



FILED
OFFICE OF THE CITY CLERK
OAKLAND

2018 SEP 12 PM 4:12

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Jason Mitchell
Director, Public Works

Ryan Russo
Director, OakDOT

SUBJECT: Capital Improvement Program
Prioritization Process

DATE: August 31, 2018

City Administrator Approval

Date:

9/11/18

RECOMMENDATION

Staff Recommends That The City Council Adopt A Resolution To Approve The Updated Capital Improvement Program Prioritization Process, Adopt the Weighting System And Authorize The City Administrator To Implement The Process Beginning Budget Cycle Fiscal Year (FY) 2019-21.

EXECUTIVE SUMMARY

Approval of this resolution will allow for the implementation of an updated Capital Improvement Program (CIP) Prioritization Process and adopt the weighting system for the process. In addition, the City Administrator will be authorized to utilize the approved process for the citywide Capital Improvement Program beginning in the upcoming biennial Budget Cycle process FY 2019-21, and incorporating input from public engagement as part of the process.

The existing CIP process is to be replaced with a new rating system, one that identifies nine Priority Factors, as well as formalizes a method by which to gather public capital project requests.

Based upon a review of existing City adopted priority documents and plans, staff identified citywide values of:

- Equity
- Health and Safety
- Existing Conditions
- Economy
- Environment
- Required Work
- Improvement

Item: _____
Public Works Committee
September 25, 2018

- Collaboration, and
- Shovel Ready

Staff then conducted a robust community engagement effort to determine priority among these values. Staff proposed that the City Council adopt a weighting system reflecting community values that will be used to prioritize capital projects in the development of subsequent Capital Improvement Program.

BACKGROUND / LEGISLATIVE HISTORY

City Council passed Resolution No. 78747 C.M.S. in July 2004, establishing prioritization methods for the City of Oakland's capital improvements to facilities and structures, parks and open space, sewers, storm drains, streets, sidewalks and traffic management infrastructure.

Since then, in conjunction with the City's two-year budget intervals, the Bureau of Design and Construction within Oakland Public Works (OPW) has facilitated a citywide CIP development process and brings it to the City Council for approval with the biennial policy budget. As a part of this process, staff in OPW liaise with client departments (Oakland Public Library, Oakland Parks, Recreation & Youth Development, etc.) and internal OPW Bureaus to review the previously adopted CIP, identify new projects, and develop preliminary, planning-level scope and budget for each request. Only select requests are brought forward. Relevant asset conditions are then evaluated using criteria derived from prioritization policy documents and brought to the Council for review and approval.

Although citywide CIP requirements and timelines remain unchanged, the FY 2019-21 CIP development process warrants modification due to expanded capital funding availability, an added focus on addressing inequities, and the need to expand public involvement and transparency:

Measure KK Infrastructure Bond

The 2016 local passage of Measure KK, a \$600M Infrastructure Bond, earmarked funds for streets and roads (\$350M), facilities (\$150M), and affordable housing (\$100M). Under section 2C of the Measure KK Bond Ordinance, the capital improvement projects selected for funding and implementation are to address elements of 1) social and geographic equity, 2) improvements to City's existing core capital assets, 3) maintaining or decreasing City's existing operations and maintenance costs and 4) improvements to energy consumption, resiliency and mobility. The existing CIP Prioritization Process does not account for all the above elements.

Oakland Department of Transportation (OakDOT)

OakDOT was established in June 2015 by City Council under Ordinance No. 13325 C.M.S. and approved in the FY 2016-17 budget. OakDOT's mission is to envision, plan, build, operate and maintain a transportation system for the City of Oakland. OakDOT's targeted mission and the subsequent reorganization of certain work units from OPW and Oakland Police Department (OPD) presents an opportunity to reimagine how city streets are used, with a focus on serving

people, rather than simply moving vehicles. These organizational shifts occurred concurrently with significant developments in the availability of infrastructure funding in Oakland.

CIP and Public Input

The existing CIP process historically allows for public input through public City Council meetings and hearings. There is not a consistent method for public input among departments unless an advisory committee or similar group is contacted. The FY 2017-19 CIP budget recognized the need for a more accessible and comprehensive approach to public input and stated that "staff will be working with the community ...to develop a new approach" and incorporate mandates of the Measure KK Infrastructure Bond. The proposed updated process incorporates a means to receive public requests for capital projects.

The passage of Measure KK and creation of the OakDOT have elevated public engagement and advocacy around capital investment in the City. Therefore, the creation of a FY 2019-21 CIP necessitates that OPW and OakDOT staff collaborate to revise the project prioritization criteria and related public engagement strategy.

ANALYSIS / POLICY ALTERNATIVES

In September 2017, the Capital Improvement Program Working Group (CIPWG) was established, comprised of OPW and OakDOT staff. CIPWG has proceeded to develop and update the CIP Prioritization Process based on City's values and goals, adding staff support as needed to complete tasks.

CIPWG goals in developing the CIP Prioritization Process:

- Improve the quality and consistency of Departmental input on capital projects;
- Improve the transparency of the CIP prioritization/decision-making process;
- Ensure that the process is data-driven by identifying, applying and adhering to clear, well-defined and consistent criteria;
- Streamline the process to improve efficiency and expenditure of staff time and resources;
- Filter physical and programmatic needs through the lens of City-wide values and goals.

To develop a robust CIP Prioritization Process, the CIPWG looked outward at existing examples of CIP processes.

Learning from other Cities

Staff conducted research on other CIP processes from ten cities and interviewed four agency representatives on best practices, challenges or lessons learned from creating and implementing their respective CIP. Staff also reviewed the tools that these agencies use to manage their CIP, where applicable, as a future next step for the City of Oakland. Cities reviewed included San Diego, Berkeley, Seattle, Minneapolis, Portland, San Francisco,

Sacramento, Alameda, El Paso and Anaheim. In speaking to the different agencies, the common theme and lessons learned are:

- Building a CIP is an iterative process; use each cycle as an opportunity to learn and improve the next;
- Setting up a committee of representatives from various City departments is a good way to ensure internal buy-in and align the prioritization with individual asset needs;
- For outreach, go where the people are because town hall type meetings don't always get the best turnout: Try street fairs, farmer's market, public events, etc.;
- It can be helpful to differentiate between "internal" vs "external" factors. For example, internal factors might be ones that are predicated on mandates and codes vs external factors that are based on external project characteristics such as existing conditions;
- Closing the feedback loop with the public is important, but challenging, especially given the timing of budget decisions, including staff preparation and City Council deliberations.

Staff reviewed outside resources as well, such as the American Society of Civil Engineers envision rating system which was developed in collaboration between the Zofnass Program for Sustainable Infrastructure at the Harvard University Graduate School of Design and Institute for Sustainable Infrastructure funded by the American Public Works Association, the American Council of Engineering Companies and the American Society of Engineers.

Aligning the City's Priorities with Capital Prioritization

The CIPWG reviewed available existing City documents including the Mayor and Council priority documents, General Plans and Specific Plans, Other Council adopted plans, Departmental Strategic Plans, Measure KK Guiding Principles, and along with public input to formulate these nine Citywide Capital Prioritization Factors.

Based upon this review, staff proposes that capital prioritization use nine factors: 1) Equity, 2) Health and Safety, 3) Economy, 4) Environment, 5) Improvement, 6) Existing Conditions, 7) Shovel Ready, 8) Collaboration and 9) Required Work.

The CIPWG also categorized the City's assets into eight asset categories: Streets and Sidewalk, Mobility and Fixed Transportation Assets, Signals and Streetlighting, Building and Facilities, Parks and Open Space, Sanitary Sewer System, Storm Drainage and Watershed, and Technology.

Capital Improvement Program Advisory Committee (CIPAC) Collaboration

As part of this CIP Prioritization Process revision, the CIPWG recognized the need to include citywide departments in the process and thus established the Capital Improvement Program Advisory Committee (CIPAC). The CIPAC consists of a representative of each City department involved with capital projects, acting as advisors, a sounding board for priority factor development and reviewing milestone developments from the CIPWG (see ***Attachment A: CIPAC Departmental Members List***). The CIPAC builds internal consensus and ensures consistency with Citywide and Department Values/Priorities/Goals. The CIPAC also serves as

the consistent point of contact regarding CIP planning and disseminates information to department management/staff.

The CIPAC convened six times to review the CIPWG development process, schedule, factors, performance measures, asset categories, public outreach process, public outreach outcomes/summary, factor weighting, and evaluation testing.

Department of Race & Equity (DRE) Guidance

The CIPWG consulted DRE throughout FY 2017-18 on various elements of the project including: ensuring the updated CIP Prioritization Process incorporates equity in the priority factors in a manner that's meaningful and in alignment with City objectives, as well as subsequent performance measures to assess the outcome. The DRE has been consulted at significant milestones throughout the CIP Prioritization Process development and participates on the CIPAC.

Key areas of input sought from DRE include:

- Consulting and utilizing elements of the Inclusive Engagement Guide for Public Outreach;
- Review of draft prioritization sub-factors at various key milestones;
- Technical guidance in the establishment of performance measurement;
- Occasional invitation to and participation in CIPWG weekly coordination meetings. DRE is now a permanent member of the CIPWG; and
- Participation in the CIPAC.

The Oakland Equity Dashboard maps were utilized to provide a baseline understanding of disparities (see ***Attachment B: Sample Oakland Equity Dashboard Map***). Consultations with DRE aligns the CIPWG mission and resulting CIP Prioritization Process to support the same goals as reflected in the 2018 Oakland Equity Indicators report.

Community Engagement

Recognizing the City's commitment to inclusive public engagement, the City dedicated a Community Outreach Coordinator to work closely with the CIPWG, the Department of Transportation and Oakland Public Works, and the Department of Race and Equity, to foster and encourage public outreach and involvement with this process. A page in the City of Oakland's website is dedicated to CIP, providing information on the program and will be updated with relevant information, such as future meeting dates, surveys or reports, or the Project Intake Form.

In preparing for the CIP process for FY 2019-21, the CIPWG determined the public outreach should occur in two phases:

- Phase 1: gather community input on the CIP process, determining shared City and community values and priorities. Phase I answers the question "*if we were to make a decision about a project, what values or other considerations are there?*" The information collected in Phase 1 was used to shape and weight the nine factors, resulting in a score card that will be applied to proposed capital projects.
- Phase 2: Utilizing the adopted factors and weighting system to develop CIP Budget and continue community engagement.

Phase 1 of community engagement was completed to help develop the CIP Prioritization Process described in this report below.

Phase 2 is anticipated to launch after City Council's approval of the CIP Prioritization Process presented herein. For the FY 2019-21 budget process, public intake forms will be available and received through the City's website process. It is anticipated that future budget process planning may include "workshops" where staff would be available to assist the public with filling out the Project Intake Form. Staff will look at options and alternative methods of public intake and the additional resources required.

In June 2018, the CIPWG conducted four (4) large scale community meetings/workshops. The Equity Dashboard maps guided the selection of meeting locations to better meet audiences in disadvantaged areas:

- East Oakland at East Oakland Youth Development Center, Saturday, June 16
- West Oakland, DeFremery Park Recreation Center, Wednesday, June 20
- Central / Downtown / North Oakland, Main Library, Saturday, June 23
- Central / East Oakland, Dimond Branch Library, Saturday, June 30

Over 710 people attended the meetings or workshops (not including festivals). As needed, meetings were held with interpreters for Spanish, Cantonese and Vietnamese, with materials translated in the same languages.

In addition, the work group participated in 26 community hosted/invitation group meetings throughout the City. The attended meetings included organizations such as East Oakland Collective, Vietnamese American Community Center of the East Bay, Chinatown Chamber of Commerce, Spanish Speaking Unity Council, Allen Temple Baptist Church, Hoover Recreation Advisory Committee (RAC), and 15 Neighborhood Crime Prevention Committees (NCPG).

Over 1300 surveys were collected from the town hall meetings, website/online or other public events. The complete process summary and outcome is provided in **Attachment C: Capital Improvement Program Public Outreach Summary Report**, dated August 2018.

As a result of the initial rounds of community outreach and comments received by the end of June, the CIPWG continued outreach in late summer to:

- Report what feedback was gathered;
- Report the outcomes of the priorities and values from the community outreach process;

Item: _____
Public Works Committee
September 25, 2018

- Introduce the methods by which community members could submit project requests, which is in preparation for Phase 2, scheduled to begin this Fall.

Due to time constraints, presentations were targeted to the largest NCPCs in the four areas where community meetings were held and with Allen Temple, East Oakland Congress of Neighborhoods and Block-by-Block Organizing Network, and Clawson/Longfellow Neighborhood Associations.

Additionally, the CIPWG outreach team presented the plan to develop a prioritization process based on priority factors to the following:

- Measure KK Oversight Committee
- Parks & Recreation Advisory Commission
- Budget Advisory Committee

Weighting of Factors

The 1300 CIP survey responses were analyzed to develop a raw distribution, out of 100 points, based on the frequency that each factor was chosen as shown in **Figure 1**. Each respondent is asked to submit their top five priority factors. Thus, the selected factors total 6500. The weight percentage of the survey responses in Figure 1 results in a ratio over the selected factors total of 6500 as summarized in **Figure 2** below (i.e. taking the Health & Safety Factor of 982 submitted responses divided by the total 6500 possible total responses, represents the 15 percent distribution).

Figure 1: Survey results showing raw distribution between factors

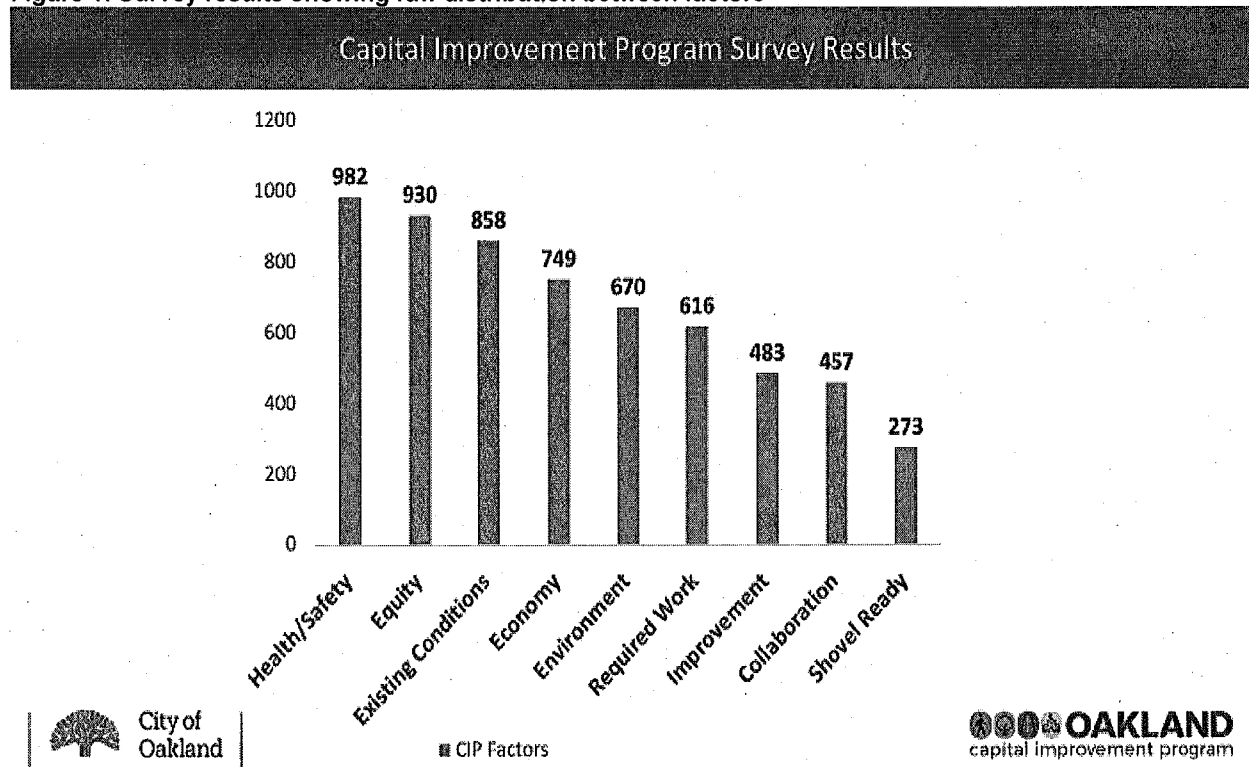


Figure 2. Raw distribution of survey responses for each factor:

Total	Equity	Health/Safety	Economy	Environment	Improvement	Existing Conditions	Shovel-Ready	Collaboration	Required Work
Raw Distribution	15.5%	16.4%	12.4%	11.2%	8.1%	14.3%	4.5%	7.5%	10.2%

The above survey results show the top three priorities/evaluation factors for the community are Health & Safety, Equity, and Existing Condition issues.

These raw scores were then reweighted based on demographics to reflect the City’s population distribution from the 2016 American Community Survey for the City of Oakland. Meaning, that responses from under-represented populations were given more weight and the responses from over-represented populations were adjusted downward to proportionally reflect the makeup within the Oakland population. The process of reweighting is explained below.

Per **Table 1** below, the City's population distribution per 2016 American Community Survey for Oakland is:

Table 1: Oakland Population Distribution 2016

Race / Ethnicity:	City Demographics
Asian	16.1%
Black or African American	23.6%
Hispanic or Latino (a)	26.1%
White or Caucasian	28.1%
Unknown	0.4%
Two or More Races (b)	5.6%
Race / Ethnicity Total	100.0%

Figure 3 below shows Oakland population from the American Community Survey compared to the equivalent percentage of the received CIP survey demographics. The results show responses from the Black/African American and Hispanic/Latino populations are less than the population distribution.

Figure 3. Oakland population compared to CIP survey demographics based on 2016 American Community Survey.

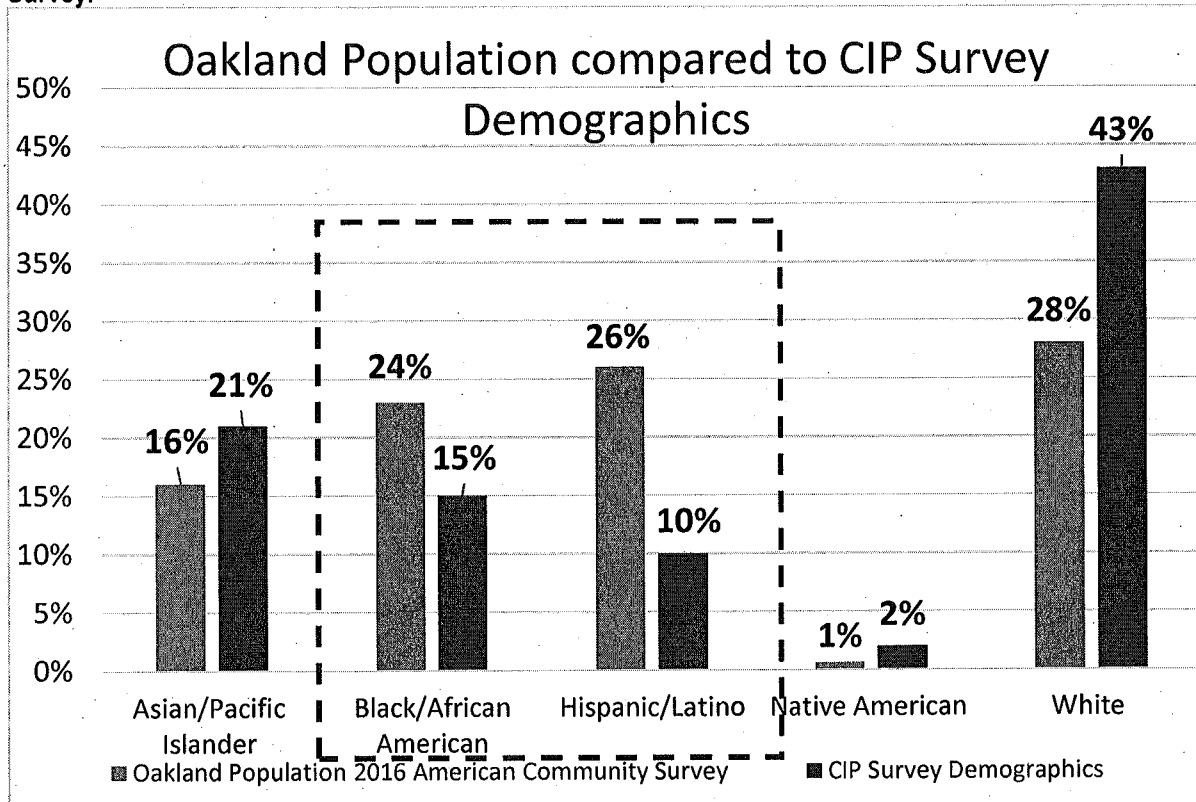


Table 2: Methodology from Raw Score to Weighted Score

Race / Ethnicity (below):	Equity Factor (A) (Raw)	City Demographics (B)	Resulting Adjustment: (A x B) Survey % result multiplied by City Demographics (Weighted)
Asian	17%	16.1%	2.80%
Black or African American	17%	23.6%	3.99%
Hispanic or Latino	16%	26.1%	4.22%
White or Caucasian	15%	28.1%	4.15%
Unknown	12%	0.4%	0.05%
Two or More Races (b)	16%	5.6%	0.88%
Race / Ethnicity Score	15.5%		16.1%

The resulting adjustment total for the ethnicity is added (the **bold %**) and used as the weighted score for that specific factor. Each factor results were adjusted in the same manner. Finally, the weighted scores were rounded to whole numbers to reflect recommended points for each factor (out of 100), shown **Figure 4**. The top three resulting community priorities were: Equity, Health and Safety, and Existing Conditions. Minor adjustments were made to the Shovel-Ready factor so that no factors are below 5pt. value and Health/Safety factor was adjusted to reflect equal distribution with the Equity factor.

Figure 4. Weighed Score Summary

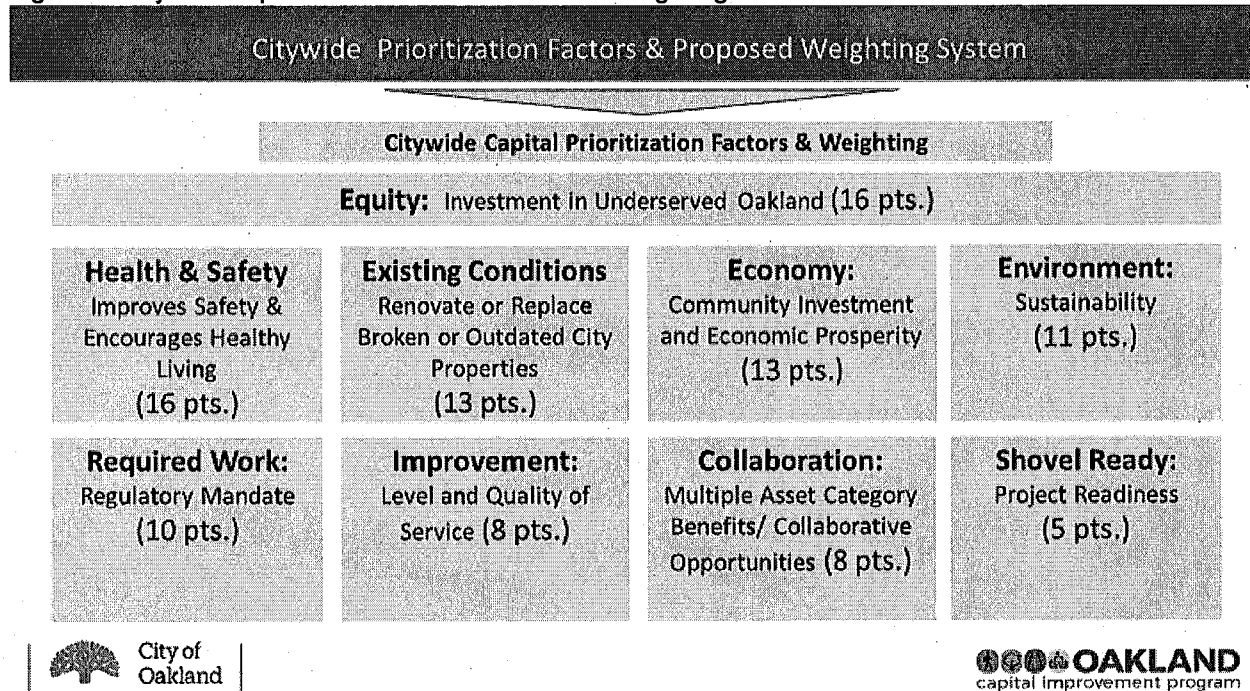
Weighed Factors for CIP Survey Data									
Total	Equity	Health/Safety	Economy	Environment	Improvement	Existing Conditions	Shovel-Ready	Collaboration	Required Work
Raw Distribution	15.5%	16.4%	12.4%	11.2%	8.1%	14.3%	4.5%	7.5%	10.2%
Population Weighted	16.1%	16.8%	13.3%	11.6%	7.7%	13.2%	4.0%	7.5%	9.6%
Final Weight Distribution	16	16	13	11	8	13	5	8	10

Departments were then invited to sample test 2-3 projects from the FY2017-19 UNFUNDED CIP list and confirm the effectiveness of the Weighting Matrix. Asset Subcommittees were consulted to confirm the distribution of the points within each factor and on August 21, 2018, CIPAC approved the Weighting Matrix as the basis for the new CIP prioritization.

Council Approval of the Updated Priority Factors and Weighting System

Based on staff research, collaboration with CIPAC and public input, staff recommends Council to approve the below nine prioritization factors and weighting system as shown in **Figure 5**.

Figure 5. Citywide Capital Prioritization Factors and Weighting



Based on this proposed scoring process, with regards to Equity, projects will receive a score of up to 16 points, determined by the geographic location of the area that will be served by the project. Additionally, a project's score on a number of the other factors will be influenced by factor-specific equity measures. Meaning, projects will be scored based on disparities within certain factors in addition to the standalone Equity factor.

The City of Oakland's existing CIP Prioritization Process established over a decade ago was limited, based on infrastructural conditions, regulatory mandates and project readiness. The proposed CIP Prioritization Process incorporates the community and City values and offers additional social factors such as equity, development and resiliency. Without updating the CIP Prioritization Process, the City can neither prove that its investments are aligned with City values and priorities nor prove equitable and transparent decisions.

FISCAL IMPACT

There is no direct fiscal impact anticipated from the adoption of the proposed resolution.

However, the CIP seeks to ensure that the Oakland constituents receive the most benefit from its investment of dollars and allows the City to successfully obtain competitive funding for project implementation.

PUBLIC OUTREACH/INTEREST

Please refer to the "Analysis / Policy Alternatives: Community Engagement" section above.

COORDINATION

The proposed CIP Prioritization Process is a culmination of lessons realized from other agencies and resources, developed and coordinated with the CIPWG, CIPAC (department representatives across the City), CIPAC Asset Owner subcommittees, and with input from the Citizens of Oakland. In addition, the Office of the City Attorney and the Budget Bureau have reviewed this report and resolution.

SUSTAINABLE OPPORTUNITIES

Economic: The proposed CIP Prioritization Process will allow the City to prioritize projects which improves resources or opportunities to increase job opportunities for low income and minority populations, and/or neighborhood revitalization.

Environmental: The proposed CIP Prioritization Process will allow the City to prioritize projects which improves resources or opportunities to promote urban greening, improve the natural environment, and promote resiliency.

Social Equity: The proposed CIP Prioritization Process aligns itself with the Oakland Equity Dashboard and the 2018 Oakland Equity Indicators report and allows the City to prioritize projects which promote safety and public health in communities of concern. Equity is represented both by a standalone factor and as a sub-factor identifying disparities within other factors.

ACTION REQUESTED OF THE CITY COUNCIL

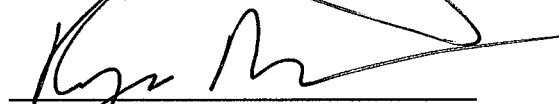
Staff Recommends that the City Council adopt a resolution to approve the updated Capital Improvement Program Prioritization Process, adopt the Weighting System and authorize the City Administrator to implement the process beginning Budget Cycle FY2019-21.

For questions regarding this report, please contact Matthew Lee, P.E., OPW Project Delivery Division Manager at (510) 238-7039 or Ariel Espiritu Santo, OakDOT Administrative Services Manager at (510) 238-2098.

Respectfully submitted,



JASON MITCHELL
Director, Oakland Public Works



RYAN RUSSO
Director, Department of Transportation

Reviewed by:
Danny Lau, P.E., Assistant Director
Oakland Public Works

Reviewed by:
Wlad Wlassowsky, P.E., Assistant Director
Department of Transportation

Reviewed by:
Matthew Lee, P.E., Division Manager
Project Delivery Division

Reviewed by:
Ariel Espiritu-Santo., Administrative Services
Manager
Department of Transportation

Prepared by:
CIP WG,
Project Delivery Division, Oakland Public Works

Attachments (3):

A: CIPAC Departmental Members List

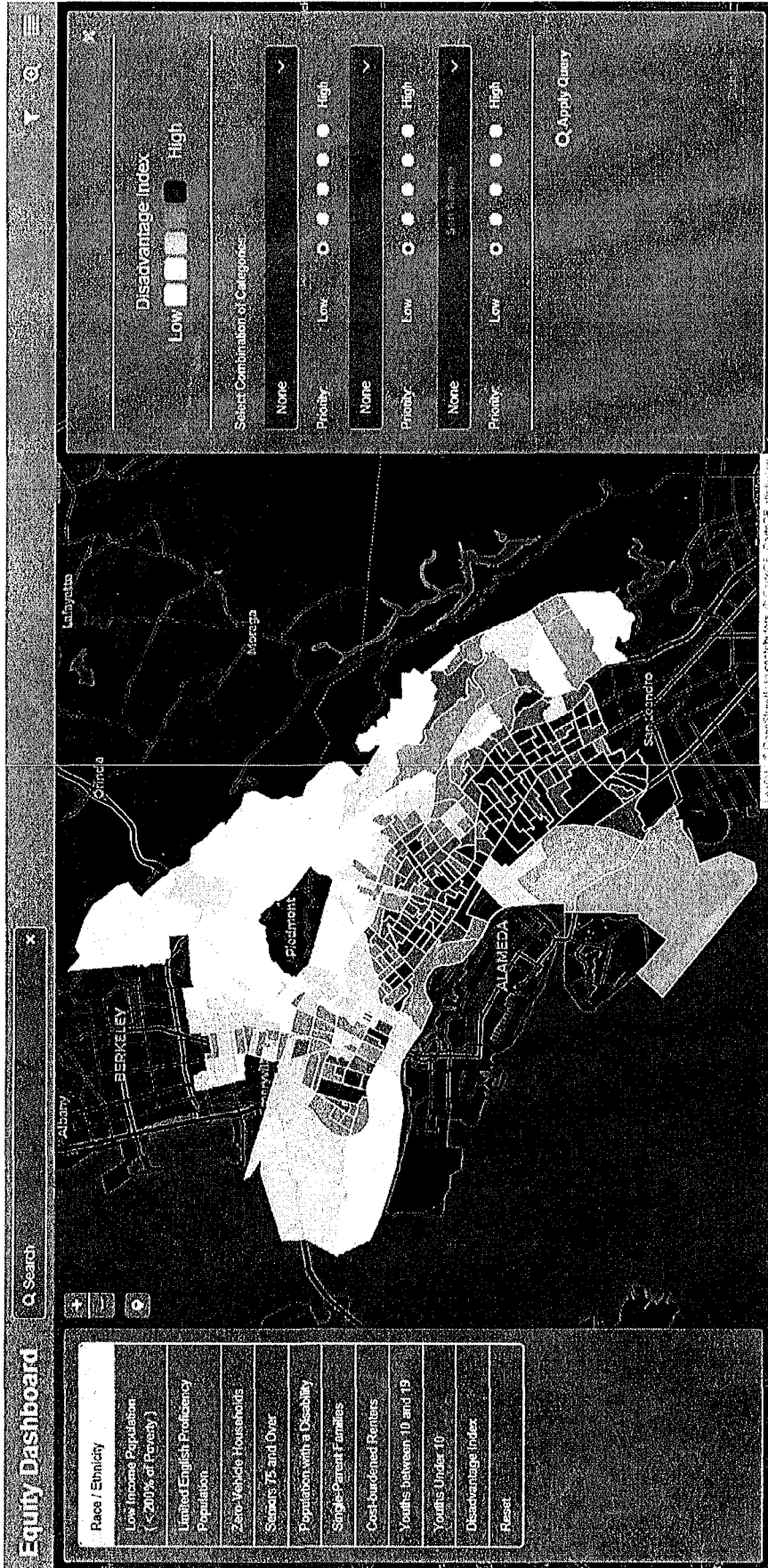
B: Sample Oakland Equity Dashboard Map

C: Capital Improvement Program Public Outreach Summary Report

Capital Improvement Program Advisory Committee Departmental Members List

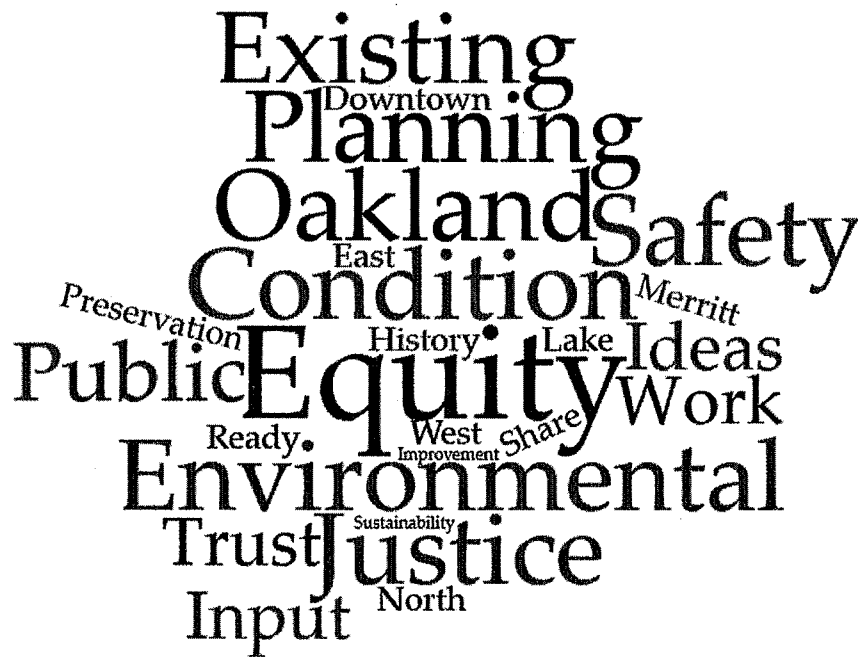
<u>Last Name</u>	<u>First</u>	<u>Dept.</u>	
Alaoui	Mohamed	DOT - Great Streets	Division Manager
Banh	Hoang	ADA Program	Program Analyst
Bedford	Sara	Human Services	Director
Benson	Adam	Finance	Agency Administrative Manager
Carthan	Brian	OPW - BFE	Parks & Tree Serv. Div. Manager
Cunningham	Oliver	OPD	Deputy Chief
Drayton	Melinda	OFD	Battalion Chief
Espiritu Santo	Ariel	DOT	Agency Administrative Manager
Flynn	Darlene	Race & Equity	Director
Gilchrist	William	Planning & Building	Director
Grant	Surlene	DOT	Outreach
Hamilton	Daniel	OPW - BFE	Sustainability Coordinator
Holmgren	Roland	OPD	
Katz	Rebecca	Animal Services	Director
Lane	Patrick	Economic Development	Development Manager
Larrainzar	Jacque	Race & Equity	Analyst
Lee	Matt	OPW - BDC	Project Delivery Division Manager
Lois	John	OPD	Assistant Chief
Luna	Richard	CAO	City Administrator Analyst
Maher	Sean	OPW	Public Information Officer
Manassee	Ed	Planning & Zoning	Planner EV
Means	Scott	Human Services	Manager
Minor	Derin	OPW - BFE	Facilities Services Manager
Mitchell	Jason	OPW	Director
Montu	Janelle	Budget Bureau	Budget Administrator
Nguyen	Anh	ADA Program	Program Manager
Orologas	Alexandra	CAO	Assistant to the City Administrator
Perez	Dana	DHS	Assistant to the Director
Pugh	Clinton	OPW - BFE	Parks & Tree Serv. Div. Supervisor
Riley	Dana	OPR	Assistant Director
Salisbury	Janet	IT	Project Manager II
Soo Hoo	Lily	OPW - BDC	Project Manager II
Su	Jinnhua	Real Estate	Real Estate Agent
Zuercher	Eric	Animal Services	

Sample Oakland Equity Dashboard Map



Capital Improvement Program Public Outreach Summary Report

*Prepared on behalf of the Department of Transportation and Department of Public Works
August 2018*



ORGANIZATION / INTRODUCTION

This document provides a summary of public participation activities undertaken for the initial phase of the public outreach and public information campaign for the City of Oakland's Capital Improvement Program (CIP) in preparation for Budget Years 2019-2021. Recognizing the City's commitment to inclusive public engagement, the Department of Transportation, the Department of Public Works, and the Department of Race and Equity, worked together to develop public outreach strategies to encourage public involvement.

This document is organized in the following manner:

- I. Overview: Public Outreach for the Capital Improvement Program
- II. Public Outreach Objectives
- III. Public Outreach Planning and Implementation Phase I
- IV. Community Characteristic
- V. Schedule
- VI. Outreach Activities
 - a. Activity Description
 - b. Publicity and Promotion
 - c. Audience and Stakeholders
 - d. Key Messages
- VII. Key Findings
 - a. Overview
 - b. Surveys
 - c. Community Responses
 - d. Stakeholder Assessments and Interviews
- VIII. Conclusion: Next Steps

Exhibits:

- A) Public Information Meeting Agenda
- B) Meeting Schedule
- C) Meeting Announcement Flyers (multiple languages)
- D) Survey (multiple languages)

I. OVERVIEW: PUBLIC OUTREACH FOR CAPITAL IMPROVEMENT PROGRAM (CIP)

CIP Background

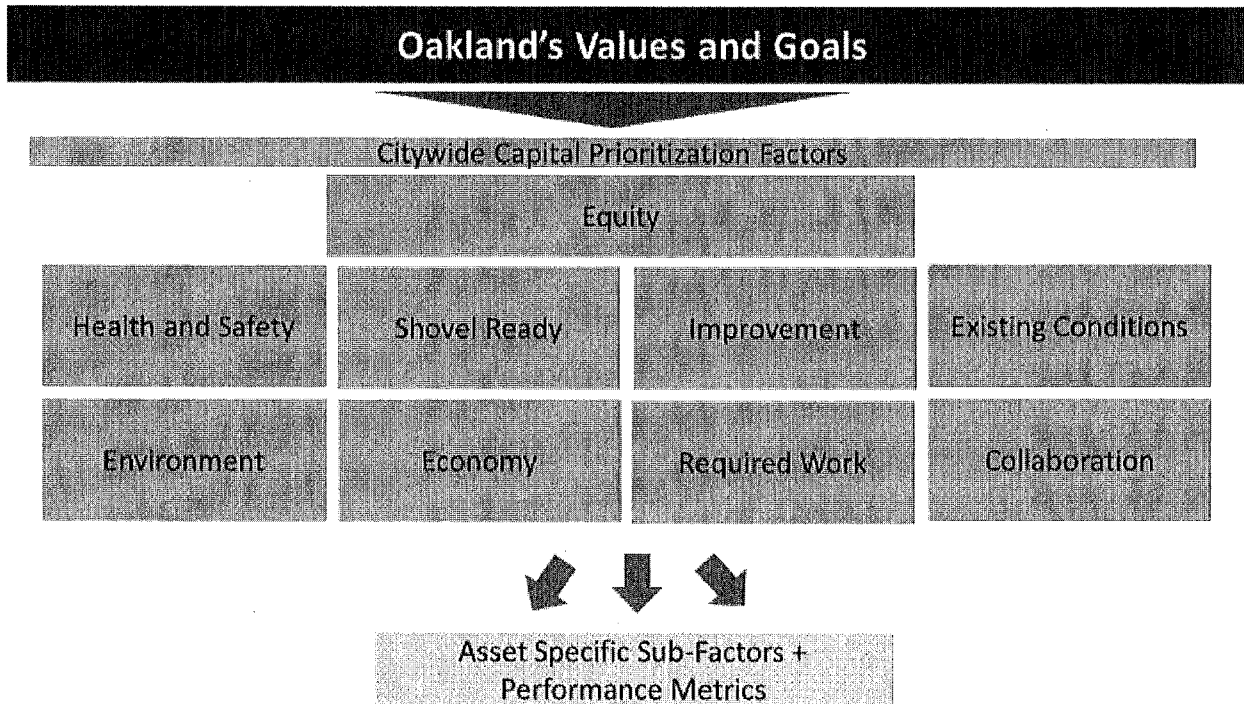
The City of Oakland's Capital Improvement Program (CIP) guides the City's decisions regarding the construction, repair and/or replacement of many of the City's assets such as libraries, recreation centers and swimming pools, and parks. Street improvements and sewer repairs, and even access ramps and bicycle paths are also part of the City's Capital Improvement Program. In the City of Oakland, a new CIP is developed every two years and included in the City Budget. When the biannual budget is adopted, the CIP for those two years is also adopted. The assets identified for repair, replacement or purchase in a budget cycle become "CIP projects."

In the recent past, a relatively small set of factors were typically considered when determining which projects moved forward and received funding. The City Council, City Administrators and Department Directors considered several determinants, such as legal and regulatory requirements and asset conditions, along with limited funding availability to determine which CIP projects would be included in a budget cycle; or in other words, which ones would "make the list."

With each budget cycle, there are more projects requested than there are resources available. Therefore, the projects are in competition with each other and additional considerations begin to play in the decision making, such as the need or wide-spread community support (or lack thereof). Many of these considerations are difficult to quantify. As additional funds become available through such means as the Measure KK Infrastructure Bond, and with the reorganization of some city departments, the CIP team wanted to consider modification of the CIP selection process.

In late 2017, a CIP Working Group comprised of Public Works and Transportation department staff and leadership began developing a new process for Council consideration that would employ measurable standards to evaluate the CIP projects and set additional criteria for prioritization. The desire was to have a process that merged quantitative and qualitative criteria and would ultimately **establish a long-term CIP process that is transparent, equitable and actionable in its funding of projects.**

The CIP team went through an internal process and determined that along with the previously mentioned factors, there are other considerations. Working interdepartmentally with representatives from every City department that receives CIP funding, the CIP Working Group developed the following draft list of nine factors: Equity, Health and Safety, Economy, Environment, Improvement, Existing Conditions, Shovel Ready, Collaboration and Required Work. Each of the nine factors has a list of sub factors that further define it.



To create and launch a new process would require a robust community engagement effort that would allow for the public to participate in the weighting and evaluation of the CIP determinations. The community input was needed to create a method of gauging the factors and, in the future, identifying the projects so that they reflect choices of the community-at-large. The outreach plan was developed to initially reflect two phases; however, as community input was received, amendments were made to the approach resulting in extended phases.

- **Phase 1 (June 2018):** Community input on the CIP process, emphasizing shared City and community values. Phase I answers the question *“if we were to make a decision about a project, what values or other considerations are there?”*
 - **Phase 1.5 (September 2018):** As a result of the initial rounds of community outreach and comments received by the end of June, the CIP team continued their outreach in late summer to report the findings back to the community, as well as introduce the methods by which community members could submit project requests.
- **Phase 2 (Fall 2018):** The CIPWG will gather public input regarding project suggestions.
 - **Phase 2.5 (Early 2019) Ranking of specific projects** as part of the preparation for the budget. Phase II will encourage the public participation in the CIP process as part of the City Budget Process.

This report focuses on the outreach and findings from Phase 1 and suggests steps for launching the Phase 2 effort.

II. 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

Capital Improvement Program Outreach, Phase 1 – At a Glance

- ▶ **Three factors consistently identified as top community priorities for weighting:**
 - Equity
 - Health/Safety
 - Existing Conditions

- ▶ **Approximately 710+ people**, attended meetings and workshops (not including festival events).

- ▶ **Interpreters** attended all meetings when needed for Spanish, Cantonese and Vietnamese. Promotion materials and surveys were **translated** in same languages.

- ▶ **4 City-hosted, town hall-style community meetings**
 - ✓ East Oakland at East Oakland Youth Development Center, Saturday, 6/16, (7 people)
 - ✓ West Oakland, DeFremery Park Recreation Center, Wednesday, 6/20 (approx. 40 people)
 - ✓ Central / Downtown / North Oakland, Main Library, Saturday, 6/23 (approx. 40 people)
 - ✓ Central / East Oakland, Dimond Branch Library, Saturday, 6/30 (approx. 40 people)

- ▶ **24 Community Specific / Small Group meetings**
 - ✓ 5 meetings co-hosted in conjunction with local Community Based Organizations (CBOs): Vietnamese American Community Center of the East Bay, Chinatown Chamber of Commerce, East Oakland Collective, Spanish Speaking Unity Council (approximately 172 people)
 - ✓ 15 meetings with Neighborhood Crime Prevention Councils (NCPC -- geographically dispersed; approximately 20+ people per meeting)
 - ✓ 4 additional meetings: Hoover RAC (25 people), Maxwell Park Neighborhood Council (10 people), Coliseum Business Alert (25 people), and Allen Temple Baptist Church, (approximately 60 people)

- ▶ **On-the-Street Survey Collection** events and meeting promotion – including:

✓ Malcolm X Jazz Festival	✓ Temescal Neighborhood Festival
✓ Juneteenth in the Park	✓ Fruitvale Summer Night Market

- ▶ Presentations and discussions regarding the values with the following City Committees:

✓ Measure KK Oversight Committee	✓ Parks & Recreation Advisory Commission
----------------------------------	--

- ▶ **1350 SURVEYS COLLECTED** from residents who attended the various meetings and festivals. The surveys were distributed and collected by staff who were also available to answer any questions about the proposed CIP process. The surveys collected reflected involvement from all City Council Districts

✓ 1160 in English language	✓ 20 percent of respondents have lived in Oakland for 5 years or less
✓ 97 in Chinese language	✓ 40 percent of respondents have lived in Oakland for 21 plus years
✓ 49 in Spanish language	
✓ 42 in Vietnamese language	

III. PUBLIC OUTREACH PLANNING AND IMPLEMENTATION – PHASE 1

The CIP Working Group envisioned the development of the CIP for the 2019-2021 budget to take place in two phases. Phase I would provide information and solicit input on the nine factors themselves, as well as the relative importance of the factors. Phase I addresses the question *“if we were to make a decision about a project, what values or other considerations are there?”* Phase I happened in the spring and summer. Phase II will follow in the fall when actual projects are discussed as part of the budget deliberations. During Phase II, the public will have an opportunity to review and provide input to the CIP Working Group regarding ranking and prioritizing CIP projects based on the values and scoring that were defined in Phase I.

In launching Phase I, the Public Outreach Coordinator made a concerted effort to conduct early one-on-one interviews with a diverse set of known community leaders and / or residents. These conversations established a general understanding of the concerns they might have about the process and the best methods to reach residents and other stakeholders in a one-month period. The information gleaned would help to ensure that the outreach efforts would be responsive to the needs of the community at large. This anecdotal information combined with facts and data from the City’s Equity Dashboard informed the development of a plan to ideally reach the target audience of underserved, Limited-English speaking, and/or disenfranchised populations,

These interviews with community leaders and key stakeholders resulted in confirming some ideas about outreach activities and generated new ideas and new opportunities for collaboration. These ideas were coupled with the Department of Race and Equity’s Inclusive Public Engagement Planning Guide to hone the effort. In addition, the Equity Dashboard maps were utilized to understand disparity and aided in determining meeting locations, translation of materials and other outreach components.

The Public Outreach process was designed to **involve** the public and stakeholders in the process in such a manner as to **educate and inform** them of the overall budget process and new concepts being introduced, receive **feedback and consult** with the public regarding the values, factors and weighting. The various public outreach and education tools designed as part of the process included the following:

- Fact Sheets
- Website
- Meeting posters
- Process Illustrations and Boards
- Presentations
- Press releases
- Surveys
- Community meetings
- Small group and Neighborhood Meetings
- Individual meetings and interviews with Civic Leaders
- “On-the-Street” interaction
- Collaborating with other organization and agencies
- Participating in workshops hosted by others

In general, interviewees were pleased that the City had decided to embark on this effort. The disparity in services and facilities remain very clear for some. Others likened the process to participatory budgeting which had been done in the city before. A couple interviewees who are familiar with the current decision-making process appreciated the effort but were skeptical that it would happen – asking

in various ways: “What happens if a department head or a City Councilmember wants to forward something different, then how are funding decisions made?” These comments and questions about the process at every stage of outreach demonstrated the greater community desire for clear, accessible, transparent, consistently-applied standards for project funding and selection.

IV. COMMUNITY CHARACTERISTICS

In planning for the community outreach, the CIP Outreach Coordinator and the CIP Working Group took into consideration an array of demographic information regarding the city overall: population and ethnic composition of neighborhoods; transportation services available; languages spoken; income and resource availability and other considerations. This information was used as the foundation from which to develop the outreach activities.

The CIP Outreach activities were designed to be inclusive of all residents of Oakland; however, specific focus would be given on reaching the typically hard-to-reach stakeholders – those from traditionally underrepresented ethnic groups, and/ or Limited English Proficiency, and/or with limited access to services because of geographical location or residential income levels.

FACTS ABOUT OAKLAND

Total Population	419,987	White	Hispanic /Latino	Black /African American	Asian
	Demographics→	28%	26%	23%	16%
Languages Spoken:					
Non-English Speaking	42%				
Spanish	19%				
Chinese	7%				
Vietnamese	2%				
Median Income	\$68,060				
Below Poverty	18%				

(Source: <https://datausa.io/profile/geo/oakland-ca/>)

Reviewing demographic information from the US Census, Oakland’s Department of Race and Equity, the Metropolitan Transportation Commission (MTC) information regarding Communities of Concern and other resources, the Outreach Coordinator identified areas within the City to focus the immediate-term outreach effort. For example, the demographic information was used to identify areas of the City that are well served and resourced, as opposed to those areas that are underserved and social-economic disadvantaged. The Outreach Coordinator looked at such items as public transportation services, street conditions, educational attainment, income levels, etc. This information was then used to determine where to host the City-hosted community meetings, languages needed and other meeting planning considerations.

While the community meetings were open and available to all, getting participation from youth, seniors and very low-income and the homeless (or homeless and social justice advocates) remained very challenging within the window of time for the Phase 1 outreach. Another challenge was getting the participation from African American / Black and Hispanic Latino stakeholders at a level that was reflective of their respective total populations in the Oakland. Personal appeals, emails, and phone calls were made to church and religious leaders, and community-based organizations that work primarily with these hard to reach groups, yet the turnout was comparatively low.

The level of participation of these groups did not proportionately match the population of the respective groups. For instance, 23 percent of the City identifies as African American / Black, but only 15 percent of the respondents did. Likewise, another 26 percent identifies as Hispanic, but only 10 percent of the respondents identified as Hispanic.

Almost half the residents in Oakland speak a language other than English. Based on information available about languages spoken, and additional information from the City's Equal Access Office, the CIP Working Group ensured that all printed materials were produced in English, Spanish, Vietnamese and Chinese. Information telephone lines were publicized, used in promotional materials, and on the City's website suggesting how people could get assistance in other languages and formats as well.

V. SCHEDULE

The schedule for the outreach had to conform to the technical and administrative scheduling needs for the Capital Improvement Program for the City's budget cycle of 2019-2021. Based on the CIP schedule, the month of June was selected as the optimum time to focus on the public information and public engagement activities. At the end of June and the initial outreach, it became apparent through community input that additional outreach would need to take place in late August and September to share the results of the values discussion with the public.

VI. OUTREACH ACTIVITIES



There were three major components to the public outreach effort held throughout the City in June. The key components were:

- City Hosted Community Meetings
- Neighborhood specific meetings with NCPC's, CBO's and others
- On-the-street encounters and engagement

The four Community Meetings were foundational to the entire effort. The design of the Community Meetings encouraged anyone from any neighborhood of the City to attend any one of the meetings. Each

Attachment C

was designed to present the same information. They were inclusive and due to time allocations provided the most opportunity for people to engage, provide input and respond to information about the CIP. In addition to the CIP Working Group, the department directors for Public Works and the Department of Transportation also attended these meetings. (The agenda and schedule for these and other meetings are in **Exhibit A and B** respectively)

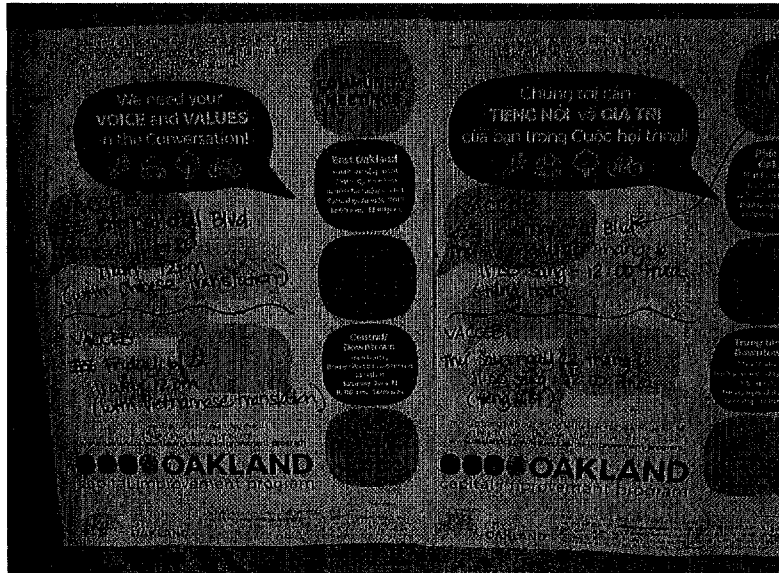
From the early conversations and interviews, several stakeholders shared a perception of the CIP and budget allocation process as a political process with outcomes that are inequitable. It is for this reason that the meeting locations intentionally were not assigned by City Council districts but by broader geography (See **Exhibit C** for posters and fact sheets. All materials were translated in their entirety from English; the exhibits are just samples of the documents that were prepared).

East Oakland	West Oakland	Downtown / Central	Central / East
Saturday June 16 10 a.m. – 12 noon East Oakland Youth Development Center <i>Held in conjunction with East Oakland Planning for Paving Program meeting just before.</i>	Wednesday, June 20 6 p.m. – 8 p.m. DeFremery Park Recreation Center	Saturday, June 23 12 a.m. – 12 noon Main Library	Saturday, June 30 10 a.m. – 12 noon Dimond Branch Library

Meeting locations and agenda development took into consideration the ease of access via public transit, proximity to a key thoroughfare, and the familiarity of the location within the larger community – that the facility was known and in a location where people felt safe.) The content of the meeting presentations was specifically designed with the anticipation that there may be non-English speakers in the room. Translated materials were available at each of the four meetings. As it turned out for the meeting at the Main Library (June 23), there was one break out group done in Cantonese to accommodate the large number of non-native English speakers who attended that meeting.

As indicated on the Outreach At-A Glance summary (in Section II above, p.5), the attendance at the June 16 meeting in East Oakland was very low. In response to that, the Outreach Coordinator continued discussions with lay leaders of Allen Temple Baptist Church. The result was the ability to table at one of their morning services, followed by a de facto “community meeting” held for approximately one hour on a Sunday morning. Approximately 60 people, all of whom had a stakeholder interest in East Oakland, and approximately 37 identified as living in East Oakland participated in a facilitated discussion about the CIP process and the factors that surfaced as the most important. In addition to those City-sponsored large community meetings, the CIP project staff worked with local CBOs to host three meeting in conjunction with the CBO’s respective programs.

East Oakland	Central / East Lake	Central / Fruitvale
Saturday, June 30 10 – 2 p.m. East Oakland Collective and DOT “Let’s Bike Oakland” Community Workshop	Wednesday, June 20 and Friday, June 22 11-12 noon each day Vietnamese and Chinese community lunch programs	Monday, June 18 5:30 p.m. – 8:30 p.m. Unity Council and DOT planning for E. 12 th and CIP



Neighborhood specific meetings

In addition to the four large community meetings, several neighborhood specific and small group meetings were held all over the city. Many of these meetings were coordinated with the Neighborhood Services Coordinators and allowed for presentations at approximately 15 NCPCs. In addition, meetings or special presentations were also held with the Coliseum Business Alert Group, Chinatown Chamber of Commerce Board of Directors and Hoover Area Residential Action Committee (RAC). It should be noted that the Chinatown Chamber of Commerce made a concerted effort to circulate almost 500 surveys to residents in Oakland's Chinatown.

All City-hosted meetings, neighborhood and organizational meetings combined, resulted in 24 meetings held in June, with two at the end of May and one during the first week of July, and one in August. In addition, members of the team presented to 3 standing City Committees.

On-the-Street Engagement

CIP team members and interns supported "person-on-the-street" interactions at key events. They circulated surveys (see **Exhibit D**) as well as discussed the overall program with people. More than 700 people were contacted in this manner. Surveys were always administered through active engagement. The team members did not just leave the surveys at a venue to be completed, but actively engaged with stakeholders in the process of administering the survey. The CIP conducted "tabling" and surveying at the Malcolm X Jazz Festival (San Antonio Park), Juneteenth Festival (Arroyo Viejo Park), Temescal Street Festival (North Oakland), and the Fruitvale Summer Night Market.

Publicity and Promotion:

The meetings and other activities were publicized and promoted via the following:

- City Website
- In conjunction with OakDOT Bike and Pedestrian Planning efforts
- Twitter
- Press releases
- Distribution to a list of over 350 Oakland Community Based Organizations (CBOs)
- Posters at City recreation, library, senior facilities, City hall complex buildings

Attachment C

- Distribution by other organizations on their list serves
- Ads in local newspapers including the Oakland Post, East Bay Time, El Mundo and Sing Tao

Audience and Key Stakeholders

In sum, hundreds of organizations, stakeholders and individuals were contacted about this process. The list below reflects the general description of those stakeholders contacted and the targeted audience.

(Note: This is not an exhaustive list of every person or organization contacted.)

Community Residents: Residents and community advocates including homeowner associations, former City employees who are now no longer involved, board and commission members – specifically the Parks and Recreation Advisory Commission and others.

Business Owners: Local Chambers of Commerce – including the Chinatown Chamber of Commerce, Oakland African American Chamber, Metropolitan Chamber of Commerce and Coliseum Business Alert.

Bicycle / Pedestrian/ Recreation/ Advocacy Groups: Local community-based bicycle and pedestrian organizations through OakDOT Bike Planning /Great Street Division.

Community-Based Organizations (CBOs), Special Interests and Social Service Providers: The Office of Public Works has a mailing list of over 350 CBOs. A special effort was made to connect with East Oakland Collective, East Oakland Congress of Neighborhoods, West Oakland Environmental Indicators Project, WOCAG, West Oakland Neighbors, Oakland Community Organizations and others. Many of these groups support and advocate for underrepresented groups and disenfranchised populations in Oakland.

Faith-based Organizations: Direct outreach was made to several East Oakland congregations as well as the organization, Black Elected Officials and Faith Based Leaders.

Media Outlets / Social Media: Display ads were placed in several of the local media outlets: East Bay Times, Oakland Post, El Mundo and Tao Sing. In addition, working with local community members, information was posted on social media platforms including Nextdoor, Facebook and Twitter through Citywide accounts.

Key Messages

Key messages developed for use throughout the outreach process are:

- The CIP process commits funding to purchase and maintain city capital assets and infrastructure.
- There is more demand for projects than there are funding resources available to cover the projects. There is still a high demand for projects, but with the funds from Measure KK and other sources, the City can deliver more of the needed maintenance and repair, as well as invest in new projects.
- We are creating a new approach to determining how to distribute the funding and select the projects. A new approach should get new results.

- It can take a long time from when a project is initially planned or designed until it is built or completed. The work that we are doing today (that the community member is contributing to) will materialize later for the future generations.
- This is a collaborative process. We are going to determine projects and develop priorities together.
- (Your) Public involvement will provide insight to our developing an equitable process and program delivery.
- (Your) Public opinion will help us be strategic and thoughtful in prioritizing the CIP.
- The work of the outreach and the resulting summary will serve as a companion piece to the CIP budget.
- From this outreach, the team will create a scorecard system that will be used to measure or evaluate one project against another.

VII. KEY FINDINGS

From the design through the completion of Phase I community outreach, there were many opportunities for public engagement. Early stakeholder conversations and interviews helped with the design; each iteration of community meetings produced feedback for the CIP and other city programs; surveys allowed for direct interaction and polling; the Community Meetings served as a forum for exploration of concept and consultation with residents. The following summarizes the key findings from the CIP and stakeholder engagement.

It is important to note, that the public discourse and the value selection exercises at the meetings, and the survey results, both resulted in the same top three key values: Equity, Health and Safety and Existing Conditions

Early stakeholder conversations:

As a basis for developing the outreach plan, the Community Outreach Coordinator contacted 10 community leaders and members who represented different targeted audience members and aspects of community life in Oakland. The initial calls were to individuals known to the Outreach Coordinator for their community involvement, but as part of the process, many of the respondents also suggested others to talk with. The Outreach Coordinator either called or sent information about the meetings to the other individuals mentioned.

Their opinions were sought to vet some outreach ideas and strategies, as well as to assess general opinions about the program. This initial group was also consulted regarding outreach activities: what would bolster public involvement and participation and what would hinder it. The Community Outreach Coordinator called many of these individuals and had in-depth conversations and assessment interviews regarding the goal of changing the CIP process to a more transparent process with community values as the foundation.

Those interviewed ranged from a community organizer and activist in East Oakland to an Executive Director of a CBO; from a 5-year resident to someone who has lived in East Oakland for 45 years. The group also included ministers, a retired City department director, and a participant from an earlier process (Mayor's Infrastructure Working Group).

Feedback regarding the change in the process:

- Thinks the categories – the 9 factors are “nice categories” but they are not all equivalent or parallel to each other and we seem to be presenting them as if they are all equal.
- Several of those qualities are overshadowing all and should be considered for all – like equity, health and safety.
- We should look at items in a larger context, if there is a lack of planning should East Oakland be penalized because a project is not shovel ready?
- Great that the city wants to do something. Will it stay? Who decides?
- People wanted a list of what is under consideration. The respondent said that the public knows (“We know”) that Public Works has a list, so it would be good to have the list somewhere divided by neighborhood so we can say ‘Don’t fix that street, fix that one’ or this building is crumbling. We need to know the universe of possibility. If it is in the pipeline already, the public can I advocate for something else.
- Who has the say to make the change to the process? – that the “squeaky wheel” way can’t continue. Who in the City that makes the decision that these are the “new” five considerations or things that we are going to work on and include

Feedback regarding the Factors:

Equity –

- A North Oakland stakeholder stated that historically some neighborhoods are left without. Recognizing the perception of there being disenfranchised neighborhoods and since now with “others” moving in causing gentrification, some of the neighborhoods are now getting services. Would the equity factor remedy this? Do any of the factors remedy this?
- A deep east Oakland resident shared that there is a kind of “geographic equity” – but that does not mean that things are distributed throughout the City, it means where you live and how it looks impacts how you feel. The equity then is that all street should be paved, all neighborhoods clean. “Equity” is not about distribution it then becomes a public health issue. She gave the example of “when you go to Montclair you have a different feeling about your surroundings.... Then you return here and it makes you feel underserved and neglected by City’s resource for where you live.”
- There needs to be equity within neighborhoods. The areas and streets that are highly visible are treated and maintained but if you go 2 or 3 streets over, there is nothing.

Cost / Quality –

- People are tired of paying taxes for improvements, like potholes and streets and then they do not see anything happening. “The Mayor and the City Council announce that money is available but the community doesn’t see improvements. The money gets allocated elsewhere.”
- The idea of the City using some method through the CIP projects or other means to include some kind of requirement, on permits etc. to see that the materials that the City and others use are quality materials? (stated in east and west Oakland)

Trust and Accountability –

- The stakeholder said that activities are reactionary. He has not seen great planning of bringing things together.
- One respondent said there needs to be more accountability if that takes time, “you have go slow to go fast.”
- The question was asked about when decisions about street paving or even connecting the City via Bus Rapid Transit, how was the decision made. “Were they looking at the City as a whole or just the squeaky wheel.”
- Involve the community in that process as well.
- City has poor communications about the process and that leads to frustration. If you tell me (North Oakland resident) it will take 5 years, annoyed but informed.

Comments regarding Current Themes of the Day:

Many of the stakeholders in the initial interviews also gave voice to the current city-wide challenges of homelessness, illegal dumping, and crime into the discussions regarding the CIP. While the social challenges of the time are not CIP projects per se, the inference and connection to the CIP are that the need for housing is related to infrastructure, as the homeless are sleeping in the parks, and even the “Tuff Shed solution” relates to capital improvements; or the need for cleanliness relates to health and safety, or the need for facilities and public restrooms.

Community Meetings and Neighborhood Meetings Feedback:

In-person community meetings were a great opportunity to gather qualitative feedback to help shape and define the factors to be used for consideration of potential CIP projects. This section summarizes the themes discussed during in-person community meetings.

Regarding the Factor

General Comments

- They are not mutually exclusive. It could be complicated to use so many.
- Categories “9 Factors” aren’t going to give usable numeric data & will false reassurance.
- They are not parallel factors.
- All come into play in most projects.
- Are you committed to using all 9 categories?

Equity

- Should be applied to everything. Introduced as a factor as if there is a choice. Kind of skews the survey choices
- Would be helpful to define equity so everyone is on the same page
- Equity has to be modeled in the meeting. Who gets to speak? Facilitators have to model equity.

Health and Safety

- Major issues, just in daily living in the City. Not necessarily related to the “safety” of a CIP project. Expressed in N Oakland, Chinatown, East Oakland. Need to explain “safety by design” etc.

Economy

- How do we stop the “money bleed” by changing who we hire to implement capital investment? Capital Projects themselves can be an economic generator
- Bring the greatest good to the greatest number of residents across the biggest number of neighborhoods

Required Work

- Why should “required work” be on the list if it is required?
- Is required work a throw away vote?
- It is very important that we close an education loop about why the city pursues specific required projects and the equity impacts of these decisions

Coordination and Collaboration

- Some communities have been advocating for a particular project for years, concern that this process may negate what they have been working for
- Need to call out, highlight the importance of community driven projects

Non-factor specific themes and / or additional considerations:

Public Input

- How will you use public input to develop a ranking system?
- Is there more opportunity for input?
- How can the community provide requests for project?
- There should be a process to include project ideas, there needs to be transparency, communicate.
- Which is the best venue to bring about our concerns about projects?

Displacement

- The City needs to recognize that people are being displaced and these people should be protected.
- Do not stop consideration at the city border— new Emeryville developments will significantly impact West Oakland

Outreach

- City should use existing groups and organizations as partners. This came as part of a criticism that the CIP outreach did not do a good job of reaching existing groups, and that there are too many stand-alone meetings that the community is being asked to attend.
- City needs to figure out how to bridge the gap when it comes to including the community. City employees should be going door to door and talking face to face with citizens.
- Public has trouble coordinating with different agencies since new people are hired and old ones with a reputation in the community leave.
- How do we reach young people? Consider people’s reactions to having someone from the community doing outreach.

Accountability/Trust

- How will we know that the decisions will stand, once they are made? How does the political process interact with this process?

Attachment C

- Want information on how money/funding is being spent
- Would be good to see evaluation of projects
- Maximize transparency in how decisions are made in how money is spent
- Can the City share/publish past capital investments (from previous budgets)?

Justice/Seniors

- Justice, Diversity, Inclusion (These are important considerations for the City)
- In SF, seniors can ride the bus for free. When will Oakland provide free busses and shuttles for seniors.
- In a senior building, close by, the green light is too short. I'm in a wheel chair and I cannot cross the sidewalk in time. The city should make the light longer. There was an accident in front of the building due to speeding.
- How would an elderly woman get on see click fix it or call 3-1-1?

Recognized need for better capital planning

- Rapidly developing areas are lacking in necessary road infrastructure to accommodate new residents. Example was given of new West Oakland developments and lack of adequate street improvements to support them.
- CIP planning is about the future but we have needs now!
- Concerned about the CIP funding projects, but then the City having no funds to take care of them – Build a percentage into budget
- Celebrate legacies of different neighborhoods through individual histories of past

Survey Results

During the month-long outreach, the CIP Working Group collected over 1300 surveys. The surveys were distributed, as previously mentioned, at all the City-hosted community meetings, community events (fairs and festivals), and available at each of the community meetings. While attendees of the meeting at Allen Temple in August did not complete surveys, surveys were distributed at a tabling event at the church in early July. The surveys were personally administered – meaning that every respondent at the very least had the opportunity to talk with staff at the time of completing the survey to answer questions and receive a basic overview to having set through an entire presentation before completing the survey. The surveys were available in English, Spanish, Vietnamese and Cantonese (See **Exhibit D** for survey examples).

Many of the people who filled out the survey have lived in Oakland for 21+ years (40%). From all respondents, the CIP Working Group learned that the community cared most about Health/Safety, Equity, and Existing Conditions and cared least about Shovel Ready Projects. When comparing the survey demographics to the demographics of Oakland, it was determined that represented in the Asian/Pacific Islander and White communities were over represented, and that the Black/African American and Hispanic/Latino communities were underrepresented. Asian/Pacific Islanders cared most about Health/Safety, Black/African Americans cared most about Equity, Hispanic/Latinos cared most about Health/Safety, and Whites cared most about Existing Conditions. Every Race/Ethnicity cared least about the Shovel Ready factor.

Attachment C

While the community meetings and outreach were not developed with the City Council District boundaries as a determinant, the survey results were also tabulated to show responses by City Council District. The following summarizes the number of surveys collected from each City Council District.

District 1- 237 surveys
District 2- 166 surveys
District 3- 173 surveys
District 4- 195 surveys

District 5- 79 surveys
District 6- 73 surveys
District 7- 67 surveys

Lessons Learned

In addition to the findings that are directly related to the CIP, there were other lessons learned regarding outreach.

It is more of a challenge to get African American / Black and Hispanic /Latino populations to participate in the process. In a few cases throughout the month of June, the Outreach Coordinator would happen to attend meetings with organizations discussing housing or other political issues and the room would be full with audience members. The conclusion was that while talking about values is important, the “discussion” of such is not critical to individual security in the way the housing discussions are important to people. In addition, as a stakeholder shared at one of the meetings in East Oakland, “it is hard to find time to ride a bike or talk about improvements, when you are busy commuting home from work, and so forth. We have no time to do these things. The City should focus on activities that will bring jobs, businesses and grocery stores to East Oakland.”

Another participant at another meeting summed up the perceived apathy when he stated, “it’s not that we have not come to the meetings, we have, but you (the City) didn’t listen, (so now we are frustrated and don’t show up.”

One method of countering the lack of participation is to form more partnerships *proactively* with community organizations that work with various stakeholder groups. In addition, outreach and involvement through updates, mailings, etc. should take place year-round so that a relationship is formed.

VIII. CONCLUSION: Next Steps

During the initial Phase I outreach process, many residents stated that they wanted to see the results of the initial outreach effort; they wanted to see which values surfaced and what the CIP Working group proposed recommendations to the City Council. Therefore, the CIP Working Group committed to sharing the findings with the public in the fall (September) through far-reaching communications tools such as posting on the City website and media announcements. Working with the Neighborhood Services Coordinators, the CIP Outreach Coordinator intends to meet with the larger NCPC groups in August and September to report the results. Working with community leaders and others, the CIP Working Group will provide updates to several of the organizations and group that participated in Phase I.

The CIP Working Group will also use the results from the community outreach to determine an acceptable method by which to receive future project suggestions and recommendations from the public. The CIP

Attachment C

Working Group is developing a process by which residents, organizations and other stakeholders can submit projects for consideration. This process will be shared with the residents and stakeholders when the team goes back to the community in the early stages of the annual budget process as a segue to **Phase II**.

Initially, it was thought that **Phase II** would launch *after* the City began the CIP project selection process. However, from this initial public outreach process, it is evident that the public's interest is best served and the City credibility supported, if public outreach during Phase II is on-going.

NEXT STEPS

As the CIP Working Group continues its work in the CIP Program, the following are near-term actions to be implemented:

- Determine outreach program for reporting back to participants prior to presenting to the City Council in the fall
- Share with the public the project intake form and process
- Share with the public the scoring or ranking mechanism
- Prepare to Launch Community Outreach for Phase II with Budget Process and for Project Selection
- Develop an annual CIPAC workshop with subject matter experts from all the departments (Planning and Building, Fire, OPW and DOT, Parks and Recreation, Library and Human Services, etc.) for community input into the budget process.

The CIP Working Group continues to discuss methods of communicating with residents about the CIP process and public involvement. Once the project selection process begins in the fall, there will be an opportunity for the public to participate in the process through Budget Committee hearings. The involvement of the residents and the community in such a short period of time (basically the month of June) demonstrates that there is interest and a desire for involvement from community stakeholders from every sector and corner of the City. The key measures of success for the new process are transparency, accountability and follow through with the community. Continued emphasis on public involvement and civic engagement will lead to success. The launch of this new process for the CIP project selection could set Oakland apart as a leader in bringing broad community input into the process and introducing Equity to the forefront of the decision making.

EXHIBIT B - Schedule of meeting locations and times**CIP MEETING SCHEDULE**

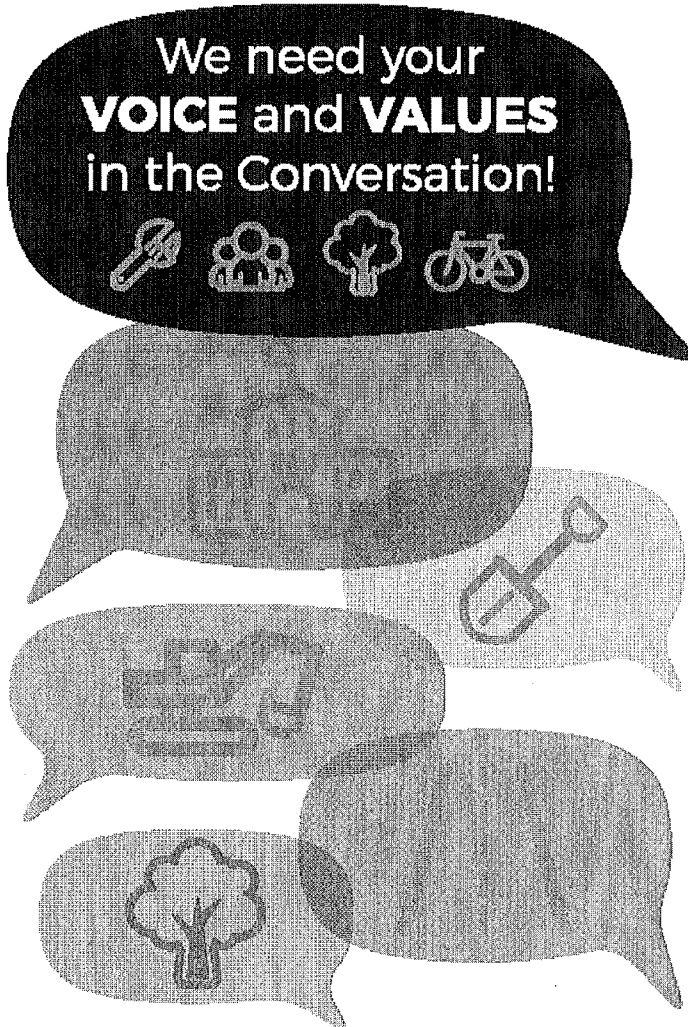
Date	Type of Meeting	Organization	Meeting Place
DOT/ OPW Sponsored			
Saturday, June 16, 2018	Community Town Hall #1	Oakland DOT / PW	East Oakland Youth Development Center, 8200 International
Wed., June 20, 2018	Community Town Hall #2	Oakland DOT / PW	West Oakland / Defremery Park, 1651 Adeline Street
Saturday, June 23, 2018	Community Town Hall #3	Oakland DOT / PW	Central / Downtown/ Main Library, 125 E. 14th Street
Saturday, June 30, 2018	Community Town Hall #4	Oakland DOT / PW	Central East, Dimond Branch Library, 3565 Fruitvale
Co-Hosted Meetings			
Monday, June 16	Community Workshop	Unity Council	Fruitvale San Antonio Senior Center, 3301 E. 12th Street
Wed., June 20, 2018	Community lunch meeting	Vietnamese American Community Center	655 International Blvd.
Friday., June 22, 2018	Community lunch meeting	Vietnamese American Community Center	655 International Blvd.
Saturday, June 30	Co Workshop	East Bay Collective and DOT	Cristo Rey De La Salle (St. Elizabeth campus), 1530 34th Ave.
Sunday, August 19	Facilitated Discussion	Allen Temple Baptist Church Sunday School	Allen Temple Family Life Center, 8501 International Blvd.
NCPC and Neighborhood Meetings			
Thursday, May 31	Short Presentation	NCPC 27	73rd/Eastmont
Wednesday June 6	Short Presentation	NCPC	Eastmont 35X
Thursday June 7	Short Presentation	NCPC	Adams Point with DOT
Thursday June 7	Short Presentation	Hoover RAC	West Oakland Youth Center
Tuesday, June 12	Short Presentation	NCPC	Shattuck
Wednesday, June 13	Short Presentation	NCPC 25x	Laurel / Redwood / Leona
Wednesday, June 13	Short Presentation	NCPC 17 x/y	Neighborhood Peace (E. 28th St)
Wednesday, June 13	Short Presentation		Peace and Community Neighborhood Coalition
Thursday, June 14	Short Presentation	NCPC - Prescott	Sullivan Center
Wed. June 20	Short Presentation	NCPC - 3x Chinatown	Lincoln Square Center

Attachment C

Wed. June 20	Short Presentation	NCPC - 10 x	Golden Gate Rec Center
Wednesday, June 27	Short Presentation	Maxwell Park Neigh. Council	Maxwell Park (private home)
Other Meetings / Events			
Saturday, May 19	Information Sharing/ Survey	Malcolm X Jazz Festival	San Antonio Park
Wednesday, May 23,	Information Sharing	BEO and FBL	410 - 14th Street
Sunday, June 10	Information Sharing /survey	Temescal Street Festival	North Oakland
Saturday, June 16	Information Sharing /survey	Juneteenth Festival	Arroyo Viejo Park
Wednesday, June 27	Information Sharing	Coliseum Business Alert	Toyota Dealership 8181 Oakport St
Thursday, June 28	Short Presentation	Chinatown Chamber	Asian Cultural Center, 388 9th St.
Wednesday, July 11	Information Sharing	PANIL	Piedmont Ave. Neighborhood
Thursday, June 28	Information Sharing /survey	Summer Night Market	Fruitvale District
City Committee Meetings			
Wednesday, June 28	Short Presentation	Parks and Recreation Advisory	
Wednesday, May 16	Short Presentation	Measure KK Oversight	

EXHIBIT C – Meeting Announcement Flyers

The City of Oakland is updating our process to select and fund capital projects that improve and maintain our public facilities and infrastructure.



COMMUNITY MEETINGS

East Oakland
Youth Development Center Gymnasium
8200 International Blvd.
Saturday, June 16, 2018
10:00 a.m. - 12:00 p.m.

West Oakland
Dorothy F. Johnson Community Center
10000 Telegraph Ave.
Saturday, June 23, 2018
10:00 a.m. - 12:00 p.m.

Central/Downtown
Main Library
Bradley Walters Auditorium
125 14th St.
Saturday, June 23
10:00 a.m. - 12:00 p.m.

Central/East
Diamond Branch Library
2888 Fruitvale Ave.
Saturday, June 30
10:00 a.m. - 12:00 p.m.

Visit our website for other planned events and take a short 2-minute survey.

www.oaklandca.gov/issues/capital-improvement-program



CITY OF OAKLAND

DO YOU NEED ADA, LANGUAGE OR OTHER ASSISTANCE?

Please email SMahw@oaklandnet.com or call (510) 238-8338 at least 5 days prior to the meeting you wish to attend so that we can arrange for accessibility. The meetings are wheelchair accessible. Please refrain from wearing scented products to the meeting as a courtesy to attendees with chemical sensitivities.

OAKLAND capital improvement program

OVERVIEW

The City of Oakland is changing how we identify and select capital projects for funding. Capital projects can include everything from restoring old fire stations, repaving broken streets, building new recreation centers, and more. The City wants you to help us make sure that community values and priorities are reflected in the Capital Improvement Program.

In June 2018, the City will host four interactive public information meetings so we can share information and hear from you. The information presented at all four meetings will be the same; please attend the one that is most convenient for you. You can also find our outreach team at libraries and recreation centers, and events around Oakland.

For those who can't attend a meeting in person — please fill out a 3-5 minute online survey by visiting www.oaklandca.gov/issue/capital-improvement-program.

WHAT IS THE CAPITAL IMPROVEMENT PROGRAM (CIP)?

The Capital Improvement Program (CIP) allows our funding partners to improve our public facilities, public spaces, and services that are important to Oaklandians. What's new? We will be looking for ideas from the community to help us decide what to fund, and how to fund it.

The CIP is developed along with the city's fiscal budget, which includes a variety of other programs and services. Our goal is to make sure that the CIP is aligned with the city's overall goals and priorities.

The CIP is a multi-year plan that outlines the city's capital projects from 2018 to 2025. It includes a list of projects, their estimated costs, and the funding sources for each project. The CIP is a key tool for the city to manage its capital assets and to ensure that we are investing in the right projects at the right time.

HOW WILL THE CITY USE MY FEEDBACK?

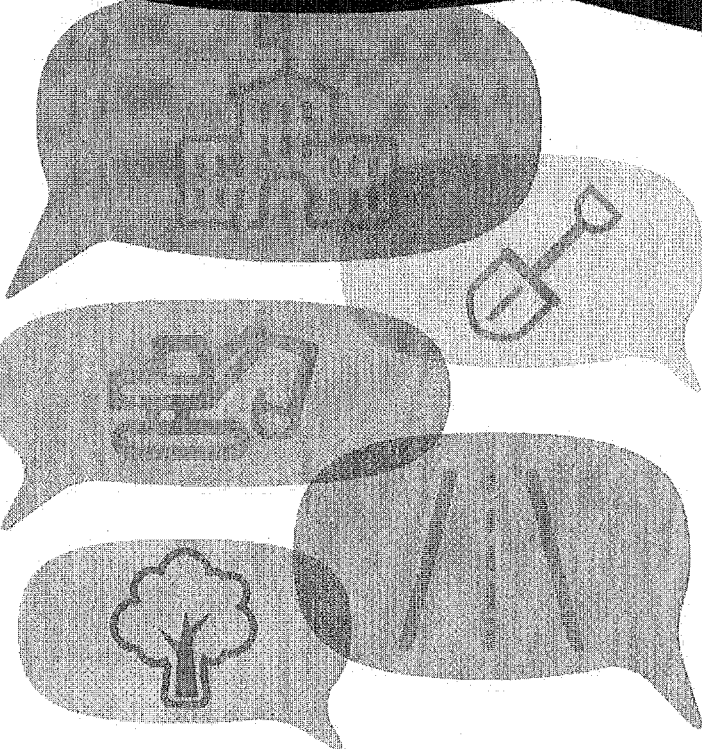
We need the community's feedback on how to weigh considerations that go into choosing projects for funding. We want our priorities to reflect the community's priorities as much as possible. To achieve that, we will be gathering your input on what means the most to you, and building a process that includes those priorities, along with the requirements set by the state and federal government like accessibility, health, safety, and environment.

Once we have your input, we will report back to the public and to City Council in the fall of 2018. There will be another chance for the public to weigh in during the Capital Budget making process, and another round of community outreach focusing on which projects receive funding.



La ciudad de Oakland está actualizando el proceso de identificación de instalaciones e infraestructura para su financiamiento.

¡Necesitamos escuchar su VOZ y sus SUGERENCIAS en la conversación!



REUNIONES COMUNITARIAS

Este de Oakland
Youth Development Center Gymnasium
8200 International Blvd.
Sábado, 16 de junio
10:00 a.m. - 12:00 del mediodía

Oakland
8200 International Blvd.
Sábado, 16 de junio
10:00 a.m. - 12:00 del mediodía

Centro de la Ciudad
Main Library
Bradley Walters Auditorium
125 14th St.
Sábado, 23 de junio
10:00 a.m. - 12:00 del mediodía

Central/Este
Elmwood Branch Library
3565 Fruitvale Ave.
Sábado, 30 de junio
10:00 a.m. - 12:00 del mediodía

Visite nuestro sitio web para otros eventos planeados y participe en una encuesta de 2 minutos.

www.oaklandca.gov/issues/capital-improvement-program

 **OAKLAND**
capital improvement program



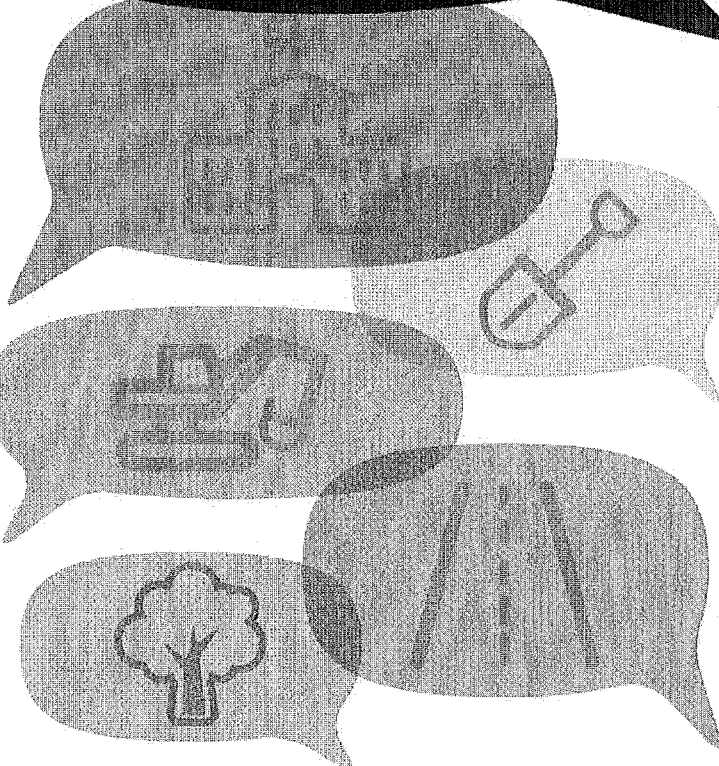
CITY OF OAKLAND

¿NECESITA ADA, LENGUAJE O ALGUNA OTRA ASISTENCIA?

Si usted desea asistir, por favor mande un e-mail a SMahor@oaklandnet.com o llame al (510) 230-6358 con lo menos cinco días antes de la reunión para que podamos acomodar su accesibilidad a la reunión. Las reuniones son accesibles en silla de ruedas. Por favor absténgase de aplicarse productos con olor a esta reunión por cortesía a los asistentes con sensibilidad a sustancias químicas.

屋崙市正在更新鑒定樓宇及基建工程的撥款程序

**我們需要你的
思想及意見!**



社區會議

東屋崙
 青年發展中心 Gymnasium
 8200 International Blvd.
 星期六, 6月16日
 上午10:00 - 中午12:00

西屋崙
 青年發展中心 Gymnasium
 18574 Hillside Ave.
 星期六, 6月16日
 上午10:00 - 中午12:00

屋崙市中心
 總圖書館
 Bradley Walters Auditorium
 125 14th St.
 星期六, 6月23日
 上午10:00 - 中午12:00

市中心/東面
 分圖書館
 3565 Fruitvale Ave.
 星期六, 6月30日
 上午10:00 - 中午12:00

請瀏覽我們的網頁獲取其它活動資料及填寫簡短2分鐘問卷。

www.oaklandca.gov/issues/capital-improvement-program



CITY OF
OAKLAND

你需要殘障輔助, 翻譯或其它輔助嗎?

請在會議5天前電郵 SMaher@oaklandnet.com 或致電 (510) 238-6358 讓我們作出安排。
 會場有適合輪椅出入設施。請避免塗搽香氛, 參加者可能對化學成分敏感。

EXHIBIT D – Survey



City of Oakland

Capital Improvement Program (CIP) Prioritization Survey

May 2018

How would you like to see Oakland improve?

The City of Oakland is updating our process to identify and select capital projects for funding. Capital projects improve and maintain Oakland's public facilities and infrastructure, and can include streets, public buildings, sewers, parks, and technology. These projects have a huge impact on the health and happiness of our community. The City wants your input to help us build a process that produces a more equitable and transparent Capital Improvement Program. Our goal is a process rooted in community values and priorities.

Note: This survey should take about 3-5 minutes and is completely anonymous.

As a City, we make decisions based on the values of Oakland residents. We want to know how Oaklanders would like the City to make these decisions. Please select up to five factors that matter most to you from the list below:

- Equity: Investment in underserved communities
- Health/Safety: Improve safety and encourage healthy living
- Economy: Benefit small Oakland businesses and create job opportunities for Oaklanders
- Environment: Improve the environment and address climate change
- Improvement: Build new and upgrade city-owned property
- Existing Conditions: Renovate or replace broken or outdated city property
- Shovel-Ready: Ready-to-go projects without delay
- Collaboration: Combine city projects to save time and money
- Required Work: Address areas where the city may be held financially and legally responsible

2. What times are most convenient to attend public meetings? Please check all that apply.

- Weekdays
- Weekends
- Afternoons (before 5PM)
- Evenings (after 5PM)

[Continued on the reverse side]

Attachment C

What is the most convenient way for you to give feedback to the City? Please check all that apply.

- Website Survey
- Email Survey
- USPS Mail Survey
- In person at a City-sponsored public meeting
- In person at an unaffiliated public event (ex. First Fridays, Night Outs, etc.)
- Surveys at public spaces (ex. Rec Centers, Libraries)

Demographic and Identifying Information

1. What is your race and/or ethnicity? Please check all that apply.
 - Asian/Pacific Islander
 - Black/African American
 - Hispanic/Latino
 - Native American/American Indian/Indigenous
 - White
 - Other: _____
 - I prefer not to disclose

2. Including yourself, please indicate who resides within your household. Please check all that apply.
 - Children 10 and under
 - Young Adults between 11-18
 - Seniors
 - Individuals with physical disabilities
 - A single parent head-of-household
 - I prefer not to disclose
 - N/A

3. How long have you lived in Oakland?
 - 0 – 5 years
 - 6 – 10 years
 - 11 – 20 years
 - 21+ years

4. What are the cross streets where you live?

5. If you would like the city to follow up with updates, please provide your email here.

To take this survey online or to learn more information, please visit
<https://www.oaklandca.gov/issues/capital-improvement-program>



**Ciudad de Oakland
Programa de Mejoras de Capital (CIP) Encuesta de Priorización
Mayo de 2018**

¿De qué manera le gustaría que Oakland mejorara?

La Ciudad de Oakland está actualizando el proceso que sigue para identificar y seleccionar los proyectos de capital a fin de que reciban el financiamiento correspondiente. Los proyectos de capital mejoran y mantienen las instalaciones e infraestructura públicas de Oakland, y pueden incluir calles, edificios públicos, sistemas de alcantarillado, parques y tecnología. Estos proyectos tienen un gran impacto sobre la salud y bienestar de nuestra comunidad. La Ciudad desea obtener sus comentarios para ayudarnos a crear un proceso que produzca un Programa de Mejoras de Capital más equitativo y transparente. Nuestro objetivo es crear un proceso basado en los valores y prioridades de la comunidad.

Nota: Responder esta encuesta deberá tomar de 3 a 5 minutos y es totalmente anónima.

1. Como Ciudad, tomamos decisiones basadas en los residentes de Oakland. Deseamos saber de qué manera les gustaría que tomáramos estas decisiones a los residentes de Oakland. Sírvase seleccionar en la siguiente lista hasta un máximo de cinco factores que sean los más importantes para usted:

- Igualdad:** Invertir en comunidades menos favorecidas
- Salud/Seguridad:** Mejorar la seguridad y promover un estilo de vida saludable
- Economía:** Beneficiar a las pequeñas empresas de Oakland y crear oportunidades de empleos para los residentes de Oakland
- Medio ambiente:** Mejorar el medio ambiente y abordar el tema del cambio climatológico
- Mejoramiento:** Actualizar y construir nuevas propiedades poseídas por la ciudad
- Condiciones actuales:** Renovar o reemplazar bienes de la ciudad que estén quebradas o antiguas
- Listos para empezar:** Proyectos listos para iniciar sin demora
- Colaboración:** Combinar proyectos de la ciudad con el fin de ahorrar tiempo y dinero
- Trabajo requerido:** Atender áreas en las que la ciudad podría ser responsable en términos financieros y legales

2. **¿Cuáles horas son las más convenientes para que usted pueda asistir a las reuniones públicas? Marque todas las opciones que correspondan.**

- Lunes a viernes
- Fines de semana
- Tardes (antes de las 5PM)
- Noches (después de la 5PM)

[Continúa al reverso]



**Ciudad de Oakland
Programa de Mejoras de Capital (CIP) Encuesta de Priorización
Mayo de 2018**

¿De qué manera le gustaría que Oakland mejorara?

La Ciudad de Oakland está actualizando el proceso que sigue para identificar y seleccionar los proyectos de capital a fin de que reciban el financiamiento correspondiente. Los proyectos de capital mejoran y mantienen las instalaciones e infraestructura públicas de Oakland, y pueden incluir calles, edificios públicos, sistemas de alcantarillado, parques y tecnología. Estos proyectos tienen un gran impacto sobre la salud y bienestar de nuestra comunidad. La Ciudad desea obtener sus comentarios para ayudarnos a crear un proceso que produzca un Programa de Mejoras de Capital más equitativo y transparente. Nuestro objetivo es crear un proceso basado en los valores y prioridades de la comunidad.

Nota: Responder esta encuesta deberá tomar de 3 a 5 minutos y es totalmente anónima.

1. Como Ciudad, tomamos decisiones basadas en los residentes de Oakland. Deseamos saber de qué manera les gustaría que tomáramos estas decisiones a los residentes de Oakland. Sírvase seleccionar en la siguiente lista hasta un máximo de cinco factores que sean los más importantes para usted:

- Igualdad:** Invertir en comunidades menos favorecidas
- Salud/Seguridad:** Mejorar la seguridad y promover un estilo de vida saludable
- Economía:** Beneficiar a las pequeñas empresas de Oakland y crear oportunidades de empleos para los residentes de Oakland
- Medio ambiente:** Mejorar el medio ambiente y abordar el tema del cambio climatológico
- Mejoramiento:** Actualizar y construir nuevas propiedades poseídas por la ciudad
- Condiciones actuales:** Renovar o reemplazar bienes de la ciudad que estén quebradas o antiguas
- Listos para empezar:** Proyectos listos para iniciar sin demora
- Colaboración:** Combinar proyectos de la ciudad con el fin de ahorrar tiempo y dinero
- Trabajo requerido:** Atender áreas en las que la ciudad podría ser responsable en términos financieros y legales

2. **¿Cuáles horas son las más convenientes para que usted pueda asistir a las reuniones públicas? Marque todas las opciones que correspondan.**

- Lunes a viernes
- Fines de semana
- Tardes (antes de las 5PM)
- Noches (después de la 5PM)

[Continúa al reverso]



奧克蘭 (奧克蘭) 市政府
資本改善計劃 (CIP) 優先項目問卷調查
2018 年 5 月

你希望看到奧克蘭 (奧克蘭) 市如何改善進步？

奧克蘭 (奧克蘭) 市政府現正更新重大工程籌資的確認及遴選程序。重大工程旨在改善和維護奧克蘭 (奧克蘭) 市的公共設施和基礎建設，包括街道、公共建築、下水道、公園和科技等等。這些工程對社區健康安樂的影響甚鉅。市政府希望你提供意見，協助我們建立一套程序，以形成更加平等透明的資本改善計劃。我們的目標是建立一套立足於社區價值及其優先問題的程序。

註：完成這項問卷調查約需 3-5 分鐘，且採用完全匿名方式。

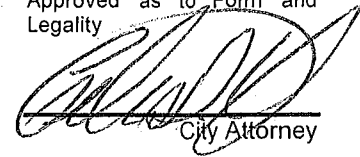
1. 本市政府會根據奧克蘭 (奧克蘭) 市居民的價值觀來訂定決策。我們希望了解奧克蘭 (奧克蘭) 市民希望市政府如何訂定這些決策。請從下面清單選擇五個你認為最重要的因素：

- 公平性**：投資於服務不足的社區
- 健康/安全**：提倡安全並鼓勵健康生活
- 經濟**：惠及奧克蘭小型企業並為奧克蘭居民眾創造就業機會
- 環境**：改善環境並應對氣候變化
- 改善**：建築新市府樓宇及改善現有物業
- 現有條件**：更新或更換破損或過時的市府樓宇物業
- 準備就緒**：準備就緒的建築項目
- 合作**：結合市府項目以便節省時間和金錢
- 必要工作**：應對市府在經濟和法律上可能需要負責的項目

2. 哪些時間最方便參加公共會議？請勾選所有適合的項目。

- 平日
- 週末
- 下午 (下午 5:00 以前)
- 晚上 (下午 5:00 以後)

[續背面]



OAKLAND CITY COUNCIL

2018 SEP 12 PM 4:12 RESOLUTION No. _____ C.M.S.

ADOPT A RESOLUTION TO APPROVE THE UPDATED CAPITAL IMPROVEMENT PROGRAM PRIORITIZATION PROCESS, ADOPT THE WEIGHTING SYSTEM AND AUTHORIZE THE CITY ADMINISTRATOR TO IMPLEMENT THE PROCESS BEGINNING BUDGET CYCLE FY2019-21

WHEREAS, the City Council passed Resolution No. 78747 C.M.S. in July 2004, establishing prioritization methods for the capital improvements to the City of Oakland’s assets categories: facilities and structures, parks and open space, sewers, storm drains, streets, sidewalks and traffic improvement infrastructure; and

WHEREAS, the City desires to update the Capital Improvement Program (CIP) Prioritization Process to align with City’s current policies and values to reflect citywide priorities of Equity, Health and Safety, Existing Conditions, Economy, Environment, Required Work, Improvement, Collaboration, and Shovel Ready; and

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

WHEREAS, because of substantial institutional reorganization with the establishment of the Oakland Department of Transportation in 2015 under Ordinance No. 13325 C.M.S. and expanded capital funding availability as a result of the passage of Measure KK Infrastructure Bond in 2016; and

WHEREAS, City Council approved Ordinances No. 13319 C.M.S. and No. 13326 C.M.S. creating the Department of Race and Equity (DRE) in 2015, establishing definitions and implementation steps related to a citywide strategy to create a fair and just city where the City maintains diversity, eliminates racial disparities, and achieves racial equity; and

WHEREAS, the City developed a strategy document in the 2016 Resilient Oakland Playbook focusing on themes to 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; and

WHEREAS, the City’s Department of Race & Equity published the Oakland’s Equity Indicators Report in 2018 which “develops a baseline quantitative framework that can be used by City and community members to better understand the impact of race, measure inequalities and track changes in the disparities for different groups over time”; and

WHEREAS, the FY2017-19 CIP budget recognized the need for more accessible and standard approach to public input; and

WHEREAS, City staff, composed of a CIP Working Group from the Department of Transportation and the Department of Public Works, with the Department of Race and Equity, conducted public outreach and engaged community involvement in the development of the CIP Prioritization Process, and

WHEREAS, A page in the City of Oakland's website is dedicated to the CIP process, providing information on the program and update with relevant information, and

WHEREAS, a Capital Improvement Program Advisory Committee was established, consisting of a representative of each City department involved with capital projects, acting as advisors and a consistent point of contact regarding CIP planning and disseminates information to department management/staff, now, therefore be it

RESOLVED: That the City Council adopt a resolution approving the updated Capital Improvement Program Prioritization Process, adopting the weighting system and authorizing The City Administrator to Implement the Process Beginning Budget Year 2019-21 as set forth in the agenda report accompanying this Resolution, pages 9-10; and be it

FURTHER RESOLVED: That the City Council establishes that the nine factors and points distribution (out of 100) used to prioritize the City of Oakland's Capital Improvement Program shall be as follows: Equity (16 points), Health and Safety (16 points), Existing Conditions (13 points), Economy (13 points), Environment (11 points), Required Work (10 points), Improvement (8 points), Collaboration (8 points), and Shovel Ready (5 points); and be it

FURTHER RESOLVED: That this resolution shall be effective immediately upon passage.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN, and PRESIDENT REID

NOES -

ABSENT -

ABSTENTION -

ATTEST: _____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California