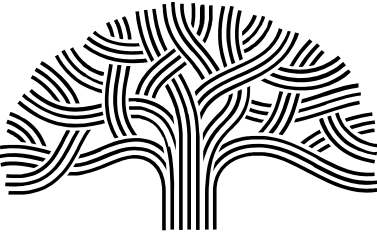


# Department of and Employment (DWES)

# Workplace Standards

Emylene Aspilla, Director  
Department of Workplace and  
Employment Standards



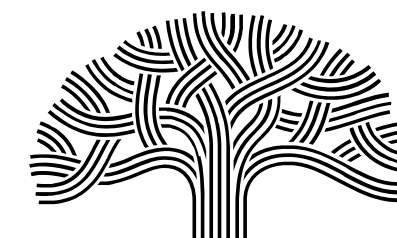
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# Department Mission

**The Department of Workplace and Employment Standards (DWES) strives to advance equity and the social and economic well-being of City of Oakland residents, workers, and businesses by:**

- Enforcing the City's laws that protect low-wage workers from wage-theft and inhumane working conditions.
- Maximizing the impact of the City's procurement dollars by enforcing the City's laws and policies that provide workers and small and local businesses with equitable access to quality jobs and City contracts.



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# DWES serves workers, business owners, and City Departments

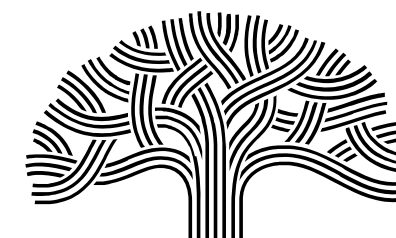
DWES was created July 1, 2020 ([Chapter 2.44 OMC](#))

## **Labor Standards**

- Educate workers and employers on Oakland's labor laws.
- Enforce laws promoting access to/participation in quality jobs.

## **Business Inclusion**

- Ensure equitable access to the City's contracting opportunities.
- Enforce laws and policies to maximize participation of local and small businesses.

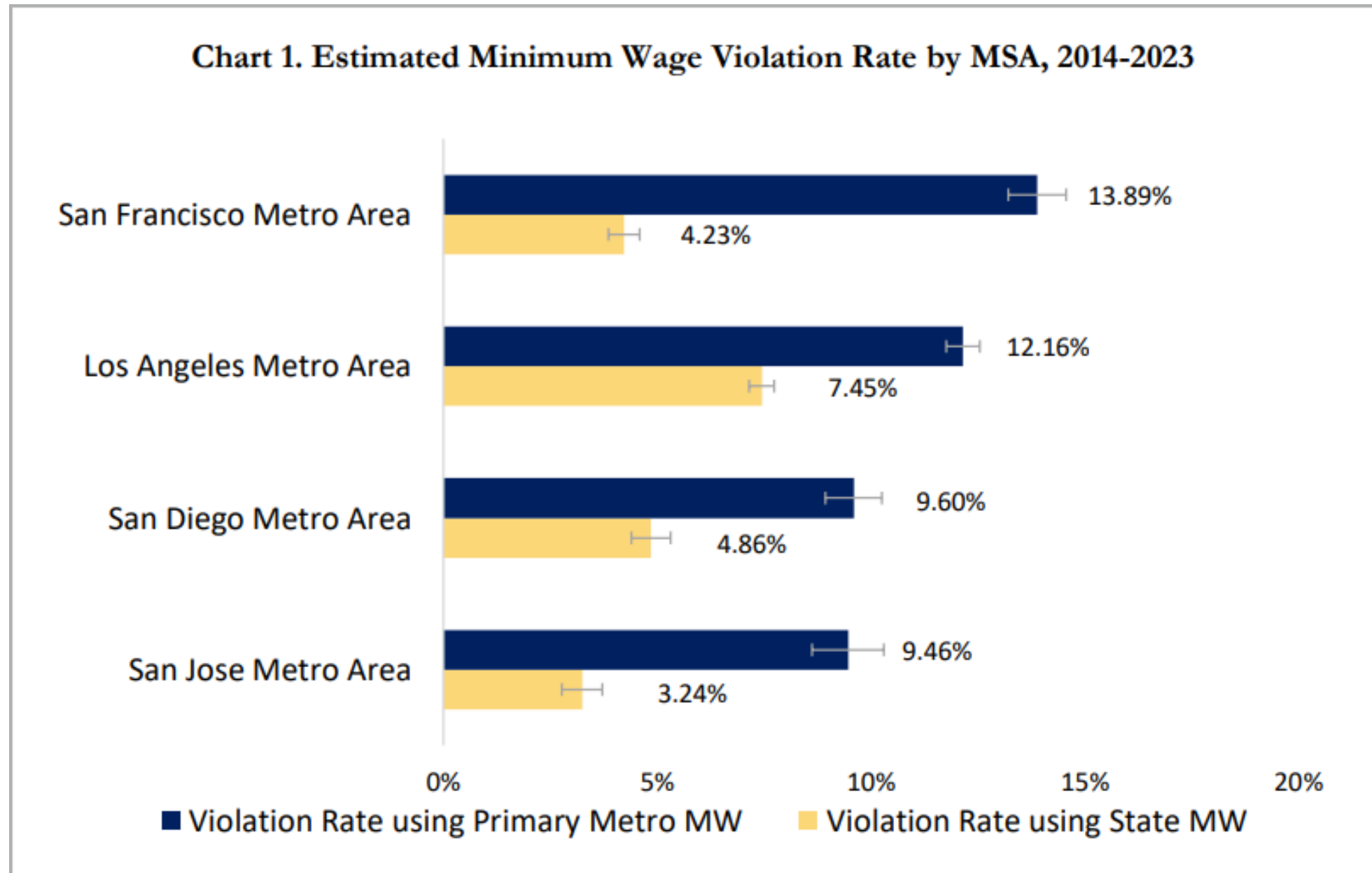


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# DWES collaborates with Contract Administration to serve City Departments

	<b>Planning and Outreach</b>	<b>Competitive Process</b>	<b>Contract Award</b>	<b>Execution of Scope</b>	<b>Close-out</b>
<b>DWES</b>	Advise and strategize on procurement & contracting structure	Include Business Inclusion Requirements <ul style="list-style-type: none"> <li>• Bid Discounts</li> <li>• Preference Points</li> </ul>	Evaluate Responsiveness and Compliance with Business Inclusion and Labor Standards	Monitor compliance for through the life of the agreement	<ul style="list-style-type: none"> <li>• Exit Affidavit</li> <li>• Determine any fees and/or penalties</li> </ul>
<b>Finance and OPW</b>		<ul style="list-style-type: none"> <li>• Union Notice</li> <li>• Process and Publish solicitations</li> <li>• Mandatory Advertising</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate bid/proposal review and award.</li> <li>• Coordinate contract execution</li> </ul>	Notice-to-Proceed	<ul style="list-style-type: none"> <li>• Release Encumbrance</li> </ul>

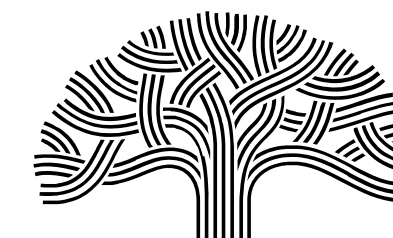
# DWES addresses the problem of wage theft



SF Metro area workers lost an average of \$4,300 to wage theft.

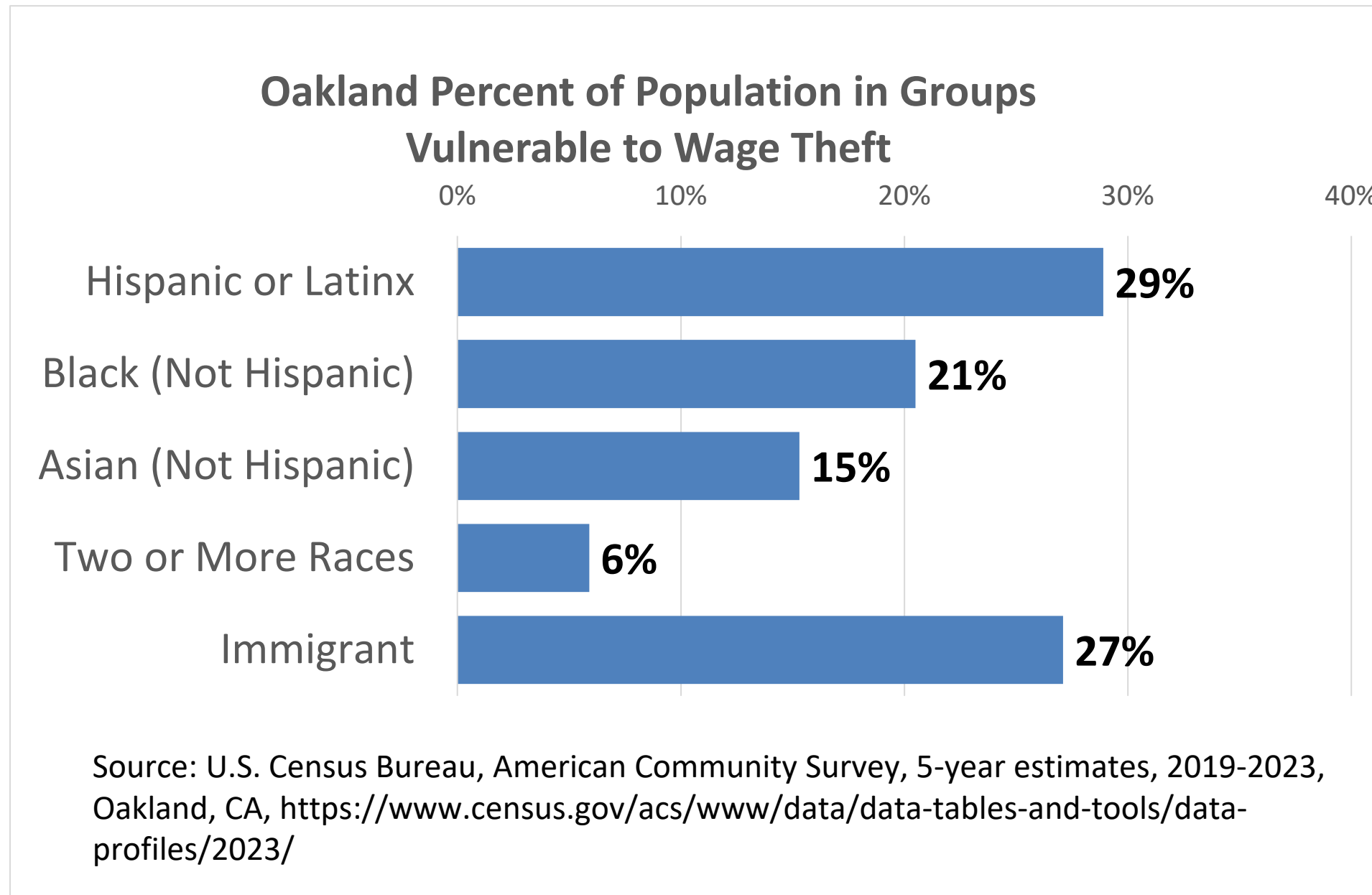
Nearly 14% of workers were paid below the area minimum wage.

Source: Daniel J. Galvin, Jake Barnes, Janice Fine, and Jenn Round, "Wage Theft in California: Minimum Wage Violations, 2014-2023," Rutgers University Report, May 2024, [https://smlr.rutgers.edu/sites/default/files/Documents/Centers/WJL/California\\_MinimumWage\\_Study\\_May2024.pdf](https://smlr.rutgers.edu/sites/default/files/Documents/Centers/WJL/California_MinimumWage_Study_May2024.pdf)



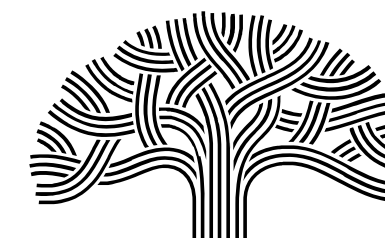
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# Oakland has large populations of workers vulnerable to wage theft



Oakland's vulnerable populations include: Hispanic, Black, Asian, Multi-racial, Immigrants, and older workers who cannot afford to fully retire.

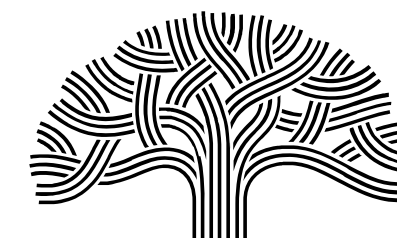
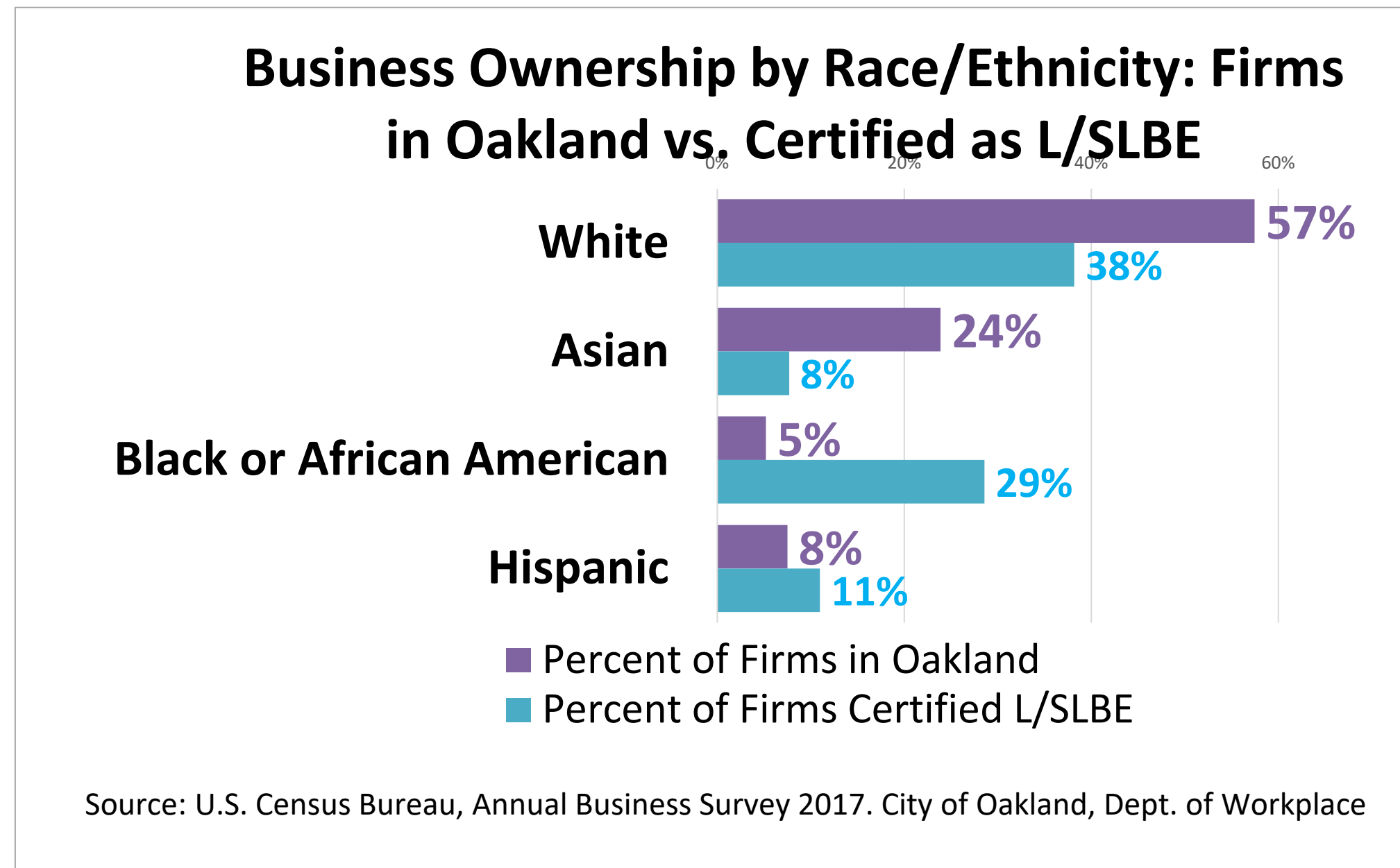
Workers are employed in sectors with high rates of violations, including security, retail, food service, travel, and hospitality.



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# DWES addresses equity in contracting

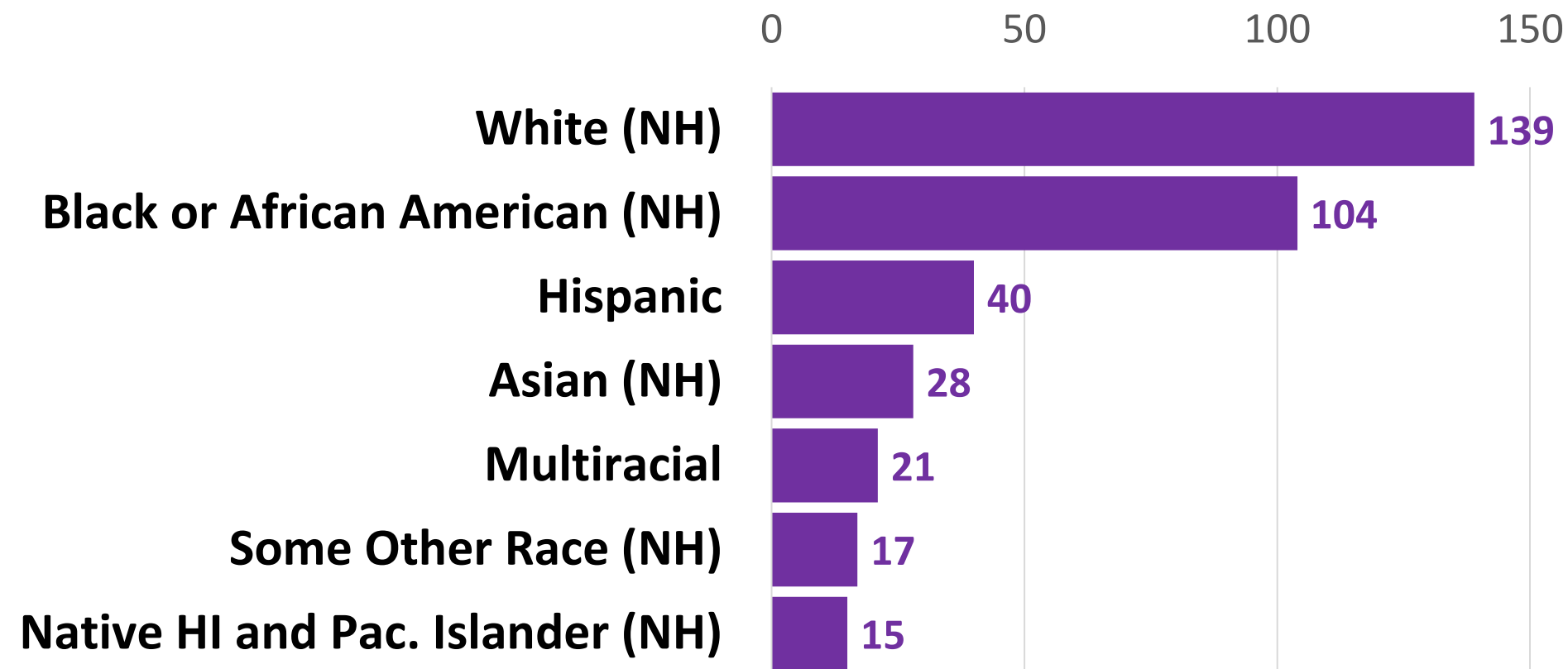
Oakland applies a geographic preference to its diverse pool of certified firms.



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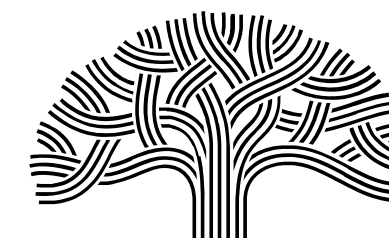
# Low number of certified vendors contributes to waivers

## Oakland Certified Vendors by Race/Ethnicity



Source: City of Oakland, Dept. of Workplace and Employment Standards, Data as of Dec. 26, 2024.

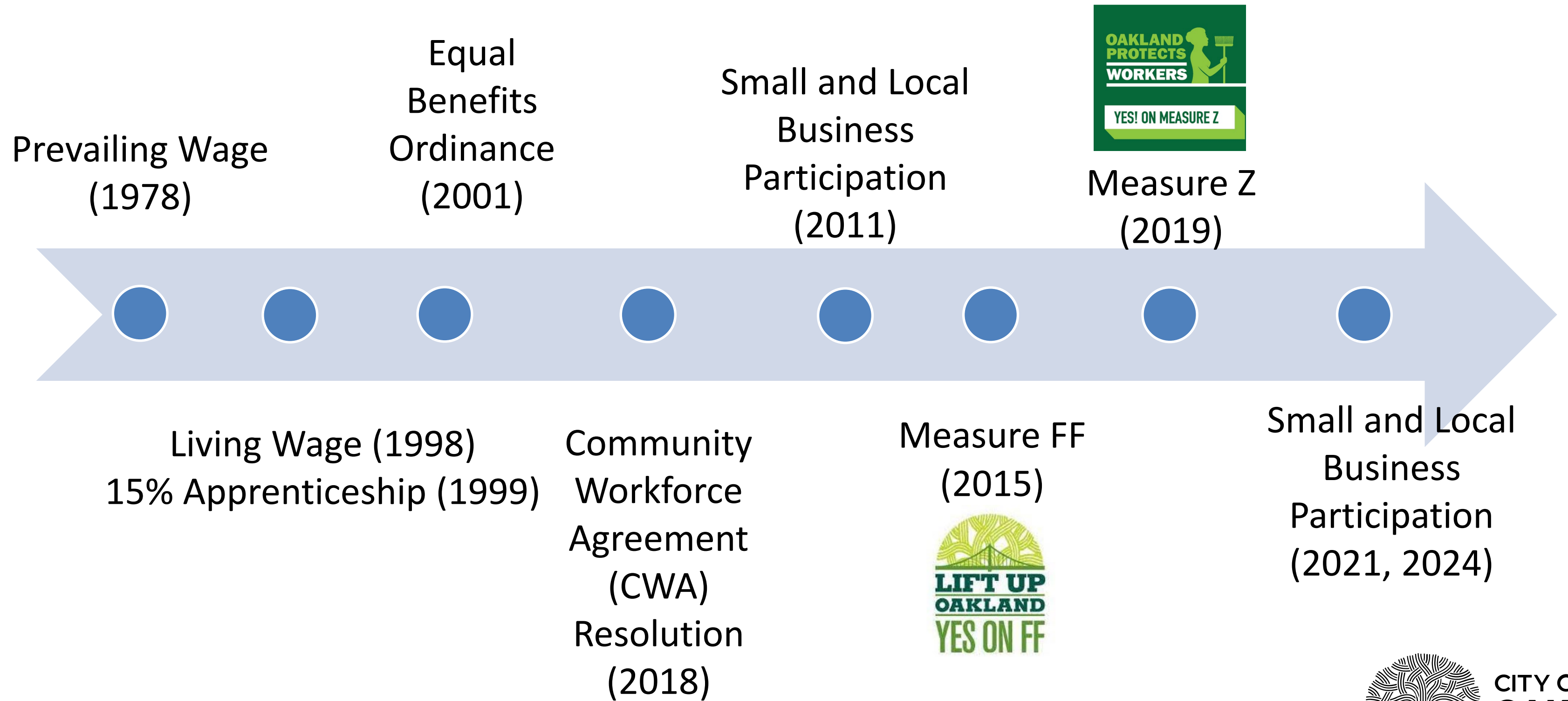
The geographic preference is waived when fewer than 3 firms are certified. Oakland only has 364 (4%) of firms in Oakland certified.



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# History of City Contractor and Citywide Labor Laws



# DWES is not yet fully formed as a department

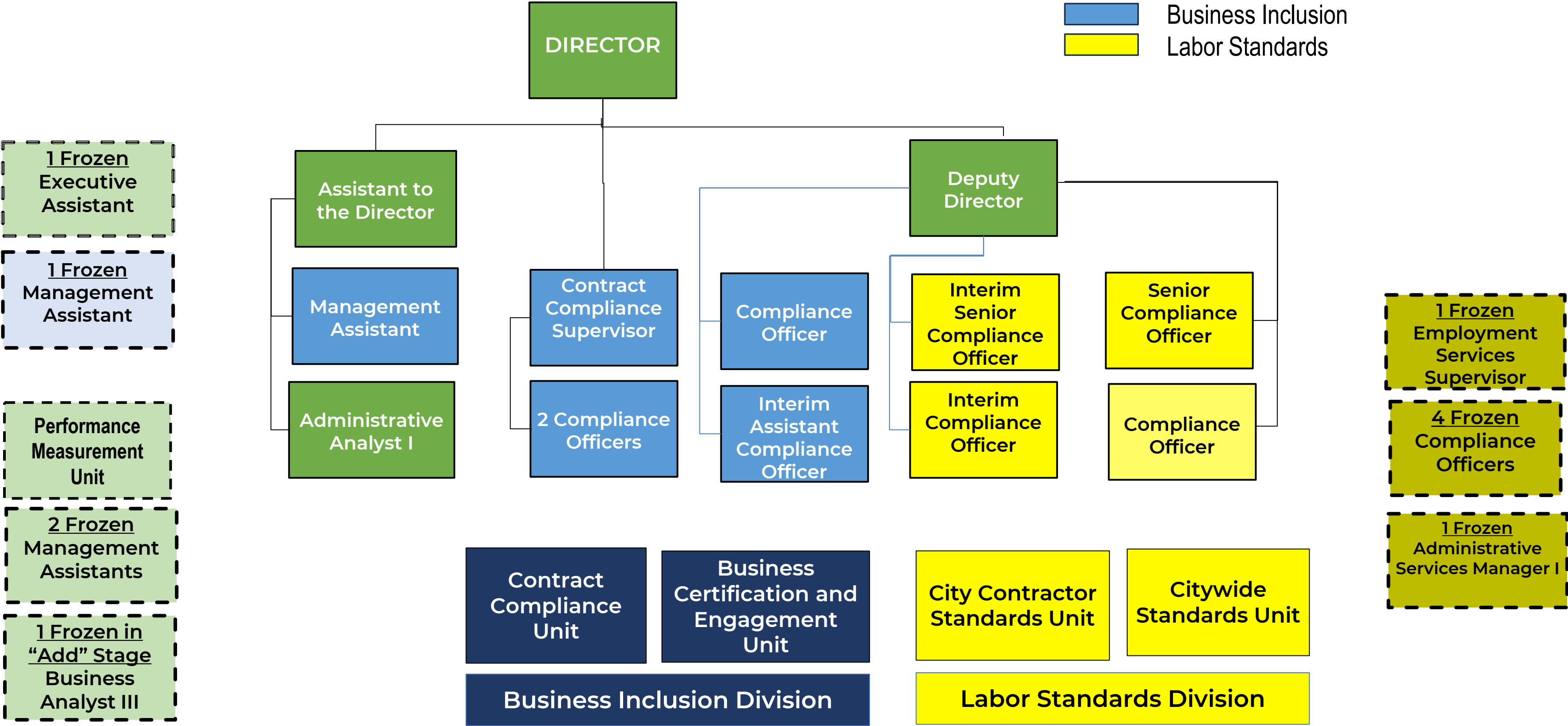
<b>Before Measure Z, 2019 and Earlier</b>	<b>Current State</b>	<b>Future State</b>
<ul style="list-style-type: none"><li>• Division of the City Administrator's Office</li></ul>	<ul style="list-style-type: none"><li>• Contract Administration moved to Finance in June 2023</li><li>• DWES staff re-organized into Divisions and Specialization areas</li><li>• Implementation of additional programmatic components and changes in the laws</li><li>• New collaborative partnerships</li><li>• Data tracking and performance measures</li></ul>	<ul style="list-style-type: none"><li>• Equitable, efficient, customer-centered processes</li><li>• Department staffing is aligned with the type, quality, and competencies needed to meet the needs of Oakland's diverse residents, workers, and businesses</li><li>• Fully implemented laws and policies</li><li>• Robust data collection/performance management</li><li>• Sufficient resources for direct service, back-office administration and operations, and policy development</li></ul>

# DWES Divisions and Units

Divisions	Units
<p data-bbox="326 395 706 549">Labor Standards</p> 	<p data-bbox="836 390 1419 446"><b><u>Citywide Standards</u></b> Enforces the City’s Minimum Wage Ordinance, Hotel Minimum Wage and Working Conditions Ordinance, and Worker Retention at Large-Scale Hospitality Business Ordinance</p> <p data-bbox="836 695 1612 752"><b><u>City Contractor Standards</u></b> Enforces the Local Employment Program, the 15% Apprenticeship Program, the Living Wage Ordinance, the Prevailing Wage Resolution, and the Equal Benefits Ordinance.</p>
<p data-bbox="349 984 683 1138">Business Inclusion</p> 	<p data-bbox="836 979 1609 1035"><b><u>Contract Compliance Unit</u></b> Enforces the City’s Local and Small Local Business Enterprise (L/SLBE) Program and the Disadvantaged Business Enterprise (DBE) Program for federally funded transportation related projects.</p> <p data-bbox="836 1264 2159 1320"><b><u>Business Certification and Engagement Unit</u></b> Engages in outreach and small business capacity building activities, including certifying businesses as local, small local, very small local, nonprofit local, non-profit small local, nonprofit very small local, Small Business Administration local business, and local business-locally produced goods enterprises.</p>

# DWES Organizational Chart

- Business Inclusion/Labor Standards
- Business Inclusion
- Labor Standards



# We collaborate with internal and external partners to fill the gaps



## Worker Community

- Centro Legal/Fair Labor Oakland



## Business Community

- National Association of Minority Contractors
- Chambers of Commerce



## Labor Community

- UNITE HERE
- Building Trades
- Carpenters



## Academic/Policy Development

- Rutgers Workplace Justice Lab



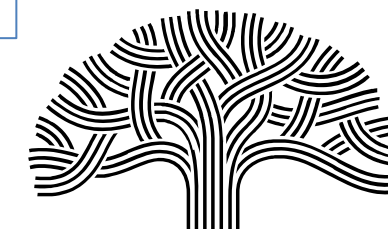
## City of Oakland

- City Attorney
- City departments: business outreach



## State/County

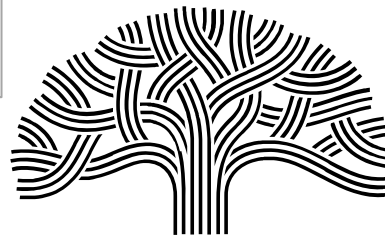
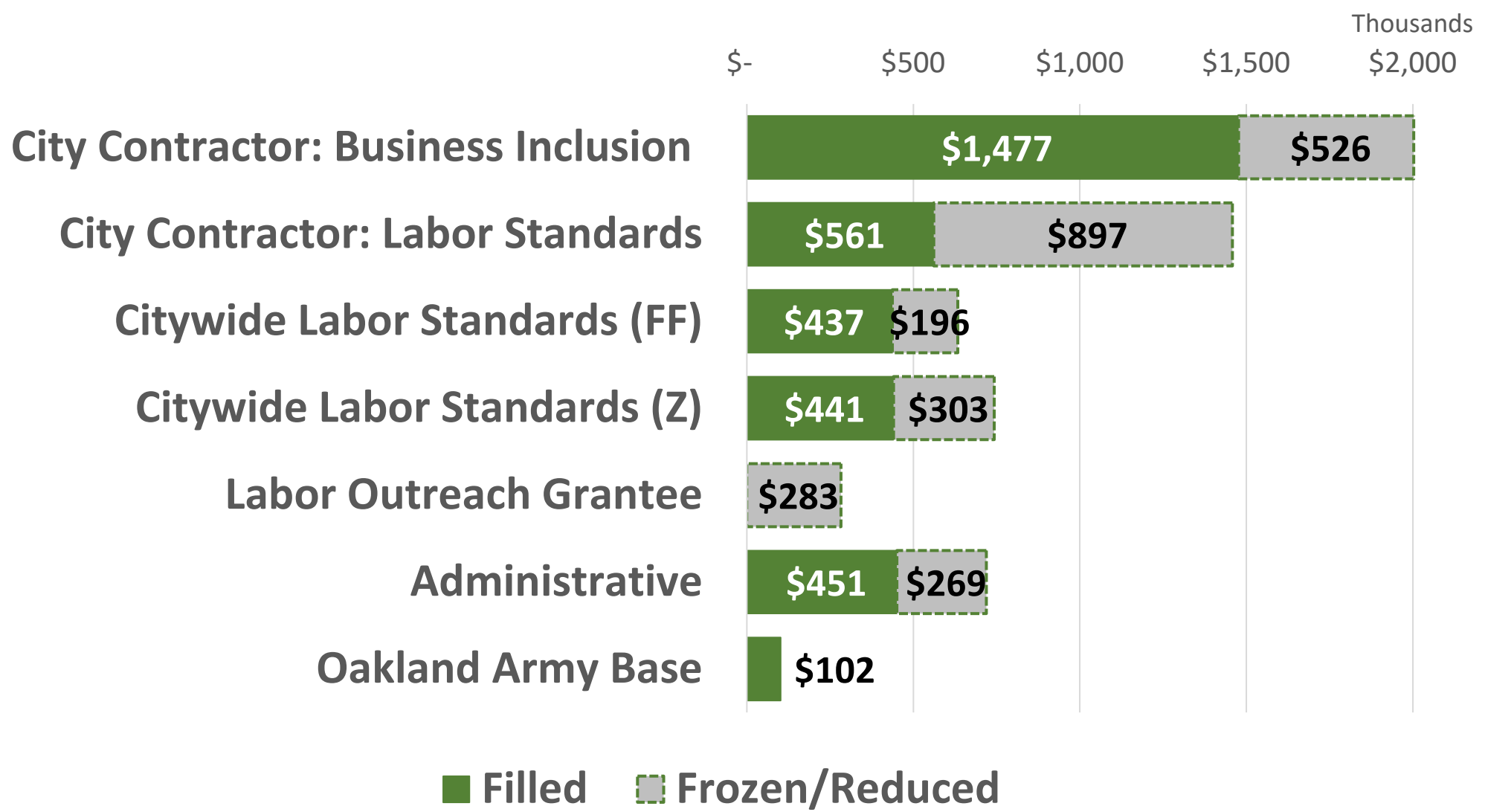
- CA Dept. of Industrial Relations
- AC District Attorney



# Budget balancing affected Labor Standards the most

## DWES Projects: Personnel and Grantees

(14 filled positions, 10 frozen, 1 grantee )



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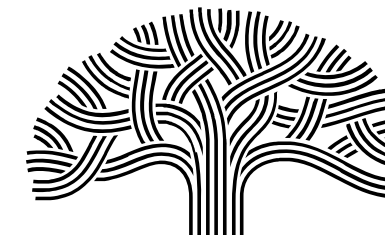
# DWES Priorities

## Department-wide Priorities

1. Improve service delivery by designing equitable, efficient, customer-centered processes
2. Align staffing with the type, quality, and competencies needed to meet the needs of Oakland's diverse residents, workers, and businesses

## Service Area Priorities

3. Citywide Labor Standards: Close investigations
4. City Contractor Labor Standards: Implement the Local Employment Program
5. City Contractor Business Inclusion: Improve representation of local and small businesses in city contracting



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# Who to Contact?

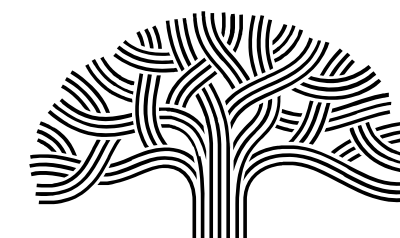
For questions regarding this presentation or for services:

**Email [dwes@oaklandca.gov](mailto:dwes@oaklandca.gov)**

<https://www.oaklandca.gov/departments/workplace-employment-standards>



# Appendix: Additional Information about DWES



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# DWES Collaboration with Contract Administration

	<b>Planning and Outreach</b>	<b>Competitive Process</b>	<b>Contract Award</b>	<b>Execution of Scope</b>	<b>Close-out</b>
<b>DWES</b>	<p>Advise and strategize on procurement &amp; contracting structure:</p> <ul style="list-style-type: none"> <li>• Scope: General or Specific</li> <li>• Value (\$)</li> <li>• Time (Duration)</li> <li>• Bench of Suppliers versus Single Supplier</li> </ul>	<p>Include Business Inclusion Requirements</p> <ul style="list-style-type: none"> <li>• Bid Discounts</li> <li>• Preference Points</li> </ul>	<p>Evaluate Responsiveness and Compliance with Business Inclusion (L/SLBE or DBE) and Labor Standards (EBO and Living Wage)</p>	<p>Monitor compliance for all Business Inclusion and Labor Standards provisions through the life of the agreement</p>	<ul style="list-style-type: none"> <li>• Exit Affidavit</li> <li>• Determine any fees and/or penalties for not meeting requirements</li> </ul>
<b>Finance and OPW</b>	<ul style="list-style-type: none"> <li>• Maximizing Small Businesses</li> <li>• L/SLBE Availability</li> <li>• Getting the Word Out (not just what is required)</li> <li>• Funding</li> <li>• Scoring/Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Union Notice</li> <li>• Process and Publish solicitations</li> <li>• Mandatory Advertising</li> </ul>	<p>Facilitate bid/proposal review and award, and coordinate contract execution</p>	<p>Notice-to-Proceed</p>	<p>Release Encumbrance</p>

# Quick Glance: Required Agreement Provisions\*

Type & Value	Labor Standards						Business Inclusion			
	Equal Benefits	Living Wage	Prevailing Wage	Local Employment	15% Apprenticeship	M&W Hiring	L/SLBE Program	L/SLBE Outreach	MPSLB	DBE
<b>Grants</b>										
\$25,000-\$99,999	Yes									
≥100,000 (12 month period)		Yes								
<b>Goods &amp; Services</b>										
\$1,001-\$24,999			Yes – may apply to maintenance contracts					Yes		
\$25,000-\$99,999	Yes	Yes – for service contracts								
≥ \$50,000				Yes	Yes				Yes	
<b>Professional Services</b>										
\$25,000-\$49,999	Yes	Yes						Yes		
≥ \$50,000			Yes	Yes					Yes	

\*This is a **simplified summary** – please reach out to DWES and/or your assigned City Attorney to discuss the specific scope of work, value of the agreement, and the type of agreement/contractor to determine specific applicability of the various ordinances.

# Quick Glance: Required Agreement Provisions\*

Type & Value	Labor Standards						Business Inclusion				
	Equal Benefits	Living Wage	Prevailing Wage	Local Employment	15% Apprenticeship	M&W Hiring	L/SLBE Program	L/SLBE Outreach	MPSLB	DBE	
<b>Construction</b>											
\$1,001-\$10,000			Yes (federal prevailing wage applies at \$2000)			Yes – contracts with federal funding		Yes		Yes – contracts with federal funding	
\$10,001-\$14,999								Yes			
\$15,000-\$24,999								Yes			
\$25,000-\$50,000	Yes	Yes						Yes			
\$50,001-\$99,999					Yes			Yes			
\$100,000-\$249,999					Yes			Yes – if not selected through MPSLB			Yes – including pre-construction related services
≥ \$250,001								Yes			

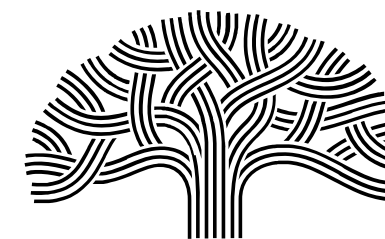
\*This is a **simplified summary** – please reach out to DWES and/or your assigned City Attorney to discuss the specific scope of work, value of the agreement, and the type of agreement/contractor to determine specific applicability of the various ordinances.

# Labor Standards – Citywide Employers

	Provision	Applicability	Reference	Overview
<b>Wages, Benefits, &amp; Working Conditions</b>	City Minimum Wage, Sick Leave, and Other Employment Standards	Citywide	<a href="#">Chapter 5.92</a>	<ul style="list-style-type: none"> <li>• Employees working 2+ hours a week</li> <li>• Effective 1/1/2025: <b>\$16.89</b></li> <li>• 1 hour of sick leave for every 30 hours worked</li> <li>• Hospitality Employers that collect “service charges” must pay these to employees who rendered the service</li> </ul>
	Hotel Minimum Wage and Working Conditions	Citywide	<a href="#">Chapter 5.93</a>	<ul style="list-style-type: none"> <li>• Effective 1/1/25: <b>\$18.36</b> with benefits and <b>\$24.48</b> without benefits</li> <li>• Maximum of 4000 square feet of floorspace cleaned in 8 hours</li> <li>• Consent for working over 10 hours</li> <li>• Panic buttons for housekeepers, room servers, and other hotel employees working alone in guest rooms or bathrooms</li> </ul>
	Worker Retention at Large-Scale Hospitality Businesses	Citywide	<a href="#">Chapter 2.36</a>	<ul style="list-style-type: none"> <li>• Retaining employees for 120 days when there is an Operator change</li> </ul>

# Labor Standards – City Contracts

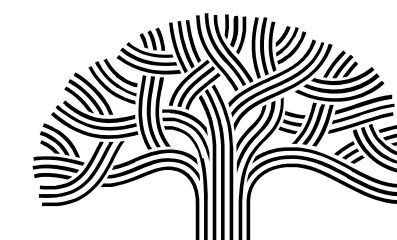
	Provision	Applicability	Reference	Overview
<b>Wages, Benefits, &amp; Working Conditions</b>	Living Wage Ordinance	City Contracts	<a href="#">Chapter 2.28</a>	<ul style="list-style-type: none"> <li>Effective 7/1/2024: <b>\$17.37</b> with benefits and <b>\$19.95</b> without benefits</li> <li>12 days off</li> </ul>
	State and Federal Prevailing Wage	City Contracts	<a href="#">Resolution No. 57103 C.M.S</a>	Wages vary by trade and craft and typically include hourly wages and benefits that are determined/adjusted locally by the State DIR and US DOL.
	Equal Benefits Ordinance	City Contracts	<a href="#">Chapter 2.32</a>	Benefits are offered equally to employees with domestic partners and employees with spouses



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# Labor Standards

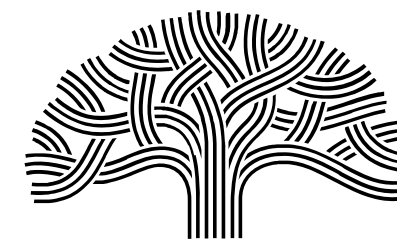
	Provision	Applicability	Reference	Overview
<b>Job Access &amp; Participation</b>	Local Employment Program	City Contracts	Part IV of the <a href="#">Local and Small Business Enterprise Program</a> , Resolution No. 69687 C.M.S., as amended and codified by Ordinance No. 12389 C.M.S., and as subsequently amended	Public works projects, craft by craft: <ul style="list-style-type: none"> <li>• <u>50%</u> of work hours performed by Oakland residents</li> <li>• 50% of new hires are Oakland residents               <ul style="list-style-type: none"> <li>○ First new hire must be an Oakland resident</li> </ul> </li> </ul>



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# Labor Standards – City Contracts

	Provision	Applicability	Reference	Overview
<b>Job Access &amp; Participation</b>	Fifteen (15) Percent Apprenticeship Program	City Contracts	<a href="#">Resolution No. 74762 C.M.S.</a>	<ul style="list-style-type: none"> <li>Utilizing apprentices at <u>15%</u> counts toward Local Employment Program goals</li> </ul>
	Women and Minority Utilization	City Contracts with Federal Funding	<a href="#">3C00 Executive Order Goals</a>	<ul style="list-style-type: none"> <li>Nationwide goal of <u>6.9%</u> for female utilization</li> <li><u>25.6%</u> minority utilization for the San Francisco-Oakland Economic Area</li> </ul>

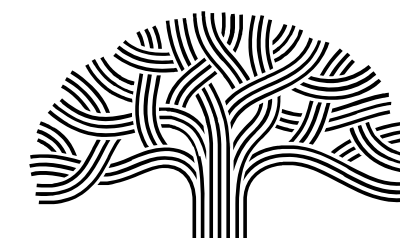


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# Business Inclusion – City Contracts

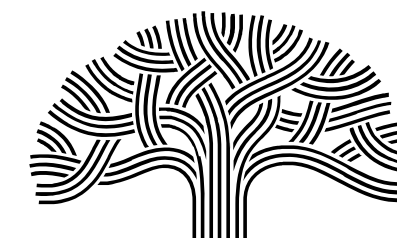
	Provision	Applicability	Reference	Overview
<b>Local and Small Business Participation</b>	Local and Small Business Enterprise Program	City Contracts	<a href="#">Local and Small Business Enterprise Program</a> , Resolution No. 69687 C.M.S., as amended and codified by Ordinance No. 12389 C.M.S., and as subsequently amended	50% local business participation requirement <ul style="list-style-type: none"> <li>• 25% for Local Business Enterprises (LBE)/Local Not for Profit Business Enterprise (L/NFPBE)</li> <li>• 25% for Small Local Business Enterprises (SLBE)/Small Local Not for Profit Business Enterprise (S/LNFPBE)</li> </ul>



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# Business Inclusion – City Contracts

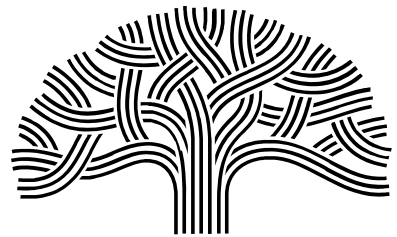
	Provision	Applicability	Reference	Overview
<b>Disadvantaged Business Enterprise Participation</b>	Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs	City Contracts with Federal Funding	<a href="#">CFR 49 Part 26</a>	<p>Levelling the playing field by providing small businesses owned and controlled by socially and economically disadvantaged individuals a fair opportunity to compete for federally funded transportation contracts.</p> <ul style="list-style-type: none"> <li>• Race and gender-neutral measures and race-and gender conscious measures, when permitted</li> </ul>



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# Economic and Workforce Development

Ashleigh Kanat,  
Director

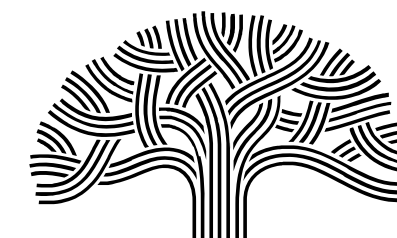


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# Department Vision and Mission

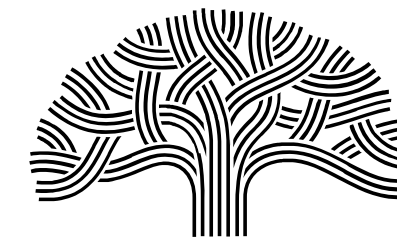
- **Vision:** Oakland's thriving economy provides equitable opportunities to live, work, learn and play in sustainable neighborhoods.
- **Mission:** To ensure that all communities in Oakland are healthy, stable, and thriving by creating economic opportunity for all Oaklanders and equitable conditions to build intergenerational wealth.



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# Who We Serve

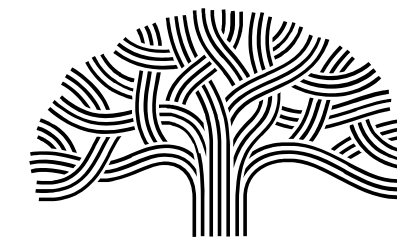
- Small and Large Businesses and Employers
- Entrepreneurs
- Real Estate and Property Partners
- Investors and Lenders
- Economic Development Organizations
- Oakland Workforce Development Board
- Education and Training Partners
- Arts, Culture and Creative Industries



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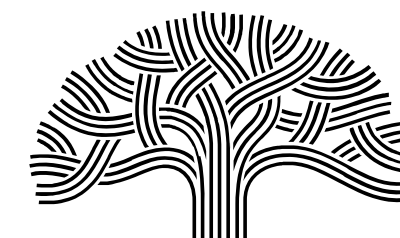
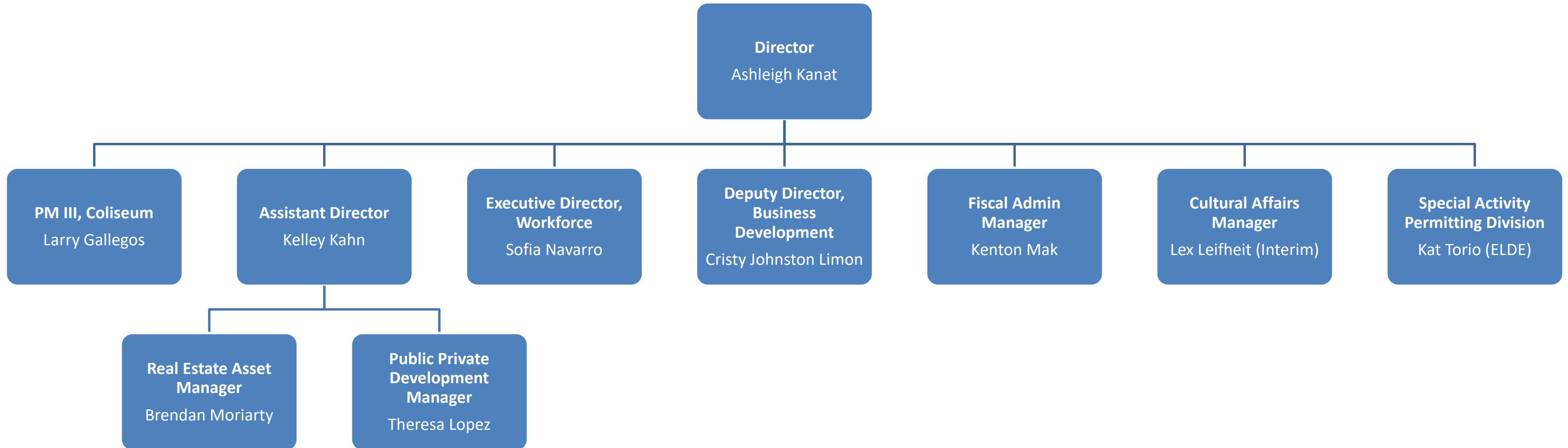
# Who We Work With

- Mayor
- City Council
- CAO
- DVP
- DWES
- DOT
- Finance
- HCD
- OPRYD
- OPW
- OFD
- OPD
- PBD
- DRE
- Other Local and Regional Agencies



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# Who We Are: EWD Leadership

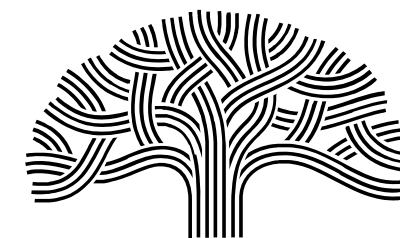


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# 24/25 EW D Budget and Staffing Levels\*

EWDD Division	Budgeted FTE	Filled Positions	Vacant Positions	FY 2024-25 Adopted Budget	Funds
<b>Administration</b>	7	7	0	2,070,620	8
<b>Business Development</b>	8	7	1	4,624,989	5
<b>Cultural Affairs</b>	5	4	1	6,554,982	4
<b>Public/Private Development</b>	15.8	9	6.8	11,303,472	12
<b>Real Estate</b>	7	5	2	2,592,169	12
<b>Special Activities</b>	11	8	3	2,626,800	3
<b>Workforce Development</b>	5	5	0	5,469,680	4
<b>Total</b>	<b>58.8</b>	<b>45</b>	<b>13.8</b>	<b>\$35,242,712</b>	<b>22</b>

*\* as of the Adopted Midcycle 24/25 Budget; does not reflect attrition since 7/2/24, contingency budget reductions, or the CAO budget reduction actions affirmed by City Council 12/17/24*

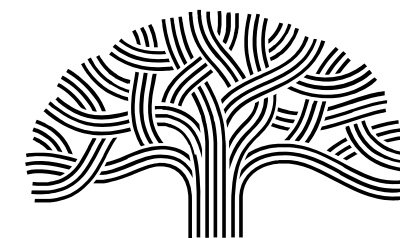


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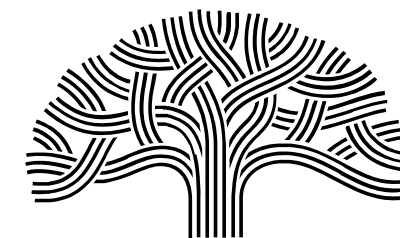
# EW D Department Responsibilities

- **Admin/Fiscal** – support Department with budget and hiring requirements and processes; process contracts and vendor payments
- **Business Development** – retain, sustain, attract businesses; identify and grow key sectors; increase private investment in Oakland
- **Workforce Development** – staff the Oakland Workforce Development Board (OWDB); oversee workforce investments in the City; play a strategic role in job creation
- **Cultural Affairs** – manage the City’s cultural arts programming, including cultural grant-making and public art; steward cultural assets



# EWDD Responsibilities, cont.

- **Public/Private Development** – negotiate and implement real estate development on City land
- **Real Estate Asset Management** – oversee leasing, asset management, appraisal, acquisition, and disposition of City properties
- **Special Activities** – promote equitable ownership and employment opportunities within the cannabis industry; develop and implement the film incentive program; issue permits for special events and film production



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# Economic Development Action Plan Framework



## Economic Development Action Plan

### VISION

Oakland's thriving economy provides equitable opportunities to live, work, learn and play in sustainable neighborhoods.

### MISSION

To ensure that all communities in Oakland are healthy, stable, and thriving by creating economic opportunity for all Oaklanders and equitable conditions to build intergenerational wealth.

### GOALS

**1. Support  
Businesses**

**2. Attract and Retain  
Key Industries**

**3. Implement Place  
Based Strategies**

**4. Build Oakland's  
Workforce**

**5. Amplify Oakland's  
Social and Cultural  
Activities**

### PRINCIPLES

Advance a Just and  
Equitable Economy

Be Responsive,  
Accountable  
and Transparent

Use Data Informed  
by Community  
Experience

Cultivate Community  
Partnerships

Steward Climate  
Transition

**DRAFT -- IN PROGRESS**

# EDAP Goals and Actions



## 1. Support Businesses

A. Assist businesses to navigate City services

B. Provide regular opportunities for business engagement

C. Connect businesses to financial assistance

## 2. Attract and Retain Key Industries

A. Pursue sector specific strategies to catalyze investment and support growth

B. Increase local business access to the Foreign Trade Zone

C. Promote Oakland's assets in regional industries

## 3. Implement Place Based Strategies

A. Enable the Conditions for Private Sector Development

B. Pursue public/private real estate development projects

C. Manage the City's real estate assets

D. Leverage business partnerships in commercial corridors

## 4. Build Oakland's Workforce

A. Coordinate and align Business Development and Employers

B. Manage contracts for job training and employment services

C. Provide career exposure, job training and placement for Oakland youth

## 5. Amplify Oakland's Social and Cultural Activities

A. Invest in culture and creative industries

B. Facilitate spaces for community connection and celebration

C. Support local business and vendor incubation

DRAFT -- IN PROGRESS

# Business Development

- Develop Economic Development Action Plan (1st Quarter 2025) and share regular updates via CED and Council
- Develop a business incentive toolbox and attract private-sector investment
- Support Corridor Safety Ambassador Program in 24/25
- Project Manage Uptown Entertainment District and Nighttime Economy Strategy
- Manage Foreign Trade Zone
- Support formation and administer 11 Community Benefit and Business Improvement Districts (BIDs)
- Lead Neighborhood Business Assistance Program
- Provide technical assistance, local contractor training programs, and other small business support (e.g., Façade/Tenant Improvement Program)



**OAKLAND CELEBRATES**  
**SMALL BUSINESS**  
April 28-May 3, 2024 WEEK

Free & open to all:

- Workshops
- Networking
- Resource Fair
- Celebrations

Krystell Guzman  
Owner of La Plazita Preschool  
3632 35th St.

Fernando Santos  
Owner of Beast Oakland  
3720 MacArthur Blvd.

Alicia Kidd  
Owner of CoCo Noir Wine Shop & Bar  
360 13th St.

Deryk Hudson  
Owner of OakBay Fits  
5329 Fairfax Ave.

Lisa Phan  
Owner of Pro Nails  
7227 International Blvd.

Tyranny Allen  
Owner of Winky Dinky Dogs  
325 19th St.

Full schedule & RSVP at [www.Oaklandca.gov/SBW](http://www.Oaklandca.gov/SBW)

# Cultural Affairs

- Manage the [Cultural Funding Grant program](#) with more than \$1.0M in annual grants to arts organizations and festivals
- Oversee Public Art in private development and capital improvement projects
- Develop Public Art Plan
- Steward cultural assets
- Staff the Cultural Affairs Commission, the Public Art Advisory Committee, and the Funding Advisory Committee
- Support the Cultural Strategists program and [Creative Economies of Belonging](#) arts jobs program.



# Public/Private Development

- Manage large development deals on City-owned land
- Advance sites declared as surplus land by the City Council for future development, consistent with State Surplus Lands Act
- Progress major commercial projects: SMU Campus, 2100 Telegraph, HJK Center for the Arts
- Advance permanently affordable housing projects on surplus land such as 73<sup>rd</sup> & Foothill (BCZ+Eden), E. 12<sup>th</sup> Street (Ebaldc) and 3050 International (SAHA + Native American Health Center)
- Manage Oakland Renaissance NMTCs
- Wind down the Oakland Redevelopment Successor Agency (ORSA)



New Samuel Merritt University Campus at City Center – Open to students  
Fall 2025

# Real Estate

- Manage acquisition, disposition, leasing and asset management for all City properties and departments.
- Oversee a real estate portfolio of over 1,100 owned parcels and approx. 170 leases/licenses (e.g., Ice Center, 1911 Telegraph, Scotlan Convention Center)
- Manage complex real estate transactions, including leasing & acquiring property for homeless interventions and other community-serving uses.
  - Example projects include:
    - New Ballers stadium at Raimondi Park
    - Coliseum Sale to AASEG and future DA
    - Roots & Soul Soccer Stadium at Malibu site
    - BCZ's Akoma Market





# Special Activities

- Develop and implement Mayor's Film Incentive Program
- Permit special events and film production
- Manage the City's Cannabis Equity Program; oversee and administer state cannabis grants
- Permit and regulate cannabis businesses, cabarets (entertainment venues), massage parlors, mobile food vending, second-hand dealers, and sound amplification



From left to right: Jasmine Cephas Jones and Rafael Casal filming at City Hall in Oakland. Credit: STARZ

# Workforce Development

- Oversee Workforce Innovation and Opportunity Act (WIOA)
  - American Job Centers of California
  - Adult and Youth Year-round Workforce Programming
- Manage Summer Youth Employment Program and Oakland Forward Program (Youth Job Corps Program)
- Lead/support community engagement and business sector engagement
- Administer FY 2022-2025 Adult and Youth Service Provider Contracts
- Oversee Special Projects (e.g., Day Labor Program, Prison to Employment, Marine Trade & Water Transportation Career Initiative, BayTech Career Initiative)

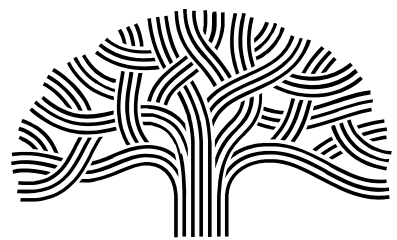


LEARN MORE

[WWW.BUSINESS20AKLAND.COM](http://WWW.BUSINESS20AKLAND.COM)

# Planning and Building Department

William Gilchrist, Director  
Planning and Building

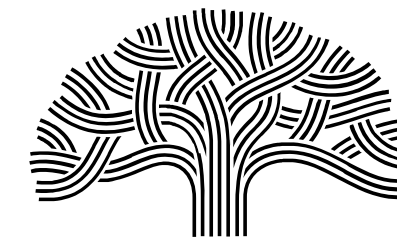


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# Department Mission

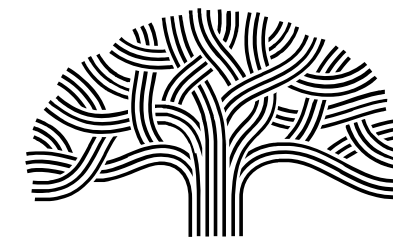
- The Mission of the City of Oakland Planning and Building Department is to improve the physical and economic environments of Oakland through sustainable development that embraces three core principles: equity, healthy environment, and economy



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# Who is served by PBD

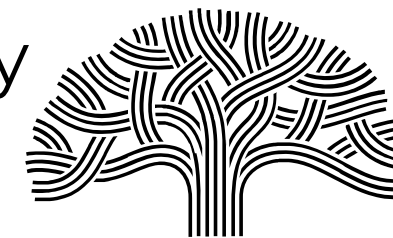
- Homeowners seeking
- Business owners
- Market rate developers
- Affordable housing developers
- Contractors, Architects, Engineers
- Agencies that undertake development in the City of Oakland
- Anyone reporting blight or code violations
- Residents of Oakland through the General Plan



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# Intersectionality with other Departments

- We directly work with OPW, DOT and the Fire Department to issue permits
- We directly work with OPW and the Fire Department in relation to code violation issues
- We directly work with EWD and HCD to support development projects
- We directly work with OPW, DOT, OFD, EWD, HCD, OPRY and Human Services to develop the General Plan
- We are supported by the HR, ITD, Finance and the City Attorney's office



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# Dept Background

PBD consists of Three Bureaus:

- The Planning Bureau
- The Building Bureau
- The Operations and Admin Bureau



Photo: Khalilha Haynes



# Dept Background

## **PBD's operations:**

- Zoning
- Development Planning
- Strategic Planning
- Planning Commission
- Landmark Preservation  
Advisory Board
- Permit Counter



# Dept Background

## **PBD's operations**

- Plan Checking
- Inspections
- Code Enforcement
- Records Management
- Digital Operations
- Fiscal Operations
- Human Recourses



# Dept Background

- PBD has 212 budgeted positions
  - 58 positions are currently vacant (27%)
- PBD's FY25 budget is \$58,568,990
- In FY24, PBD issued over 13,000 permits

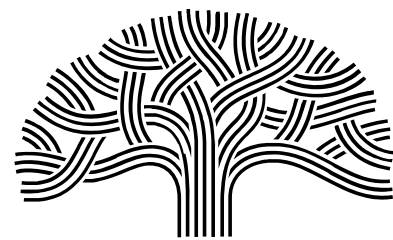


# PBD Contact List

- William Gilchrist, Director, [wgilchrist@oaklandca.gov](mailto:wgilchrist@oaklandca.gov)
- Albert Merid, Assistant Director, [amerid@oaklandca.gov](mailto:amerid@oaklandca.gov)
- Lonell Butler, Deputy Director, Building Official, [lbutler@oaklandca.gov](mailto:lbutler@oaklandca.gov)
- Edward Manasse, Deputy Director, City Planner, [emanasse@oaklandca.gov](mailto:emanasse@oaklandca.gov)
- Sylvia Ford, Executive Assistant, [sford@oaklandca.gov](mailto:sford@oaklandca.gov)

# Oakland Public Works

Josh Rowan,  
Interim Director



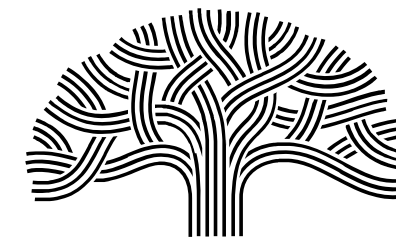
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# OPW Mission



Oakland Public Works is dedicated to you! We strive to maintain, improve and preserve Oakland's infrastructure and environment for the residents, businesses, visitors and future generations of every neighborhood in our diverse city.

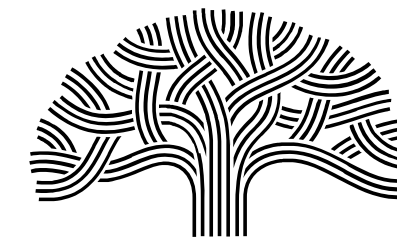


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# Public Works is Everywhere

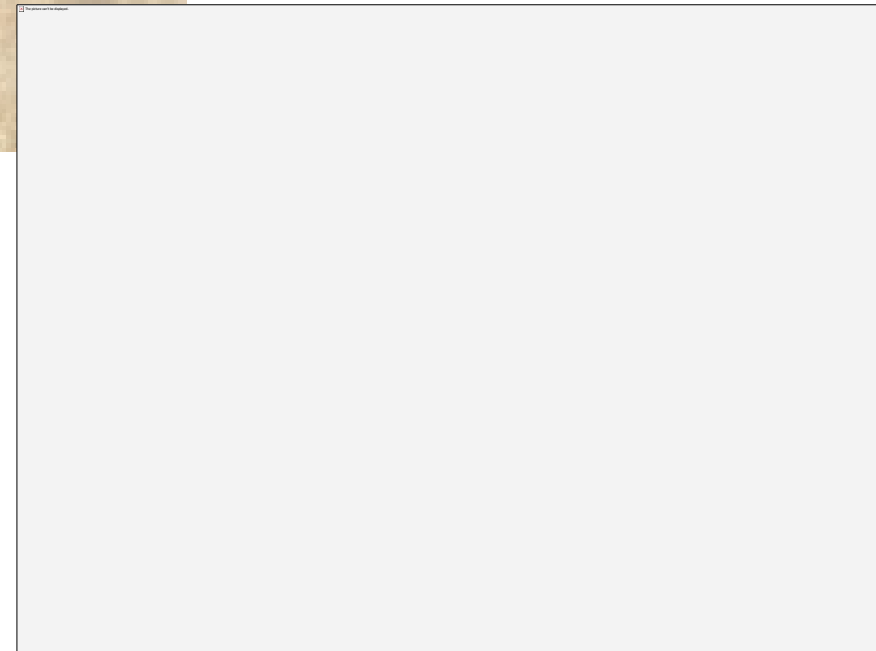
We serve every resident, business, or visitor who uses or benefits from:

- 140 City parks
- 934 miles of sewer pipes and 400 miles of storm drains
- 80+ miles of open creek
- 309 public buildings
- 1,100 miles of streets for street cleaning
- 100+ street medians
- 68,297 public trees
- 1,575 vehicles and equipment (including police and fire fleet)
- 2,000+ volunteers who beautify more than 2,600+ locations
- The City's solid waste and recycling program



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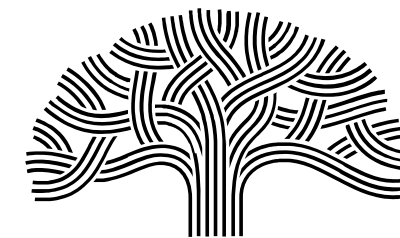
# Bureau of Environment





# Bureau of Environment

- ❖ Keep Oakland Clean & Beautiful (KOCB)
- ❖ Environmental Services
- ❖ Parks Ground and Median Maintenance
- ❖ Tree Management and Maintenance



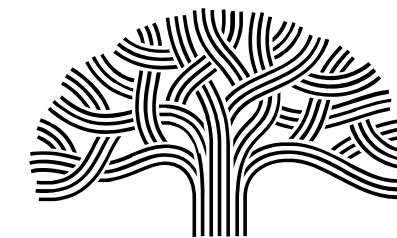
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# Bureau of Design Construction



# Bureau of Design & Construction

- ❖ Project & Grant Management
- ❖ Construction Management
- ❖ Capital Contracts
- ❖ Wastewater Engineering Management
- ❖ Watershed & Stormwater Management



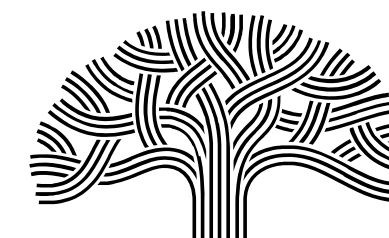
**CITY OF  
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# Bureau of Maintenance & Internal Services



# Bureau of Maintenance & Internal Services

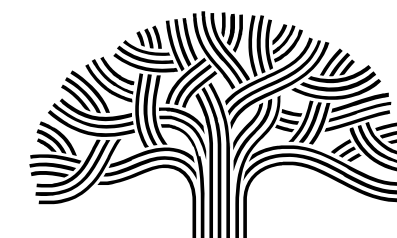
- ❖ Buildings & Facilities Management & Maintenance
- ❖ Fleet & Equipment Management & Maintenance
- ❖ Sanitary Sewer and Storm Drain Maintenance



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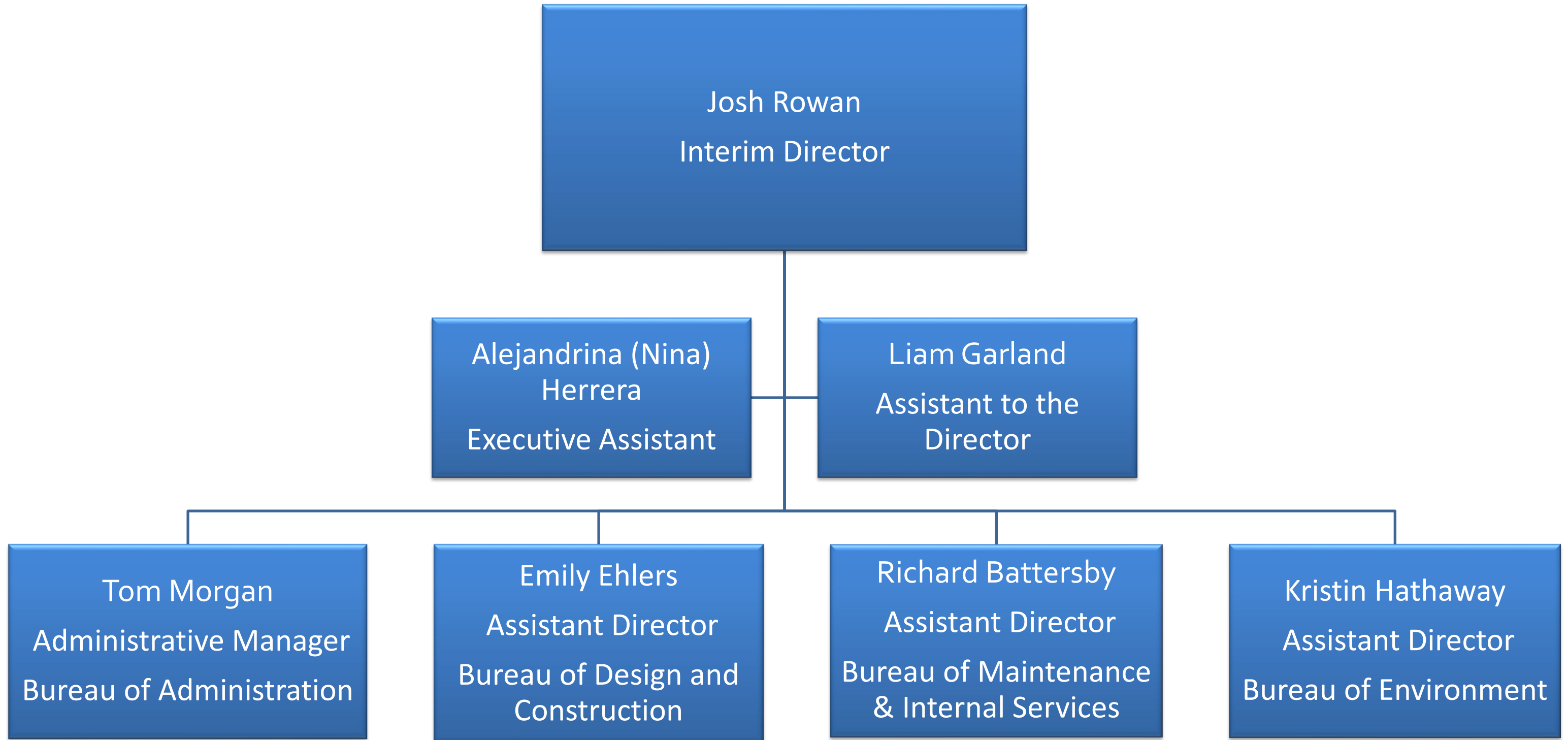
# Bureau of Administration

- ❖ Fiscal Services
- ❖ Human Resources
- ❖ Business Information and Analytics



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# Main OPW Contacts



# OPW's Top Priorities

- ❖ Finding operational efficiencies in implementing City Council's budget reductions
- ❖ Improving quality of life by reducing illegal dumping
- ❖ Delivering capital projects especially for voter-approved Measures U/KK
- ❖ Generating new revenue for maintenance of sewers, urban forest, and storm drains
- ❖ Finding funding to maintain and electrify the City's fleet and facilities



# OPW Key Staff

Josh Rowan, Interim Public Works Director

Tom Morgan, Agency Administrative Services Manager – Bureau of Administration

Emily Ehlers, Assistant Director – Bureau of Design & Construction

Richard Battersby, Assistant Director – Bureau of Maintenance and Internal Services

Kristin Hathaway, Assistant Director – Bureau of Environment

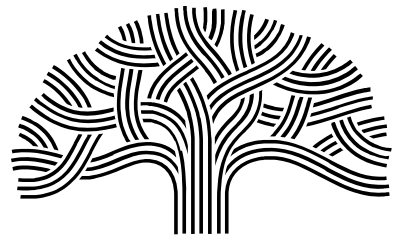
Tyree Jackson, Compliance Manager

Liam Garland, Assistant to the Public Works Director

Alejandrina (Nina) Herrera, Executive Assistant to the Public Works Director

# Oakland Department of Transportation (OakDOT)

Josh Rowan, Director  
January 2025

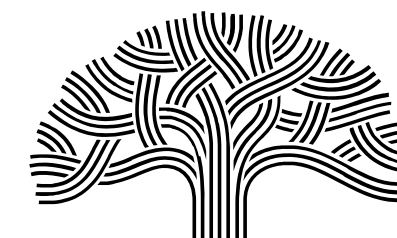


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# OakDOT Mission

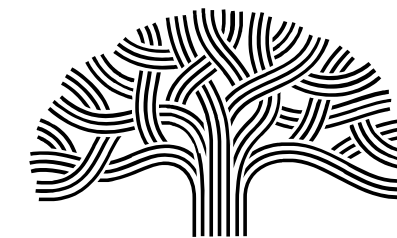
- Formed in 2017 to consolidate and focus Oakland's transportation functions
- Holistic view of transportation – more than maintenance
- Repair historic disinvestment and injustice
- Maximize external grant opportunities



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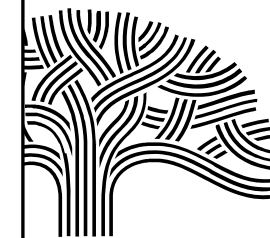
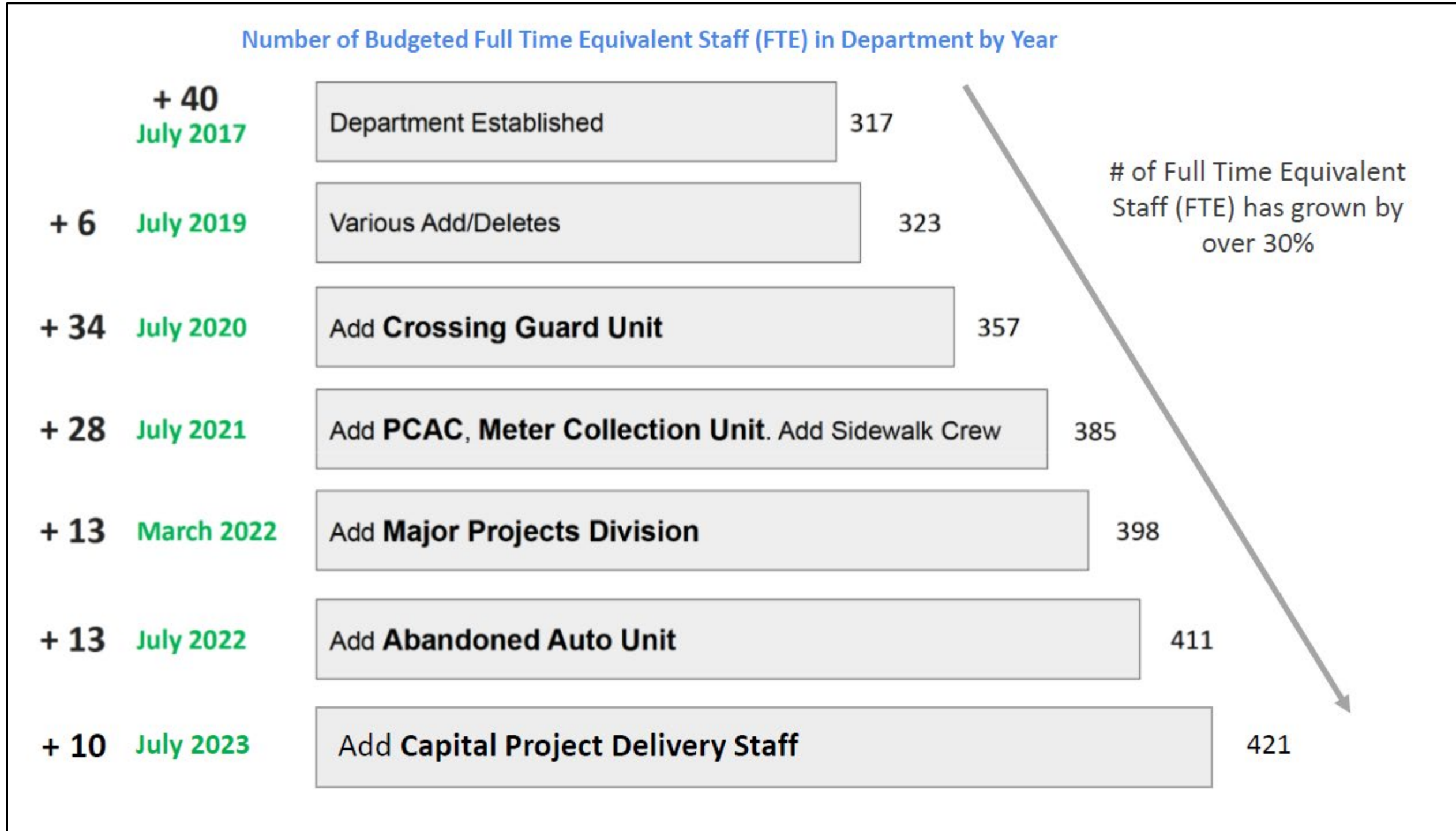
# OakDOT Strategic Goals

- **Equity** – spend resources in the communities that need them most
  - lower costs by making it easy to walk, bike and take the bus instead of drive
  - improve access to jobs and education
- **Safety** - committed to eliminating traffic fatalities and injuries and curbing dangerous driving
- **Vibrant and sustainable** – Steward new public spaces for communities to gather, improve roads and bridges for better air and water quality
- **Responsive and trustworthy** - deep commitment to transparency and public process



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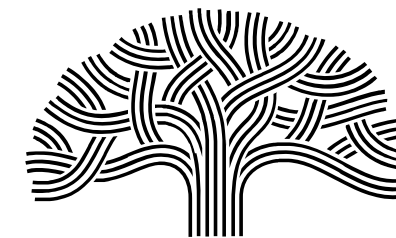
# Responsibilities and Staffing Continue to Expand



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# OakDOT Budget

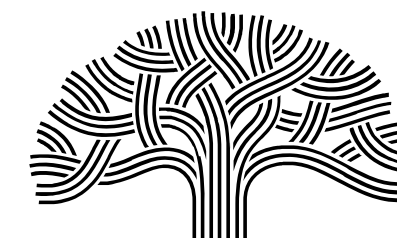
- **\$113M annual operating budget**
  - \$28M – General Purpose Fund
  - \$38M – Measure BB/VRF (Alameda County)
  - \$24M – Gas tax (State)
  - \$16M – Permit and inspection fees
  - \$7M – Other
- General Purpose Fund budget entirely within Parking Division
  - Manage on-street parking, garages, and parking enforcement
  - \$28M of investment yields **\$45M** projected revenue



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# Operating Budget Expenditures

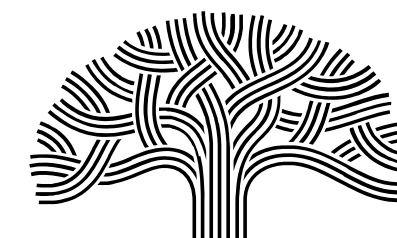
- Personnel account for nearly 2/3 of operating budget
  - \$71M of \$113M
  - 306 FTE
- Largest non-personnel expenditures:
  - Garage and parking meter management contracts
  - Construction materials
  - Fleet maintenance and purchases
  - Electricity and other utilities



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# Capital Budget

- Capital projects account for 30% of DOT budget
  - Over \$500M of programmed funding
  - 114 FTE
- \$290M of Measure U infrastructure bonds
  - Primary funding for paving and sidewalks (approx. \$55M annually)
  - Local match for competitive grants (eg, 14<sup>th</sup> St)
- >\$300M of competitive grants secured in past 5 years
  - 23 new grant applications submitted in 2024
  - >\$50M in applications pending

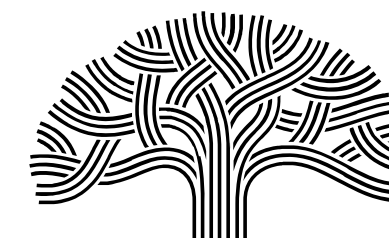


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# Core Roles and Responsibilities

- **Capital Project Delivery** – Develop, design and deliver capital improvement projects (eg, re-paving, pedestrian, transit, beautification, access, etc).
- **Traffic Engineering and Safety** - Advance roadway safety and by applying engineering measures, establish rules and regulations, and curb dangerous driving
- **Street and Sidewalk Maintenance** - repair and construction of sidewalks, and curb ramps; pothole repair, and maintain and install street signs, pavement markings and stripes.
- **Street Lights and Traffic Signals** - Install and repair street lights. Operate and maintain over 800 traffic signals to have safe and efficient arterial streets.
- **Right-of-Way Management** – Permit and inspect utilities, developers and other private construction in the public right-of-way to secure City assets and protect public interest
- **Structure & Emergency Response** - Engineering in response to disaster and emergencies, (e.g. storm damage, landslides, etc.), as well as bridge repair/seismic retrofits, and pedestrian paths and stairs repair projects.
- **Parking Management and Enforcement** – On-street parking and parking garages
- **Survey** - Land surveying and map review services for the entire City.



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# Streets & Sidewalks

- **Maintains** 800 miles of streets, 1,120 miles of sidewalks, and guardrails/ other major road features.
- Responds to **service requests**
- Full street re-paving with in-house crews



# Traffic Engineering & Safety

**Develop and maintain innovative transportation programs to promote the safety and well-being of Oakland residents and visitors.**

- Neighborhood Traffic Safety
- Traffic Maintenance and Meter Repair
- Bicycle & Pedestrian Programs
- Traffic Signal Operations
- Crossing Guard Operations



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# Traffic Engineering & Safety

Development of a **Rapid Response** protocol to address severe and fatal injuries including deploying innovative street design treatments



98th and Cherry  
Safety Improvement Project  
(near term improvement later installed  
with concrete)



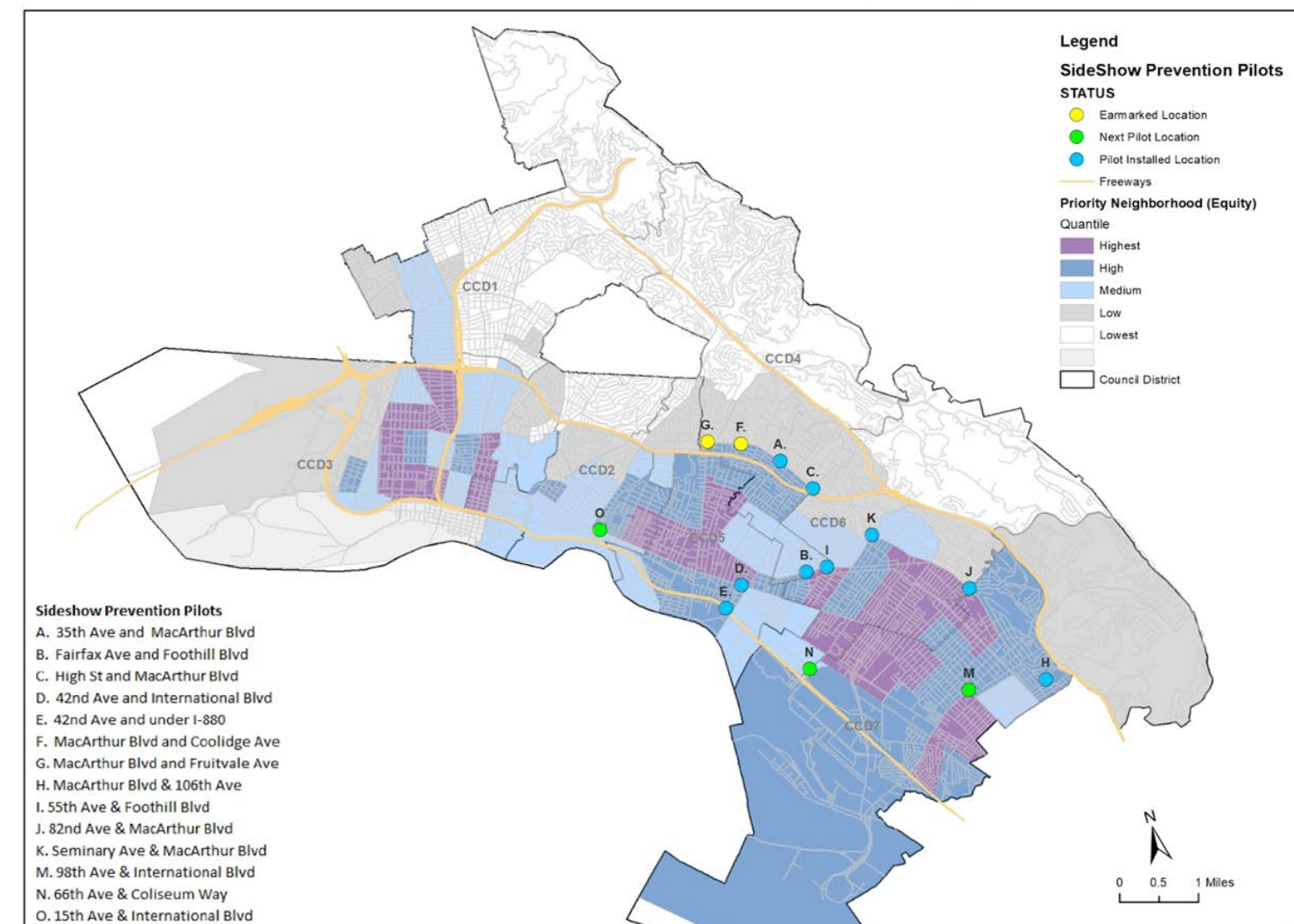
# Traffic Engineering & Safety

## Sideshow Prevention Pilot Measures

Mini Rubber speed bumps, plastic curbs and delineators to prevent sideshows and slow turning movements



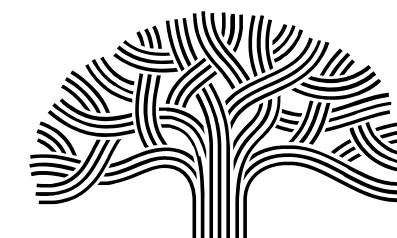
Sideshow Prevention Pilot Locations, City of Oakland



# Capital Project Delivery

**Plan, design, and implement major capital transportation infrastructure projects**

- Pavement & Sidewalk Management
- Community-based project development
- Major street reconstruction



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# Example Capital Project – Lakeside Drive

**Two-way bike path, road diet, transit-only lane project around the south side of Lake Merritt, ~\$12M Design+Construction.**



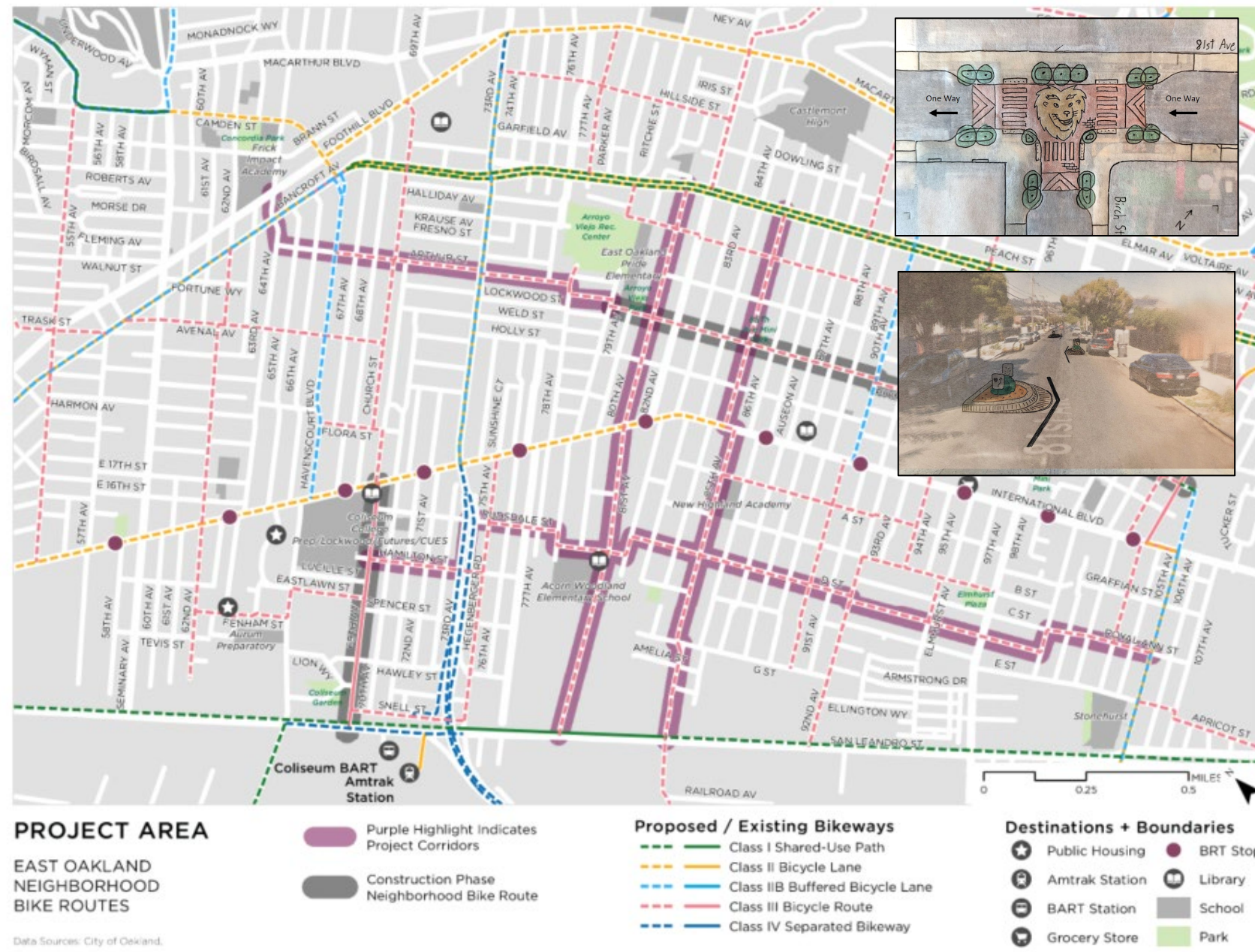
- Fills key gap in bus-only lanes for the TEMPO BRT Project
- Narrows Lake Merritt Blvd to establish a network of safe and calm streets around Lake Merritt
- Innovative bike infra design, bike signals, green infrastructure



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# Example Capital Project – Calm East Oakland Streets

**Multi-corridor project to curb aggressive driving, improve safety along residential streets and school corridors, and increase access for pedestrians and cyclists**



- Identified by 2019 Citywide Bike Plan Update
- Joint venture between planning and engineering teams to develop slow, calm, and inviting streets
- Currently refining design concepts through further community engagement



# Example Capital Project – Lakeshore Ave Paving

**Two-way bike path, road diet, pedestrian safety project around southeast side of Lake Merritt. Response to fatal crash.**



- OakDOT quickly responding to the tragic fatality of a 4-year old girl
- Leverage EBMUD and paving funds to deliver project cost-effectively
- Innovative project delivery to meet community needs



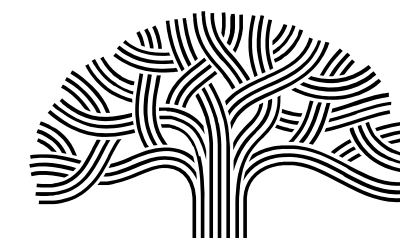
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# Right-of-Way Management

Issues permits in alignment with the City's highest standards and ensures that construction projects bringing housing and jobs within the City are implemented per safety standards.



**Parklet Program to convert on-street parking spaces into vibrant community spaces.**



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# Right-of-Way Management



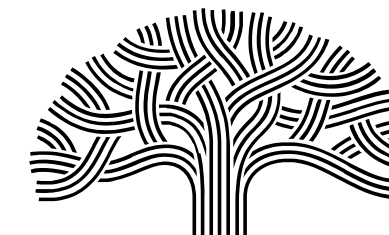
## Brooklyn Basin Project:

- On 65 acres of formerly inaccessible industrial land
- Consists of a mix of residential, commercial, civic, and parks and open space



## Oak Knoll Mixed Use Community:

- Redevelopment of 191 acres at the former Oak Knoll Naval Medical Center Property
- Street network designed as a "complete streets"

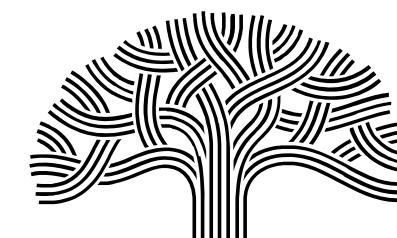


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# Parking & Mobility Management

**Responsible for managing the City's on and off-street parking system including non-sworn vehicle enforcement activities. Abandoned vehicle enforcement added to DOT in 2022.**

- Parking Enforcement
- Mobility Management
- Meter Collections
- Parking Citation Assistance Center
- Vehicle Enforcement Unit

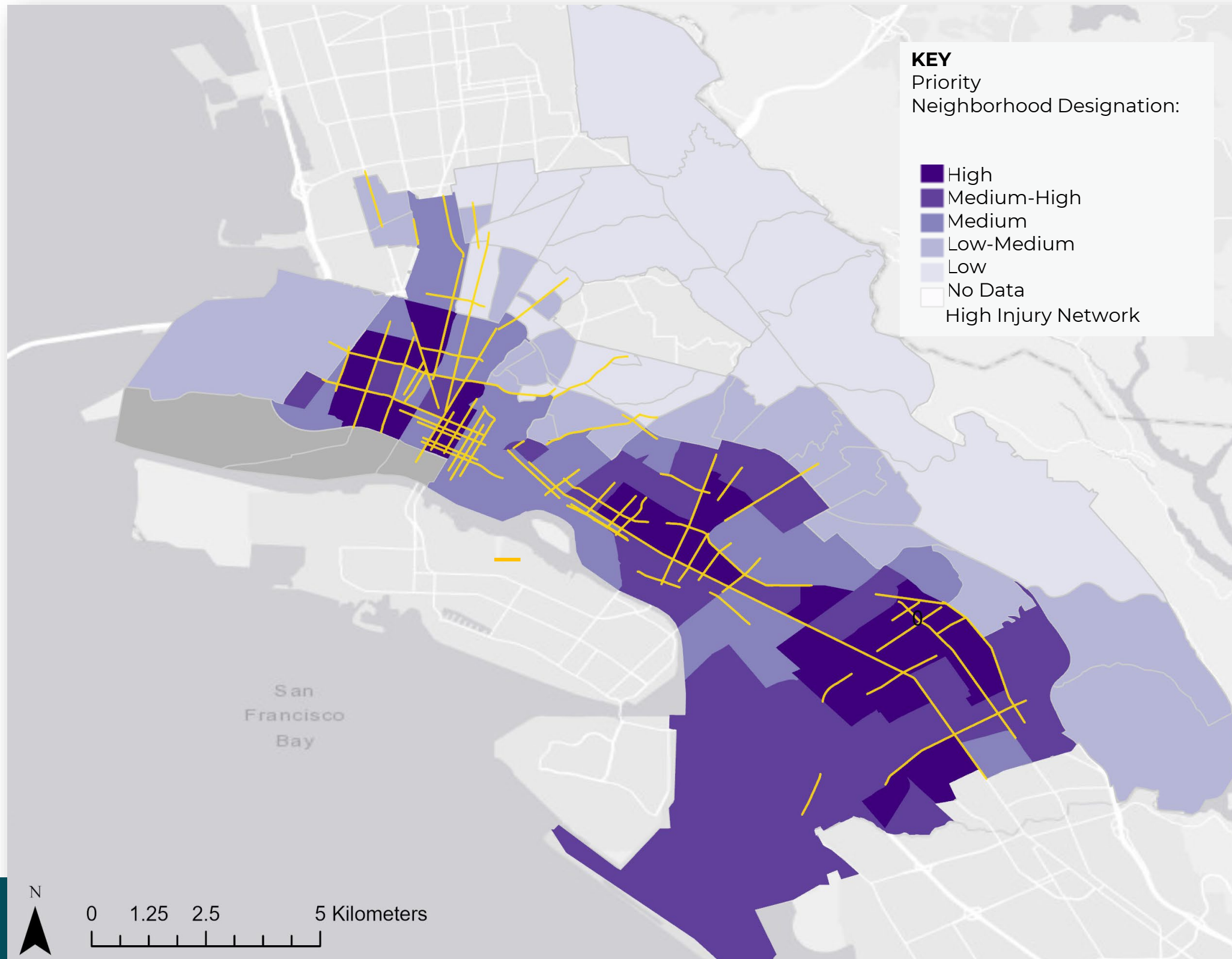


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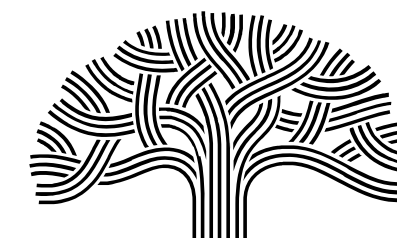
# Race and Equity Team (RET)

- **The overall mission of the RET is to end systemic causes of racial disparity through improving and developing policies, programs, and practices at OakDOT.**

- Data-driven program to prioritize investment based on historic disparities
- Developed Geographic Equity Toolkit to assist project prioritization



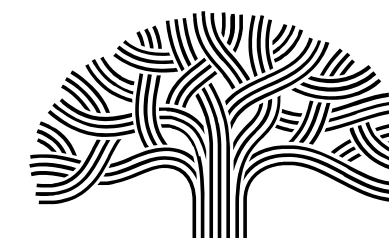
<https://www.oaklandca.gov/resources/oak-dot-geographic-equity-toolbox>



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# Intersectionality/Collaboration with OPW

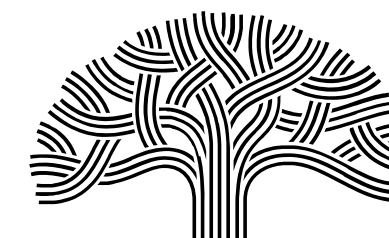
- Retain close working relationship with OPW since 2017 creation of DOT
- Joint operations for emergency response
- Rely on OPW for shared services related to contracting, construction management, performance monitoring, and data management



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# Challenges - Vacancies

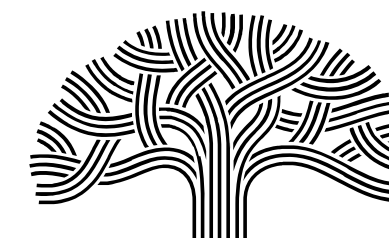
- Projects and services delayed and impacted by vacant positions
- 328 filled positions vs. 420 budgeted positions = 22% vacancy rate
- Dedicated funding available for most vacant positions (sales tax, gas tax and/or secured grants)
- Capital grants at risk of failure to deliver within funding deadlines



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# Challenges – Contracting & Purchasing

- Inefficient contracting process and staff shortages result in long timelines to issue capital construction contracts (12+ months)
- Staff shortages and complex procurement rules create challenges in making timely purchases of needed materials



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# Who to Contact?

For questions regarding this presentation:

*Josh Rowan, Director of Transportation*

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