



CITY OF OAKLAND  
PUBLIC WORKS

# BUREAU HIGHLIGHTS & ACCOMPLISHMENTS

## 2020

A year review of OPW Bureau's progression towards achieving their 2019-2021 Strategic Action Plan goals.

# LETTER FROM THE DIRECTOR

Oakland Public Works (OPW) had a great year working on our Strategic Action Plan goals. Each Bureau worked diligently to maintain Oakland as an enjoyable and beautiful City. Some of our accomplishments include completing hundreds of hours of community engagement for several projects, opening facilities such as the Rainbow Recreation Center, exceeding goals set for trash reduction in the City's storm drain, launching the Oaktown PROUD campaign to prevent illegal dumping, and so much more. It is an honor to serve you all as Assistant Director of the Bureau of Environment and now as the Interim Director of OPW. I am impressed with the talent, passion, and effort that each of you bring to your work each and every day.

I would like to thank Jason Mitchell who served as Director of OPW for all of 2019 and is now serving as Interim Assistant City Administrator. OPW achieved a great deal under his leadership, and we will continue to build upon the foundation that he built.

Right now, in 2020, I know that each of us is trying to cope with a lot, including the COVID-19 pandemic and new tragedies and conflicts that stem from longstanding racial injustice. As we face these and other challenges, I am inspired by your resilience. I would like for each of us to reflect upon all that we have accomplished as the OPW Family. These times have been challenging, but I know that we will get through this in the same way that we always do—together.

Sincerely,

David Ferguson  
Interim Director  
Oakland Public Works



# MEET THE BUREAUS

## Bureau of Administration (BOA)

The BOA provides behind-the-scenes operational support to the department by managing budgets, human resources, employee recruitment, monthly reports, and technology systems.

## Bureau of Design & Construction (BDC)

The BDC manages city projects and designs services for various parts of the City. This includes the sanitary sewer system, City buildings and facilities, and City parks, fields, and recreational facilities.

## Bureau of the Environment (BOE)

The BOE oversees the maintenance of parks and trees; illegal dumping, street sweeping, and litter container services. They manage agreements for curbside solid waste and recycling services and run volunteer community clean-up programs such as Adopt-A-Spot.

## Bureau of Maintenance & Internal Services (BMIS)

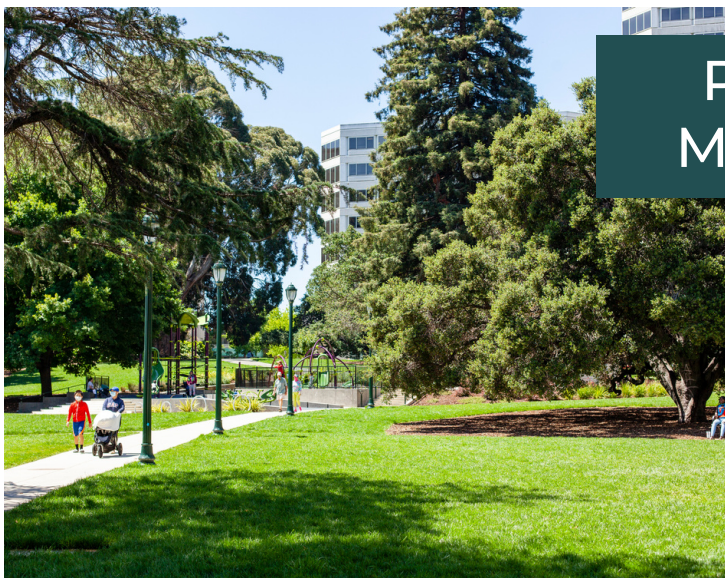
The BMIS is responsible for providing repair and maintenance services to the City's equipment and infrastructure. This includes City-owned facilities, sewer and stormwater collection systems, and City vehicles.











## PROJECT PORTFOLIO MANAGEMENT SYSTEM

City Council unanimously approved a contract with PMWeb to add a project portfolio management system. This software system will serve as a single-point of access and information for tracking projects through each critical phase and will help staff in delivering projects on time and within budget.

## "20 MOST RECENT SERVICE REQUEST" BUTTON

Cityworks is a computerized maintenance management system. The BOA has added a button that shows the 20 most recent service requests, for the current caller. This is a huge benefit because if the caller mentions a prior issue, the Call Center has immediate access to that request without having to do an additional search.



## PARK ASSET IDENTIFICATION

BOA has identified 5,789 assets within parks. Assets include irrigation, landscaped areas, lighting, and tot lots. These identifications allows Park Maintenance to determine park needs and helps discover which parks could use more attention based on their assets.











## TRASH REDUCTION IN THE CITY'S STORM DRAIN SYSTEM

To comply with the San Francisco Bay Regional Water Quality Control Board's requirements for trash reduction in the City's storm drainage system, Oakland must have a mandated level of 80% trash reduction by June 2019. This level was exceeded by 16.3%, meaning Oakland reached a mandated level of 96.3% trash reduction!

## MEASURE Q / FUNDING SOURCE FOR STORM DRAINAGE COMPLIANCE, CIP AND MAINTENANCE.

The City began development of the Stormwater Master Plan which was finally able to fully fund with the passage of Measure Q. This document will help the City better understand the drainage deficiencies, identify the full capital needs, and how to more effectively utilize the limited maintenance and capital project funds for the system.



## NEW CIP PRIORITIZATION PROCESS

The Capital Improvement Program (CIP) determines where the City's budget goes for improving public buildings, parks and streets. Looking to improve on the success of the first cycle, adjustments are being made in terms of project intake and equitable outreach to the community based on feedback. Guided by the Department of Race and Equity, staff were able to create a new project prioritization process which was then adopted by the city council.



## PROCEDURES TO OUTREACH TO NEW, LOCAL, AND/OR DIVERSE CONSULTANTS AND CONTRACTORS.

Procedures to improve racial equity outcomes through expanded outreach will be developed with the upcoming Diversity Study recommendations. Expanded outreach to all Oakland-based firms has been conducted with direct mailers, invitations for services, and informational meetings with many OPW divisions.



## ACTIVE & USER-FRIENDLY GIS PROJECT WEBSITE MAP

GIS staff is currently working on an active, user-friendly GIS project website map that includes all capital projects from OPW. The web link to the project dashboard will be provided on OPW's webpage. Project managers are working on project descriptions for every project which includes location, scope of work, and schedule.











## ADOPTION OF THE 2030 EQUITABLE CLIMATE ACTION PLAN (ECAP)

The 2030 Equitable Climate Action Plan has been revised with public feedback and plans to be adopted by the City Council. The plan has a goal of a Greenhouse Gas (GHG) reduction target of 56% and addresses climate change mitigation, carbon sequestration, and climate adaptation through an equity lens.

## GARBAGE BLITZ CREWS FOR INCREASED REMOVED ILLEGAL DUMPING

Garbage Blitz Crews (GBCs) are crews that proactively remove illegal dumping from main thoroughfares, hotspots, and block-by-block. In Fiscal Year 2019-20, the GBCs have serviced 7,232 work orders and removed 10,169 cubic yards of debris.



## CAL FIRE GRANT PROJECT TREE INVENTORY, URBAN FOREST MASTER PLAN, AND 700 NEW TREES

The City received \$970,130 from the Cal Fire Grant to count, map, and measure the benefits provided by trees in streets and urban parks. Their Urban Forest Master Plan will help equitably plan for the expansion of Oakland's urban forest. The Tree Services team plans to plant 700 new trees and have planted more than 100 trees so far.





## ENVIRONMENTAL ENFORCEMENT OFFICERS (EEOS)

Environmental Enforcement Officers (EEOs) are officers that monitor all of Oakland's diverse communities to prevent and deter illegal dumping. Through educational outreach and enforcement actions, EEOs educate Oaklanders on the consequences of illegal dumping and hold unlawful dumpers accountable. They monitor illegal dumping "hot spots," conduct forensic investigations, cite dumpers, coordinate abandon waste removal, and collect data to inform and improve their enforcement efforts.



## YEAR ACCOMPLISHMENTS

- Nearly 67% of EEO work orders with 24-Hr to Abate Notices were removed by the perpetrator or the property owner.

- 1,400 litter containers across the city were tagged with warning stickers developed by the Environmental Enforcement Unit to enforce compliance with the proper use of City litter containers.

- Engage residents and instruct them on the proper bulky waste set out requirements. While on routine patrol, Officers monitor and report to WMAC early set outs of bulky pickups. EEOs also coordinate follow-ups with Waste Management on missed Bulky appointments.







## OAKTOWN PROUD: PREVENT & REPORT OUR UNLAWFUL DUMPING

Early 2020, the City of Oakland and community leaders launched Oaktown PROUD, a campaign by and for Oaklanders, to reduce illegal dumping in Oakland. This campaign seeks to encourage and promote community pride and volunteerism. The Oaktown PROUD campaign provides one-stop access to participating in the City of Oakland's Three E's Strategy to reduce illegal dumping: Education, Eradication, and Enforcement.

### YEAR PRIORITIES

- Prevent illegal dumping in Oakland by educating the community on the proper ways to dispose of their items via the Bulky Pickup Service offered by Waste Management. [www.oaklandrecycles.com/bulky-pickup-services](http://www.oaklandrecycles.com/bulky-pickup-services)
- Make Oakland cleaner by encouraging the community to report illegal dumping when and where they see it to OAK 311 by dialing 311 or (510) 615-5566, using OAK 311 app, or through the [www.oaktownproud.com](http://www.oaktownproud.com) website.
- Promote volunteerism in Oakland community cleanup events such as MLK Day of Service, Earth Day, Creek to Bay Day, and the Adopt a Spot program. [www.oaklandca.gov/services/volunteer-opportunities](http://www.oaklandca.gov/services/volunteer-opportunities)











City of Oakland ranked #3 Greenest Fleet of North America by 100 Best Fleets.

## FACILITY IMPROVEMENTS

- Upgraded FHOP Plaza lighting (125 Light poles and Ball Lights) to high efficiency LED's for energy savings, improved lighting, increased lifecycle, and enhanced security.
- Demolished and replaced the old dilapidated restroom with a new facility at San Antonio Park.
- Completed tot lot removal, demo and security fence installation at Dolphin Park.
- Replaced roofs at Fire Stations 3, 5 and 20 and at the Lincoln Square Recreation Center.
- Completely remodeled Lyons Pool restrooms and locker rooms.
- Replaced Soccer Field at San Antonio Park. This facility restoration debuted the first ever mid-field installation of the new "Oaktown Proud" logo.
- Remodeled Poplar Recreation Center.
- Replaced and upgraded lighting at several ballfields. The improved lighting will enhance the customer experience, improve safety, and reduce expenses at these locations.
- Rented and installed portable water tanks at North Oakland Sports Park for landscape irrigation and Fire response. The park was previously unusable due to the lack of water.



# MEET THE SAP TEAMS

Strategic Action Plan Teams or SAP Teams include staff from all levels of OPW who have different areas of expertise. Informed by the diverse experiences and perspectives of each team member, the Teams have developed plans to prioritize and implement the objectives in the Strategic Action Plan.

## EMPLOYEE BETTERMENT TEAM



**EMPOWER STAFF, ENHANCE EMPLOYEE APPRECIATION, SUCCESSION PLANNING, CAREER GROWTH, AND PROMOTE AN INCLUSIVE WORK ENVIRONMENT.**

### Year Accomplishments:

- Completed research of neighboring agency's performance appraisal system and focused on evaluating City's current performance appraisal system to develop recommendations.
- Conducted research and inquiries to Bay Area agencies on succession planning. Developed mission statement for succession planning and draft process flow for review.
- Gathered surveys on appreciation ideas and held 3 events over the first year.

## TRAINING - PUBLIC WORKS UNIVERSITY

**CREATE A TRAINING PROGRAM THAT PROVIDES SKILL ENHANCEMENT AND DEVELOPMENT, LEADERSHIP TRAINING, EMERGENCY AND DISASTER TRAINING AND OTHER SKILLS AS NEEDED.**

### Year Accomplishments:

- Created a Draft Sewer Training Program and Training Manual for the Sewer Division. This Employee Development Program is designed to inspire, promote and build the next generation of Public Works Department leaders.
- Created Cityworks user video trainings to improve efficiency and effectiveness.
- Using Target Solutions as a platform training videos were created for Cityworks Location History Search and Cityworks Park Inspection/Work Orders.





# MEET THE SAP TEAMS

## PUBLIC ENGAGEMENT AND OUTREACH TEAM



### ENHANCE EXTERNAL COMMUNICATIONS AND COMMUNITY OUTREACH.

#### Year Accomplishments:

- Adopted the outreach model developed by the Oakland Department of Race and Equity, by forming the OPW Communications Team and including the DRE model in its founding work plan.
- The OPW Communications Team established a shared, centralized outreach resource guide by cofounding the Citywide Community Engagement Team and participating in its work to gather, develop and share resources.
- Created Public Engagement and Outreach SAP Interviews, Communications How-To Documents, and the Citywide Team Resources Google Drive folder to begin collecting resources in a single place.

## INTERNAL COMMUNICATIONS AND COORDINATION TEAM

### INVENTORY, CREATE AND UPDATE METHODS OF INTERNAL COMMUNICATION WITHIN PUBLIC WORKS AND WITH OTHER DEPARTMENTS.

#### Year Accomplishments:

- Lead Team Meeting minutes were recorded by LEAD team participants as rotating task. Minutes were disseminated to the entire Department via email blast and posting in ready rooms. Supervisor's meeting were reinstated Bi annually. First one to be held via Microsoft Teams in August 2020.
- Completed a DOT/OPW survey; developed a recommendation memo with suggested division manager and supervisor participants and a list of proposed outcomes.



## DEVELOPMENT AND PRESERVATION OF INSTITUTIONAL KNOWLEDGE TEAM

### IDENTIFY WORK PROCESSES THAT ARE MISSING, INCOMPLETE OR OUTDATED AND UPDATE OR CREATE STANDARD OPERATING PROCEDURES (SOPS), PROCEDURAL DOCUMENTATION, AND OTHER INSTITUTIONAL KNOWLEDGE SYSTEMS.

#### Year Accomplishments:

- Reached out to supervisors and managers across the department to identify regulatory requirements by all functions and programs.
- Updated and refreshed the existing Construction Management Manual to provide new and existing staff with a clear and consistent prospective on processes and procedures.





# FUTURE PLANS...

## **BUREAU OF ADMINISTRATION**

The Bureau of Administration plans to implement dashboard-style tools to interactively analyze, visualize, and understand data in critical systems such as Cityworks, FASuite, Oracle, Accela. They also are working on developing a plan to provide before-and-after photos associated with service requests for OPW crews and third-party service providers who use Cityworks.

## **BUREAU OF CONSTRUCTION AND DESIGN**

The Bureau of Design and Construction plans to improve their contract delivery process by implementing a CIP PM program that contains a module for document control and electronic signatures to create a more efficient tracking process.

## **BUREAU OF THE ENVIRONMENT**

The Bureau of the Environment plans to develop a volunteer management system and database to enable volunteer tracking, communication, and management on one platform. The EEOs plan to step up enforcement efforts by issuing administrative fines, and continuing to educate residents on the proper way to dispose of their unwanted items and trash.

## **BUREAU OF MAINTENANCE AND INTERNAL SERVICES**

The Bureau of Maintenance and Internal Services plans to develop a wet-weather emergency and flooding response plan for the stormwater collection system, create a committee to establish an Apprenticeship Program within the City of Oakland, and establish a facilities inspection program for annual inspections of City facilities/buildings to identify current conditions.



# FUTURE PLANS...

## EMPLOYEE BETTERMENT TEAM

Refine, develop, and implement succession planning policy to share with management.

Continue to obtain broader engagement to help with appreciation ideas and employee commitment to support events.

## TRAINING - PUBLIC WORKS UNIVERSITY

Create more Training Program Plans for other Divisions.

Refine and implement Public Works New Employee Orientation where new employees are given information about OPW and the Safety Program.

## PUBLIC ENGAGEMENT AND OUTREACH TEAM

Identify and organize engagement resources into a product that can be easily used.

Implement the engagement resource guide by both operationalizing it (making it clear) and acculturating it throughout the department.

## INTERNAL COMMUNICATIONS AND COORDINATION TEAM

Form cross functional coordination teams within six months that will meet regularly to establish on-going communication, identify obstacles, and challenges.

Establish an internal communications team that will assess existing internal communication methods and identify new ones to foster.

## DEVELOPMENT AND PRESERVATION OF INSTITUTIONAL KNOWLEDGE TEAM

Organize the numerous SOPs identified and available on the intranet, separated by appropriate division or into general administration.

Implement a process for standardizing procedures that are not currently written into SOPs and develop SOP review standards.