

City of Oakland Department of Transportation Strategic Plan



City of
Oakland



Following a citywide effort spearheaded by Mayor Libby Schaaf and City Administrator Sabrina Landreth, the Oakland Department of Transportation (OakDOT) was approved along with the City's Fiscal Year 2015-17 budget. OakDOT is the first-ever city department dedicated to studying, managing and improving the safe movement of goods and people on Oakland's city streets, sidewalks, highways and bridges.

OakDOT, comprised of 270 staff and 18 work units from the Department of Public Works and the Police Department, will be a close partner of these and other city agencies, including the departments of Planning and Building, Race and Equity, and our local transit partners and stakeholders at the local, regional, state and federal levels. Together, they will reimagine how city streets are used, with a focus on serving people, rather than simply moving vehicles.

This enhanced focus requires not only the basic foundations of a new city agency, including revamped organizational structure and funding mechanisms, but a new agenda as well. This strategic plan, created through a staff-driven process, reflects the shared priorities of OakDOT, Mayor Libby Schaaf, the City Council and the people of this city. It outlines how those priorities will be translated into new programs and policies designed to support safe, sustainable and affordable transportation for everyone who lives in, works in or visits the City of Oakland.

OakDOT's mission is 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.

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Libby Schaaf
Mayor

Since our founding, Oakland has been a hub for transportation in the Bay Area. We've been shaped by the railways, the Key Route streetcar system, our industrial growth in shipbuilding, and by the regional importance of the Port of Oakland, the Bay Bridge and regional highways and BART. Oakland benefits from AC Transit, BART, Capitol Corridor passenger trains, ferries and the Oakland International Airport. However, we often struggle to maintain our more than 2,000 lane miles of streets, 150 miles of bike routes and 1,100 miles of sidewalks.

Oakland's transportation network isn't just about getting from place to place; it's about connecting Oaklanders with the jobs, schools and services that keep our city thriving. Like most U.S. cities, we have come to understand that after decades of overly car-oriented design, our streets are our largest and most important public open spaces. Our city cannot thrive when expanses of unwelcoming asphalt divide our communities instead of connecting them, and when roads threaten lives instead of breathing life into our diverse neighborhoods.

I am committed to transforming our public spaces, repairing our streets, preventing traffic deaths and injuries, encouraging biking and walking, and taking better advantage of our public transit system. That's why I've made investing in Oakland's infrastructure and transportation a top priority since the start of my campaign for Mayor. One of my first acts as Mayor was to hire a Policy Director for Infrastructure and Transportation policy within my office. That's also why I proposed the creation of our city's first-ever Oakland Department of Transportation (OakDOT) and worked with the City Council to establish it and to recruit a world-class interim director to help steer the department, and our city, in a new direction. We also built a coalition to place a bond measure on the November 2016 ballot which would dramatically increase Oakland's ability to fix our streets, sidewalks and other transportation infrastructure.

This strategic plan for the new OakDOT is the next step in the evolution of our city streets. Building on the accomplishments, dedication and talent of Oakland Public Works, the goals, strategies and data-driven benchmarks in these pages are built around the values that have held this city together for generations and made it one of the most diverse places in the nation. Together they will make us:

- **a more equitable city**, where resources are spent in the communities that need them most in order to lower the cost of transportation, improve access to jobs and education, and engage with neighborhoods like never before.
- **a safer city**, committed to eliminating traffic fatalities and injuries and curbing dangerous driving, while protecting our most vulnerable Oaklanders: our children, seniors and those with disabilities.
- **a vibrant and sustainable city**, with new public spaces for communities to gather, improved roads and bridges and better air and water quality, where it's easy to walk, bike and take the bus instead of drive.
- **a responsive and trustworthy city**, with a deep commitment to transparency and public process, and a commitment to being a better institutional partner and an excellent place to build a career.

This strategic plan comes at a turning point. We will have staff waking up every day with a renewed dedication to making it easier to get around our city, creating great public spaces and Complete Streets, and delivering equitable economic development and improved quality of life. Who said infrastructure can't be sexy?

Yes, this is the start of a new vision for the streets of our city, but this agency and this plan are also true to our roots, and to our collective passion for protecting the most vulnerable, connecting communities and moving forward together. It is uniquely Oakland-ish.

Sincerely,

A handwritten signature in black ink, appearing to read "Libby Seligson". The signature is fluid and cursive, with a large, stylized "L" and "S".



Sabrina Landreth
City Administrator

Oaklanders have deeply held values, particularly those around fairness and equity. This strategic plan for Oakland's new Department of Transportation ties our values to specific goals, translates those goals into strategies, identifies actions necessary to implement those strategies, and begins the process of crafting performance metrics to judge the degree to which we've achieved the city our community deserves.

I want to specifically thank and acknowledge the numerous staff members in the Oakland Public Works Department (OPW), many of whom will be part of the team in the new Oakland Department of Transportation (OakDOT), for their persistence, creativity and hard work to create this strategic framework that will guide the new OakDOT for years to come. City staff are essential to the achievement of the goals we have set for ourselves and I am grateful for the passion they have put into this process. Over the course of the last year, the City Administrator's Office worked collaboratively with the Mayor's Office, the City Council and OPW to establish OakDOT, and to produce this document. We worked to ensure that both OPW and OakDOT would each function well as independent units, while also allowing for seamless coordination between the two.

This plan creates space for an OPW with a deeper focus on maintaining our buildings, underground infrastructure, and green systems. It also allows us to create a new OakDOT that can plan for, and rapidly respond to, the economic, social and environmental changes that are facing us in the realms of mobility and transportation.

The City Administrator's Office will evaluate OakDOT's performance against this plan and make adjustments over time to ensure our newest city department fulfills its promise to all Oaklanders. Again, I thank all of the staff who committed their time and energy to creating the new OakDOT and this important plan.

Sincerely,



Jeffrey Tumlin
OakDOT
Interim Director

Our new Department Of Transportation encompasses much more than its name might suggest. Transportation isn't just about mobility. It's an investment strategy to help the city achieve an array of mutually reinforcing goals for everyone in Oakland, such as:

Safety: 29 Oaklanders die every year in car crashes and another 105 are severely injured. We want to make all of Oakland's streets safe for everyone, no matter their age or ability, and at any time of day and night.

Equity: The quality of transportation options shouldn't hinge on who you are, how much you earn, or where you live in Oakland. OakDOT will define and prioritize social equity in its decision-making, creating new opportunities for those disadvantaged in the past.

Affordability: In the face of rising rents, we can help keep our communities whole by reducing transportation costs, particularly for our residents, and the network should be structured to make it possible to get around without owning a car.

Health: Oakland's children have unacceptably high obesity rates and they're exposed to too much air pollution. We must provide healthier and more active transportation opportunities like walking and biking, and reduce the pollutants encountered on the street. These policies can have as much of an impact on our health as our medical system.

Prosperity: Our investments in fast, frequent and reliable transit will not only help us move more people and expand the number of good jobs accessible to our residents. Other street improvements can help our businesses thrive, keep the local economy local and make sure the needs of daily life are within walking distance of every neighborhood.

Environment: Transportation accounts for about half of the city's greenhouse gas emissions, most of its air pollution and most of the harmful runoff into our city's streams and lakes. We must develop new ways to make sure that our increased vibrancy doesn't come at the cost of our physical environment.

OakDOT is committed to using its limited resources wisely, and to using data to prioritize programs to achieve the greatest results—not only moving people and goods, but also achieving these larger goals.

The new DOT is being formed from existing staff from the Oakland Police Department's parking enforcement division, and the groups in Oakland Public Works who oversee all aspects of the city's streets, sidewalks, signs, streetlights and traffic lights. We benefit greatly from their enormous experience and professionalism. Our staff believes in this city because they are a part of this city, and they possess a clear vision for protecting and improving everything that we love about Oakland--through its streets.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeffrey Tumlin', written over a white background.

This Strategic Transportation Plan addresses the challenges facing Oakland Today.



Oakland's economy is back...
But as we grow, household costs are rising rapidly.

Statistics indicate that Oakland's economy has rebounded from recent lows during the Great Recession of the late 2000s. Today unemployment has shrunk to 5.3% from a peak of over 15% in 2010. But this success has also put a lot of pressure on our community. As Oakland becomes a more attractive place to live and do business, average home values have reached all-time highs of \$600,000 and rents have increased 63% in the past five years.



Our strength is diversity...
But significant disparities in wealth and opportunity still persist.

By many measures Oakland is one of the most diverse cities in the United States. Nearly one-in-three of our residents were born outside the country. Together Oaklanders speak 125 different languages and the city has the third-highest proportion of same-sex couples in the U.S. However, outcomes and opportunities can vary considerably and all are not doing equally well in Oakland. For example, five of Oakland's 17 ZIP codes are among the wealthiest and most well-educated in the country. At the same time one-in-four Oakland households earn below the federal poverty limit (about \$24,000 per year for a family of four) and fewer than half of Oakland public high school graduates enroll in a post-secondary program.

Oakland has a wealth of transportation options...

But there are still significant safety and health concerns about how we travel and the transportation sector is Oakland's largest contributor to air pollution and climate change.

Whether by BART, AC Transit, bicycle, on foot, taxi, ferry, shared mobility or a personal car, Oaklanders have their choice of how to get around, and increasingly Oaklanders are choosing other options to driving alone: one-in-four Oaklanders get to work by bike, on foot, or on transit. Regionally, transit ridership is at record highs, and locally, Oakland is set to receive the first wave of new bike share stations as part of the regional expansion. But there's still work to do to address some of the preventable health tragedies related to transportation. Sadly, in recent years an average of 134 people are killed or injured annually while traveling in Oakland. Motor vehicles are the primary source of air pollution in the Bay Area. The impacts are concentrated in certain neighborhoods like West Oakland, where people breathe air with three times more harmful diesel particles than on average in the Bay Area. Road vehicles are also the biggest source of our city's greenhouse gas (GHG) emissions that contribute to climate change.



Oakland is ready to reinvent its streets... But funding for transportation maintenance, let alone improvements, remains highly constrained.

Oakland's deferred street maintenance backlog totaled \$443 million in FY15-17, and has continued to grow. As a result, streets are currently on a paving cycle where they get repaved every 85 years. Oakland's street quality ranks 89th out of 109 Bay Area cities.



About this Strategic Transportation Plan

This document is comprised of four chapters, each reflecting a core pillar of Mayor Libby Schaaf's vision for Oakland and a reflection of the agency's, and the city's, long-term goals: equity, safety, vibrant infrastructure and responsible governance. While all four are critical to the success of OakDOT, equity both begins the plan and serves as the lens through which all chapters have been written. Equity is key not just to transportation access and affordability, but to every aspect of city life, including the retention of long-time residents in neighborhoods citywide; the development of affordable housing; and the distribution of key city services to our city's most vulnerable users, including students, the elderly and the disabled. Therefore, key equity goals can be found throughout the document.

In all four chapters, the agency's major **goals** are summarized and followed by **strategies** for achieving each goal. The appendix (pages 32-55) contains additional detail on the strategies and the one- and three-year benchmarks the agency will use to guide their efforts. The intent of the plan is to provide OakDOT, the Mayor, the City Administrator and the public with an achievable, data-driven and trackable summary of the agency's commitments, which can be used to mark the agency's progress toward achieving agency goals. These reliable measurements can then guide the development of future planning for the streets, and the people, of Oakland.

Goal

1. Adopt equitable transportation decision-making frameworks for planning and project development

Explanation

Equity must be built into OakDOT as a principle as basic as the agency's commitment to safer and better streets. We must first define what equity means for transportation, and how it manifests itself both in the agency's day-to-day operations and its long-term planning. With metrics and safeguards to support an equitable approach to transportation, we can ensure that in repairing and reimagining our streets, we don't leave anyone at the side of the road.

Strategies

- Define equity for Oakland, and develop quantitative equity metrics.
- Use metrics to inform ongoing project management and transportation planning processes.
- Form a Transportation Commission to provide broader input to OakDOT on values, priorities, policies, projects and proposals.

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



Equitable Jobs and Housing

Ensuring Transportation Options Meet the Needs of Oakland's Diverse Communities

Transportation is more than just getting from place to place. How streets are designed, built and maintained has a direct impact on the lives of Oakland residents, their safety and quality of life, and their ability to reach jobs and training, housing and shopping, schools and services. Streets that offer more affordable transportation choices are themselves a form of opportunity, and they must be accessible for everyone—whether lifelong Oakland residents or newer arrivals, whether they live in Elmhurst or in Temescal, and regardless of race, income, physical ability or background. We must view the ability of everyone to get around quickly, easily, safely and affordably—and without needing to own a car—not just as questions of physical mobility, but also of social advancement.

Oakland is like no other city and its mobility needs are also unique. Aligning the city's transportation and equity goals is a signal event in the history of the city's streets. Investments in the safety and mobility of every community are investments in the entire city, and OakDOT must establish a framework of policies, practices and measurements to ensure that its streets serve every community equitably. Defining equity in the context of transportation will be a critical first step in creating a new agenda for streets that work for every Oakland resident, and that other cities may look to for inspiration.

1. Adopt equitable transportation decision-making frameworks for planning and project development

Equity must be built into OakDOT as a principle as basic as the agency's commitment to safer and better streets. We must first define what equity means for transportation, and how it manifests itself both in the agency's day-to-day operations and long-term planning. With metrics and safeguards to support an equitable approach to transportation, we can ensure that in repairing and reimagining our streets, we don't leave anyone at the side of the road.

- Define equity for Oakland, and develop quantitative equity metrics
- Use metrics to inform ongoing project management and transportation planning processes
- Form a Transportation Commission to provide broader input to OakDOT on values, priorities, policies, projects and proposals

2. Plan and distribute paving program resources based on equity, road condition and safety metrics

Safe, well-maintained roads are the foundation of every neighborhood's local transportation network and are vitally important whether people are getting around by bus, bike, on foot, in a wheelchair or stroller, or in a car. In the process, OakDOT has an opportunity to update newly resurfaced streets with designs that accommodate more users and meet even higher standards for safety and accessibility.

- Create a Complete Streets Paving Project Group to plan, coordinate and maximize opportunities



3. Lower transportation costs for Oaklanders

Oakland is served by numerous transportation entities yet its 400,000-plus residents don't have a consistent and unified voice to represent their needs and concerns in the regional transportation planning process. OakDOT is uniquely positioned to represent Oaklanders to their public partners and act as a convening body to help make transit even more accessible and affordable, and to find new and better ways for transportation partners to serve Oakland's diverse population. Even as rents rise, we can keep our communities whole by lowering transportation costs for communities at risk of displacement.

- Support transit subsidies for youth and elderly populations
- Enable and encourage Oakland residents to reduce the need for car ownership and use by providing increased transit, bike, car share and rideshare options
- Leverage public-private partnerships to support the transit needs of low-income residents and persons with disabilities
- Develop creative solutions to ensure that Oaklanders without adequate access to banking have access to new mobility options
- Ensure that parking and traffic permits, fees and fines are not unduly punitive, especially for residents, and that revenue is used to improve mobility choices

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

A trained workforce as diverse as Oakland itself is better positioned to understand each neighborhood's needs and serve the city more effectively and sensitively. A diverse workforce is also self-reinforcing internally, supporting increased employee training in community engagement to help provide better results for all Oaklanders.

- Recruit diverse workforce at every level
- Update job descriptions and expectations to incorporate equity and community engagement knowledge, skills and abilities
- Create staff education opportunities including principles and methods of community engagement, cultural competency and sensitivity training



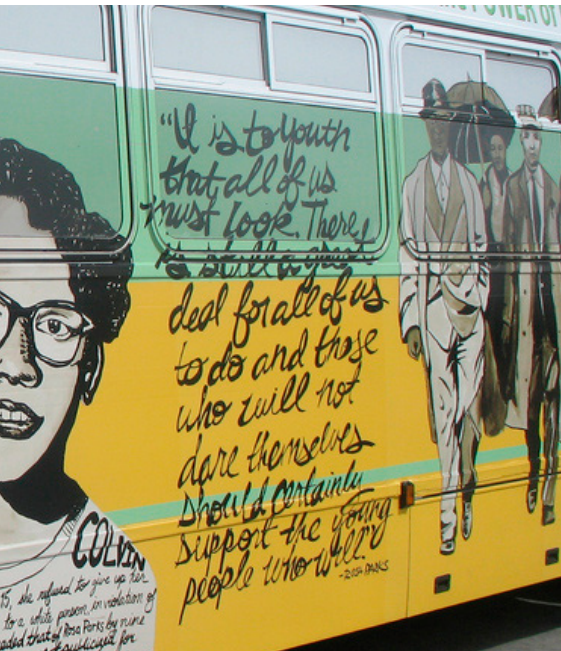
School Transit Passes



The cost of transportation to school is often cited as a barrier to school attendance and participation in afterschool activities by middle and highschool students. In recognition of this issue, Measure BB, the 2014 Alameda County transportation sales tax, included funding to test the effectiveness of affordable student transit passes. Matt Nichols, the Mayor's Policy Director for Transportation and Infrastructure, has participated in the program planning committee, and Oakland Unified School District staff and community advocates have also been closely involved.

The Alameda County Transportation Commission selected Oakland's Fremont and Castlemont High Schools and Frick Middle School to pilot the program. In August 2016, more than 1,500 Oakland students received free AC Transit and BART service on Clipper cards good for the entire 2016-2017 school year.

- Fremont High School has 811 students, with a high level of need (76% of students are eligible for Free or Reduced Price Meals (FRPM), which is used as an indicator of poverty/low incomes for transit affordability need) and is served by six AC Transit routes.
- Castlemont High School has 505 students, with 89% FRPM eligible, and is served by eight AC Transit routes.
- Frick Middle School has 241 students, has a high student need (94% FRPM eligible), is served by seven AC Transit routes, and is a feeder school to both Fremont and Castlemont High Schools.



5. Improve access to jobs, education, training and needed services

Transit is a lifeline for many Oakland workers in lower-income jobs. Yet too many residents live far away from jobs and employment centers, and often have shifts ending after hours, when transportation options are at their fewest. Finding ways to make transit faster, more accessible and more reliable for every sector of the city's workforce will benefit the entire economy. OakDOT will work with transit and shared mobility operators on tools such as unified fare payments to get more people to and from transit hubs and keep people moving regardless where they live or what time their shifts start or end.

- Pursue strategies that decrease travel times for transit dependent low-income workers
- Support regional transportation planning targeting the needs of late-night workers
- Increase first- and last-mile connections to major job, educational and social services centers
- Make transit payment systems more convenient
- Ensure that shared mobility options operated by private organizations serve access—and functional—needs populations to the fullest extent practicable
- Ensure existing residents and businesses benefit from transportation investments and support city efforts to reduce displacement

6. Enhance use of data to guide equitable mobility and infrastructure investments

Building a more equitable city requires more than good intentions; the progress must be both measurable and measured. OakDOT will develop new data collection and assessment methods to support equity goals and set metrics to assess their efficacy. This will allow the agency, its partners and its constituents to see what is working, what isn't and what more can be done to help every Oaklander get where they need to go.

- Establish protocols to monitor and maintain data quality
- Integrate before/after evaluations into regular project definition and monitoring



Holistic Community Safety

Making Oakland's Streets Safe and Welcoming

An equitable, accessible and livable city is above all a safe city. This includes not only personal safety and crime prevention, but also the physical safety of every Oakland resident who walks, bikes, buses or drives on the city's streets.

An average of 29 people die and 105 are seriously injured on Oakland's streets every year, and yet traffic deaths are a health risk that we can eliminate by simply driving more slowly and paying more attention on the street. Traffic engineering, law enforcement and education have important roles in creating self-enforcing, safer streets and creating better environments for everyone, especially people who don't get around by car.

Organizing the design of the city's streets around safety must be bounded by a commitment to eliminate all traffic deaths in the city, and informed by a data-driven analysis to identify and prioritize those risk factors and high-crash locations that endanger Oaklanders. By designing our streets for the most vulnerable Oaklanders, we can place people on equal footing with motor vehicles and protect everyone who uses the street, no matter how they get around.

1. Adopt a Vision Zero policy and pledge to eliminate traffic injuries and fatalities

An effective and equitable traffic safety policy for Oakland starts with the principle that there is no acceptable number of traffic deaths on city streets and that crashes, injuries and fatalities are preventable. A clear Vision-Zero policy views every action on Oakland's streets through a safety lens, grounding streets in a commitment to safety regardless of one's age or ability, or whether walking or driving, or riding a bike or bus.

- Establish a multi-agency Vision Zero task force
- Adopt Vision Zero Policy and communication strategy
- Create OakDOT Vision Zero Action Plan
- Integrate Vision Zero goals, principles and policies into all agency plans, programs, projects and processes
- Develop a comprehensive strategy for safety education
- Ensure that the advancement of traffic safety goals does not run counter to other equity goals

2. Inform safe designs and infrastructure decisions with data and analysis

A data-driven approach to traffic safety is a necessary corollary to a Vision Zero action plan, and a basis for all OakDOT actions. Identifying the underlying causes of the most serious traffic crashes—and not merely their number or location—will help to prioritize projects and develop targeted design strategies and to ensure that limited resources are targeted efficiently.

- Create a transportation safety data inventory
- Train staff to access and use available data

3. Incorporate safe and Complete Street designs into the design process

Every project is an opportunity to upgrade a street to even higher safety standards. Taking a fresh look at all street work—from roadway repair and resurfacing to complete redesigns and reconstruction—can give us new opportunities to make streets function better for more people and more uses, and not simply maintain the status quo.

- Ensure that safer designs and safety interventions are integrated into routine maintenance and operations, and into all projects



4. Ensure safe design standards are available and accessible to all

Through a variety of new street design publications—including those produced by the National Association of City Transportation Officials—there are more tested, proven and exciting street design resources available today than ever, providing examples of innovative designs on the streets of cities across the nation and around the world. By demonstrating affordable, practical transit, bike and pedestrian design options, these documents offer powerful statements of possibility to Oakland and inspiration for planners and the public alike, and they should be available as a ready resource.

- Finalize Complete Streets guidelines and implement recommendations
- Develop pedestrian safety street design toolkit
- Ensure staff are trained in national best practices for safe street design and management

5. Establish request and criteria-based programs for targeted pedestrian safety enhancements

Nobody knows their streets better than the residents of neighborhoods themselves. Putting the power to request safer, more walkable streets directly into the hands of residents will combine traffic safety with community empowerment, transform communities into safety partners and put better streets within reach of more Oaklanders.

- Refine pedestrian safety public request process
- Use a data-driven approach to routinize pedestrian safety improvements

Safe Routes to Schools



In parts of Oakland, 40% of students walk or bike to school. To ensure the safety of these students on their way to and from school, OakDOT teams with Alameda County's Safe Routes to School (Alameda County SR2S) program. Alameda County SR2S program works in schools across Alameda County, teaching kids the basics of walking and biking safely, making walking and biking to school fun with special events, and working with communities to identify traffic investments to make their communities safer.

To identify traffic investments, Alameda County SR2S convenes "walk audits" which are walking visits to school grounds, timed just before the first bell. Walk audits include Alameda County SR2S staff, OakDOT, school staff and parents, and are an opportunity to connect key partners in school transportation safety and to observe and identify transportation safety issues around the school site. Following a walk audit, Alameda County SR2S staff develop conceptual improvement plans for the school that list the improvements identified in the walk audit.

Walk audits and concept plans are great tools for OakDOT to use in applying for funding to implement neighborhood safety projects. Using an Alameda County SR2S walk audit summary and concept plan prepared for Parker Elementary in the Eastmont neighborhood of Oakland, the City of Oakland received funding from the State of California's Safe Routes to Schools program to implement a set of pedestrian improvements around the school.

The improvements included a large sidewalk extension to square off an intersection near the school, reducing crossing distances and minimizing pedestrians' exposure to vehicle traffic. The project also included new sidewalks, curb ramps and crosswalks to improve pedestrian accessibility and safety.



6. Enhance signal operations for greater safety, efficiency and flexibility

Traffic signals regulate the essential right-of-way for city streets and can hold a critical role in creating new rules for safety on Oakland's streets. Signals also must be engineered to balance the needs of transit, pedestrians, bicycles and the changing flow of vehicles at different times of the day.

- Establish a Signal Operations Unit
- Create a signal operations plan that prioritizes safety for all modes
- Implement Pedestrian Signal Policy
- Update all pedestrian signal heads to countdown timers

7. Review speed limits to support safe travel on our roadways

How fast a driver operates his or her vehicle is one of the single most important determinants of whether a crash will occur and the severity of the damage and injuries it could cause. A difference of just 10 mph can mean the difference between life and death, making strategies that moderate speed among the most effective safety measures that cities can undertake.

- Establish 25 mph zone program



8. Provide safe access to all Oakland schools

Many parents drive their children to schools not because they are too far away but because they feel that the routes are too dangerous. Streets and crossings must be designed to provide accessible routes to school that are safe and easy to use by our youngest Oaklanders, with clear markings, shorter crosswalks and refuges, and designs that help physically reduce the speed of traffic.

- Develop stronger partnership with the Alameda County Safe Routes to Schools program
- Regularly update school walking plans to support safe travel for our students

9. Make Oaklanders feel safe walking and waiting for the bus at all times of day or night

Transit stops and hubs are destinations for tens of thousands of Oaklanders, and safe access to them is as important as transit itself. A bus system that has stops that are difficult to reach, poorly lit, or lack sidewalks can depress ridership, threaten public safety and undermine the region's transit investments. OakDOT is committed to breaking down these barriers to ridership by shining a new light on the importance of transit accessibility.

- Create a Safe Routes to Transit program and integrate Crime Prevention Through Environmental Design techniques, particularly near and along transit corridors

An aerial photograph of a large, green park area with a winding path. Many people are walking and sitting on the grass. To the right, there is a body of water with a small boat. The image is partially covered by a teal overlay where the title text is located.

Vibrant Sustainable Infrastructure

Designing, Building and Maintaining 21st Century Streets for All

Oakland is growing. New residents and businesses are flocking to our city, and our streets, sidewalks and transit stops from Santa Fe to Castlemont are accommodating tens of thousands of additional trips each day. To build a smarter, greener, more livable future, the Oakland Department of Transportation will invest in infrastructure that serves everyone, no matter how they get around.

OakDOT is committed to improvements to the city's physical footprint in every neighborhood, and developing industry leading guidance for Complete Streets that serve all road users and communities. We are committed to the

latest industry advances and investigating fair parking policies and shared mobility tools. And we are committed to restoring our roadways, sidewalks, bike lanes, streetlights and other assets to a state of good repair.

These investments are about more than efficiency and cost savings. They are a roadmap to a fairer city, where every resident can choose to leave their car keys at home and still access fast and affordable world-class transportation options that take them where they need to go. That will get us on the fast track to a thriving, sustainable Oakland.

1. Bring Oakland's streets into a state of good repair

While the city strives to deliver new transportation services for Oaklanders, OakDOT must ensure that our existing roadways, sidewalks and other infrastructure are safe, efficient and well-maintained. If bond funds become available, we will: accelerate our repaving schedule; catalog all available resources and needs to make our resurfacing operations more efficient; and leverage other funding opportunities to lay the foundation for a smarter, more sustainable infrastructure.

- Maintain and enhance Pavement Condition Index and use in project prioritization
- Ensure all new street designs consider and incorporate a maintenance strategy
- Allocate sufficient operating budget to bring all of Oakland's streets into a 20-year paving cycle



2. Plan and develop capital projects in an equitable, timely, efficient and coordinated manner

This is a critical time for the City of Oakland, with a growing population, significant residential and commercial developments and renewed vitality in neighborhoods citywide. By tasking dedicated units with looking at the city and these projects holistically and improving data collection, OakDOT can ensure that agency resources are applied in a thoughtful, systematic manner that meets our goal of serving all Oaklanders equally.

- Create an interdisciplinary, interagency team that develops, coordinates and prioritizes capital projects based on city policies and programs, community proposals, specific plans, private development, utility company projects and identified maintenance needs
- Collect, analyze and present information regarding the equity of distribution in planning investments, delivery of programs/services and capital projects

3. Make walking safe and delightful

Whether you drive, bike or take transit, everyone is a pedestrian at some point in the day, as we walk from a parking spot or bus stop to our schools, jobs or other destinations. So it is critical that OakDOT updates the City's pedestrian network for the 21st century, with new policies, public spaces, wayfinding and other essential programs that make walking safe and enjoyable.

- Develop and complete the Pedestrian Master Plan
- Create a public space program
- Support development of the citywide wayfinding program



4. Achieve full ADA public right-of-way compliance

It is imperative that our streets and sidewalks work for our most vulnerable citizens, including seniors, youth and those with disabilities. Therefore, OakDOT is committed to full compliance with the Americans with Disabilities Act (ADA). OakDOT must identify opportunities to accelerate efforts to achieve that important goal and install critical access and safety tools such as audible crossing signals and safe, accessible sidewalks.

- Develop ADA Public Right of Way Transportation Transition Plan with measurable benchmarks



Protected Bike Lanes and Pedestrian Improvements / Telegraph Ave



Following the implementation of the Telegraph Avenue road diet and painted protected bikeway pilot, OakDOT staff completed an intercept survey and bicyclist and pedestrian count. Early results from Telegraph surveying indicate that the pilot project is following the trends of other protected bikeway projects in the U.S. 52% of bicyclists travel the Telegraph Avenue corridor more frequently than before the changes were implemented. 79% feel that the overall safety of bicycling on Telegraph has increased with the improvements. 63% of pedestrians felt the overall safety of the corridor has increased with the project. Post-implementation, Telegraph survey respondents indicated a 40% increase in trips.



Our sidewalks are natural gathering places for our communities. We can make more inviting spaces with simple benches, street trees and better lighting, and we can create vibrant new spaces by widening sidewalks, installing parklets, and supporting low-cost mini-parks and plazas.



5. Improve the quality and completeness of Oakland's bikeway network

As city after city has introduced new bicycle infrastructure, including protected lanes and safe bike parking, they've seen safety benefits for everyone and improved economic vitality for nearby businesses. That's why OakDOT is committed to building on its past success through the updating of the Bicycle Master Plan and other efforts to promote this safe, affordable and sustainable mode of transportation in neighborhoods citywide.

- Update the City's Bicycle Master Plan to identify and prioritize a network of high-quality bikeways
- Pursue all "easy wins"—the near-term, low-cost and high-impact opportunities—to implement new and improved bikeways
- Move aggressively to design and implement protected bike lanes and protected intersections through major roadway projects
- Expand and improve the CityRacks Bicycle Parking Program to meet the growing demand for publicly accessible bike parking
- Promote quality bike parking on private property by updating the planning code's bicycle parking requirements to national best practices

6. Expand access to shared mobility services

It's not enough to improve the Oakland we have; we need to plan for the Oakland we want to see in the 21st century. By pursuing proven shared mobility strategies such as bike and car share, and expanding access to them in all communities, we will provide city residents with the transportation options they need, reduce private vehicle ownership and demand for parking, and improve access to jobs and services that will help make our economy thrive for years to come.

- Support roll out of Bay Area Bike Share
- Develop car and scooter sharing programs
- Conduct shared mobility engagement campaign in low-income areas

7. Strengthen Oakland's economy through improved goods movement, while reducing negative health and safety outcomes in our neighborhoods

Oakland benefits greatly as the hub of the Bay Area's road, transit and freight system. But the concentration of goods on trucks, trains and ships requires careful logistical work and planning to ensure that low-income communities are not disproportionately affected by higher traffic volumes, elevated asthma rates and other related concerns. By partnering with the Alameda County Health Department and others, we can reduce the negative impacts on these communities while ensuring that the system's benefits are shared with all Oaklanders.

- Partner with Alameda County Transportation Commission to implement the Goods Movement Plan
- Work with regional and state agencies to implement the California Sustainable Freight Action Plan in Oakland's Marine Terminal Areas and Airport



Improving Transit / Major Corridors Study



On an average weekday, about 100,000 people ride buses on AC Transit's major corridors, which carry over half of the agency's total ridership. However, buses often get stuck at red lights and in traffic, and schedules become unreliable. In coordination with OakDOT, AC Transit recently conducted its Major Corridors Study to identify infrastructure investments, like Bus Rapid Transit, that will help buses run faster and more reliably on these key transit corridors. The study's goal was to improve customer satisfaction and increase ridership, and it outlines a set of bus transit investment strategies for further study. Nine of the 11 corridors studied run through Oakland, connecting Oakland residents and workers to work, school, shopping and services. These corridors represent the next set of investments for Oakland's Complete Streets program.

8. Create Complete Streets corridor program

As Oakland grows and evolves, our expectations for our streets must expand and evolve as well. We must think of our streets as valuable public spaces that serve everyone using them, and as destinations in their own right. By implementing Oakland's Complete Streets Policy through a corridor development program that values all users—pedestrians, cyclists, transit riders and drivers—we can improve the safety and livability of key corridors across the city.

- Develop and adopt corridor-level plans that incorporate transit, biking and walking improvements
- Deliver Complete Streets

9. Plan and implement fast, frequent and reliable transit

From the world-class Bus Rapid Transit currently under construction on International Boulevard, to the transbay, rapid and local bus routes operated by AC Transit, Oaklanders depend on a strong surface transit network to get them where they need to go. By improving our interagency coordination and upgrading our signals and other infrastructure, we can improve service, reduce reliance on private vehicles, and provide people with faster and even more affordable transportation options.

- Plan and implement great transit options for Oakland
- Improve and maintain Oakland streets and signals for efficient, reliable transit operations

10. Improve asset management

As the newest city agency, OakDOT was founded with a commitment to valuing and maximizing our existing staff and resources, even as we build the new skills and enhanced capabilities that a growing, thriving Oakland demands. By enhancing our data collection to target our efforts and standardizing maintenance procedures and staff training across the department, we can lay the groundwork for a smart, responsible OakDOT and safer, more sustainable streets.

- Map all projects in GIS to properly identify and maintain assets and as-built information
- Improve and standardize staff training and development

11. Coordinate land use with transportation planning

Street design and land use planning are two sides of the same coin. If they are not coordinated, Oaklanders can be forced to travel long distances from their homes to reach jobs, shops, schools and city services, negatively affecting street life and discouraging active transportation. Through improved coordination with city, regional and state transportation and planning agencies, OakDOT can design safer and more efficient streets, better evaluate how projects impact the lives of Oakland residents, and leverage private development for the public good.

- Coordinate land use planning efforts with transportation plans and projects
- Manage demand for transportation induced by private development, businesses and institutional employers
- Leverage private land use development to achieve public right-of-way improvements

12. Green Oakland's streets to improve air and water quality

OakDOT is committed to helping slow global climate change, building more resilient transportation systems, and finding solutions for safer, more rapid and affordable transportation that doesn't come at the expense of our neighborhoods or the natural environment. By incorporating green infrastructure into capital projects, reducing stormwater runoff and better managing truck traffic and emissions, we can conserve our resources and build a healthier and more sustainable future for all Oaklanders.

- Support initiatives that decrease automobile emissions and improve air quality, especially in historically impacted communities and neighborhoods
- Support OPW's Urban Greening Retrofit Plan
- Target capital project screening program for inclusion of green infrastructure in high flood risk and underserved areas



13. Improve transportation choices and minimize parking demand, congestion and pollution

Street space is one of the most valuable resources a city has. As Oakland grows and people continue to make more trips for school, work and play, the city will see increased demand for street space by pedestrians, cyclists, drivers, users of the car-hail apps such as Uber and Lyft, and bus riders. By encouraging and increasing transportation choices like these for all Oaklanders, we can make it easier to leave the car keys at home, save money, and help make our streets and sidewalks work as efficiently as possible.

- Through Transportation Demand Management (TDM), prioritize making the most effective use of existing infrastructure before adding new supply



14. Manage public parking to balance the diverse needs of Oakland's visitors, merchants, commuters and residents

Like all cities, Oakland needs to be smarter about managing its on-street and off-street parking supply and scarce curb space. This will ensure parking availability in commercial districts, increase access for disabled motorists, provide adequate loading zones for businesses, and balance the many demands that Oaklanders place on the street. OakDOT will pilot state-of-the-art parking management policies to ensure motorists can quickly and easily find a space, eliminating wasteful "search" traffic. OakDOT sees parking pricing and enforcement foremost as customer service tools to create availability.

- Manage on-street parking supply as part of a comprehensive curb management program
- Improve parking monitoring and enforcement
- Improve curb parking availability for people with disabilities and reduce disabled placard fraud and abuse
- Manage parking as a sustainable municipal enterprise by providing an institutional structure for returning a portion of curb parking revenue to the blocks where it was collected
- Reassess the use and value of city-owned off-street parking facilities

15. Enhance the cyclist and pedestrian realm with affordable, energy efficient lighting

Just as traditional street-name signs have evolved over decades to primarily serve drivers, street lighting, and all of the mobility and public safety benefits that come with it, has for too long been focused only on people in automobiles. OakDOT is committed to leveling the playing field and providing affordable, energy-efficient and easily maintained lighting in every neighborhood for pedestrians, cyclists and transit riders, as well as motorists, helping make every journey safe, no matter how you travel.

- Update the street lighting catalog to include durable, easily maintained pedestrian and plaza fixtures
- Complete conversion of all existing street lights to LED

Public Space / Latham Square



The \$7 million transformation of Latham Square by the City of Oakland has nearly quadrupled the size of the public gathering space in the heart of downtown Oakland where Broadway and Telegraph intersect. This public investment complements the significant private investment in the area with the renovations of the nearby Latham Square building and the former Roos Brothers department store at 1500 Broadway.

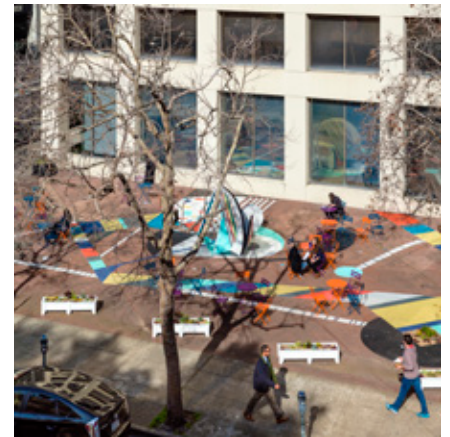
Specific components of the Latham Square Streetscape Improvements project include:

- Realignment of Telegraph Avenue to intersect with Broadway at 15th Street to improve vehicular and pedestrian safety and circulation.
- Enlargement of Latham Square and flexible design on the adjacent block of Telegraph Avenue for special events.
- Cleaning and restoration of the Latham Square Fountain by a professional conservator. Originally installed in 1913, the fountain had not had running water since 1941.
- Specialty lighting features and landscaping along Broadway which doubles as a rain garden to improve stormwater quality.

16. Integrate art and playfulness into infrastructure

Art allows us to see the extraordinary in the ordinary, training our eye to see our connectedness to a larger whole. In cities, nothing is more ordinary and ubiquitous than transportation infrastructure, making it a particularly powerful canvas for art. Recognizing our limited resources, OakDOT will welcome partnerships with artists and arts funders, and tap into the creativity within our communities to use our infrastructure to celebrate the spirit of Oakland.

- Develop arts policy for major projects
- Develop arts policy for integrating art into everyday infrastructure, such as unique crosswalks





Responsive Trustworthy Government

Providing Oaklanders with an Open, Accessible and Efficient Transportation Agency

Modern transportation agencies don't just deal in steel and concrete. They must also build relationships with partner agencies, local businesses and residents every neighborhood. OakDOT's commitment to a responsive and trustworthy government requires a reassessment of every step of the operational, customer service, contracting and communications processes—both internal and external, in person and online—to establish connections and confidence with the people whom the agency hires and those it serves.

These goals, strategies and benchmarks are designed to foster strong, productive partnerships every day, at every level in the agency. Within OakDOT, this means attracting and retaining talented employees through a streamlined job posting and hiring process, building their skills and developing their careers.

For outside partners, it means improving interagency coordination at the city, county, regional and state levels, refining and expanding our contracting processes and, vitally, improving our communications with neighborhoods across the city. For the public, it means direct engagement to tailor our strategies to local community priorities.

By focusing an entire agency on improving transportation outcomes, the City of Oakland's new DOT will provide rapid responses to diverse community concerns, tailored solutions to meet local contexts and robust, dependable transportation options. The ultimate goal is not just a reactive agency, but a proactive one that is set up to identify and address needs even before they arise.

1. Make OakDOT a great place to work and recruit the best employees

As a new department tasked with reimagining the City's streets, OakDOT also presents an unprecedented opportunity to rethink the agency's structure in order to attract, retain and promote the best and brightest employees. The agency is committed to resetting the human resources process, including a revamped internship program and expanded advertising of open positions. By improving its internal training and skill-building programs, OakDOT will work as hard for its employees as they work for the people of Oakland.

- Build on successful internship and recruiting efforts to attract top talent from local universities
- Ensure that job openings are seen by a wide array of potential talent to recruit the best employees
- Expand skills and capacity at the Municipal Service Center
- Enhance Human Resources Support to employees
- Streamline hiring processes for efficiency, clarity, transparency and speed
- Promote City/OPW/OakDOT brand
- Expand training opportunities

2. Make the City of Oakland a preferred public agency partner

From our fellow departments such as Planning and Public Works, to outside agencies like BART, AC Transit, the Alameda County Transportation Commission (ACTC) and Metropolitan Transportation Commission (MTC), to contractors and developers, our outside partners are crucial to keeping our city moving. By simplifying project management processes and improving agency coordination, we can deliver responsive and affordable transportation innovations and work with all levels of government to implement them more efficiently and affordably.

- Improve coordination during planning and building phases of private land use development
- Improve coordination and cooperation with other public agencies



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

It will not be enough for OakDOT to improve its coordination with existing contractors and other outside partners; we need to encourage even more of the Bay Area's large and growing labor pool to work with the City of Oakland and help us achieve more of our goals, more quickly.

By promoting the most capable contractors, simplifying our contacting procedures and streamlining the City Administrator approval process, we will be able to move from rendering to reality in real time.

- Increase the City Administrator's approval level of professional services and construction contracts
- Increase pool of capable contractors and eliminate poorly performing contractors.
- Improve procurement processes

4. Develop and implement a set of agency-wide community outreach and engagement protocols that promote genuine community empowerment

Effective government agencies don't just inform communities about projects—they partner with them. By developing a comprehensive approach to public outreach—including protocols for public meetings and advance notice of projects, designating points-of-contact for each major project, and outlining clear, simple metrics so people can evaluate projects themselves—we can both meet Oaklanders' needs and use their local knowledge to design and deliver transportation projects that strengthen our communities.

- Designate at minimum one staff as community outreach liaison for all major projects
- Create the new position of Communications Director to oversee and coordinate agency-wide communications and provide engagement assistance to staff on a project level
- 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



Reducing Transportation Impacts of City Operations



The City of Oakland's Energy and Climate Action Plan (ECAP) (2012) set an objective to achieve a 36% reduction in city-related fuel consumption by 2020. Key actions to implement this objective include replacing the city's vehicle fleet with more fuel-efficient vehicles and enabling city employee vehicle trip reductions through transit pass subsidies and flexible work schedules.

Aligning with this ECAP objective, the City of Oakland's Risks & Benefits Office recently worked with our union partner, the International Federation of Professional and Technical Engineers Local 21, to roll out a pilot program offering free transit passes to represented members of Local 21, including many of the public sector professionals and technical workers of OakDOT. For the next year, all Local 21 represented members are entitled to receive one free AC Transit EasyPass as part of the current labor contract. The pass offers unlimited trips on AC Transit and is good for travel on any AC Transit route.

By purchasing EasyPasses for all Local 21 members, the city received a 95% discount on the value of the passes. This discount is only available to cities and private employers that purchase the passes for all members of a group with 100 or more employees, such as Local 21 represented members.

Transit pass programs offer city staff the opportunity to do their part to help the environment by reducing transportation impacts. A broader transit pass program including all city employees could be considered for implementation in the coming years.



5. Expand the avenues for communication and listening between the new agency and the public

Just as neighborhoods across the city are evolving and expanding, so are their expectations of city government, especially of an agency like OakDOT, which people interact with as soon as they step foot outside their homes. Communication is a two-way street, and a 21st century transportation agency must use every tool available, from social media to community surveys, in order to capture a range of feedback as diverse as the people of Oakland.

- Use new and old media to connect with residents, including social media and other web tools
- 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
- Develop and implement ongoing strategies to receive community feedback on transportation programs, activities and services

6. Make data and decisions transparent and accessible to the public

As the agency's staff takes on new priorities and the pool of projects increases following this fall's infrastructure bond measure, OakDOT's data collection efforts will grow into a torrent of information. The public will expect to find an open, accessible platform for information about projects important to their neighborhoods and across the city. By partnering with the City Administrator and other agencies, we can develop a one stop shop for all data-related demands, from transportation to housing to public health, and everything in between.

- Create online portal, connected with the City Administrator's efforts, to offer easy public access to OakDOT's transportation data

Benchmarks

The tables on the following pages list the benchmarks that OakDOT will use to measure progress toward achieving its goals and implementing the strategies of this strategic plan.

Glossary

ACPHD	Alameda County Public Health Department
ACTC	Alameda County Transportation Commission
BART	Bay Area Rapid Transit
BIDs	Business Improvement Districts
CAO	Oakland City Administrator
DRE	Department of Race and Equity
EBMUD	East Bay Municipal Utility District
HCD	Department of Housing & Community Development
HRM	Department of Human Resources Management
MO	Mayor's Office
MTC	Metropolitan Transportation Commission
OAK	Oakland International Airport
OEWD	Office of Economic & Workforce Development
OFD	Oakland Fire Department
OFM	Office of Finance & Management
OPD	Oakland Police Department
OPW	Oakland Public Works Agency
OTS	California Office of Traffic Safety
OUSD	Oakland Unified School District
PG&E	Pacific Gas & Electric Company
Planning	Planning & Building Department
Port/OAK	Port of Oakland



Equitable Jobs and Housing

	1-year benchmarks	3-year benchmarks	Partners
1. Adopt equitable transportation decision-making frameworks for planning and project development			
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	- Confirm and refine a decision making framework to evaluate new transportation projects - Evaluate all new projects and programs through framework	DRE, MO
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	Update metrics quarterly and publish relevant results in the online portal	
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	All seats on the commission are filled and the commission regularly achieves quorum	
2. Plan and distribute paving program resources based on equity, road condition and safety metrics			
Create a Complete Streets Paving Project Group to plan, coordinate and maximize opportunities	Create evaluation criteria and project management team for repaving program that includes road condition, safety and equity inputs	Fill Complete Streets Paving Project group staffing	OPW, OEWD, Planning, other City agencies, utility companies

	1-year benchmarks	3-year benchmarks	Partners
3. Lower transportation costs for Oaklanders			
Support transit subsidies for youth and elderly populations	Engage in local and regional efforts to develop transit subsidies	Deliver transit subsidy program and meet goals for increased employment access, and school or senior program attendance	AC Transit, BART, MTC
Enable and encourage Oakland residents to reduce the need for car ownership and use by providing increased transit, bike, car share and rideshare options	Develop an assessment methodology that incorporates distance to transit nodes, safe bike lanes, and walkable routes, as well as safety and accessibility of those nodes/routes	Implement campaign in partnership with climate action plan	AC Transit, BART, MTC, car share providers, ACTC, Bay Area Bike Share
Leverage public-private partnerships to support the transit needs of low-income residents and persons with disabilities	Join or develop public-private partnerships for transportation	Evaluate success of programs and use findings to revise performance goals	
Develop creative solutions to ensure that Oaklanders without adequate access to banking have access to new mobility options	Define equity analysis framework for new mobility operators to conduct prior to obtaining operating agreements	Assess and evaluate efficacy of strategies to ensure access	MTC, car share providers, Bay Area Bike Share
Ensure that parking and traffic permits, fees and fines are not unduly punitive, especially for residents, and that revenue is used to improve mobility choices	- Perform assessment of parking and traffic-related fees and fines - Determine the scope for establishing parking benefit districts and other return-to-source mechanisms - Establish working group with OPD and Department of Race & Equity	Identify and implement return-to-source strategies scoped in Year 1	OFM, OPD, DRE

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			
Recruit diverse workforce at every level	- Establish a protocol for job announcements including posting at local institutions (universities, workforce centers, etc.) - Scope potential training partnerships with Oakland high schools, colleges, and community colleges - Define diversity targets	Meet Year 3 diversity targets	HRM, DRE
Update job descriptions and expectations to incorporate equity and community engagement knowledge, skills and abilities	Update 20% of job descriptions to have equity and strategic community engagement expectations	Update 50% of job descriptions to have equity and strategic community engagement expectations	
Create staff education opportunities including principles and methods of community engagement, cultural competency and sensitivity training	Define training needs and program	50% of staff have undergone training in community engagement	

	1-year benchmarks	3-year benchmarks	Partners
5. Improve access to jobs, education, training and needed services			
Pursue strategies that decrease travel times for transit dependent low-income workers	- Engage in regional plans to address transbay transit capacity - Scope implementation of AC Transit Major Corridors in Oakland - Develop transit priority protocols for major transit corridors	Cut bus congestion and signal delay on major corridors by 50%	AC Transit
Support regional transportation planning targeting the needs of late-night workers	- Designate staff to partake in existing transportation planning efforts with regional partners - Prepare Late Night Transportation Action Plan for Oakland and scope projects	Implement items in the action plan	AC Transit, MTC
Increase first- and last-mile connections to major job, educational and social services centers	- Support development of Bicycle Master Plan update and implementation of Pedestrian Master Plan update - Broker sponsorship opportunities with employers that support transit services, such as universal transit pass programs	Implement Year 3 goals for Bicycle Master Plan and Pedestrian Master Plan	
Make transit payment systems more convenient	- Support regional efforts to develop multi-operator transit passes - Create Transit Fare Working Group to be responsible for participation in Clipper 2.0 development and liaising with OakDOT	- Create Transit Fare Integration Action Plan for Oakland - Fully implement Transit Fare Integration action items	AC Transit
Ensure that shared mobility options operated by private organizations serve access—and functional—needs populations to the fullest extent practicable	- Designate a shared mobility coordinator to engage with private transportation organizations on increasing accessibility to all populations - Establish accessibility targets for shared mobility providers	Meet accessibility targets for shared mobility providers in Oakland	Shared mobility providers
Ensure existing residents and businesses benefit from transportation investments and support city efforts to reduce displacement	Engage with other departments in assessing strategies to address displacement		Planning, HCD

	1-year benchmarks	3-year benchmarks	Partners
6. Enhance use of data to guide equitable mobility and infrastructure investments			
Establish protocols to monitor and maintain data quality	• Draft white paper outlining data “owners” and the groups/ departments that must regularly access all data • Write brief data protocols detailing how and when to access, request and update each data set • Integrate data protocols into new employee orientation	• Update data processes and protocols on an as needed basis • Re-evaluate annually at minimum	
Integrate before/after evaluations into regular project definition and monitoring	• Convene monthly project management working group • Draft a white paper of recommended before/after data practices for Oakland • ID projects in early stages of scoping that will undergo full before/after process	• Evaluate first post-implementation before/after data	

Holistic Community Safety

	1-year benchmarks	3-year benchmarks	Partners
1. Adopt a Vision Zero policy and pledge to eliminate traffic injuries and fatalities			
Establish a multi-agency Vision Zero task force	Approve the task force and set out goals, objectives, parameters of the effort and metrics for success	- Appoint Vision Zero manager - Fund and begin a robust marketing program - Report to Council/Mayor on program progress	OPD, MO, City Council, ACPHD, advocacy community
Adopt Vision Zero Policy and communication strategy	- Develop a Vision Zero policy - Present policy for adoption by the Mayor and City Council	Reduce traffic fatalities in Oakland by 15% from 2016 levels	All Vision Zero partners
Create OakDOT Vision Zero Action Plan	- Identify priority corridors and intersections based on completion of Pedestrian Master Plan and other ongoing collision data analysis - Prioritize locations with quantifiable severe and fatal collision history for action	Using the Pedestrian Master Plan and data from the Bike Program, implement short-term improvements to the top 15 corridors (and 150 intersections); scope and plan long-term, high-cost safety improvements	OPD
Integrate Vision Zero goals, principles and policies into all agency plans, programs, projects and processes	Review all active plans, policies and programs and recommend updates	All updates have been implemented through individual plan adoption or incorporation in other adopted plans	Planning, OPW, OPD
Develop a comprehensive strategy for safety education	Identify funding for strategy development and first education campaign	Continue ongoing educational efforts; monitor and measure effectiveness	Vision Zero Task Force, OTS, ACTC, MO
Ensure that the advancement of traffic safety goals does not run counter to other equity goals	Establish working group with OPD and Department of Race and Equity focused on addressing racial disparities in traffic safety enforcement	Identify and implement strategies to address issues identified in Year 1 assessment, including deprioritization or decriminalization of activities that do not threaten public safety, such as bicycling on sidewalks, jaywalking and minor equipment violations	OPD, DRE

2. Inform safe designs and infrastructure decisions with data and analysis			
Create a transportation safety data inventory	- Compute crash rates (all modes) and begin to develop citywide rates - Collect more exposure data (annual counts) and modeling - Establish master GIS layers for infrastructure (signs, colored curbs, markings, striping, etc.) supporting the development of a traffic data collection and analysis program	- Funding for GIS of citywide inventory secured; updates to infrastructure are routinely updated by identified staff - Annual report on safety, fatal and severe collisions are prepared and presented to the City Council, jointly with OPD, as per the Oakland Municipal Code	OPD, OPW, ACTC, OTS
Train staff to access and use available data	- Develop a training program and schedule to support regular access and ease of use of the database - Train first 10 staff members	Relevant program staff trained to access data	

	1-year benchmarks	3-year benchmarks	Partners
3. Incorporate safe and Complete Street designs into the design process			
Ensure that safer designs and safety interventions are integrated into routine maintenance and operations, and into all projects	• Develop methodology for identifying top safety streets within the paving list (e.g., 5-year) • Expand Highway Safety Improvement Program to develop ongoing list of locations for future rounds or for other plans/projects/programs	• Incorporate Paving Program Checklist and Safer Streets Pilot Program as standard operating procedure. Review and revise periodically and implement as routine for paving program contracts • Biennial review of high collision locations and analysis of high-benefit/cost projects	
4. Ensure safe design standards are available and accessible to all			
Finalize Complete Streets guidelines and implement recommendations	• Implement citywide street classification system • Identify additional design topics in need of development and documentation • Develop training materials for staff to learn about the design resources available • Review/renew standard details	• Protocols are developed and put in place to further safety goals (e.g., pedestrian signal timing policy, on-street parking loading standards)	
Develop pedestrian safety street design toolkit	• Develop list of tools and design guidance for pedestrian safety interventions, incorporating recommendations included in the Pedestrian Master Plan • Organize and document current programs, such as speed bumps and circles/islands, as a part of the Pedestrian Safety Strategy. Clarify and document qualifying and prioritization criteria	• All safety tools and programs are well documented and accessible to citizens in a variety of media • Existing process for requesting safety evaluations, qualifying and priority criteria is made easy to understand and readily available • List of locations under consideration and moving towards implementation are available to the public	
Ensure staff are trained in national best practices for safe street design and management	• Designate staff leads for all relevant transportation planning/engineering organizations, to be responsible for sharing training opportunities with the larger department and citywide, where applicable • Set expectations for greater staff participation and attendance at key training conferences by identifying travel funding and grants for training	• Oakland staff represent the city through panels, presentations and research presented at major transportation planning/engineering related conferences	

	1-year benchmarks	3-year benchmarks	Partners
5. Establish request and criteria-based programs for targeted pedestrian safety enhancements			
Refine pedestrian safety public request process	• Create a working group to develop the toolkit • Establish implementation criteria for each element of the toolkit and publish online • Develop request system • Establish prioritization criteria • Develop project concepts and community support for top 10 priority locations • Identify funding for top 10 (ATP, OBAG, Measure B/BB, Bond, other) and move towards implementation	• Complete a total of 37 pedestrian crossing enhancements	
Use a data-driven approach to routinize pedestrian safety improvements	• Develop prioritization criteria for pedestrian crossing enhancements (e.g., RRFB, ped refuges, HAWK, countdowns, sign/stripping)	• Prepare a GIS-based inventory of all marked crosswalks throughout the city, and collect or assemble additional GIS-based data for the variables considered in the Uncontrolled Crosswalk Policy and Signalized Crosswalk Policy • Using the inventory and data collection, identify recommended enhancements to marked crosswalks by comparing the treatments in place at these locations versus the city's crosswalk policies • Prioritize enhancements in locations within the top 50 for pedestrian crashes weighted by severity in the most recent citywide crash analysis • Identify a secure funding source, such as general funds or Measure BB funding, to bring at least five of the top priority marked crosswalks into compliance each year • Enhance marked crosswalks opportunistically through coordination with other roadway design, development, resurfacing or other projects occurring near crosswalks	

	1-year benchmarks	3-year benchmarks	Partners
6. Enhance signal operations for greater safety, efficiency and flexibility			
Establish a Signal Operations Unit	- Identify and reassign staff to new unit - Work with ACTC and AC Transit to develop plan for staffing and operating the Traffic Management Center to support reliable transit and safer streets	- Hire Traffic Engineer and Senior Technician - Staff Traffic Management Center, collect data routinely and establish partnerships with local and regional partners - Establish performance measures, targets and goals, and measure routinely	AC Transit, OPD, ACTC, Caltrans, MTC
Create a signal operations plan that prioritizes safety for all modes	- Write draft signal operations plan in support of overall OakDOT goals - Establish goals for signal interconnect, coordination, pedestrian signal head installation, cycle length and other key aspects of traffic signal operations - Review signal warrant database and recommend updates	- Implement signal operations according to schedule - Create and maintain a signal preemption inventory	OPD, OFD, AC Transit
Implement Pedestrian Signal Policy	- Review policy and revise if necessary - Develop an action plan targeting the downtown core	Have identified funding (e.g., Freeway Access Plan, Downtown Specific Plan, Traffic Impact Fees, HSIP), and have implementation underway	Planning, ACTC
Update all pedestrian signal heads to countdown timers	- Complete the inventory of pedestrian signals downtown - Develop cost estimates for implementation	Complete or be in construction for 50% of the missing locations	
7. Review speed limits to support safe travel on our roadways			
Establish 25 mph zone program	- Develop principles/policy on 25 mph criteria with OPD - Review all arterials and collectors to determine which streets qualify - Perform as needed speed surveys - Publish location list, implementation actions and timeline for conversion	- Implement all 25 mph conversions - Perform ongoing collection of speed data, review of speed limits, revision of Oakland Municipal Code and evaluate adherence to speeds - Enforce speed limits	OPD

	1-year benchmarks	3-year benchmarks	Partners
8. Provide safe access to all Oakland schools			
Develop stronger partnership with the Alameda County Safe Routes to Schools program	• Convene working group that meets regularly from OakDOT, OPW, OPD, OUSD and Alameda County SR2S to customize countywide program for city use • Create direct communication protocol between Alameda County SR2S program and OakDOT for principals requesting safety improvements • Review existing Alameda County Safe Routes to Schools improvement plans for prioritized project opportunities	• Implement infrastructure enhancements at 12 schools • Formalize a toolkit, guidelines and costs for safe infrastructure and curb management for schools • Develop fully functional database of school/pedestrian/bicycle/traffic information to prioritize for future investments for the schools most in need (e.g., collision data, school mode share data, student health data)	Alameda County Safe Routes to Schools program, OPD, OPW
Regularly update school walking plans to support safe travel for our students	• Develop strategy to update school walking route plans • Add school walking route plans to the online OakDOT data portal	• Complete or update 10 school walking route plans so that all elementary and middle schools have plans no more than three years old • Keep online data portal up-to-date with plans • Launch updated walking route plans in tandem with school-based walk/bike events	OUSD, Alameda County Safe Routes to Schools program
9. Make Oaklanders feel safe walking and waiting for the bus at all times of day or night			
Create a Safe Routes to Transit program and integrate Crime Prevention Through Environmental Design techniques, particularly near and along transit corridors	• Designate a CPTED and Safe Routes to Transit lead within OakDOT	• Develop and implement CPTED training • Develop and implement Safe Routes to Transit program	OPD, AC Transit

Vibrant Sustainable Infrastructure

	1-year benchmarks	3-year benchmarks	Partners
1. Bring Oakland's streets into a state of good repair			
Maintain and enhance Pavement Condition Index and use in project prioritization	Update paving program prioritization policy		
Ensure all new street designs consider and incorporate a maintenance strategy	- Develop a lifecycle analysis and costing program - Integrate maintenance crews into street design procedures	Integrate lifecycle costing analysis into the CIP	OPW, MO
Allocate sufficient operating budget to bring all of Oakland's streets into a 20-year paving cycle	- Identify capital and operating resources needed to address deferred maintenance problem and prevent it from recurring - Identify local, regional, state and federal obstacles to sustainable pavement maintenance funding	- Allocate sufficient operating budget to prevent worsening of deferred maintenance - Provide schedule for meeting 20-year paving cycle	OPW, MO, MTC, State government
2. Plan and develop capital projects in an equitable, timely, efficient and coordinated manner			
Create an interdisciplinary, interagency team that develops, coordinates and prioritizes capital projects based on city policies and programs, community proposals, specific plans, private development, utility company projects and identified maintenance needs	- Identify and create Strategic Project Development Committee to coordinate and integrate capital project objectives and funding - Update and Revise Administrative Instruction 3002 for approval by City Administrator to better coordinate and streamline project develop across city agencies - 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 - Create a 10-year CIP to update and prioritize/reprioritize every two years - Identify sources of funding for equitable capital program	Full establishment and integration of the Strategic Project Development Committee with City Practices and Policies (such as City's Administrative Instruction 3002)	OPW, OEWD, OPD, Planning, other City agencies, utility companies
Collect, analyze and present information regarding the equity of distribution in planning investments, delivery of programs/services and capital projects	Create and implement map-based database to coordinate potential projects, funding and resource distribution		

	1-year benchmarks	3-year benchmarks	Partners
3. Make walking safe and delightful			
Develop and complete the Pedestrian Master Plan	• Complete and launch Pedestrian Master Plan • Identify specific corridors and intersections that need near-term, low-cost improvements • Identify specific corridors and intersections that require longer term and more costly fixes; begin design	• Implement near-term and low-cost safety improvements from the Pedestrian Master Plan • Implement walkability improvements (short- or long-term) in the top 25% of the indexed Communities of Concern census block groups • Hire a staff person to develop and implement a Safe Routes to Schools program	OPD, OPW, DRE, OEWD
Create a public space program	• Use Mayor's Fund to bring in new staff capacity, develop guidelines and launch application-based program • Use Mayor's Fund to pilot one plaza with community partner to test program • Create guidelines, launch program and pilot one additional parklet	• Conduct two application rounds of program development and create 4 to 6 new plazas in varied neighborhoods across the city	MO, DRE, Planning, BIDs
Support development of the citywide wayfinding program	• Develop wayfinding funding and implementation strategy	• Implement full-scale program at transit center area neighborhoods	Planning, OEWD, Visit Oakland

4. Achieve full ADA public right-of-way compliance			
Develop ADA Public Right of Way Transportation Transition Plan with measurable benchmarks	• If Measure KK passes, then city adopts new three- to five-year ADA Transportation Transition Plan with priorities for implementation • If Measure KK passes, OakDOT appoints a qualified, dedicated Departmental Access Coordinator to implement the ADA Transportation Transition Plan and to ensure OakDOT conforms to all local, state and federal disability access requirements • If Measure KK fails, then OakDOT adopts a new seven- to 10-year ADA Transportation Transition Plan • Conformance to all local, state and federal disability access requirements	• Plan is implemented according to prioritization contained therein • City ADA Coordinator issues ADA Public Right of Way Needs Assessment and coordinate update / expansion of map-based (GIS) ADA asset inventories	OPW

	1-year benchmarks	3-year benchmarks	Partners
5. Improve the quality and completeness of Oakland's bikeway network			
Update the City's Bicycle Master Plan to identify and prioritize a network of high-quality bikeways	• Begin Bicycle Master Plan while designing projects that support efficient roll out of the paving program • Ensure the Bike Master Plan update engages with diverse stakeholders • Identify all paving projects that include bikeways and prioritize their development • Develop performance measures for evaluating the quality and connectedness of Oakland's bikeways • Establish a streamlined approval methodology for the evaluation of road diet projects	• Adopt a forward-looking Bicycle Master Plan that serves a broad range of ages and abilities • Approve all proposed road diet projects on the plan's five-year priority project list	OPW, Caltrans, ACTC
Pursue all "easy wins"—the near-term, low-cost and high-impact opportunities—to implement new and improved bikeways	• Identify and design all "easy wins" for installing new bike lanes, retrofitting existing bike lanes with buffers, and adding wayfinding • 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	• Complete all of the "easy win" projects on the bikeway network • Establish in-house capacity for delivering all roadway striping • Dedicate two new FTEs to deliver all "easy win" projects within three years	OPW ACTC, MTC
Move aggressively to design and implement protected bike lanes and protected intersections through major roadway projects	• Propose a bicycle design engineer position in FY 17-19 Budget to serve as in-house expert • 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	• Develop Oakland-specific design guidelines for protected bike lanes and protected intersections • Implement five protected bike lane projects and build a protected intersection demonstration project	OPW
Expand and improve the CityRacks Bicycle Parking Program to meet the growing demand for publicly accessible bike parking	• Improve Oakland's online map of bike parking to include the intake of new requests and the status of pending requests • Create a standard operating procedure between OakDOT and OPW for the maintenance of sidewalk bike racks	• Dedicate staff resources to fulfill 75% of sidewalk bike rack requests within 60 days and bike corral requests within 240 days • Partner with BART to install high-capacity bike parking at the Lake Merritt and West Oakland BART stations • Develop a public-private partnership program to install public bike racks and electronic bike lockers on private property	BART, OPW
Promote quality bike parking on private property by updating the planning code's bicycle parking requirements to national best practices	• Create a bicycle parking working group with OakDOT and Planning • Research best practices and write a white paper on recommendations for Oakland • Create a mechanism for case planners to ensure that ordinance requirements are included in development plans	• Update the planning code with the new bike parking requirements • Work with Planning Department to develop a toolkit for developers and existing building owners to encourage compliance and promote best practices • Systemize OakDOT design review of proposed bike parking in private development	Planning, OPW

	1-year benchmarks	3-year benchmarks	Partners
6. Expand access to shared mobility services			
Support roll out of Bay Area Bike Share	Permit and launch 75 Bay Area Bike Share stations throughout Oakland	Permit and launch additional expansions of regional bike share program	MTC, Motivate
Develop car and scooter sharing programs	Create and approve up to 400 free-floating permits and develop a dedicated space car share permit	- Continue to approve new permits - Develop permit or curb policy to permit scooter share and other similar low-energy and/or space efficient forms of transportation	Car share providers, OPD
Conduct shared mobility engagement campaign in low-income areas	- Conduct shared mobility campaigns to educate and receive feedback from 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 - Conduct evaluation of the environmental, social and economic benefits of shared mobility options	- Launch additional outreach programs - Encourage operators to offer and market bike and car share incentives. Ensure companies respond to equity criteria of contracts	Social justice organizations, car and bike share providers

7. Strengthen Oakland's economy through improved goods movement, while reducing negative health and safety outcomes in our neighborhoods			
Partner with Alameda County Transportation Commission to implement the Goods Movement Plan	- Identify policy changes and programs to advance Oakland's goal to move freight and deliver goods - Develop short- and long-term project lists and the funding necessary to support these projects - Evaluate the need for additional policy development related to localized health impacts of goods movement - Establish working group with DPW environmental services, solid waste and recycling team	- Implement policies to improve commercial delivery services - Implement policies related to localized health impacts of goods movement	ACTC, Port/OAK of Oakland, OAK Caltrans, MO
Work with regional and state agencies to implement the California Sustainable Freight Action Plan in Oakland's Marine Terminal Areas and Airport	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	Work with railroads, the port and the Army Base logistics center to implement community safety improvements	ACTC, Port/OAK, Caltrans

	1-year benchmarks	3-year benchmarks	Partners
8. Create Complete Streets corridor program			
Develop and adopt corridor-level plans that incorporate transit, biking and walking improvements	• Conclude and implement Complete Street Design Guidelines with policy guidance on mode shift goals • Begin scoping of corridor-level planning efforts in coordination with ACTC's and AC Transit's Major Corridors efforts • Designate a cross-functional project development team	• Conduct robust community outreach, design, and adopt two corridor-level plans	ACTC, Caltrans, Planning, AC Transit
Deliver Complete Streets	• Establish a project development and delivery process for Complete Streets projects	• Secure major grant funding for design and construction of two to three major corridor projects and begin construction on one major corridor project	
9. Plan and implement fast, frequent and reliable transit			
Plan and implement great transit options for Oakland	• Establish a transit action plan and begin incorporating transit projects into the City of Oakland's CIP • Identify and develop a transit development team to shepherd long-range transit vision and liaise with transit agencies • Complete design on International Boulevard BRT project and issue construction permits to AC Transit • Begin planning, environmental scoping, and fundraising for additional BRT corridors	• Negotiate a new bus shelter contract to add, improve and better maintain bus shelters • Plan and develop long-term major BRT projects for transit with partners • Complete environmental documentation and begin 10% design on one additional BRT corridor	ACTC, AC Transit, MTC, BART, MO
Improve and maintain Oakland streets and signals for efficient, reliable transit operations	• Establish an expedited curb change process for transit operators • Identify "quick win" improvements for transit speed and reliability • Proactively include AC Transit in discussions regarding development of priorities for city's traffic signal management program, especially as it relates to the development of the 2017-19 city budget/capital improvement programs • Update traffic signal policies to reduce signal delay on major transit corridors	• Support AC Transit in exploring new technologies like automation, connected busses, automatic bus lane enforcement and pay-by-mobile ticketing • Priority projects and programs identified; joint funding identified; implementation underway	AC Transit, ACTC

	1-year benchmarks	3-year benchmarks	Partners
10. Improve asset management			
Map all projects in GIS to properly identify and maintain assets and as-built information	Identify funding requirements, tools and needs for asset and maintenance tracking. Begin comprehensive update of asset inventory	Create and implement standardized database for asset management	OPW
Improve and standardize staff training and development	Create matrix and schedule for staff training and development (technical and non-technical). Identify staff positions responsible for data upkeep and management	Evaluate progress in standardizing staff training and data upkeep	

11. Coordinate land use with transportation planning			
Coordinate land use planning efforts with transportation plans and projects	- Develop the transportation network for the Downtown Specific Plan - Identify corridors for future joint efforts combining land use planning and transportation investments - Update Oakland's CEQA guidelines to establish vehicle miles traveled as the primary metric to assess transportation impacts	Incorporate the transportation project recommendations of the Downtown Specific Plan into the OakDOT work program and city budget/capital improvement programs	Planning, OEWD, OPW
Manage demand for transportation induced by private development, businesses and institutional employers	- Update the Transportation Demand Management ordinance - Scope a program to monitor past TDM Plan compliance	Establish and staff a TDM assignment and monitoring program	Planning, OEWD
Leverage private land use development to achieve public right-of-way improvements	- Revise criteria for assessing transportation impacts of land use development outside of CEQA - Provide a clear set of expectations and predictable results for project sponsors	Assess the success of the Transportation Impact Fee program in achieving the public investments desired from the program	Planning, OEWD

	1-year benchmarks	3-year benchmarks	Partners
12. Green Oakland's streets to improve air and water quality			
Support initiatives that decrease automobile emissions and improve air quality, especially in historically impacted communities and neighborhoods	• Support programs that align with the city's Alternative Modes Policy (73036 CMS) • 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 • Reevaluate truck routes on local streets and at the exits and entrances from freeway ramps	• Respond to the Health Assessment results with strategies and options for addressing those impacts • Build the truck facility at the Oakland Logistics Center to keep trucks from idling and parking on local neighborhood streets	ALaco health, Planning, OPW
Support OPW's Urban Greening Retrofit Plan	• OPW to train OakDOT staff on green infrastructure tools for inclusion of green infrastructure in city right-of-way	• Incorporate green infrastructure in citywide capital projects • Obtain funding for implementing additional OakDOT green infrastructure projects	OPW, OPR
Target capital project screening program for inclusion of green infrastructure in high flood risk and underserved areas	• OPW to train staff on the screening criteria for inclusion of green infrastructure for underserved areas • OPW to train staff in the use of green infrastructure in projects	• Incorporation of green infrastructure in high-risk flood and underserved areas	OPW

13. Improve transportation choices and minimize parking demand, congestion and pollution			
Through Transportation Demand Management (TDM), prioritize making the most effective use of existing infrastructure before adding new supply	• Develop TDM programs with clear, quantifiable goals • Assess the most cost-effective mix of investments in pedestrian, bicycle, transit, ridesharing and parking infrastructure and services	• Use a portion of parking revenues to fund TDM programs, focusing particularly on helping commuters leave their cars at home, in order to free up more space in city-owned garages for high-priority, high-revenue hourly customer parking • Establish a Transportation Management Association for downtown Oakland to improve traveler information, marketing and employer participation in programs and services regarding walking, bicycling, ridesharing and transit	

	1-year benchmarks	3-year benchmarks	Partners
14. Manage public parking to balance the diverse needs of Oakland's visitors, merchants, commuters and residents			
Manage on-street parking supply as part of a comprehensive curb management program	• Develop a clear methodology to guide decision-making on how to prioritize the use of scarce curb space • Pilot performance-based parking pricing with rates that vary by time-of-day, day-of-week and by block in select commercial districts • Develop improved signs that clarify parking rules	• Curb space methodology is officially adopted • Implement performance-based parking pricing in commercial districts citywide • Implement improved parking signs	Planning, OPW, transit agencies, car share organizations, MTC, BIDs, neighborhood providers, non-profit organizations, OPW
Improve parking monitoring and enforcement	• Integrate the city's "smart" single-space meters with new multi-space machines • Evaluate and pilot parking occupancy sensor technologies	• Integrate on-street and off-street parking control systems, including use of license plate recognition (LPR) systems • Extend pilot projects (when reliability, accuracy and cost problems are overcome)	OPD, MTC, Cities of Berkeley and San Francisco
Improve curb parking availability for people with disabilities and reduce disabled placard fraud and abuse	• Establish a committee, with significant representation from people with disabilities, charged with proposing reforms	• Implement reforms and measure impacts	ADA Compliance Program, disabled advocacy groups
Manage parking as a sustainable municipal enterprise by providing an institutional structure for returning a portion of curb parking revenue to the blocks where it was collected	• Establish Parking Benefit Districts (PBD) for those commercial and residential areas implementing performance-based parking pricing	• Refine and extend PBD to other districts and areas that implement performance-based parking pricing	Budget Office, BIDs, neighborhood organizations
Reassess the use and value of city-owned off-street parking facilities	• Complete a highest value-best use assessment of any parking facilities slated for replacement or development	• Complete a highest value-best use assessment of all municipal parking facilities	Planning, OEWD

	1-year benchmarks	3-year benchmarks	Partners
15. Enhance the cyclist and pedestrian realm with affordable, energy efficient lighting			
Update the street lighting catalog to include durable, easily maintained pedestrian and plaza fixtures	- Publish new catalog - Ten percent increase in pedestrian lighting at key locations (if Measure KK passes)	- Double pedestrian lighting at key locations (if Measure KK passes) - Ten percent increase in pedestrian lighting at key locations (if Measure KK does not pass)	
Complete conversion of all existing street lights to LED	Assessment of cost of upgrading all existing fixtures to LED	Completion of conversion of all 37,000 streetlights to LED	

16. Integrate art and playfulness into infrastructure			
Develop arts policy for major projects	Draft arts policy for major projects and produce preliminary guidance for both city- and state-owned transportation structures	Build art component into at least one major project	Arts organizations Mayor's Fund, Caltrans
Develop arts policy for integrating art into everyday infrastructure, such as unique crosswalks	Draft arts policy for minor infrastructure and produce preliminary guidance for materials and maintenance	Implement pilot project	Arts organizations, neighborhood organizations, BIDs, Mayor's Fund

Responsive Trustworthy Government

	1-year benchmarks	3-year benchmarks	Partners
1. Make OakDOT a great place to work and recruit the best employees			
Build on successful internship and recruiting efforts to attract top talent from local universities	Establish internal team to identify internship and recruiting opportunities	Personnel & Recruiting (HRM); Performance Plan includes objectives for managers to attend conferences and actively recruit	
Ensure that job openings are seen by a wide array of potential talent to recruit the best employees	- Identify top transportation job noticing platforms - Develop a transportation "career ladder" of job opportunities so applicants can see the range of opportunity	All opportunities are systematically posted on identified sites and platforms	
Expand skills and capacity at the Municipal Service Center	- Develop policy for in-house versus contracted street work - Recruit and develop local talent for Edgewater	- Fully staff street maintenance according to policy (if Measure KK passes) - Develop staff skills to implement OakDOT Complete Streets designs	Patten University Laney and Merritt Colleges Apprenticeship programs
Enhance Human Resources Support to employees	- Evaluate existing employee recognition programs - Develop perks and incentive program that reflects values, priorities and culture of OakDOT - Establish working group to create plan to update class specifications to align job specifications with strategic goals - Developer ladder of opportunity strategy	- Complete roll out of perks and incentive program - Complete plan to update class specifications	Civil Service Board, HRM, Employee Relations
Streamline hiring processes for efficiency, clarity, transparency and speed	- Research best practices for using of "embedded consultant" or "in-house consultant" hiring process, coordinating with unions - Pilot accelerated hiring process - Review forms and processes to eliminate redundancy and improve efficiency	- Create process to replace long-term injured employees - Employ "best practice" findings and pilot the accelerated hiring process - Finalize and use revised forms	Unions, Employee Relations, HRM, CAO, MO
Promote City/OPW/OakDOT brand	- Update city website with OakDOT pages - Develop logo and templates - Develop social media program	- Implement ongoing refinement to brand materials - Conduct media trainings	CAO, MO, Marketing
Expand training opportunities	- Identify training priorities - Leverage existing training resources - Identify opportunities to learn from peer cities	- Implement training priorities - Include training line item in budget	HRM, peer cities

	1-year benchmarks	3-year benchmarks	Partners
2. Make the City of Oakland a preferred public agency partner			
Improve coordination during planning and building phases of private land use development	- Review planning phase obligations and determine whether existing FTE assignments are adequate - Identify internal sources of delay in private job permitting and scope potential solutions	Implement process and staffing recommendations from Year 1	Planning
Improve coordination and cooperation with other public agencies	- Establish practice of designating a single OakDOT point of contact per external agency project. Empower this point of contact to make decisions on behalf of the city - Routinize the development and adoption of project charters for all major projects managed by external public agencies	Conduct independent survey of agency partners to gauge city performance	ACTC, Caltrans, BART, AC Transit, EBMUD, PG&E

3. Increase capacity to deliver projects and services by expanding pool of interested contractors			
Increase the City Administrator's approval level of professional services and construction contracts	Compile data from other cities on their contracting thresholds and develop strategy for increase in contracting authority	- Approval and implementation of increased City Administrator's level of contracting approval up to \$10 million - Create a process to obtain pre-approval of contracts for certain projects, such as those that are part of authorized bonds or capital programs	OPW, CAO, Contract Compliance Division
Increase pool of capable contractors and eliminate poorly performing contractors.	- Work with Contract Compliance to evaluate procedures and make recommendations that will increase contractor interest in city construction projects - Create post-project evaluation process for all contracts and use evaluations as screening tool for future work - Update eligible supplier lists - Streamline process (e.g., eliminating schedules) - Improve efficiency of contractor payment	- Revise Contract Compliance programs and requirements while maintaining consistency with City Council objectives and goals. Rework the system; set goals, objectives, metrics and monitoring methods for staff productivity - Roll out all upgrades	OPW, CAO, Contracts and Compliance Division, City Council
Improve procurement processes	Survey of prospective contractors to identify how to improve our business practices	Change procurement practices to use modern technology and respond to vendor and staff concerns	Contracts and Compliance Division

	1-year benchmarks	3-year benchmarks	Partners
4. Develop and implement a set of agency-wide community outreach and engagement protocols that promote genuine community empowerment			
Designate at minimum one staff as community outreach liaison for all major projects	• Develop criteria for what constitutes a major project within this framework • Create list of responsibilities of community liaison and identify internal and external resources available	• Add additional liaisons and reconsider organization of response in accordance with citywide transparency and responsiveness objectives	
Create the new position of Communications Director to oversee and coordinate agency-wide communications and provide engagement assistance to staff on a project level	• Write job description and responsibilities • Develop expected performance criteria, track and measure performance in order to understand communications needs and adjust them accordingly for the next year	• Using these metrics, evaluate need for additional communications unit staff	HRM
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	• Create community engagement protocols • Identify staffing and training needs	• Implement community engagement plan • Ensure all projects and materials meet ADA and non-English-speaking accessibility guidelines	

5. Expand the avenues for communication and listening between the new agency and the public			
Use new and old media to connect with residents, including social media and other web tools	• Establish guidelines and standards for how and what agency news is disseminated via social media and how it is used to communicate	• Assign part-FTE to develop and monitor social media for agency	
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	• Create internal protocols for project items to be included in hub, including project criteria, forms, etc. • Assign person to compile the digest and create designated webpage on OakDOT for project information	• Update upcoming meetings on an ongoing basis • Update status reports bi-annually • Establish mailing list for bi-annual updates • Integrate digest updates into social media communications.	CAO
Develop and implement ongoing strategies to receive community feedback on transportation programs, activities and services	• Develop and begin testing at least two instruments to assess OakDOT and understand community priorities	• One to two instruments have been selected and are regularly used	

	1-year benchmarks	3-year benchmarks	Partners
6. Make data and decisions transparent and accessible to the public			
Create online portal, connected with the City Administrator's efforts, to offer easy public access to OakDOT's transportation data	• In concert with other city departments, investigate available platforms and viability with city web services • Select a portal and identify funding to implement • Create data sets lists and schedule for completion of data population, identify data hosts responsible for upkeep of web layers and data	• Update online data quarterly • Have all datasets on online portal • Elicit feedback from stakeholders and public on efficacy of portal • Create and implement a data competition open to the public to market the online portal	CAO

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