City of Oakland, Bicyclist & Pedestrian Advisory Commission
Minutes from the January 17, 2019 meeting
City Hall, 2nd Floor, Sgt Daniel Sakai Hearing Room (aka Hearing Room 4)

Meeting agenda at https://cao-94612.s3.amazonaws.com/documents/January2019_BPAC_Agenda.pdf.

Meeting called to order at 6:03 pm by BPAC Chair, Midori Tabata.

Item 1. Roll Call/Determination of Quorum/Introductions
At roll call, quorum was established with six commissioners present (**X**). Three arrived just after roll call (x).

Commissioners	Present
Reginald K Burnette Jr	x
Andrew Campbell	**X**
Jesse Jones	x
Phoenix Mangrum	**X**
George Naylor	**X**
Zachary Norris	**X**
Mariana Parreiras	**X**
Midori Tabata	**X**
Kenya Wheeler	x

BPAC Chair Midori Tabata noted that Item 6 and Item 7 will take longer than stated in the agenda and that the order of the agenda would be rearranged so that Item 9 be moved to before Item 4 and that Item 6 be moved to before Item 5.

Introductions were made.

- Other attendees: Steve Beroldo, Audrey Smith, Liat Zavodivker, Chris Kitner, Robert Prinz, Lisa Jacobs, Scott Amundson, Tom Holub, Eric Fieberling, Grey Gardner
- Staff: Noel Pond-Danchik, Jason Patton, Ryan Russo, Ahmed Ali Bob, David Pene, Lisa Jacobs, Julieth Ortiz, Yvonne Chan

Item 2. Approval of meeting minutes

→ A motion to ***adopt the Bicyclist & Pedestrian Advisory Commission meeting minutes from December 20, 2018*** was made (Naylor), seconded (Wheeler), and approved by consent. Adopted minutes online at www.oaklandbikes.info/BPAC.

Item 3. Open Forum / Public Comment

- None

Item 9. 19th St BART Station / Uptown Bike Station (handout attached)

Steve Beroldo, BART's Bike Program Manager, announced that BART's 19th Street/Uptown bike station Cooperative Agreement and lease with the City of Oakland ends this June and sought endorsement to continue City support. BART is currently in the design phase of a new bike station on BART property adjacent to the Paramount Theater to be finished in two to three years, so the requested lease extension is only an interim solution until the new bike station is built. See the handout attached for further details.

Summary of Discussion:

- Due to bike station staff safety/budget concerns, the hours of operation of the bike station were reduced to end at eight p.m. rather than nine p.m. although a survey revealed that users were interested in keeping the bike station open late. BART will try to increase the number of hours of operation. The bike station currently being designed will have a twenty-four-hour bike parking aspect.
- There are plans for similar bike stations at other BART Stations which you can find more information about in Beroldo's presentation from the December BPAC meeting.
- Commissioner Norris supported a bike parking, maintenance, and repair space to be built near the Coliseum BART Station to address a lack of bicycle maintenance facilities in the area.
- Although the 19th St Bike Station staff already fill the designated space for bike parking as much as possible with the current layout, they are considering using the front area to store bikes to increase bicycle storage capacity.
- The West Oakland Bike Parking Station / Repair Station should be careful not to negatively affect Bikes 4 Life, a community bicycle shop down the street from the station. The BART bike stations try not to take business away from other bike shops by not selling bikes or higher end items and charging the repair businesses in their stations market rate rents. BART also hopes that by providing a bike parking station, they will grow the overall bicycle business by increasing ridership in the area.

→ A motion to ***support the extension of the Cooperative Agreement between BART and the City of Oakland*** was made (Wheeler), seconded (Burnette Jr.), with eight commissioners voting in favor (Burnette Jr., Campbell, Jones, Mangrum, Naylor, Norris, Tabata, Wheeler) and one commissioner abstaining (Parreiras). The motion passed.

Speakers other than commissioners: Liat Zavodivker

Item 4. Committee Report Back (list of committees and liaisons attached)

Committees of the BPAC with activities in the past month provided brief updates to the Commission. A list of active committees and liaisons is attached.

- Commissioner Parreiras and Commissioner Naylor announced that the Legislative Committee met last week and continues to work on lowering speed limits around schools. They are also considering formally supporting some state level legislative proposals including enforcement of speed limits using cameras and changing how California sets speed limits, researching fines for parking in bike lanes, considering a mandate to ensure bicyclist and pedestrian counts are done

every time vehicle counts are done, and pursuing integrating bicyclist and pedestrian safety into driver's education.

- Robert Prinz announced that the Infrastructure Committee meeting was moved to early February and he is taking requests for items. At the February meeting, OakDOT staff will present on a follow up about the pedestrian warning signs in the medians on Fruitvale Ave., on the 20th Street project, and an update on the 35th Ave community meeting safety concerns.

Speakers other than commissioners: Audrey Smith, Jason Patton

Item 6. Commissioner Transition and Committee Appointments (list of committees and liaisons attached)
BPAC Chair Midori Tabata gave an official welcome to the two newest commissioners, Phoenix Mangrum and Zachary Norris.

Commissioners volunteered to join and remove themselves from committees and liaison positions, with the consideration that per the by-laws, each committee must have between two and four commissioners and up to three members of the public.

Summary of Discussion:

- It was decided that the Oakland Bike Plan Update Committee, a Community Advisory Committee not organized by the BPAC, should not be counted as a committee of the BPAC. There was some confusion as to whether more than four commissioners could attend. OakDOT staff resolved to research the matter further and let the commissioners know at a later date.
- It was recommended that there be a liaison to the Oakland Bike Plan Update Technical Advisory Committee.
- It was recommended that there be a committee to monitor the activities of the Planning Commission as they relate to the BPAC. Commissioner Campbell, Commissioner Jones, Commissioner Naylor and Commissioner Wheeler volunteered as members of the new Committee.
- It was decided that each committee would decide on a chair at their next meeting.

→ A motion for ***Commissioner Jones and Commissioner Norris to join the Open Forum Committee, Commissioner Mangrum to continue on the Infrastructure Committee and Committee to Address Police and Bicyclist / Pedestrian Interactions now as a commissioner, Commissioner Naylor to leave the Infrastructure Committee, a Planning Commission Committee to be created with Commissioner Campbell, Commissioner Jones, Commissioner Naylor, and Commissioner Wheeler to be members, and the Liaison to the Police Commission be removed as a separate position and folded into the Committee to Address Police and Bicyclist / Pedestrian Interactions*** was made (Parreiras), seconded (Mangrum), with all commissioners voting in favor. The motion passed.

→ A motion to ***require each committee to be chaired by a commissioner*** was made (Parreiras) and seconded (Naylor), with all commissioners voting in favor. The motion passed.

Speakers other than commissioners: Jason Patton

Item 5. Nominations / Elections for BPAC Chair and Vice Chair

OakDOT staff facilitated elections for BPAC Chair and Vice Chair. All commissioners voted in favor of Commissioner Wheeler becoming the new BPAC Chair. Commissioner Campbell and Commissioner Naylor were nominated for BPAC Vice Chair and Commissioner Naylor won by a vote of six to three.

Speakers other than commissioners: Jason Patton, Noel Pond-Danchik

Item 7. DOT Organizational Update and Pre-Budget & Strategic Plan Check-In (presentation and handout attached)

Ariel Espiritu Santo, Agency Administrator, provided an update on OakDOT's organizational structure. She presented the latest organizational chart along with an update on staffing/hiring efforts. There has been a significant decrease in the overall number of vacancies since fall of last year, although that percentage is plateauing due to separations. See the attached presentation for further details.

Ryan Russo, OakDOT Director, presented a progress report on the department's efforts to engage staff in an evaluation of goals and priorities, as defined in the department's Strategic Plan (October, 2016). See the attached presentation for further details.

→ A motion to ***extend the meeting by twenty minutes*** was made (Tabata) and seconded (Parreiras), with all commissioners voting in favor. The motion passed.

Summary of Discussion:

- On call contracting is recommended to mitigate staffing issues.
- Baby boomer retirement is offsetting recruitment so hiring is a priority.
- OakDOT staff was commended for some of their recent bikeway projects.
- Using contracted workers was recommended both to accomplish work and as a path to hiring especially at a point where a lack of staffing is causing the Department to lose grant money.
- The OakDOT Strategic Plan has mostly been used within the Department, not to communicate priorities to other partners and agencies.
- OakDOT should collaborate with Oakland Unified School District to identify their needs and a path to hiring.
- OakDOT should use community input to evaluate equity and responsive trustworthy governance and in conversations about the new budget.
- There are recruitments for four to five job classifications at a time in the DOT while there are vacancies in thirty-five classifications, although OakDOT hopes to increase the number of concurrent recruitments with more human resources staff.
- Classification pay ranges should be raised this budget cycle to be competitive with other municipalities.

Speakers other than commissioners: Chris Kitner

Item 8. Addressing Oakland's Backlog of Sidewalk Repairs (presentation attached)

Sarah Fine, Complete Streets Paving & Sidewalks Program Manager, presented an informational report and requested feedback regarding a set of five proposals to address sidewalk damage in Oakland by

incentivizing private property owners to repair the sidewalk in front of their property. See the attached presentation for further details.

→ A motion to ***extend the meeting by fifteen minutes*** was made (Tabata) and seconded (Mangrum), with all commissioners voting in favor. The motion passed.

Summary of Discussion:

- There was general support for the proposals.
- Fine is hoping to move forward with all the proposals.
- Equity is factored into the proposals in that one proposal recommends fixing sidewalks where street paving occurs and which streets are paved is decided through an equity analysis.
- The sidewalk section of the City does public repairs in addition to repairs to fix private damage.
- Commissioner Parreiras volunteered to write the letter of support for the proposals and to go to City Council meetings in support of the plan.
- Lisa Jacobs who works for City Councilmember Kalb also voiced her support on behalf of other City staff.
- Commercial property owners as well as private property owners will also be allowed to apply for fee waivers under proposal three.
- The Streets and Sidewalks section is working on preventing trees from being a systemic problem through coordination with the Tree section and innovative solutions like adding things to tree-wells to prevent trees from growing out.

→ A motion to ***write a letter on behalf of the BPAC in support of the proposals*** was made (Parreiras) and seconded (Tabata), with all commissioners voting in favor. The motion passed.

Speakers other than commissioners: Chris Kitner, Lisa Jacobs, Robert Prinz

Item 10. Three-month look-ahead, suggestions for meeting topics, announcements

Three-month look-ahead

- Commissioner Wheeler: There will be a BPAC Special Meeting on January 31st which will include an ethics training and strategic planning session with Yvonna Cazares of the Mayor's Office.

Suggestions for meeting topics

- East Oakland Bicycle Access and Coliseum BART Bike Station/Repair Shop (Commissioner Norris)
- Rapid Response to Bicyclist and Pedestrian Fatalities and Severe Injuries (Commissioner Campbell)
- Update on Telegraph Ave Complete Streets Project (Commissioner Naylor)
- Foothill Ave Project around Franklin Elementary (Commissioner Naylor)
- Make AHSC Grant Applications with Bike/Ped Elements a standing item (Robert Prinz)
- Chair Appointments (Commissioner Parreiras)

Meeting adjourned at 8:47 pm.

Minutes recorded by Noel Pond-Danchik, Pedestrian Program Coordinator, emailed to meeting attendees for review on January 22, 2019, with comments requested by 5pm, Thursday February 5th, 2019 to NPond-Danchik@oaklandnet.com. Revised minutes will be attached to the February 2019 meeting agenda and considered for adoption at that meeting.

19th Street Uptown

Oakland BPAC, 1-17-2019

Background

BART approached by Rebecca Kaplan's staff 6+ years ago: "How do we develop a Bike Station like the one in downtown Berkeley?" "And can you help?"

- Jointly devised a development/operational plan which became a formal Cooperative Agreement (Feb 2014)
- Jointly applied for and received an RM2 grant for construction ($531,000)
- BART leases facility and operates with City of Oakland financial support—$50,000 per year

Current Operations

- Free valet-style parking for 130 bikes—Mon -Fri 7AM to 8PM
- Fills on typical day at about 9:30AM
- Estimate 400-500 unique users
- Repair and commute accessory sales
- Lease and City/BART Cooperative Agreement expire June 30, 2019

Project Evaluation

The project has been successful by a number measures (e.g. usage levels). December 2018 survey of users showed:

- 95% of respondents indicated that the bike station made it more likely they would use their bike
- 95% were very satisfied with the services provided
- 87% of users were taking BART in conjunction with their use of the bike station
- 51% of users were female (most studies show women to be 25% of commute cyclists)

Moving Forward

Long-term:

- BART is designing a new bike station on BART property adjacent to the Paramount Theater at 21st and Broadway. This will take 2-3 years to complete (capacity 400 bikes, bike retail/repair)

Interim Operations Proposals:

- Extend lease at current facility for three years
- Renew Cooperative Agreement between BART and City of Oakland for three years
- Approximate annual interim budget = $200,000: (staffing $100,000, lease $90,000, maintenance/utilities $10,000).
- Funding partners: BART, City of Oakland, operator sublease, retail profits

Actions:

- BART staff—requesting Board authority to extend lease
- City staff—requesting Council authority to renew Cooperative Agreement
- BPAC—request endorsement of continued City support

Questions Anytime

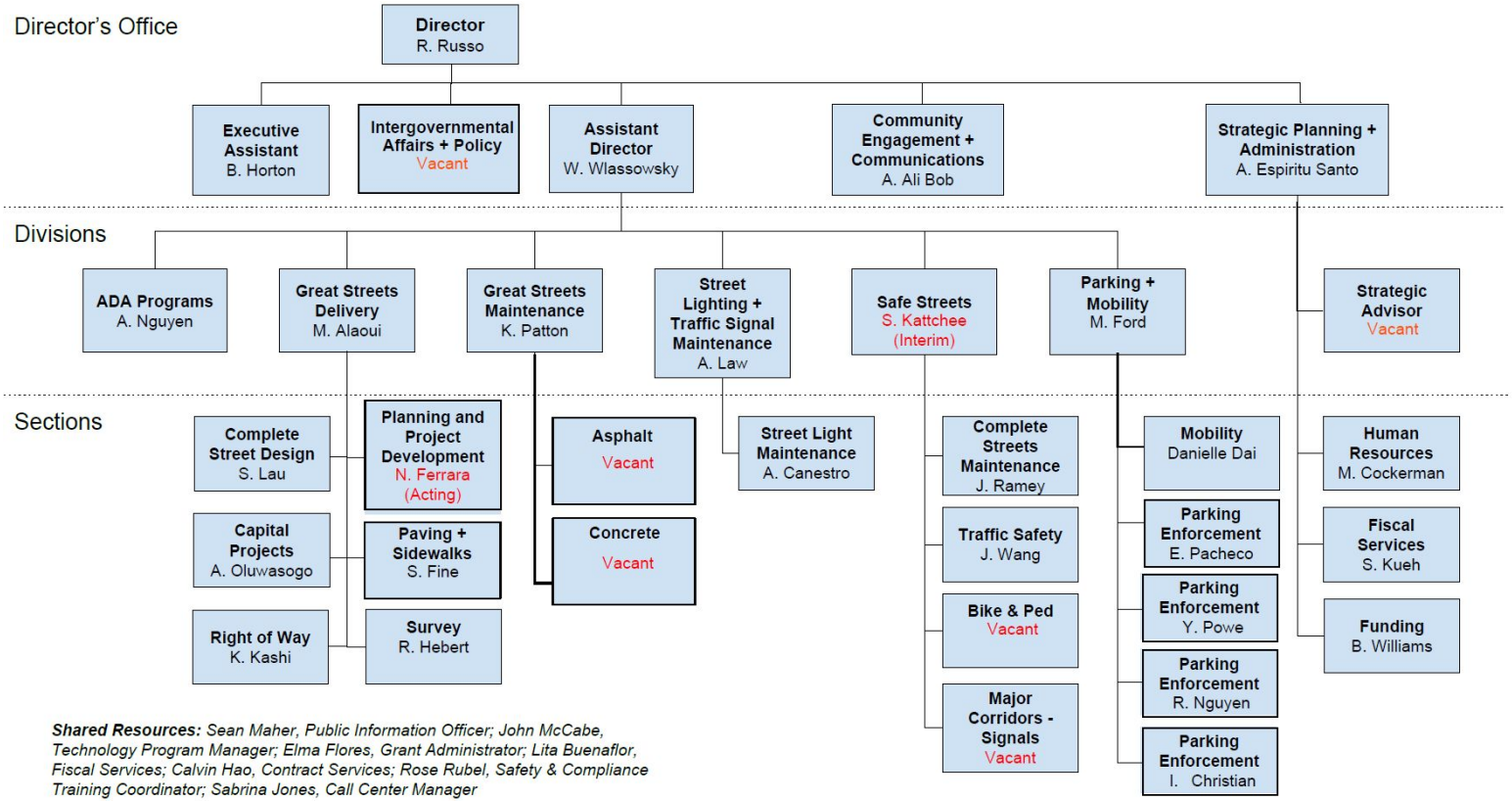
Steve Beroldo, sberold@bart.gov

January 2019 BPAC Agenda Item #4 Attachment

Active BPAC Committees/Task Forces/Liaisons

Committee Name / Liaison Role	Date Created	Purpose	Commissioners	Community Members	Status
Bike Plan Update Committee	10/19/17	Advise staff on the update to Oakland's Bicycle Plan	Naylor, Tabata, Wheeler	Robert Prinz, Chris Hwang, Chris Kintner, Matt Ward	active
Infrastructure Committee	2/16/17	Review and comment on the design of projects	Tabata, Burnette Jr, Naylor, Parreiras	Robert Prinz, Phoenix Mangrum	ongoing
Legislative Committee	6/21/18	Research and develop policy recommendations for consideration by the BPAC	Kidd, Naylor, Parreiras, Wheeler	Chris Kintner and Phoenix Mangrum	ongoing
Liaison to Affordable Housing & Infrastructure Bond Public Oversight Committee	5/17/18	Monitor Committee activities and report back to the BPAC	Naylor; Kidd (substitute)		active
Liaison to Mayor's Commission on Persons with Disabilities	5/17/18	Monitor MCPD activities and report back to the BPAC	Campbell; Parreiras (substitute)		active
Liaison to Police Commission	9/20/18	Monitor Commission activities and report back to BPAC	Naylor		active
Open Forum Committee	3/17/16	Review and analyze comments received during Open Forum	Kidd, Tabata, Villalobos		ongoing
Committee to Address Police/Bike-Ped Interactions	9/20/18		Wheeler, Naylor	Tom Holub	active

OakDOT Continues to build out its organizational structure



Shared Resources: *Sean Maher, Public Information Officer; John McCabe, Technology Program Manager; Elma Flores, Grant Administrator; Lita Buenaflor, Fiscal Services; Calvin Hao, Contract Services; Rose Rubel, Safety & Compliance Training Coordinator; Sabrina Jones, Call Center Manager*

Overall vacancy rate dropped but is rising again due to separations

Department Vacancy Rate Over Time

Date	Vacant	Total Staff	Total FTE	Vacancy Rate
9/25/2017	86	231	317	27.3%
1/2/2018	75	243	317	23.5%
1/16/2018	73	245	317	22.9%
1/29/2018	73	245	317	22.9%
3/12/2018	69	249	317	21.6%
8/29/2018	59	259	317	18.5%
11/15/2018	58	258	317	18.3%
1/16/2019	64	253	317	20.0%

Department Vacancy Rate by Positon Type

Type of Position	Hired	Vacant	Total	Vacancy Rate
Technical	64	24	88	27%
Field	86	22	108	20%
Leadership	22	10	32	31%
Parking	68	4	72	5%
Administrative	13	4	17	24%
Total	**253**	**64**	**317**	**20%**

A majority of OakDOT hires are internal promotions

Type of Hire	2017		2018				2019	Total	% of Total
	Q3	Q4	Q1	Q2	Q3	Q4	Q1		
Internal Hires	**0**	**8**	**2**	**11**	**8**	**7.25**	**3**	**39.25**	**60%**
Promoted w/in OakDOT	0	7	1	8	5	7.25	2	30.25	46%
Promoted from other Dept		1			1		1	3	5%
Transfer from other Dept			1	3	2			6	9%
External	**1**	**5**	**8**	**6**	**5**	**1**	**0**	**26**	**40%**
Entry Level		1	6	6	2	1		16	25%
Non-Entry Level	1	4	2		3			10	15%
Total	**1**	**13**	**10**	**17**	**13**	**8.25**	**3**	**65.25**	**100%**
% Internal	**0%**	**62%**	**20%**	**65%**	**62%**	**88%**	**100%**	**60%**	
% External	**100%**	**38%**	**80%**	**35%**	**38%**	**12%**	**0%**	**40%**	

Oakland Human Resources is pursuing strategies to increase capacity

- **Additional Human Resources Staff**
- **Recruitment Consultant**
- **Union Partnerships**
- **Community Partnerships**
- **Other Efforts**

Oakland Department of Transportation (OakDOT)

Pre-Budget Assessment + Strategic Plan Progress Report

Presentation to the Bicycle & Pedestrian Advisory Commission

January 17, 2019

Presentation Outline

1. *Accomplishments*
2. *Process*
3. *Section Level Exercises*
4. *Goal Area Assessments*
5. *Recommendations & Next Steps*

Oakland Department of Transportation (OakDOT)

Pre-Budget Assessment + Strategic Plan Progress Report

1. Accomplishments

RICK

STOP
STOP

CALIFORNIA
DISABLED PERSON
PARKING PLACARD
EXPIRES JUNE 30
2015
H 065077
CALIFORNIA
DISABLED PERSON
ES JUNE 30
BEFORE DRIVING VEHICLE
CALIFO

Apply for an Encroachment Permit

An encroachment is an illegal intrusion in a public road or area, with or without obstruction. An encroachment upon a street or highway illegally intrudes into or invades the highway or encloses a portion of it, diminishing its width or area, but without closing it to public travel.

Why Do I Need an Encroachment Permit?

The City of Oakland Municipal Code requires permits for encroachments: No person shall, except in compliance with the terms of a major, or minor, or short term encroachment permit issued according to the provisions of OMC Chapter 12.08, encroach upon or into the public street or sidewalk area in the city in a manner for which such permits or permit would be needed.

- Major encroachment permits are granted by resolution of the City Council.
- Minor encroachment permits are granted by the Director of Planning and Building (add link to Planning and Building).
- Short term encroachments are handled by the Oakland Police Department Special Events Unit.

How Do I Obtain a Short Term Encroachment Permit?

Print out the Encroachment Petition and Encroachment Permit or obtain the form from the Special Events Office, Eastmont Substation (Tuesday–Friday, 11:00 am to 3:00 pm):

2651 73rd Avenue Oakland, CA 94601 (at the Eastmont Town Center)
phone: (510) 777-8525

Canvass and obtain supportive and non-supportive signatures from residents/businesses affected by the encroachment. Submit the encroachment petition to the Special Events Coordinator (Eastmont Substation). The Special Events Coordinator will have you complete a short term encroachment application. The Special Events Coordinator will advise you if additional documents are required (e.g., liability insurance verification). Completion and acceptance of the short term encroachment request does not constitute approval of your request. Appeals for denied short term encroachment permits are handled by

	drivers see	drivers do	pedestrians see	pedestrians do
1	BLANK	Proceed with caution.		Push the button to activate the system.
2	FLASHING	**Slow down.** A pedestrian has activated the system.		Wait.
3	STEADY	Prepare to stop.		Continue to wait.
4	STEADY	**STOP.** A pedestrian is in the crosswalk.		Start crossing when all vehicles are stopped.
5	FLASHING	**STOP.** Proceed with caution if the crosswalk is clear.		Continue crossing; the signal will count down.
6	BLANK	Proceed if the cross-walk is clear.		Push the button to activate the system.

PEDESTRIAN HYBRID BEACONS

You may have noticed a new se flashing lights above the crossw in your neighborhood.

what are they?

The pedestrian hybrid beacon controls traffic and allows pedestrians to cross the roadways safely while minimizi disruption to drivers.

how does it work?

Red still means **stop** and **yell** means **slow down** but there is no green. The signal goes dark until activated by a pedestrian and will go **dark** again at the e of the cycle, after the **pedestria has finished crossing**.

questions / concerns?

Oakland Department of Transportation

Contact us:

Project Manager
Jason Cook
Jcook2@oaklandnet.com
(510) 238-7272

City of Oakland | Depart Transp

E-SCOOTER NEIGHBORHOOD PLANNING MEETING

PRO TIP 1:
Wear a helmet!

LOCATIONS + TIMES

1801 Adeline St
WEST OAKLAND BRANCH LIBRARY
SAT 11/10 1:00-3:00 PM

1075 62nd St
CHARLES PORTER GOLDEN GATE COMMUNITY RECREATION CENTER
THUR 11/15 6:30-8:30 PM

3301 E 12th St #271
CÉSAR E. CHÁVEZ BRANCH LIBRARY
SAT 11/17 3:30-5:30 PM

1021 81st Ave
81ST AVE LIBRARY
TUES 11/20 5:00-6:45 PM

PRO TIP 2:
Ride in the BIKE LANE!

Questions and comments in advance?
Feel free to email : scootershare@oaklandca.gov.

Can't make it? Feel free to forward this invite to a friend or neighbor.
And stay tuned for scooter developments at:
https://www.oaklandca.gov/topics/e-scooters

Report improperly parked scooters to the respective e-scooter company or OAK311

CITY OF OAKLAND | Department of Transportation

PARK

INTERSTATE
580
24
USE
27th
SENIOR
CENTER
SENIOR
XING

Citywide Prioritization Factors

Citywide Capital Prioritization Factors and Weighting

Equity: Investment in Underserved Oakland (16 pts.)

Health & Safety (16 pts.)

Economy: Community Investment and Economic Prosperity (13 pts.)

Environment: Sustainability (11 pts.)

Improvement: Level and Quality of Service (8 pts.)

Existing (Asset) **Conditions** (13 pts.)

Shovel Ready: Project Readiness (5 pts.)

Collaboration: Multiple Asset Category Benefits/ Collaborative Opportunities (8 pts.)

Required Work: Regulatory Mandate (10 pts.)

EXIT

MONTCLAIR VILLAGE
MONTCLAIR VILLAGE ASSOCIATION
Business Development
Public Safety and Beautification
Event Production
Civic Pride and Service
Media Relations
CITY OF OAKLAND
DEPARTMENT OF TRANSPORTATION

City of Oakland
Department of Transportation
www.oaklandca.gov

PAVING
100
200
300
400
500

OAKLAND

Welcome to OakDOT
By: Brianna N. Horton - Executive Assistant to the Director

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Citywide & Departmental Administrative instructions | Maps & Conference Rooms | OakDOT Gear | Commonly Used Forms | Archived Office Memos

Welcome to OakDOT

Oakland Department of Transportation
New Employee Onboarding

Details

Brianna N. Horton - Ex...

Views: 57

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- Shared Resrouces

Health, Safety & Wellness
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- Safety

NOVEMBER 1, 2018

THE OAKDOT OBSERVER

A Pair

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OakDOT at

OakDOT Employee Survey 2018

Oakland Department of Transportation (OakDOT)

Pre-Budget Assessment +
Strategic Plan Progress Report

2. Process

Progress Report Milestones

1. *18 Section Level* ***In-Office Retreats***
2. ***Goal Area*** *Assessments*
3. ***All-Hands*** *Retreat*
4. ***Release*** *Assessment & Progress Report*

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5. ***Develop*** *Budget*
6. ***Revise*** *Strategic Plan*

All-Hands Retreat
November 29, 2018

Oakland Department of Transportation (OakDOT)

Pre-Budget Assessment +
Strategic Plan Progress Report

3. Section Level Exercises

18 Section-level Mission Statements!

Mobility

Innovations in transportation are changing the way people move around cities. The Mobility Section leads policy development and manages programs for new technologies to ensure that mobility options work for everyone.

Parking & Mobility manages the city's parking supply and curb space – including policy development and implementation, infrastructure and data management, and constituent-centered service – to serve the public needs for private vehicles, transit, taxis, commercial loading, preferential permit parking, bicycle parking, parklets, food trucks, and other public benefits. Mobility section also works on projects and programs that improve and expand transportation choices – including carsharing, bicycle sharing, and scooter sharing – to further the City's equity, safety, environmental and economic goals.

STREET LIGHTING ADMINISTRATION

The Department of Transportation Street Lighting Administration Division is a hard-working and progressive division dedicated to providing the highest 24/7 quality service. We bring the City to light, 24/7, rain or shine!

COMPLETE STREETS PAVING + SIDEWALKS

The Complete Streets Paving & Sidewalks Program is a driven, innovative, and creative team of planners, engineers and inspectors. We design, manage, and maintain pavement, sidewalks, and curb ramps in the City of Oakland. We ensure accessibility standards are met and we prioritize our work using equity, asset condition, and safety metrics to ensure our investments in Oakland streets and sidewalks are effective, accessible, and equitable. We help build a more vibrant Oakland.

Survey Team

Our mission is to serve the public and support the Department of Transportation by providing quality, accurate and dependable land surveying services. To uphold the Public awareness and trust in Professional Land Surveyors and their work. Create an atmosphere of cooperation combining teamwork, professional growth and an avenue to licensing while embracing the use of state of the art technology.

Survey Team

Our mission is to serve the public and support the Department of Transportation by providing quality, accurate and dependable land surveying services. To uphold the Public awareness and trust in Professional Land Surveyors and their work. Create an atmosphere of cooperation combining teamwork, professional growth and an avenue to licensing while embracing the use of state of the art technology.

PLANNING & PROJECT DEVELOPMENT

OakDOT's PPD team is paving the way for the equity, safety, engagement and mobility goals outlined in the Department's Strategic Plan. We're a mission-driven team that's deeply committed to advancing progressive transportation projects that intersect with other pressing issues Oaklanders face. Some examples of our work include: Paint the Town!, Let's Bike Oakland, and Harrison and 23rd Crash Response.

ADA PROGRAMS

ADA Programs ensures disability civil rights compliance to advance access, mobility, and equity for persons with disabilities. This is done by coordinating physical and programmatic access throughout citywide department programs, activities, and services, so that individuals with disabilities can thrive, live independently, and integrate with their community.

STREET MAINTENANCE

The Department of Transportation Street Maintenance Division is a progressive division dedicated to providing the highest quality of services including paving, pothole repair, and gutter cleaning. This work promotes an active, safe, and healthy environment, and enables the community to realize the best standard of living possible, through cost-effective governance that balances staff resources and workload within budget.

STRATEGIC PLANNING AND ADMINISTRATION

The Mission statement of the Strategic Planning and Administration Section is to provide the fundamental resources to keep DOT operations running smoothly. We are fixers and problem solvers!

Racial Equity Team

The vision for the RET team is to end systemic causes of racial disparity through changing and rebuilding our policies, programs, and practices at OakDOT. We work to implement this vision by team and personal capacity building, contributing to the department's Strategic Plan and equity goals, supporting the work of the Department of Race & Equity, and promoting the application of a racial equity framework and tools across the department's activities.

OakDOT PARKING ENFORCEMENT

*Parking Enforcement is dedicated to the issuance of citations through the **consistent** enforcement of parking laws to incentivize drivers to comply with regulations. This results in parking turnover, greater availability of parking, and the safe and efficient movement of traffic. Parking Enforcement will accomplish its goals by ensuring that appropriate enforcement is carried out fairly and efficiently.*

RIGHT OF WAY MANAGEMENT + ENGINEERING SERVICES

Provide Utilities, Developers, and Citizens the tools they need to work within Oakland's Right of Way while securing City assets, protecting the public, and preserving Oakland's infrastructure – and do it with an unparalleled quality of service.

TRAFFIC CAPITAL PROJECT AND SIGNAL OPERATION (TCP&SO)

To prepare design documents and provide support services for construction, operation and maintenance of projects that promote equitable and multimodal safety, access, and mobility improvement, and to secure grants in collaboration with project partners and stakeholders.

TRAFFIC ENGINEERING

The Traffic Engineering Section advances roadway safety and efficiency by applying engineering measures, engaging local communities, and establishing roadway rules and regulations. We emphasize customer service and perform our work primarily in response to requests from the public, other city departments, outside partner agencies, and the development/construction community. We prioritize our resources based on crash data, school location, and socio-economic equity.

Bicycle & Pedestrian Program

*The Bicycle & Pedestrian Program makes **active transportation safe**, **accessible**, and **equitable** through data-driven decisions, quality design, professionalism, and respect for the Oakland communities we serve.*

Complete Streets Design Section

Be a great team in developing, designing, and delivering complete streets projects for public streets, bridges, and stairs to provide safe infrastructure for all users.

Section Mission Statements

OakDOT Mission Statement

To envision, plan, build operate and maintain a transportation system for the **City** of Oakland--in partnership with local transit providers and other agencies-- and to assure **safe**, equitable and sustainable **access** and **mobility** for residents, businesses and visitors

Complete Streets Design Section

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- Knowledgeable staff
- Friendly people who help each other out, love group collaboration, and creative
- Like to work here
- Weekly meetings

W
- Heavy work load leading to less creativity and less quality work
- Challenge to bring in knowledgeable and dedicated staff
- Improve communication channel for DOT's latest practice/guidelines/standards
- Guidelines & standards to be in graphic form where possible

O
- Cross education (e.g. planners & engineers)
- SOPs
- Update design standards/guidelines/policy and involve practitioners in the process
- Streaming the bid-award process

T
- Retention
- Compensation
- Growing cost of living
- Overloaded

BICYCLE & PEDESTRIAN PROGRAM

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- Staff are "systems thinkers" and "strategic thinkers"
- Staff have deep experience and are able to take "the long view"
- The section is dedicated and cohesive, with a passion for its work
- The section is innovating in design and data management for OakDOT

W
- Lack of staff (e.g., no permanent staff to implement the Pedestrian Plan)
- Lack of stable Citywide systems (i.e., Oracle, website, intranet, 250 FOP space planning)
- Ambiguous division of labor with other sections and divisions
- Lack of processes for effective communication between sections and divisions

O
- Dramatic expansion of what's possible because of OakDOT, Measure BB, Measure KK
- Pedestrians and bicyclists are "hot" because urban living is on the rise
- Pedestrians and bicyclists are "cool" for delivering Oakland's sustainability goals
- Bright future with the new Pedestrian Plan and the new Bicycle Plan

T
- Trust - public expectation versus OakDOT's ability to deliver ped/bike projects
- OakDOT's operations – when not coordinated – create exposure to criticism
- Deteriorating infrastructure could outpace OakDOT's ability to repair it
- Lack of resources puts us on defense when we should be on offense

STRATEGIC PLANNING AND ADMINISTRATION

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- Knowledgeable about skill set, what each person does
- Trust and teamwork
- Collaborative work relationships with other City Depts and outside Agencies
- Dedicated to mission; innovative

W
- Not enough support in payroll and personnel
- Lack of administrative support
- Lack of structure (SOPs), bureaucracy, inertia
- Defining roles, responsibilities, managing across Agencies

O
- As a young department can re-set operations and be open to changes
- Can create our structure (SOPs)
- Capitalize and support our "energizers"
- Equitable hiring practices in development now

T
- Not enough support in payroll/personnel/administration
- Approval of Prop 6 could make us lose $7m per year and 20 positions
- Restrictions and slowness in hiring
- Lack of fiscal autonomy (parking revenue specifically)

PLANNING + PROJECT DEVELOPMENT

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- The ability to partner across agencies – external and internal (planning, AC Transit)
- The ability to partner with community stakeholders
- The ability to apply a racial equity lens to all aspects of our work
- The ability to create effective communication materials (Adobe Suite, social media, newsletters)

W
- The lack of engineering expertise at 10-35% design phase/strong partnerships w/engineers
- Programs/Plan – identifying the next point of contact (HSIP, PTT)
- Lack of department wide racial equity competency Lack of commitment/competency to outreach and communication throughout dev/implementation

O
- Having a dedicated engineer (to support in 35% design phase) (PTT is a special caseWork with the community to develop programs, having dedicated program staff w/in PPD, better coordination with Bike/Ped during the development

T
- Not having engineering expertise/strong partnerships w/ engineers
- Taking on the role of program management for projects that we develop (PTT) (Bike Plan)
- Not being able to pass on our projects/programs

PLANNING + PROJECT DEVELOPMENT

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- The ability to partner across agencies – external and internal (planning, AC Transit)
- The ability to partner with community stakeholders
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T
- Not having engineering expertise/strong partnerships w/ engineers
- Taking on the role of program management for projects that we develop (PTT) (Bike Plan)
- Not being able to pass on our projects/programs

ROW MANAGEMENT + ENGINEERING SERVICES

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- Staff are very knowledgeable and efficient
- Staff provide professional, open, effective and responsive service to public
- Staff are collaborative, pool collective knowledge, and work well with each other
- Inspections are solution-oriented, focusing on critical items to achieve results

W
- Coordination with other city projects and departments
- Outdated, obsolete, and inconsistent City Standard Details not updated since 2000's
- Lack of inspection staff
- Communication barrier from having DOT split between 2 floors

O
- Use cost covering fees to expand to full staff
- Online permitting
- Inspection scheduling via mobile app or other modernization
- Early coordination with Planning & others to improve infrastructure via private development
- Economic trends and end to development boom means we need to capture opportunities now

T
- Liability and claims from private development community
- Public scrutiny of development construction
- Continued disconnection of city departments may result in inconsistent application of requirements

SURVEY TEAM

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- First team in and last team out
- Many years of expertise
- Support many different City departments
- Challenging and interesting work

W
- Staffing – behind on work
- Team spends so much time in the field. Lacks in the office support
- Add engineering intern?

O
- Acting and part-time opportunities provide staff training, mentorship and professional development
- Purchase of robot
- Technology: drones, digital data, scanners
- Obtaining money from map review for other City departments

T
- Need succession planning to retain the many years of team knowledge
- Always in the street, concerns of staff safety
- Construction related tools (robot) are expensive and subject to theft
- Hiring for high level positions are challenging because the number of qualified candidates is small, aging population, lack of pipeline of talent

SIDEWALK MAINTENANCE

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- Teamwork, we have each other's back
- Experience and knowledge, training each other
- Experienced Concrete finishers

W
- Unreliable equipment – MacGyver needed
- Understaffed- finishers, operators
- Purchasing materials is a problem
- Coordination with USA

O
- Growing, expanding staff with new knowledge
- Infrastructure bond, gas tax funds supported statewide by citizens of California
- Can compete for projects with outside contractors
- Keep up with breakthroughs in technology in the ever-expanding construction field.

T
- Proposition 6- roll back on the gas tax increase
- Contracting out
- Concrete plant maintenance and material availability
- Challenges in coordination with USA, EBMUD, phone companies
- Strikes, layoffs, retirements, transfers to the Port

18 Section-level S.W.O.T. Analyses!

COMPLETE STREETS PAVING + SIDEWALKS

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- Team is diverse in background and experience
- Dedicated funding from Measure KK offers program stability
- Our work is a high priority for department, so we feel purpose
- We manage nearly the full cycle of our assets (plan, design, delivery, maintain)

W
- Section has a very high vacancy rate (38%) due to unfilled but budgeted positions
- Lack of contractor competition, too-long bid award, Council propensity to gum up process
- Sidewalks team has no dedicated administrative support to assist with NTRs
- No opportunities to work from home and no alternative work schedule

O
- Paving team has interest in taking design ownership of more complex striping projects
- Team seeks more training and opportunities for community engagement activities
- Programs could help improve department goals of transparency through data, updates
- Could provide strong internal and external services through better coordination practices

T
- Paving design output is extremely vulnerable to staff turnover, which threatens miles paved
- Oakland engineers lag behind peer cities in pay, which threatens staff turnover
- Lack of staffing but demands for design production creates threat of burnout
- Lack of staffing but demands for miles paved creates threat of burnout among in-house crews

STREET LIGHTING ADMINISTRATION

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- Teamwork – Street Light and Traffic Signal Electricians comprise of a single team
- Experience and technical knowledge
- Ability to respond to numerous issues 24/7
- Get to outages and resolve issues within 5 days

W
- Lack of electrical maintenance staff and funding to be proactive
- Aging equipment and infrastructure
- Lack of engineering staff for design and plan review
- Communication with downtown, coordination with CIP projects that involve street lighting
- Lack of Maintenance and spare parts associated with CIP projects + developers

O
- Set up regular monthly meetings with other design/planning/operations team
- Lots of development going on and how to better coordinate + hold them accountable
- To provide better Asset Management
- To keep Oakland Green as more streetlights are converted to LED

T
- Wire theft and illegal power tap from homeless encampments
- Staff safety responding to issues in dangerous conditions, human waste and needles
- Escalation cost of steel poles (Lake Merritt Poles have gone from 32K to 100K per pole)
- Out-dated Equipment and new equipment being more expensive
- Escalation of energy consumption (LLAD) and energy costs.

PARKING ENFORCEMENT

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- Small in number, but we operate like we are many—cohesive, dedicated
- Driven, committed -- knowing that our mission is critical
- Experienced, institutional knowledge
- Adaptable

W
- Communication breakdown, issues are reported and then not actioned
- Need for more sign and paint maintenance (maintenance staff shortages)
- Dispatcher role has been vacant for over two-years
- Need for more supervisory and management staff

O
- Contribute to development of new standards (e.g., street sweeping signs)
- Sign check and other processes revisited, e.g., Enforcement and Maintenance
- Consistency, consistency, consistency
- Word is out that TPT-PCT role is great way to get started on career with City

T
- Tasked with new enforcement responsibilities without new resources
- Vendors (e.g., ParkMobile) and developers are not being held responsible
- Work is complicated by social challenges, e.g., homeless encampments, RVs, etc.
- Rising expectations from the constituents putting added pressure on the unit

TCP&SO

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- Strong teamwork amongst professionals with can-do attitude
- Broad collective skills and knowledge; Strong multi-tasking
- Institutional knowledge; Active collaboration with stakeholders and partners
- Strong time management

W
- Networking – Low participation in professional organization, Transit and Regional Authorities – Western ITE, California ITS, Software User Group, APWA, NACTO AC-Transit, BART, MTC, ACTC etc.; Multiple vacant positions; Lack of designated administrative support; Insufficient organization of formal steps for project delivery; Not having sufficient funds for training

O
- Development of project management and leadership skills; carrier growth with broad professional development; opportunities to participate in the planning and implementation of projects that further safety, access, mobility and public space;
- Training in technological applications; Development of policy on document sharing and CAD/GIS Standards

T
- Talent flow to other team or organizations
- Depletion of institutional knowledge due to staff turn-over

STREET MAINTENANCE

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- We can do major street paving
- We have the ability to meet challenges in implementing a comprehensive street construction and maintenance program
- We have the ability to train staff with existing in-house resources.

W
- There is a lack of personnel; heavy equipment operators who are key but missing
- There are inconsistent channels of interdepartmental communication
- There is an inability to procure materials when needed due to bill paying process and procedural constraints in the vendor contracting process.

O
- Infrastructure improvements are supported statewide by citizens of California and Oakland
- We can competently compete for projects with outside contractors.
- We can be trained to keep up with breakthroughs in technology in the ever-expanding construction field.
- We can providing expanded infrastructure services for the citizens of Oakland.

T
- Equipment breakdowns with a long lead time to repair or replace
- Proposition 6

MOBILITY

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- Thought leaders and provokers. Forward thinking. Goal-directed, positive, and self-directed.
- Do a lot with less. Resourceful. Adaptive. Resilient. Survivors.
- Technical skills and experience – engineering & planning, GIS, data management, Adobe, Develop Standard Operating Procedures
- Responsibility without authority (e.g. meter management; abandoned autos)

W
- $$$ 😾 + Challenges with PM tracking in Oracle, invoicing, and administrative support
- Overlap or lack of clarity between sections and divisions
- Reactive day-to-day management from lack of resources

O
- Shape drastic changes in the transportation system (e.g. with disruptive technologies)
- $$$ 😾 Create a parking enterprise fund
- City as a parking broker (e.g. SacPark as a model) or reinvesting dollars back
- Set up Oakland for the future

T
- Under-resourced (staff & funding); Dependent on grants, general fund, and City Council
- Disruptive technologies are highly controversial and can trigger backlash

TRAFFIC ENGINEERING

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- Depth of technical knowledge
- Breadth of technical knowledge
- Engagement with the public
- Support to our colleagues

W
- Lack of reporting on accomplishments
- Lack of coordination with other sections and programs
- Divided attention
- Delayed results

O
- Make use of Infrastructure Bond Funds to make capital improvements around schools
- Undertake the vetted goals, strategies, and benchmarks in the Strategic Plan as our work plan
- Partner with Paving to deliver more traffic calming projects and crosswalk improvements
- Partner with Planning to take over project development and development review

T
- Lack of support from Admin and HR
- Lack of delivery mechanisms

TRAFFIC SIGNAL MAINTENANCE

S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)

S
- Efficient, expeditious services: smooth traffic operations through maintenance and troubleshooting of traffic signals
- Complete jobs with minimal cost
- Work well with others
- Multi-lingual shop

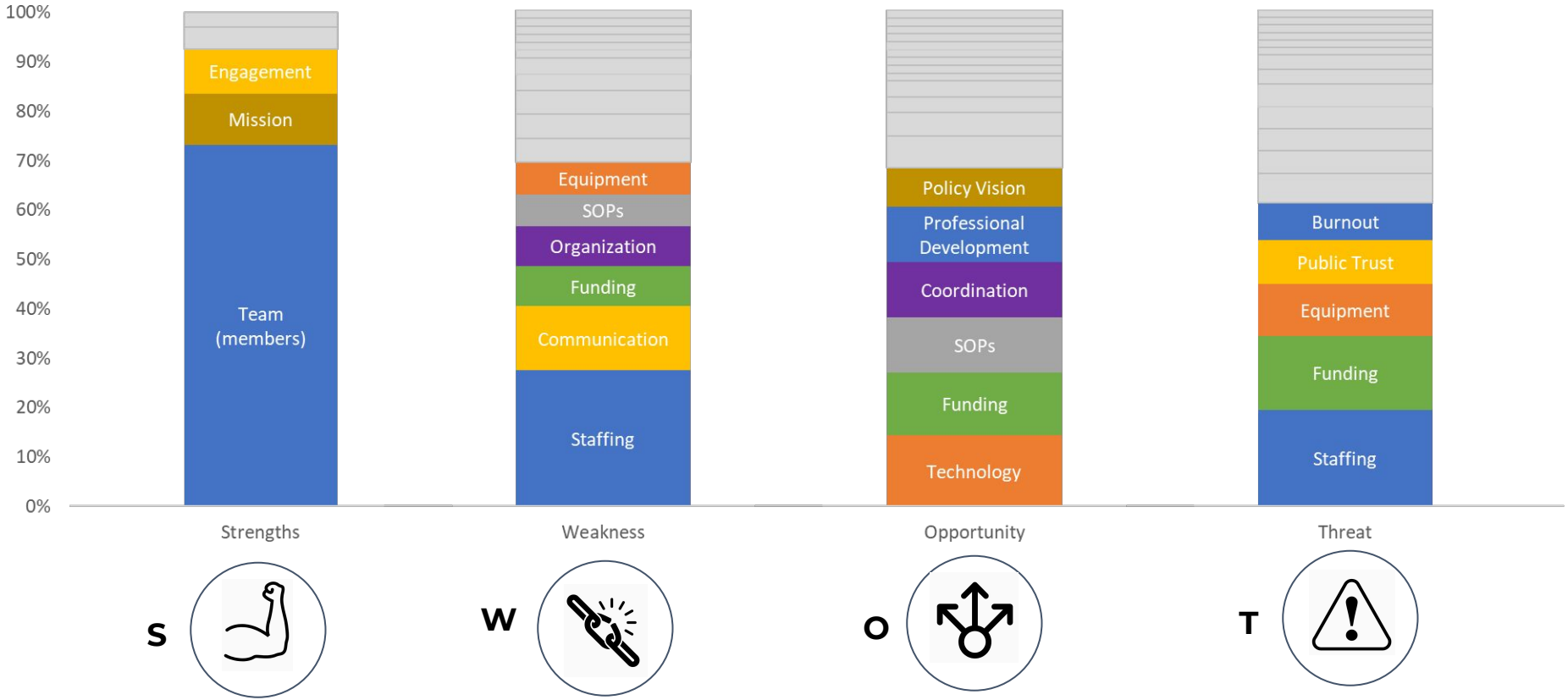
W
- No Public information about how ped signals work
- Lack of funding for equipment and staff
- New CIP, no training or maintenance funds forecast or put in place

O
- Get trenching contractor or use sidewalk/paving group services
- More training in traffic signal (Caltrans training) need advance notice!

T
- Equipment failure (controllers)
- Equipment breakdown (vehicles) – bucket truck, derrick digger- long time to get it back
- Aging Conduit
- Signal knockdowns

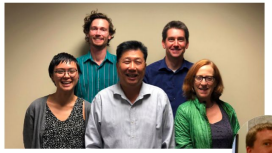
S.W.O.T. Analysis

(**S**trengths, **W**eaknesses, **O**pportunities, **T**hreats)



Team Photo

Bicycle & Pedestrian Program



David Pené
Design Lead

Jason Patton
Acting Section Lead

Noel Pond-Danchik
Pedestrian Plan Lead

Jennifer Stanley
Bicycle Plan Lead

Josh Ekstedt
Design Intern

David Lok
Data Lead

Team Photo

Complete Streets Design Team

Jeff Krohn
(Architectural Associate)

Jay Zhang
(Assistant Engineer)

Mohammed Barati
(Civil Engineer)

Mustafa Humran
(Assistant Engineer)

Eric Uddenberg
(Sr Drafting Technician)

Pablo Miras
(Civil Engineer)

Edmond Siu
(Civil Engineer)

Mohamed Alaoui
(Principal Engineer)

Danica Alfajora
(Assistant Engineer)

Joan Kwong
(Assistant Engineer)

Si Lau
(Supervising Civil Engineer)

Missing from Photo
Nader Rabahat
(Civil Engineer)

Team Photo

STRATEGIC PLANNING & ADMINISTRATION

Lita Buenaflor
Brianna Horton
Melanie Cockerham
Justine Colon
Adriana Mitchell
Marisa Bernabe
Zeny Ramos
Ariel Espiritu Santo
Marina De La Torre

Bruce Williams
Michael McHenry
Julieth Ortiz
Iris Starr

Missing from Photo:
Sally Kueh, Rhonda Lane, Elma Flores

Team Photo

ADA PROGRAMS

Anh Nguyen
(Manager)

Hoang Banh
(Acting Programmatic Access Coordinator)

Team Photo

PLANNING & PROJECT DEVELOPMENT

Brytanee Brown
Acting Senior Transportation Planner

Hank Phan
Transportation Planner

Lily Brown
Transportation Planner

Manuel Corona
Student Trainee

Mohamed Alaoui
Great Street Division Manager

Andrew Saephan
Student Trainee

Roya Chagnon
Student Trainee

Missing from Photo
Mikaela Hiatt
Student Trainee

Nicole Ferrara
Acting Senior Transportation Planner

Team Photo

Survey

Negine Malboubi
Acting Survey Technician

Chris Laquian
Acting Sr. Technician

Ray Hébert
City Surveyor

Kenen Pierce
Acting Chief of Party

Team Photo

ROW Management + Engineering Services

Pictured (left to right):
Patrick Taylor
(Engineer Tech Sr)
Negine Malboubi
(Engineer Tech I)
Austin Chibueze
(Construction Inspector)
Chong Hong
(Civil Engineer)
Emily Jue
(Engineer Tech I)
Joe Palacio
(Assistant Engineer I)
Joe Grassick
(Civil Engineer)
Yung Chen
(Construction Inspector)
Kevin Kashi
(Supervising Civil Engineer and Section Lead)

Not Pictured*:
Tesfaye Beyene
(Engineer Tech Sr)
Ellen Ellsworth
(Assistant Engineer II)
Ed McNair
(Sr Construction Inspector)
Joe Watson
(Construction Inspector)
Erik Ystas
(Construction Inspector)
Waribugo Frank
(Sr Construction Inspector)
Lulsegied Girma
(Construction Inspector)
Ming Yu
(Construction Inspector)
Lisa Patterson
(Admin Assistant II)
Fred Loeser
(Inspection Supervisor)

Team Photo

TCP&SO

front row
(left to right)

Ade Oluwasogo
(Supervising T.E.)

John Chin
(Assistant Engr. II)

Kathy Tran
(Assistant Engr. II)

Amy Chun
(Assistant Engr. I)

back row
(left to right)

Jason Cook
(Transportation Engr.)

Gaurav Bagga
(Senior Technician)

Teresa Peterson
(Assistant Engr. II)

Philip Ho
(Transportation Engr.)

18 Section-level Team Photos!

Team Photo

Complete Streets Paving & Sidewalks

Mohamed Alaoui
Division Manager

Emaan Massoomi
Assistant Engineer

Enayat Katouli
Construction Inspector

Lee White
Senior Construction Inspector

Shirley Kwan
Assistant Engineer

Sarah Fine
Acting Program Manager

Cesar Fortuno
Assistant Engineer

Ivy To
Transportation Engineer

Masewal Cherinet
Civil Engineer

Chris Diano
Civil Engineer

Suchita Potta
Assistant Engineer

Team Photo

Street Lighting Administration

Allen Law
Manager

Tyrone Rowe
Electrician

Mario McGlothin
Electrician

Raymond Tse
Electrician

Allan Canestro
Electrical Supervisor

Paul Lonestar
Electrician Helper

Guy Navellier
Electrician Lead

Missing from Photo :
Stephanie Wilson
Administrative Assistant II

Rod Davis
Electrician

Team Photo

Parking Enforcement

Team Photo

Sidewalk Maintenance

Reverino Deleterre

Luis Mora

Robert Pardo

Rudy Molina

Louis Pegross

Timothy Trewick

Dominic Delmonte

Juan Gonzales

Dave Amate

Juan Ramos

Kenneth Patton

Jose Javier

Fidel Martinez

Donald Simon

Lorenzo Macias

Team Photo

Street Maintenance

Charles Jackson
Daniel Griffin
Kenneth Daye
Lamont Mayberry
Kenneth Santiaggo
Greg Hill
Harry Batiste
Philip Mitchell
Vince Norris
Tavare McIntyre
Carlos Navarro
Dwayne Thomas

Kenneth Patton
Nigel Brown
Alonzo Walker
Detra Cooley
Nathaniel Owens
James Akinjo
Gary Stone
Therese Whitlock
Shawn Daniel
Robert Williams

Team Photo

Street Maintenance

Charles Jackson
Daniel Griffin
Kenneth Daye
Lamont Mayberry
Kenneth Santiaggo
Greg Hill
Harry Batiste
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Dwayne Thomas

Kenneth Patton
Nigel Brown
Alonzo Walker
Detra Cooley
Nathaniel Owens
James Akinjo
Gary Stone
Therese Whitlock
Shawn Daniel
Robert Williams

Team Photo

TRAFFIC ENGINEERING

Joe Wang
(Supervising Transportation Engineer)

Darian Avelino
(Transportation Engineer)

Khuram Shakir
(Assistant Engineer I)

Beaver Boonsook
(Assistant Engineer II)

Brian Sukkar
(Transportation Engineer)

Leo Hernando
(Assistant Engineer II)

Team Photo

Traffic Signal Maintenance

Joe Lawrence
Electrician

Andy Wilpolt
Electrician

Vincient Ferrell
Electrician

Byron Thomas
Electrician

Dimitrius Brown
Electrician

Michael Patterson
Electrician Leader

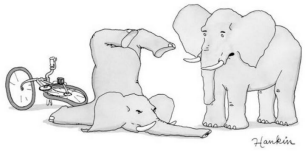
Allen Law
Manager

Missing from Photo
Daniel Ursini

18 Section-level Team Mascots!

ROW MANAGEMENT + ENGINEERING SERVICES
Mascot: Wolves

BICYCLE & PEDESTRIAN PROGRAM
Mascot: Elephant



"Once you learn, though, you'll never forget."

PLANNING + PROJECT DEVELOPMENT
Mascot: The COOT

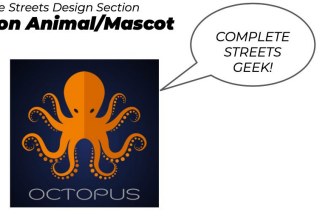
STRATEGIC PLANNING AND ADMINISTRATION
Mascot: KANGAROOS!

ADA PROGRAMS
Section Animal/Mascot: Miniature Horse

Miniature horse (not a pony)

* ADA Programs is a small & lean team that works like horses.
* ADA Programs carries a big load and pulls more than our weight.
* Who doesn't like miniature horses?

Complete Streets Design Section
Section Animal/Mascot



SURVEY TEAM
Mascot: OWL

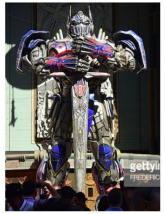
SIDEWALK MAINTENANCE
Mascot: Bull/Toro

STREET LIGHTING ADMINISTRATION
Mascot: Eagle-Electric

PARKING ENFORCEMENT
Mascot: Panthers

Panther pride

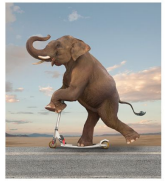
STREET MAINTENANCE
Mascot: Beast Mode



Tricked out grinder with claws, make out of Optimus Prime

TCP&SO
Mascot: Dolphins

MOBILITY
Mascot: Elephant



TRAFFIC ENGINEERING
Mascot: THE TORTOISE-HARE

We sprint marathons!

COMPLETE STREETS PAVING + SIDEWALKS
Mascot: Beaver

We are the Beaver because

- Beavers are builders and natural engineers
- Beavers are quick to learn from others
- Beavers are active, organized and structured
- Beavers are resourceful
- And, beavers are known to chew their way out of anything that comes in their path

TRAFFIC SIGNAL MAINTENANCE
Mascot: Hawk

The Hawk – eyes out, working on Hawk signals

City of Oakland
Department of Transportation
Strategic Plan

City of Oakland

4 Goal Areas

- **37 Goals**
  - *98 Strategies*
    - *218 Initial Benchmarks*

This plan establishes the following goals for OakDOT

Equitable Jobs and Housing

1. Adopt equitable transportation decision-making frameworks for planning and project development
2. Plan and distribute paving program resources based on equity, road condition and safety metrics
3. Lower transportation costs for Oaklanders
4. Provide staff with knowledge, skills, abilities and resources to implement equity and community engagement goals and deliver equity outcomes across transportation projects, programs and services
5. Improve access to jobs, education, training and needed services
6. Enhance use of data to guide equitable mobility and infrastructure investments

Holistic Community Safety

1. Adopt a Vision Zero policy and pledge to eliminate traffic injuries and fatalities
2. Inform safe designs and infrastructure decisions with data and analysis
3. Incorporate safe and Complete Street designs into the design process
4. Ensure safe design standards are available and accessible to all
5. Establish request and criteria-based programs for targeted pedestrian safety enhancements
6. Enhance signal operations for greater safety, efficiency and flexibility
7. Review speed limits to support safe travel on our roadways
8. Provide safe access to all Oakland schools
9. Make Oaklanders feel safe walking and waiting for the bus at all times of day or night

Vibrant Sustainable Infrastructure

1. Bring Oakland's streets into a state of good repair
2. Plan and develop capital projects in an equitable, timely, efficient and coordinated manner
3. Make walking safe and delightful
4. Achieve full ADA public right-of-way compliance
5. Improve the quality and completeness of Oakland's bikeway network
6. Expand access to shared mobility services
7. Strengthen Oakland's economy through improved goods movement, while reducing negative health and safety outcomes in our neighborhoods
8. Create Complete Streets corridor program
9. Plan and implement fast, frequent and reliable transit
10. Improve asset management
11. Coordinate land use with transportation planning
12. Green Oakland's streets to improve air and water quality
13. Improve transportation choices and minimize parking demand, congestion and pollution
14. Manage public parking to balance the diverse needs of Oakland's visitors, merchants, commuters and residents
15. Enhance the cyclist and pedestrian realm with affordable, energy efficient lighting
16. Integrate art and playfulness into infrastructure

Responsive Trustworthy Government

1. Make OakDOT a great place to work and recruit the best employees
2. Make the City of Oakland a preferred public agency partner
3. Increase capacity to deliver projects and services by expanding pool of interested contractors
4. Develop and implement a set of agency-wide community outreach and engagement protocols that promote genuine community empowerment
5. Expand the avenues for communication and listening between the new agency and the public
6. Make data and decisions transparent and accessible to the public

Goal Area Ranking

Each Section was asked to rank the Goal Areas below, from the Goal Area it most directly works towards, to the Goal Area it is least connected to.

Equitable Jobs and Housing

Holistic Community Safety

Vibrant Sustainable Infrastructure

Responsive Trustworthy Government

Goal Connection Scores: based on each section's discussion of how connected their day to day work is to each goal

Lead = 2 pts

Contribute = 1 pt

Not Involved = 0 pt

This plan establishes the following goals for OakDOT

Equitable Jobs and Housing

1. Adopt equitable transportation decision-making frameworks for planning and project development
2. Plan and distribute paving program resources based on equity, road condition and safety metrics
3. Lower transportation costs for Oaklanders
4. Provide staff with knowledge, skills, abilities and resources to implement equity and community engagement goals and deliver equity outcomes across transportation projects, programs and services
5. Improve access to jobs, education, training and needed services
6. Enhance use of data to guide equitable mobility and infrastructure investments

Holistic Community Safety

1. Adopt a Vision Zero policy and pledge to eliminate traffic injuries and fatalities
2. Inform safe designs and infrastructure decisions with data and analysis
3. Incorporate safe and Complete Street designs into the design process
4. Ensure safe design standards are available and accessible to all
5. Establish request and criteria-based programs for targeted pedestrian safety enhancements
6. Enhance signal operations for greater safety, efficiency and flexibility
7. Review speed limits to support safe travel on our roadways
8. Provide safe access to all Oakland schools
9. Make Oaklanders feel safe walking and waiting for the bus at all times of day or night

Vibrant Sustainable Infrastructure

1. Bring Oakland's streets into a state of good repair
2. Plan and develop capital projects in an equitable, timely, efficient and coordinated manner
3. Make walking safe and delightful
4. Achieve full ADA public right-of-way compliance
5. Improve the quality and completeness of Oakland's bikeway network
6. Expand access to shared mobility services
7. Strengthen Oakland's economy through improved goods movement, while reducing negative health and safety outcomes in our neighborhoods
8. Create Complete Streets corridor program
9. Plan and implement fast, frequent and reliable transit
10. Improve asset management
11. Coordinate land use with transportation planning
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15. Enhance the cyclist and pedestrian realm with affordable, energy efficient lighting
16. Integrate art and playfulness into infrastructure

Responsive Trustworthy Government

1. Make OakDOT a great place to work and recruit the best employees
2. Make the City of Oakland a preferred public agency partner
3. Increase capacity to deliver projects and services by expanding pool of interested contractors
4. Develop and implement a set of agency-wide community outreach and engagement protocols that promote genuine community empowerment
5. Expand the avenues for communication and listening between the new agency and the public
6. Make data and decisions transparent and accessible to the public

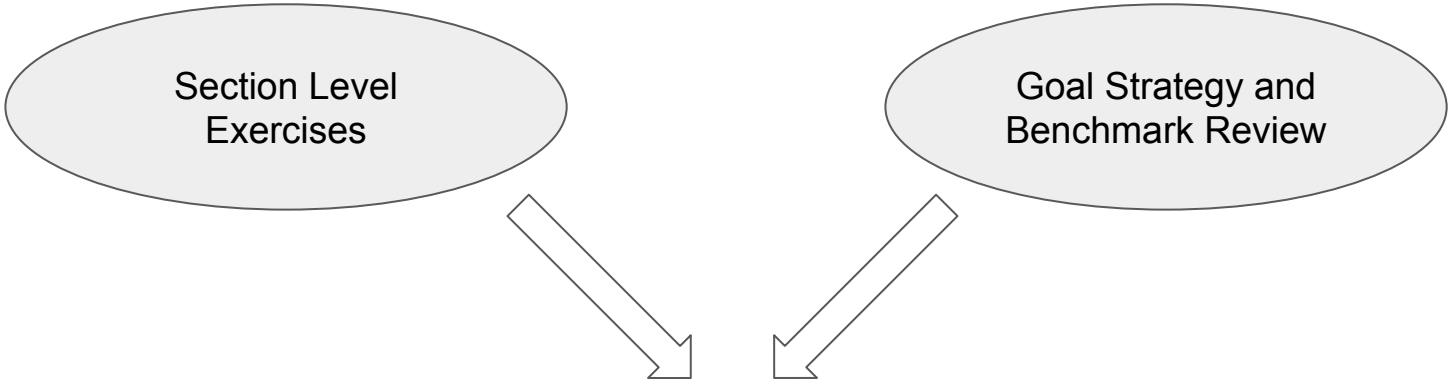
Oakland Department of Transportation (OakDOT)

Pre-Budget Assessment +
Strategic Plan Progress Report

4. Goal Area Assessments

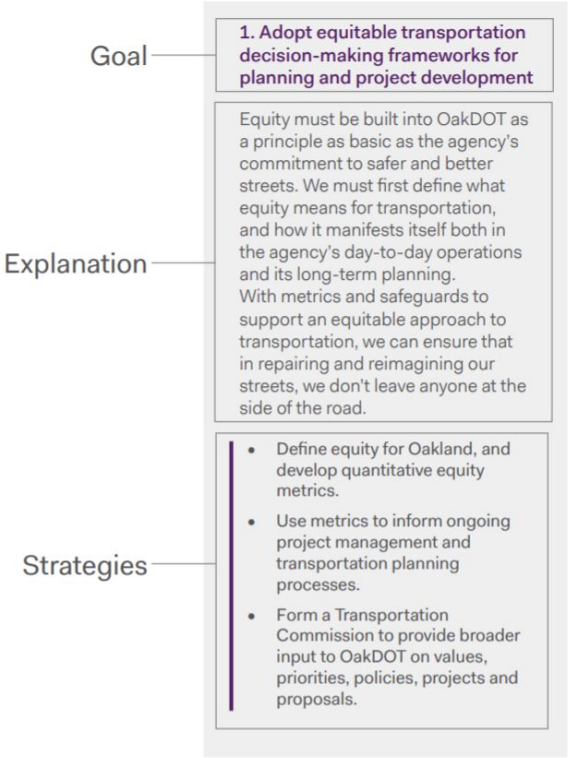
Designated “Leads” to each of the four Goal Areas to assess staff connection, progress and develop recommendations

EQUITY SAFETY SUSTAINABILITY RESPONSIVENESS



Goal Connection and Progress Score (0-100)

Goal Progress Scores: based on level of progress achieved on each goal's strategies and 1-year benchmarks (e.g. actions)



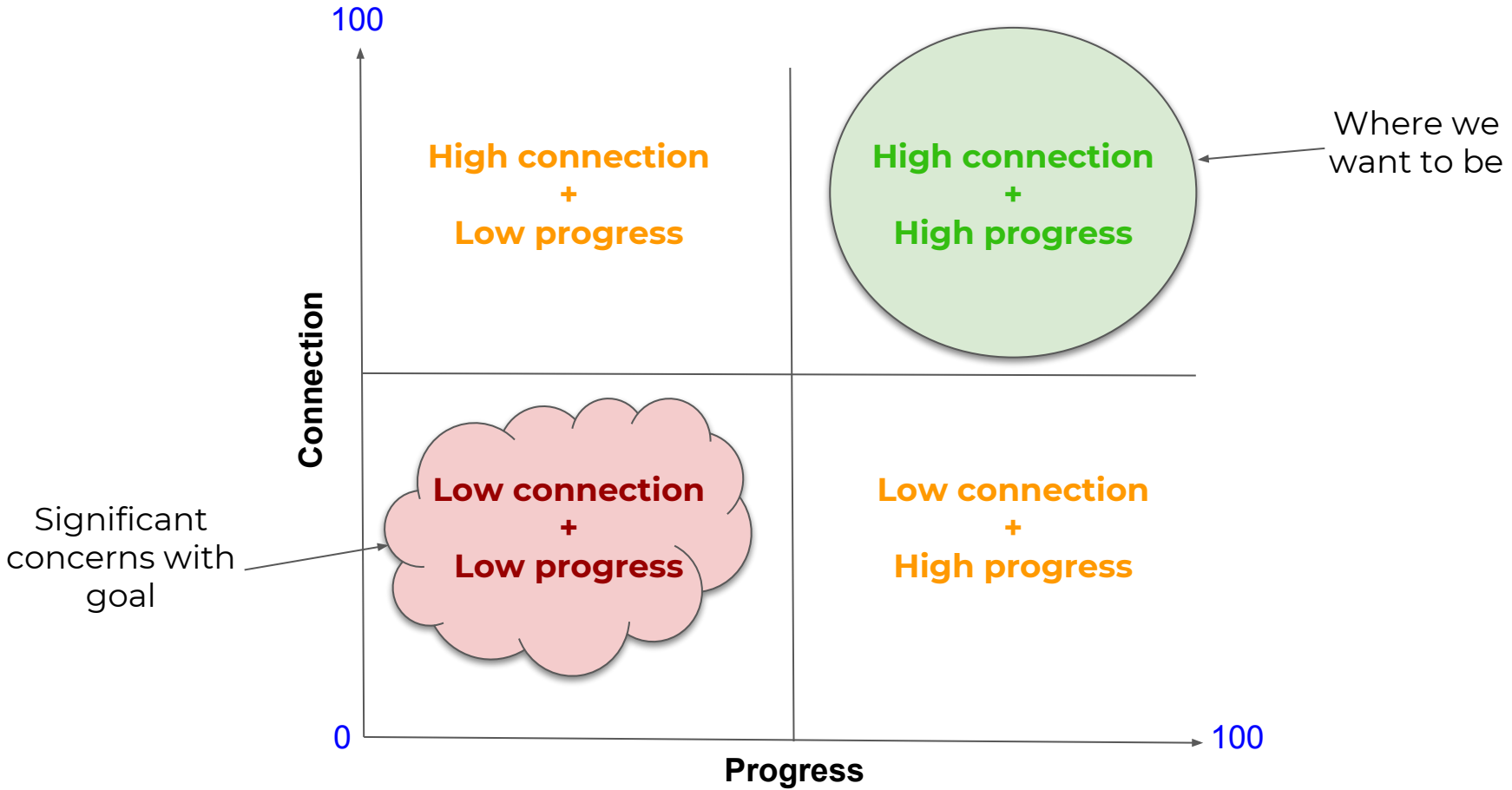
	1-year benchmarks
1. Adopt equitable transportation decision-making frameworks	
Define equity for Oakland, and develop quantitative equity metrics	• Analyze transportation outcomes in Oakland to understand and identify inequitable distribution of transportation investments and services across categories relevant to equity considerations, including but not limited to geographic areas of historic disinvestment and Communities of Concern • Draft a vision statement to make clear to the public and to OakDOT staff what equitable transportation is and why it is imperative
Use metrics to inform ongoing project management and transportation planning processes	• Create metrics to measure efficacy of projects, services, programs • Measure our equity goals on project-by-project and agency-wide and citywide basis to maintain accountability for these frameworks
Form a Transportation Commission to provide broader input to OakDOT on values, priorities, policies, projects and proposals	• Form an OakDOT working group to liaise with Mayor's Office officials and council members to develop the commission ordinance • Adopt a City Council Ordinance to form and staff the commission

Completed = 2 pts

Progress = 1 pt

No Progress = 0 pt

Goals are mapped according to level of progress and connection



Pre-Budget Assessment + Strategic Plan Progress Report

Goal Area Assessments

EQUITY

EQUITABLE JOBS & HOUSING

How do we align the City's transportation and equity goals to ensure greater accessibility regardless of race, income, physical ability, or background?

Goal Area:

Equitable Jobs & Housing

Average Section Rank: 3.6 (4th)

	Goal	Section Connection			Progress		
		# Lead	# Cont.	Score	Score	Qualitative Assessment of Goal	
1	Adopt equitable transportation decision-making frameworks for planning and project development	2	9	50	33	↗	-Frameworks in Ped & Bike plans, Mobility Programs, Neighborhood Traffic Safety Requests
2	Plan and distribute paving program resources based on equity, road condition and safety metrics	1	7	28	50	↗	-Local street paving selections using equity scoring -Upcoming 5 yr paving plan to use equity scoring
3	Lower transportation costs for Oaklanders	3	4	23	23	→	-Free-floating car share, bike share & scooter all launched -Struggling to ensure equitable coverage of new mobility
4	Provide staff with knowledge, skills, abilities, and resources to implement equity and community engagement goals and deliver equity outcomes across transportation projects, programs, and services	6	5	72	28	↘	-20 volunteers on RETeam; 10 DOT staff completed training -Systemic integration of equity into all programs is needed
5	Improve access to jobs, education, training, and essential services	3	7	50	29	↘	-Improving relationships w/AC Transit -Transit Action Plan is yet not completed
6	Enhance use of data to guide equitable mobility & infrastructure investments	5	6	56	33	↗	-Published DOT Dashboard w/Equity Data -City Council Adopted CIP Scorecard w/Equity Top Ranked criteria
	Goal Area Average	**3.3**	**6.3**	**47 (3rd)**	**33 (4th)**		
	Average of All Goals	*3.3*	*6.3*	*46*	*46*		

EQUITABLE JOBS & HOUSING

Section Rank: 4th

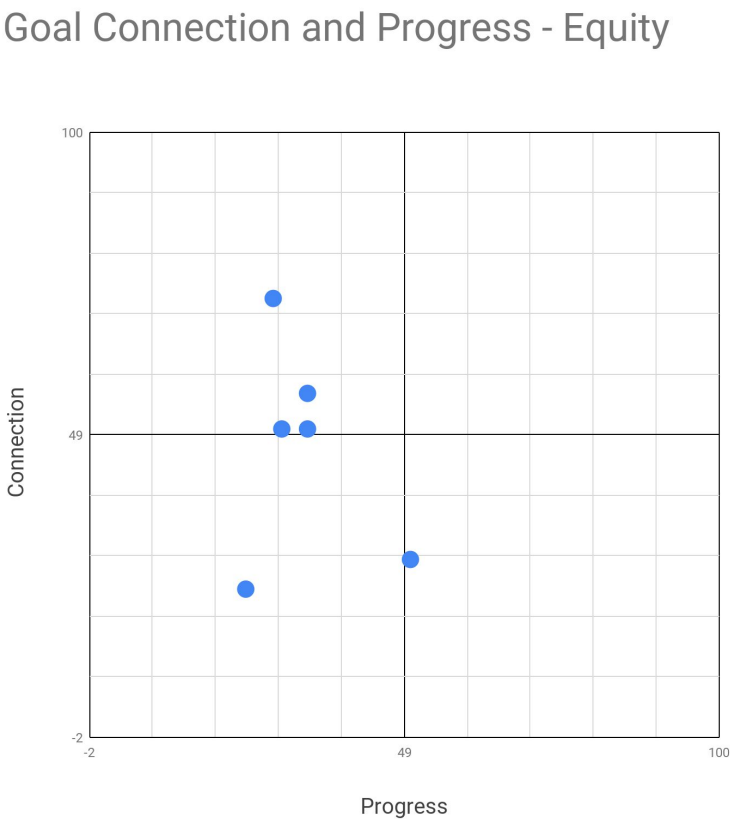
Average Goal Connection: 47 (3rd)
Average Goal Progress: 33 (4th)

Goals with Most Connection + Progress

- Provide staff with knowledge, skills, abilities, and resources to implement equity and community engagement goals and deliver equity outcomes across transportation projects, programs, and services (EJH 4)
- Enhance use of data to guide equitable mobility & infrastructure investments (EJH 6)

Goals with Least Connection + Progress

- Lower transportation costs for Oaklanders (EJH 3)
- Plan and distribute paving program resources based on equity, road condition and safety metrics (EJH 2)



EQUITABLE JOBS & HOUSING

Progress & Challenges

Progress:

- Equity frameworks in Ped & Bike plans, Mobility Programs, & Neighborhood Traffic Safety
- Local street paving selections are using equity scoring
- Free-floating car share, bike share and scooter share have all launched
- Published DOT Dashboard with Equity Data
- City Council adopted CIP Scorecard with Equity as the top ranked criteria
- 20 volunteers on Racial Equity Team; 10 DOT staff have completed DRE Racial Equity Academy
- Improving relationships with AC Transit

Challenges:

- An overall definition of equity is still missing
- Systematic integration of equity into all programs is needed
- Struggle for equitable coverage of new mobility options
- Transit Action Plan is not yet completed

Pre-Budget Assessment + Strategic Plan Progress Report

Goal Area Assessments

SAFETY

HOLISTIC COMMUNITY SAFETY

Make Oakland's streets safe and welcoming by designing for the most vulnerable Oaklanders and by eliminating all traffic deaths.

Goal Area:

Holistic Community Safety

Average Section Rank: 2.5 (3rd)

Goal		Section Connection			Progress		
		# Lead	# Cont.	Score	Score		Qualitative Assessment of Goal
1	Adopt a Vision Zero policy and pledge to eliminate traffic injuries and fatalities	1	6	22	38	↗	- High injury network is setting project priorities - Successful rapid response project at Harrison St/23rd St
2	Inform safe designs and infrastructure decisions with data and analysis	5	4	56	17	↗	- Improving data on crashes and multimodal traffic counts - Expanding asset management of safety treatments
3	Incorporate safe and Complete Street designs into the design process	5	5	61	75	↗	- Grant applications targeting high injury locations - Rapid implementation through striping & paving projects
4	Ensure safe design standards are available and accessible to all	5	5	61	50	↗	- Updating and expanding multimodal design standards - Training staff through conferences & design details
5	Establish request and criteria-based programs for targeted pedestrian safety enhancements	2	6	33	33	→	- Established for Neighborhood Traffic Safety Requests
6	Enhance signal operations for greater safety, efficiency and flexibility	1	7	28	13	→	- Recruitment of section leader nearly complete
7	Review speed limits to support safe travel on our roadways	1	2	0	25	→	- Working on backlog of speed survey requests
8	Provide safe access to all Oakland schools	1	14	67	63	↗	- Prioritizing work by safety, equity, & public health - Partnering with Alameda Co SR2S, OUSD, and ACTC
9	Make Oaklanders feel safe walking and waiting for the bus at all times of day or night	1	10	44	0	↘	- Safe Routes to Transit and Crime Prevention through Environmental Design initiatives in need of lead staff
Goal Area Average		**2.4**	**6.6**	**41 (4th)**	**35 (3rd)**		
Average of All Goals		*3.3*	*6.3*	*46*	*46*		

Holistic Community Safety

Section Rank: 3rd

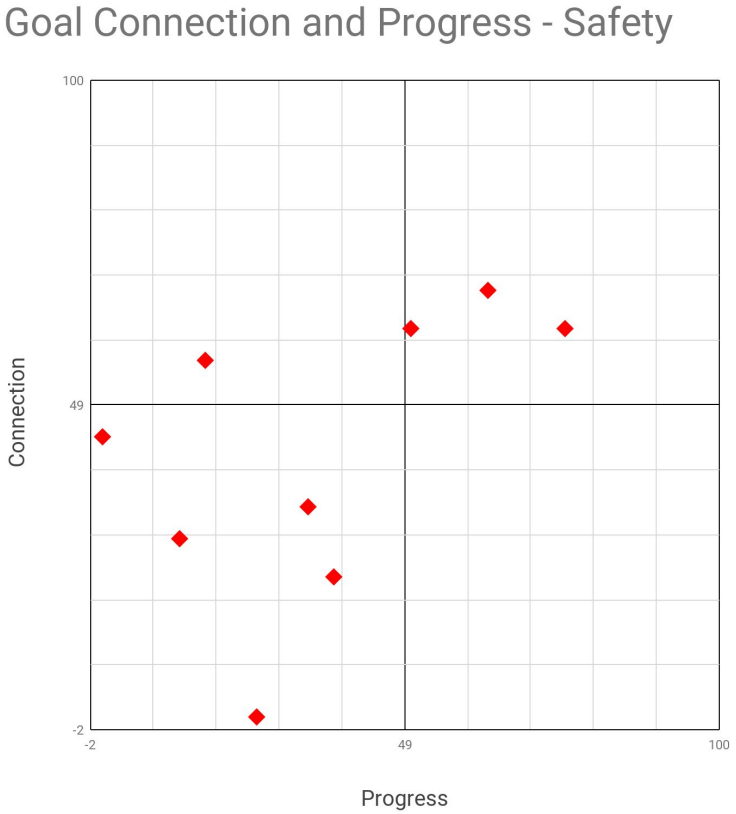
Average Goal Connection: 41 (4th)
Average Goal Progress: 35 (3rd)

Goals with Most Connection + Progress

- Incorporate safe and Complete Street designs into the design process (HCS 3)
- Provide safe access to all Oakland schools (HCS 8)

Goals with Least Connection + Progress

- Review speed limits to support safe travel on our roadways (HCS 7)
- Enhance signal operations for greater safety, efficiency and flexibility (HCS 6)



Holistic Community Safety

Progress & Challenges

Progress:

- Prioritizing school improvements and service requests by safety and equity
- Implementing new design guidance and cost-effective improvements quickly
- Setting priorities based on the High Injury Network
- Partnering with other organizations on Safe Routes to Schools improvements
- Developing our staff through conferences and design guidance

Challenges:

- OakDOT does not feel connected to its Safety goals - the lowest connection of the four goal areas
- The Safe Streets Division has yet to hit its stride due to ongoing vacancies and internal systems that need to be built
- The Vision Zero initiative stumbled on community and staff concerns regarding enforcement and racial profiling

Pre-Budget Assessment + Strategic Plan Progress Report

Goal Area Assessments

SUSTAINABILITY

Vibrant Sustainable Infrastructure

Designing, Building and Maintaining 21st Century Streets for All

Goal Area:

Vibrant Sustainable Infrastructure

Average Section Rank: 1.6 (1st)

	Goal	Section Connection			Progress		
		#Lead	# Cont.	Score	Score		Qualitative Assessment of Goal
1	Bring Oakland's Streets into a State of Good Repair	5	6	67	83	→	Overall strategy of meeting a 20 year paving cycle is unlikely at our current measure KK and BB funding levels.
2	Plan and Develop Capital Projects in an Equitable, Timely, Efficient, and Coordinated Manner	4	7	61	55	→	No interagency team setup, however within OakDOT PPD essentially fulfulls this role effecitvely.
3	Make walking safe and delightful	8	5	94	50	↗	Ped Plan completed and is being operationalized, large amounts of high viz crosswalks implemented with more to come.
4	Achieve full ADA public right-of-way compliance	6	7	83	75	↗	No new ADA transition plan yet but a high volume of ramps are being implemented as we ramp up projects.
5	Improve the quality and completeness of Oakland's bikeway network	3	11	72	53	↗	Lots of projects in the pipeline.
6	Expand Access to Shared Mobility Services	3	5	39	100	↗	Low income access for Ford Go Bike implemented. Exploring access strategies for E Scooters.
7	Strengthen Oakland's economy through improved goods movement, while improving health and safety outcomes in our neighborhoods.	2	5	28	19	→	OakDOT expected to implement West Oakland Truck Management Plan via FY19-21 Budget
8	Create Complete Streets Corridor Program	2	6	33	67	↗	Being created for select East Oakland Streets, and Grand Avenue. Will learn and structure as we do more.
9	Plan and Implement Fast, Frequent, and Reliable Transit	3	3	28	38	↗	The transit action plan is near completion. Once signal ops is up there will be much more potential.
10	Improve Asset Management	5	9	83	50	→	The OakDOT project map has been created. Need to structure assest categories then data sets, much more work needed.
11	Coordinate Land Use with Transportation Planning	3	4	33	78	→	A lot of good ground covered by PPD for this. Delivering on the 3 year benchmarks will be a challenging accomplishment.
12	Green Oakland's Streets to improve air and water quality	1	7	28	50	→	Regularly included in streetscape projects as part of the project development coordination process with OPW.
13	Improve transportation choices and minimize parking demand, congestion and pollution	2	9	50	50	→	Parking revenues are not managed by the DOT which limits growth opportunity under this goal.
14	Manage on-street parking to balance the diverse needs of Oakland's visitors, merchants, commuters & residents	4	4	44	46	↗	The Chinatown pilot study has great potential, and the disabled placard fraud enforcement was a success.
15	Enhance the cyclist and pedestrian realm with even, efficient lighting	0	4	0	25	↘	Pedestrian scale lighting is a significant component of improving street safety, vibrancy, and attractiveness, yet no lead.
16	Integrate art and playfulness into infrastructure	1	5	17	50	→	The paint the town as a pilot successful. A permanent program needs resources and a more robust program framework.
	Goal Area Average	**3.3**	**6.1**	**48 (2nd)**	**55 (1st)**		
	Average of All Goals	*3.3*	*6.3*	*46*	*46*		

VIBRANT AND SUSTAINABLE INFRASTRUCTURE

Section Rank: 1st

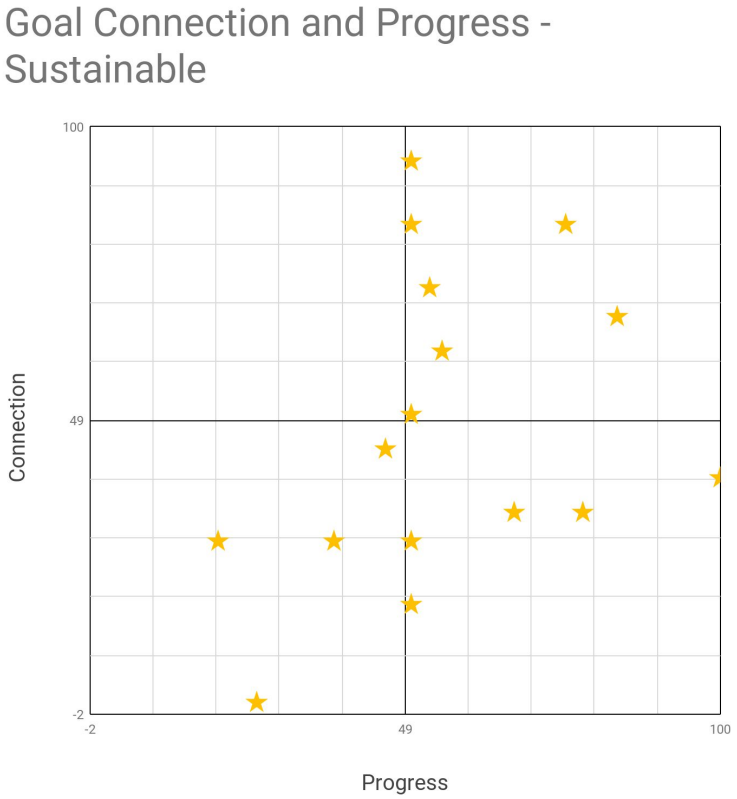
Average Goal Connection: 48 (2nd)
Average Goal Progress: 55 (1st)

Goals with Most Connection + Progress

- Achieve full ADA public right-of-way compliance (VSI 4)
- Bring Oakland's streets into a state of good repair (VSI 1)

Goals with Least Connection + Progress

- Enhance the cyclist and pedestrian realm with even efficient lighting (VSI 15)
- Strengthen Oakland’s economy through improved goods movement, while improving health and safety outcomes in our neighborhoods (VSI 7)



VIBRANT AND SUSTAINABLE INFRASTRUCTURE

Progress & Challenges

Progress:

- Many 1 year benchmarks were met
- Excited to infuse equity into our next 5 year paving plan, which is the program that receives the most local money in our CIP
- Many new Ped and Bike projects to be constructed in the next 2 years
- Our project development and outreach keeps improving with each iteration of projects

Challenges:

- Many grant funded projects have suffered delays due to vacancy rates and associated staff work loads
- The contracting market is very challenging both with bid pricing and contractor responsiveness
- Concerns about our ability to fund projects if current trends continue

Pre-Budget Assessment + Strategic Plan Progress Report

Goal Area Assessments

RESPONSIVENESS

RESPONSIVE TRUSTWORTHY GOVERNMENT

How are we providing Oaklanders with an open, accessible and efficient transportation agency?

Goal Area:

Responsive Trustworthy Government

Average Section Rank: 2.2 (2nd)

Goal		Section Connection			Progress		
		#Lead	# Cont.	Score	Score		Qualitative Assessment of Goal
1	Make Oakland DOT a great place to work and recruit the best employees	7	8	82	72	→	- Growing capacity to attract, support top talent (e.g., TP series) - HR hiring bottleneck and competitive labor market
2	Make City of Oakland a preferred business and public agency partner	6	8	73	63	→	- Committed to single-point of contact, but short-staffed - Efforts to stream-line partner-led projects not formalized
3	Increase capacity to deliver projects and services by expanding pool of interested contractors	1	6	18	37	↘	- No clear plan to tap potential of shared Contract Services - Benchmarks are not well aligned with overall goal
4	Develop and implement a set of agency-wide community outreach and engagement protocols that promote genuine community empowerment	3	4	27	58	↗	- Staffed for project-level support, coordinating with partners - Capacity building through training and organizing, e.g. RET
5	Expand the avenues for communication and listening between the new agency and the public	6	6	64	67	↗	- Leading on city-wide initiatives, website and CityWorks - Broad commitment to new, traditional means of communication
6	Make data and decisions transparent and accessible to the public	6	8	73	0	↗	- Growing capacity, committed to data-driven decision making - Missed opportunity to build trust, highlight accomplishments
Goal Area Average		**4.8**	**6.7**	**56 (1st)**	**49 (2nd)**		
Average of All Goals		*3.3*	*6.3*	*46*	*46*		

Responsive Trustworthy Government

Section Rank: 2nd

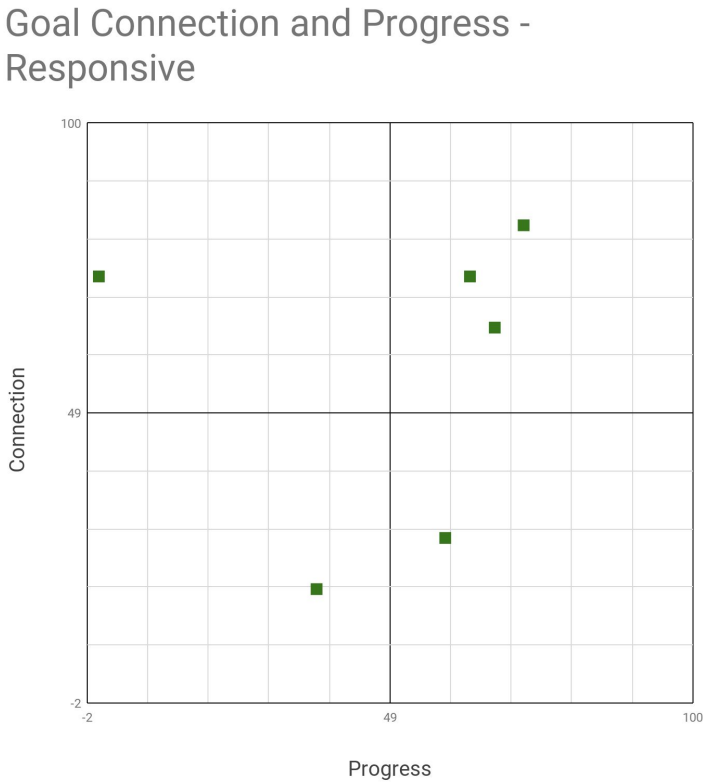
Average Goal Connection: 56 (1st)
Average Goal Progress: 49 (2nd)

Goals with Most Connection + Progress

- Make Oakland DOT a great place to work and recruit the best employees (RTG 1)
- Make the City of Oakland a preferred public agency partner (RTG 2)

Goals with Least Connection + Progress

- Increase capacity to deliver projects and services by expanding pool of interested contractors (RTG 3)
- Make data and decisions transparent and accessible to the public (RTG 6)



Responsive, Trustworth Government

Progress & Challenges

Progress:

- Growing capacity to attract, support top talent (e.g., Transportation Planner series)
- Capacity building through training and connecting Section level work
- Leading on city-wide initiatives, website and CityWorks
- Broad commitment to new as well as traditional means of communicating with constituents
- Growing capacity, committed to data-driven decision making
- Staff focusing on project-level support and coordinating with partners

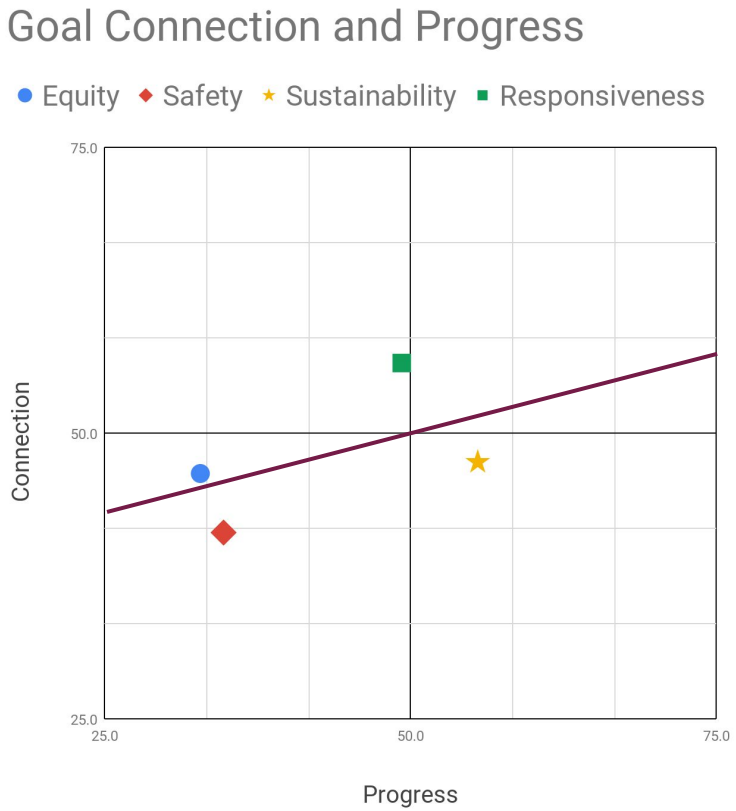
Challenges:

- HR hiring bottleneck and competitive labor market slow efforts to fill vacancies
- Committed to single-point of contact for partner agencies, but short-staffed
- Efforts to streamline partner-led projects not formalized
- No clear plan to tap potential of shared Contract Services
- Benchmarks are not well aligned with overall goal
- Missed opportunity to build trust, highlight accomplishments through data transparency

Goal Area Summary

- Equity and Safety goal areas lagging clearly behind Sustainability & Responsiveness
- Higher connection generally means more progress

Goal	Goal Area Rank by Sections	Section Connection Score	Progress Score	Total Score
Equity	3.6 (4th)	47	29	76
Safety	2.5 (3rd)	41	36	77
Sustainabilty	1.6 (1st)	48	58	106
Responsiveness	2.2 (2nd)	56	48	102
Average of All Goals		*47*	*46*	*90*



Oakland Department of Transportation (OakDOT)

Pre-Budget Assessment +
Strategic Plan Progress Report

5. Recommendations & Next Steps

Equitable Jobs & Housing

Draft Recommendations

1. **Hire** a Program Manager to support the Racial Equity Team and roll out and track all DOT initiatives

2. **Require** performance measures for evaluating the equity outcomes of DOT programs, including an Equity Score for each project that identifies socioeconomic factors for each project site

3. **Set** equity-based recruitment standards and implement best practices with the Human Resources Department

Holistic Community Safety

Draft Recommendations

1. **Rework** the Safety goals to capture how safety inspires and motivates OakDOT staff
    - Build on OakDOT's strengths by prioritizing school safety, data-driven decisions, and design guidance
    - Re-think arterial operations as traffic calming - slower speeds save lives

2. **Invest** in the Safe Streets Division to get it up and running and working as a team
    - Build capacity to pivot from reactive to proactive work

3. **Relaunch** and rebrand OakDOT's Vision Zero by focusing on design and equity
    - Combine smart design and data-driven decisions to mass produce cost-effective improvements
    - Make equity the hallmark of OakDOT's approach

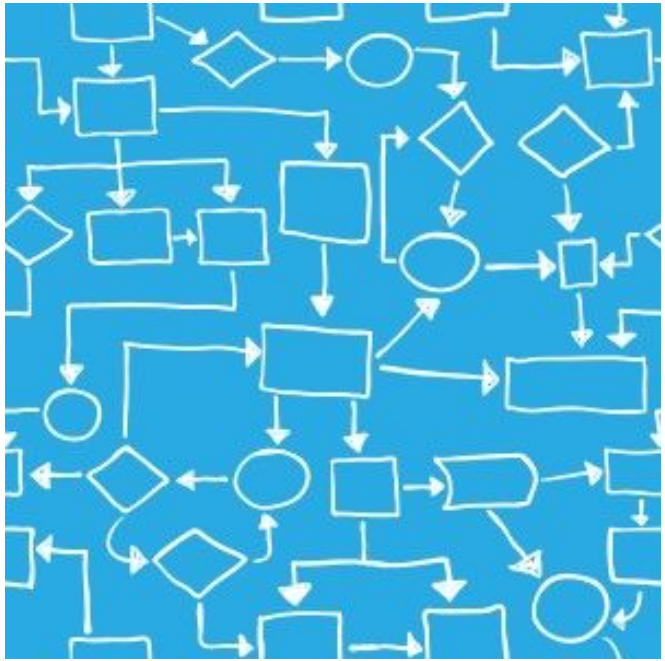
Vibrant and Sustainable Infrastructure

Draft Recommendations

1. **Procure** a Project and Portfolio management system, to *measure* performance through objective metrics, and to ensure we get the “how” of our projects right.
    - Budget, Schedule
    - Documenting Scope Creep or Enhancements
    - Structured Procedure for seeking additional funds

2. **Establish** regular protocols for project outreach to ensure we are getting the “what” of our projects right.
    - Webpages with updates and public meeting schedules. and project maps for all projects.
    - Building stakeholder relationships

3. **Develop** a more complete and better inventory of project management and design resources for staff.
    - A revised intranet page, CAD, CAD and more CAD



Responsive, Trustworthy Government

Draft Recommendations

1. **Prioritize** efforts to publish and promote data-driven decisions as a way to both build trust and showcase our accomplishments

2. **Lead** an interdepartmental effort to address the bottleneck in HR in a concerted effort to accelerate recruiting and hiring

3. **Effectively communicate** with and ultimately empower our constituents - make sure DOT has the resources it needs to meet its obligations

Reorienting Equity

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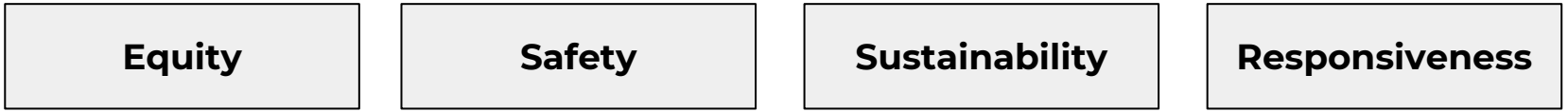

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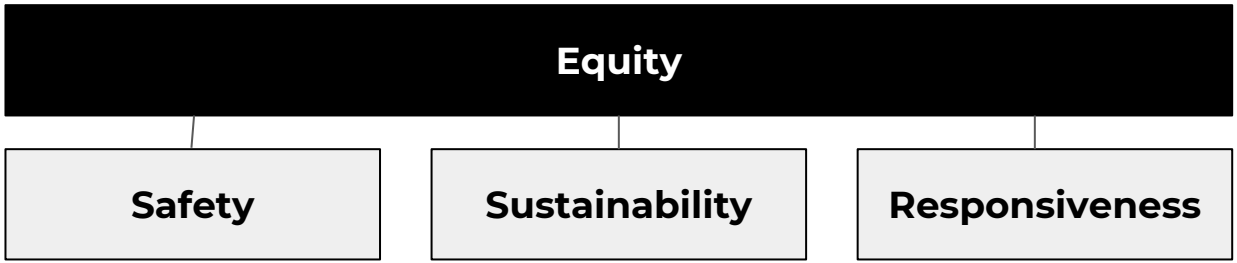

All-Hands Goal Exercise

Ranking "Low-Connection, Low-Progress" Goals

Equitable Jobs Housing

- Lower transportation costs for Oaklanders

Holistic Community Safety

- Adopt a Vision Zero Policy and pledge to eliminate traffic injuries and fatalities
- Establish request and criteria-based programs for targeted pedestrian safety enhancements
- Review speed limits to support safe travel on our roadways
- Make Oaklanders feel safe walking and waiting for the bus at all times of day or night

Vibrant Sustainable Infrastructure

- Strengthen Oakland's economy through improved goods movement, while reducing negative health and safety outcomes in our neighborhoods
- Plan and implement fast, frequent and reliable transit
- Manage public parking to balance the diverse needs of Oakland's visitors, merchants, commuters and residents
- Enhance the cyclist and pedestrian realm with affordable, energy efficient lighting

Responsive Trustworth Government

- Increase capacity to deliver projects and services by expanding pool of interested contractors

Building on Our Progress

What Are Our Next Steps?

1. **Adapt** mission statement
2. **Address** needs and shortcomings in our upcoming FY 2019-20 Budget
3. **Develop** organizational adjustments
4. **Revise** and **re-issue** the OakDOT Strategic Plan post-budget

WELCOME
TO
OAKLAND
LOVE LIFE!
POP. 420,005
ELEV. 42 FEET

Oakland Department of Transportation (OakDOT)

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Our Process

Oakland Department of Transportation (OakDOT)

Pre-Budget Assessment +
Strategic Plan Progress Report

Next Steps

OAKLAND

EQUITABLE JOBS & HOUSING

How do we align the City's transportation and equity goals to ensure greater accessibility regardless of race, income, physical ability, or background?

HOLISTIC COMMUNITY SAFETY

Make Oakland's streets safe and welcoming by designing for the most vulnerable Oaklanders and by eliminating all traffic deaths.

VIBRANT AND SUSTAINABLE INFRASTRUCTURE

Designing, Building and Maintaining 21st Century Streets for All

Responsive, Trustworthy Government

How are we providing Oaklanders with an open, accessible and efficient transportation agency?

BE RESPECTFUL
BE SAFE
BE RESPONSIBLE

580
24
USE
27th

BLACK
LIVES
MATTER!!
YOGA

All-Hands Goal Exercise

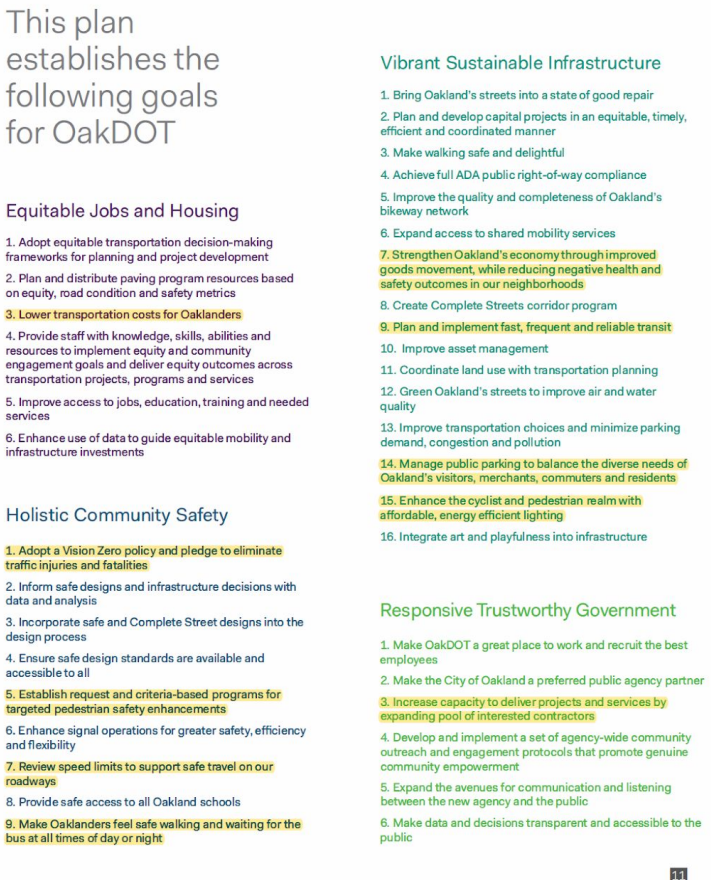
Ranking 10 "Low-Connection, Low-Progress" Goals

Goals to Prioritize

- OakDOT's 37 goals on handout in folder
- 10 Low-Connection, Low-Progress Goals are highlighted
- These need extra attention to elevate; unlikely to be able to address all

Goals to De-Emphasize

- Asking all staff to nominate three "Low-Low" goals to invest in (green stickers) and one goal to de-prioritize (red sticker)
- Place stickers alongside or on the chosen goals (pick from those highlighted) and pass to table facilitator



This plan establishes the following goals for OakDOT

Equitable Jobs and Housing

1. Adopt equitable transportation decision-making frameworks for planning and project development
2. Plan and distribute paving program resources based on equity, road condition and safety metrics
3. Lower transportation costs for Oaklanders
4. Provide staff with knowledge, skills, abilities and resources to implement equity and community engagement goals and deliver equity outcomes across transportation projects, programs and services
5. Improve access to jobs, education, training and needed services
6. Enhance use of data to guide equitable mobility and infrastructure investments

Holistic Community Safety

1. Adopt a Vision Zero policy and pledge to eliminate traffic injuries and fatalities
2. Inform safe designs and infrastructure decisions with data and analysis
3. Incorporate safe and Complete Street designs into the design process
4. Ensure safe design standards are available and accessible to all
5. Establish request and criteria-based programs for targeted pedestrian safety enhancements
6. Enhance signal operations for greater safety, efficiency and flexibility
7. Review speed limits to support safe travel on our roadways
8. Provide safe access to all Oakland schools
9. Make Oaklanders feel safe walking and waiting for the bus at all times of day or night

Vibrant Sustainable Infrastructure

1. Bring Oakland's streets into a state of good repair
2. Plan and develop capital projects in an equitable, timely, efficient and coordinated manner
3. Make walking safe and delightful
4. Achieve full ADA public right-of-way compliance
5. Improve the quality and completeness of Oakland's bikeway network
6. Expand access to shared mobility services
7. Strengthen Oakland's economy through improved goods movement, while reducing negative health and safety outcomes in our neighborhoods
8. Create Complete Streets corridor program
9. Plan and implement fast, frequent and reliable transit
10. Improve asset management
11. Coordinate land use with transportation planning
12. Green Oakland's streets to improve air and water quality
13. Improve transportation choices and minimize parking demand, congestion and pollution
14. Manage public parking to balance the diverse needs of Oakland's visitors, merchants, commuters and residents
15. Enhance the cyclist and pedestrian realm with affordable, energy efficient lighting
16. Integrate art and playfulness into infrastructure

Responsive Trustworthy Government

1. Make OakDOT a great place to work and recruit the best employees
2. Make the City of Oakland a preferred public agency partner
3. Increase capacity to deliver projects and services by expanding pool of interested contractors
4. Develop and implement a set of agency-wide community outreach and engagement protocols that promote genuine community empowerment
5. Expand the avenues for communication and listening between the new agency and the public
6. Make data and decisions transparent and accessible to the public

11

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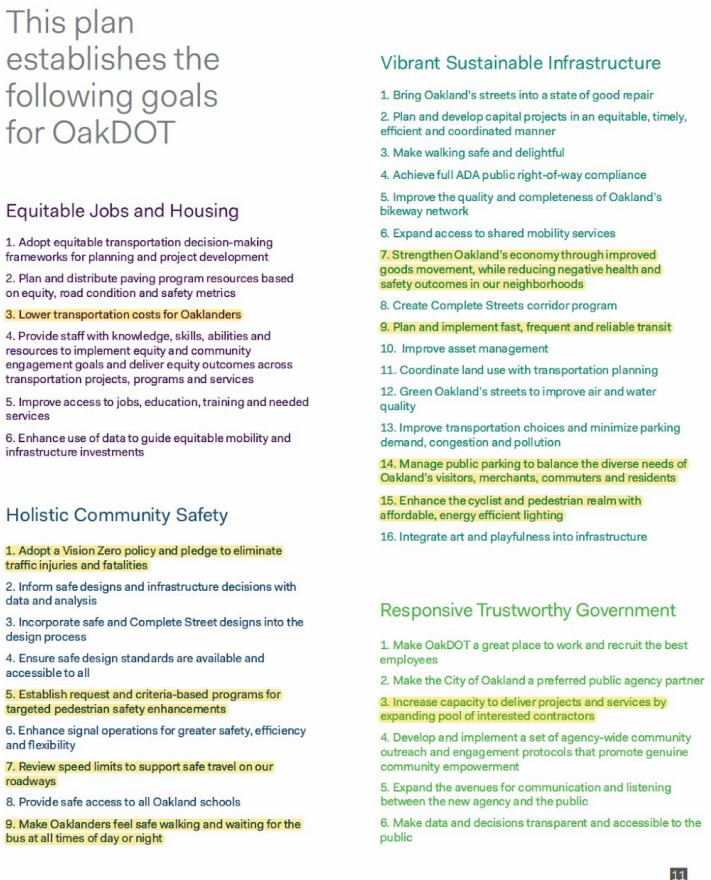

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EQUITABLE JOBS AND HOUSING

Average Goal Score: 33

Goal 1: Adopt equitable transportation decision-making frameworks for planning and project development	**33**
Define equity for Oakland, and develop quantitative equity metrics	*75%*
Analyze transportation outcomes in Oakland to understand and identify inequitable distribution of transportation investments, services, across categories relevant to equity considerations, including but not limited to geographic areas of historic disinvestment and Communities of Concern[1]	1/2
Draft a vision statement to make clear to the public and to DOT staff what equitable transportation is and why it is imperative	2/2
Use metrics to inform ongoing project management and transportation planning processes	*25%*
Create metrics to measure efficacy of projects, services, programs	1/2
Measure our equity goals on project by project and agency-wide and city-wide basis to maintain accountability for these frameworks	0/2
Form a Transportation Commission to provide broader input to DOT on values, priorities, policies, projects, and proposals	*0%*
Form a DOT working group to liaise with Mayor's Office officials and council members to develop the Commission ordinance	0/2
Adopt a City Council Ordinance to form and staff the Commission	0/2
Goal 2: Plan and distribute paving program resources based on equity, road condition and safety metrics	**50**
Create specific Complete Streets Paving Project Group to plan, coordinate, and maximize opportunities	*50%*
Create evaluation criteria and project management team for repaving program that includes road condition, safety and equity inputs	1/2
Goal 3: Lower transportation costs for Oaklanders	**23**
Support transit subsidies for low income, youth, and elderly populations	*0%*
Engage in local and regional efforts to develop transit subsidies	0/2
Enable and encourage Oakland residents to reduce the need for car ownership and use by providing increased transit, bike, car share, and rideshare options and safety	*0%*
Develop an assessment methodology that incorporates distance to transit nodes, safe bike lanes, and walkable routes, as well as safety & accessibility of those notes/routes	0/2
Leverage public-private partnerships to support the transit needs of low-income residents and persons with disabilities	*0%*
Join or develop public-private partnerships for transportation	0/2
Develop creative solutions to ensure unbanked and underbanked Oaklanders have access to new mobility options	*100%*
Define equity analysis framework for new mobility operators to conduct prior to operating agreements	2/2
Ensure that parking and traffic permits, fees, and fines are not unduly punitive, especially for low income residents, and that revenue is used to improve mobility choices	*17%*
Perform assessment of parking and traffic-related fees and fines	0/2
Determine the scope for establishing parking benefit districts and other return-to-source mechanisms	1/2
Establish working group with OPD and Department of Race & Equity	0/2
Goal 4: Provide staff with knowledge, skills, abilities, and resources to implement equity and community engagement goals and deliver equity outcomes across transportation projects, programs, and services	**28**
Recruit diverse workforce at every level	*33%*
Establish a protocol for job announcements including posting at local institutions (Universities, workforce centers, etc.)	2/2
Scope potential training partnerships with Oakland high schools, colleges, and community colleges	0/2
Define diversity targets	0/2
Update job descriptions and expectations to incorporate equity and community engagement knowledge, skills and abilities	*50%*
Update 20% of job descriptions to have equity and strategic community engagement expectations	1/2
Create staff education opportunities including principles and methods of community engagement, cultural competency and sensitivity training	*0%*
Define training needs and program	0/2
Goal 5: Improve access to jobs, education, training, and essential services	**29**
Pursue strategies that decrease travel times for transit dependent low-income workers	*0%*
Engage in regional plans to address transbay transit capacity	0/2
Scope implementation of AC Transit Major Corridors in Oakland	0/2
Develop transit priority protocols for major transit corridors	0/2
Support regional transportation plan targeting the needs of late night workers	*0%*
Designate staff to partake in existing transportation planning efforts with regional partners	0/2
Prepare Late Night Transportation Action Plan for Oakland and scope projects	0/2
Increase first and last mile connections to major job, educational, and social services centers	*25%*
Support development of Bicycle Master Plan Update and implementation of Pedestrian Master Plan Update 2 DISTINCT ACTIONS	1/2
Broker sponsorship opportunities with employers that support transit services, such as universal transit pass programs	0/2
Make transit payment systems more convenient for people	*0%*
Support regional efforts to develop multi-operator transit passes	0/2
Create Transit Fare Working Group to be responsible for participation in Clipper 20 development and liaising with DOT	0/2
Ensure that shared mobility options operated by private organizations serve access and functional needs populations to the fullest extent practicable	*100%*
Designate a shared mobility coordinator to engage with private transportation organizations on increasing accessibility to all populations	2/2
Establish accessibility targets for shared mobility providers	2/2
Ensure existing residents and businesses benefit from transportation investments and support city efforts to reduce displacement	*50%*
Engage with other departments in assessing strategies to address displacement	1/2
Goal 6: Enhance Use of Data to Guide Equitable Mobility & Infrastructure Investments	**33**
Establish protocols to monitor and maintain data quality	*33%*
Draft white paper outlining data "owners" and the groups/departments that must regularly access all data	1/2
Write brief data protocols detailing how and when to access, request, and update each data set	1/2
Integrate data protocols into new employee orientation	0/2
Integrate before/after evaluations into regular project definition and monitoring	*33%*
Convene monthly project management working group	1/2
Draft a white paper of recommended before-after data practices for Oakland	1/2
ID projects in early stages of scoping that will undergo full before-after process	0/2

OakDOT Strategic Plan - Detailed Progress Tracking, Goals, Strategies, Benchmarks

HOLISTIC COMMUNITY SAFETY

Average Goal Score: 35

Goal 1: Adopt a Vision Zero policy and pledge to eliminate traffic injuries and fatalities	**38**
Establish a multi-agency Vision Zero task force	*100%*
Approve the Task Force and set out goals, objectives, parameters of the effort, and metrics for success	2/2
Adopt Vision Zero Policy and communication strategy	*0%*
Develop a Vision Zero policy	0/2
Present it for adoption by the Mayor and City Council	0/2
Create DOT Vision Zero Action Plan	*75%*
Identify priority corridors and intersections based on completion of Pedestrian Plan and other ongoing collision data analysis	2/2
Prioritize locations with quantifiable severe and fatal collision history for action	1/2
Integrate Vision Zero goals, principles and policies into all agency plans, programs, projects and processes	*50%*
Review existing active plans, policies and programs and recommend updates	1/2
Develop a comprehensive strategy for safety education	*0%*
Identify funding for strategy development and first education campaign	0/2
Ensure that the advancement of traffic safety goals does not run counter to other equity goals	*0%*
Establish working group with OPD and Department of Race and Equity focused on addressing racial disparities in traffic safety enforcement	0/2
Goal 2: Inform safe designs and infrastructure decisions with data and analysis	**17**
Create a transportation safety data inventory	*33%*
Compute crash rates (all modes) & begin to develop Citywide rates	0/2
Collect more exposure data (annual counts) and modeling	1/2
Establish master GIS layers for infrastructure (signs, colored curbs, markings, striping, etc.) supporting the development of a traffic data collection and analysis program	1/2
Train staff to access and utilize available data	*0%*
Develop a training program and schedule to support regular access and ease of use of the database	0/2
Train first 10 staff members	0/2
Goal 3: Incorporate safe and Complete Street designs into the design process	**75**
Ensure that safer designs and safety interventions are integrated into routine maintenance and operations, and into all projects	*75%*
Develop methodology for identifying top safety streets within the paving list (e.g., 5-year)	2/2
Expand Highway Safety Improvement Program to develop ongoing list of locations, for future rounds or for other plans/projects/programs	1/2

Goal 4: Ensure safe design standards are available and accessible to all	**50**
Finalize Complete Streets guidelines and implement recommendations	*50%*
Implement city-wide street classification system	1/2
Identify additional design topics in need of development and documentation	2/2
Develop training materials for staff to learn about the design resources available	0/2
Review/renew standard details	1/2
Develop pedestrian safety street design toolkit	*50%*
Develop list of tools and design guidance for pedestrian safety interventions, incorporating recommendations included in the Pedestrian Master Plan	2/2
Organize and document current programs, such as speed bumps, circles/islands as a part of the Pedestrian Safety Strategy. Clarify and document qualifying and prioritization criteria	0/2
Ensure staff are trained in national best practices for safe street design and management	*50%*
Designate staff leads for all relevant transportation planning/engineering organizations, to be responsible for sharing training opportunities with the larger department and citywide, where	0/2
Set expectations for greater staff participation and attendance at key training conferences by identifying travel funding and grants for training	2/2
Goal 5: Establish request and criteria-based programs for targeted pedestrian safety enhancements	**33**
Refine pedestrian safety public request process	*17%*
Create a working group to develop the toolkit	0/2
Establish implementation criteria for each element of the toolkit and publish online	0/2
Develop request system	0/2
Establish prioritization criteria	2/2
Develop project concepts and community support for top 10 priority locations	0/2
Identify funding for top 10 (ATP, OBAG, Measure B/BB, Bond, other), and move towards implementation	0/2
Use a data-driven approach to routinize pedestrian safety improvements	*50%*
Develop prioritization criteria for pedestrian crossing enhancements (eg, RRFB, ped refuges, HAWK, countdowns, sign/striping)	1/2
Goal 6: Enhance signal operations for greater safety, efficiency and flexibility	**13**
Establish a Signal Operations Unit	*25%*
Identify and reassign staff to new unit	1/2
Work with ACTC and AC Transit to develop plan for staffing and operating the Traffic Management Center to support reliable transit, and safer streets	0/2
Create a signal operations plan that prioritizes safety for all modes	*0%*
Write draft signal operations plan in support of overall DOT goals	0/2
Establish goals for signal interconnect, coordination, pedestrian signal head installation, cycle length, and other key aspects of traffic signal operations	0/2
Review signal warrant database and recommend updates	0/2
Implement Pedestrian Signal Policy	*0%*
Review policy, and revise if necessary	0/2
Develop an action plan plan targeting the downtown core	0/2
Update all pedestrian signal heads to countdown timers	*25%*
Complete the inventory of ped heads downtown	1/2
Develop cost estimates for implementation	0/2
Goal 7: Review speed limits to support safe travel on our roadways	**25**
Establish 25 mph zone program	*25%*
Develop principles/policy on 25 mph criteria with OPD	0/2
Review all arterials/collectors to determine which streets qualify	0/2
Perform as needed speed surveys	2/2
Publish location list, implementation actions and timeline for conversion	0/2
Goal 8: Provide safe access to all Oakland schools	**63**
Develop stronger partnership with the Alameda County Safe Routes to Schools program	*100%*
Convene working group that meets regularly from OakDOT, OPW, OPD, OUSD, Alameda County SR2S to customize countywide program for City use	2/2
Create direct communication protocol between Alameda County SR2S program and OakDOT for principals requesting safety improvements	2/2
Review existing Alameda County Safe Routes to Schools improvement plans for prioritized project opportunities	2/2
Regularly update school walking plans to support safe travel for our students	*25%*
Develop strategy to update school walking route plans	1/2
Add school walking route plans to the online OakDOT data portal	0/2
Goal 9: Make Oaklanders feel safe walking and waiting for the bus at all times of day or night	**0**
Create a Safe Routes to Transit program and integrate Crime Prevention Through Environmental Design techniques, particularly near and along transit corridors	*0%*
Designate a CPTED and Safe Routes to Transit lead within the OakDOT	0/2

VIBRANT SUSTAINABLE INFRASTRUCTURE

Average Goal Score: 55

Goal 1: Bring Oakland's Streets into a State of Good Repair	**83**
Maintain and enhance Pavement Management Index, and use in project prioritization	*100%*
Update paving program prioritization policy	2/2
Ensure all new street designs consider and incorporate a maintenance strategy	*50%*
Develop a lifecycle analysis and costing program	1/2
Integrate maintenance crews into street design procedures	1/2
Allocate sufficient operating budget to bring all Oakland's street into a 20-year paving cycle	*100%*
Identify capital and operating resources needed to address deferred maintenance problem and prevent it from recurring	2/2
Identify local, regional, state, and federal obstacles to sustainable pavement maintenance funding	2/2
Goal 2: Plan and Develop Capital Projects in an Equitable, Timely, Efficient, and Coordinated Manner	**55**
Create and interdisciplinary, interagency team that develops, coordinates and prioritizes capital projects based on City policies and programs, community proposals, Area Plans, private development, utility company projects, and identified maintenance needs	*60%*
Identify and create Strategic Project Development Committee to coordinate and integrate capital project objectives and funding	2/2
Update and Revise Administrative Instruction 3002 for approval by City Administrator to better coordinate and streamline project develop across city agencies	0/2
Evaluate results of this approach on a wide range of criteria: geographic, social, and investment equity, overall cost/benefit, success leveraging funds for other funds or projects, and other	2/2
Create a 10 year CIP to update and prioritize/reprioritize every two years	0/2
Identify sources of funding for equitable capital program	2/2
Collect, analyze, and present information regarding the equity of distribution in planning investments, delivery of programs/services and capital projects	*50%*
Create and implement map-based database to coordinate potential projects, funding and resource distribution	1/2
Goal 3: Make walking safe and delightful	**50**
Develop and complete the Pedestrian Master Plan	*83%*
Complete and launch Pedestrian Master Plan	2/2
Identify specific corridors and intersections that need near term, low cost improvements	2/2
Identify specific corridors and intersections that require longer term and more costly fixes, begin design	1/2
Create a public space program	*67%*
Use Mayor's Fund to bring in new staff capacity, develop guidelines and launch application-based program	2/2
Use Mayor's Fund to pilot one plaza with community partner to test program	1/2
Create guidelines, launch program and pilot one additional parklet	1/2
Support development of the citywide wayfinding program	*0%*
Develop wayfinding funding and implementation strategy	0/2
Goal 4: Achieve full ADA public right-of-way compliance	**75**
Develop ADA Public Right of Way Transportation Transition Plan with measurable benchmarks	*75%*
If the Infrastructure Bond Measure passes, then City adopts new 3- to 5-year ADA Transportation Transition Plan with priorities for implementation	1/2
If Bond Measure fails, then City adopts a new 7 to 10 year ADA Transportation Transition Plan	n/a
If Bond Measures passes, the DOT appoints a qualified, dedicated Departmental Access Coordinator to implement the ADA Transportation Transition Plan and to ensure DOT conformance to all local, state, and federal disability access requirements	2/2
Goal 5: Improve the quality and completeness of Oakland's bikeway network	**53**
Update the City's Bicycle Master Plan to identify and prioritize a network of high-quality bikeways	*90%*

Begin Bicycle Master Plan while designing projects that support efficient roll out of the paving program	2/2
Ensure the Bike Master Plan Update engages with diverse stakeholders	2/2
Identify all paving projects that include bikeways and prioritize their development	2/2
Develop performance measures for evaluating the quality and connectedness of Oakland's bikeways	1/2
Establish a streamlined approval methodology for the evaluation of road diet projects	2/2
Pursue all "easy wins": the near-term, low-cost, and high-impact opportunities to implement new and improved bikeways	*75%*
Identify and design all "easy wins" for installing new bike lanes, retrofitting existing bike lanes with buffers, and adding wayfinding	2/2
Establish a project delivery pipeline, including an on-call striping contract and in-house capacity, for the quick and efficient construction of striping only projects	1/2
Move aggressively to design and implement protected bike lanes and protected intersections through major roadway projects	*50%*
Propose a bicycle design engineer position in FY 17-19 Budget to serve as in-house expert	2/2
Establish quarterly bicycle design working group meetings between planners, engineers, and project delivery staff to develop in-house expertise and design guidance for specific projects	0/2
Expand and improve the CityRacks Bicycle Parking Program to meet the growing demand for publicly accessible bike parking	*0%*
Improve Oakland's web map of bike parking to include the intake of new requests and the status of pending requests	0/2
Create a standard operating procedure between DOT and OPW for the maintenance of sidewalk bike racks	0/2
Promote quality bike parking on private property by updating the Planning Code's bicycle parking requirements to national best practices	*50%*
Create a bicycle parking working group with DOT and Planning	1/2
Research best practices and write a white paper on recommendations for Oakland	1/2
Create a mechanism for Case Planners to ensure that Ordinance requirements are included in development plans	1/2
Goal 6: Expand Access to Shared Mobility Services	**100**
Support roll-out of Bay Area Bike Share program	*100%*
Permit and launch 75 Bay Area Bike Share stations throughout Oakland	2/2
Develop car and scooter sharing programs	*100%*
Create and approve up to 400 free-floating permits and develop a dedicated space car share permit	2/2
Conduct shared mobility engagement campaign in low income areas	*100%*
Conduct shared mobility campaigns to educate and receive feedback from low income individuals and neighborhoods about the possibilities for using types of shared mobility. Develop shared mobility financial incentives for low-income and underrepresented users of shared mobility	2/2
Conduct evaluation of the environmental, social, and economic benefits of shared mobility options	2/2
Goal 7: Strengthen Oakland's economy through improved goods movement, while improving health and safety outcomes in our neighborhoods	**19**
Partner with Alameda County Transportation Commission to implement Goods Movement Plan	*38%*
Identify policy changes and programs to advance Oakland's goal to move freight and deliver goods	1/2
Develop short- and long-term project lists and the funding necessary to support these projects	1/2
Evaluate the need for additional policy development related to localized health impacts of goods movement	1/2
Establish working group with Public Works environmental services solid waste & recycling team	0/2
Work with regional and state agencies to implement the California Sustainable Freight Action Plan in Oakland's Marine Terminal Areas and Airport	*0%*
Create an interagency team to prioritize community safety improvements including rail crossing and paving improvements, establishment of quiet zones, and zero emission drayage truck incentives	0/2
Goal 8: Create Complete Streets Corridor Program	**67**
Develop and adopt corridor-level plans that incorporate transit, biking, and walking improvements	*83%*
Conclude and implement Complete Street Design Guidelines with policy guidance on mode shift goals	2/2
Begin scoping of corridor-level planning efforts in coordination with ACTC's and AC Transit's Major Corridors efforts	1/2
Designate a cross-functional project development team	2/2
Deliver complete streets	*50%*
Establish a project development and delivery process for complete streets projects	1/2
Goal 9: Plan and Implement Fast, Frequent, and Reliable Transit	**38**
Plan and implement great transit options for Oakland	*63%*
Establish a transit action plan and begin incorporating transit projects into the City of Oakland's CIP	1/2
Identify and develop a transit development team to shepherd long-range transit vision, and liaise with transit agencies	1/2
Complete design on International Boulevard BRT project and issue construction permits to AC Transit	2/2
Begin planning, environmental scoping, and fundraising for additional BRT corridors	1/2
Improve and maintain Oakland streets and signals for efficient, reliable transit operations	*13%*
Establish an expedited curb change process for transit operators	0/2
Identify "quick win" improvements for transit speed and reliability	1/2
Proactively include AC Transit in discussions regarding development of priorities for City's Traffic Signal Management program, especially as relates to development of the 2017-19 City	0/2
Update traffic signal policies to reduce signal delay on major transit corridors	0/2
Goal 10: Improve Asset Management	**50**
Map all projects in GIS to properly Identify and maintain assets and as-built information	*50%*
Identify funding requirements, tools, and needs for asset and maintenance tracking Begin comprehensive update of asset inventory	1/2
Improve and standardize staff training and development	*50%*
Create matrix and schedule for staff training and development (technical and non-technical) Identify staff positions responsible for data upkeep and management	1/2
Goal 11: Coordinate Land Use with Transportation Planning	**78**
Coordinate land use planning efforts with transportation plans and projects	*83%*
Develop the transportation network for the Downtown Specific Plan	2/2
Identify corridors for future joint efforts combining land use planning and transportation investments	1/2
Update Oakland's CEQA Guidelines to establish vehicle miles traveled as the primary metric to assess transportation impacts	2/2
Manage demand for transportation induced by private development, businesses, and institutional employers	*50%*
Update the Transportation Demand Management ordinance	2/2
Scope a program to monitor past TDM Plan compliance	0/2
Leverage private land use development to achieve public right-of-way improvements	*100%*
Revise criteria for assessing transportation impacts of land use development outside of CEQA	2/2
Provide a clear set of expectations and predictable results for project sponsors	2/2
Goal 12: Green Oakland's Streets to improve air and water quality	**50**
Support initiatives that decrease automobile emissions and improve air quality, especially in historically impacted communities and neighborhoods	*50%*
Support programs that align with the City's Alternative Modes Policy (73036 CMS)	2/2
Evaluate the environmental impacts of public and institutional development as well as private projects, and require a higher standard be met for publicly supported projects	0/2
Reevaluate t truck routes on local streets and at the exits and entrances from freeway ramps	1/2
Support OPW's Urban Greening Retrofit Plan	*50%*
OPW to train DOT staff on green infrastructure tools for inclusion of green infrastructure in City right of way	1/2
Target capital project screening program for inclusion of green infrastructure in high flood risk and underserved areas	*50%*
OPW to train staff on the screening criteria for inclusion of green infrastructure for underserved areas	1/2
OPW to train staff in the use of green infrastructure in projects	1/2
Goal 13: Improve transportation choices and minimize parking demand, congestion and pollution	**50**
Through Transportation Demand Management (TDM), prioritize making most effective use of existing infrastructure before adding new supply	*50%*
Develop (TDM) programs with clear, quantifiable goals	1/2
Assess the most cost-effective mix of investments in pedestrian, bicycle, transit, ridesharing and parking infrastructure and services	1/2
Goal 14: Manage on-street parking to balance the diverse needs of Oakland's visitors, merchants, commuters & residents	**46**
Manage on-street parking supply as part of a comprehensive curb management program	*33%*
Develop a clear methodology to guide decision-making on how to prioritize the use of scarce curb space	1/2
Pilot performance-based parking pricing with rates that vary by time of day, day of week and by block in select commercial districts	1/2
Develop improved signs that clarify parking rules	0/2
Improve parking monitoring and enforcement	*50%*
Integrate the City's "smart" single-space meters with new multi-space machines	1/2
Evaluate and pilot parking occupancy sensor technologies	1/2
Improve curb parking availability for people with disabilities and reduce disabled placard fraud and abuse	*0%*
Establish a committee, with significant representation from people with disabilities, charged with proposing reforms	0/2
Reassess use and value of City-owned off-street parking facilities	*100%*
Complete a highest value-best use assessment of any parking facilities slated for replacement or development	2/2
Goal 15: Enhance the cyclist and pedestrian realm with even, efficient lighting	**25**
Update the street lighting catalog to include durable, easily maintained pedestrian and plaza fixtures	*0%*
Publish new catalog	0/2
Ten percent increase in pedestrian lighting at key locations (if Measure KK passes)	0/2
Complete conversion of all existing street lights to LED	*50%*

Assess cost of upgrading all existing fixtures to LED	1/2
Goal 16: Integrate art and playfulness into infrastructure	**50**
Develop arts policy for major projects	*0%*
Draft policy	0/2
Develop arts policy for integrating art into everyday infrastructure, like unique crosswalks	*100%*
Draft policy	2/2

RESPONSIVE TRUSTWORTHY GOVERNMENT

Average Goal Score: 49

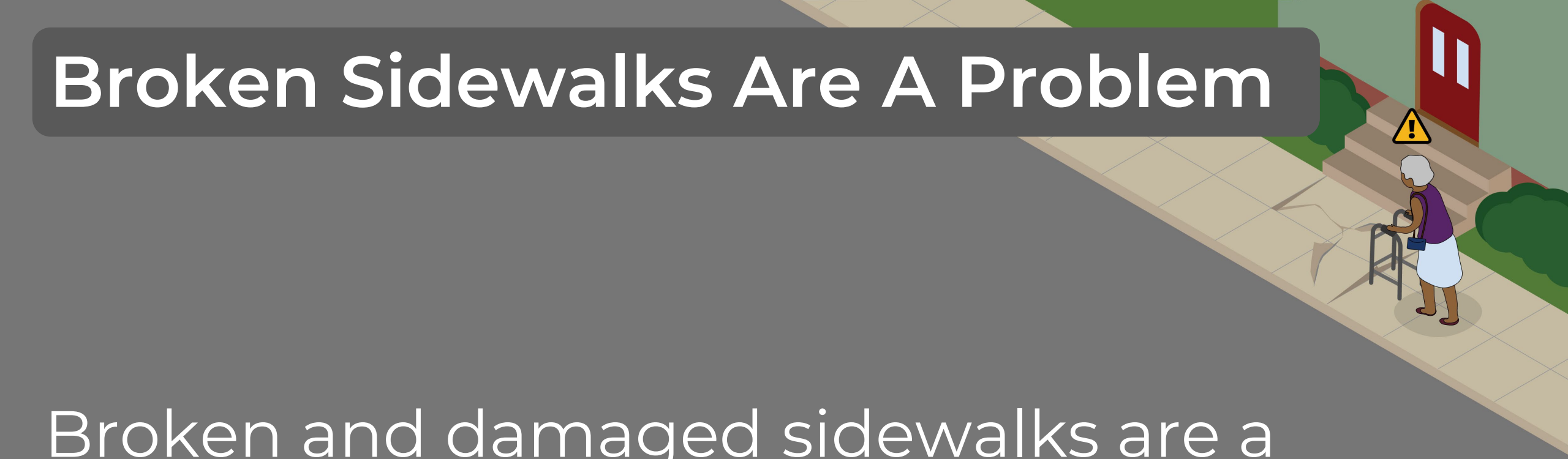
Goal 1: Make Oakland DOT a Great Place to Work and Recruit the Best Employees	**72**
Build on successful internship and recruiting efforts to attract top talent from local universities	50%
Establish internal team to identify internship and recruiting opportunities at local universities and program, etc.	1/2
Ensure that job openings are seen by a wide array of potential talent to recruit the best Employees	*75%*
Identify top transportation job noticing platforms	1/2
Develop a Transportation “career ladder” of jobs opportunities so applicants can see there is a range of opportunity	2/2
Expand skills and capacity at the Municipal Service Center	*75%*
Develop policy for in-house versus contracted street work	2/2
Recruit and develop local talent for Edgewater	1/2
Enhance Human Resources Support to Employees	*67%*
Develop perks and incentive program that reflects values, priorities, culture of DOT	1/2
Establish working group to create plan to update class specifications to align job-spec with strategic goals	1/2
Develop ladder of opportunity strategy	2/2
Streamline hiring processes for efficiency, clarity, transparency and speed	*63%*
Research best practices for using of “embedded consultant” or “in-house consultant” hiring process, coordinating with unions	2/2
Pilot accelerated hiring process	1/2
Review forms and processes to eliminate redundancy and improve efficiency	1/2
Promote City/OPW/DOT Brand	*100%*
Update City website with DOT pages	2/2
Develop logo and templates	2/2
Develop social media program	2/2
Expand training opportunities	*50%*
Identify training priorities	1/2
Leverage existing training resources	1/2
Identify opportunities to learn from peer cities	1/2
Goal 2: Make City of Oakland a preferred business and public agency partner	**63**
Improve coordination during planning and building phases of private land use development	*100%*
Review planning phase obligations and determine whether existing FTE assignments are adequate	2/2
Identify internal sources of delay in private job permitting and scope potential solutions	2/2
Improve coordination and cooperation with other public agencies	*25%*
Establish practice of designating a single DOT point of contact per external agency project Empower this point of contact to make decisions on behalf of the City	1/2
Routinize the development and adoption of project charters for all major projects managed by external public agencies	0/2
Goal 3: Increase capacity to deliver projects and services by expanding pool of interested contractors	**37**
Increase the City Administrator’s approval level of professional services and construction contracts	*50%*
Compile data from other cities on their contracting thresholds and develop strategy for increase in contracting authority	1/2
Increase pool of capable contractors and eliminate poorly performing contractors	*10%*
Work with Contract Compliance to evaluate procedures and make recommendations that will increase contractor interest in city construction projects	0/2
Create post-project evaluation process for all contracts and use evaluations as screening tool for future work	0/2
Update eligible supplier lists	0/2
Streamline process (e.g., eliminating schedules)	1/2
Improve efficiency of contractor payment	0/2
Improve procurement processes	*50%*
Survey of prospective contractors to identify how to improve our business practices	1/2
Goal 4: Develop and implement a set of agency-wide community outreach and engagement protocols that promote genuine community empowerment	**58**
Designate at minimum one staff as community outreach liaison for all major projects	*0%*
Develop criteria for what constitutes a major project within this framework	0/2
Create list of responsibilities of community liaison and identify internal and external resources available	0/2
Create the new position of Communications Director to oversee and coordinate agency-wide communications and provide engagment assistance to staff on a project-level	*100%*
Write job description and responsibilities	2/2
Develop expected performance criteria, track and measure performance in order to understand communications needs and adjust them accordingly for the next years	2/2
Develop and implement plan- and project-specific community outreach and engagement strategies that are adaptable to meet the priorities and needs of the community we are serving	*75%*
Create community engagement protocols	2/2
Identify staffing and training needs	1/2
Goal 5: Expand the avenues for communication and listening between the new agency and the public	**67**
Use new and old media to connect with residents, including social media and other web tools	*50%*
Establish guidelines and standards for how and what agency news is disseminated via social media and how it is used to communicate	1/2
In conjunction with the work of the City Administrator’s office, create an online information hub to inform the public of upcoming meetings and allow them to see and query project status reports	*50%*
Create internal protocols for project items to be included in hub, including project criteria, forms, etc.	1/2
Assign person to compile the digest and create designated webpage on DOT for project information	1/2
Develop and implement ongoing strategies to receive community feedback on transportation programs, activities, and services	*100%*
Develop & begin testing at least two instruments to assess DOT and understand community priorities	2/2
Goal 6: Make data and decisions transparent and accessible to the public	**0**
Create online portal, connected with the City Administration’s efforts, to offer easy public access the DOT's transportation data	*0%*
In concert with other City departments, investigate available platforms and viability with city web services	0/2
Select a portal and identify funding to implement	0/2
Create data sets lists and schedule for completion of data population, identify data hosts responsible for upkeep of web layers and data	0/2

Addressing Oakland's **Broken Sidewalks**

Bicyclist and Pedestrian Advisory Commission
January 17, 2019

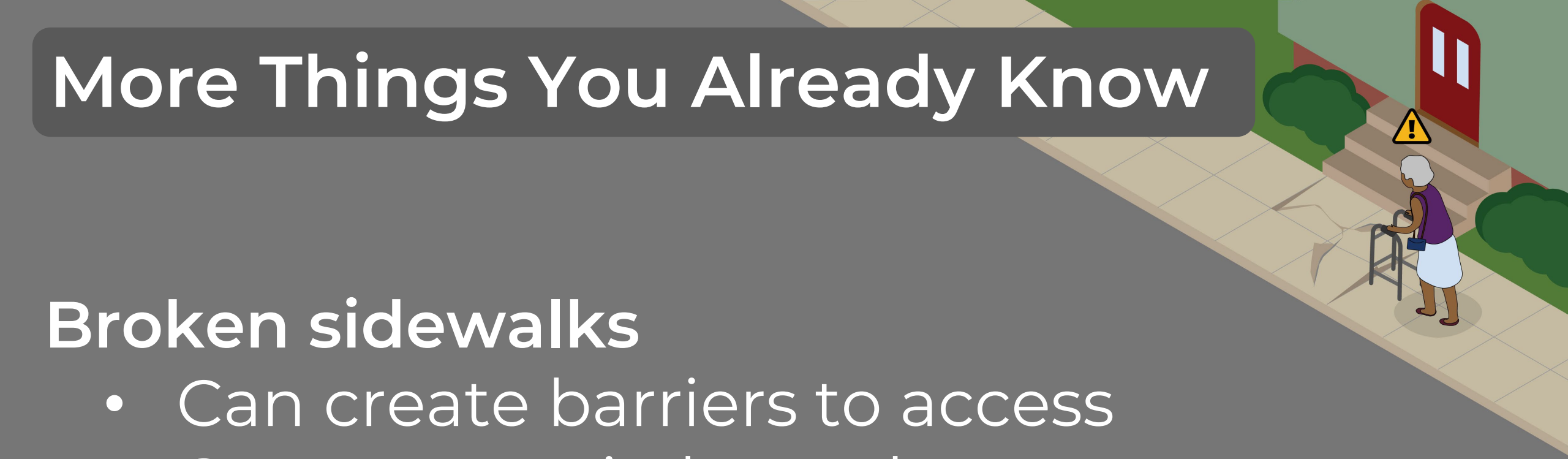
City of Oakland | Department of Transportation

Broken Sidewalks Are A Problem



Broken and damaged sidewalks are a citywide issue impacting **accessibility** and **neighborhood quality of life**.

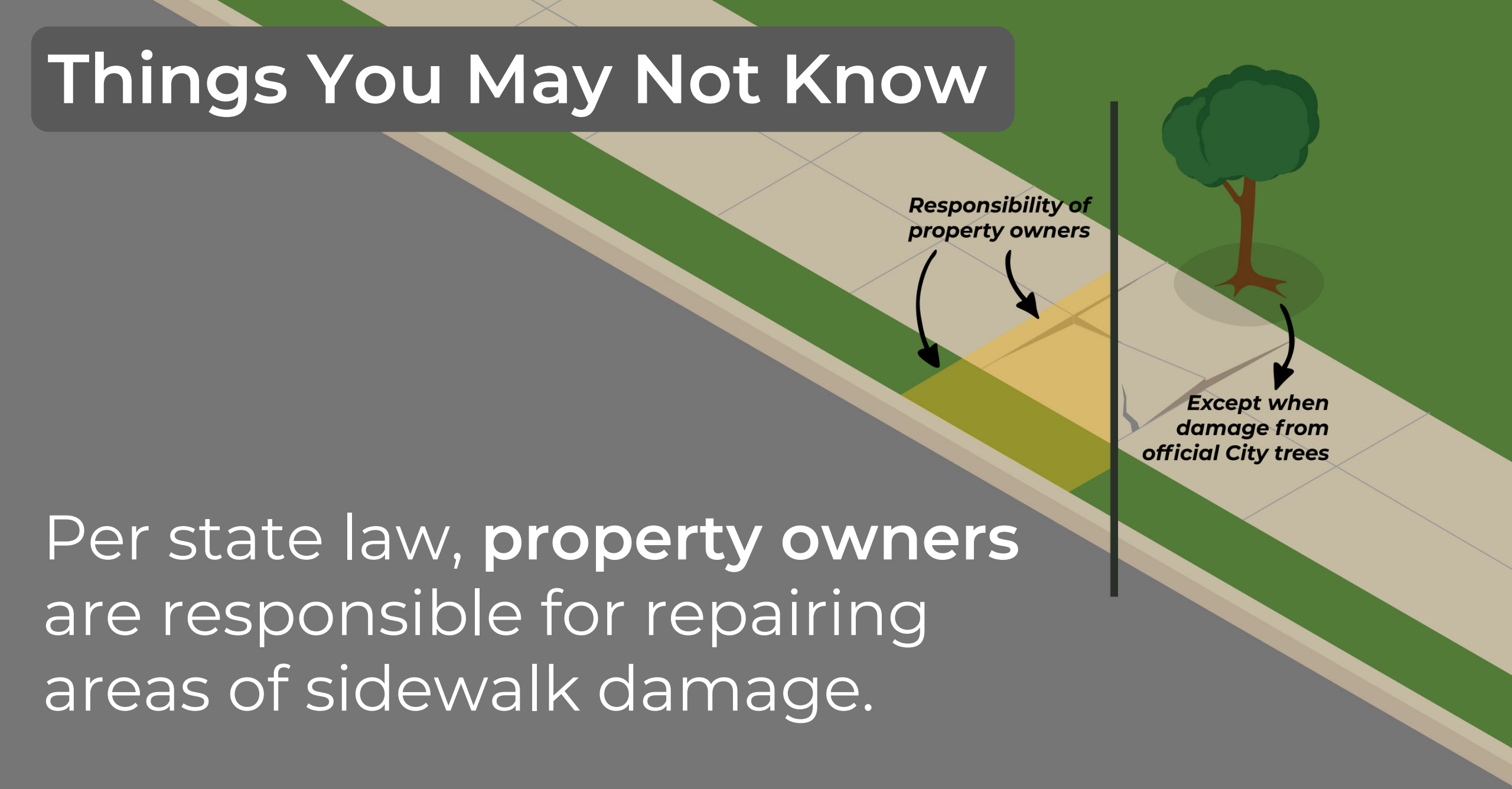
More Things You Already Know



Broken sidewalks

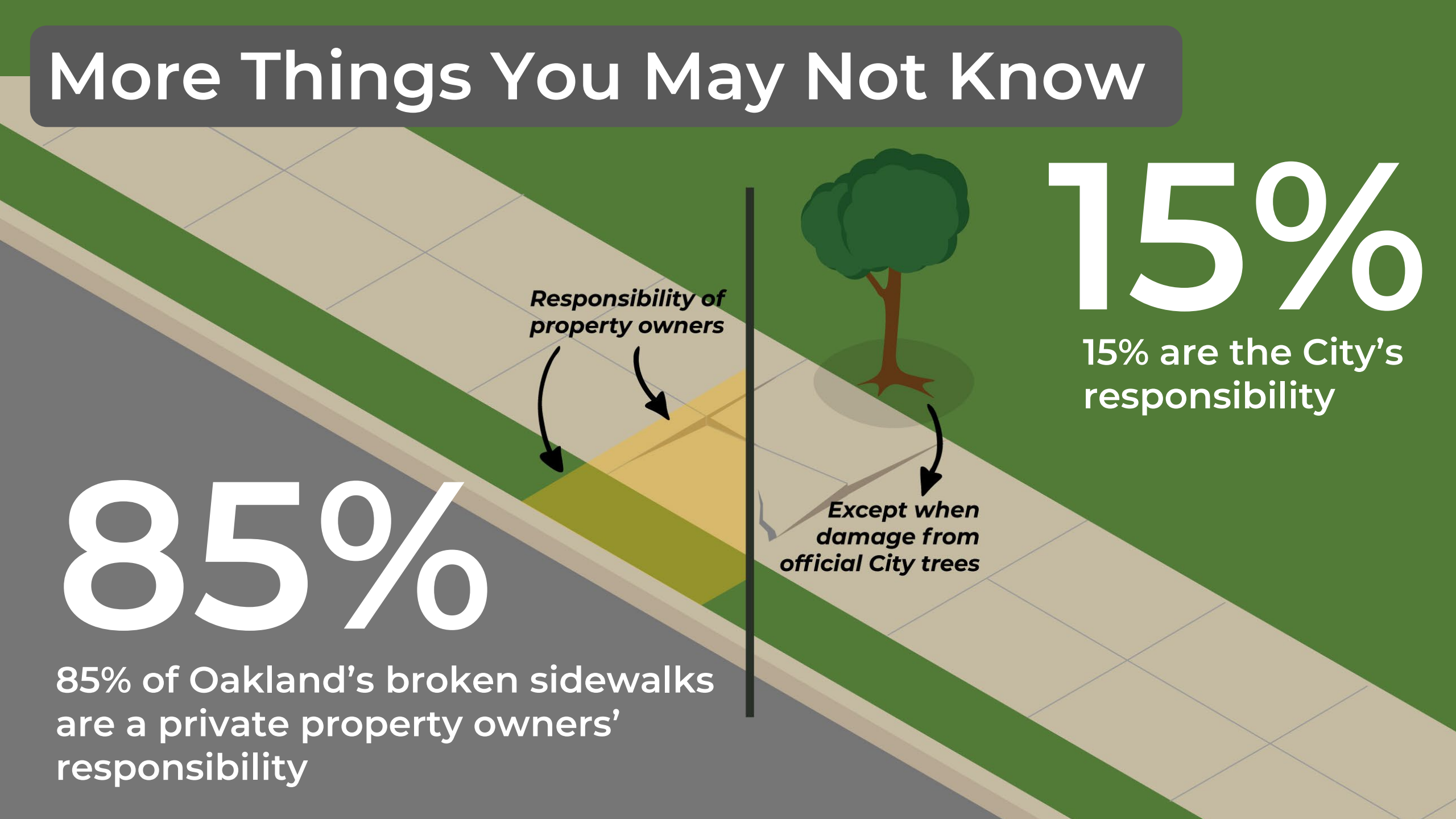
- Can create barriers to access
- Can create trip hazards
- Can lead to trip and fall incidents
- Can lead to claims and lawsuits
- Can lead to payouts

Things You May Not Know



Per state law, **property owners** are responsible for repairing areas of sidewalk damage.

More Things You May Not Know



15%

15% are the City's responsibility

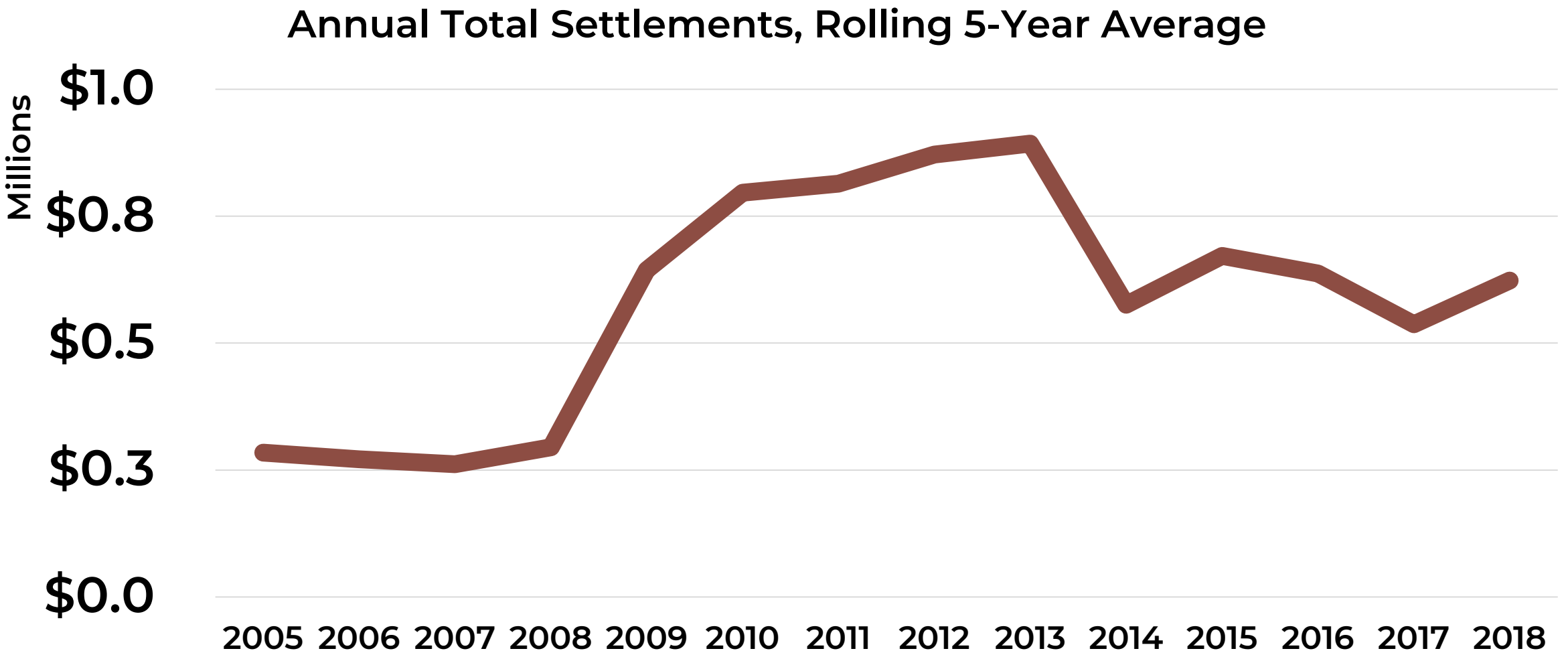
85%

85% of Oakland's broken sidewalks are a private property owners' responsibility

Cost of Broken Sidewalks

Key Finding:

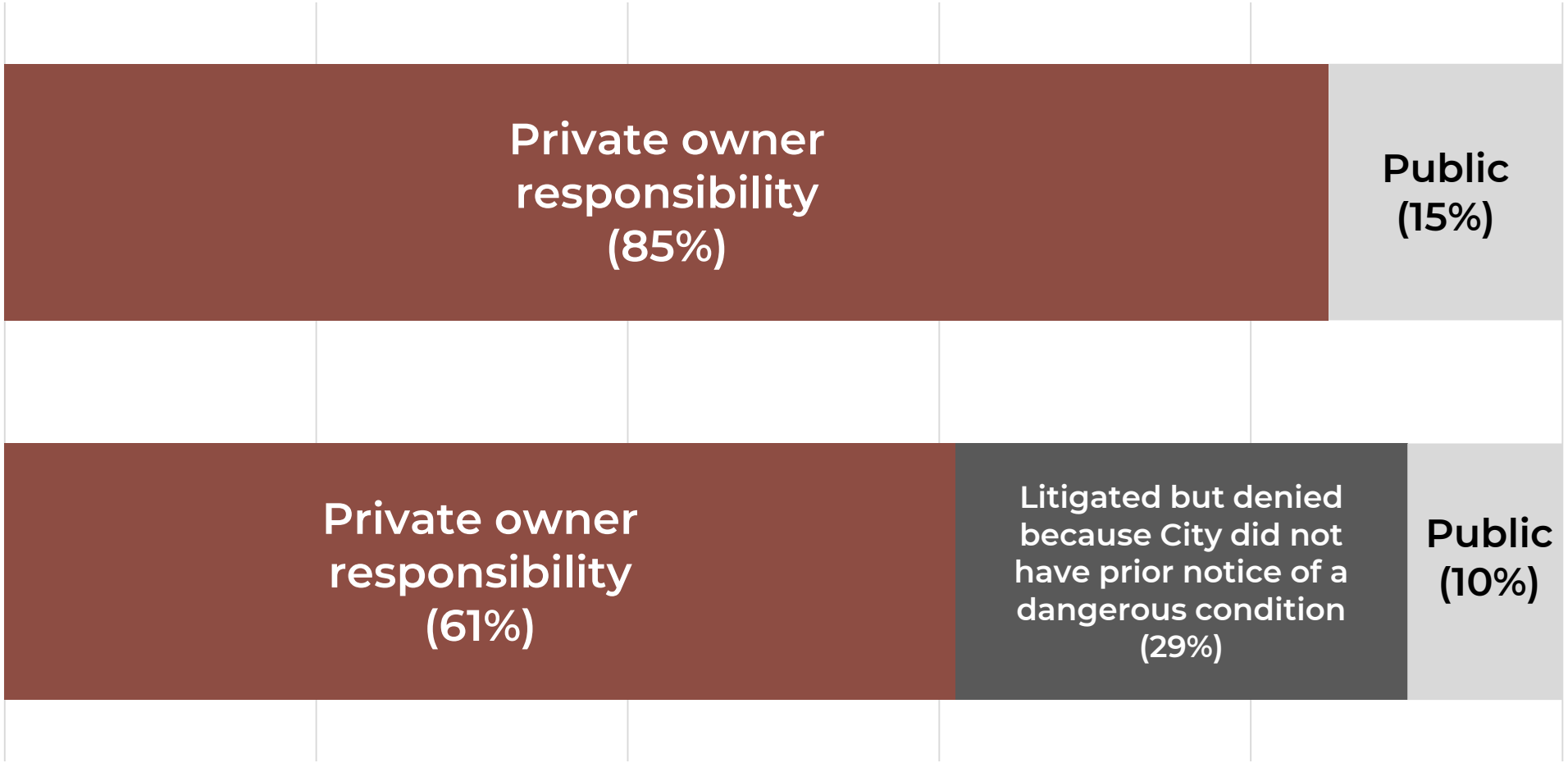
- In the past ten years, average annual settlements for trip-and-fall claims and lawsuits in Oakland has increased 100%.



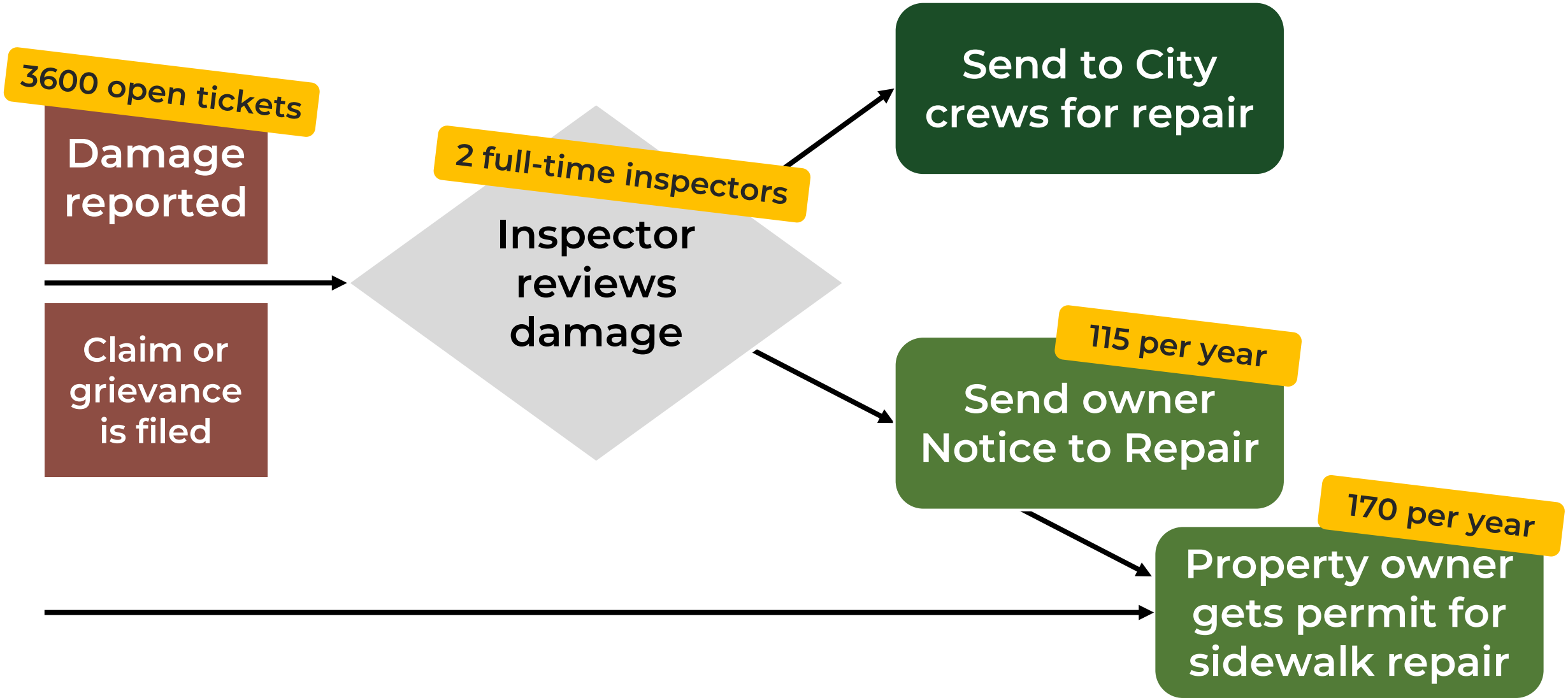
What Type of Damage?

Key Finding:

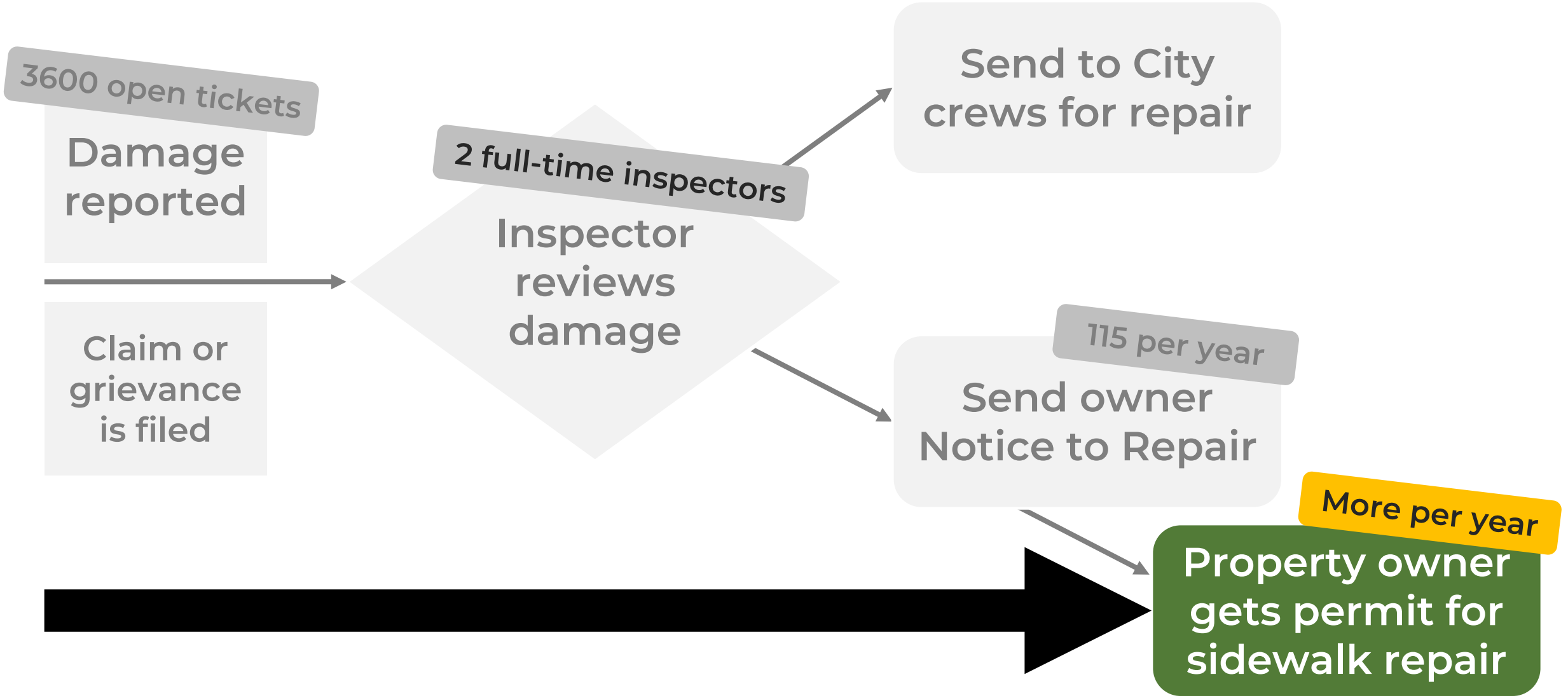
- The majority of damage is private owner responsibility.
- The majority of claims stem from private damage.



How Does A Sidewalk Get Fixed?

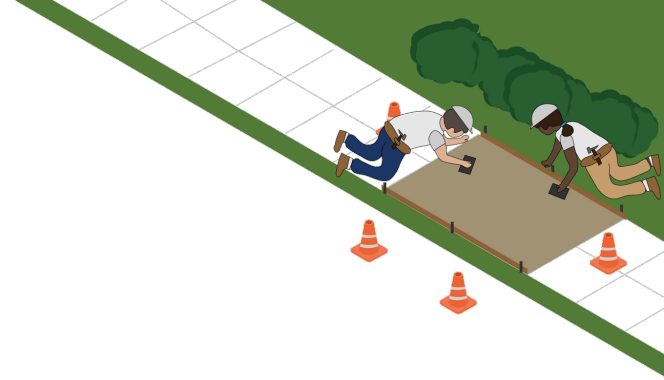


How Could More Sidewalks Get Fixed?



Buy/Sell/Repair

Proposal 1



Main Idea:
Require sidewalks be repaired before a title transfer can be completed.

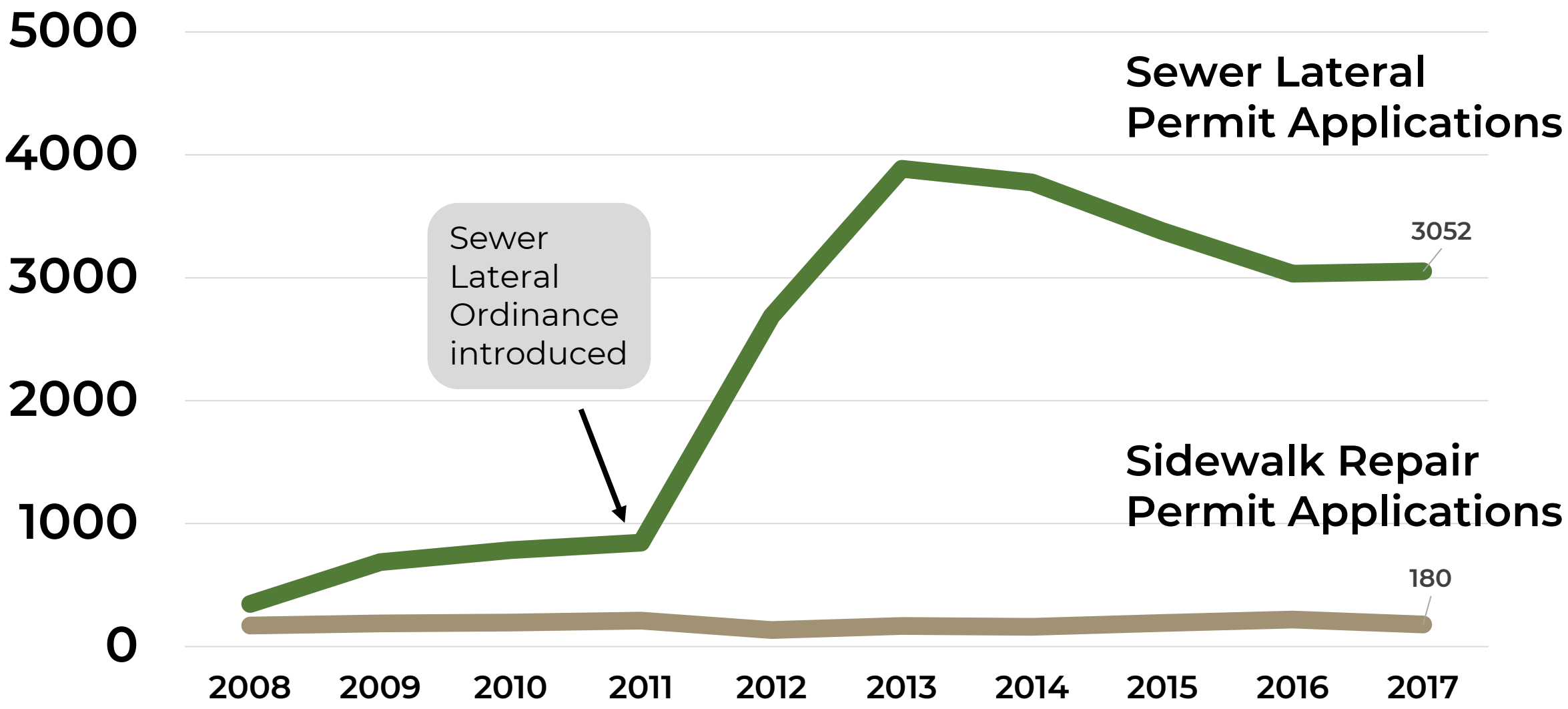
Precedent:
2011 Private Sewer Lateral Ordinance

Buy/Sell/Repair

Proposal 1

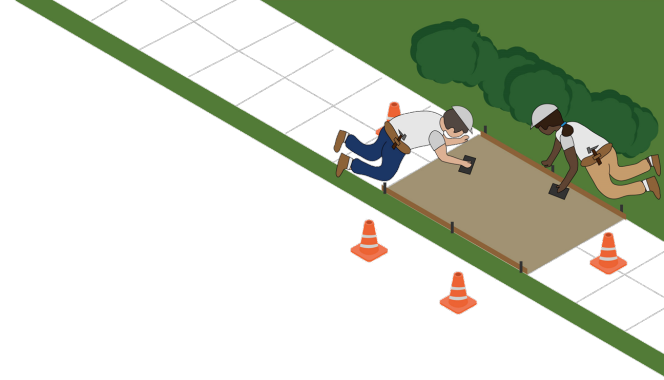
Key Finding:

- After Oakland's sewer lateral ordinance was introduced in 2011, sewer lateral permits tripled.



Private Repairs & Paving

Proposal 2



Main Idea:
Add private damage repairs to paving projects through reimbursement agreements with property owners.

Precedent:
Combined paving & sidewalk repair on Euclid Avenue & Congress Avenue

Private Repairs & Paving

Proposal 2

Private Repairs & Paving

Proposal 2

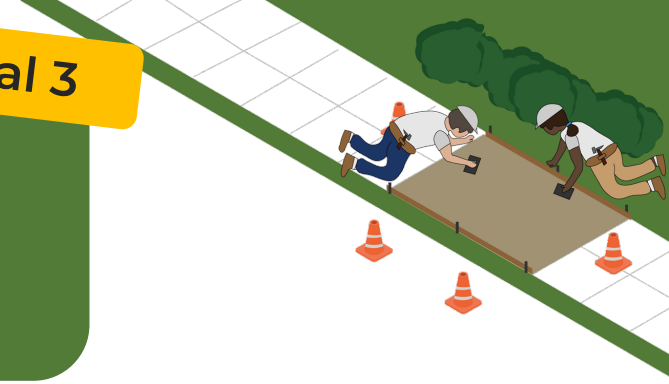
Key Finding:

- Average of 30 NTRs per paving mile

	2018 Pilot	2019 Estimate
Paving Miles	1	**10**
Notices to Repair	33	**300**
Private Damage Repairs	3733 sf	**36,000 sf**

Proposal 3

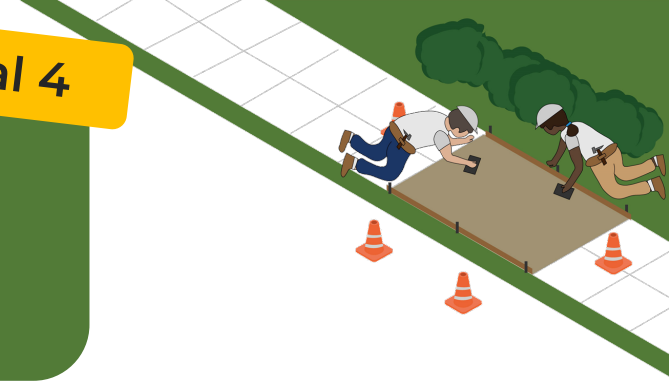
Limited-Time Permit Fee Waiver



Main Idea:
3-month waiver of all permit and administrative fees for sidewalk repair permits to encourage voluntary property owner repairs.

Proposal 4

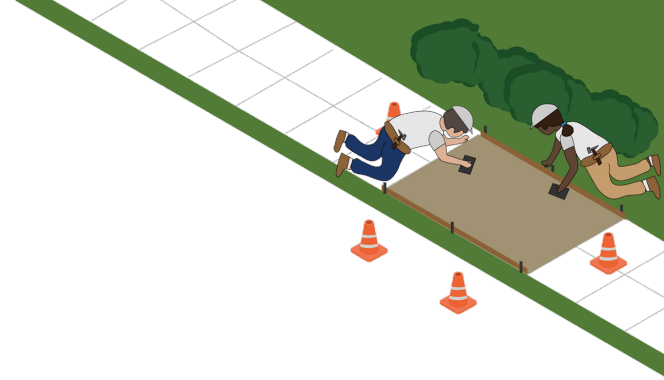
Permanent Fee Waiver for Low-Income Homeowners



Main Idea:
Permanent waiver of all permit and administrative fees related to sidewalk repair permits for low-income homeowners to encourage voluntary property owner repairs.

Permit Fee Waivers

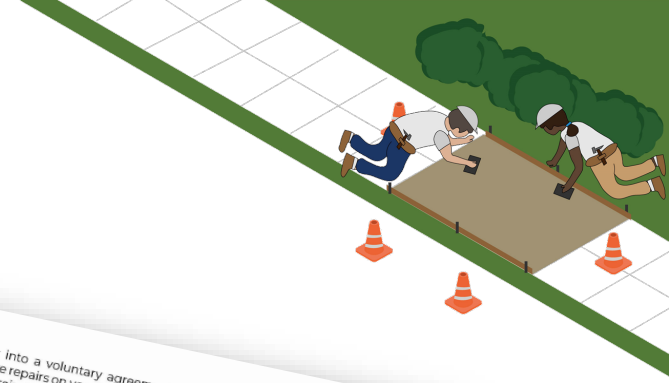
Proposals 3 & 4



Fee		Ex: 250 sf Repair
Application Fee	$70.00	$70.00
Permit Fee	$343.35	$343.35
Fee for projects over 200 sf	$0.93 per sf over 200 sf	$46.50
Records Management & Technology Enhancement Fee	14.75% sum of previous fees	$67.83
	Total	**$527.68**

Permit Fee Waivers

Proposals 3 & 4



Publicize waiver program through randomized direct mailing to 10% of Oakland property owners

Damaged Sidewalks in Oakland

Frequently Asked Questions

Damaged sidewalks create trip hazards for your neighbors and visitors, and are a liability for property owners. Safer sidewalks benefit all pedestrians. Below you'll find frequently asked questions about repairing sidewalks in Oakland.

Q. Why am I receiving a Notice to Repair?
A. A damaged sidewalk has been identified adjacent to your property. The sidewalk may have been identified through:

- Comments made through 311 or the Public Works Call Center.
- City of Oakland staff observations.
- Trip and fall incident(s).

Q. What is a damaged sidewalk?
A. A sidewalk with a crack or vertical offset of more than ¼ inch is considered damaged, per federal disability guidelines.

Q. Why should I repair my sidewalk?
A. Property owners are responsible for the maintenance and repair of sidewalks per state and local laws. If someone trips in front of your house, you could be held liable and sued for damages. Damaged sidewalks are especially dangerous for children, seniors, and people with disabilities.

Q. How do I repair my sidewalk?
A. You have options for repairing the sidewalk: you can hire a licensed contractor, enter into a voluntary agreement with the City, or, for smaller repairs, do the work yourself.

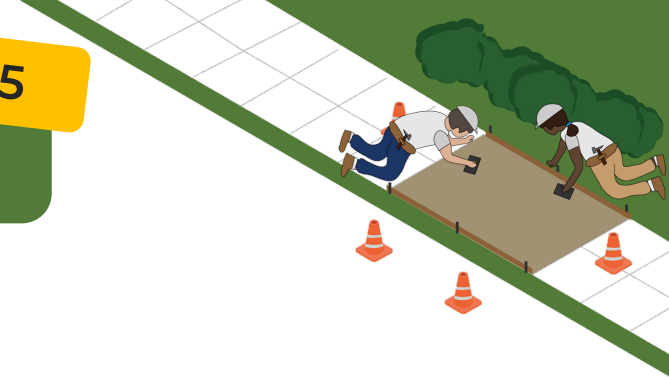
1. You can hire a licensed contractor. You can verify a contractor's license on the Contractors State License Board website: www.cslb.ca.gov. Sidewalk repairs require a City permit. Your contractor can obtain a permit on the fourth floor of 250 Frank H. Ogawa Plaza, Suite 4344, Oakland, CA 94612. For more information, call (510) 238-3119. Permit fees are detailed on the next page.

Continued on next page

City of Oakland | Department of Transportation

Joint Liability Ordinance

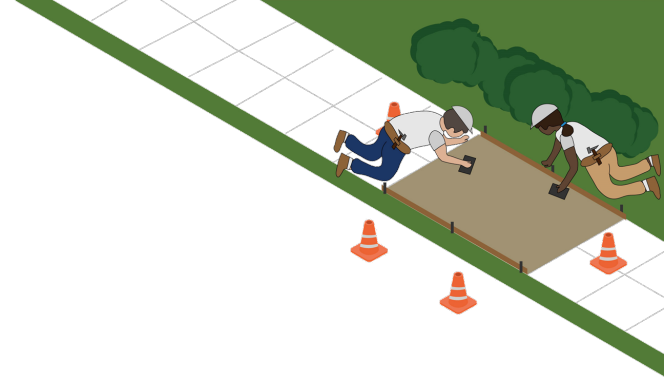
Proposal 5



Main Idea:
Add language to Oakland Municipal Code that reduces City liability related to private damage.

Precedent:
San Jose, San Francisco, Berkeley

Impact of Proposals



Proposal	Private Repair Permits	Notices to Repair	Private Damage Repairs	Reduce City Liability
Current Annual Average	*170*	*115*	*20,000 sf*	
Buy/Sell/Repair	700	-	84,000 sf	Yes
Private Repairs & Paving	-	300	36,000 sf	Yes
Limited-Time Waiver	-	-	-	Yes
Permanent Waiver	-	-	-	Yes
Joint Liability Ordinance	-	-	-	Yes
Potential increase	**+700**	**+300**	**+120,000 sf**	

Thank you!

Sarah Fine
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Oakland Department of Transportation
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