

A light gray map of Oakland, California, showing the city's street grid and topography, including hills and the San Francisco Bay. The map is partially obscured by a white rectangular frame and a green diagonal shape at the bottom right.

LIBBY SCHAAF

**50TH MAYOR OF OAKLAND
2015-2022**

END OF TERM REPORT

**MAYOR
LIBBY** 
SCHAAF

OAKLAND, CA



Dearest Oaklanders,

Born and raised in Oakland, I've always felt such pride in our beautiful, diverse city. It's been the honor of a lifetime to serve as Oakland's 50th Mayor during the eventful years of 2015-2022. Despite the unrelenting challenges of these times, we made historic accomplishments together.

We built and strengthened enduring **PARTNERSHIPS to tackle our most vexing problems.**



Our **Ceasefire** Partnership gave Oakland its lowest 5-year homicide rate on record.



We achieved OPD's long-sought compliance with court-ordered reforms with our new Police Commission.



The Mayor's Housing Cabinet's **17k/17k Housing Plan** helped protect more than 36,000 low income Oakland households from displacement, roughly doubled affordable housing production, and built nearly 20,000 new homes – Oakland's biggest building boom in decades!



We created several public-private partnerships to test innovative approaches with private dollars, like the **Cabin Community Shelter Model** and **Keep Oakland Housed** that prevented 1800 families a year from entering homelessness and won HUD's National Partnership Award.

We tackled the unsexy basics, like finances and **POTHOLES.**



We created Oakland's first **Department of Transportation, 311 Call Center, Infrastructure Bond Program**, and **Equity-driven Paving Plan**, which delivered Oakland's all-time record for roads replaced — 100 miles in 3 years!



We created Oakland's first **Rainy Day Fund**, adopted stronger fiscal practices, and grew the economy — leading to Oakland's highest credit rating on record.

We made **PROMISES** to our children, by leaving transformative new resources for the next generation of Oaklanders, including:



The **Oakland Promise**, nationally recognized as the most comprehensive cradle-to-career initiative of its kind, will provide all OUSD students with scholarships, college access and completion support.



The **Generation Fund**, a \$50 million quasi-endowment I personally raised to fund 30,000 college savings accounts for babies and scholarships — it should serve EVERY low-income baby and OUSD graduate through 2035.



Universal Pre-school Access for all 3 and 4 year olds within a decade, funded by the voter-approved parcel tax Measure AA!

Finally, when needed, we were unafraid to throw a few **PUNCHES** for Oakland and her values:



We stood up against President Trump when he attacked our city and threatened Oakland's beloved immigrants.



We fought against coal and for the planet, advanced public access to our waterfront while keeping our A's in Oakland, and became the first city to give municipal land back to our Indigenous people.

After 22 years with the City of Oakland, I believe more than ever in the power and promise of local government. I have seen true heroism in the public servants who I've had the honor of serving with and learning from — especially those magical, brilliant professionals who made up the Mayor's Office, aka Team MLS.

Thank you to everyone who helped us leave Oakland a more vibrant, equitable city.

With Oakland-love Always,

A handwritten signature in black ink that reads "Libby Schaaf". The signature is fluid and cursive, with a long horizontal line extending from the end.



PARTNERSHIPS

“In Oakland we want to go far, so we must go together.”
— Mayor Schaaf, 2022 State of The City

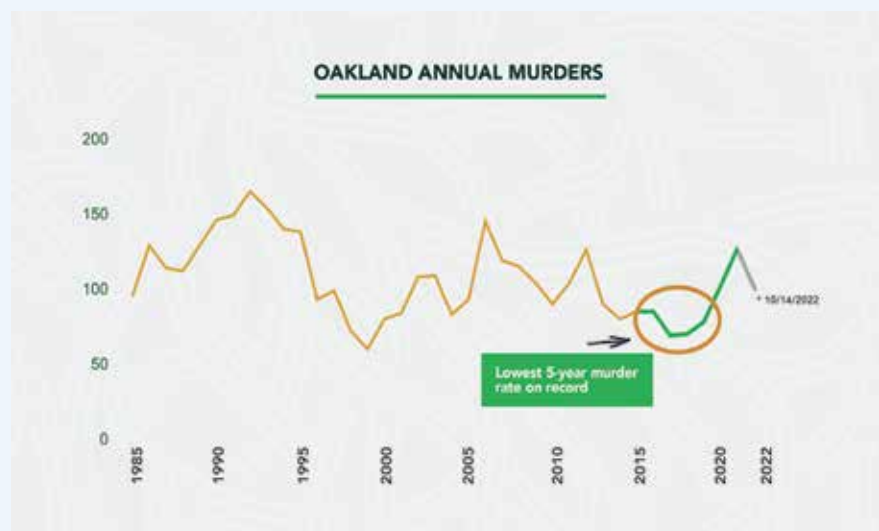
SAFETY

Mayor Libby Schaaf doubled down on the community-driven **Ceasefire Violence Prevention Strategy**, a rich partnership including prevention, enforcement, health and community faith leaders. In 2019 The Gifford’s Law Center published *A Case Study in Hope: Lessons from Oakland’s Remarkable Reduction in Gun Violence*, which stated, “Oakland, considered for many years to be among the most dangerous cities in America, has cut its annual shootings and homicides nearly in half since 2012. Now, city leaders and activists from around the country are traveling to Oakland to learn from this remarkable success.”

By 2020, Schaaf brought Oakland to its lowest 5-year murder and shooting rates on record. The year before Mayor Schaaf took office, Oakland was ranked the 2nd most dangerous city in America; while she was mayor, Oakland came off that list.

Unfortunately, in 2020 the pandemic brought a national spike in gun violence as guns flooded city streets, pandemic restrictions stymied Ceasefire’s strategies, and a wave of resignations left the Oakland Police Department short-staffed.

During Mayor Schaaf’s administration, OPD finally achieved compliance with court-ordered reforms stemming from the 2003 Riders Case. Oakland created the strongest and most independent **Police Commission** in America. Campaign Zero verifies that OPD has maintained one of the best rates of reduced racial disparities in arrests, and fewest officer involved shootings in the county.



HOUSING

In 2015, Mayor Schaaf convened the **Oakland Housing Cabinet**, a diverse partnership of experts and advocates. The Housing Cabinet developed the **17k/17k Housing Plan**, a series of programs and policies to protect 17,000 low-income households with stronger anti-displacement policies and programs, and produce 17,000 new homes, including 4700 new affordable homes, by 2024.

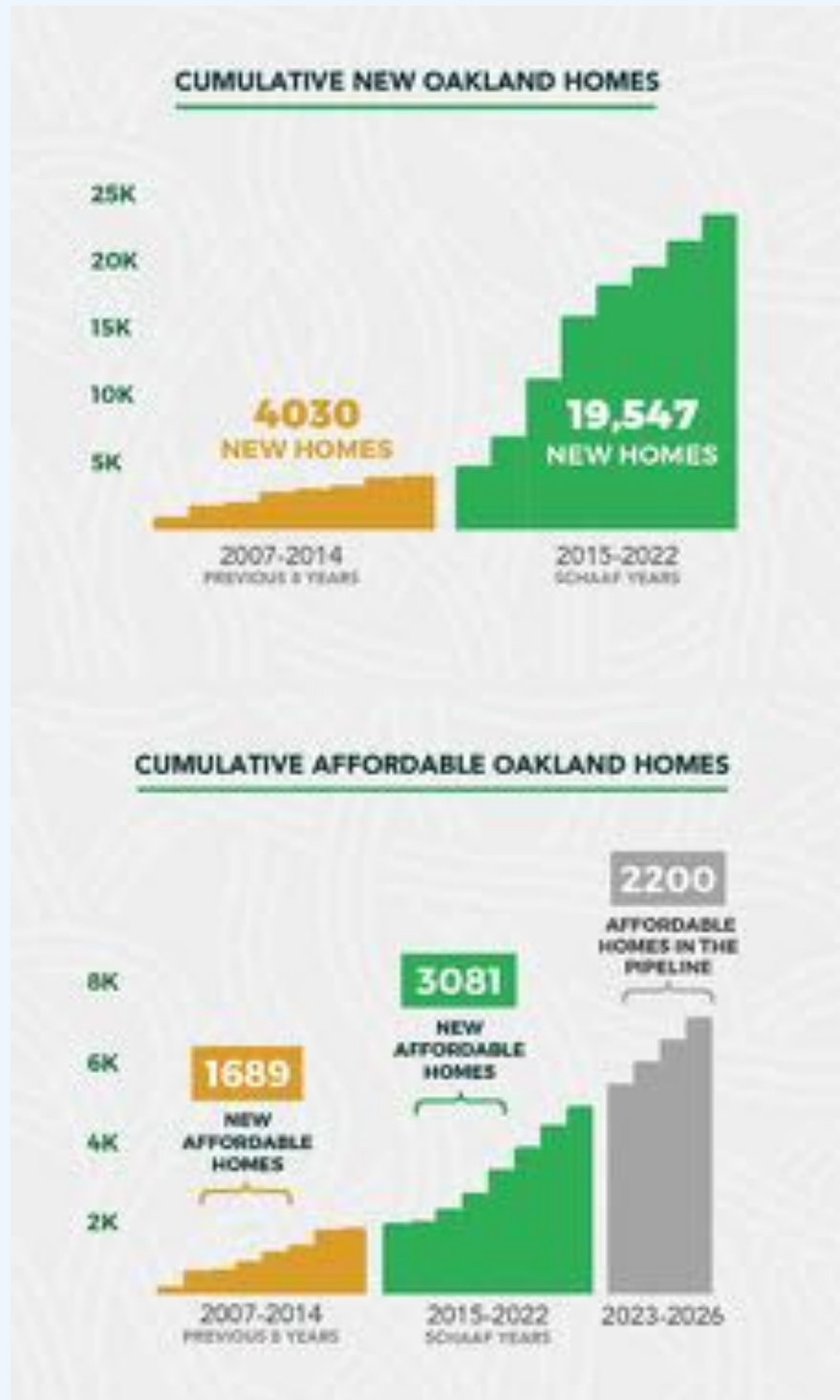
Oakland met and exceeded the overall 17k/17k goals ahead of schedule, and is on track to meet its affordable housing goal on time.

Thanks to the Plan's implementation, In just 8 years, Oakland created nearly 20,000 new homes — our biggest building boom in decades!

Despite the end of redevelopment funding, Oakland was able to roughly double its production of affordable homes to create 3081 new affordable units, and invest in making them more deeply affordable for our most extremely low-income residents.

In 2016, Oakland adopted its first **Housing Impact Fees**, ensuring market-rate housing always includes or pays for affordable housing. Mayor Schaaf also co-authored and championed **Measures KK (2016) and U (2022)** creating \$450 million in Oakland affordable housing bonds and helping secure competitive housing funds.

With a pipeline of 2200 affordable units and new bond funds, Oakland is on track to meet the 17k/17k Plan's goal of 4700 affordable homes by 2024.





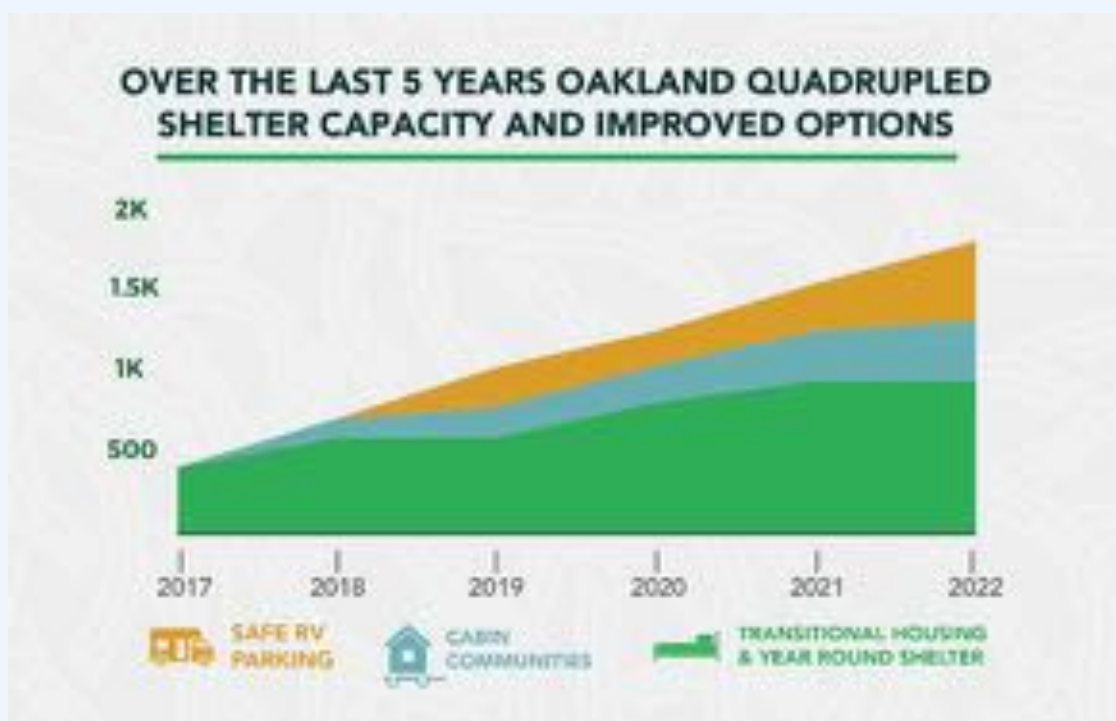
Nearly 36,000 low-income Oakland families sleep better at night, knowing they have stronger protections from evictions and unjust rent hikes in the housing they have. Oaklanders benefit from several new local and state laws, along with expanded tenant education and legal defense programs.

In late 2022, Oakland released an aggressive **Housing Element** to build another 36,000 more homes from 2023-2031, and became one of only 7 cities to receive the **State of California's Pro-Housing Designation**.

HOMELESSNESS

Like cities across America, Oakland saw a dramatic and devastating increase in homelessness. Mayor Schaaf worked to meet the immediate humanitarian needs by quadrupling Oakland's shelter capacity. She raised private funds to pilot the innovative and more dignified **Cabin Community Shelter Model**, which Oakland quickly adopted and scaled, and has since been replicated throughout California.

Schaaf also raised funds to pilot two programs to prevent homelessness before it happens. **Shallow Rent Subsidies** is helping extremely low-income renters stay stably housed and is being studied by the UCSF Benioff Center for Housing & Homelessness. And **Keep Oakland Housed** has grown into a robust partnership whose emergency response and case management system has kept 1800 households a year from becoming homeless, winning a national HUD partnership award.



Schaaf was also a tireless advocate for housing and homelessness resources and policy on the regional, state and national levels. She helped form and served as Oversight Chair of the **Bay Area Housing Finance Authority** and helped the CA Big City Mayors secure the first ever direct state funding for homelessness to cities ever. Her advocacy and leadership was recognized with the 2020 Bay Area Housing Hero Award, an appointment by Governor Newsom to his Council of Regional Homelessness Advisors, and selection as Co-chair of Mayors & CEOs for US Housing Investment, a national, bipartisan coalition advocating for better housing and homelessness policies at the federal level.

Oakland's 2022 Point in Time count shows that, despite California's continuing housing crisis and the pandemic's devastating effects, over the last 3 years:

- Oakland effectively stopped unsheltered homelessness from growing,
- decreased encampment homelessness by 16%, and
- doubled the number of unhoused neighbors we were able to bring indoors for shelter and services.

Formerly homeless, Debra Ross was one of the first people to use Keep Oakland Housed to escape an eviction and find stable, affordable housing.



PUBLIC-PRIVATE PARTNERSHIPS FOR INNOVATION & EQUITY

Mayor Libby Schaaf is a strong proponent of using Public-Private Partnerships to drive innovation and rapidly respond to urgent needs. During her two terms, she raised more than \$100 million from philanthropy for crisis response and to experiment with innovative strategies before scaling and institutionalizing the ones that worked. Led by Directors of Education and Equity & Strategic Partnerships, many of her initiatives centered on reducing disparities in the well-being of children and families.

When the pandemic shut down Oakland schools, only 12% of low-income students had digital access at home. Thanks to #OaklandUndivided, 98% were connected by the end of that first school year.



Oakland Undivided addressed a persistent equity gap: the digital divide. At the pandemic's onset, Mayor Schaaf raised \$13 million and got 25,000 laptops, 10,000 hotspots, and tech support into the homes of low-income students. In 2020, OUSD went from only 12% of low income students connected to 98%! And for the third straight year, every Oakland public school student has digital access at home. More importantly, Schaaf put the systems in place to not only keep students online, but also to expand access to high-speed internet for all Oakland residents through city-wide broadband initiatives that will serve Oakland's flatlands for decades to come.

AssistHub made it easier for people to learn about, apply to, and secure the public benefits

they're entitled to. Originally a response to Oakland college students who were struggling to meet their basic needs, more than 45,000 Californians have used AssistHub to date.

Teachers Rooted in Oakland is providing affordable housing and stipends to new teachers of color and teacher residents in OUSD's hardest-to-staff subject areas to attract and retain high quality, representative teachers. And it just launched an affordable housing marketplace open to all OUSD teachers to match them with discounted rents.

Oakland Resilient Families is one of the largest guaranteed income demonstration projects in the country, in partnership with the Oakland Thrives Leadership Council and Up Together. The program is giving \$500 a month to 600 families with children, no strings attached. As a founding member of Mayors for a Guaranteed Income, Mayor Schaaf sees Oakland as part of a national movement to close the racial wealth gap and build dignified paths out of poverty.

Mayor Schaaf leaves Oakland with a new non-profit to carry on innovative equity work -- the **Oakland Fund for Public Innovation**. It stood up the **Oakland Covid Relief Fund** just 4 days after lockdown, focusing on BIPOC small businesses and trusted health messengers. And just recently, it won a \$3 million grant to help our **Department of Violence Prevention** expand its family- and school-based programs.

POTHOLES

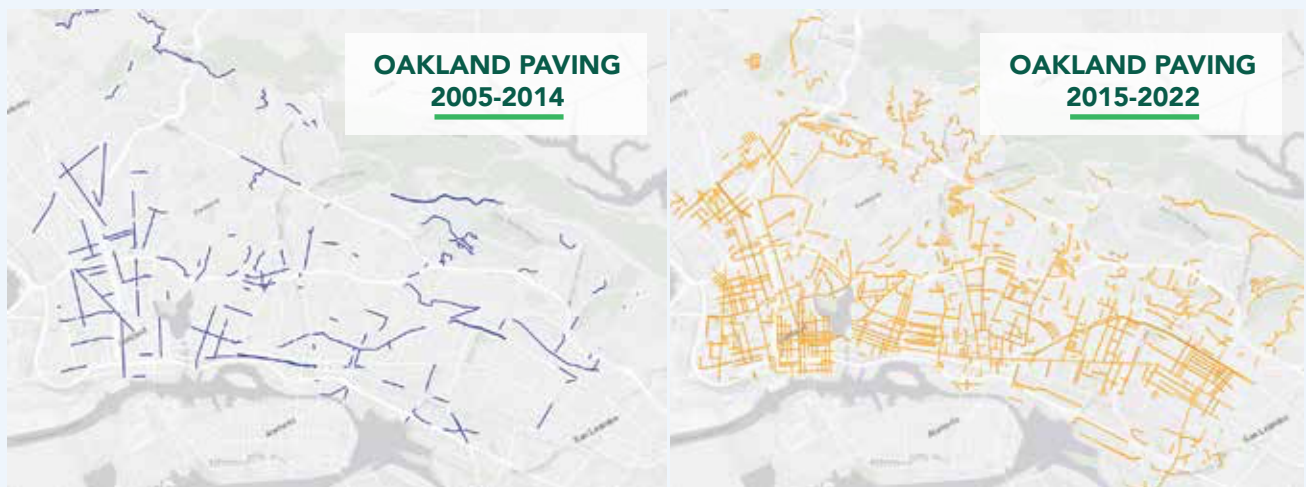
“People expect their government to deliver the basics, like safe roads without potholes. When Mayor Schaaf took office the city’s roads were ranked the 2nd worst in the country and there was no plan to fix them. Rather than announce yet another ‘pothole patching blitz,’ Schaaf retooled Oakland’s entire infrastructure maintenance system to fix unsafe roads once and for all and keep them maintained into the future.” — Matt Nichols, Oakland’s 1st Transportation & Infrastructure Policy Director

PAVING

Mayor Schaaf made 3 major systemic changes to overhaul Oakland’s road maintenance for the long term:

- The city’s first-ever **Department of Transportation**, an equity-driven department with a holistic and responsive view of safety that attracted new professional talent,
- A **311 system** to give residents a single number and easy-to-use app to more easily report potholes, unsafe road conditions, illegal dumping, and other issues people needed the city to fix, and
- Oakland’s first **Renewable Infrastructure Bond Program**. Modeled on San Francisco’s, the program was launched with the successful passage of Measure KK in 2016 and renewed with Measure U in 2022. The program gave Oakland its first renewable resource at a scale that could finally reverse Oakland’s mounting infrastructure decay over time.

During her eight years in office, Mayor Schaaf’s administration completely replaced 161 miles of roads — 100 miles in the last three years alone. This set two all-time records for most miles paved in a year.



We called it the **Great Oakland Pave** and last year it gave Oakland the second most improved pavement conditions in the whole Bay Area. It will take years to restore Oakland's roads to the conditions Oaklanders deserve, but Schaaf left the systems and resources in place to do it.

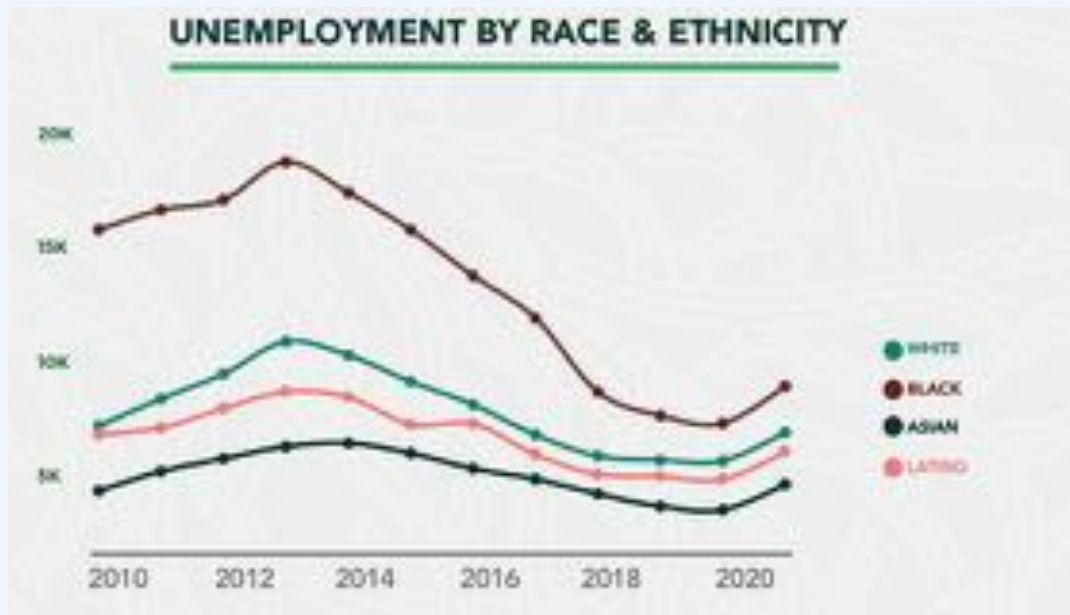
Before Oakland had its own infrastructure bond program, its restricted funds could only replace main arterial roads, while leaving local roads to crumble. Schaaf's equity-based paving plan got roads replaced in neighborhoods that hadn't seen improvements in decades.

FISCAL HEALTH & ECONOMY

Upon election, Mayor Schaaf created Oakland's first **Rainy Day Fund**. She added policies to reduce Oakland's unfunded retirement liabilities and improve the city's long term fiscal stability. Schaaf's Rainy Day Fund saved hundreds of workers from potential layoffs during the pandemic. During Schaaf's term, Oakland's credit rating was upgraded by all three rating agencies, giving Oakland its highest credit rating on record and saving taxpayers millions of dollars in lower interest rates on bonds.

In 2016 Oakland launched a **Department of Race & Equity** to help center equity in every aspect of City work and spending. The Department has helped create nationally recognized equity policies in everything from cannabis business permits to capital improvements. Under Mayor Schaaf, Oakland's budget process now includes an equity analysis for all significant spending changes.

Oakland's economy and workforce also prospered during Schaaf's term. Oakland's unemployment rate was cut in half, from 7.4% to 3.5%. Importantly, racial disparities in unemployment fell even more. Sales tax receipts increased by 50% as Oakland-based companies grew and new companies like Blue Shield, PG&E, Square, and Credit Karma moved into Oakland. These aren't just numbers — these jobs and businesses support our neighbors and their families.



PROMISES

"This was a mayor who cared about children and families. This infrastructure she has laid will exceed her tenure."

-- Michael McAfee, CEO of Policy Link

THE OAKLAND PROMISE

There is nothing Mayor Schaaf is more proud of than starting the **Oakland Promise**. Started in the mayor's office, growing into an independent organization, and then merging with the East Bay College Fund, The Oakland Promise now offers comprehensive cradle-to-career support to get Oakland public school students to and through college, including:

- **\$500 college savings accounts** for every baby born to low-income parents in Oakland,
- **Financial coaching** for parents, and on-going child development support,
- **College-going culture support** at schools and parent classes on college savings and access,
- An early scholarship of **\$100 for every kindergartener**,
- **College access coaching** at middle and high schools,
- **Scholarships** for all low-income public school graduates to attend 4- or 2-year college or trade certificate programs, and
- **Persistence support** for students, including mentors and internships.

"The Oakland Promise is a deeply held belief — in Oakland's collective consciousness — that every baby is brilliant. That opportunity changes everything. And that every parent, regardless of circumstance, deserves to feel they can provide all the education their precious children need and deserve." — Mayor Libby Schaaf with Vice President Kamala Harris announcing The Generation Fund



And Mayor Schaaf secured sufficient resources to ensure the Oakland Promise can deliver its comprehensive support for at least the next generation, including:

- College access funds from voter-approved **Measure AA**, which she championed in 2018 and will provide more than \$30 million a year for college access and pre-school for the next 30 years, and
- **The Generation Fund**, a \$50 million fund Mayor Schaaf personally raised that will provide 30,000 college savings accounts for low-income babies and scholarships for OUSD graduates through 2035.

Mayor Schaaf's Measure AA will provide the resources to fund **Universal Access to Quality Preschool** for all 3- and 4-year-olds within a decade, with programs launching in 2023.

She also co-founded the **Northern California College Promise Coalition** to share best practices and resources with other Promise programs and advocate for educational equity. In 2022, NCCPC sponsored AB288, a new California law that will prohibit scholarship funds from being deducted from financial aid awards.

#LANDBACK

Tribal Chairwoman Corrina Gould of the Confederated Villages of Lisjan, an East Bay Ohlone Tribe, says we must act today in the interest of the seventh generation. Mayor Schaaf contacted Corrina in early 2018 to explore returning land to Oakland's first people through The Sogorea Te' Land Trust. After five years of complicated real estate, planning and legal work, Oakland returned to this Indigenous Ohlone community a piece of land selected by the Trust in Joaquin Miller Park where they will conserve the land and their culture.

Oakland became the first city in California, and possibly the nation, to give municipal land back to its non-federally recognized Indigenous tribe.



Mayor Schaaf has passionately fought to return waterfront access to the people. **Howard Terminal**, a former container shipping terminal, is now poised to become a vibrant mixed-use neighborhood, with public parks, good union jobs, affordable housing, and an iconic new ballpark for our Oakland A's. Mayor Schaaf secured \$375 million in infrastructure grants that will create cleaner, greener, safer, and more equitable access to Oakland's beautiful waterfront while better safeguarding Port operations. And she fought against allowing a coal terminal to further threaten the health of the Port's fenceline communities and our planet.



RESISTING TRUMP

In 2018, Mayor Schaaf learned of a large federal enforcement action against undocumented immigrants in the Bay Area. She made the controversial decision to issue a public warning and inform her residents of their rights, responsibilities, and resources. Trump's reaction was extreme, inciting crowds to chant "Lock Libby Up" and admonishing his Attorney General Jeff Sessions when he hadn't put Schaaf in jail already. Schaaf never backed down, emphasized it was her duty to protect all Oakland's residents "no matter where they came from or how they got here," and always proudly described Oakland as: "America's most unapologetic sanctuary city."

To see a white mayor say she would go to jail if she had to, that she would do everything she could to protect us, was powerful. — Alicia Contreras, Spanish Speaking Citizens Foundation



GRATITUDE

Mayor Libby Schaaf will always love her hometown Oakland and is proud to have served as its 50th mayor through triumphs and tragedies, with grace and with grit. She loves Oakland's magnificent diversity. She loves working with community volunteers and advocates, Oakland's entrepreneurial bureaucrats, and especially her inspiring team in the Mayor's Office. She sought to make each decision with the long-term interest of Oakland at heart.



THANK YOU OAKLAND!