



Empower Oakland 2024 Candidate Questionnaire

Empower Oakland is a movement fueled by Oakland residents who recognize that “business as usual politics” will only further perpetuate Oakland’s downward spiral. We believe in empowering Oaklanders to amplify their collective voices for greater political impact and influence.

All submissions will be published on empoweroakland.com to educate Oakland voters and will be unedited for spelling and grammar. Empower Oakland will also use candidate submissions to help inform their Candidate Endorsement process. Candidates may be asked to interview in-person with the Empower Oakland Endorsement Committee. Final endorsement decisions will be made by early September.

Please email the completed questionnaire as a .docx or .pdf document to info@empoweroakland.com.

Candidate Name: Warren Logan

Email: info@warrenforoakland.com

Phone Number: 510-646-1096

Office & District Sought: Oakland City Council, District 3

Campaign Website: <https://warrenforoakland.com/>

Social Media Handles

- Twitter: <https://x.com/warrenforoak>
- Facebook: <https://www.facebook.com/WarrenForOakland>
- Instagram: <https://www.instagram.com/warrenforoakland/>
- LinkedIn: N/A
- TikTok:

Expected total Fundraising Amount: \$150,000

Funds Raised To Date: \$107,459

General Questions

1. What is your background/experience in Oakland?

My experience in Oakland includes serving as the Policy Director of Transportation and Government Affairs, where I shaped key infrastructure and environmental policies. As Section Chief of Community Resilience during the COVID-19 pandemic, I led efforts to establish testing and vaccination sites and launched the nation’s largest Slow Streets program. I also pursued my graduate studies at UC Berkeley, which deepened my commitment to the Bay Area. My extensive experience in urban planning and public service, combined with my dedication to community well-being, equips me to address Oakland’s challenges effectively and advocate for a thriving, inclusive city.



I've connected with our strong community by serving as a teacher and food distribution volunteer at my church (Lake Merritt United Methodist), co-founding Black Queer Men's Brunch, and supporting numerous local organizations like Transform. I've made my home in West Oakland and even got married in Preservation Park.

2. What are the top two challenges facing Oakland today? What are the bright spots?

The top two challenges facing Oakland today are public safety and government transparency.

Public safety is a critical concern as rising crime rates, including frequent break-ins and property crimes, have shaken the community's sense of security and made it difficult for businesses to thrive. This issue not only affects residents' day-to-day lives but also deters potential investors and businesses from setting up in the city. Government transparency is another significant challenge. Many residents feel disconnected from the decisions being made at City Hall, with a lack of clear communication about policies, projects, and priorities. This has led to a growing mistrust in local government and frustration with the pace of progress on critical issues.

Despite these challenges, Oakland has several bright spots that showcase its resilience and potential. The city's rich culture, vibrant arts scene, and deep sense of community continue to thrive, even in the face of adversity. District 3, in particular, is home to beautiful parks like Lake Merritt or DeFremery or Lowell, which serve as gathering spaces that bring people together and highlight the area's natural beauty. There is also a strong desire to be part of Oakland's growth, particularly in District 3, where many are eager to open businesses and build new housing. The challenge now is to create the conditions that turn these possibilities into a reality.

3. Why are you running for office and why are you uniquely qualified to fulfill the office you are running for at this time?

I am running for office because I believe Oakland is on the wrong track, and it's time for a change in leadership that prioritizes practical solutions and strong governance. As a city planner with extensive experience in land use and community resilience, I bring a unique perspective and skill set that are critically needed at this moment. My background includes working at nearly every level of government, where I have successfully implemented policies and projects that address the very challenges Oakland faces today.

Oakland needs leaders who understand how to navigate complex systems and get things done. I've worked directly on issues like housing, public safety, and infrastructure, and I know how to bring together stakeholders across departments to create effective, collaborative solutions. My role in leading Oakland's COVID-19 response and experience as the city's Policy Director of



Transportation and Government Affairs has given me a deep understanding of the intricacies of local government and the importance of clear, transparent communication.

What sets me apart is my commitment to pragmatic, results-driven leadership. I'm not just talking about change—I've delivered it, and I'm ready to do so again. Oakland deserves a leader who not only understands the challenges we face but also has the experience and vision to lead us toward a more prosperous, safe, and equitable future. I'm running because I know I can make a difference for Oakland, and I'm ready to get to work.

4. Prior to running for office, how were you involved in local government and/or your community? What were your biggest accomplishments?

Before running for office, I made substantial contributions to local government and my community. As Oakland's former Policy Director of Transportation and Government Affairs, I advanced key transportation policies and infrastructure projects that prioritized sustainability and livability. During the COVID-19 pandemic, I served as Section Chief of Community Resilience, leading the establishment of testing and vaccination sites, securing resources, and launching the nation's largest Slow Streets program. These initiatives were crucial in supporting residents and businesses during the crisis. My experience in managing complex projects and responding to urgent needs has equipped me with the skills necessary to address Oakland's current challenges effectively. My track record of delivering results and driving meaningful change demonstrates my capability to lead and make a positive impact on our city's future.

Oakland City Council

5. **What specific and measurable improvements in public safety will you deliver for Oaklanders in 2 years? 4 years? Please describe how you plan to deliver these public safety improvements.** As part of your response, please:
 - o Summarize what existing public safety investments you might increase, reduce or eliminate to ensure adequate resources for you to meet your goal.
 - o Discuss your perspectives on:
 - i. The effectiveness of Oakland's non-sworn responses to public safety issues. Which ones (if any) are successful and should be continued? Which ones (if any) are not successful and should be discontinued?
 - ii. The appropriate staffing level of sworn police officers for the city of Oakland (provide a specific number of officers you would like to see in place by December 2028).
 - iii. Your prioritized strategies for addressing various types of crime, including gun violence, retail robbery, bipping, residential burglary, traffic violence, and any others.



- Describe the experience(s) from your past that should give Oaklanders confidence you can deliver on these goals?

While current city representatives continue to highlight their favorite statistics to tell us everything is better, I believe the issue is far more nuanced. My neighbors continue to share real fears about public safety in our city. People are afraid to leave their cars on the street, and rightly so. In 2023 alone, 1 in 30 Oakland residents had their cars stolen – totaling nearly 15,000 vehicles. That's a shocking statistic reflecting the size of the problem at hand. It's not surprising that many feel that we're experiencing a public safety crisis. While the number of stolen vehicles has begun to decline so far in 2024, I believe it's the job of our representatives to honor people's concerns and trauma, and not dismiss people's heartfelt emotions and concerns.

In the next two years, I will focus on delivering measurable improvements in public safety by enhancing the coordination of existing resources and investing in proven strategies. Central to this plan is strengthening Oakland's Ceasefire strategy, which has shown promise in reducing gang violence and shootings. By increasing investment and support for community outreach workers, I aim to achieve a reduction in gun violence incidents within two years. Additionally, I will address the critical issue of emergency response times by increasing the number of 911 dispatchers and improving coordination with county, state, and federal emergency services, targeting a reduction in response times. To tackle property crimes like bipping and residential burglary, I will activate public spaces and vacant storefronts through community events and environmental design strategies, aiming for a reduction in such crimes. Lastly, I will implement privacy-friendly surveillance systems, such as FLOC cameras, to complement limited investigative services, ensuring swift and efficient responses to criminal activity.

Over four years, I will build on these efforts with more comprehensive and sustainable public safety improvements. This will include a long-term focus on staffing and resource allocation. I will work to ensure that Oakland has a sufficient number of sworn police officers and support staff to respond to priority calls and handle investigations effectively. Rather than fixating on a specific number of officers, I will prioritize deploying the right mix of personnel, including unarmed staff and ambassadors trained in de-escalation, to meet the city's varied needs. By 2028, I aim to have a fully staffed force that is capable of responding to the city's diverse public safety challenges, from violent crime to traffic violence, with the right tools and strategies.

We need to be clear that (1) we need enough field officers to respond to priority calls, clearly 35 isn't enough. (2) we need enough staff to handle clearing through our investigations. I say staff because this is being done by sworn officers and could be supplemented by sworn, unarmed staff. (3) We also need ambassadors with de-escalation training since right now this is being done by the business improvement districts. Downtown has about fifty ambassadors and that's not enough, but it does give you a benchmark for what number we would need. Ambassadors are much cheaper per person than sworn officers. (4) Parking enforcement is actually part of



DOT but definitely needs more support. We should have more ambassadors and unarmed officers to walk or bike through communities to build relationships with residents and provide a greater presence of safety and security.

To ensure these improvements are sustainable, I will reevaluate existing public safety investments. This will involve increasing support for non-sworn responses that have proven effective, such as community ambassadors, while reducing reliance on measures that have not delivered results. For example, I will push for a significant increase in parking enforcement officers, who can also serve as a visible deterrent by walking or biking through neighborhoods. My approach will be data-driven, focusing on the specific needs of each community and deploying resources where they can have the greatest impact.

My experience as Oakland's Policy Director of Transportation and Government Affairs, coupled with my role in launching the nation's largest Slow Streets program during the pandemic, demonstrates my ability to coordinate complex initiatives and deliver results under pressure. I have a proven track record of working across government agencies and with community leaders to achieve meaningful outcomes, which should give Oaklanders confidence in my ability to enhance public safety effectively.

6. What specific and measurable improvements in Oakland's homelessness and housing affordability crisis will you deliver for Oaklanders in 2 years? 4 years? How do you plan to deliver these homelessness and housing affordability wins for Oakland? As part of your response, please:

- Describe the biggest problems our city faces that keep us from solving the housing crisis.
- Summarize what homelessness/housing investments you might advance, reduce, or eliminate to ensure adequate resources are available to meet the goals you stated above. What trade-offs might need to be considered in distributing resources between different solutions?
- Discuss your perspectives on:
 - i. The respective roles of affordable (below-market-rate) housing and market-rate housing
 - ii. The City's Housing Element and proposed zoning reforms
 - iii. Oakland's Encampment Management Policy, implementation of it to date, and improvements needed moving forward
 - iv. The City/County's approach to mental health and substance abuse treatment
- Describe the experience(s) from your past that should give Oaklanders confidence you can deliver on these goals?



Addressing Oakland's homelessness and housing affordability crisis requires a balance of immediate actions and long-term strategies. Building new housing is critical, but it is a process that often takes longer than 2-4 years. To make an impact now, we should focus on utilizing vacant land that the city already owns to build affordable housing, though the effects of this will take time to be fully realized. Transparency is essential; we need to clearly differentiate between short-term and long-term plans. The county's definition of affordability is often inflated by higher-income earners, so our focus should be on housing solutions that truly serve those in need.

In the short term, we must acknowledge and refine our encampment management plan, which currently lacks a clear connection to housing solutions. We need an actionable plan to reduce homelessness within 2-4 years, setting realistic targets for how many people we can transition into housing. This includes making encampments safer through enhanced social services, fire safety measures, and providing temporary shelter options like cabins and hotels. In the short term I will also use Oakland's vacant land for emergency shelter and affordable housing construction. Those residents who are living in RVs or tents deserve a safe location while they are being connected with services and longer-term options.

For the long term, making the Bay Area more affordable will require building new housing, particularly near transit centers and downtown, where there is room to grow. I support an "all of the above" approach to housing. It took 40+ years of housing underproduction and disinvestment in affordable housing in order to create the housing crisis we are in now, so we will need an "all hands on deck" approach to fixing it and making our city more affordable. Oakland generally, and West Oakland especially, has a large number of vacant and underutilized sites and one reason, among many, that they remain that way year after year is our outdated zoning code. We can have a more vibrant, walkable, affordable and community-centered city if we allow our vacant lots and underutilized sites to be turned into new housing.

Our Housing Element is good but I wish it had been better. There are many areas of Oakland that are still set up to be underutilized, even when fully built out. Many commercial corridors and areas near transit could have much taller buildings and provide more housing for residents and customers for local businesses.

But we cannot overlook the frustrations of those who work hard yet struggle with housing costs. Solutions like basic income or rent subsidies could provide relief in the short term and prevent people from falling into homelessness.

None of this is possible without a balanced budget and immediate investment. The city needs to collaborate better with the county, especially as new supervisors take office, to align our efforts. Mental health and substance abuse treatment are more in the purview of the County, rather than the City, but the City of Oakland has for many years failed to work constructively with the



County. With a new group of council members set to take office next year, this will be an excellent opportunity to build new relationships and I am excited to make that happen.

As someone with extensive experience in city planning and land use, I understand the importance of collaboration. I have extensive experience across multiple government agencies, focusing on transportation and land use planning, which has driven my commitment to creating resilient, thriving cities. Notably, as Oakland's Policy Director of Transportation and Government Affairs, I was key in shaping the city's infrastructure, transportation, and environmental design policies. The most effective solutions will come from working together—across government, with developers, and with the community.

7. What specific and measurable improvements will you deliver with respect to Oakland's public infrastructure in 2 years? 4 years? How do you plan to deliver these improvements? As part of your response, please:

- Summarize the biggest problem(s) Oakland faces, how we can address them, and what trade-offs might need to be considered (if applicable).
- Discuss any specific improvements you expect to make during your 4-year term related to:
 - i. Blight, Litter and Dumping Road repair & repaving
 - ii. Bike/pedestrian safety and public transportation Streetscape improvements (trees, parklets, etc)
 - iii. Stormwater management
 - iv. Describe the experience(s) from your past that should give Oaklanders confidence you can deliver on these goals?

Oakland's public infrastructure challenges stem not from a lack of funding but from inefficiencies within the city's council and staff processes. Often, projects stall as the City Council repeatedly revisits decisions, preventing timely execution. To address this, we need to overhaul our contracting process to ensure that once decisions are made, they are implemented swiftly. A key opportunity lies in renegotiating Oakland's waste management contracts; currently, residents are limited to one bulky pickup per year, leading to illegal dumping. During my tenure, I conducted an audit revealing that only 10% of the current allocation is utilized, which means the city is paying for a service it isn't fully utilizing. Expanding this service to unlimited pickups could significantly reduce blight, litter, and illegal dumping.

For road repair and repaving, the Department of Transportation (DOT) should be pre-authorized to carry out repairs without unnecessary delays.

As a transportation planner, I recognize that many of Oakland's roads are excessively wide, which increases maintenance costs. By redesigning these roads to prioritize other modes of



transportation, such as biking and walking, we can create safer, more sustainable streets and reduce future repaving expenses.

I have direct experience in developing Oakland's parklet program during the COVID-19 pandemic, demonstrating my ability to enhance streetscapes. Streamlined permitting processes will encourage more community-driven improvements like parklets, trees, and bioswales, which are essential for stormwater management and preventing pollution from reaching the Bay.

This is my expertise—having worked for years in transportation and urban planning both inside and outside of local government, I know how to secure county, state, and federal funding and understand the importance of having the right staff to obtain these resources. My goal is to create an Oakland where infrastructure improvements are delivered efficiently, streets are safer and more sustainable, and the environment is protected—all while ensuring community needs are met.

8. Please describe how you plan to address Oakland's immediate fiscal budget crisis AND long-term structural budget deficit. What specific and measurable improvements will you deliver in 2 years? 4 years? As part of your response, please:

- Summarize the largest contributors to Oakland's budget challenges and your understanding of why previous Councils/Mayoral administrations have not solved the issue(s).
- Describe how you will reduce expenses (including cuts you would make to specific programs) that will free up resources that can be allocated toward addressing other budget priorities. Describe how you will increase revenues to fund much-needed services, avoid painful cuts, invest in the city's future growth, and address the structural deficit.
- Discuss your perspectives on:
 - i. Major sources of general fund revenues, and any recent trends or changes
 - ii. Major general fund expenditures, and any recent trends or changes
 - iii. Unfunded liabilities, including pensions and deferred maintenance, and any recent trends or changes
- Describe how you will maintain objectivity despite pressure and specific budget asks by the groups and organizations that have endorsed you.
- Describe the experience(s) from your past that should give Oaklanders confidence you can deliver on these goals?

Oakland's fiscal crisis is a product of long-standing issues that have been left unaddressed for over a decade. The city has repeatedly relied on one-time revenues to balance the budget, while ignoring the deeper, structural deficit. This has finally caught up with us. Three major revenue sources—hotel taxes, development fees, and transfer taxes—are down, exacerbating



the problem. In the short term, we could boost these revenues, but public safety concerns are currently deterring investment in Oakland, further complicating efforts to stabilize our finances. Long-term, we must shift our focus to more stable revenue sources, such as property taxes, which have a steadier trajectory and are less susceptible to economic fluctuations. Instead of selling off city-owned properties, we should lease them to generate ongoing revenue.

Unfortunately, we've already exhausted the easy solutions. The city is now facing difficult choices, including potential furloughs. To avoid further destabilizing the budget, we need to prioritize hiring staff in departments that generate revenue. Parking and code enforcement, for example, not only bring in money but also help address issues like blight that affect residents' quality of life. We should also streamline the process for opening businesses and consider increasing business and provisional taxes to bolster our revenue streams.

As a leader, maintaining objectivity in the face of pressure from various groups is critical. The reality is that everyone is unhappy with the current situation, and we can't keep kicking the can down the road. We must confront these hard problems with ambitious solutions, much like how we managed the unprecedented challenges during the pandemic. During COVID-19, I served as section chief of Oakland's Community Resilience Program and led a cross-agency team with a tight budget, limited staff resources, and an incredibly accelerated timeline. There was no room for delay. We developed and quickly implemented a range of responsive programs, from community testing sites to outdoor merchant spaces to Slow Streets. Within City Hall, I got hard things done. What's more, I spent a lot of time thinking about how we can do things better.

I know that if our government is united around a cause, we can get things done—and quickly. Oaklanders can trust that I will bring the same level of determination and creativity to solving our budget crisis.

9. Please describe what you plan to do differently from business-as-usual in city hall to ensure effective, efficient, transparent, and accountable governance in Oakland.

As part of your response, please:

- Describe in what ways the City of Oakland is meeting and/or not meeting your definition of good government.
- Summarize what changes you would make in order to improve the effectiveness and efficiency of city governance and increase transparency.
- Answer how Oakland City Council can provide greater oversight and public accountability in contracting, grant-making, and outcomes/performance management.]



My goal is to make city government more accessible and understandable to everyone, even those who may disagree with my positions. Transparency is key—I want people to know exactly what I'm working on and why.

While there are great ideas within city departments, they often go unshared due to poor working relationships between the City Council, the Auditor, and the City Administrator's office. I aim to foster a collaborative environment where these insights are shared openly, and all parties work together toward common goals.

One of the most significant changes I would implement is reorganizing city efforts based on clear initiatives. This means breaking down silos between departments and forming cross-departmental teams focused on specific priorities. If our goal is Public Safety, then we should have stakeholders from the Police, Fire, and Transportation departments meeting regularly to discuss cross functional approaches to the problems we are seeing.

We also need to have more measurable outcomes and metrics for our city. During the budgeting season, we should adopt a comprehensive work plan that sets measurable outcomes for every dollar spent. If we allocate \$50 million for road paving, the public should know exactly how many miles of roads we expect to pave. If funds are directed toward violence prevention, we need clear goals for what those dollars will achieve.

The Oakland City Council can enhance oversight and public accountability by establishing clear expectations and performance metrics for every contract, grant, and initiative. Regular audits and progress reports should be standard, ensuring that the public can track outcomes and hold the government accountable. By fostering better relationships within city government and setting clear, measurable goals, we can create a more effective and transparent Oakland.

10. **For incumbents:** What is a vote you're MOST and LEAST proud of in the last four years. Briefly describe the issue, why you voted the way you did, and what you think now about that vote.
11. **For new candidates:** What was the most impactful Council vote in the past four years? Briefly describe the issue, what you think of the Council's decision, and what you would have done had you been on the Council.

One of the most impactful Council issues in the past four years involved decisions around development projects like the one at 1911 Telegraph. This vacant lot has seen multiple attempts over two decades to bring much-needed housing, including affordable housing, to District 3, but the City Council has repeatedly stalled or rejected these efforts before they could move forward to a vote by council. This is not just a matter of the votes that were cast—it's about the opportunities that were lost by not voting to advance critical projects like this one.



The Council's failure to move forward with the 1911 Telegraph project is particularly troubling because it directly undermines goals like those set by many council members, which aim to address housing shortages and affordability issues. Had this project been approved, it could have been under construction or nearly completed by now, contributing to the city's housing stock and providing affordable options for residents.

If I had been on the Council, I would have moved this project forward. The consistent stalling of developments like 1911 Telegraph not only delays progress but also sends a discouraging message to unions and potential developers who might otherwise contribute to Oakland's growth and housing solutions. While it's important to scrutinize projects carefully, it's equally crucial to recognize when delays are causing more harm than good, especially in a city facing a housing crisis. My focus would have been on facilitating progress, ensuring that we don't just talk about what was voted on, but also what we missed out on by not acting.

12. What are the major challenges faced by Oakland businesses? What specific steps will you take to ensure that Oakland businesses can thrive and are able to create more jobs and improve the Oakland economy?

Oakland businesses face significant challenges, particularly the ongoing issue of break-ins and property crimes, which create a hostile environment for local enterprises. When businesses are repeatedly broken into, or when people avoid downtown because they fear their cars will be vandalized, it's clear that the status quo is not working. Addressing these concerns may require a multifaceted approach, including increased police presence in certain areas, as well as creative urban design solutions like parklets and street closures that can enhance the vibrancy and safety of our business districts. My experience working during COVID has shown me the importance of such interventions in supporting local businesses.

To help Oakland businesses thrive, we must make it easier to start and sustain businesses downtown. For example, if a coffee shop is struggling to cover rent while only operating part-time, we should allow them to share their space with another business under a different permit, helping both businesses split the rent and remain viable. Additionally, we should streamline the process for pop-up shops to operate in vacant spaces, reducing the need for these ventures to operate under the radar.

It's also crucial to foster a business-friendly environment that encourages investment. When the City Council signals that certain businesses aren't welcome, it discourages growth and job creation. Instead, we should be supportive of businesses that want to establish themselves in Oakland. I want to see companies like Square and other innovative firms choose Oakland as their home. By creating a more welcoming and supportive environment for businesses, we can help drive economic growth, create jobs, and improve the overall quality of life in our city.



13. There are important ballot measures that are up for vote in November. How would you vote on the following and why?

- Would you vote to Recall District Attorney Pamela Price? (YES/NO)
 - i. No, see below
- Would you vote to Recall Oakland Mayor Sheng Thao? (YES/NO)
 - i. No, I would not vote to recall District Attorney Pamela Price or Mayor Sheng Thao. While I understand that there are concerns regarding their approaches to criminal justice and its impact on public safety, I believe that the recall process should be reserved for instances of clear misconduct or gross negligence, not as a response to policy disagreements. It's important to allow elected officials to carry out their mandates and be held accountable through regular elections.
- Would you vote to pass the Oakland Measure Z renewal? (YES/NO)
 - i. Yes, I would vote to pass the Oakland Measure Z renewal. Measure Z has been instrumental in funding essential public safety and violence prevention programs. Renewing it ensures continued support for these critical initiatives, helping to reduce crime and improve safety in our communities.
- Would you vote to pass California Prop 36 (makes changes to Prop 47)? (YES/NO)
 - i. No, I would not vote to pass California Prop 36, which proposes changes to Prop 47. I believe in maintaining the progress made by Prop 47 in reducing non-violent felony convictions and focusing on rehabilitation. Instead of altering it, we should work on improving the implementation of existing reforms.