



PUBLIC WORKS DIRECTOR

Shifting Topographies
Public Art Installation by
Dan Corson



Freeway Underpass Public Art

AN OUTSTANDING OPPORTUNITY

The City of Oakland is looking for a talented, energetic leader to be the Director of the Oakland Public Works (OPW) Department. This executive will have broad experience in municipal public works or related city experience, complemented by a collaborative approach to problem-solving, be forward-thinking and at the same time well-grounded in the day-to-day essentials of leading a robust and active public works department serving a large, diverse community.

This executive will have a proven track record of success in managing people and projects, and quickly add value to this large, complex organization, overseeing a staff of more than 700 employees across four bureaus (Administration, Environment, Maintenance & Internal Services, and Design & Construction). The Director will also oversee aspects of an approved \$600 million bond measure that provides significant funding for infrastructure improvements for both streets and facilities as well as the passage of a \$22M property assessment to support park maintenance, stormwater improvements and homeless support services.

Being part of Team Oakland as both the organization and community undergo an exciting urban resurgence is a rare and exciting opportunity.

THE CITY AND COMMUNITY OF OAKLAND

Oakland is a dynamic city with 50 distinct and eclectic neighborhoods, 17 commercial districts, an increasingly vibrant downtown, a strong economic base, world-class arts and entertainment venues, superior cultural and recreational amenities, and a rich multicultural heritage. Oakland is the eighth largest city in California with an estimated population of 429,082 (2018 U.S. Census Bureau). The city serves as the administrative seat of Alameda County and the center of commerce and international trade for Northern California.

Oakland is one of the most diverse and ethnically integrated urban cities in the nation, with balanced representation from African-American, Latinx, Asian, and Caucasian residents, speaking more than 125 languages and dialects, as well as having one of the country's largest Lesbian Gay Bisexual Transgender Queer (LGBTQ) 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.

Oakland is a major economic force in the region. As a center for international trade, the Port of Oakland is the nation's fifth busiest container port. The Oakland International Airport is served by 12 major domestic and international airlines. Oakland is home to several corporate headquarters including PG&E, Clorox, Kaiser Permanente, Pandora, Dreyer's Grand Ice Cream, and Revolution Foods. As well as being home to these corporations, a thriving downtown area has sprung-up in recent years with new businesses, various small retail shops and buzzing restaurants. High quality educational opportunities abound as six major universities, including U.C. Berkeley, are within a 40-mile radius.

CITY GOVERNANCE STRUCTURE

The City of Oakland operates under a "Mayor/Council" form of government. The Mayor is elected at-large for up to two four-year terms and is the head of the executive branch. Oakland's legislative body is the City Council and is comprised of eight Council members (seven elected by geographic district and the eighth elected at-large). Elections are held every four years for the Mayor, with Council elected for four-year terms on a rotating basis. Oakland also has an elected City Attorney and City Auditor. Oakland is a full-service city with over 4,500 employees and an annual budget of over \$1.7 billion.

The Mayor appoints the City Administrator who is responsible for all city operations and is supported by two Assistant City Administrators, and two Deputy 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 PUBLIC WORKS (OPW)

MISSION STATEMENT: 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.

OPW provides comprehensive public works services directly to the Oakland community, as well as to all City departments.

OPW delivers its services through four bureaus:

- **Administration (39 FTEs)** - Asset Management, Fiscal, Human Resources, Safety & Training, Public Information, and Contract Services
- **Environment (260 FTEs)** - Environmental Services, Facilities, Keep Oakland Clean & Beautiful Program, and Parks & Tree Maintenance Services
- **Maintenance & Internal Services (297 FTEs)** - Equipment & Fleet Services, Infrastructure/Sewer Maintenance, and Drainage Maintenance
- **Design & Construction (78 FTEs)** - Clean Water Program, Project Delivery (Design & Construction of City Facilities & Parks), Measure DD/Lake Merritt Improvements, Engineering Design, Sewer Consent Decree (Design & Construction), and Contract Services

The Oakland Public Works Department is not directly funded by the General Purpose Fund, but like many cities, the City of Oakland is facing a deficit in our General Purpose Fund as a result of the Covid-19 pandemic and the candidate would be a trusted Executive to help be a thought partner in creative ways to manage any deficit. The annual operating budget for OPW is approximately \$164 million. Funding comes from a variety of sources including voter-approved special taxes, sewer fees, development service fees, internal service fees, a Lighting

& Landscaping Assessment District, general obligation bonds and numerous grants. OPW is responsible for project delivery for \$150 million for renovating City facilities including fire stations, libraries, recreation centers and other city buildings.

THE POSITION

Reporting to an Assistant City Administrator, the Director is responsible for directing, planning, and leading the operations of the Oakland Public Works Department, oversight of capital improvement projects on behalf of sponsor agencies, and coordination/control of some work performed in the City's right-of-way. The Director may also serve as an Operations section chief or in other leadership roles in the City's Emergency Operations Center responsible for managing emergency responses to events affecting the City's public infrastructure and providing executive level support in other emergency situations.

The new Director will need to immediately address the following priorities:

- Gaining complete understanding of the wastewater management franchisee consent decree.
- Gaining complete understanding of the City's Zero Waste franchise contracts and the new Director will need to develop a forward thinking, high level strategic model to establish a contractual agreement extension helping to continue the Oaktown PROUD campaign's Three E's Strategy to reduce illegal dumping: Education, Eradication and Enforcement.
- Develop or further enhance a strategic milestone plan to help tackle the unsheltered population crisis in the City of Oakland and its subsequent growing encampments. Continuous engagement and creativity must be maintained to help Oakland develop a means to protect this vulnerable population and also maintain a cleaner city.

CHALLENGES AND OPPORTUNITIES

Furthermore, the Director of OPW will be presented with a number of challenges and opportunities in city that is growing with an aging infrastructure. For example:

- OPW has established itself as a regional leader and was the 35th city to be accredited through the American Public Works Association (APWA). Maintaining this high standard for continued self-assessment and improvement is an ongoing goal for the new Director. The new Director will need to incorporate new and improved standards and expectations as a direct result of the COVID-19 pandemic such as remote and restored work protocols and the integration of new technology.
- Oakland enjoys a high degree of civic engagement with concern over aging infrastructure. Oakland residents care deeply about their community and are vocal about community projects and issues, such as homelessness, illegal dumping and infrastructure maintenance. This level of community involvement leads to better decisions and is a key component

of the decision-making process utilized in Oakland. Comfort presenting and authentically engaging in vibrant public forum is essential to this position.

- Oakland government consists of several different bargaining units that represent and support City staff and the Director's ability to work collaboratively with these bargaining units is critical to the Director's success.
- It is of profound importance that the new Director collaborate with HR to create a robust and fluid recruitment/retention program. And, to conduct an extensive assessment of any and all potential staffing challenges due in part to retirements and attrition.
- OPW introduced Equitable Climate Action Plan 2030 to identify an equitable path toward cost-effectively reducing Oakland's local climate emissions a minimum of 56%, transitioning away from fossil fuel dependence, and ensuring that all of Oakland's communities are resilient to the foreseeable impacts of climate change, by 2030. The Director will need to take a leadership role with respect to implementation.
- OPW's role in providing capital projects delivery services to all city departments provides a unique opportunity to work collaboratively with the Director's peers on the most significant projects in Oakland. This collaboration requires a strong investment in building genuine relationships and demonstrating value that serves the best interests of all involved.
- Oakland's aging infrastructure and high demands on service delivery translates to the need for a high performance and high-output department. The Director will provide leadership in refinement of metrics and use of analytical tools to assist in addressing deferred maintenance and making decisions about service and project delivery. Many exciting capital projects are underway, with even more on the horizon, so the use of data analytics has become increasingly critical to prioritization and decision making.



THE IDEAL CANDIDATE

The ideal candidate will share Oakland's vision and values. He/she will be a confident and empowering leader who builds strong team morale while maintaining accountability with a collaborative spirit. This leader will also be an exceptional mentor and strategic manager of people and the City's resources with the ability to prioritize needs for a large complex organization that values timeliness and transparency, while continuously improving upon the customer experience. With a strong culture of customer service across the city-wide organization, the new Director will continue to promote and embrace this mindset.

The new Director will embrace and provide leadership with respect to the City's commitment to racial equity. That leadership includes fully supporting the department's equity team(s), ensuring completion of equity impact analyses in support of policy/budget/operational decision-making, and general application of a racial equity lens over personnel (hiring/promotion/discipline) and community engagement decisions.

The new Director will be a skilled communicator and process a broad interdisciplinary and technical background. Be adept at managing and problem solving through complex situations in a fast-paced and dynamic environment. Both diplomatic and decisive, the successful candidate will work with a sense of urgency, stay positive, and keep focused on progress and quantifiably continued improvement.

The ability to build meaningful relationships across city government, community partners, neighborhood associations, and with employees at all levels is fundamental to this position. The next Director will also need to be politically savvy without being political and will be consistently motivated by what best serves the Oakland community.

Top candidates for consideration will have a leadership style that is empowering, respectful, and rooted in genuine concern for others, both internal to OPW and externally in the community. The Director will also be accessible, engaged, and lead from outside the office. Management by walking around works well in this environment, and successful candidates will bring resilient leadership skills to this critical role. A leadership style noted for innovation and creativity is ideal.

Experience with alternative methods of project delivery will be extremely beneficial. Likewise, prior experience with public-private partnerships, grants, financing methods and funding of capital projects will be an asset. As a supporter of technological enhancements, the Director will also be tasked with overall best use of technology to monitor deliverables, mobile applications and social media.

EDUCATION AND EXPERIENCE

The following qualifications are guidelines, as the appointing authority has broad discretion in filling positions in this classification.

Education: Bachelor's degree in engineering or a technical discipline related to design and construction, public administration, and/or management is desired. An advance degree is a plus combined with strong, relative career experience.

Experience: At least five years of progressively responsible management experience is required in a medium-to-large public works or other municipal organization. Comparable experience in a fast-paced, dynamic, ethnically diverse and urban environment is strongly desired.

Licenses and Certifications: Not required although Engineering or Architectural license issued by the State of California is desirable. Out-of-state candidates that have achieved these certifications in other states, combined with relative career experience may be strong, viable candidates for consideration based on the extent of the applicant pool.

COMPENSATION AND BENEFITS

A competitive compensation package will be offered with an annual salary of \$175,099 - \$262,650 for this at-will executive position. Benefits include medical insurance, life insurance, automobile allowance, paid holidays, vacation, sick leave, management leave, public sector retirement (three CALPERS tiers: 2.7%@55 for employees hired before June 8, 2012; 2.5%@55 classic member; 2%@62 PEPR new member), and voluntary deferred compensation.

APPLICATION PROCESS

To be considered, please submit your resume and cover letter outlining the background and experience that makes you the ideal candidate electronically to pwdirector.oakland@thehawkinscompany.com by **April 5, 2021**. Resumes received by **April 5, 2021** will receive first consideration. The position is open until filled.



THE HAWKINS COMPANY

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For additional information or questions, please contact Ms. Daphne LeBlanc at 818-399-5787, transearch@aol.com or Ms. Brett Byers at 323-403-8279, brett@thehawkinscompany.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 basis 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.

