



## Final Task 2B. Goals and Objectives Memorandum

*Updated: November 1, 2024*

### INTRODUCTION

This memo summarizes the work completed for Task 2B. Goals and Objectives of the California Department of Transportation's (Caltrans) Vision 980 Study-Phase 1 project. The goals and objectives listed in this memo were developed through the results of a workshop that was held between, Caltrans, its project team, and members of the Technical Advisory Committee (TAC). The goals and objectives form a roadmap for the project team to realize the community-informed project vision for the Interstate (I-) 980 corridor.

### GOALS AND OBJECTIVES WORKSHOP

The project team held a workshop with members of the TAC on Tuesday, September 24<sup>th</sup>, 2024, to discuss potential goals and objectives for the project. The workshop began with the project team going over a presentation that summarized the scope of Phase 1, expected process and outcomes for this phase of the project, ongoing and recently completed planning efforts near the project area, and examples of similar Reconnecting Communities projects. Following the presentation, an open discussion was held to brainstorm potential goals and objectives for the project. Key takeaways from the discussion are listed below and were incorporated into the development of this memo:

- Impacts on workforce development and contracting/hiring opportunities should be kept in mind
- There is a strong need to acknowledge the harm caused through the construction of I-980
- Truth and reconciliation are key themes to focus on
- Equity can be a vague term and there needs to be clarity about what specifically this project, and subsequent phases/projects, are aiming to achieve
- There needs to be assurance that the new vision for I-980 will not cause additional harm
- Public safety should be prioritized
- Barriers to implementation need to be considered including legislation and policy aspects



## Reconnecting Communities

- Need to determine how community is defined as well as the multiple and distinct communities within West Oakland
- Many legacy residents have moved to other parts of Oakland, Bay Area, and/or the state

### APPROACH

The goals and objectives listed in this memo are long-term outcomes for the project that the work in Phase 1 should begin to address. The objectives are specific actions achievable within Phase 1. Goals and objectives are stakeholder-informed and inspired by national best practices for goal setting for Reconnecting Communities projects. The TAC includes community-based organizations (CBO) advocating for the West Oakland community to ensure these goals and objectives reflect the priorities of the community.

A framework was developed for these goals and objectives to guide the work in all future project phases across the full lifecycle of Vision 980. The framework is explained as follows:

### GOALS AND OBJECTIVES - DEVELOPMENT FRAMEWORK

- The goals defined during this phase of the project are evergreen and should continue to be followed through future phases of work. The goals are (and any future goals will be) defined by Caltrans in partnership with CBOs and regional stakeholders and they will be vetted by the public.
- The objectives developed for each goal are specific actions that can be achieved during the present phase of the project. The objectives listed below specifically refer to actions that can be measured and accomplished during the visioning phase. The objectives do not include actions that can't be measured and accomplished in this phase.
- At every new project phase, Caltrans and its project partners should develop a new set of objectives to achieve within that specific phase that align to the overall project goals.
- While Goals established during the visioning phase are intended to be applicable in future phases, it does not preclude the creation of new goals in future phases.

The goals and objectives should be referenced throughout Phase 1 by Caltrans, its project team, and the TAC to ensure the guidance is actively utilized.

## GOALS AND OBJECTIVES

Table 1 lists the goals for Phase 1 along with corresponding objectives to focus progress on those goals during Phase 1. A goal is a desired outcome to be realized at the end of the project. The goals below document longer term and more broad outcomes. Each goal has a set of associated objectives which define more short-term and measurable actions that will achieve the associated goal. The objectives focus on exploration, planning, and level-setting commensurate with the decision-making characteristic of the early stages of a public project.

*Table 1: Phase 1 Goals and Objectives*

Goal	Objective
Create community-informed transportation+ project concepts that address transportation, housing, economic development, parks, and culture to improve all aspects of quality of life in Oakland	Collaborate with the West Oakland communities to define “reconnect” to inform concepts
	Develop multimodal transportation solutions and complete streets that improve options and road safety for the West Oakland community and connect to existing bus and rail services
	Align land use to the vision for housing, economic development, and parks developed in Phase 1, including types, scale, and location
	Identify and include alternatives to address basic infrastructure gaps with project concepts
	Identify community assets to preserve, improve connection to, or center in concepts
	Leverage infill and activation opportunities of vacant and underutilized land to improve or eliminate public safety and public health issues that occur in those spaces

Goal	Objective
Develop equity outcomes that directly benefit West Oakland residents, exceeding compliance with Title VI, the National Environmental Policy Act, and disadvantaged business enterprise regulations, or the status quo of reducing harm	Acknowledge and address the trauma experienced by legacy Black West Oakland residents with harm repair strategies that make amends for the negative impact I-980 continues to have on them, and lead intra-agency and inter-agency dialogues on how to manifest the harm repair strategies
	Develop equity metrics to measure progress on achieving various equitable outcomes
	Identify different audience groups within the community to create benefits commensurate to their lived experiences
	Engage the community and TAC to inform equity metrics and equitable outcomes
	Foster ongoing learning from inspiring Reconnecting Communities projects with effective or innovative equity approaches nationally
Foster a more sustainable West Oakland neighborhood by addressing corridor-induced environmental trauma like air quality, urban heat, and public health outcomes, and planning resilient new infrastructure	Explore the project alternative of complete removal of the freeway corridor along with traffic engineering options that do not route or divert traffic onto other West Oakland neighborhood streets
	Identify environmental risks and mitigations for deconstruction and new construction in project concepts, whether freeway corridor removal or other options
	Include green infrastructure strategies to improve fresh oxygen sources, manage stormwater, create heat-absorbent streets and large surface areas, and more
	Explore circular economy opportunities to repurpose materials that currently exist in West Oakland, whether they give new purpose to what would otherwise become non-biodegradable waste or preserve a piece of West Oakland history and culture

Goal	Objective
Identify public policies to achieve anti-displacement and anti-gentrification project concepts, and create project policies that bring project workforce opportunities to West Oakland residents	Understand policy gaps that have allowed past and present displacement and gentrification and engage the appropriate public agency on ways to bridge the gaps
	Identify policies that will align private sector partners to anti-displacement and anti-gentrification goals, including developers, micromobility companies, and similar
	Develop a community agreement with a signatory pledge from the appropriate agencies committing to program policies to prioritize West Oakland residents for project workforce opportunities
Engage the community with humility to earn a meaningful and long-lasting relationship that empowers co-creation and collaboration from visioning through implementation	Extend a public acknowledgment from Caltrans to the West Oakland community to communicate a meaningful understanding of the harmful decision-making that allowed the construction of I-980 and the types of generational traumas the infrastructure caused
	Conduct inclusive engagement that centers West Oakland residents early and often, creating space for dialogue, imagination, and problem-solving with the community
	Foster transparency on project funding, planning processes, and tradeoffs of different technical approaches to build public trust and inform the co-creation of project concepts
	Include West Oakland CBOs in stakeholder meetings, creating a balance of CBOs and public agency staff to ensure representation of the community voice

## ACCOUNTABILITY GUIDELINES

The following guidelines and scenarios are recommended best practices for agency staff and their consultants to help achieve the project goals and objectives. It's important to foster accountability behind the scenes to ensure rhetoric about good intentions are realized through attitudes, actions, and follow through.

- Be aware of technical bias
  - A technical bias could be held by a formally educated and professionally trained subject matter expert whose instinct is to believe they know what's best for the community they are serving. This outlook can lead to using that superiority to shape project concepts in their own vision, rather than co-creating with the community and fostering transparent communication so that the community can meaningfully contribute. Seek diversity of thought in developing project concepts.
- Avoid fear-based decision-making
  - Fear is the most consistent factor in a discrepancy between planned equity outcomes and actual equity outcomes (if any). Fear can manifest within individuals who have personal biases about equity, for example, the common misconception that creating equity takes from one group to give to another. Fear can manifest within organizations around funding, feasibility, and politics. For example, viewing the cost of a concept as too expensive instead of a proportional investment in an underinvested community.
- Organize agency leadership support
  - Socialize the business case for project concepts so that the agency is prepared to follow through with next steps to realize the community's vision which the community-facing agency staff have committed to on behalf of the agency. If agency leadership gives direction that departs from those commitments, it will further erode public trust.