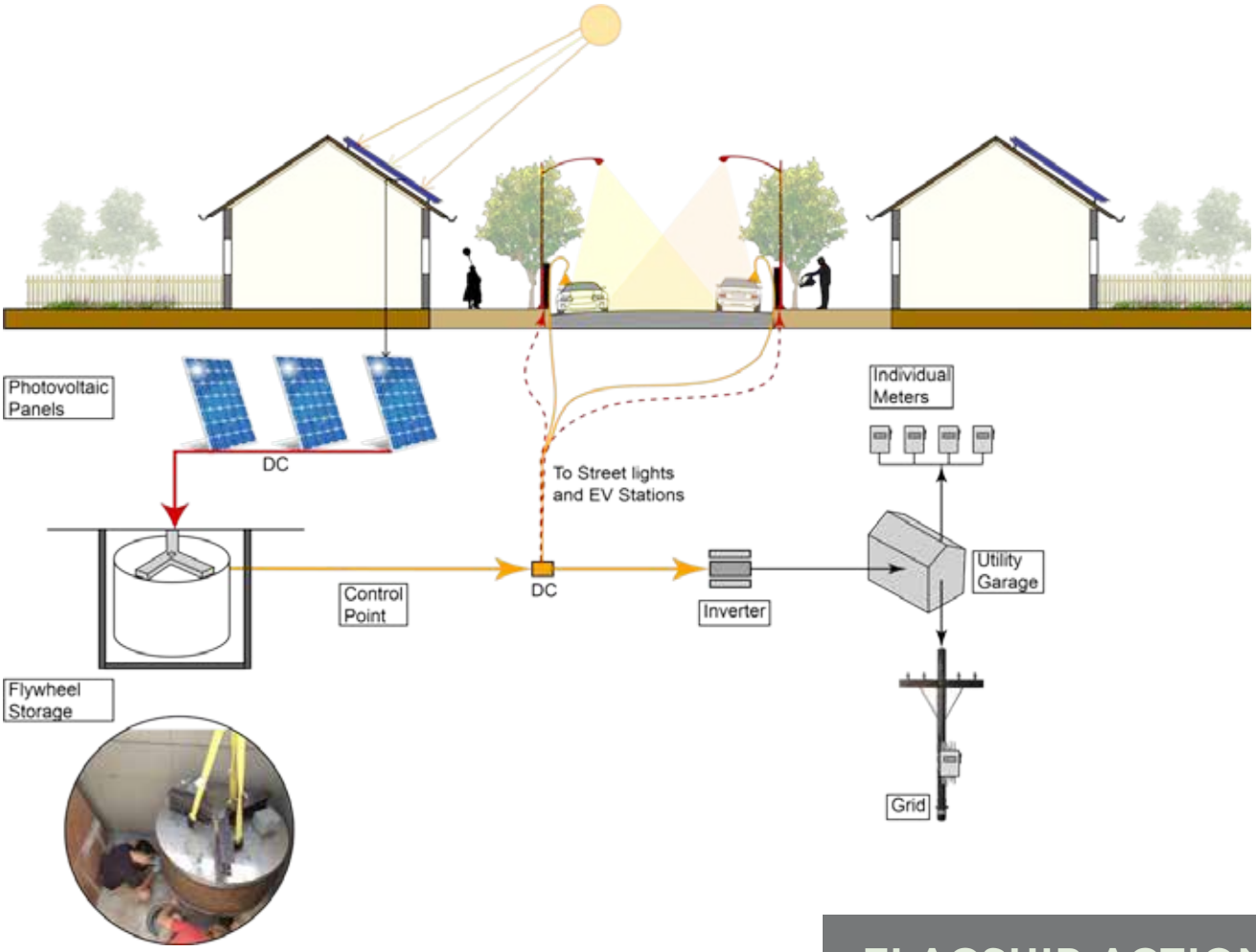
GOAL: MAXIMIZE VALUE OF COLLECTIVE INFRASTRUCTURE INVESTMENTS

While the City is seeking a $600M bond measure in November 2016 for housing and community infrastructure (Measure KK), the level of infrastructure investment that Oakland envisions cannot be achieved with traditional investment tools alone. Oakland will explore and pilot innovative financing mechanisms, and apply the lessons learned from those pilots more broadly. The City will explore how to best leverage the City's budget to partner with residents, businesses, and other organizations to achieve our goals.

Action: Apply a resilience, mobility, and equity lens to assess and select capital improvement projects

Action: Explore participation in County's Community Choice Aggregation program

Action: Explore innovative financing tools for resilience projects, including EcoBlocks



FLAGSHIP ACTION

GOAL: REDUCE CURRENT AND FUTURE CLIMATE RISKS

DEMONSTRATE THE RETROFIT OF A CITY BLOCK USING ECOBLOCK PRINCIPLES

Description

The EcoBlock project team will work in close collaboration with the owners and residents of a small, older residential neighborhood to retrofit an entire North Oakland block that includes approximately 30 older homes, many subdivided into two to three smaller units. The project will include implementing deep energy efficiency in all homes and shared rooftop solar panel, creating a solar-powered microgrid with smart controls and onsite energy storage that can operate autonomously. Electricity generated on site will be sufficient to power electric vehicle chargers, which may serve as a shared resource for the community. The EcoBlock will drive significant water conservation through rooftop water harvesting and advanced technologies to treat and recycle water onsite. Recycled water will irrigate shared organic fruit and vegetable gardens and landscaping to keep the block lush and mitigate the urban heat-island effect.

The EcoBlock will serve as a prototype, in the hopes that it can be replicated

across the nation to transform low- to moderate-income neighborhoods to be solar-powered, zero-carbon, and drought-tolerant, while reducing stress on the electric grid and the wastewater treatment system.

Benefits to Oakland Residents

- Promotes environmental justice by proving the feasibility and scalability of transforming the city's residential blocks into neighborhoods that are energy and water secure and resilient.

Lead: UC Berkeley, Chief Resilience Officer, Public Works Department, Planning and Building Department

Partners: Lawrence Berkeley National Labs, Stanford University, and NASA

Launch Timeframe: Near-term (2 years) for planning and policy development; medium (3 to 5 years) for building

Funding: The project was awarded an initial $1,500,000 planning grant by the California Energy Commission. The project team is continuing to seek additional funds to finance planning and project development.

Related goals: Increase economic security; Promote safe and healthy neighborhoods; Maximize the value of collective infrastructure investments

Challenges Addressed:

GOAL: REDUCE CURRENT AND FUTURE CLIMATE RISKS

IMPLEMENT THE 2016 UPDATE TO THE ENERGY AND CLIMATE ACTION PLAN

Description

The Energy Climate and Action Plan (ECAP) plan has been updated in order to:

- Reprioritize action items to accurately reflect accomplishments to date, items complete or substantially underway, new community priorities, and/or new opportunities and constraints; and
- Revise language where necessary to better capture the original intent of each action item, while accounting for changes in the economic, social, technological, or climatic context.

Feedback from implementing divisions, partner agencies, community stakeholders, and community business leaders, will inform the update. The revised ECAP will set priorities for the remaining period leading up to the 2020 goal year and establish the baseline on which a 2030 ECAP will be predicated.

Oakland's ECAP, adopted by Council in 2012, was written with extraordinary community engagement. It contains 175 action items across five thematic areas (Building Energy Use, Transportation and Land Use, Materials Use and Waste, Community Engagement, and Adaptation and Resilience to Climate Change), 61 of which were three-year priorities. The ECAP aims to achieve a 36 percent reduction in greenhouse gas emissions relative to 2005 levels by 2020.

Benefits to Oakland Residents

- Revives community engagement in and familiarity with local and citywide resilience and sustainability issues.
- Re-establishes a sense of community ownership over the city's efforts to simultaneously combat and adapt to climate change.
- Ensures that environmental justice remains a centerpiece of the City's climate agenda.

Lead: Public Works Department

Partners: All City departments; Chief Resilience Officer, Oakland Climate Action Coalition and other engaged community organizations, business leaders, especially cleantech, green, and small businesses.

Timeframe: Near-term (1 year) for planning and medium-term (4 years) for ongoing implementation

Funding: ECAP implementation is dependent on diverse ongoing funding for a wide array of actions.

Related goals: Create more opportunities for collaborative government; Promote safe and healthy neighborhoods; Provide urban greening for neighborhoods most in need.

Challenges Addressed:

DESIGN AND IMPLEMENT A SOFT STORY REFTROFIT PROGRAM

Description

Oakland is developing a program that will provide limited financial support to owners of soft-story apartment buildings for seismic retrofits. This program will help the City enhance interdepartmental coordination and pilot streamlined processes to expedite soft-story retrofits. Simultaneously, the City will continue to explore policy tools, such as a retrofit ordinance, that would more effectively mitigate the hazard posed by un-retrofitted soft-story buildings. Soft-story apartment buildings are at particular risk of structural damage or even collapse from an earthquake due to a lack of adequate strength in their first story. They account for approximately 22,000 housing units in Oakland.

To enroll eligible properties in this pilot program, the City will explore ways to reach out to owners of soft-story apartment buildings at risk of earthquake damage, including working with rental housing associations, print and media advertising, and direct mail to owners of eligible buildings identified during the City's preliminary screening.

In addition to the soft-story retrofit program, which targets apartment buildings of five or more units, Oakland also received FEMA grant funding to provide financial assistance to owner-occupants for seismic retrofits of one to four unit homes.

Benefits to Oakland Residents

- Helps prevent human injury, loss of life, and damage to or loss of housing units and reduce costs associated with these negative impacts.
- Reduces displacement and keeps residents in their homes following a major earthquake, helping to preserve Oakland's diversity and reduce the costs of rapidly re-housing displaced residents.
- Reduces recovery time from an earthquake as residents in stable housing can more readily return to jobs and schools and contribute to the local economy.

Lead: Housing and Community Development Department

Partners: Planning and Building Department, FEMA, California Governor's Office of Emergency Services.

Timeframe: Outreach and compile master list of eligible properties from October 2016 to March 2017. Plan check, construction, and inspections from April 2017 to September 2019.

Funding: The City has received $117,500 from FEMA for Phase I of the program, which will include outreach to owners of eligible properties, establishment of a master inventory list, and collection of owner consent agreements. Phase II funding, up to $2,882,500 for construction and program implementation, will be approved by FEMA if Phase I demonstrates that the program is eligible.

Related goals: Increase economic security; Promote safe and healthy neighborhoods; Maximize the value of collective infrastructure investments

Challenges Addressed:

FLAGSHIP ACTION

GOAL: REDUCE CURRENT AND FUTURE CLIMATE RISKS

IMPLEMENT THE PRELIMINARY SEA LEVEL RISE ROAD MAP

Description

Through the resilience strategy development process, Oakland has developed a Preliminary Sea Level Rise (SLR) Road Map, which includes priority coordination and adaptation actions to guide the City's work in the near-term (through 2018).

The document seeks to:

- Summarize the most up-to-date climate science, relevant policies and regulations, and vulnerability and risk assessments conducted to date;
- Identify information gaps and establish needs for further assessment;
- Provide the foundation and guidance to develop a citywide SLR adaptation plan; and
- Identify opportunities for engagement, collaboration, and coordination.

Priority actions are grouped in the categories of: (1) community engagement and collaboration, (2) regional coordination, (3) understanding neighborhood vulnerabilities, and (4) enabling climate-smart development. There are a total of 22 actions in the Road Map, three of which are featured below.

Photo by Greg Linhares, City of Oakland

Communicate SLR Risks to the Community

As also identified in the Energy and Climate Action Plan (ECAP), the City will engage with the Oakland community about SLR impacts, laying the foundation for public discussion of future planning decisions and adaptation strategies. In partnership with local community groups, the City will seek to communicate information about SLR impacts to the Oakland community, particularly those who may be most vulnerable, such as communities of color and low-income communities. Near-term opportunities include the ECAP Update, Plan Downtown Oakland outreach, and CORE and Neighbors Helping Neighbors programs.

Enable and Use Community-Generated Data

The City will seek opportunities for residents to provide additional information critical to SLR mapping efforts, including factors affecting localized flooding, such as areas of illegal dumping, infrastructure conditions, and unique neighborhood attributes. This activity could be facilitated through a partnership with a digital provider so community partners can map neighborhood-specific conditions for inclusion in SLR adaptation plans and actions.

Identify Funding to Complete Citywide Vulnerability and Risk Assessment

East Oakland and the Coliseum Area have undergone vulnerability assessments as part of the Adapting to Rising Tides Program. In addition, the Port will be assessing its maritime facilities, and developing an implementation plan for near- and long-term SLR adaptation strategies. Additional community areas such as West Oakland, the Central Estuary, and Jack London Square are also vulnerable and in need of similar assessments. The City will identify funding to complete vulnerability and risk assessments for vulnerable areas and assets that have not yet been studied. The City will seek to partner with the Oakland Climate Action Coalition and other local groups to ensure that residents in Oakland's vulnerable communities are engaged in the vulnerability assessment process. In addition, the City will collaborate with all appropriate local, County, and regional agencies.

Benefits to Oakland Residents

- Increases opportunities for residents to learn about the potential impacts of SLR on local neighborhoods and more effectively plan for personal impacts during storm events.
- Strengthens communication between and among residents and the City regarding critical safety issues, and facilitate greater participation among the community in developing solutions.
- Helps ensure that the City and other agencies are taking a coordinated and proactive approach to SLR adaptation and planning.

Lead: Planning and Building Department, Public Works Department, Chief Resilience Officer

Partners: Many partners, including San Francisco Bay Conservation and Development Commission, Bay Area Regional Collaborative, Alameda County Flood Control District, Oakland Climate Action Coalition, Resilient Communities Initiative, Port of Oakland, East Bay Regional Park District, Federal Emergency Management Agency, Pacific Institute, among others.

Timeframe: 2016 to 2018

Funding: Oakland is seeking funding to complete many of the actions

Related goals: Build community engagement and trust in decision-making; Create more opportunities for collaborative government; Use data to drive decisions; Promoting safe and healthy neighborhoods; Maximize value of collective infrastructure investments.

Challenges Addressed:

IMPLEMENT HIGH-PRIORITY ACTIONS FROM THE LOCAL HAZARD MITIGATION PLAN

Description

Oakland will prioritize the 21 mitigation strategies outlined in Oakland's 2016 to 2021 Local Hazard Mitigation Plan (LHMP). Mitigation strategies in the LHMP include retrofitting building and facilities to reduce earthquake risks, infrastructure improvements to reduce temporary flooding and permanent inundation, fire prevention strategies, and emergency planning and preparedness. These mitigation strategies seek to reduce potential damage to infrastructure and the dislocation and disruption to Oaklanders' lives resulting from a hazard. In addition, the LHMP seeks to ensure that all future Specific Plans and General Plan updates include an analysis of projected sea level rise and other hazards that are projected to become more extreme as a result of climate change, and where necessary, incorporate appropriate mitigation strategies.

The plan recognizes that climate change threatens Oakland with both discrete shocks (coastal floods, increased wildfire risks) and continual or periodic stresses (rising seas and droughts). Oakland's low-income residents, communities of color, the elderly, and children may be disproportionately vulnerable to these increasing threats.

Benefits to Oakland Residents

- Reduces the loss of life and property from hazards.
- Improves recovery time in the event of a disaster and safeguards Oakland's economic welfare, reducing dislocation and disruption.

- Preserves environmental quality by minimizing damage to natural resources from identified hazards.

Lead: The implementation of actions will be led by various departments, including Planning and Building Department, Public Works Department, Fire Department (Emergency Management Services Division) and the Port of Oakland

Partners: Federal Emergency Management Agency, State of California Office of Emergency Services , Association of Bay Area Governments

Timeframe: 2016 to 2021

Funding: Oakland is seeking funding to implement several of the mitigation strategies

Related goals: Promoting safe and healthy neighborhoods; Provide urban greening for neighborhoods most in need; Maximize value of collective infrastructure investments

Challenges Addressed:

Photo courtesy of BART, http://www.bart.gov/sites/default/files/314115639_622b2ff12c.jpg

ASSESS EQUITY IMPACTS AND FEASIBILITY OF 100-PERCENT CLEAN AND RENEWABLE ENERGY

Description

The City of Oakland is working with community based organizations, philanthropies, nonprofits, and the Urban Sustainability Directors Network to assess the equity impacts of transitioning to a 100-percent electricity supply provided by renewable energy. A future powered by renewable energy has the potential to lower greenhouse gases and mitigate against the potentially devastating consequences of climate change. However, the transition to this future must be managed in ways that address historic inequities in the way energy is provided. This includes the impacts associated with the siting of renewable energy facilities such as solar photovoltaic and geothermal systems, the cost implications for low-income households, and the workforce impacts of transitioning from existing power sources. Additional issues will likely arise as community groups discuss the issue and identify the ways in which energy affects the lives of people of color and low income communities. This work remains in early stage, as the City and its partners seek additional financing, organizational alignment, and strategy guidance.

Benefits to Oakland Residents

- This assessment has the potential to increase equity conditions for all residents by proactively addressing impacts on this issue.
- Implementation of the assessment may improve economic and job development prospects, reduce the potential for inequities in siting energy facilities, and increase fairness in the delivery of new technologies, improvements, and infrastructure related to energy.

Lead: Public Works Department, Chief Resilience Officer, and community-based organizations

Partners: Sierra Club, Solutions Project, Center for Social Inclusion, Urban Sustainability Directors Network, foundations, and philanthropies

Timeframe: Near-term (1 to 2 years) for analysis, coordination, and solution development

Funding: Oakland was selected as part of a Kresge-funded study of equity impacts in renewable energy in 2016. Additional studies funding City and community-based organizations are being pursued.

Related goals: Increase economic security; Promote safe and healthy neighborhoods

Challenges Addressed:

GOAL: REDUCE CURRENT AND FUTURE CLIMATE RISKS

IMPROVE COMMUNITY RESILIENCE THROUGH RISK MODELING

Description

The City of Oakland will explore launching a pilot project to more effectively integrate risk assessment and mitigation planning resources into the larger array of community planning processes. This will include working with the community to identify appropriate "points of intervention" for the integration of relevant models, tools, and methods into the local planning process. Efforts will be made to ensure that a reasonable number of community planning examples are used in order to capture a sufficient range of points of intervention and subsequent strategies relevant to all applicable planning areas. The end result is to identify opportunities for identifying and reducing hazard risks in support of the overall mission of supporting community resilience.

Example 1: Integrate new risk reduction models, tools, and methods into existing plans such as the General Plan, neighborhood and area plans, green infrastructure planning processes, etc., as may be appropriate.

Example 2: Introduce approaches that can be "banked" for integrating into the next 5-year hazard mitigation plan update.

Benefits to Oakland Residents

City staffers, stakeholders, partners, and residents of the City of Oakland and Alameda County will benefit from an increased awareness of the models, tools, and methods available to enhance community resilience.

These resources will be used to further integrate risk reduction principles and practices into a wide array of existing community planning processes. Specific opportunities may include tools for environmental justice, green infrastructure, and any perceived "gaps" in local planning resources.

Lead: Chief Resilience Officer

Partners: National Oceanic and Atmospheric Administration Office for Coastal Management; U.S. Department of Housing and Urban Development Office of Policy Development and Research; American Planning Association; Association of State Floodplain Managers; National Association of Counties; AECOM

Timeframe: Fall 2016

Funding: Paid for by the partners listed above

Related goals: Apply data-driven principles to inform decision-making; Promote safe and healthy neighborhoods; Provide urban greening for neighborhoods most in need

Challenges Addressed:

Photo by Greg Linhares, City of Oakland

IDENTIFY AND LEVERAGE FUNDING OPPORTUNITES FOR PRIORITY CONSERVATION AREAS

Description

The City and its community partners will seek to identify and leverage funding opportunities for investing in Priority Conservation Areas (PCAs) using the equity checklist adopted by City Council resolution and developed by the Oakland Climate Action Coalition, as a framework for prioritization. City staff will work with community leaders to develop a formal community engagement process for prioritizing projects and allocating funding, which will be informed by the work done under Action: Develop principles for community engagement in Oakland.

PCAs are prioritized by regional agencies for targeted investments in parks, urban greening, nature preservation and rehabilitation, recreation activities, planning efforts, and other programs. A recent update to Plan Bay Area[30] has allowed PCAs to be designated to provide funding opportunities for urban greening which includes, creek and habitat protection, use of plants and soil to treat stormwater and improving food sources in urban environments.

The designation of Oakland's PCAs had significant contribution from community stakeholders, including neighborhoods challenged by environmental impacts, food access, and parks deficits.

Measure AA, the "San Francisco Bay Clean Water, Pollution Prevention and Habitat Restoration Program,"is also a potential funding opportunity for possible Oakland PCA projects. Measure AA is projected to raise about $25 million per year to restore wetlands and protect shorelines throughout the nine-county San Francisco Bay Area.

Benefits to Oakland Residents

- Generates investment in parks, open space, creek restoration, rain gardens, green streets and other forms of urban greening.
- Promotes cohesive and engaged communities.
- Ensures that City planners have a more complete picture of the conservation, restoration, and environmental justice needs of disadvantaged communities.
- Increases equity in allocation of climate and resilience resources.

Lead: Public Works Department, Planning and Building Department, Chief Resilience Officer

Partners: Oakland Climate Action Coalition, Association of Bay Area Governments, San Francisco Bay Restoration Authority

Timeframe: Near-term (1 to 3 years)

Funding: The City and partners will seek funding guided by the equity checklist, including Measure AA grants

Related goals: Increase economic security; Promote safe and healthy neighborhoods

Challenges Addressed:

GOAL: PROVIDE URBAN GREENING FOR NEIGHBORHOODS MOST IN NEED

UPDATE THE STORM DRAINAGE MASTER PLAN TO GUIDE FUTURE INVESTMENT IN STORMWATER MANAGEMENT

Description

The City of Oakland will develop an updated Storm Drainage Master Plan (SDMP) that will include a comprehensive asset management system and state-of-the art modeling that evaluates how the system performs under different storm scenarios and incorporates precipitation changes and sea level rise due to climate change. The City's existing 2006 SDMP, has fallen out of date and the storm drainage system is in critical need of maintenance, repairs, and upgrades. The SDMP will be used to identify critical maintenance and improvement projects that will reduce potentially costly and dangerous flooding. The updated SDMP aims to be a living document that is continuously updated as a vital tool for guiding investment in the City's storm drainage system.

Because of the topography of Oakland, flooding hotspots typically coincide with low-income neighborhoods. The City will explore using an equity checklist to guide the project prioritization process, potentially overlaying socio-economic data with modeling on flooding hotspots and other known stormwater problem areas. As described in the Oakland Preliminary Sea Level Rise Road Map, the City will also seek opportunities for residents of Oakland neighborhoods to provide information on factors affecting localized flooding. This activity could be facilitated through a partnership with an online engagement platform, so community members can map hot spots for creek or coastal-caused flooding they are already experiencing in their neighborhoods.

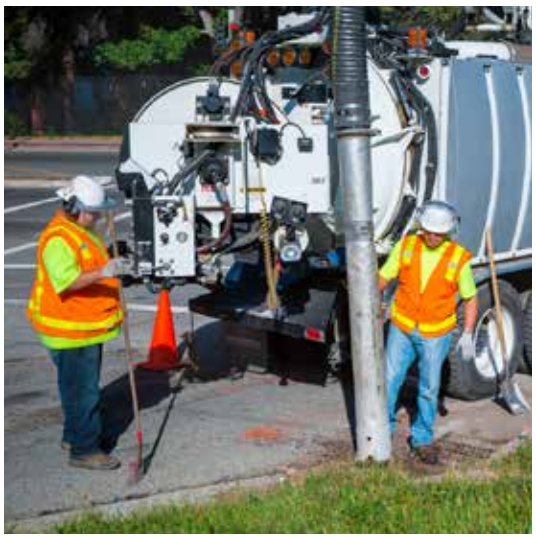


Photo by Greg Linhares, City of Oakland

Benefits to Oakland Residents

- Neighborhoods and streets are less likely to flood during storm events, reducing the risk of damage to homes, injury, or disruption to transit or daily routines.

Lead: Public Works Department

Partners: Alameda County Flood Control and Water Conservation District

Timeframe: Near-term (1 to 2 years)

Funding: Public Works Department is working to identify a funding source

Related goals: Promote safe and healthy neighborhoods; Apply data-driven principles to decision-making; Maximize the impact of collective infrastructure investment

Challenges Addressed:

PRIORITIZE PARKS AND OPEN SPACES USING RESILIENCE-RELATED CRITERIA

Description

The City is developing conceptual plans and budgets for approximately 20 Parks and Open Space projects (including park facilities) as part of a Parks Project Prioritization Development program. The plan will allow the City to define scopes and complete preliminary design and cost estimates for projects, which is instrumental in positioning the City for grant opportunities. The sites will be evaluated against a range of resilience related criteria including equity, health and safety, environmental and economic performance, and operation and maintenance feasibility.

Community engagement will be an integral part of the process. The Office of Parks and Recreation (OPR) holds annual feedback sessions with communities throughout the City and receives feedback from the public who provides input through Council Offices about local parks and recreational facilities. Staff maintains communication with numerous community groups and non-profit organizations, such as Oakland Park Coalition, Oakland Parks and Recreation Foundation, Measure DD Coalition, to understand the priorities and concerns. Having the Park Project Prioritization list has allowed community groups to support and focus on priorities as well as partner with the City to implement some of the projects. During the project development process, consultants will work with staff to incorporate limited outreach to users for input in determining project scopes. When project funds are obtained, expanded outreach and design confirmation and refinement will be incorporated as part of the project implementation process.

Benefits to Oakland Residents

- Greater impact and benefit of investments in park improvement projects.
- Improved access to park and recreation facilities.

Lead: Public Works Department

Partners: Parks and Recreation Department, Oakland Parks and Recreation Foundation

Timeframe: Plan will be complete in early 2017

Funding: General Fund (funded); implementation of the projects could be funded through Measure KK (potential infrastructure bond). This Bond will ask voters in November 2016 to invest as much as $600M in safer streets and sidewalks, improved libraries and parks, and upgrades to Oakland's public safety buildings and fire stations—to renovate them, make them more environmentally sustainable and less costly to maintain. In addition, the City can leverage the bond fund for potential capital improvement funds such as grants, foundations, donations, and state bonds.

Related goals: Promote safe and healthy neighborhoods; Use data to drive decisions; Maximize the impact of collective infrastructure investment.

Challenges Addressed:

FLAGSHIP ACTION

GOAL: PROVIDE URBAN GREENING FOR NEIGHBORHOODS MOST IN NEED

DEVELOP A GREEN INFRASTRUCTURE PLAN TO IMPROVE SOCIAL, ENVIRONMENTAL, AND ECONOMIC OUTCOMES

Description

Green infrastructure (GI) is an approach to stormwater management that protects, restores, or mimics the natural water cycle. In addition to improving San Francisco Bay water quality, GI provides co-benefits such as the creation/protection of open space, reduced urban heat-island effect, improved air quality, and reduced flood risks. The City is developing a GI Plan to identify areas of opportunity and standards for inclusion of GI in public capital projects, such as streetscape renovations, parks projects, and parking lot retrofits. Opportunity areas for GI projects will be informed by multiple criteria, such as ability to meet regulatory requirements, cost efficiency, space availability, and equity considerations. Not only will the GI Plan ensure that the City complies with Clean Water Act requirements, it will also be a multi-faceted guide for the City's GI efforts.

The City is also exploring the development of an integrated project development process as a part of this plan to help integrate GI into City plans and to enhance effective communication between departments, and vertically between the City Council, Office of the Mayor, Department of Transportation, and Planning and Engineering and Operations. The process would include the following actions:

- Creating a Resilience Delivery Team for design review: this would be a multi-discipline, cross-departmental group comprised of internal staff members (including planners, environmental, maintenance/operations, etc.) that will review projects during their early development phase for GI opportunities;

- Developing a detailed project checklist: this would illustrate the entire typical project development cycle steps, including: funding sources/conditions, planning, design, construction and O&M; and including actions available that will act to ease integration of GI features into a range of project types; and
- Preparing design and implementation guidance for inclusion of green infrastructure in transportation projects. May be incorporated as a chapter in Oakland's Complete Streets Plan.

As part of this process, the City will also seek funding to develop an Urban Forestry Master Plan (UFMP), which would include an overall tree planting goal and annual target, to expand the urban forest and provide a variety of benefits, including improving air quality and carbon sequestration. As part of the UFMP, the City will look for opportunities to incorporate stormwater tree wells into tree planting areas to maximize the benefits that could be achieved through the planting of additional trees.

The City will also explore using digital cost-benefit tools to demonstrate the triple bottom line (economic, social, and environmental) benefits of GI projects. For example, AutoCASE is useful for determining triple bottom line returns associated with infrastructure projects at sizes ranging from small (e.g., $500,000) to extremely large ($1 billion+). Including the valuation of sustainability benefits, in additional to more traditional financial returns, can help the City maximize the benefits of its investments in grey and green infrastructure for Oakland's residents and businesses.

Benefits to Oakland Residents

- Improves water quality of local creeks, lakes and the San Francisco Bay for safer recreation and healthier ecosystems.
- Reduces the risk of flooding and resultant disruption of services and damage to properties.
- Increases urban greening amenities in Oakland neighborhoods contributing to general improvement in the public realm including aesthetic improvements and better liveability.
- Improves neighborhood safety through increased walkability and reduced traffic.
- Improves health-related issues such as reduced air pollution, lower ambient air temperature.

Lead: Public Works Department, Stormwater Management Division, Chief Resilience Officer

Partners: Planning and Building Department, Engineering and Operations Division, Transportation Department, Environmental Services Division, Tree Services Division, Alameda County Flood Control District, Association of Bay Area Governments, San Francisco Estuary Institute

Timeframe: Framework for the Green Infrastructure Plan prepared by June 2017. Final Green Infrastructure Plan completed by 2019.

Funding: No existing dedicated source of funding for the planning, design, or implementation of Green Infrastructure. The City hopes to leverage existing resources by incorporating GI wherever possible with other planned capital improvement projects (streetscapes, facility renovations, park improvements) and will seek funding through grants and other sources.

Related goals: Promote safe and healthy neighborhoods; Create more opportunities for collaborative government; Maximize the value of collective infrastructure investment; Apply data-driven principles to decision-making

Challenges Addressed:

GOAL: MAXIMIZE VALUE OF COLLECTIVE INFRASTRUCTURE INVESTMENTS

APPLY A RESILIENCE, MOBILITY AND EQUITY LENS TO ASSESS AND SELECT CAPITAL IMPROVEMENT PROJECTS

Description

The City Council adopted legislation submitting Meausre KK (potential infrastructure bond) to the voters in November 2016. The legislation requires the City to consider four areas when choosing bond funded projects: 1) social and geographic equity, 2) how projects address the City's core capital assets, 3) how projects maintain or decrease existing operation and maintenance costs, and 4) how projects address energy consumption, mobility, and resilience.

Additionally, as the City conducts its biennial Capital Improvement Plan, the City will explore establishing an integrated and holistic Resilience Delivery Team that builds City's capacity to:

- Aim for equitable outcomes;
- Leverage actions across a broad group of stakeholders;
- Consider cross-jurisdictional implications (i.e., intercity, regional, national, global);
- Consider impacts of multiple shocks and stresses identified through a broad risk and hazard assessment; and
- Aim for short, medium, and long-term triple bottom line benefits including economic, environmental, and social goals.

Benefits to Oakland Residents

- Ensures equity in the capital improvement planning process.

- Integrates planning processes to achieve multiple benefits, including climate action and other resilience activities to help the City and its partners fulfill Oakland's resilience goals more holistically in the short and long term.

Lead: City of Oakland

Partners: Oakland community organizations, Rebuild by Design

Timeframe: Launch Fall 2016

Funding: Internal and external resources

Related goals:Promote safe and healthy neighborhoods; Promote urban greening for neighborhoods most in need; Apply data-driven principles to decision-making

Challenges Addressed:

Photo by Greg Linhares, City of Oakland

SUPPORT ESTABLISHING A JOINT POWERS AGENCY FOR COMMUNITY CHOICE AGGREGATION PROGRAM

Description

Alameda County, with input from its cities, is considering forming a Joint Powers Agency (JPA) to purchase and sell electricity to its residents and businesses as a Community Choice Aggregator (CCA), under the name East Bay Community Energy. This program would allow East Bay Community Energy to serve as the provider of electricity for the residents and businesses of each city and county that chooses to participate. East Bay Community Energy would increase the amount of renewable energy provided to residents, lowering the carbon footprint of homes and businesses.

The CCA program is designed to create equity in delivering clean energy. To ensure that the community's voice is reflected in the JPA, a Community Advisory Board has been established with its head serving as a non-voting member on the JPA Board of Directors. The CCA's feasibility study gave specific analysis of the impact of the CCA on creating local solar jobs. CCA's have the ability to create local programs to support electric vehicles, energy efficiency upgrades, and other projects that replace aging infrastructure in Oakland. By focusing on local clean energy projects, East Bay Community Energy could also spur local job growth, with estimates between 160 to 455 average annual jobs in the construction sector, and 752 to 1,617 total average annual jobs in the County. The JPA further provides a priority for prevailing wage and union jobs.

Photo by Greg Linhares, City of Oakland

Benefits to Oakland Residents

- Lowers electricity bills and reduces greenhouse gas emissions for the entire community, and supports Oakland's equitable transition to a clean energy economy.
- Creates hundreds of local jobs, including in the construction sector.

Lead: City of Oakland

Partners: Oakland community organizations, Rebuild by Design

Timeframe: Launch Fall 2016

Funding: N/A

Related goals: Promote safe and healthy neighborhoods;Promote urban greening for neighborhoods most in need; Apply data-driven principles to decision-making

Challenges Addressed:

GOAL: MAXIMIZE VALUE OF COLLECTIVE INFRASTRUCTURE INVESTMENTS

EXPLORE INNOVATIVE FINANCING TOOLS FOR RESILIENCE PROJECTS, INCLUDING ECOBLOCKS

Description

Any innovative resilient project or initiative will require new thinking around how to leverage assets and financial tools to make it sustainable. Oakland's resilience depends on the ability to reliably finance adaptation to a rapidly changing and complex future.

As part of the EcoBlock project, the City is working with the State Treasurer's Office, UC Berkeley, and other public finance experts to explore innovative business and financing models, such as eco-Community Facilities Districts or other types of financing districts. The purpose is to finance and scale deployment of clean and renewable technologies and seismic retrofits to adapt Oakland's housing sector. As part of the EcoBlock project, the City and project partners will develop new financing frameworks and tools to scale of EcoBlock throughout Oakland and beyond.

Benefits to Oakland Residents

- Enabling City staff to pursue traditional and nontraditional financing for climate action and other resilience activities will help the City and its partners fulfill Oakland's resilience goals faster and more sustainably.

Lead: City Administrator's Office

Partners: State Treasurer's Office, UC Berkeley

Timeframe: Fall 2017

Funding: N/A

Related goals: Apply data-driven principles for decision making; Provide urban greening for neighborhoods most in need; Reduce current and future climate and seismic risks

Challenges Addressed:

Photo by Greg Linhares, City of Oakland

Photo by Greg Linhares, City of Oakland

ACKNOWLEDGEMENTS

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Arnold Perkins, Human Rights Activist
Parin Shah, Senior Strategist

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Maria Blagg, Emergency Manager

Bay Conservation and Development Commission

Larry Goldzband, Executive Director
Lindy Lowe, Project Manager, Adapting to Rising Tides

California College of the Arts

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Susan Worthman

Children's Hospital and Research Center Oakland

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City of Oakland

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James Head, President/CEO
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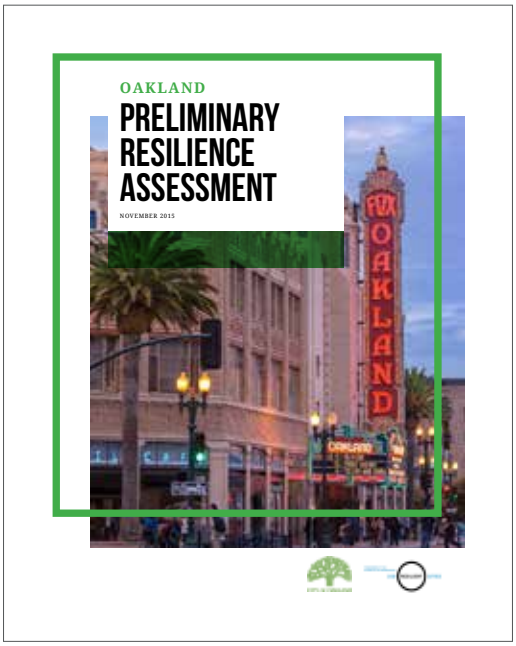
APPENDIX A: DEVELOPING THE RESILIENT OAKLAND PLAYBOOK

Developing Resilient Oakland has been a demanding two-year process due to the range of immediate and long-term economic, social and environmental challenges facing Oakland. The strategy development has involved the participation of many City staff across different departments, regional agencies, and members of local community organizations.



The first phase of the process led to the Preliminary Resilience Assessment (PRA), which reviewed Oakland's existing level of resilience and identified high-priority areas for future study as part of the second phase. The PRA development process involved a number of distinct exercises engaging a cross-departmental City working team to ensure the breadth and depth of current resilience efforts, as well as current risks faced by the City and community, were understood and documented. The process included a day-long event held in March 2015 to launch Resilient Oakland and the 2015 Community Resilience Challenge led by Bay Localize, now Rooted in Resilience. This gave over 120 participants invited from local community groups, regional organizations and City departments the opportunity to hear from speakers on some of Oakland's main resilience challenges, such as social and economic inequity (from Urban Strategies Council), food equity and access to basic needs (from the Food Policy Council), housing (from Causa Justa and City of Oakland) and sea level rise (from the Bay Conservation and Development Commission). Participants also took part in an interactive working session to identify, prioritize and then rate the most important factors that contribute to a more resilient Oakland.

A key output of the PRA was identifying five discovery areas around which the second phase of work was focused, with the goal of identifying actions that could help build a more resilient Oakland:

- Prosperous Residents and Families: Promote the prosperity of residents and families through a more coordinated and comprehensive approach to increasing access to good jobs, building wealth, and fostering economic development.
- Staying Rooted in Oakland: Identify what long-term residents of Oakland (especially the most vulnerable) need to be able to stay and what new residents need to be able to integrate in a way that preserves and reinforces community character.
- Living in Safe and Secure Neighborhoods: Identify innovative approaches for reducing violent crime and building community trust in law enforcement and justice.
- Benefiting from Public Infrastructure: Identify which public infrastructure projects will have the most impact on resilience and determine how they should be coordinated, sequenced, and financed.
- Recovering Quickly from Adversity: Identify what Oakland's most vulnerable residents need to build their personal and community resilience.

Photo by Ayushi Roy, City of Oakland

Integral to the work within each of these discovery areas was to consider how Oakland should redefine how it engages with the community, works across City departments, and uses data in its everyday work. Consequently, creating the Resilient Oakland playbook involved a number of working group meetings around each of these discovery areas to define potential actions for inclusion. Key meetings included:

- A workshop bringing together landlords, tenants, City staff facilitated by frog design to identify opportunities for improving the Rent Adjustment Program
- Two meetings of a sea level rise working group to review current sea level rise activities and contribute to the development of a sea level rise road map to help Oakland become better prepared now for future sea level rise
- An interdepartmental meeting to consider current barriers and opportunities to integrating more green infrastructure into underserved areas of the city
- A meeting to evaluate progress to date and to update the Energy and Climate Action Plan
- A series of workshops by West Oakland Environmental Indicators Project, Streetwyze, the City and Rebuild by Design to collaborate on how to develop a new mode of community engagement for the City of Oakland and its residents
- Meetings with IHS Markit and staff from City departments to review economic development and workforce development data analysis and strategies
- A meeting about data visualization with Oakland Police Department and Bayes Impact, as part of the City's Startup in Residence Program
- Meetings with Greenlining and Urban Strategies Council to discuss financial inclusion data analysis and strategies
- Two Oakland Economic Security & Wealth Building Working Group meetings to discuss how to deepen the City's collective impact work in Oakland around economic resilience
- A series of roundtables as part of Oakland Thrives run by the Youth Ventures Joint Powers Authority and leaders from the public, business, and nonprofit sectors, the faith community, and Oakland neighborhoods to take a cross-sector collaborative approach to health, education, and wealth/income for the long term well-being of Oakland's children, youth and their families
- An interdepartmental resilience visioning session facilitated by FSG underwritten by Rockefeller Foundation's 100 Resilient Cities

Additionally, the City of Oakland is grateful for the number of partners through the 100 Resilient Cities program and beyond which have provided over $750,000 worth of services (at no cost to the City) including IHS Markit, Rebuild by Design, Streetwyze, frog design, Impact Infrastructure/Autodesk, Jump Associates, Vision Architecture, Data Eaters, AECOM and services still to be realized by Veolia and NOAA/HUD.

Photo by Greg Linhares, City of Oakland

Appendix B: Summary of Actions

Action Name	Lead	Funding	Timeframe	Resilience Value
THEME: BUILD A MORE TRUSTWORTHY AND RESPONSIVE GOVERNMENT				
GOAL: DESIGN EQUITABLE AND MEASURABLE COMMUNITY ENGAGEMENT				
Challenges Addressed:				
Develop principles for community engagement in Oakland	City Administrator's Office	Pro bono services provided by Rebuild by Design and Streetwyze	Fall 2016	▸ Promotes cohesive and engaged communities ▸ Promotes leadership and effective management ▸ Empowers a broad range of stakeholders ▸ Fosters long-term and integrated planning
Pursue Partners for Places Equity Pilot to support ongoing collaborative engagement	City of Oakland Public Works Department	Funding needed	Near-term (1 to 2 years)	▸ Fosters long-term and integrated planning ▸ Supports livelihoods and employment ▸ Fosters economic prosperity ▸ Promotes cohesive and engaged communities ▸ Promotes leadership and effective management ▸ Empowers a broad range of stakeholders
Improve use of metrics to promote equitable outcomes	City Administrator's Office	Rockefeller Foundation	Near-term (1 to 2 years)	▸ Meets basic needs ▸ Supports livelihoods and employment ▸ Ensures public health services ▸ Fosters economic prosperity ▸ Ensures social stability ▸ Promotes cohesive and engaged communities
GOAL: CREATE MORE OPPORTUNITIES FOR COLLABORATIVE GOVERNMENT				
Challenges Addressed:				
Open a Civic Design Lab for problem solving across City departments in collaboration with partners	City Administrator's Office	Open Architecture Collaborative, blink!LAB, Courtenay Skott	Fall 2016	▸ Promotes leadership and effective management ▸ Promotes cohesive and engaged communities ▸ Empowers a broad range of stakeholders

Action Name	Lead	Funding	Timeframe	Resilience Value
Implement integrated actions through Resilience Delivery Teams	City Administrator's Office, Chief Resilience Officer	N/A	Winter 2016	▸ Fosters long-term and integrated planning ▸ Promotes leadership and effective management ▸ Promotes cohesive and engaged communities
Strengthen regional resilience through innovative partnerships, programs, and pilots	City of Oakland, Chief Resilience Officer	N/A	Ongoing	▸ Fosters long-term and integrated planning ▸ Empowers a broad range of stakeholders ▸ Promotes leadership and effective management
Design a digital service center focused on public needs	City Administrator's Office	Phases I and II funded; ongoing funding needed	Winter 2017	▸ Promotes cohesive and engaged communities ▸ Promotes leadership and effective management ▸ Ensures continuity of critical services ▸ Promotes reliable communications

GOAL: APPLY DATA-DRIVEN PRINCIPLES TO INFORM DECISION-MAKING

Challenges Addressed:

Measure performance to improve the City's resilience decision-making	City Administrator's Office	Pro bono support from Data Eaters	Spring 2017	▸ Promotes leadership and effective management ▸ Fosters long-term and integrated planning
Identify Key Performance Indicators for digital services, such as the Rent Adjustment Program	City Administrator's Office, Chief Resilience Officer	N/A	Spring 2017	▸ Fosters long-term and integrated planning ▸ Promotes leadership and effective management

GOAL: ENGAGE YOUTH IN SHAPING THE FUTURE OF OAKLAND

Challenges Addressed:

Launch Y-PLAN Resiliency Challenge to support engagement with Oakland youth	Y-PLAN, UC Berkeley's Center for Cities + Schools	Haas Fund, The California Endowment	Spring 2017	▸ Promotes cohesive and engaged communities ▸ Promotes leadership and effective management ▸ Empowes a broad range of stakeholders ▸ Fosters long-term and integrated planning

Action Name	Lead	Funding	Timeframe	Resilience Value
Grow and support resilience internships and apprenticeships through the Mayor's Classrooms2Careers Program	Office of the Mayor, Chief Resilience Officer	Corporate sponsorships and other funding sources	Winter 2017	▸ Supports livelihoods and employment ▸ Fosters economic prosperity ▸ Promotes cohesive and engaged communities
Educate Oakland youth about resilience issues and the future of Oakland through arts and storytelling	City Administrator's Office, Chief Resilience Officer	Pro bono support by Vision Architecture, Inc.; funding by 100RC; ongoing funding needed	Fall 2016	▸ Promotes cohesive and engaged communities ▸ Empowers a broad range of stakeholders ▸ Promotes leadership
THEME: STAY ROOTED AND THRIVE IN OUR TOWN				
GOAL: INCREASE ECONOMIC SECURITY				
Challenges Addressed:				
Support asset building for low-income parents and children through Oakland Promise College Savings Initiatives	Office of the Mayor, CIty of Oakland Director of Education, Project Director for Oakland Promise College Savings Initiatives	City of Oakland, philanthropy, corporate sponsorships	Anticipate program launch early 2017	▸ Fosters economic prosperity ▸ Supports livelihoods and employment ▸ Promotes social stability
Create pathways to career success for young men and women of color	East Bay Community Foundation, Oakland Unified School District, local colleges and universities, local employers, Urban Strategies Council, PolicyLink, Bay Area Council, Oakland Thrives	Philanthropy, corporate sponsorships	Ongoing	▸ Fosters economic prosperity ▸ Supports livelihoods and employment ▸ Promotes social stability
Design a suite of inclusive economic development services to help entrepreneurs of color gain equal footing in Oakland's economy	Office of the Mayor, City of Oakland Economic and Workforce Development Office	Philanthropy, savings from prioritizing and leveraging resources	Winter 2017	▸ Supports livelihoods and employment ▸ Fosters economic prosperity

Action Name	Lead	Funding	Timeframe	Resilience Value
Align economic resilience goals with the Oakland Thrives wealth impact table	Office of the Mayor, Director of Equity and Strategic Partnerships	Ongoing	Fall 2016	▸ Fosters long-term and integrated planning ▸ Supports livelihoods and employment ▸ Fosters economic prosperity

GOAL: PROMOTE SAFE AND HEALTHY NEIGHBORHOODS

Challenges Addressed:

Redesign digital service for Oakland's Rent Adjustment Program to mitigate displacement	Housing and Community Development Department, City Administrator's Office	One-time development funding of $365,000 provided through Fiscal Year 2016/2017 General Fund; Ongoing funding provided through RAP fee.	Winter 2017	▸ Provides better access to information on housing services. ▸ Produces more efficient and effective City services.
Implement the 2016 Oakland Comprehensive Community Safety Plan	Office of the Mayor	Fully funded	Fall 2016	▸ Supports livelihoods and employment ▸ Enhances social stability ▸ Improves public health services ▸ Empowers a broad range of stakeholders
Promote resilience and equity for Oakland's high-risk youth and adults most affected by trauma and violence	City of Oakland Human Services Department	SAMHSA ReCAST award of $5,000,000 from September 30, 2016 to September 29, 2021	Fall 2016	▸ Enhances social stability and health outcomes for vulnerable populations. ▸ Enables more effective service provision ▸ Provides improved access to health services ▸ Supports individual, family, and neighborhood stability
Advance the health and well-being of Oakland youth and families	Office of the Mayor	Fully funded	Launched July 2016	▸ Ensures public health services ▸ Supports livelihoods and employment ▸ Ensure social stability
Launch Neighbors Helping Neighbors initiative to expand the reach of emergency preparedness and response training in underserved neighborhoods	Emergency Management Services Division	Cities of Service grant. Funding for further outreach and program sustainability will be sought	Neighbors Helping Neighbors will be launched in September 2016. Outreach events will be conducted through April 2017.	▸ Improves the continuity of critical services and meeting basic needs ▸ Promotes leadership and effective management ▸ Empowers a broad range of stakeholders

Action Name	Lead	Funding	Timeframe	Resilience Value
GOAL: INCREASE AFFORDABLE HOUSING STOCK				
Challenges Addressed:				
Provide gap financing for affordable housing in transit-accessible neighborhoods	Housing and Community Development Department	AHSC funding TBD	Fall 2016	▸ Meets basic needs (housing) ▸ Fosters economic prosperity ▸ Improves social stability
Acquire and rehabilitate vacant, abandoned and blighted properties into green, healthy, and permanently affordable homes	Housing and Community Development Department, Planning and Building Department	Measure KK (potential infrastructure bond), CDFIs, TBD	Pending successful passage of Measure KK	▸ Meets basic needs (housing) ▸ Fosters economic prosperity ▸ Promotes social stability
THEME: BUILD A MORE VIBRANT AND CONNECTED OAKLAND				
GOAL: REDUCE CURRENT AND FUTURE CLIMATE AND SEISMIC RISKS				
Challenges Addressed:				
Demonstrate the retrofit of a city block using EcoBlock principles	UC Berkeley; Chief Resilience Officer, Public Works Department, Planning and Building Department	Initial $1,500,000 planning grant from the California Energy Commission. Additional funds sought to finance planning and project development.	Near-term (2 years) for planning and policy development; medium (3 to 5 years) for building	▸ Fosters economic prosperity ▸ Promotes cohesive and engaged communities ▸ Ensures continuity of critical services ▸ Fosters long-term and integrated planning
Implement the 2016 Update to the Energy and Climate Action Plan	Public Works Department	ECAP implementation is dependent on diverse ongoing funding for a wide array of actions.	Near-term (1 year) for planning and medium-term (4 years) for ongoing implementation	▸ Fosters economic prosperity ▸ Support livelihoods and employment ▸ Promotes long-term and integrated planning ▸ Empowers a broad range of stakeholders

Action Name	Lead	Funding	Timeframe	Resilience Value
Design and implement a soft story reftrofit program	Housing and Community Development Department	$117,500 FEMA grant for Phase I of the program, which will include outreach to owners of eligible properties, establishment of a master inventory list, and collection of owner consent agreements. Phase II funding, up to $2,882,500 for construction and program implementation, will be approved by FEMA if Phase I demonstrates that the program is eligible.	Outreach and compile master list of eligible properties from October 2016 to March 2017. Plan check, construction, and inspections from April 2017 to September 2019.	▸ Meets basic needs ▸ Ensures continuity of critical services
Implement the Preliminary Sea Level Rise Road Map	Planning and Building Department, Public Works Department, Chief Resilience Officer	Oakland is seeking funding to complete many of the actions	2016 to 2018	▸ Improves the continuity of critical services in the case of a major disaster ▸ Fosters long-term and integrated planning ▸ Empowers a broad range of stakeholders to increase personal resilience
Implement high-priority actions from the Local Hazard Mitigation Plan	Planning and Building Department, Public Works Department, Fire Department (Emergency Management Services Division) and the Port of Oakland	Oakland is seeking funding to implement several of the mitigation strategies	2016 to 2021	▸ Improves the continuity of critical services ▸ Fosters long-term and integrated planning ▸ Enhances natural and manmade assets
Assess equity impacts and feasibility of 100-percent clean and renewable energy	Public Works Department, Chief Resilience Officer, and community-based organizations	Oakland was selected as part of a Kresge-funded study of equity impacts in renewable energy in 2016. Additional studies funding City and community-based organizations are being pursued.	Near-term (1 to 2 years) for analysis, coordination, and solution development	▸ Fosters long-term and integrated planning ▸ Promotes cohesive and engaged communities
Improving community resilience through risk modeling	Chief Resilience Officer	Fully funded	Fall 2016	▸ Fosters long-term and integrated planning

Action Name	Lead	Funding	Timeframe	Resilience Value
GOAL: PROVIDE URBAN GREENING FOR NEIGHBORHOODS MOST IN NEED				
Challenges Addressed:				
Identify and leverage funding opportunites for Priority Conservation Areas	Public Works Department, City of Oakland Planning and Building Department, Chief Resilience Officer	The City and partners will seek funding guided by the equity checklist, including Measure AA grants	Near-term (1 to 3 years)	▸ Provides and enhances natural and manmade assets ▸ Fosters long-term integrated planning ▸ Promotes cohesive and engaged communities ▸ Promotes leadership and effective management
Update the Storm Drainage Master Plan to guide future investment in stormwater management	Public Works Department	Public Works Department is working to identify a funding source	Near-term (1 to 2 years)	▸ Ensures continuity of critical services ▸ Provides and enhances natural and manmade assets ▸ Fosters long-term and integrated planning
Prioritize parks and open spaces using resilience-related criteria	Public Works Department	General Fund (funded); implementation of the projects could be funded through Measure KK (potential infrastructure bond). In addition, the City can leverage the bond fund for potential capital improvement funds such as grants, foundations, donations, and state bonds.	Plan will be complete in early 2017	▸ Provides and enhances natural and manmade assets ▸ Fosters long-term integrated planning ▸ Promotes cohesive and engaged communities

Action Name	Lead	Funding	Timeframe	Resilience Value
Develop a Green Infrastructure Plan to improve social, environmental, and economic outcomes	Public Works Department, Stormwater Management Division, Chief Resilience Officer	No existing dedicated source of funding for the planning, design, or implementation of Green Infrastructure. The City hopes to leverage existing resources by incorporating GI wherever possible with other planned capital improvement projects (streetscapes, facility renovations, park improvements) and will seek funding through grants and other sources.	Framework for the Green Infrastructure Plan prepared by June 2017. Final Green Infrastructure Plan completed by 2019.	▸ Provides and enhances natural and manmade assets ▸ Fosters long term and integrated planning including attention to infrastructure life-cycle costs

GOAL: MAXIMIZE VALUE OF COLLECTIVE INFRASTRUCTURE INVESTMENTS

Challenges Addressed:

Apply a resilience, mobility and equity lens to assess and select capital improvement projects	City of Oakland	Internal and external resources	Launch Fall 2016	▸ Fosters long-term and integrated planning ▸ Promotes leadership and effective management
Support establishing a Joint Powers Agency for Community Choice Aggregation Program	Alameda County	Funding to create the CCA is provided by Alameda County	Near-term (1 year) for creation and launch of the program; Medium-term (2 to 5 years) to scale up program to all residents and businesses in the City	▸ Supports livelihoods and employment ▸ Promotes leadership and effective management ▸ Empowers a broad range of stakeholders ▸ Fosters long-term and integrated planning
Explore innovative financing tools for resilience projects, including EcoBlocks	City Administrator's Office	N/A	Fall 2017	▸ Fosters long-term and integrated planning ▸ Promotes leadership and effective management

Appendix C: Actions from Across the 100 Resilient Cities Network

Oakland Action	100RC Network Cities Working on Similar Actions
Develop principles for community engagement in Oakland	**Byblos:** Under its "A Peaceful City" strategic pillar, Byblos has several actions that will help open up communication channels across sectors in the city and work towards the achievement of "Goal A. Encourage Civic Engagement and Participation in Decision Making" through the creation of neighborhood committees to represent and advocate for communities and serve as a link to the municipal government – and the launch of a Youth Task Force (see pages 31-32 of their strategy).
	Rotterdam: Rotterdam's strategic pillar "Rotterdam Network—Truly Our City" highlights several initiatives that aim to activate citizens at the individual level; create strong connections among public, private, academic sectors; and enhance neighborhood-oriented governance (see pages 50-54 of their strategy).
Educate Oakland youth about resilience issues and the future of Oakland through arts and storytelling	**New Orleans:** NOLA has an action related to youth education through partnerships with the Louisiana Children's Museum and other educational organizations ("Develop knowledge and capacity of emerging environmental stewards" on page 44 of their strategy).
	Rio de Janeiro: Rio's education initiative (Flagship Initiative #6A Educate the Youth for Resilience on page 42) highlights the importance of educating future generations to advance resilience
Support asset building for low-income parents and children through Oakland Promise College Savings Initiatives	**Glasgow:** Glasgow focuses much of its resilience strategy on the economic empowerment of residents and small businesses in the wake of the recession (and the long transition from an industrial economy). Under its third strategic pillar (Innovate to Support Fair Economic Growth), Glasgow pursues actions that match Oakland's actions under the goal Increase Economic Security (pages 65-72): ▸ Goal 3.E Continue to increase the skill levels of Glasgow's working age population ▸ Goal 3.B Through a 'New Approach to Enterprise' support new and existing businesses to grow (three actions related to enhanced city support of SMEs)
Advance the health and wellbeing of Oakland youth and families	**Medellin:** Under its "Safe and Peaceful Medellin" pillar, the City will pursue a Strategy of Guarantees of Non-Repetition of Violence (GNR) with a large focus on youth (Action 2.A). They will also focus on building a youth citizen culture (Action 2.B) and center efforts on young women as well (Actions 2.C 2.D and 2.E).
Launch Neighbors Helping Neighbors initiative to expand the reach of emergency preparedness and response training in underserved neighborhoods	**Berkeley:** Berkeley has a major goal to "Build a Connected and Prepared Community"—two actions in particular relate to community building efforts (see pages 22-23 of their strategy): Action 1B – Launch the Community Resilience Center Program. This program will provide disaster planning assistance and disaster supply 'caches' to local community-based organizations that are connecting with a range of communities in Berkeley (many of them vulnerable populations); Action 1C—Foster neighbor-to-neighbor connections to advance disaster readiness—The city is partnering with local community leaders in partnership with an NGO to identify local organizers at the neighborhood level (Neighborhood Disaster Preparedness Liaisons)

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LOVE LETTER TO OAKLAND

In the spirit of staying rooted and thriving in a vibrant and connected city, Resilient Oakland is also an invitation for all residents and organizations in the city to partner with City government and other community leaders to build Oakland's resilience together.

There is no single action we can take that solves all of Oakland's challenges, but we can take coordinated, multi-disciplinary steps that address more than one challenge at once. As you review the Resilient Oakland Playbook, we invite you to identify opportunities for you to benefit from and contribute to the work. If you feel so inclined, you can give us direct feedback by filling out this letter.

Send letters to:
Chief Resilience Officer
One Frank Ogawa Plaza, 3rd floor
Oakland, CA 94612

or

Instagram | @oaklandgov

Facebook | @CityofOakland

Twitter | @Oakland

Medium | @Oakland

#Ittakesatown

Moving forward, the City will continue to contribute to and learn from the practice of resilience that is being advanced through the 100RC Network, of which Oakland is honored to be a part. The City will continue to foster partnerships with resilience leaders in the region, including the Cities of Berkeley and San Francisco and the multitude of local resilience leaders in our community.

I applaud...

I commit to...

I wish for...

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