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CITY OF OAKLAND

Jean Quan
MAYOR

OAKLAND CITY COUNCIL

Jane Brunner
DISTRICT 1

Pat Kernighan
DISTRICT 2

Nancy Nadel
DISTRICT 3

Libby Schaaf
DISTRICT 4

Ignacio de la Fuente
DISTRICT 5

Desley Brooks, Vice Mayor
DISTRICT 6

Larry Reid, Council President
DISTRICT 7

Rebecca Kaplan
MEMBER AT LARGE

Deanna J. Santana
CITY ADMINISTRATOR

Scott P. Johnson
ASSISTANT CITY ADMINISTRATOR

Fred Blackwell
ASSISTANT CITY ADMINISTRATOR

City of Oakland
Office of the Mayor
1 Frank H. Ogawa Plaza, 3rd Floor
Oakland, CA 94612

OAKLAND, CALIFORNIA
AT A GLANCE

Population
401,238

Land Area
56 sq. mi.

Waterfront
19 miles

Lakes
4

Parks
101

Households
157,633

Median Age
37.2

Race/Ethnicity
34.5% White
28.0% Black
17.4% Asian
25.3% Hispanic
13.7% Other

College Attendance
59%*

Employees working in Oakland
176,256

Business establishments
17,045

Recreation Centers
22

Libraries
18 + Tool Lending Libraries
1.9 million items

Restaurants
1,000

Languages Spoken
125

* Twice the national average
Source: Demographics Now, 2011
Oakland on the Rise

Despite the worst national recession in decades and a constant stream of state and federal cuts, we are making progress in jobs and development. We are undergoing a renaissance in our thriving arts, cultural and culinary scene that reflects one of the most diverse cities in the world. The New York Times listed us #5 in their annual “45 Places to Go in the World in 2012” – the highest ranked American city.

One year ago I took the oath of Mayor to lead our City, where my great-grandfather came over 100 years ago with little more than his dreams. I laid out a vision of New Dreams, New Ways. I said City Government could not make change by itself. I asked the progressive, creative, compassionate and can-do spirited Oaklanders to dream new innovative plans for our city and to join with us to find new ways to work together.

Even with a year of many unexpected events, thousands of residents, organizations and City workers answered the call and stepped up for Oakland.

• **More than 5,000 new jobs were generated this past year** in high tech, restaurant, retail and construction; unemployment in Oakland went down by 2%. Even in a flat state economy, we had a slight uptick in new businesses licenses issued, with growth continuing in retail, restaurants and entertainment. We are working hard to position for the recovery and will hold a series of business roundtable events focused on key industries in the coming year. The Port of Oakland became the only US port that exports more than we import.

• **Focusing resources to make Oakland safer:** 2011 started with rising violent crime that had escalated in late 2010. Through focused efforts, we ended the year with declining violence data. Data analysis defined 100 blocks where 92% of all homicides occur— just 5% of the city. We are coordinating law enforcement, criminal justice agencies, community, non-profit, and school efforts in new, more effective ways.

• **Putting Our Children at the Center of our Dreams for Oakland:** I asked Oaklanders to mentor youth who need the most help: young people involved in the justice system, chronically absent students, and young adults aging out of the foster care system. This year, 1,000 new volunteers and mentors are working directly with Oakland youth. We also established an Oakland Education Cabinet partnership with the School District, Mills College, City and other government agencies, education and corporate leaders. We are focused on four goals: maximizing preschool enrollment, reducing truancy, student internships leading to jobs, and increasing the students going to college by 1000 students each year.

• **Sales tax revenue was up 12.4% this past year**—ahead of the state average increase of 8.7%. We asked residents to spend 25% more in Oakland to grow our local business and retail. More than 80% of Oakland businesses are locally owned, indie establishments. This year we supported the Oakland Grown movement and expanded business district cultural events. We worked with the Oakland Merchants Leadership Forum in December to offer our first two parking holidays.
Mayor Jean Quan and SF Mayor Ed Lee at White House State Dinner honoring Hu Jintao, President of the People's Republic of China.

Super Middleweight Champion and Sports Illustrated Boxer of the Year Andre Ward returns to his hometown a hero and role model.

• **Record Breaking Citizen Participation:** We kept our pledge to hold a Town Hall meeting in every Council District where 3,000 residents shared their priorities. 1000 residents attended a Community Safety Summit at Laney College. Over 500 attended the first ever town hall conducted in Chinese. More than 500 neighborhoods held annual National Night Out Block Parties, over 100 more parties and thousands more participants than 2010.

I also fulfilled the two key mayoral responsibilities outlined by the City Charter:

• **Presented a balanced budget:** We started the year with a $58M deficit and few reserves. By June the City Council substantially approved the budget we presented in spring; a budget without financial gimmicks and with the first full reserve of more than $30 million in over a decade. This was accomplished partly by eliminating 198 positions and by a 10% give back by all our employee unions including major pension reforms. I cut my pay by 25%.

Even after the Court decision to uphold dissolution of redevelopment agencies last month, we once again balanced the budget for 2012-2013. We immediately lost $28M, cutting over a 100 positions. We preserved many jobs by instituting a major reorganization—eliminating levels of administration and merging departments to save basic services.

• **A Strong Professional Administration:** The Mayor hires the City Administrator. A solid executive management team sets a standard of excellence for the entire City organization. We recruited one of the strongest teams in recent history, described by the *SF Business Times* as “the dream team.” Led by City Administrator Deanna Santana, the team is moving to retool city government.

**Moving Forward in 2012**

Oakland is a City of innovation, progressive ideas, and resilience. Oaklanders have helped lead many cultural, civil rights, peace, environmental, business and labor movements throughout our nation’s history. While most Oaklanders are passionate about our city; this year the nation also began to see our city in new ways, acknowledging the positives.

To make sure that Oakland remains a city where we all can pursue our dreams, especially our children, we must work together even more closely. Please join us to learn how you can VOLUNTEER FOR OAKLAND on Saturday, March 10, 1-4 pm, at City Hall. Thank you for the honor of serving our amazing city!

Mayor Jean Quan
Made the Hard Cuts and Balanced the Budget

Keeping Oakland fiscally sound is our top responsibility. We started the year facing a $58 million deficit and few reserves during the worst recession since the Great Depression. Even after cutting more than $200 million out of the City's budget and eliminating more than 200 positions over the last five years, cuts at the State and Federal level further squeezed Oakland's resources, cutting us to the bone.

Thanks in large measure to the sacrifice of City employees, and the hard work of staff and Councilmembers, we passed a pragmatic, balanced two-year FY 2011-13 budget on time. Then, we had to do it all over again at the start of 2012 due to the elimination of Redevelopment. We figured out how to cut another $28 million.

To save as many services as possible we decided to go beyond cutting just Redevelopment programs, some which are critical for the city's growth. Instead, we cut administrative layers and combined departments citywide. It was painful and hard, but we've been able to streamline services and preserve key positions that support those services. Oakland is leaner, working towards greater efficiency and effectiveness, and continues to have a balanced budget and needed reserves.

**Highlights**

We eliminated 198 positions. Every union, including Police and Fire which did not have to come to the table, agreed to 10% cuts and pension reform to balance the two-year budget.

For the first time in a decade, we established a full reserve of over $30 million to respond to the unexpected. This allowed us to maintain our long-term AA bond rating with Standard & Poor's and Aa2 rating with Moody's.

In this most recent budget, there were no cuts to library, senior services or homeless services.

**Looking ahead**

Fully implement the reorganization of City services as of July 1, 2012, including consolidating Parks & Recreation, Human Services and the Neighborhood Services Division into a new **Community Services Department** focused on direct services.

Consolidate key administrative functions in the Finance & Management Agency, Department of Human Resources Management, Department of Information Technology and the City Administrators Office into an **Administrative Services Department**. This will develop consistency in administrative functions, leading to efficiencies and financial savings.

**Reconstitute the Community & Economic Development Agency** to complete the wind-down of Redevelopment projects and spur economic development.

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### General Fund Reserves

<table>
<thead>
<tr>
<th>Year</th>
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<tr>
<td>FY 2012</td>
<td>$45,000,000</td>
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### City of Oakland by the Numbers

- 35,693 annual service calls
- 16 miles streets repaved
- 9,361 potholes filled
- 11,996 times illegal dumping removed
- 14,149 traffic signs repaired/replaced
- 37,340 tons recyclables processed
- 739,116 square feet of graffiti cleaned
- 806 miles of city streets maintained
- 14,947 adult job seekers supported
- 200 youth job seekers supported
- 87,633 bed-nights provided
- 532,400 free meals served

**Measure Y Funds/Programs:**
- 1,160 individuals on probation served
- 4,600 Oakland residents served
Building a Winning Management Team

Oakland needs a city government we can all be proud of—one that is ethical, accessible, transparent and accountable. All four values are necessary for increased community engagement, which is part of our New Dreams, New Ways approach to leading the city.

We hired a new management team—City Administrator Deanna Santana and assistant city administrators Fred Blackwell and Scott Johnson. They’ve been deemed “The Dream Team” by the San Francisco Business Times for their professionalism and expertise as they lead the City to work smarter with limited resources and growing needs. In addition, we made permanent appointments to the Police, Fire and Public Works Departments.

We’ve been able to build a diverse team and with our recent appointments, open doors for future generations.

We upgraded many of the City’s systems to make use of best practices, apply the latest in technology to improve customer service and enhance overall accountability.

Highlights

Hosted 3,000 residents at eight Town Hall meetings with Mayor Quan [one in each Council District plus one in Chinese]. The meetings allowed participants to share their priorities with City staff. Many of these priorities were incorporated into the budget decisions for FY 2011-2013 and helped shape the City’s program agenda.

Reorganized systems, business processes and operational efficiencies for better parking customer service. Four payment kiosks, pay-by-web and pay-by-phone options have resulted in shorter wait times and eliminated the need pay in person downtown. As a result, walk-in payments now represent only 9% of payment transactions. The new payment kiosks accommodate English, Spanish and Chinese speakers and allow access for payments during off-hours.

Established an online payment system allowing customers to make payments for a variety of City programs via the Internet rather than having to come in person to City Hall.

Instituted “City Works” work management program in combination with the Public Works Agency Call Center [PWACallcenter@oaklandnet.com] that provides constituents with accountability and transparency by alerting citizens as to the resolution of their request via email.

Piloted the Nixle communications system [www.nixle.com] for immediate communications with residents when crime occurs in the area. The system allows subscribers to receive text messages/emails from the Police Department concerning crimes that may have occurred in the area or other pertinent information of interest to the community.

Overhauled the City’s website to be more user-friendly. This vital communication tool is routinely updated to ensure the most current and accurate information is available to the community 24/7.
Looking Ahead

In mid-January, the City linked the **SeeClickFix mobile application** [SeeClickFix.com] to our CityWorks system. The new app allows residents to quickly report and track non-emergency community issues ranging from potholes to graffiti. Smartphone users can use GPS to enter the address of a problem, and take a photo. Oakland Public Works crews will benefit by having the photo clearly document the area of concern. Telephone and email communication to PWACallCenter@oaklandnet.com are other options.

**This March, the city will kick off a Pay-by-Phone** automated interactive voice response system in English, Spanish and Chinese. This provides citizens the information they need to pay a parking violation by phone without having to wait to be transferred to a customer service representative.

The City will be make significant strides toward meeting the City’s Zero Waste and Climate Action goals. With existing agreements expiring in 2015, the City will be asking bidders to submit proposals to provide **garbage services that align with the City’s Zero Waste policies**.

The Mayor will host the **2012 Town Hall meetings** throughout the City starting in April through early fall to continue to address citywide priorities, look at geographically based crime statistics for each Council District, and to engage the community in addressing citywide priorities.
Focusing Resources to Make Oakland Safer

Children, families and businesses must feel safe in our city. We led new efforts to bring all existing law enforcement agencies together to focus on reducing crime and violence in Oakland.

- Short-term, it means concentrated enforcement.
- Mid-term, it means community engagement and mobilization.
- Long-term, it means keeping crime from happening in the first place through crime prevention, education and jobs.

We continue to build Community Policing strategies citywide based on geographic accountability, bringing residents and officers together to build real relationships block by block.

Working together with the Police Chief, the Superintendent of Schools, the District Attorney and Probation Chief, we also launched the 100-Block Initiative to focus on the 5% of the city where 92% of the shootings and homicides occur. It leveraged resources of all agencies for increased enforcement, intervention and prevention programs. Download the Executive Summary from www.Oaklandnet.com.

The Occupy movement is a new political phenomenon and constantly evolving. While many Oaklanders agree with the initial concept, Occupy has broken into many parts, and the continued action of a small minority has been very costly to the city—$2.7 million.

Highlights

- Returned 44 officers through careful budgeting and negotiations, and spurred the largest ADOJ 2010 COPS grant. Oakland received $10 million over three years to place 25 police officers in and around middle schools in our toughest neighborhoods.

- Added state-of-the-art technology to support officers in the field. Officers working in patrol now wear lapel cameras attached to their uniforms that record all contacts with the public in the course of duty. This will allow a faster, more coordinated response among neighboring enforcement and public safety agencies. Oakland is now the first police department in the Bay Area to have moved to the new P25 Radio System national standard. Several Oakland corporations, including Clorox and Kaiser, responded to the Mayor’s appeal for new sturdy, up-to-date laptops to provide faster and more accurate access to and distribution of information from the field.

- Working closely with merchants and community members, instituted a surveillance camera program in Chinatown, Fruitvale and East Oakland commercial districts to help collect information after a crime has been committed. These cameras have reduced crime in the Chinatown and Fruitvale pilots, and we’re now expanding this to East Oakland.

- Leveraged more than $6 million in federal, state and private funding through Measure Y violence prevention initiatives. These funds supplement programs that support more than 4,600 Oakland residents with intensive services such as family violence intervention, incident & crisis response, after school & summer jobs and restorative justice.

- Provided services to more than 1,160 individuals on probation through Measure Y programs such as Project Choice, Street Outreach and employment counseling opportunities. Community based organizations assisted clients in connecting with housing, health services, substance abuse treatment, fixing financial and legal issues and reconnecting with family and the community.
Increased patrols, including Crime Reduction Teams, patrol and probation search operations, and multi-agency operations have not only helped removed narcotics and weapons from the streets of Oakland, but also slowed down the rate of shootings in these neighborhoods during the last half of 2011.

As a result of door-to-door canvassing in East Oakland during the year, participation in the local neighborhood council grew from 5 to 20 a month; calls to the drug hotline went from 0 to 103, leading to several arrests. National Night Out events in these neighborhoods doubled.

Combating blight and other quality of life detriments through clean-up blitzes led by the Public Works Agency in the 100 Blocks. Neighborhoods that look cared for are less attractive to harboring criminals.

Performed extensive graffiti abatement along targeted commercial corridors in redevelopment areas through a contract with Men of Valor Academy. This provided valuable job training to dozens of Oakland’s at-risk youth and ex-offenders.

Established the collaborative Neighborhood Enforcement Team (NET) where OPD and the Redevelopment Agency partnered to place eight additional police officers and one supervising sergeant on patrol in the East Oakland commercial corridors.

Enhanced the quality of life in East Oakland by opening the first joint City-School library in Oakland. The new library offers 54 public access computers, dedicated spaces for children and teens, a quiet reading area and community meeting room. Serving as the library for ACORN Woodlawn and EnCampass Academy elementary schools, the library provides students a safe place to study after school.

For the first time in 30 years, we took the Mayor’s Toy Drive beyond City Hall and out to the 100 Blocks. We provided toys to 2,000 more Oakland youth—almost 8,000 toys to Oakland youth.

Looking Ahead

Working closely with the Court-appointed Monitor, the Mayor, City Administrator and Chief of Police will implement the reforms necessary to meet the collective goal of operating our police department under the highest standards and ensuring that constitutional policing is inherent to its culture and practice.

Complete the independent investigations of Occupy Oakland events.

Restart a revamped and more robust Call-in effort this Spring, where individuals involved in shootings and homicides who had influence over their peers are ‘called in’ and given their last and final opportunity to decide to no longer engage in shootings.

Moving forward with the 100 Blocks Initiative, the City will hold Job Fairs in the 100 Blocks this March to recruit young people for numerous summer job opportunities within the City, including Mayor’s Summer Jobs Program, Oakland Parks & Recreation temporary jobs, and others.

A $200,000 Community Readiness and Resiliency Program pilot grant received in November will allow the Oakland Fire Department to partner with residents, schools, the Red Cross, and other agencies to ensure that neighborhoods within the 100 Blocks are better prepared for emergencies. The program is set to kick-off in the summer of 2012.
Attracted New Jobs and Investment

As the transportation hub of the Bay Area, beautiful, hip and affordable Oakland is primed for growth as the economy recovers. Oakland continues to buck economic trends—sales tax revenue and building permits are up, new market rate and affordable housing units came online, four major hospitals initiated more than $4 billion in major expansions—and our hot restaurant scene continues to garner regional and national acclaim.

During this past year, more than 5,000 temporary and permanent jobs were generated in key targeted sectors. We’ve focused on commercial corridors citywide to grow retail and dining, the Port of Oakland to grow trade, and nationally-recognized start-ups like Pandora and Sungevity to expand and create synergy. More CEOs and entrepreneurs are choosing Oakland for its growing base of leading-edge companies, talent pool, affordability and great vibe. The result: Oakland’s unemployment rate went down 2% this past year.

Port of Oakland

The Port of Oakland weathered 2011 solidly across its aviation, maritime, and real estate businesses, generating 1,138 new Port-related jobs, adding to the more than 73,000 the Port already creates across the region. This was accomplished by maintaining cargo and passenger volumes and attracting new job-creating tenants.

Oakland International Airport held passenger volume steady at nearly 10 million passengers, while growing its leadership as the Bay Area gateway to Hawaii with new service from Alaska Airlines and Hawaiian Airlines. OAK is also growing international business, with its partner ArkeFly announcing that it will begin offering seasonal flights to Amsterdam in June.

The seaport also maintained business despite challenges, led by a 4% increase in exports in support of President Obama’s National Export Initiative.

The Port’s waterfront real estate continued signs of steady progress, attracting businesses like cleantech leader Sungevity, which is already employing over 300 people in Jack London Square.

Highlights

Raised Oakland’s visibility among potential retail investors with Mayor Quan leading efforts to market Oakland as a center for retail and international trade. The Mayor met with key retailers and developers at ICSC Recon 2011, the world’s largest shopping center trade show.

Boosted trade between Oakland and Chinese companies through a trade mission to major Chinese commercial centers. Mayor Quan also held frequent meetings with foreign trade partners from China, Hong Kong, Mongolia, Canada, Vietnam, Japan and South Korea. The 5th largest Port in the U.S. and one of the few that exports more than it imports, the Port of Oakland is the economic engine for Oakland and the region. Increased trade and development of the Port logistics center at the former Army Base could lead to additional jobs.

Raised our international profile by hosting delegates from the Asian Pacific Economic Conference Women’s Summit at City Hall in September.

Governor Brown and Mayor Fumiko Hayashi of Yokohama, Japan, were on hand for the Asian Pacific Economic Conference Women’s Summit at City Hall in September.

Governor Brown and Mayor Quan, store officials, civic and community leaders held a ribbon-cutting to officially open Oakland’s first Target Store.

In February, Mayor Quan, store officials, civic and community leaders held a ribbon-cutting to officially open Oakland’s first Target Store.

Governor Brown and Mayor Fumiko Hayashi of Yokohama, Japan, were on hand for the Asian Pacific Economic Conference Women’s Summit at City Hall in September.
This once-in-a-generation project will restore Oakland’s “Working Waterfront” with a modern Port-oriented trade and logistics center. The project has obtained hundreds of millions worth of grant dollars, local redevelopment funds, and Port funding.

Laid the groundwork to keep all of our sports teams—the A’s, Raiders and Warriors. Re-imagined the Oakland-Alameda County Coliseum Complex through the game-changing Coliseum City project that will act as a catalyst for the region and transform the Hegenberger Corridor with a new, world-class sports/entertainment facility and destination retail, hotel, office, open space and residential uses.

Completed the long-awaited city-wide Zoning update in March 2011, bringing land use designations into conformance with current uses and providing a climate of certainty in which development in the City can flourish.

Construction is on a rebound: Issued 13,648 building permits representing construction investment of more than $288 million. In addition, $4 billion in construction in health care is currently underway as local hospitals build new hospitals and upgrade existing facilities to meet the new seismic guidelines.

Co-Sponsored the Start-up Oakland event for investors in the venture capital, angel, and micro-angel communities in the Bay Area, as well as for entrepreneurs to attract new capital investment, entrepreneurs, and jobs to Oakland.

Focused on developing grocery stores for all Oakland neighborhoods. Secured a 72,000-square-foot national grocery store to revitalize the Foothill Square Retail Development, bringing a greatly-needed grocery outlet to East Oakland, along with hundreds of new jobs for the expanded and updated center.

Bucked economic trends and saw a continued surge in Oakland’s restaurant and nightlife with several major openings in 2011, including Plum and adjacent Plum Bar, Haven, Rumbo al Sur, Hawker Fare, Xolo, Cosecha, Bar Dogwood, Make Westing, Vitus, Southie and Rudy’s Can’t Fail Café, among other notables. Oakland’s dining and nightlife scene continues to generate considerable regional and national publicity including features in the New York Times, Sunset, Wall Street Journal, Diablo, San Francisco, Chow, 7x7SF, Huffington Post, San Francisco Chronicle and many others.

Implemented a pilot program recently adopted by City Council, to encourage mobile food vending group sites, thereby modernizing Oakland permitting codes to capitalize on this burgeoning micro-industry.

Leveraged $9.5 million in private investment through completion of 110 Façade and Tenant Improvement projects citywide, representing a 4-to-1 return on the City’s investment.

Fueled $40 million in private-sector investment in downtown and neighborhood commercial corridors through City-supported cultural programs, events, festivals and filming activity.

Provided vital support to 67 local arts organizations and individual artists through $926,000 in cultural funding grants that brought enrichment to an audience of nearly 1 million people and revitalized neighborhoods citywide. These highly sought-after arts grants generated nearly $10 million in private-sector spending on the arts—which represents a 10-to-1 return on the City’s investment.
Served 2,600 passengers each weekday and expanded the Broadway Shuttle to provide late-night service. The free shuttle speeds passengers around downtown, linking to BART, ferries and Amtrak, while promoting economic development through improved public transit. Obtained a $300,000 Caltrans grant to study the potential future conversion of the Broadway “Free B” Shuttle to a streetcar as a strategy for catalyzing economic growth and mixed-use development.

**Provided technical assistance, guidance and support service referrals** to 1,137 entrepreneurs, business owners and other Oaklanders at the Business Assistance Center, an increase of 20% over the previous year. The BAC has assisted more than 2,000 clients since opening in July 2009.

Created 639 new jobs and retained more than 3,000 existing jobs for Oakland residents through Enterprise Zone tax credit vouchers.

Trained and tutored nearly 15,000 adult and 200 youth job-seekers through Workforce Investment Act Grant funds; co-hosted a job fair with Congresswoman Barbara Lee and community agencies attended by 3,000 job-seekers and more than 100 employers, resulting in 300 people being hired.

Launched the Oakland Celebrates America’s Cup committee, a blue ribbon group of civic leaders that is busy developing plans and activities to attract some of the millions of visitors and tourist dollars to Oakland during 2012 and 2013. Plans include festivals, attractions, and activities that will bring new revenue to Oakland businesses and create new jobs.

Continued to grow Oakland’s affordable housing stock to provide residents with a wide range of housing opportunities and keep our City economically diverse. Oakland’s national model transit village housing continues to expand and our other housing programs serve areas most in need, including loans to first time homebuyers. Completed 312 residential rehabilitation projects, generating economic opportunities for local contractors and businesses.

Joined with other local jurisdictions in securing a $4.5 million HUD Sustainability Bay Area regional grant to create plans for attracting sustainable jobs connected with the development of local housing.

Completed 312 residential rehabilitation projects, generating economic opportunities for local contractors and businesses.

Provided the local match for an $8.5 million State of California Prop 1C Transit-Oriented Infrastructure grant to assist with the first phase of the Coliseum Transit Village and Phase IV of Lion Creek Crossing project, to include a 100-unit market rate/workforce housing development on a 1.3 acre portion of the existing Coliseum BART parking lot.

Created a local public/private development partnership to apply for up to $10 million in state grant funding for sea wall improvements at the Brooklyn Basin project, helping to mitigate the effects of climate change at the Oakland waterfront.

Created Positively Oakland, a working group of marketing experts and leaders from our major institutions who have worked to change Oakland’s image by highlighting the many exciting positives about the City. Their ongoing outreach is one of the reasons Oakland has received numerous accolades in the national media.
Looking Ahead

We are positioning Oakland for a rebound in the economy by **stepping up efforts to retain, expand and attract new business and investment**. To that end, we will work with our private sector partners to secure more venture capital to incubate new technology companies; aggressively market Oakland as prime location for business; increase international trade and exports in conjunction with the Port of Oakland; and continue key development projects using remaining redevelopment funds and working to secure additional resources.

We are expecting to make **exciting new announcements in retail** in 2012. It is estimated that $1 billion is lost in retail sales leakage to neighboring cities, and we’re working hard to change that. In 2011, Mayor Quan was one of four U.S. mayors selected for an Urban Land Institute Daniel Rose Center Fellowship for Public Leadership in Land Use. The fellowship provides technical assistance on a local land-use challenge that Oakland will apply towards retail development. In addition, Mayor Quan will again lead efforts to promote Oakland at the ICSC ReCon 2012, the world’s largest shopping center trade show, at which specific retail opportunity sites will be presented to potential investors.

Despite the end of Redevelopment, we are **moving forward with the transit oriented development projects** at the MacArthur and Lake Merritt BART stations. Creating housing adjacent to the BART stations supports the City’s smart growth policies and efforts to keep Oakland affordable and sustainable.

We will complete major affordable housing projects in the wind down of Redevelopment and work to maintain goals for affordable housing.

Anticipate awarding the planning contract later in 2012 detailing a master plan for **Coliseum City** in East Oakland—the first step toward implementing one of the largest development projects in our city.

Mayor Quan will also work with the Oakland Chamber of Commerce and Port of Oakland to host the **2012 Mega-Region Summit in Oakland this spring**. The fourth annual event will bring local, regional, state, federal and international leaders together to market Oakland’s advantages in office space, tourism and international trade and other competitive advantages of the area.
Leading the Nation in Sustainability

Oakland is a hub of energy-related firms and other green businesses in the Bay Area: we are where the action is! Oakland’s concentration of green buildings and industries is why our city is consistently ranked among the top 10 green cities in nation.

Clean tech is one of Oakland’s growing industries. There are more than 250 businesses here that offer green products or services, or have been certified as having state-of-the-art environmental performance in their operations.

Multiple green business networks in Oakland serve as incubators and support local businesses to go green. These include the Sustainable Business Alliance, Green Chamber of Commerce, East Bay Green Drinks and East Bay Environmental Network.

Green is also a way of life in Oakland. We divert almost 65% of our waste from the landfill—way above the national average of 25%. Oakland is an active member of the Emerald Cities Collaborative—10 cities working together with 21 national organizations to envision a future in which American cities are the greenest and most equitable in the world. We have developed an Energy and Climate Action Plan to provide a strategic roadmap for future development and smart growth planning policies to encourage transit-oriented housing.

Highlights

Added 18 miles of new bikeways, and nearly 100 new bike parking spots, bring the total for Oakland to over 100 miles of bike lanes, sharrow (markers for a shared car and bike lane) and other bikeways. It’s one of the reasons that Oakland was named one of the 10 most bikable cities in the nation.

Developed a model green building ordinance, which was adopted by the Council, breaking new ground to establish environmentally sustainable standards for new building in Oakland.

Updated home occupation regulations to allow for the home production and sale of vegetables on residential lots, addressing an area of concern to many local residents who sought to embrace modern sustainable local agriculture trends.

Recruited six major green and clean firms, adding more than 400 jobs. Created and supported the growth of “Negawatt Alley,” the downtown clean technology cluster.

Provided 650 Oakland businesses with energy assessments, resulting in 150 competed upgrades with dozens more in the pipeline, through Oakland Shines, a partnership with QuEST and PG&E. The innovative program leverages Federal Stimulus funding to provide free start-to-finish technical assistance and cash rebates to help businesses offset the cost of installing energy efficient lighting, refrigeration products and HVAC improvements.

Helped single-family homeowners make residential energy upgrades, reducing energy consumption by up to 30%, resulting in cost savings and improvements in comfort and health. Significant rebates from PG&E and Federal Stimulus dollars served as incentives. By using additional funds to train and promote area contractors, this program is also creating a local green employment pipeline, with Oakland boasting one of the highest participation rates in the Bay Area.
Spurred economic investment and creation of jobs through $3.9 million in energy conservation grants at 13 affordable housing developments and 200 single family homes in Downtown, West Oakland and East Oakland through the ARRA-funded Weatherization Program (WAP).

Provided hands-on learning for students at the Cypress Mandela Training Center while completing more than $300,000 in environmental assessments in West Oakland using EPA grant monies.

Helped launch the Oakland Food Policy Council that coordinates initiatives to improve access to affordable healthy food and increased community nutrition as well as recommends local food policy to turn Oakland’s food system into a local economic development engine. One such effort is the new City pilot project to encourage mobile food vending group sites, thereby modernizing Oakland permitting codes to capitalize on this burgeoning micro-industry.

Continued work as a founding member of the East Bay Green Corridor, a cooperative, regional effort of local governments, universities and Lawrence Berkeley National Lab aimed at encouraging green and clean tech companies to startup, grow, and invest in the East Bay.

Looking Ahead

Continue to serve as a model for sustainability regionally and nationally through new efficiencies such as transitioning to energy-efficient street lighting and partnering with Bay area governments and agencies to plan and establish a network of electric-vehicle charging stations for residents and businesses.

Develop a guide to going solar in Oakland to make it easier for residents to add solar panels to their homes and partnering with Berkeley and Emeryville to identify new ways to support energy upgrades in tenant-occupied properties.

One hundred Oakland teens worked 22,400 hours this summer, removing over 3,000 bags of litter and greening our merchant districts.

Funded by Measure DD, the 12th Street and Lake Merritt Channel project is 65% complete with the remainder slated for completion by the end of 2012.
Investing in Oakland’s Future

By investing in our youth—their education, job opportunities and safety—we can create an environment of opportunity and support that will ensure that Oakland can flourish in the years to come.

With the number of Oakland children living below the poverty line now one out of every three children, the City has stepped up our collaboration with the Oakland Unified School District (OUSD), institutions of higher learning, the business and faith community and the community at large to strengthen support and enhance services to help Oakland’s youth thrive and give them hope for their future.

Highlights include:

When the Federal government proposed putting Head Start programs on the chopping block, the City joined Congresswoman Barbara Lee in fighting to keep early childhood education funded. This past year, the City’s Head Start Programs served 1,778 pre-school children and their families.

Served 87,000 free summer lunches to Oakland youth, including 3,643 in five library branches, through the Department of Human Services.

Opened nine new school-based health centers at OUSD middle and high schools to ensure student access to medical, dental, counseling and other health care services. The City/OUSD/Alameda County Health Care Services Agency partnership opened 14 of 15 new school-based health centers and is on target for completion with major foundation support from the Kaiser Community Benefit Foundation and Atlantic Philanthropies. Thus far, students and families made 13,000 visits, including families in the Havenscourt Middle School neighborhood, one of the areas in the City’s 100-Block Initiative.

Hired 586 youth for summer employment through the generous support of the business community which stepped in following the elimination of the 40-year Mayor’s Summer Jobs Program from the federal Budget. Alameda County used grant funds to provide an equal number of internships to foster youth. Our goal is to increase funding through grants and donations to provide more first workplace experience to Oakland youth, especially those living in the 100-block neighborhoods.

Opened the 81st Avenue Library, the first new library in a decade, and the first joint City/Schools library. After decades of fundraising under the leadership of Council President Larry Reid, also opened 25,000 square foot East Oakland Sports Center.

Established the Oakland Education Cabinet, (OEC) a working group led by the Mayor, the OUSD Superintendent and Chair of the Department of Education at Mills College, composed of key leaders from local colleges and universities, community colleges, business, the Oakland Education Association and parents. OEC Committees are focusing on communication, early childhood education and development, high school completion, college readiness, higher education, and workforce development.

Helped 750 infants, children and their parents get off to a great start through the Baby Learning Community Collaborative, funded mainly through Oakland Fund for Children and Youth (OFCY), exceeding the 2011 goal by 300%!

Launched Late Night Live, a summer program that provided safe recreational opportunities for more than 500 young people at Rainbow Recreation Center and
McClymonds High School created through a partnership with the City, Police Activity League and other community partners. Late Night Live was a product of the joint cabinet meetings with City and school district department heads that had been launched in January to identify opportunities for collaboration in supporting our youth. One community partner, Youth Movement Records, hosted an eight-week talent search during Late Night Live, resulting in five talented winners performing at Art & Soul in August.

Served 14,600 youth during the school year and 1,335 youth during the summer through Oakland’s Fund for Children and Youth (OFCY) after-school programs. With an investment of $5.3 million, 67 after school programs were funded and matched with OUSD/State ASES funding to provide high quality after school activities for 60% of OUSD youth. Another 2,304 high risk OUSD students were supported in their transitions to middle and high school through programs that provide a mix of leadership training, academic support, peer mentoring and parent engagement.

Provided some of the only available sources of safe, free or low-cost recreation opportunities for youth through the Oakland Parks & Recreation Department (OPR). OPR and Camp Sweeney provided 24 at-risk young men (ages 16-19) training in honesty, integrity, respect and etiquette through the ACE Golf Program. Upon completion of the program, participants received job placement opportunities through local community agencies and OPR.

Through the Oakland Redevelopment Agency, completed the East Oakland Sports Center, 81st Avenue Library and Lincoln Square Park—adding to the quality of life in East Oakland and Chinatown and providing additional healthy activity options for youth.

Built three sustainable produce-yielding urban farms at Tassafaronga Recreation Center as well Stonehurst and Sobrante Park elementary schools via a collaborative initiative among OPR, PUEBLO and Acta Non Verba.

Hosted free walking tours for 750 students from 30 public schools in East and West Oakland as part of the “Know Your City” school field trips. These tours served to enhance awareness of Oakland history, provide free cultural enrichment for Oakland youth and nurture pride in Oakland among tomorrow’s leaders.

Improved the quality of life for youth in select Oakland Public Schools by supporting 66 artist teaching residencies citywide through grants totaling $193,000. In many cases, the hands-on art instruction supported by these grants provides the only exposure to art that 8,869 students had during the school day.

Looking Ahead

Hope to double the number of youth enrolled in the Mayor’s Summer Jobs Program so that 1,000 or more young people can have those first job opportunities. The City will be recruiting in the 100 Block Area this March for a wide variety of jobs throughout the City itself, and is in the midst of promoting the program to local corporations for participation and financial support.

Working with the School district and the Oakland Education Cabinet, we hope to launch a city-wide campaign to increase school attendance and reduce chronic absenteeism. Students who are absent from school 20 days or more are at high risk of falling behind and frequently drop out of school.
Engaging Residents to Move Oakland Forward

Even in the best of economies, no local government can do it all. And now, during very tough economic times, we rely on the hundreds of residents who help advise us as Board members and commissioners, the thousands of people who volunteer in our schools and with our youth, and the tens of thousands of people who give back as park stewards, Earth Day and Creek to Bay Day volunteers. It is your passion for Oakland, commitment to making our home a better community, and willingness to roll up your sleeves and make a difference that makes Oakland beautiful from the inside out.

Highlights

Oakland residents donated 87,000+ volunteer hours to clean and green the city, up 13% from last year. More than 1000 Oakland youth participated in Creek to Bay Day, Earth Day, school field trips, pollution prevention presentations and other events dedicated to the cleanup and beautification of Oakland’s creeks and Lake Merritt.

Senior Companions donated 84,000+ volunteer hours to help adults live as independently as possible in their communities provided through stipend senior volunteer program. They provide support to family caregivers and help connect seniors to services. They also help with grocery shopping, escorting and other daily tasks necessary to maintaining independence.

Engaged more than 3,000 residents in eight town hall meetings—including one in Mandarin and Cantonese. The spring workshops generated feedback and priorities that were incorporated into this year’s budget and City program priorities.

Drew more than 1,000 residents to the October Neighborhood Crime Summit at Laney College, where the Mayor, City Administrator and Chief of Police were joined by representatives from the School District, the District Attorney’s Office and County Probation to unveil the 100-Block Public Safety Initiative. Small group meetings provided opportunities for residents to further discuss priorities for enforcement, violence prevention and quality of life issues with City staff.

Organized Oakland’s largest ever annual National Night Out with more than 33,000 participants. Eight short years ago, only 30 neighborhoods participated in this annual public safety awareness event. This year, 560 events were held—100 more than last year.

Engaged over 200 Oakland businesses in the Business Alert Program, a forum for the commercial industrial business community to work on issues of crime, blight, dumping, vandalism, and public safety in East and West Oakland industrial areas. Helped recruit 1,000 people as mentors and volunteers with foster, formerly incarcerated and chronically absent youth and Oakland school children. The Mayor’s Mentoring Initiative surveyed 46 different organizations already working with Oakland youth in some mentoring capacity and helped initiate the Mentoring Forum, a working group of these agencies to leverage resources to better serve Oakland’s youth.

Provided immediate neighbors with crime prevention and community organizing strategies to improve neighborhood safety through 70 new Neighborhood Alert groups this year, bringing the total 792.

Trained 2,100 Oakland residents in the CORE Program and recruited more than 1,000 participants in the Annual CORE Exercise—a 50% increase from the year before.
100 volunteers served as Mayor’s Ambassadors at summer street fairs and served as greeters and support staff at major events at City Hall, including the Inaugural Day Open House, Black History Celebration at AAMLO in February, APEC reception in September, Town Hall meetings, Neighborhood Safety Summit and the holiday party for Foster Youth held this past December.

Looking Ahead

The Mayor’s Office will host a City-wide Volunteer Recruitment Fair on Saturday, March 10 from 1 – 4 pm at City Hall to connect potential volunteers with the many volunteer opportunities throughout Oakland.

Building community block-by-block, group-by-group will make our city stronger. We will continue to focus community organizing efforts in the 100 Blocks neighborhoods, and work to grow participation in CORE, Neighborhood Alert and myriad volunteer opportunities in our parks, libraries, schools and elsewhere citywide.

City of Oakland – Helpful Contacts

For 24-hour information on City of Oakland programs, services and activities, visit:

www.oaklandnet.com
Oakland facebook page

Oakland Assistance Center
OAC@oaklandnet.com
510-444-CITY
TTY 238-3254

Location:
Oakland City Hall
1 Frank H. Ogawa Plaza, 1st floor
Hours: M–F, 8:30a–5:00p

Emergencies, dial 9-1-1

Oakland Police Department, non-emergency
510-777-3333 or 510-777-3211 from your cell phone

OPD alerts:
Download mobile app from nixle.com

Non-emergency service requests:
PWA Call Center
510-615-5566
pwacallcenter@oaklandnet.com
Download mobile app from SeeClickFix.com

Oakland Business Assistance Center
270 Frank H. Ogawa Plaza
510-238-7952
Hours: M–F, 8:30a–5:00p

Food, housing, healthcare and other social services:
Dial 211 (24-hour service)
www.211bayarea.org