# DIRECTOR DEPARTMENT OF TRANSPORTATION

# OAKLAND

The City of Oakland, California is conducting a national search for a highly motivated individual to be the Director of a newly-established Department of Transportation (OakDOT). A proven transportation professional with established administrative experience will lead an organizational restructuring to realize a full-service, data- and policy-driven Department. The Director will ensure that Oakland's transportation and infrastructure policies, programs and strategic investments are designed, managed, and operated in accordance with the City's commitment to promoting social equity, providing excellent public services, and enhancing the quality of life in all neighborhoods.

## THE CITY & COMMUNITY OF OAKLAND

The City of Oakland is comprised of 50 distinct and dynamic neighborhoods, 17 commercial districts, a thriving downtown, and access to world-class arts, entertainment and recreational amenities. Situated at the heart of the rapidly growing Bay Area, it is the county seat and largest city in Alameda County with a population of 413,775, making it the eighth largest city in California. It is also one of the most ethnically diverse major cities in the nation, with nearly equal representation from Hispanic and Latino, Asian, African-American, and Caucasian residents, speaking over 125 languages and dialects, as well as one of the country's largest LGBT communities. Located on the bay, six miles east of San Francisco, it encompasses 56 square miles, with 19 miles of San Francisco Bay coastline to the west and rolling hills to the east, and sees and average of 260 sunny days per year.

Oakland is the nexus of the Bay Area's rail, highway and freight networks, making it central to the region's economy. All four major lines of Bay Area Rapid Transit (BART) pass through Oakland, as does Amtrak's Capitol Corridor, San Joaquins, and Coast Starlight lines. The Alameda/Oakland Ferry provides frequent commuter service to San Francisco, while Alameda-Contra Costa Transit District (AC Transit) carries 192,000 riders each day on 586 buses traveling on 140 lines, including its first bus rapid transit corridor, now under construction. Nine major federal and state highways travel through the city, linking Oakland to San Francisco, Berkeley and other cities across the region. Oakland International Airports moves over 10.3 million passengers and 1.1 billion pounds of air freight each year. The Port of Oakland is the fifth busiest in the United States, and handles 99% of containerized goods moving through Northern California. The Port is a major hub for both BNSF and UP railroads, which operate three lines heading south, and one north, out of Oakland.

Oakland is a NACTO affiliate city, and uses NACTO's latest standards for the design of its protected bikeways, bus rapid transit facilities, and other innovative facilities. It recently restructured its approach to transportation impact analysis to eliminate use of Level of Service, and replace it with per capita Vehicle Miles Traveled, as well as new design controls and impact fees. The city has also eliminated minimum parking requirements in the urban parts of the city, and is in the process of reinventing all its parking management practices.

Oakland is home to several corporate headquarters including Clorox, Kaiser Permanente, Pandora, Sungevity, Cost Plus World Market, Dreyer's Grand Ice Cream, and Revolution Foods. Uber will soon open its new headquarters and locate 2,000-3,000 employees in Oakland. High quality educational opportunities abound as six major universities, including U.C. Berkeley, are within a 40-mile radius.

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## CITY GOVERNANCE STRUCTURE

The Mayor is elected at-large for a four-year term, and is head of the executive branch. Oakland's legislative body is the City Council and is comprised of eight Council members. One Council member is elected "at-large" while the other seven Council members represent specific districts. All Council members are elected to serve four-year terms.

The Mayor appoints the City Administrator who is responsible for all city operations and is supported by two Assistant City Administrators. The City Administrator has overall responsibility for day-to-day administrative and fiscal operations of the city including hiring of Department Directors.

## OAKLAND DOT: WHO WE ARE

Oakland has established OakDOT with a mandate to provide safe, equitable, and sustainable mobility for residents, businesses and visitors; envision, plan, build, operate and maintain multi-modal transportation and infrastructure systems; contribute to the economic vitality of neighborhoods through improved access to employment and services; and work in partnership with local transit providers and other city agencies.

OakDOT will manage all design and maintenance operations on the city's right-of-way, allowing for seamless coordination of all needs. The new agency will be comprised of approximately 270 employees, with an estimated operating budget of $40.2 million. The agency has jurisdiction over 806 miles of city-owned streets; 677 signalized intersections; 200,000 signs; 7,900 metered parking spaces; 200 miles of bike facilities and 1,100 miles of sidewalk. OakDOT will also maintain the city's 37,000 streetlights, the vast majority equipped with state-of-the-art LED fixtures.

In October 2016, Oakland Mayor Libby Schaaf and City Administrator Sabrina Landreth released the city's first Strategic Transportation Plan, establishing an ambitious agenda for city streets that will reshape how all Oaklanders get around their city. The plan, which was developed by agency staff, sets a long-term vision for Oakland's streets based on the city's core priorities, laying out dozens of specific goals to repair and update city streets to meet 21st century standards.

It is also the first transportation strategic plan in the country to put equity at the forefront of decision-making. The plan can be viewed and downloaded here: https://beta.oaklandca.gov/services/transportation/oakdot-priorities.

### Key Strategic Plan Goals Include:

- Accelerate repaving schedules to bring Oakland's streets into a state of good repair
- Provide all Oaklanders more convenient and affordable access to jobs and services
- Lower transportation costs for Oaklanders and establish equitable decision-making processes for transportation planning and projects
- Adopt a Vision Zero policy and pledge to eliminate traffic fatalities and injuries
- Expand communication and engagement between the new agency and the public
- Launch a Bicycle Master Plan process to build new paths and enhance existing ones
- Create a citywide public space program to test and expand community-requested plazas

The successful candidate will guide the new agency through the funding, staffing and programmatic changes necessary to implement this plan and achieve its short and long term benchmarks.

## DIRECTOR POSITION

As the head of a newly-created transportation agency, the director will have a unique opportunity to shape and implement transportation policy for a rapidly-growing major American city. This is an at-will management-level position reporting to the City Administrator with day-to-day reporting to an Assistant City Administrator.

*Key Responsibilities:*

The Director of DOT is responsible for planning, organizing and administering a complex transportation network. The Director must be committed to delivering quality services to all residents in a fair and equitable way that enriches the quality of life for Oakland residents.

- Ensure that Oakland's transportation and infrastructure facilities and programs are "best in class" and meet the diverse needs of the city.
- Work closely with the Mayor, City Administrator, Council, the Department of Public Works and other stakeholders to complete the internal reorganization of the department and its project development processes in order to best achieve Oakland's stated mobility, access and operational goals.
- Manage existing revenues to enhance, operate and maintain Oakland's transportation policies, programs, services, and infrastructure, while also attracting new, non-General Fund funding sources such as public-private partnerships, sponsorships and grant opportunities.
- Determine agency fiscal and personnel needs; craft and regularly update agency budgets; and invest in infrastructure repairs and improvements as adopted by the city's FY2015-2017 budget, including $25.5 million for streets and sidewalks and $8.6 million for traffic improvements.
- Operate an effective, responsive and accountable organization that can attract and retain top quality staff

and provide professional development opportunities to all staff in order to successfully innovate and implement the best practices to serve the evolving needs of residents.

- Measure performance through improved data collection, and build on existing staff efforts to analyze equity considerations in capital and operating budget decision-making, and guide investments in the City's transportation assets to improve mobility and reduce operations and management costs where feasible.
- Communicate with policymakers about projects, policies and results, and provide comprehensive information to the public.
- Foster collaborative and innovative partnerships with city, regional, state, and federal agencies, community groups, industry organizations and the non-profit and private sectors to advocate for Oakland's policy and investment priorities.

## IDEAL CANDIDATE

- The ideal candidate will be a confident, collaborative, and decisive leader with good judgment, strong professional presence, and an inspiring demeanor who can develop and sustain a highly functional department that very quickly demonstrates its crucial importance to the people of Oakland. This candidate must build and maintain an effective team, and develop, mentor, and motivate staff members. This candidate will require sophistication in government finance and operations to maintain a fiscally responsible department, be committed to diversity, possess excellent oral and written communication skills, and be quick to understand how the City functions and the department's roles. The candidate will have:
- A passion for safe, sustainable transport and infrastructure development;
- A set of values characterized by a commitment to innovation, equity, compassion for people, service excellence, and responsive leadership;
- Extensive knowledge of transportation management in a large, complex urban environment;
- Experience directing transportation planning and construction projects;
- Political savvy and sensitivity to the interests of a wide-range of stakeholder groups, strategic partners, elected officials, and administrative colleagues;
- Organizational and fiscal management skills noted for transparency, fairness, and clarity;
- A leadership style that is decisive and inspiring yet flexible;
- Emotional maturity, personal and professional integrity, and a sense of humor.

## EDUCATION & EXPERIENCE

Any combination of education and experience that is equivalent to the following minimum qualifications is acceptable:

*Education:*
Bachelor's degree from an accredited college or university in public administration, social science, engineering, transportation, architecture, urban planning or closely related field. A Master's degree is highly desirable.

*Experience:*
Five years of responsible management experience in transportation or public works administration, public sector management, or a closely related field including two years of supervisory experience. Public sector experience is highly desirable.

## COMPENSATION & BENEFITS

The salary for this position is $132,797 to $199,195 depending on experience and qualifications. The City of Oakland also offers an attractive benefits package (including insurance for health, dental, vision, and life, short- and long-term disability, and commute assistance) as well as participation in CalPERS (California Public Employees' Retirement System) with a pension formula of 2.5% at 55 (for Classic CalPERS members) and 2% @ 62 for new CalPERS members. Employees currently contribute 8% of pre-tax wages.

## APPLICATION PROCESS

To be considered, please submit your resume and cover letter with current salary information electronically to iappleyard@oaklandnet.com by December 12, 2016. Resumes received by December 12, 2016 will receive first consideration. The position is open until filled.

For additional information or questions, please contact Ian Appleyard at (510) 238-6450, iappleyard@oaklandnet.com or Kip Walsh at 510 238-7334, kwalsh@oaklandnet.com.

The City of Oakland is an equal opportunity employer, values workforce diversity and seeks to create an environment and culture that embraces employee differences. All qualified applicants are considered in accordance with applicable laws prohibiting discrimination on the base of race, religion, color, gender, age, national origin, sexual orientation, physical or mental disability, marital status or veteran status or any other legally protected status.