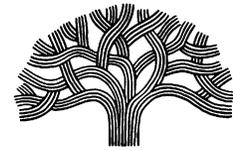


# CITY OF OAKLAND



**Affordable Housing & Infrastructure Bond (I-Bond) Public Oversight Committee**  
**1 Frank H. Ogawa Plaza, Hearing Room 4**  
**Oakland, California 94612**

All persons wishing to address the Committee must complete a speaker's card, stating their name and the agenda item (including "Open Forum") they wish to address. The Committee may take action on items not on the agenda only if findings pursuant to the Sunshine Ordinance and Brown Act are made that the matter is urgent or an emergency. Presentations are limited to three minutes.

The Affordable Housing & Infrastructure (I-Bond) Public Oversight Committee meetings are held in wheelchair accessible facilities. Contact Treasury Bureau, 150 Frank Ogawa Plaza, Suite 5330, or call (510) 238-6508 for additional information.

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## AGENDA

### REGULAR MEETING of the AFFORDABLE HOUSING & INFRASTRUCTURE (I-BOND) PUBLIC OVERSIGHT COMMITTEE

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#### MEMBERSHIP

Ellen Wu, Chairperson  
Daniel Swafford, Vice Chairperson  
Lauren Westreich, Member  
Gary Jimenez, Member  
Carroll Fife, Member  
Ken Lupoff, Member  
Gloria Bailey-Ray, Member  
Michael Pyatok, Member  
Fernando Campos, Member

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**DATE:** Monday, October 22, 2018  
**TIME:** 5:00 pm – 7:00pm  
**PLACE:** 1 Frank Ogawa Plaza, Hearing Room 4  
Oakland, California 94612

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#### ORDER OF BUSINESS

- I. Roll Call and Determination of Quorum
- II. Approval of Draft Minutes from the Committee meeting of September 24, 2018

**Affordable Housing & Infrastructure Bond (I-Bond)**  
**1 Frank H. Ogawa Plaza, Hearing Room 4**  
**Oakland, California 94612**

- III. Capital Improvement Program (CIP) Prioritization Process Update Presentation
  - a. Department of Transportation
  - b. Public Works Department
- IV. Questions and Answers
- V. Discussion and Set Priorities and Goals for the Committee
- VI. Discussion of Next Steps
  - a. Identify Future Agenda Items
  - b. Confirm next meeting
- VII. Open Forum/Public Comment
- VIII. Adjournment

**A COMMITTEE MEETING** of the Affordable Housing & Infrastructure Bond (I-Bond) Public Oversight Committee (the “I-Bond Committee”) was held on September 24, 2018, in Hearing Room 3, One Frank Ogawa Plaza, Oakland, California.

**I. Roll Call and Determination of Quorum**

Committee Members

**Present:**

- Ellen Wu, Chairperson
- Daniel Swafford, Vice Chairperson
- Lauren Westreich, Member
- Ken Lupoff, Member
- Carroll Fife, Member

Committee Member

**Absent:**

- Michael Pyatok, Member
- Fernando Campos, Member
- Gary Jimenez, Member
- Gloria Bailey-Ray, Member

Additional Attendees:

- David Jones, Secretary
- Dawn Hort, Principal Financial Analyst

The meeting was called to order at 5:07 pm by Secretary David Jones.

**II. APPROVAL OF DRAFT MINUTES FROM THE COMMITTEE MEETING OF JUNE 4, 2018**

Vice Chairperson Swafford moved to accept the minutes; Member Westreich seconded the motion and minutes have been approved.

**III. SPEAKERS FROM COMMUNITY ORGANIZATIONS**

Secretary Jones introduced the next item which is the presentation from different community organizations. Chairperson Wu provided some background on the purpose of the I-Bond Committee. The I-Bond Committee does not have any decision on how the money is spent, it's responsible for the accountability/audits for how well the money are spent. In addition, to ensure that the bonds did not cause additional displacement, but to promote social equity and housing. Member Westreich expressed the need to understand the City's new process for all projects by hearing from staff and others in the community in order to stay on top of how the money are spent. Secretary Jones noted that the Department of Transportation (DOT), Oakland Public Works (OPW), and Race and Equity Department had presented to the Committee in the last few meetings and now from the community.

Jeff Levin is the presenter for East Bay Housing Organization (EBHO), it is a non-profit membership base organization network on protection, preservation, and creation of affordable housing opportunities for low income communities throughout the East Bay. As for the bond measure, EBHO's two objectives is to work to preserve the housing stock as a long-term affordable resource and protecting the residents of that housing stock from being displaced. Mr. Levin acknowledge that even though the I-Bond Committee does not get to select projects, it is important that the committee members be able to identify what worked and what didn't and finding ways to impacts how the next round of money is allocated.

Dave Campbell, Advocacy Director spoke on behalf of Bike East Bay. Bike East Bay is a non-profit bicycle advocacy group started back in 1972 as East Bay Bicycle Coalition, here in Oakland that works to get streets redesign for better bicycling. Mr. Campbell indicated one challenge is doing complete streets because when you do complete streets for all the users of that street, you would not repave nearly as many streets as you would have if you didn't. Mr. Campbell noted that they have made a lot of progress in Oakland with the new DOT and starting to make progress in Berkeley. Mr. Campbell said Oakland and Berkeley are the better cities in the East Bay for walking and biking but still have not solved all the problems because it is a challenge.

Allison Chan, Assistant Director of Policy for Save the Bay provided handouts on "Bay Smart Communities for a Sustainable Future" and "The Resilient Oakland Playbook" (Attachment A) herein. Ms. Chan said Oakland should prioritize projects to include street projects that includes trash and other storm water elements, green infrastructure elements but not to wait until the audits to suggest what should be done next. Ms. Chan encouraged committee members to find ways to influence the way money is spent now so we don't have to look at the mistakes in order to do better in the future.

Liz Brison, a board member and co-founder of Transport Oakland, a volunteer run organization dedicated to bringing transportation to Oakland. Its vision is for transportation infrastructure and policy to bring livability, vitality, equity, stability to Oakland. Founded in 2014, its key goal was to see Oakland create a department of transportation. They were involved in 2016 with the development of the plan on the infrastructure bonds measure. Also, worked to support its success by participating in phone banking and endorsing the measure. Ms. Brison provided information to the committee members' four questions for this meeting (Appendix B) herein.

James Yellen of Enterprise Partners, a national non-profit organization that serves as an affordable housing intermediary through funding and design policy advocating for the creation of affordable housing opportunities for low and middle income households. Mr. Yellen indicated that in the City of Oakland, the vast majority of building and units are in the 15 or less range so the allocation of the small amount of money allocated to smaller

projects (1-4 units) in the first issuance of the bonds is a challenge to spend. This is something to be considered in the next round of money whether the programs designed are actually meeting the needs of Oakland residents. Mr. Yellen pointed out the second tranche of money that is going towards rehab can be used for other affordable housing development including new constructions if not issued by the third year of passing the Housing Ordinance (by end of 2019). He suggested continue thinking about how we operationalize priorities, when the City is reviewing applications.

Dan Robertson, President of Local 55 Fire Union presented on behalf Zac Unger. He indicated that there are many infrastructure issues at their 25 firehouses that need to be addressed. The number one issue is the fact that fire department leases the firehouse from OPW and they don't have a point of contact in the Oakland Fire Department (OFD) administration that is solely responsible with allocation and how Measure KK funding gets used. The biggest concern Mr. Robertson had is the inability of OPW to get the needed work done at a fair price.

**V. DISCUSSION OF NEXT STEPS**

- a. Identify Future Agenda Item: Chairperson Wu indicated that Member Lupoff would like to invite folks from parks and library to come and present to the I-Bond Committee because they do receive some of bond money. Member Westreich suggested to still have staff from DOT and OPW to provide updates on the next scheduled meeting. Staff reminded committee members of a previous item that was on the June 4th agenda "Discussion and Set Priorities and Goals for the Committee" that was not discussed because of timing.
- b. Confirm next meeting: Meeting date and time has been scheduled as follows:
  - Monday, October 22, 2018 at 5:00-7:00 PM

**VI. OPEN FORUM/PUBLIC COMMENT – No Report**

**VII. ADJOURNMENT**

The meeting adjourned at 7:09 pm.

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DAVID JONES, COMMITTEE SECRETARY

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DATE

## APPENDIX A

DRAFT

## APPENDIX B

DRAFT

**A COMMITTEE MEETING** of the Affordable Housing & Infrastructure Bond (I-Bond) Public Oversight Committee (the “I-Bond Committee”) was held on June 4, 2018, in Hearing Room 3, One Frank Ogawa Plaza, Oakland, California.

**I. Roll Call and Determination of Quorum**

Committee Members

**Present:**

- Ellen Wu, Chairperson
- Daniel Swafford, Vice Chairperson
- Lauren Westreich, Member
- Ken Lupoff, Member
- Michael Pyatok, Member
- Gary Jimenez, Member
- Carroll Fife, Member
- Gloria Bailey-Ray, Member

Committee Member

**Absent:**

- Fernando Campos, Member

Additional Attendees:

- Katano Kasaine, Director of Finance/Treasurer
- David Jones, Secretary
- Dawn Hort, Principal Financial Analyst

The meeting was called to order at 5:16 pm by Chairperson Wu.

**II. APPROVAL OF DRAFT MINUTES FROM THE COMMITTEE MEETING OF MAY 16, 2018**

Secretary Jones noted the changes in Section IIIb. of the minutes and to include the presentation received from Public Works and DOT as an appendix to the minutes. Chairperson Wu moved to accept the minutes; Member Jimenez seconded the motion and minutes have been approved.

**V. ADOPTION OF BY-LAWS**

Chairperson Wu proposed to move item V “Adoption of the By-Laws” to the front of the Agenda followed by item III and IV. Member Westreich made the motion to move, Member Lupoff seconded.

Chairperson Wu motion to approved the By-Laws with no revisions, Member Westreich second, passed unanimously.

[WU – Y / SWAFFORD – Y / WESTREICH – Y / LUPOFF – Y / JIMENEZ – Y / FIFE – Y / BAILEY-RAY – Y / PYATOK - Y]  
[CAMPOS – ABSENT]  
(AYES: 7 / NOES: 0 / ABSTAIN: 0)

**III. PROJECT STATUS PRESENTATION**

Michele Byrd, Director of Housing presented an overview of what was approved, what are the eligible uses, and the status of the spend down of the money for Measure KK funds. After the presentation, Ms. Byrd addressed questions from committee members. A copy of the presentation “Measure KK- Infrastructure Bond: Affordable Housing Projects and Programs” is attached as Appendix A, herein.

**IV. PRESENTATION FROM RACE & EQUITY DEPARTMENT**

Darlene Flynn, Director of Race and Equity presented and provided some background on race and equity work. The City of Oakland is the first in California to have a Race and Equity Department that takes an intentional focus approach on race and equity across the City and throughout all the layers. The Race and Equity has been working with City staffs including staffs from Department of Transportation (DOT) and Oakland Public Works (OPW) that presented at the last committee meeting on their criteria for prioritizing the Capital Improvement Program. After the presentation, Ms. Flynn addressed questions from committee members. A copy of the Race and Equity Presentation is attached as Appendix B, herein.

**VI. DISCUSSION AND SET PRIORITIES AND GOALS FOR THE COMMITTEE**

This item was tabled for future meeting.

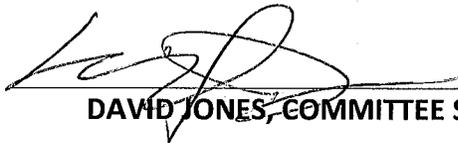
**VII. DISCUSSION OF NEXT STEPS**

- a. Identify Future Agenda Item: Member Westreich suggested to have speakers from Community Organizations for the September 2018 since there is no date of when DOT and OPW will be taking their report to City Council. Staff from DOT and OPW is scheduled for October 2018 meeting once they have taken their report to City Council. Chairperson Wu agreed. Also, Chairperson Wu will take the lead in inviting the community organizations.
- b. Confirm next meeting: Meeting date and time has been scheduled as follows:
  - Monday, September 24, 2018 at 5:00-7:00 PM
  - Monday, October 22, 2018 at 5:00-7:00 PM

VIII. OPEN FORUM/PUBLIC COMMENT – No Report

IX. ADJOURNMENT

The meeting adjourned at 7:28 pm.



DAVID JONES, COMMITTEE SECRETARY

10/19/18  
DATE

## **APPENDIX A**

# BAY SMART COMMUNITIES

## For a Sustainable Future

A bird's eye view of the San Francisco Bay Area presents dense urban and suburban development punctuated by open space, city parks, creeks, and rivers. But a closer look at our cities and neighborhoods reveals a region suffering from a housing crisis, the worst traffic in the country, and daily threats to water quality and wildlife in the Bay and its tributaries—problems that will only worsen as the population continues to grow and the climate continues to change.

To protect the Bay and our region's most vulnerable residents in these uncertain times, we need a broad coalition of interests advocating for smart, sustainable, and equitable development practices; **we need Bay Smart Communities**. Failure to prioritize the Bay as our communities undertake major development and infrastructure projects will threaten the ecological, economic, and recreational value of the Bay to our region and its residents. New development and redevelopment also put many residents at risk of displacement from the Bay Area, limiting enjoyment of the Bay to the wealthy and weakening the public support the Bay needs to survive and thrive.

**Bay Smart Communities is Save The Bay's effort to re-imagine the Bay Area's upland planning and development policies - and our region's future - to benefit San Francisco Bay.**

We are proposing ecologically sound and equitable policies to ensure that the Bay Area's growth benefits the Bay and builds broad and deep support for it among the region's many diverse communities, with special care to engage those who have suffered environmental injustice.

### A Bay Smart Community will:



Protect waterways and enhance freshwater resources through green stormwater infrastructure, urban canopy, and sustainable landscaping practices



Invest in bicycle, pedestrian, and public transit infrastructure to reduce roadway runoff, greenhouse gases, and particulate emissions

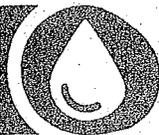


Prevent displacement and enable access to the Bay shoreline



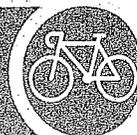
Promote environmental justice and facilitate equitable and inclusive infrastructure planning

## Bay Smart Stormwater Management



Urban runoff is the largest source of pollution in the San Francisco Bay. Petroleum, fertilizer, trash, PCBs, and other pollutants threaten wildlife and water quality in the Bay. Natural filtration strategies like rain gardens, bioswales, and street trees can filter these pollutants while greening our neighborhoods, providing benefits like decreasing urban heat islands and encouraging active transportation. Capturing and filtering stormwater to use as a local water source also reduces polluted runoff into the Bay. Bay Smart Communities will advance these strategies through general plan updates, ordinances requiring green stormwater infrastructure and sustainable landscaping practices, and incentivizing onsite rainwater capture and harvesting.

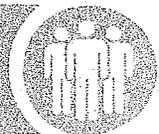
## Bay Smart Housing and Transportation



The Bay Area's strong reliance on single-occupancy vehicles doesn't just impact local and regional air quality, but also exacerbates water pollution in the Bay. Stormwater runoff from our roadways is contaminated by a variety of chemicals that come from cars which are toxic to Bay wildlife. Traffic congestion also impacts our quality of life, but in unequal ways; residents who live in more affordable areas further from urban centers are disproportionately impacted. Our region is simultaneously experiencing a housing supply and displacement crisis that is pushing low income residents away from jobs—threatening regional diversity and exacerbating environmental impacts.

Planning policies that promote affordable transit-oriented development (TOD) and accessory dwelling units can significantly reduce energy use and improve air quality, water quality, human health and fitness, and social cohesion. We must also work regionally to close major funding gaps to protect residents from displacement, preserve existing affordable housing, and produce housing at all levels of affordability.

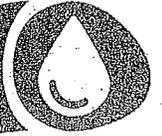
## Just, Equitable, and Inclusive Urban Planning



Low income communities and communities of color have been disproportionately impacted by redlining, pollution, and poor enforcement of environmental regulations. Bay Smart policies will reverse these trends and advance environmental justice by reducing pollution impacts on disadvantaged populations, protecting these same residents from flooding and other climate change impacts, and incorporating residents into community and infrastructure planning processes. As communities implement the urban greening and housing strategies described above, care must be taken to make equity and inclusivity major pillars of these effort and to ensure that these actions do not exacerbate displacement.

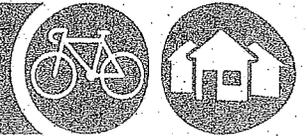
Creating Bay Smart Communities will help our cities to be resilient and sustainable places that support the people who live here and also enhance the Bay for future generations. Despite the many challenges our region faces, we have the tools improve quality of life and the health of the Bay. Our community and elected leaders must prioritize these strategies so that the Bay Area can thrive—now and into the future.

## Bay Smart Stormwater Management



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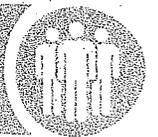
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Creating Bay Smart Communities will help our cities to be resilient and sustainable places that support the people who live here and also enhance the Bay for future generations. Despite the many challenges our region faces, we have the tools improve quality of life and the health of the Bay. Our community and elected leaders must prioritize these strategies so that the Bay Area can thrive—now and into the future.

The Resilient Oakland playbook is a holistic set of strategies and actions to tackle systemic, interdependent challenges. This includes equitable access to quality education and jobs, housing security, community safety and vibrant infrastructure, which will better prepare us for shocks like earthquakes and climate change impacts.

We begin with a timeline highlighting a century of resilience in Oakland followed by a history of resilient actions the City has taken over the last 20 years to further social, economic and physical development. We then outline 15 major resilience challenges facing our town, which are then addressed by three key themes and 10 main goals accomplished through nearly 40 resilient actions.

The three key themes for advancing resilience in Oakland are: (1) build a more trustworthy and responsive government, (2) stay rooted and thrive in our town, and (3) build a more vibrant and connected Oakland. Some of the actions outlined under these three key themes were already underway (such as the Mayor's Community Safety Plan) and are included here due to their clear resilience value, some have been adapted with a resilience lens in mind, some have been fast tracked due to the resources available through the 100 Resilient Cities program (such as digital improvements to the Rent Adjustment Program, the City's green infrastructure plan or sea level rise roadmap), and others have come about as a result of stakeholder engagement through Resilient Oakland's two-year process.

Under the leadership of our Chief Resilience Officer, Kiran Jain, the Resilient Oakland playbook is designed to set forth strategies that will deliver more effective governance and ways to solve complex multi-stakeholder challenges. Resilient Oakland recognizes government simply cannot spend its way out of challenges, such as housing displacement or climate adaptation. We need to approach our work differently and rethink how we maximize resources to benefit our residents and businesses. By taking a continuous build, measure, learn approach to resiliency from 'little bets' to 'moonshots', we honor the work that has been done and how we build on it today while setting forth bold actions that accelerate our ability to meet these challenges.

The Resilient Oakland playbook celebrates a City government opening itself up to the idea that change is inevitable—we must now harness it for the benefit of our growing town.

## THEME 1: BUILD A MORE TRUSTWORTHY AND RESPONSIVE GOVERNMENT

### GOALS:



Design equitable and measurable community engagement



Create more opportunities for collaborative government



Apply data-driven principles to inform decision-making



Engage youth in shaping the future of Oakland

## THEME 2: STAY ROOTED AND THRIVE IN OUR TOWN

### GOALS:



Increase economic security



Promote safe and healthy neighborhoods



Increase affordable housing stock

## THEME 3: BUILD A MORE VIBRANT AND CONNECTED OAKLAND

### GOALS:



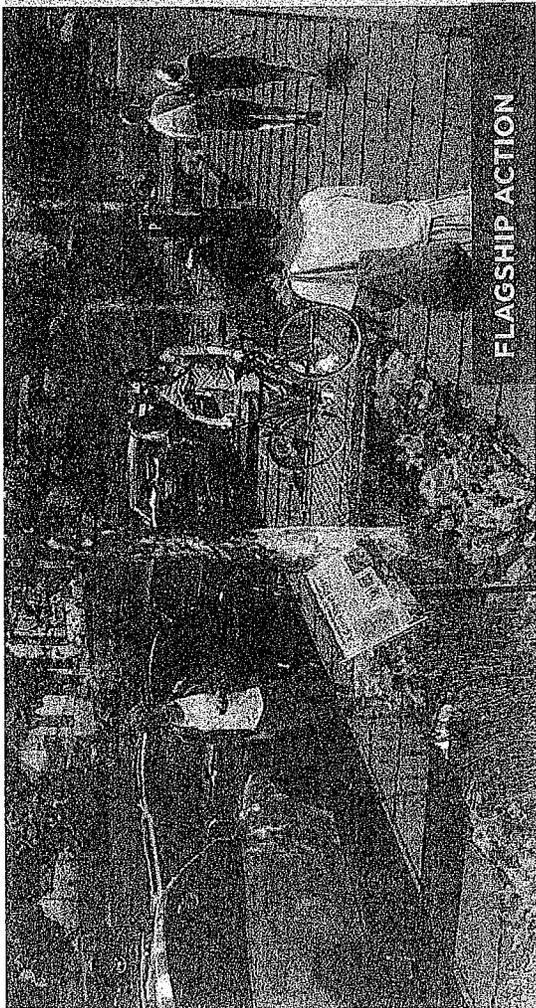
Reduce current and future climate and seismic risks



Promote urban greening for neighborhoods most in need



Maximize value of collective infrastructure investments



## FLAGSHIP ACTION

GOAL: PROVIDE URBAN GREENING FOR NEIGHBORHOODS MOST IN NEED

### DEVELOP A GREEN INFRASTRUCTURE PLAN TO IMPROVE SOCIAL, ENVIRONMENTAL, AND ECONOMIC OUTCOMES

#### Description

Green infrastructure (GI) is an approach to stormwater management that protects, restores, or mimics the natural water cycle. In addition to improving San Francisco Bay water quality, GI provides co-benefits such as the creation/protection of open space, reduced urban heat-island effect, improved air quality, and reduced flood risks. The City is developing a GI Plan to identify areas of opportunity and standards for inclusion of GI in public capital projects such as streetscape renovations, parks projects, and parking lot retrofits. Opportunity areas for GI projects will be informed by multiple criteria such as ability to meet regulatory requirements, cost efficiency, space availability, and equity considerations. Not only will the GI Plan ensure that the City complies with Clean Water Act

requirements, it will also be a multi-faceted guide for the City's GI efforts.

The City is also exploring the development of an integrated project development process as a part of this plan to help integrate GI into city plans and to enhance effective communication between departments, and vertically between the City Council, Office of the Mayor, Department of Transportation, and Planning and Engineering and Operations. The process would include the following actions:

- ▶ Creating a Resilience Delivery Team for design review; this would be a multi-discipline, cross-departmental group comprised of internal staff members (including planners, environmental, maintenance/operations, etc.) that will review projects during their early development phase for GI opportunities;

- ▶ Developing a detailed project checklist; this would illustrate the entire typical project development cycle steps, including: funding sources/conditions; planning; design, construction, and O&M; and including actions available that will act to ease integration of GI features into a range of project types; and
- ▶ Preparing design and implementation guidance for inclusion of green infrastructure in transportation projects. May be incorporated as a chapter in Oakland's Complete Streets Plan.

As part of this process, the City will also seek funding to develop an Urban Forestry Master Plan (UFMP), which would include an overall tree planting goal and annual target; to expand the urban forest and provide a variety of benefits, including improving air quality and carbon sequestration. As part of the UFMP, the City will look for opportunities to incorporate stormwater tree wells into tree planting areas to maximize the benefits that could be achieved through the planting of additional trees.

The City will also explore using digital cost-benefit tools to demonstrate the triple bottom line (economic, social, and environmental) benefits of GI projects. For example, AutoCASE is useful for determining triple bottom line returns associated with infrastructure projects at sizes ranging from small (e.g., \$500,000) to extremely large (\$1 billion+). Including the valuation of sustainability benefits, in addition to more traditional financial returns, can help the City maximize the benefits of its investments in grey and green infrastructure for Oakland's residents and businesses.

#### Benefits to Oakland Residents

- ▶ Improves water quality of local creeks, lakes and the San Francisco Bay for safer recreation and healthier ecosystems
- ▶ Reduces the risk of flooding and resultant disruption of services and damage to properties

- ▶ Increases urban greening amenities in Oakland neighborhoods contributing to general improvement in the public realm, including aesthetic improvements and better livability
- ▶ Improves neighborhood safety through increased walkability and reduced traffic
- ▶ Improves health-related issues such as reduced air pollution, lower ambient air temperature

Lead: Public Works Department, Stormwater Management Division, Chief Resilience Officer

Partners: Planning and Building Department; Engineering and Operations Division; Transportation Department; Environmental Services Division; Tree Services Division; Alameda County Flood Control District; Association of Bay Area Governments; San Francisco Estuary Institute

Timeframe: Framework for the Green Infrastructure Plan prepared by June 2017; Final Green Infrastructure Plan completed by 2019.

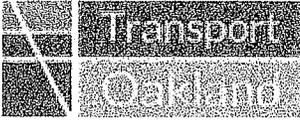
Funding: No existing dedicated source of funding for the planning, design, or implementation of Green Infrastructure. The City hopes to leverage existing resources by incorporating GI where it is possible through planned capital improvement projects (streetscape facility renovations, park improvements) and will seek funding through grants and other sources.

Related Goals: Promote safe and healthy neighborhoods; Create more opportunities for collaborative government; Maximize the value of collective infrastructure investment; Apply data-driven principles to decision-making

#### Challenges Addressed



# ATTACHMENT B



Board Members: Liz Brisson \ Grey Gardner \ Emily Heard  
Christopher Kidd \ Christopher Kintner \ Erin McMillan  
[transportoakland.org](http://transportoakland.org)

## Transport Oakland's Vision for the Infrastructure Bond

September 2018

### Background

Transport Oakland is an advocacy organization dedicated to bringing great transportation to Oakland. Our vision is to achieve transportation infrastructure and policy that brings livability, vitality, sustainability, and equity to Oakland. We are an all-volunteer run organization, formed in 2014, and one of our biggest successful campaigns was working with the City to create Oakland's first Department of Transportation (OakDOT). OakDOT was set up with equity and safety as its guiding principles and the Infrastructure Bond provides key funding to advance both of those principles. In 2016, we endorsed the Infrastructure Bond and participated in phone banking to help it win.

### What is your vision for the use of the infrastructure bond funds?

By virtue of our organization's focus, these comments address the portion of the \$350 million in bond funds that are dedicated to transportation, though we wholeheartedly support the other elements of the Infrastructure Bond expenditure plan. Our vision for the funds is a simple three words - Fix The Streets. And by Fix the Streets, we do mean fill in the potholes and re-pave the streets, but potholes are not the only thing wrong with our streets. Fixing the streets means ensuring that our streets are complete streets designed for everybody - not just those driving. Our streets should be safe for people of all ages and abilities, balance the needs of those walking, riding the bus, riding a bike, or driving.

### Re-paving

Just to recap the problem, the following statistics were accurate in 2016, they may have changed slightly since then.

- Oakland had a paving backlog of almost \$450 million
- Oakland ranked 89th out of 106 bay area cities in paving quality.
- Oakland's paving cycle was 85 years long, meaning once a street gets repaved, it wouldn't get repaved again for 85 years. Most cities with roads in good repair have a paving cycle closer to 25 years.
- Residents spent hundreds of dollars on car repairs because of the poor state of our roads and the City paid out more than \$2 million in settlements every year to people who have been injured in falls caused by our cracked and broken sidewalks, streets, and crosswalks.
- Previous paving plans lacked a clear framework on how to select which streets were repaved leaving staff and city council vulnerable to constituents

who used their privilege and political power to prioritize their streets. This resulted in inequitable distribution of repaving dollars and more potholes in Oakland's communities of concern.

Oakland got into this situation by having more need than resources and a lack of prioritization tools. The Infrastructure Bond funding provides a huge opportunity to put a huge dent in the paving backlog, though more funding than is available is needed to fully address it. Therefore Transport Oakland believes that OakDOT must prioritize equity and develop an equity index to ensure that repaving dollars are spent on the worst streets in communities of color and in lower-income neighborhoods.

### ***Complete Streets***

While there have been recent changes, a majority of Oakland's streets have been designed to prioritize cars. This had led to over 30 Oakland residents a year being killed in traffic collisions and countless more seriously injured on our streets. Current street designs also contribute to slow and unreliable travel times for AC Transit routes.

Anytime a street is repaved is also an opportunity to restripe it and apply design standards that help make streets safer for everybody by making low cost changes to better balance access and safety for all modes. This includes considering the following treatments:

### ***Pedestrian Safety***

- Add curb ramps and high-visibility continental crosswalks
- Repair cracked sidewalks
- Daylighting intersections to improve pedestrian visibility by painting red curb near intersections
- Decreasing the number of travel lanes and narrowing lane widths
- Traffic signal changes to provide Leading Pedestrian Intervals, more time for people to cross the street, and automatically provide a pedestrian crossing phase (i.e. not require actuation with a "beg button").

### ***Bikeways***

- New bikeways especially those that provide a physical separation from travel lanes such as with parking or safe hit posts in coordination with the [Oakland Bike Plan](#)

### ***Transit***

- Transit-only lanes on streets that are AC Transit routes with high-frequency
- Adequate curb space for bus zones, and consider opportunities to relocate bus stops from near side to far side of signalized streets which decreases delay

Depending on which of the above are included in a paving project, there also needs to be enough time and staffing to facilitate an inclusive process with adequate outreach.

In addition, when re-paving projects are implemented at the same time as higher cost work involving concrete, additional treatments to consider include:

#### *Pedestrian Safety*

- Installation of sidewalks on streets that do not yet have them
- Sidewalk repair where it is cracked or uneven
- Pedestrian bulb-outs that extend the sidewalk near intersections to decrease the distance across the street, slow turning vehicles, and improve visibility
- Median refuges that provide a safe place for people to wait
- New traffic signals that provide safe crossing opportunities

#### *Bikeways*

- Cycletracks with concrete separating the bikeway from travel lanes

#### *Transit*

- Bus bulbs or boarding islands on streets that are on AC Transit routes

#### ***OakDOT Needs Full Staffing to Accomplish these Objectives***

When OakDOT was created the city added new funded positions to support the goals in the Strategic Plan. However OakDOT has struggled to fill these positions and as of September 2018 has a 18% vacancy rate, which is about 8 times as high as the national average of 2.3% for state and local government. Of these 58 vacant jobs, the largest number are among technical and field staff. For example, only 8 of the 20 new paving crew jobs have been filled. The shortage of staff is limiting OakDOT's capacity to fix the streets. This appears to be a city-wide issue as OakDOT positions are hired by the City of Oakland HR department. As of September 2018 there is a single analyst that fills vacancies for both OakDOT and Public Works, with a second analyst funded but not yet hired.

#### **What would Oakland's infrastructure look like, or how would the city be different, if the use of the funds were effective?**

With these funds being effective, we would see more smooth and complete streets in all parts of Oakland. Fewer Oakland residents would be injured or killed due to traffic collisions as a result of unsafe street design and in addition Oakland would spend less money settling lawsuits to due injuries sustained due to known hazardous conditions.

**What are some ways we can evaluate or measure the use of the funds in achieving your vision?**

***Inputs***

- Miles of streets repaved
- Miles of street incorporating pedestrian safety best practices
- Miles of bike facilities added
- Miles of street incorporating transit best practices
- Measure KK funding spent/year
- # of vacant positions at OakDOT

***Outcomes***

- Proportion of streets in “good” or “excellent” condition according to the Pavement Condition Index, i.e. bring this closer to the regional average (69% compared to Oakland’s 26%)
- Decrease in # of severe and fatal traffic collisions
- Decrease in # of severe and fatal traffic collisions in communities of concern
- Decrease in \$ spent in settlements for paving and sidewalk-related injuries
- Improvement in speed/reliability of AC Transit service on streets that have been re-paved/re-stripped

**What are some ways we can evaluate or measure the use of the funds and its impact on displacement, social equity, and affordable housing?**

We think the City’s approach to prioritizing paving in equity is well thought out. Our understanding is that Oakland has created an Equity Index score that uses Census data to identify overlap of people of color, low-income households, rent burdened households, and other factors. Those streets that have a higher Equity Index will be prioritized for re-paving. There is both a quantitative and qualitative metric that could go along with measuring social equity as it relates to re-paving. Quantitatively, tracking the miles of Equity Index streets repaved relative to the total number. In the end, we’d like to see that all of the worst streets in Equity Index areas would be repaved before other parts of the City.

An equally important metric that is more qualitative would consider the awareness of this outcome within Equity Index areas. Historically, parts of the City have been excluded or disincentivized from participating in government and are mistrustful. Measuring awareness of the City’s approach to equity in paving within Equity Index areas via a representative survey such as a telephone survey would be interesting.

# Oakland's Capital Improvement Program (CIP) Prioritization Process Update

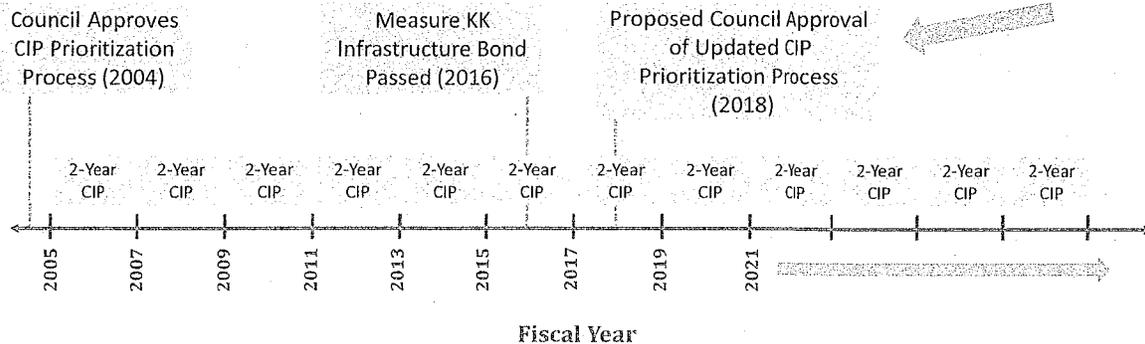
To  
Affordable Housing & Infrastructure Bond Oversight Committee

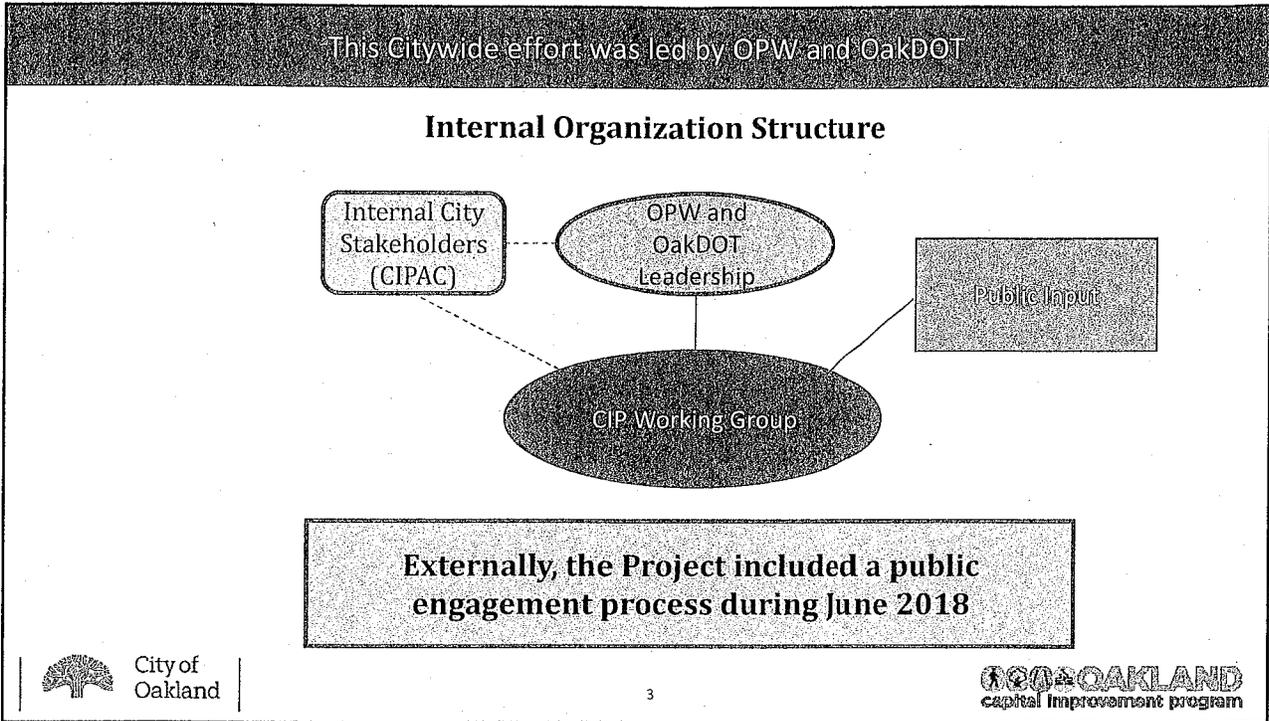
Presented by:

OakDOT  
Oakland Public Works Department

October 22, 2018

The prioritization of the Capital Improvement Program (CIP) is based on 2004 legislation





### Project Mission Statement

The City of Oakland’s Capital Improvement Program (CIP) reflects citywide priorities of Safety, Equity, Resiliency and Sustainability, Infrastructure Investment, Community Investment and Engagement, Economic Prosperity, Quality and Vibrancy of Life, and Transparency.

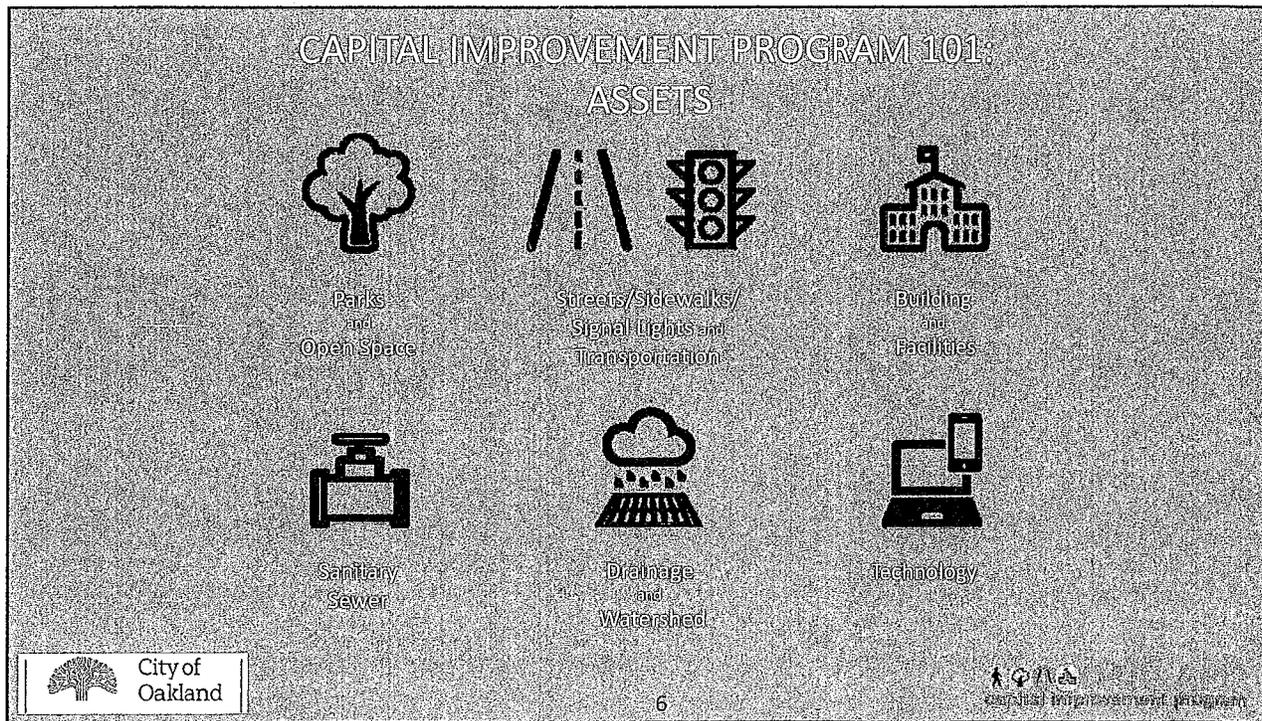
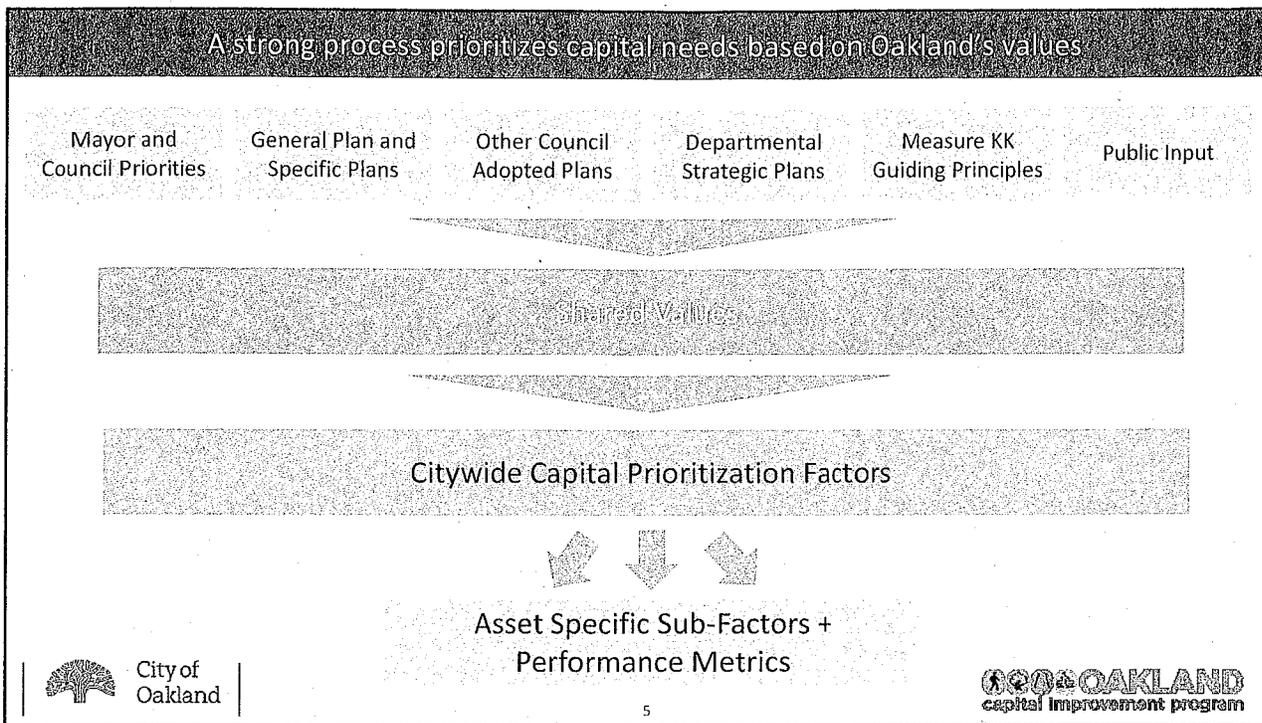
The CIP defines the prioritization strategy and financial plan to implement capital projects that maintain, improve, and build the City’s valuable assets to serve Oakland’s diverse economic, educational, and recreational needs.



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### FACTORS FOR CONSIDERATION



**Equity** - Investment in underserved communities



**Existing Conditions** - Renovate or replace broken or outdated city property



**Health/Safety** - Improve safety and encourage healthy living



**Shovel Ready** - Ready-to-go projects without delay



**Improvement** - Build new and upgrade city-owned property



**Collaboration** - Combine city projects to save time and money



**Environment** - Improve the environment and address climate change



**Required Work** - Address areas where the city may be held financially and legally responsible



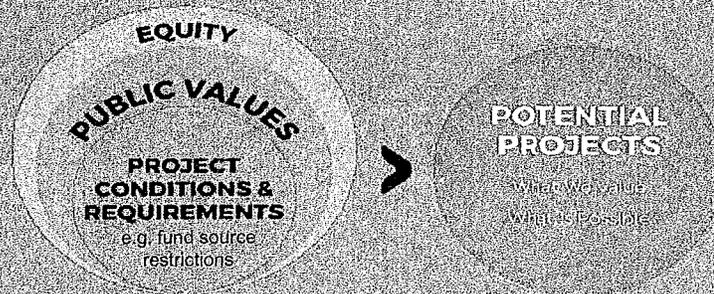
**Economy** - Benefit small Oakland businesses and create job opportunities for Oaklanders



City of Oakland

**OAKLAND**  
capital improvement program

HELP US MAKE SURE  
**COMMUNITY VALUES & PRIORITIES**  
ARE REFLECTED IN THE  
CAPITAL IMPROVEMENT PROGRAM!



CONSIDERATIONS  
for Project Selection



City of Oakland

**OAKLAND**  
capital improvement program

## Public Outreach Objectives

Through the outreach, the CIP team hoped to introduce a new approach of evaluating proposed CIP projects to the greater Oakland Community and to shift the paradigm of how previous CIP projects were prioritized and implemented.

The specific CIP public outreach objectives were to:

- Identify City and community stakeholders with asset-specific interests
- Receive community input on a new prioritization process
- Build internal consensus among City stakeholders
- Ensure consistency with Citywide + Department Values/Priorities/Goals
- Encourage participation of stakeholders in the public engagement
- Share lessons learned and identify best practices



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## Community Outreach Phase I -- Month of June 2018

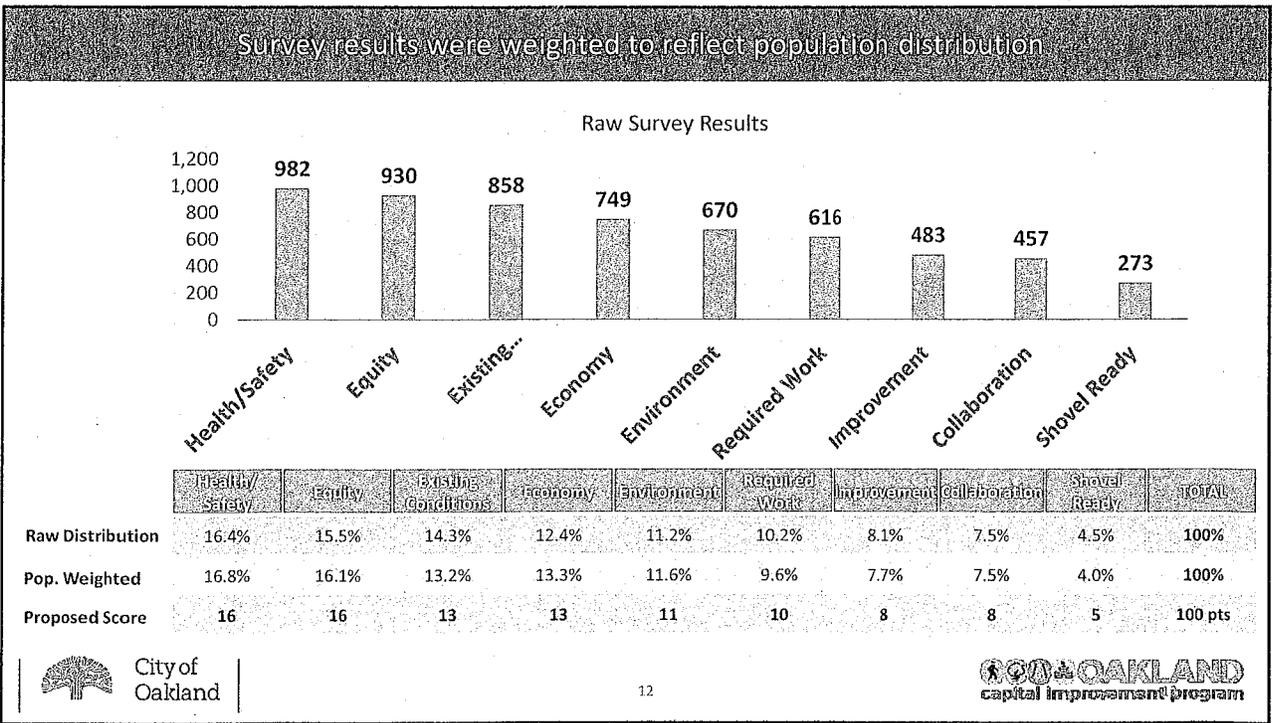
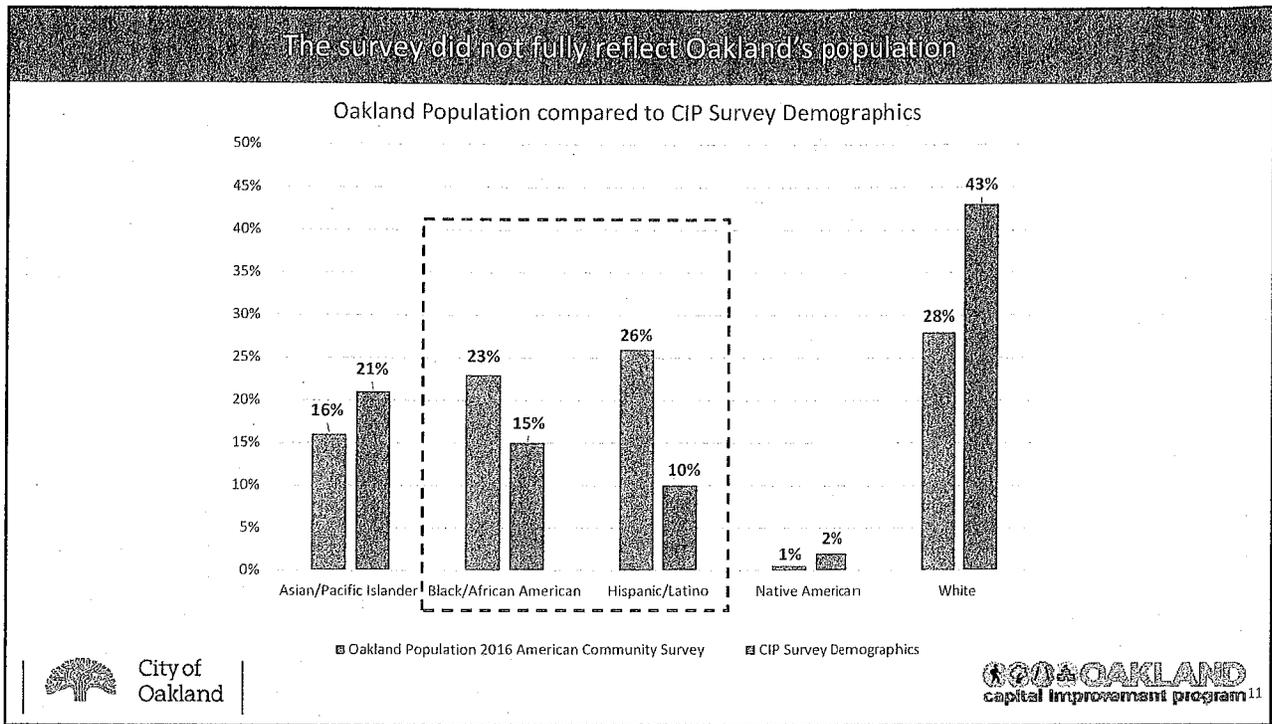
- **Approximately 710+ people** attended meetings and workshops (not including festival events)
- Meetings with **interpreters** when needed for Spanish, Cantonese and Vietnamese. Materials **translated** in same language.
- **4 large scale community meetings**
  - East Oakland at East Oakland Youth Development Center, Saturday, 6/16, (7 people)
  - West Oakland, DeFremery Park Recreation Center, Wednesday, 6/20 (≈40 people)
  - Central / Downtown / North Oakland, Main Library, Saturday, 6/23 (≈40 people)
  - Central / East Oakland, Dimond Branch Library, Saturday, 6/30 (≈ 40 people)
- **24 Community Specific/Small Group Meetings**
  - Community Based Organizations , NCPC, RAC, church, neighborhood council, business
- **1350 Surveys received**



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Qualitative input was specific to factors and related to broad planning themes

Factor Specific

- **Factors in General** – not mutually exclusive, could be complicated to use so many
- **Equity** – needs to be a part of every factor, must define
- **Safety** – major issue in daily life
- **Economy** – recognize the opportunity to employ locally for construction
- **Required Work** – if it's required, why is it a question?
- **Coordination** – key to recognize community driven projects

Capital Planning in General

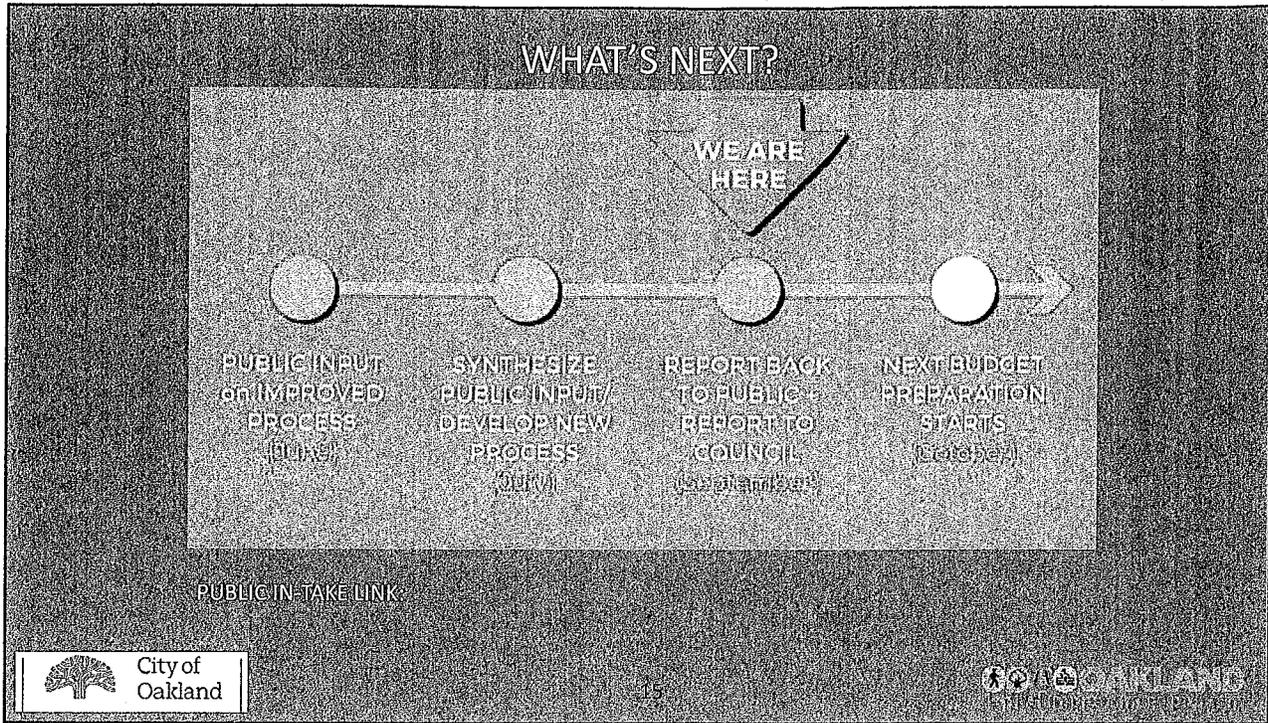
- **Public Input** – what/how/when?
- **Outreach** – ideas on how to better coordinate with the community
- **Accountability and Trust** – how to build it and stand behind this work
- **Displacement** – must be recognized in relation to capital investment
- **Justice/Senior** – need to specifically address seniors better
- **Need for Better Planning** – can't ignore past disinvestment; must also budget for maintenance, balance needs of today with tomorrow

Citywide Prioritization Factors & Proposed Weighting System

**Equity:** Investment in Underserved Oakland (16 pts.)

<p><b>Health &amp; Safety</b> Improves Safety &amp; Encourages Healthy Living (16 pts.)</p>	<p><b>Existing Conditions</b> Renovate or Replace Broken or Outdated City Properties (13 pts.)</p>	<p><b>Economy:</b> Community Investment and Economic Prosperity (13 pts.)</p>	<p><b>Environment:</b> Sustainability (11 pts.)</p>
<p><b>Required Work:</b> Regulatory Mandate (10 pts.)</p>	<p><b>Improvement:</b> Level and Quality of Service (8 pts.)</p>	<p><b>Collaboration:</b> Multiple Asset Category Benefits/ Collaborative Opportunities (8 pts.)</p>	<p><b>Shovel Ready:</b> Project Readiness (5 pts.)</p>

**Equity** is also considered by identifying projects that **address disparities within the** Health/Safety, Economy, Environment, Improvement and Collaboration Factors



### MEASURE KK - AFFORDABLE HOUSING & INFRASTRUCTURE BOND PROJECT STATUS (PUBLIC WORKS)

Project and Desc	Award Amount	Funds Spent as of Sept. 30, 2018	Funds Encumbered	Anticipated Completion Date	Status
A SHELTER - REPLACE HVAC & ENERGY	\$ 1,650,000	\$ 19,861	\$ 117,399	Aug. 2020	In Design
BALLFIELD WIRING HAZARD MITIGATION	\$ 1,000,000	\$ 101,553	\$ 84,051	Aug. 2020	In Design
BIMOND PARK - LIONS POOL RENOVATION	\$ 1,015,000	\$ 142,933	\$ 16,500	Aug. 2019	In Construction
FEASIBILITY STUDY RIGHT-OF-WAY - NEW FIRE STATIONS 4 & 29	\$ 1,000,000	\$ 33,274	\$ -	Dec. 2019	Planning
FIRE STATIONS CITYWIDE RENOVATIONS	\$ 3,000,000	\$ 36,250	\$ -	Aug. 2020	Consultant contracting
HEAD START BROOKFIELD UPGRADE	\$ 375,000	\$ 28,300	\$ 41,454	Aug. 2020	In Design
HEAD START FAC. - ARROYO REMODEL	\$ 375,000	\$ 29,900	\$ 29,624	Dec. 2019	In Design
HEAD START PLAYGROUNDS REPLACEMENT	\$ 480,000	\$ 30,247	\$ -	Dec. 2019	In Construction
HEAD START RENOVATION MANZANITA REC. CTR.	\$ 600,000	\$ 43,500	\$ 53,776	Dec. 2018	In Design
HENRY ROBINSON MULTI-SERVICE CTR - AIR COND REPLACEMENT	\$ 257,500	\$ 8,498	\$ 50,000	Dec. 2019	In Design
MAIN LIBRARY IMPROVEMENTS	\$ 2,350,000	\$ 163,847	\$ 20,379	Aug. 2020	In Design
OFD APRON & HARDSCAPE REPLACEMENT	\$ 1,000,000	\$ 64,181	\$ -	Dec. 2019	In progress, 16% complete
OFD ROOF ASSESSMENT & REPLACEMENT	\$ 1,087,500	\$ 221,567	\$ 8,955	Dec. 2019	In progress, 75% complete
OFD TELESCOPIC APPARATUS DOOR REP	\$ 150,000	\$ 67,611	\$ -	Dec. 2019	In progress, 50% complete
POLICE ADMIN. BLDGS. FEASIBILITY STUDY	\$ 200,000	\$ 38,751	\$ 29,517	Dec. 2019	Planning
RAINBOW REC. CTR. EXPANSION & ADDITION	\$ 5,000,000	\$ 239,318	\$ 33,655	Dec. 2020	Construction
TASSAFARONGA GYM REPAIR	\$ 420,000	\$ 96,300	\$ 181,340	Dec. 2018	Construction
THREE BRANCH LIBRARY RENOVATION - WEST OAKLAND, ASIAN, & BROOKFIELD BRANCHES	\$ 2,025,000	\$ 172,908	\$ 79,904	Aug. 2020	In Design
<b>Sub-total</b>	<b>\$ 21,985,000</b>	<b>\$ 1,488,799</b>	<b>\$ 746,554</b>		

Oct. 2018

**MEASURE KK - AFFORDABLE HOUSING & INFRASTRUCTURE BOND PROJECT STATUS (Oak DOT)**

Transportation Program Name	Total Funding	Funds Spent as of 10/1/18	Funds Committed/Starts	% spent/encumbered	Anticipated Completion Date
Annual Street Pavement Program	\$25,000,000	\$6,435,478	7,904,168.08	57%	Dec. 2019
Complete Streets Capital (Grant Matching)	\$5,000,000	\$70,471	\$636,264	14%	Dec. 2019
ADA Curb Ramp Program	\$3,600,000	\$334,043	\$88,094	12%	Aug. 2020
Bicycle Plan Implementation (Bike Streets Paving)	\$3,000,000	\$38,192	\$7,970	2%	june, 2020
Citywide Sidewalk Repairs	\$2,000,000	\$423,159		21%	Aug. 2020
School Area Pedestrian Safety	\$2,000,000	\$597		0%	Aug. 2020
<b>SUBTOTAL</b>	<b>\$40,600,000</b>	<b>\$7,301,940</b>	<b>\$8,636,496</b>	<b>39%</b>	

**MEASURE KK - AFFORDABLE HOUSING & INFRASTRUCTURE BOND PROJECT STATUS (Oak DOT)**

Detail on Funded Complete Streets Capital projects	Total Funding	Funds Spent as of 10/1/18	Funds Committed/Starts	% spent/encumbered	Anticipated Completion Date
7th Street Streetscape Phase 2	\$775,086	\$5,267	\$636,264	83%	Dec. 2019
International Boulevard Pedestrian Improvements	\$960,204	\$7,990		1%	Dec. 2019
14th Street Streetscape	\$70,000	\$8,798		13%	Aug. 2020
HSIP 8 Bancroft Ave	\$229,626	\$12,264		5%	Dec. 2019
HSIP 8 Oakland Hill Guardrail	\$84,015	\$0		0%	Dec. 2019
HSIP 8 Fruitvale Ave	\$166,060	\$9,855		6%	Dec. 2019
HSIP 8 35th Ave	\$119,494	\$9,273		8%	Dec. 2019
HSIP 8 Downtown Signals	\$18,217	\$3,038		17%	Dec. 2019
HSIP 8 High Street	\$34,644	\$13,986		40%	Dec. 2019
<b>Total Complete Streets Capital</b>	<b>\$2,457,346</b>	<b>\$70,471</b>	<b>\$636,264</b>	<b>29%</b>	